

# ATTACHMENT BOOKLET

**NORTHERN BEACHES COUNCIL MEETING**

**TUESDAY 12 NOVEMBER 2024**

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## Annual Report 2023/24





**Acknowledgement of Country**

Council acknowledges the Traditional Custodians of these lands and shows its respect to the Elders past, present and emerging.

Visit us: Northern Beaches Council

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**Dee Why**  
725 Pittwater Road  
Entry via Civic Drive

**Manly**  
1 Belgrave Street  
Town Hall

**Mona Vale**  
1 Park Street

Open: Monday to Friday  
between 8.30am - 5pm,  
excluding public holidays

**contact us:**  
phone 1300 434 434  
email [council@northernbeaches.nsw.gov.au](mailto:council@northernbeaches.nsw.gov.au)  
web [northernbeaches.nsw.gov.au](http://northernbeaches.nsw.gov.au)

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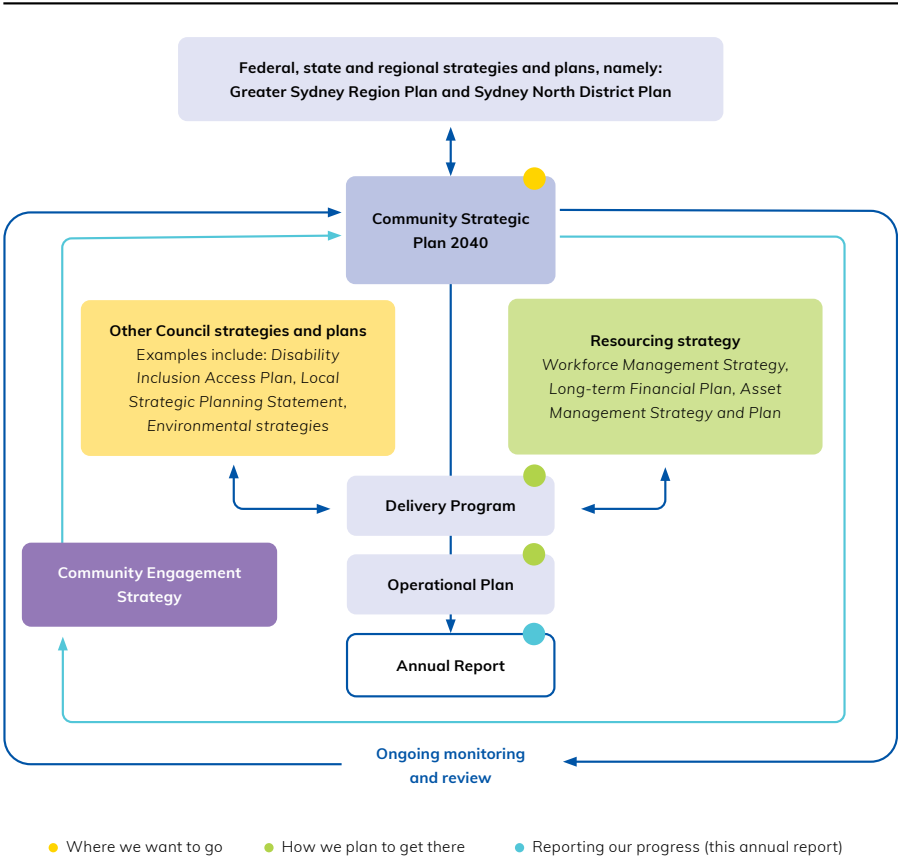


About this report

Welcome to Council's annual report for the 2023/24 financial year. This document reports on the principal activities undertaken by Council to meet the goals of the Community Strategic Plan 2040 during the last year.

The Annual Report 2023/24 is an important part of Council's legislated planning and reporting framework as shown in Figure 1.

Figure 1  
Integrated planning and reporting framework



## Community engagement

Community engagement is an essential part of good governance at Northern Beaches Council, enabling us to make better decisions and deliver more aligned outcomes for our community.

The engagement for the draft Delivery Program and Budget 2023-2027 was planned, implemented, and reported in accordance with Council's Community Engagement Matrix.

A delivery program project page was established on our Have Your Say website with information provided in an open, inclusive, and accessible format. This included:

- a breakdown of 12 local areas into summary snapshots of projects and initiatives
- fact sheets on the road resheeting and footpath program, environmental program and recreation program, along with a fact sheet on 'Your dollars at work'
- capital works program with a summary animation of highlights and online map of capital projects
- 4 stakeholder meetings (2 face-to-face and 2 online).

The public exhibition was promoted through our regular community e-newsletter and social media channels to ensure our community was aware of the opportunity to have their say, resulting in 11,745 visitors to the online project page and 315 views of the supporting videos.

Feedback was captured through an online submission form embedded into the project page with a total of 104 submissions received from our community. Staff consolidated all feedback into a community engagement report and assessed ways to incorporate findings into the final program. The program and budget were both adopted by Council in June 2023.

Listening and responding to what our community and stakeholders have to say is all part of our commitment to putting our community at the centre of everything we do.

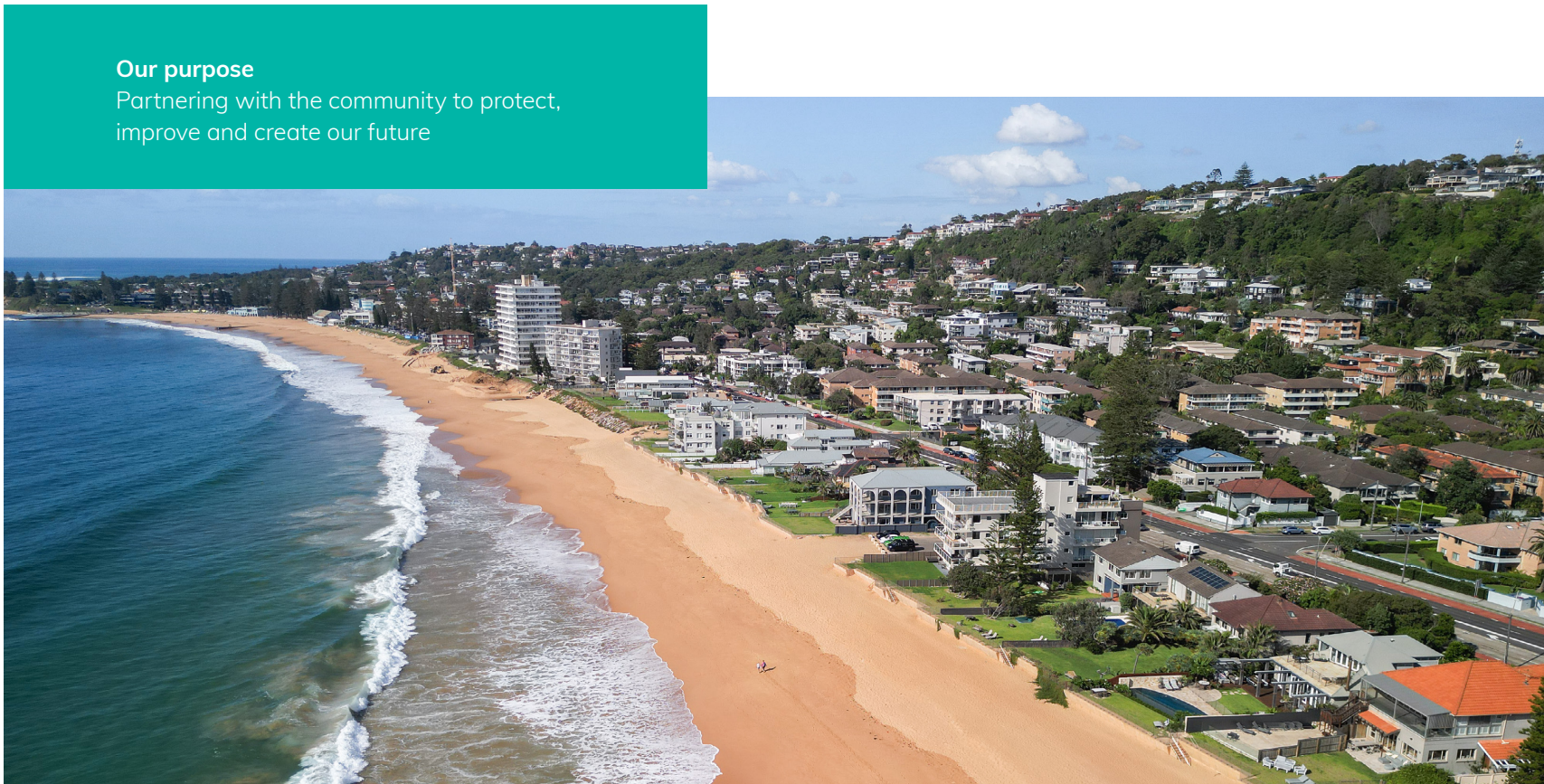
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### **Our Community's vision for the Northern Beaches**

A safe, diverse, inclusive, and connected community that lives in balance with our extraordinary coastal and bushland environment.

### **Our purpose**

Partnering with the community to protect, improve and create our future



Our Values

9

Corporate Values

Trust

being open brings out our best

- Be transparent and honest through open two way communication
- Be sincere by actively listening to others and encouraging a shared understanding
- Be courageous by taking and sharing accountability
- Be adaptable and receptive to change

Respect

valuing everyone is how we make a difference

- Be inclusive and culturally aware of others
- Be polite and have a genuine concern for the wellbeing of others
- Be prepared to give and receive feedback
- Be aware of your personal impact on others

Service

we care as custodians for the community

- Be focused on delivering the highest quality service in everything we do
- Be proactive and take ownership of the service provided internally and externally
- Be dedicated to making a difference to our community, protecting our environment and encouraging innovation
- Be proud to promote our vision and values

Teamwork

working together delivers

- Be caring by thinking of the needs of others
- Be flexible to focus on a common goal by considering the diverse views of others
- Be loyal, supportive and helpful towards other people to develop harmonious relationships
- Be open to share knowledge and to recognise the contributions of others

Integrity

we are proud of doing what we say

- Be reliable by honouring promises and meeting goals and deadlines
- Be honest by taking responsibility for your decisions and actions
- Be confident towards challenge in the pursuit for excellence
- Be familiar with policies and procedures and act lawfully at all times

Leadership

everyone has a leading role

- Be encouraging of others to enable problem solving and innovative ideas
- Be inspiring by fostering a workplace that supports continuous learning and efficiency
- Be work safe
- Be a role model of the values and behaviours





## Message from the Mayor



We are so fortunate to live in one of the most extraordinary places in the world and over the last 12 months we have focused on supporting and enhancing our valued beach and bush lifestyle.

We have invested in replacing and renewing community infrastructure - starting work on the new community centre for Warriewood, completing a new memorial shelter at Manly Warringah Memorial Park, delivering new amenities for Shelly Beach and Little Manly, improving accessibility for Rowland Reserve amenities and upgrading the outdoor facilities at Warriewood Surf Life Saving Club.

We asked the community for feedback on concepts for a new Manly Life Saving Club, upgraded basketball, pickleball and netball facilities in Forestville and Belrose and created a beautiful new park in Warriewood, named in honour of Lynne Czinner, the late former Mayor of Pittwater Council and a strong environmental advocate. Smaller playgrounds were renewed at Griffith Park in Collaroy and Weeroona Reserve Fairlight.

We have also continued to invest in improving our roads and footpaths, investing \$12.6 million to complete 9km of road resurfacing and 5km of new footpaths.

One of the most exciting projects of the year was the development of the Northern Beaches Waste and Circular Economy Strategy 2040 - Rethink. Reduce. Reuse. The strategy was developed alongside our community over a 12-month period and 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. Details of the events the Waste team have already delivered to support Council's new strategy and to activate a local circular economy can be found on page 57.

With the use of e-bikes on the rise and growing concerns about rider behaviour, Council took the lead this year on e-bike safety, investing in a multi-channel e-bike safety education campaign.

The 'Know the Code' education and behaviour change campaign targeted younger e-bike riders and their parents across the Northern

Beaches and included digital, social and outdoor channels, with signage on shared paths outlining the simple code. The campaign was also rolled out in schools and bike shops and attracted significant media coverage. Council continues to advocate to the state government for changes to legislation and a state-wide focus on this issue.

Another large campaign to improve beach safety was also a 2023 highlight, spreading the message to locals and visitors to swim between the flags and identify rips.

In an Australian first this year, the Palm Beach Headland was designated as an Urban Night Sky Place (UNSP) by DarkSky International. This prestigious designation was made possible by the significant efforts of our staff, our partners, such as National Parks and Wildlife Service (NPWS), and a dedicated community working group. It provides a great opportunity for our community to learn more about the night sky visible from our own peninsula.

We also continued to foster community and connection through our events and activities. The Jazz Festival, Taste of the Beaches, Creative Open, World Food Markets, Net Zero Expo, Environmental Art and Design Prize, Australia Day, New Years Eve and other events are as popular as ever, and the Sun Run attracted the most participants ever. It was also fantastic to see the community cheer on our amazing Matildas at the World Cup on the 2 live sites we hosted at Manly and Cromer.

It was also another good year for awards with Long Reef Surf Club winning in the Local Government Excellence Awards (projects over \$1.5 million), Frank Grey Oval being awarded Cricket NSW's Suburban Cricket Ground of the Year and our dedicated Meals on Wheels team being recognised with the 'Helping Hands' award at last year's Annual General Meeting of the NSW Meals on Wheels Association, just to name a few.

We are sincerely grateful for the support and teamwork from our volunteers, community and partners.



**Sue Heins**  
Mayor

## Message from the Chief Executive Officer



I am pleased to present the achievements of the 2023/24 fiscal year. Over this financial year, Council continued to remain focused on delivering services, protecting our extraordinary natural environment and supporting our community.

We regularly review our services to ensure they are meeting local needs in terms of timeliness, quality and cost of service. This financial year we completed service reviews for Road Maintenance, Rangers, Building Control, and our Public and Environmental Health Service. Reviews are in progress for maintenance of our open spaces and Marketing and Communications. The fundamental benefit of these reviews is to ensure we are delivering the highest quality service to our community and stakeholders in the most efficient and sustainable way.

Like other big service organisations, we need good internal digital systems to serve our community well. Part of providing this service will see us undertake a significant project to move our core system to the cloud over

the next 3 years. As part of this project, this year we appointed vendors who are helping future proof our organisation for this change in terms of technology, security and privacy.

Our early learning centres continued to provide high quality services to our community and our dedicated educators at Belrose Children's Centre were recognised as going above and beyond, receiving the highest level of 'excellent' in the national scheme. There were only 29 centres who reached this level out of more than 17,000 centres across Australia, squarely positioning our educators as among the best in the country.

To support and celebrate our diverse community, Council adopted its first Multicultural Inclusion Plan – Championing Diversity 2024-2029 in May 2024 which sets out 5 years of actions to provide direction and guidance to Council to ensure systems and processes can support the unique needs of those who speak community languages. The plan was developed in close co-operation with more than 500 community members, who

told Council about their experiences living, working or visiting the Northern Beaches.

In line with our MOVE Northern Beaches Transport Strategy, we remain steadfast in our goal to achieve a 30 percent reduction in vehicle emissions by 2038. Encouraging the uptake of electric vehicles (EV) is a crucial step in reaching this goal and as such we installed new EV chargers on 7 local power poles. It's all part of an Australian-first trial, funded by the Australian Renewable Energy Agency (ARENA). Installing EV charges on street side power poles makes charging easier and more accessible for people living in apartments, townhouses or units with no onsite EV charging options. We received an incredible 429 submissions from the community to help decide the final locations. Thank you to everyone who got involved.

A vibrant arts, culture and creative environment enriches life and our community on the Northern Beaches. This year Council adopted a policy which sets out its commitment to fostering the unique creative ecosystem on

the Northern Beaches. Council's Cultural Policy was developed based on community feedback as well as on relevant government policies and strategies. It provides a clear statement about how Council intends to develop local arts, culture and creativity, unique to the Northern Beaches.

Our libraries are loved and treasured by so many in the community, from parents and bubs at Baby Bounce, to HSC students studying, to adults dropping by for technology help or author talks. We are continuing to transform our library services with bold and innovative actions outlined in a new 5-year strategic plan. Increased programs and events, 24/7 access, strengthening and diversifying collections, exploring new ways to document, capture and exhibit local stories and expanding access to history and heritage collections are just some of the key priorities.

As we reflect on the achievements of the past year, we recognise the collective efforts of our councillors, staff, and the community, who have been integral to this success, and continue to strive to support our community.

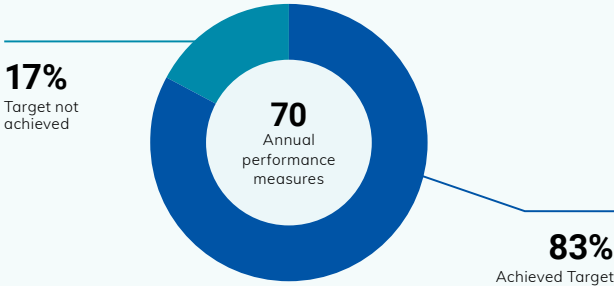


**Scott Phillips**  
Chief Executive Officer

Performance summary

Figure 2  
Performance summary

Annual performance measures



Operational Projects

**86%**  
completed or progressing on schedule

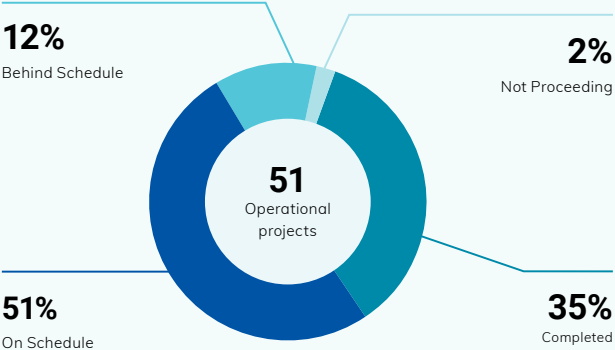
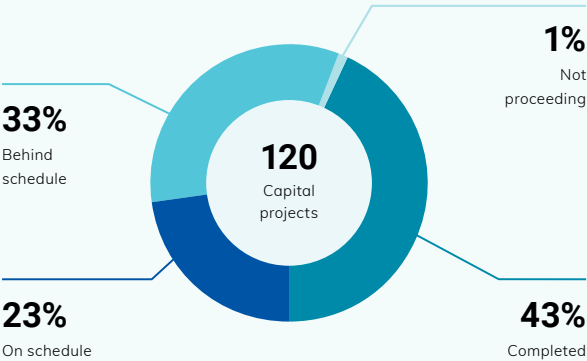


Figure 2  
Performance summary

Capital projects

**67%**  
completed or progressing on schedule



## 2023/24 financial summary

Council met all financial benchmarks set by the Office of Local Government (OLG) for the 2023/24 financial year and achieved an operating surplus of \$44.1 million. After excluding grants and contributions received for capital projects, the operating surplus totalled \$14.9 million. This contributed towards the funding required to deliver a \$73.5 million capital works program and repay \$3.4 million in loans. The operating surplus also includes funds restricted for future purposes.

Two of the infrastructure asset performance indicators did not meet the OLG's benchmark, indicating the Council was unable to invest sufficient funding in the maintenance and renewal of infrastructure assets in the year. The Long-Term Financial Plan provides an alternative pathway to improve this position into the future.

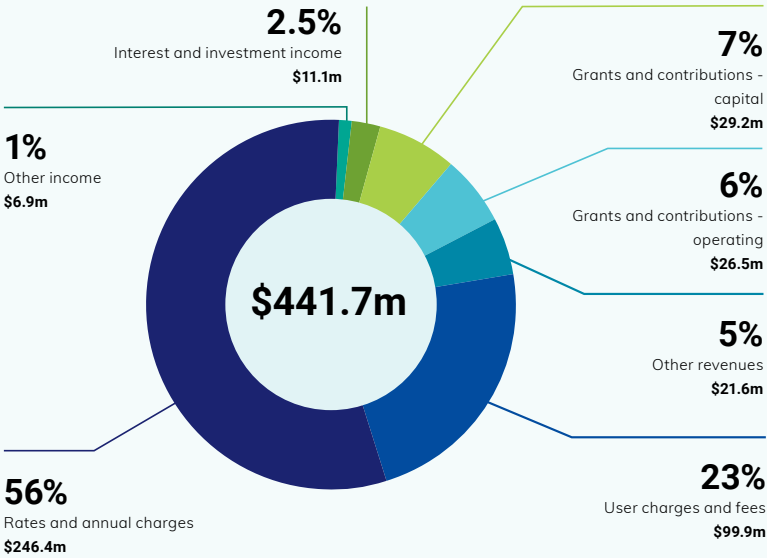
Both income and operating expenses were higher than the previous year (income ^\$16 million (3.8 percent); operating expenses ^\$24 million (6.4 percent)). This was largely due to:

- Higher interest and investment income (\$4.0 million higher than the previous financial year) as a result of rapidly increasing interest rates (half of the returns on investments relate to restricted funds).
- Net cost of the domestic waste service was \$1.9 million lower than the previous financial year primarily due to lower waste disposal costs than anticipated due to a delay in the EPA waste levy increase, and rephasing of several waste projects. These funds are held in a restricted fund for future bin replacements and planned projects.
- Timing of payments of the Financial Assistance Grant, which were \$3.4 million lower than the prior year due to the Commonwealth Government's practice of prepaying this grant to various degrees each year. In 2024 85 percent of the 2025 grant was prepaid. While in the prior year, 100 percent of the 2024 grant was paid in advance along with 25 percent of the 2023 grant.
- Lower capital grants and contributions – the prior year included several large grant funded projects including Safer Schools Infrastructure (\$2.6 million) and Duffys Forest Rural Fire Service (RFS) (\$2.2 million).
- New costs associated with the replacement of Council's core operating systems (\$2.4 million).
- \$1.5 million increase in the Emergency Services Levy - the levy increased from \$7.8 million to \$9.3 million, and the \$1.6 million subsidy that had been provided for in the past was discontinued with the last payment in June 2022 (for the 2023 year).

Please refer to Council's Financial Statements for more information on our financial position.

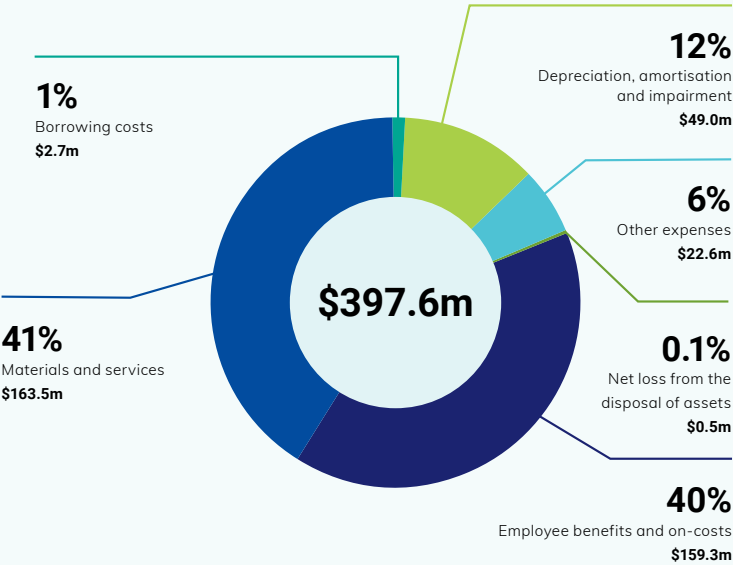
Figure 3  
Financial performance summary

Operating Income 2023/24



Numbers presented may not sum precisely to the total and percentages may not precisely reflect the absolute figures due to rounding.

Operating Expenditure 2023/24



Numbers presented may not sum precisely to the total and percentages may not precisely reflect the absolute figures due to rounding.

### Working with partners to deliver better outcomes

We are proud to work with the NSW and Australian Government to deliver services and improved facilities to our community through one off grant funding received in 2023/24.

#### Grants secured



The following projects are being funded under a grant from the Australian Government:

**\$1,418,332** from the Department of Infrastructure, Transport, Regional Development, Communications and the Arts. This was for Phase 4 of the Local Roads and Community Infrastructure grant.

**\$435,000** under the Australian Government's Black Spot Program for the funding of 2 projects to improve the safety of roads and roadsides that have a higher crash risk.

**\$10,000** from the National Australia Day Council towards a series of family friendly activations across the local government area that build on Council's 'Celebrate Australia' program.



The following projects have secured grant funding and will be proudly funded by the NSW Government and Council:

#### Premier's Department

**\$685,000** from the Local Small Commitments Allocation – Playground and Park Upgrades program. The funding supports 7 projects which will revive local playgrounds, reserves, a bridle trail, the implementation of Ivanhoe Park and a new youth space at Beverly Job Reserve.

**\$69,788** from the NSW Social Cohesion Grants for Local Government - Round 3 Program. These funds will support Council's 'We Belong – Intercultural Community Leaders Program'.

#### Department of Planning and Environment

**\$545,179** from the Crown Reserves Improvement Fund to fund 13 projects including weed management initiatives at Wakehurst Parkway, Allenby Park, Careel Creek, Curl Curl Lagoon, North Narrabeen Headland, Curl Curl Headland, Dee Why Cliffs, Griffith Park, and Governor Phillip Lookout.

**\$404,000** through the Environment Protection Authority's Waste and Sustainable Materials Litter Prevention Grant to develop a framework which supports the strategic implementation of Council's litter prevention initiatives.

**\$126,438** from the Coastal and Estuary Implementation program to fund 3 beach dunes restoration and weed control at Narrabeen Beach, Curl Curl Beach, and Freshwater Beach.

**\$105,000** through the Environment Protection Authority's Illegal Dumping Prevention program to support a 'green and clean' Northern Beaches.

**Department of Communities and Justice**

**\$183,803** from the Community Building Partnership 2023 Program to electrifying Brookvale Children's Centre, improving the standard of lighting at Glen Street Theatre and funds towards the Hop Skip & Jump buses.

**\$4924** to deliver a series of events as part of the Youth Week 2024 Grants Program to enable wider inclusion and participation of local young people.

**Department of Transport**

**\$3,490,000** from the Safe Speed Program 2023-2024 to support Council in introducing safe speeds in high pedestrian activity and local areas.

**NSW Treasury**

**\$2500** from the NSW Small Business Month Grant Program to deliver a networking event for businesses across the Northern Beaches that supports recovery and growth.

**\$15,000** from the EV Fleets Incentive to support the upgrade of Council's fleet to electric vehicles and install new charging infrastructure.

**Department of Creative Industries,  
Tourism, Hospitality and Sport**

**\$702,488** from the Office of Sport's Surf Club Facility 23/24 Program. The funding will go towards the stage one works of the building extensions and upgrades at North Narrabeen Surf Lifesaving Club (SLSC) as well as upgrading the equipment and furniture storeroom at South Curl Curl SLSC.

**\$300,689** from the Office of Sport's Surf Club Facility 2020/21 Program. The funding supports 3 projects which will create better accessibility for the community.

**\$150,000** from the NSW Football Legacy Fund round 2 to improve the Boondah Reserve amenities.

**Department of Regional NSW**

**\$2,000,000** from the Infrastructure Betterment Fund for the Scotland Island Road and drainage network project.

## Awards and recognition 2023/24



## 2023 Xref Engage Awards

- Winner - Employee Engagement Survey – Best Workplace
- Winner - Employee Engagement Survey – Change Champion



## Travellers' Choice Awards 2024

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



## iNews Benchmark Awards 2024

- Winner - Application Whitelisting – Best Local Government Project
- Finalist - Installation of SD-QAN & Satellite Solution – Best Telecommunications & Media
- Finalist - New Mobile Devices Managed Service – Best Local Government Project



## 2024 Local Government Excellence Awards

- Winner - Long Reef Surf Life Saving Club & Precinct Development – Asset & Infrastructure >\$1.5million
- Highly Commended - Have Your Say Day – Youth for Youth – Community Development
- Finalist - Multi-Cultural Inclusion Plan – Community Partnerships

- Runner Up - Team 'Beach Please' - Australasian Management Challenge



## 2024 IPWEA Engineering Excellence Awards

- Highly Commended - Taylors Point Bank Stabilization Project – Design & Construction of a Public Works Project (greater than \$500,000 but less than \$5million)



## 2023 Annual Communicator Awards

- Excellence - Be Beach Safe – Social Video Educational
- Distinction - My Place: Manly – Content & Marketing Government & Environmental Sustainability
- Distinction - Rethink. Reduce. Reuse. Draft Waste & Circular Economy Strategy 2040



**LGNSW Excellence in the  
Environment Awards 2023**

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



**2024 National Trust (NSW)  
Heritage Awards**

- Finalist - Clontarf Tidal Pool  
Renewal – Landscape





Northern Beaches Council Annual Report 2023/24

**Our Community**  
Environmental snapshot



**80km**

Coastline



**17km<sup>2</sup>**

Council bushland



**250km**

Creek lines



**1460**

Native plant species



**540**

Native animal species



**637km**

Stormwater pipes



**5**

Aquatic reserves



**350**

Environmental  
volunteers annually



**>1.9km**

Stormwater networks  
renewed or upgraded annually



**>15,900**

People attend environmental  
education programs annually



**>11 million**

Domestic waste service bin  
lifts from residential dwellings  
annually (garbage, recycling and  
garden organics)



**>280,000  
tonnes**

Waste managed at  
Kimbriki annually

Our Community  
Social snapshot

27



**24**

Ocean beaches



**>790**

Environmental health food  
inspections annually



**6**

Gallery, art and  
performance venues



**36**

Community centres



**122**

Sportsfields



**219**

Playgrounds



**1076**

Volunteers annually



**20,202**

Meals on Wheels  
services annually



**2**

Aquatic centres



**>110,800**

Visits to gallery, art and  
performance venues annually



**6**

Libraries



**9**

Long day care/  
preschool sites

Our Community  
Economic snapshot



**\$21.10b**

(GRP) Size of local economy  
(NIEIR 2023)



**32,905**

Local businesses (ABS 2023)



**116,671**

Local jobs  
(NIEIR 2023)



**\$3.45b**

Infrastructure assets managed



**54%**

Residents also work in the area  
(ABS 2021)



**>7800**

Subscribers to Beaches  
Biz News emails



**>470**

Leases and licences over Council  
properties managed annually



**844km**

of local roads



**38**

Public wharves managed by  
Council – harbour and Pittwater



**115**

Public Wi-Fi access  
points supported



**>7200**

Pay and display parking  
spaces managed



**>83,000**

public amenity cleaning  
services annually

(NIEIR) National Institute of Economic and Industry  
Research, (ABS) Australian Bureau of Statistics

Our Community  
Civic snapshot

29



**15**

Local Councillors



**>22,000**

On the community  
engagement register



**>215,000**

Visits to Yoursay



**5**

People on the Audit and  
Risk Committee



**>105,000**

Customer requests  
received annually



**3**

Budget reviews  
annually



**4**

Audit and Risk Committee  
meetings annually



**>1500**

Layers of data on our spatial  
information platform



**>63,000**

Records enquiries and  
actions from incoming  
correspondence annually



**91%**

Of correspondence replied  
to within 10 days



**91**

Major contracts over \$150,000  
managed each year



**166**

Government Information (Public  
access) Act applications annually

**Our Councillors**

The following Councillors were elected in December 2021\* to represent the community on Northern Beaches Council for its second term until September 2024.

---

**Curl Curl  
Ward**



**Kristyn Glanville**  
0481 910 045  
Kristyn.Glanville@northernbeaches.nsw.gov.au  
First elected 2021



**Sue Heins (Mayor)**  
**May 2023 - Sep 2024**  
0427 226 453  
Sue.Heins@northernbeaches.nsw.gov.au  
First elected 2017



**David Walton**  
0427 741 824  
David.Walton@northernbeaches.nsw.gov.au  
First elected 2017

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**Frenchs Forest Ward**



**Jose Menano-Pires**  
0481 908 842  
Jose.Menano-Pires@northernbeaches.nsw.gov.au  
First elected 2021



**Michael Regan**  
8495 6460  
Michael.Regan@northernbeaches.nsw.gov.au  
First elected 2017



**Stuart Sprott**  
0408 678 480  
Stuart.Sprott@northernbeaches.nsw.gov.au  
First elected 2017

**Manly  
Ward**



**Candy Bingham**  
0418 430 544  
Candy.Bingham@northernbeaches.nsw.gov.au  
First elected 2017



**Sarah Grattan**  
0427 745 673  
Sarah.Grattan@northernbeaches.nsw.gov.au  
First elected 2017



**Georgia Ryburn (Deputy Mayor)**  
**Sep 2023 - Sep 2024**  
0481 905 052  
Georgia.Ryburn@northernbeaches.nsw.gov.au  
First elected 2021

**Narrabeen Ward**



**Bianca Crvelin**  
0481 917 977  
Bianca.Crvelin@northernbeaches.nsw.gov.au  
First elected 2021



**Vincent De Luca OAM**  
0427 218 553  
Vincent.DeLuca@northernbeaches.nsw.gov.au  
First elected 2017



**Ruth Robins**  
0481 914 733  
Ruth.Robins@northernbeaches.nsw.gov.au  
First elected 2021

**Pittwater Ward**



**Michael Gencher**  
0481 916 932  
Michael.Gencher@northernbeaches.nsw.gov.au  
First elected 2021



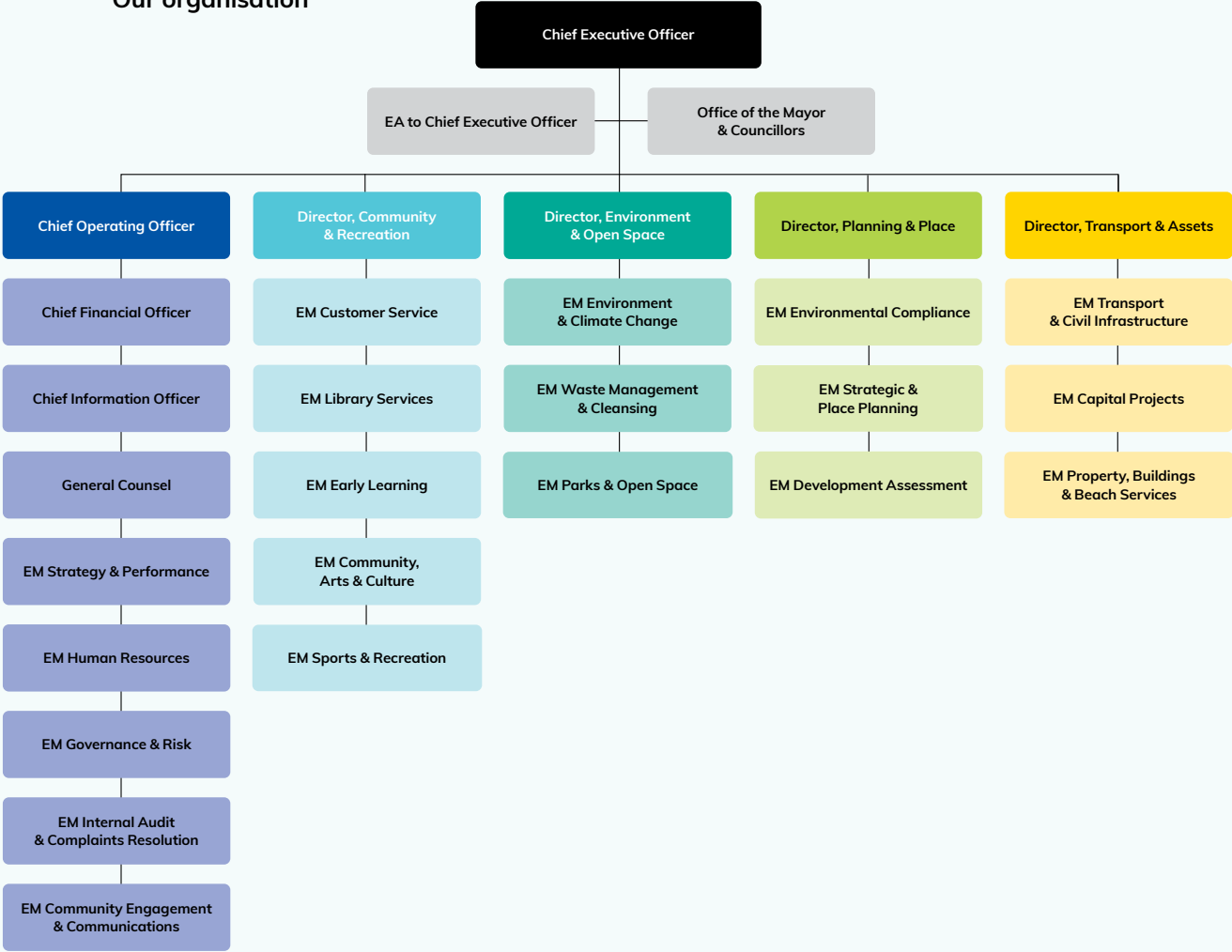
**Miranda Korzy**  
0481 904 173  
Miranda.Korzy@northernbeaches.nsw.gov.au  
First elected 2021



**Karina Page**  
0403 961 786  
Karina.Page@northernbeaches.nsw.gov.au  
First elected 2023

\* Councillor Page was appointed based on a countback in 2023 to replace Rory Amon who resigned as a Councillor

Our organisation





Northern Beaches Council Annual Report 2023/24

Our Community Strategic Plan



Our Community Strategic Plan (CSP) is our roadmap for the future of the Northern Beaches. It defines the community's vision and sets a direction for everything we do to make the vision a reality.

The CSP identifies a strong shared desire to protect and enhance the natural and built environments, to create more connected and caring communities, to embrace our diverse sports and recreational culture, and to live more sustainably in balance with the environment. The responsibility for making the long-term community vision a reality rests with everyone – Council, government agencies, our community, local businesses and not for profit organisations.

This report covers the CSP 2040 which has a 20-year focus and was adopted by Council in June 2022.



Community Strategic Plan 2040 outcomes and goals

Environmental

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

Social

Community and belonging	<b>Goal 7</b> Our diverse community is supported to participate in their chosen cultural life	<b>Goal 8</b> Our community feels safe and supported	<b>Goal 9</b> Our community is inclusive and connected
Housing, places and spaces	<b>Goal 10</b> Our community has access to diverse and affordable housing options to meet their current and evolving needs	<b>Goal 11</b> Our local centres are vibrant and healthy, catering for diverse economic and social needs	<b>Goal 12</b> 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	<b>Goal 13</b> Our businesses are resilient, well-connected and thrive in an environment that supports innovation, entrepreneurialism and economic growth	<b>Goal 14</b> Our economy provides opportunities that match the skills and needs of the population	<b>Goal 15</b> Our centres are sustainable, encompassing a diverse range of businesses that attract visitation and provide work, education, leisure and social opportunities
Transport, technology and connectivity	<b>Goal 16</b> Our integrated transport networks meet the needs of our community and reduce carbon emissions	<b>Goal 17</b> Our community can safely and efficiently travel within and beyond the Northern Beaches	<b>Goal 18</b> Our community can easily connect and communicate through reliable communication technologies

● Civic

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

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## Service Achievements

Northern Beaches Council Annual Report 2023/24



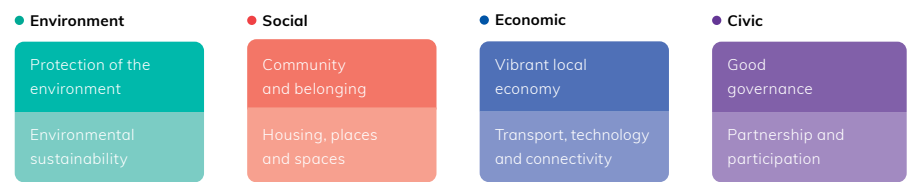
Northern Beaches Council Annual Report 2023/24

### How to read this section of the report

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

The following table shows how the 16 key services address the CSP goals.

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



For each key service area, we report:

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

Environment and sustainability



Supporting CSP Goals:

G1	G2	G3	G4	G5
G6	G10	G17		

This service delivers programs to protect and preserve biodiversity, manage natural hazards, and improve sustainability for Council and the community. Each year, thousands of community members take part in education and action at our 2 environment centres at Manly and Narrabeen.

● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

## Service achievements

### Coast and Catchments

Council's Water Quality Monitoring Program continued to record the estuarine health of Pittwater and our coastal lagoons, building a valuable record to help better manage them. Staff continued assessment of development applications involving waterways and riparian impacts, stormwater quality management, and coastal legislation and planning controls, with 589 development application referrals completed. Some 381 customer requests have been responded to throughout the year on lagoon, creek and coast matters.

The Collaroy Coastal Protection Works Program continues with the design of rock revetments at Stuart and Ramsey Streets completed this year, with construction anticipated to commence around October 2024. Council continued to work with residents regarding private construction works for permanent protection at Collaroy-Narrabeen beach.

The Valley View Wetland Project at Prosperity Park in Warriewood has been completed. The final stage of the project included over 15,000 terrestrial and aquatic plants being planted. A floating wetland has also been installed in Curl Curl Lagoon to provide improved water quality and habitat.

Council progressed a project with the CSIRO to install low-cost artificial intelligence (AI) sensors inside gross pollutant traps to determine when they are approaching capacity and require cleaning, in addition to identifying pollutant types. A Geotechnical Monitoring Program for Coastal Headlands has been undertaken with improved signage installed along the coast.

### Biodiversity

The Biodiversity team participated in surveys for the Australia Research Council's Urban Rewilding Linkage Grant Project with the University of Sydney. Grant activities included an intensive camera trapping project conducted across 14 Wildlife Protection Areas (WPAs). The project has so far collected close to 2 million images, which have been analysed using AI technology to tag and identify

wildlife captured in the images. To date, there have been 31 species identified, including 26 native and 5 introduced species. The project is ongoing with analysis of data and reporting still to come.

The team has also worked extensively with the Strategic Planning team in the continued development of the Northern Beaches Local Environment Plan and Development Control Plan program, with focus on the Conservation Zones project.

As part of Council's commitment to the conservation of threatened species, staff are piloting Sydney's first artificial nesting platform at Hitchcock Park, Avalon Beach for the Eastern Osprey. Community consultation on the project has recently been completed; a preliminary review of the feedback demonstrates strong support from the community for the project to proceed.

Staff have assessed development applications involving bushland and biodiversity legislation and planning controls, with over 759 development application referrals completed.

The Biodiversity team completed Review of Environmental Factors reports for updated Plans of Management for South Mona Vale Beach, landslip restoration in Killarney Heights, McKay Reserve, Ebor Road Hazard Reduction and Osprey Nest Pole at Hitchcock Park.

Staff delivered environmental education initiatives including the Biodiversity Month wildlife displays, Science Week library presentations and Project Penguin revegetation assistance. As part of the Ocean Care Festival, an education campaign was rolled out to raise awareness of Manly's endangered Little Penguin colony, with a focus on boat strike impacts.

Staff provided specialist expertise in monitoring of the endangered population of Long-nosed Bandicoots at North Head. The work involved extensive trapping and tagging of wild bandicoots in collaboration with NSW National Parks and Wildlife Service.

The team has commenced implementation of the new Northern Beaches Flying-fox Management Plan, with 2 rounds of works undertaken at the Balgowlah colony in response to resident requests.

#### **Bushland management**

The Bushland team completed 42 bush regeneration contracts during the year that has seen restoration progress for 212 bushland reserves. Council completed Crown Reserves Improvement Fund Grant-funded projects at Middle Creek Reserve, Jamieson Park, and Lake Park. Additionally, Council has successfully applied for funding for these projects to continue into 2024/25.

Condition mapping for 435 reserves has been completed. This has included 21.3km<sup>2</sup> of Council's bushland being mapped with 15.8km<sup>2</sup> being identified as condition one bushland (less than 10 percent weed coverage), and less than 1km<sup>2</sup> mapped as condition 5 (over 80 percent weed coverage).

The Bushland team received 788 customer requests this financial year and completed 740 requests, which was up from 727 received and 696 completed in the previous financial year.

#### **Invasive Species**

The Invasive Species team completed 125 vertebrate pests and 90 invasive weed customer requests and conducted over 1200 priority weed inspections during 2023/24. Over the past year, vertebrate pest control has seen the removal of 42 foxes and 323 rabbits.

The team have received significant support from the Department of Primary Industries Weed Action Plan grant this year. They have implemented a strategic long-term program identifying and controlling priority weeds along 200kms of high-risk waterways, and 320kms of high-risk roadways within the Northern Beaches. The regional weed, Pampas grass has been a particular focus for control on both private and public lands in collaboration with several state agencies such as Department of Planning, National Parks and Crown land managers.

The RSPCA Keeping Cats Safe at Home Grant is in its third and final year and progressing well. The past year has seen 50 cat enclosures installed as part of a community cat photo competition, the development of a children's educational book, and community programs subsidising de-sexing and micro-chipping fees for residents.

#### **Bush fire management**

The Bush Fire Danger Period commenced on 1 October 2023 and concluded 31 March 2024. Average fire conditions were experienced throughout the season with several Total Fire Bans declared by the NSW Rural Fire Service; no significant bush fire activity was recorded.

Preparations were conducted well in advance of and throughout the Bush Fire Danger Period. Council inspected and maintained its fire trail networks to ensure trails were open and passable. Council also assisted the NSW Rural Fire Service to promote 'Get Ready Weekend' in September and distributed over 60,000 copies of our 'Bush Fire Preparation' brochure to residents with the October rates notice.

Council inspected and maintained 256 Asset Protection Zones and worked towards preparing 42 Council-proposed sites for hazard reduction burns. Favourable weather conditions saw fire agencies implement 17 burns involving over 24 hectares of Council-managed land, reducing fuel loads to protect the community and our natural environment. Additionally, Council received \$1,404,700 (ex GST) of grant funding allocations from the NSW Rural Fire Service to assist with the Bush Fire Management Program.

#### **Corporate sustainability and climate change adaptation**

The Environment, Resilience and Climate Change team made history this year thanks to a partnership with National Parks and Wildlife Service (NPWS), that saw Palm Beach Headland designated as an Urban Night Sky Place (UNSP) by DarkSky International. This prestigious designation is the first of its kind in Australia and was made possible by the significant efforts of our staff, our partners and the UNSP Working Group. This project highlights responsible lighting practices that ensure

public safety whilst maintaining amenities and supporting the preservation of our night sky. To celebrate this iconic site and its new status as an UNSP, several educational events will be planned in accordance with the UNSP Public Outreach and Education Requirements.

This year Council finalised the Technical Guidelines for Sustainable Design for Council capital works projects. These guidelines assist project managers to identify sustainability opportunities early in the project planning stage.

Council's Climate Change Action Plan, the first action plan created under the Protect. Create. Live - Northern Beaches Environment and Climate Change Strategy, is well underway.

**Community Sustainability and Education**

Our environment centres at Manly and Narrabeen hosted nearly 2500 school students, with the Kids on the Coast program proving ever popular with over 170 children attending the vacation programs focusing on nature-based education. The team also facilitated preschool programs and additional events including Senior's week, nature journaling, rock platform tours, birding walks and an Earth Hour Night Walk.

Environmental volunteering continued with over 350 active dedicated lagoon, creek, dune and bushcare volunteers contributing their time and skills to improve our reserves and natural areas, across 60 sites with groups meeting 364 days of the year.

Council continued to promote the 100 percent Renewables PPA for businesses and community education around solar, energy, electric vehicles and batteries.

**Stormwater and Floodplain**

The Narrabeen Lagoon Entrance Clearance Works were completed in late November 2023. The entrance clearance works and beach replenishment on Collaroy-Narrabeen Beach were undertaken from 11 September to 21 November 2023. Over 26,000m<sup>3</sup> was cleared from the lagoon entrance. The lagoon was opened to the ocean following completion of the project. Council was also successful in securing funding for the Narrabeen Entrance Clearance Project 2025 under the 2023/24 NSW Flood Recovery and Resilience Grant Program.

The FLASH Forecasting Tool was developed to improve the flood intelligence support provided by Council to the community and emergency services and to aid Council's flood preparedness and response. The team continued to respond to numerous major storm events included 24 hour/day monitoring of the weather forecast and lagoon levels, predictive modelling, the opening of lagoon entrances and operation of the Manly Dam scour valve.

The Development Control Plan Flood Clause is being updated, in accordance with guidelines from the new NSW Government Flood Risk Management Manual. This includes the incorporation of climate change considerations. Council's Stormwater Asset Management Plan was reviewed and updated in early 2024.

Customer requests for stormwater investigations have been trending downward since the 2022 storms, with 563 received during the year.

Stormwater and Floodplain Engineering team delivered approximately \$8.6M of capital works in 2023/24.

**Project highlights**

- Stormwater outfall and associated structures renewal works at Yachtsmans Paradise, Newport
- Major culvert upgrades completed at Garden Street and Powderworks Road, Narrabeen
- Stormwater upgrade works completed at Marine Parade and Whale Beach
- Geotechnical and utility investigations completed to inform detailed designs for Darley Road, Manly
- South Creek stormwater headwall
- Construction works on the stormwater headwall upgrade at Willandra Road, Cromer

- Catchment studies are underway to investigate stormwater overland flooding improvement options at various locations:
  - Palmgrove Road, Avalon
  - Bligh Crescent, Balgowlah
  - Killawarra Road, Duffys Forest
  - Lindley Avenue, Narrabeen
  - Tristram Road, Beacon Hill
  - North Harbour Reserve Balgowlah.

**Annual Electricity Charges 2023/24**

In 2021 Council entered into a power purchasing agreement (PPA) for 100 percent renewable energy for its facilities and streetlights. In the 2023/24 financial year Council spent \$5,022,443 on electricity charges. This was a decrease of \$19,902 or less than one percent on last financial year's costs, despite CPI of 3.8 percent (Sydney All Groups CPI June 2024). The cumulative savings against the Long-Term Financial Plan since the PPA began are now \$2.52 million, exceeding the projected \$1.9 million savings in just the first 4 years of the 7-year contract. The purchase of 100 percent renewable electricity through the PPA results in an annual reduction in overall corporate carbon emissions by approximately 20,000 tonnes.

**Protect. Create. Live. – Northern Beaches Environment and Climate Change Strategy 2040 - Snapshot Report 2024**

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

- **Achieved 2 targets:** Met 2 corporate emissions targets, 9 years early.
- **Reduced corporate emissions:** An 80 percent reduction in Council's corporate emissions was achieved through energy efficiency projects and a 7-year deal for 100 percent renewable electricity.
- **Championed renewables:** Almost 9000 users clicked on Northern Beaches Council's Solar and Energy webpages resulting in more than 52,000 page views. More than 5292 people participated in the Simplifying Solar Program to support community uptake of solar and batteries. Conducted the inaugural Net Zero Expo with over 1600 registered visitors.
- **Protected our bushland:** Mapped the condition of our reserves with 15.8 km<sup>2</sup> rated as Condition 1 (less than 10 percent weed coverage). 1225ha of bushland and coastal dune regeneration is undertaken each year, with over 19,000 new native plants planted last year and more than 162,000 hours spent on bush regeneration over the last 4 years.
- **Protected our waterways:** Completed the Valley View Wetland project at Prosperity Park in Warriewood which included over 15,000 terrestrial and aquatic plants being planted. Removed over 10,200 tonnes of pollution from our waterways since 2019.
- **Threatened species conservation:** Continued to work with key agencies to support monitoring and conservation of threatened species such as the Eastern Osprey, Caley's Grevillea, Scrub Turpentine, Southern Brown Bandicoot, and the endangered Little Penguin and Long-nosed Bandicoot populations at Manly.

**Protected our bushland**



**1225ha**

Bushland and coastal dune regeneration each year



**19,000**

New native plants planted



**162,000**

Hours of bush regeneration over the last 4 years

**Protected our waterways**



**10,200t**

Of pollution removed from our waterways since 2019

### Preserved the night sky



Palm Beach Headland named  
Australia's first Urban Night Sky Place

- **Trees planted since 2019:** 36,335
- **Preserved the night sky:** Through the designation by Dark Sky International of the Palm Beach Headland as Australia's first Urban Night Sky Place (UNSP), in partnership with National Parks and Wildlife Service.
- **Prioritised resilience:** Favourable weather conditions saw fire agencies implement 17 hazard reduction burns involving over 24 hectares of Council-managed land, reducing fuel loads to protect the community and our natural environment.
- **Created industry standards:** Developed 2 industry-wide guidelines that help project managers choose more resilient, longer lasting materials for buildings and infrastructure
- **Recognised for excellence:** Attained Silver Member status in the NSW Government's Sustainability Advantage Program, a testament to our journey towards a more sustainable future. Finalist for the Net Zero Award from the Banksia Foundation and NSW Government.
- **Building sustainably:** Developed the Technical Guidelines for Sustainable Design (TGSD) to ensure sustainability and resilience are embedded in project design for Council's asset and infrastructure portfolio.
- **Partnered with the community:** Educated more than 11,450 school children at Environment Centres. Around 350 Bushcare volunteers gave over 38,000 hours to restore natural areas at around 60 sites. Provided seed funding of up to \$5000 for local environmental projects via multiple yearly grant programs. 27 local schools participated in planting more than 1300 plants during School Tree Day. Close to 1000 attended the Coastal Environment Centre's (CEC) Biodiversity Open Day.

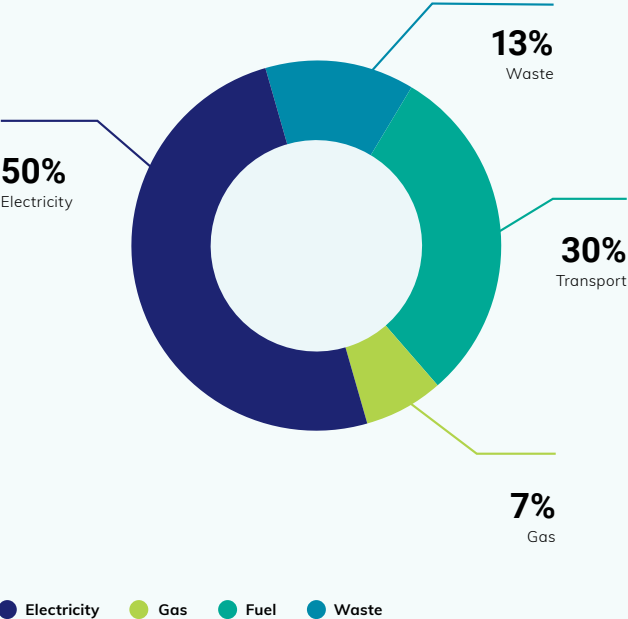


#### Want to know more?

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

Figure 4  
Community Emissions

Community Emissions 2022/23\*



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

Total Emissions (tCO2)

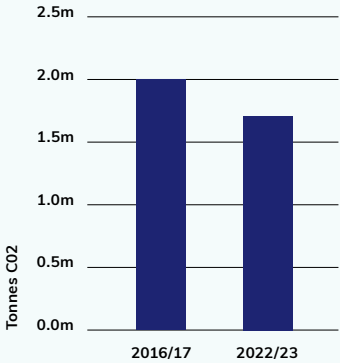
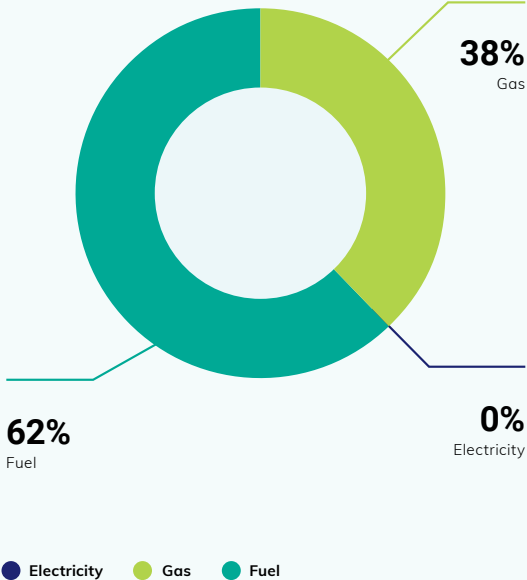


Figure 5  
Corporate Emissions

Corporate Emissions after 2023/24\*



\*Data reported is for 1 April 2023 to 31 March 2024 to ensure data completeness at the time of annual reporting.

Corporate Emissions total (tCO2)

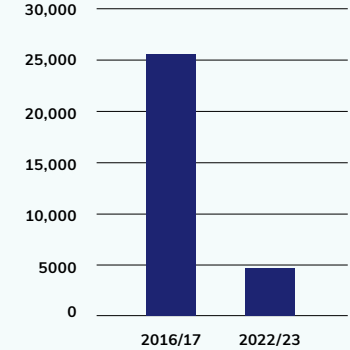
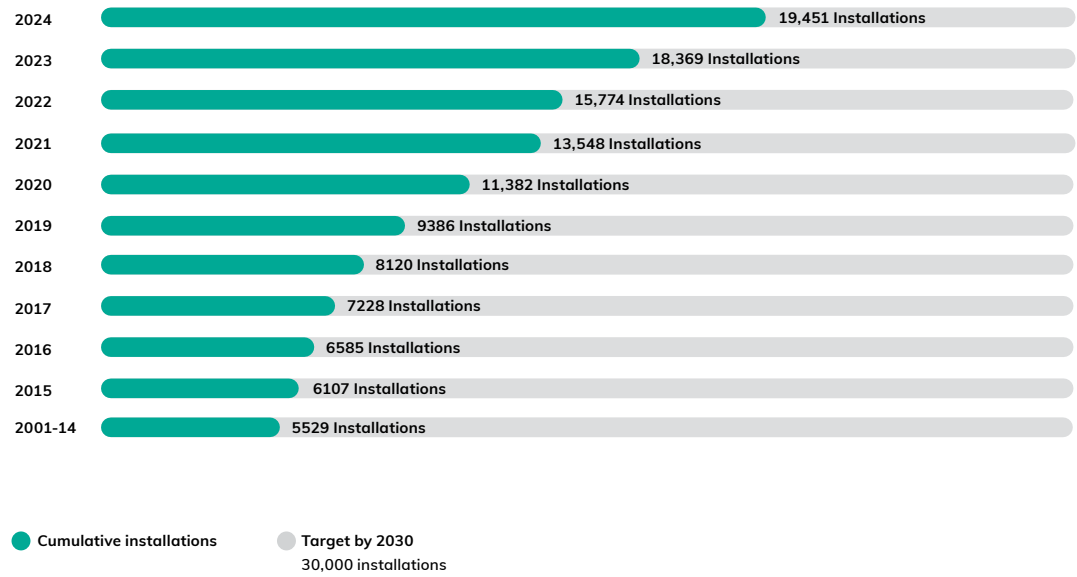


Figure 6  
Solar installations

Solar installations on suitable premises annually



Performance

Performance measures	Target	Result 2024	
Number attending sustainability education events	16,000	15,926*	✖
Active Bushland management by contractors (ha)	1200	1192**	✖
Stormwater network renewed/ upgraded in line with the Asset Management Plan (m)	800	981	✔
Required mitigation activity completed for natural hazards (flood, fire, erosion, landslide)	100%	100%	✔
Green House Gas emissions by Council (t CO <sub>2</sub> )	< 6000	4653	✔
Total water use by Council (KL)	< 463,950***	448,566	✔

✔ Achieved target      ✖ Target not achieved

\* Wet weather had an impact on the number of attendees, as some events are outdoors  
\*\* There was a small reduction in the amount of bush regeneration that was achieved. This was a result of reprioritising sites in response to inclement weather conditions throughout the year.  
\*\*\*Target is a rolling average of the previous 5 years.

Operational projects

On Schedule

G2	Develop and review flood, bushfire and coastal management strategies and plans
G3 G4	Expand and improve volunteer, sustainability and environment centre programs in response to community priorities
G6	Develop and implement a Transition from Gas Plan for Council facilities
G5	Develop a Northern Beaches Recovery Plan

Behind Schedule

G2 G17	<p><b>Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway</b> – During this financial year, Council's focus was on confirming Transport for NSW (TfNSW) funding approval which was finalised in January 2024. Council also focussed on progressing Oxford Falls Road West Project and achieving concurrence with TfNSW about the ownership of the works at Oxford Falls on Wakehurst Parkway. This was resolved with TfNSW agreeing to take on the latter works in parallel with the other safety and congestion works to be undertaken at the same site in coming months. In the last quarter, Council worked with TfNSW to concur on the funding envelopes, ownership of works, and timing of the Council project. Council also progressed concept design for works at Oxford Falls Road West and will progress that project towards construction during the next financial year.</p> <p>Concurrently with the above, Council is working on refining the newly identified options for the Bends and will be progressing these in consultation with TfNSW to understand the potential construction impacts on traffic before finalising designs and associated state required approvals. As design progresses for the preferred option identified for the Bends site, design work can also progress at the Sydney Academy of Sport and Recreation site, along with relevant approvals. These will all be supported by consultation with the community.</p>
G1 G2	<p><b>Develop a Catchment Rehabilitation Plan</b> – This project was postponed in the last quarter of 2023/24 in order to commence the higher priority Open Coast and Lagoon Coastal Management Program (CMP). This particular CMP (which will take a number of years to complete) will be critical for determining how our coastline will be managed into the future. The Catchment Rehabilitation Plan project will recommence in the 2024/25 financial year.</p>

Capital projects	
On Schedule	
Stormwater program	
G2	Planned stormwater new works
G2	Planned stormwater renewal works
G2	Reactive stormwater renewal works
G2	Gross pollutant trap renewal works
Water and energy saving initiatives	
G4 G5	Energy Savings Initiatives Program
G4 G5	Water saving and re-use initiatives
Behind Schedule	
Coastal protection program	
G2	<b>Collaroy-Narrabeen Coastal Protection Works</b> - The designs for the protection works at the road ends of Stuart and Ramsay Streets were completed and construction is now being progressed with tenders closing in late June. Funding for the projects is secured and once a suitable contractor is identified, staff will present the proposal to Council for its approval and commencement of works, expected before the end of the calendar year. Works will include the construction of a revetment seawall at each location with tie-ins to the existing walls, and each will include access by stairs to the beach.

Waste and cleansing services



Supporting CSP Goals:

G1	G3	G4
G6	G11	G20

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

● 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

**Service achievements**

**Waste Services**

**A new Waste and Circular Economy Strategy 2040**

Council's new Waste and Circular Economy Strategy 2040 - Rethink. Reduce. Reuse was finalised during the year following extensive research and consultation over a 12-month period. The strategy was adopted by Council in March 2024, sending a strong message that the Northern Beaches will be shifting to a circular approach to waste management aimed at retaining the value of resources for as long as possible in order to benefit the environment, local business and residents.

The strategy focuses on 5 directions, each supported by a range of actions, and represents a new approach to waste management on the Northern Beaches.

- Eliminating waste
- Easy to use waste service
- Tackling priority waste
- Green and clean environment
- Council leading the way.

Since the adoption of the strategy Council has begun the following projects:

- Inviting expressions of interest for a bulky goods recovery from kerbside collection seeking details such as potential collection models, processing options, supply chain details as well as social, economic and environmental benefits from each proposal.
- Developing the 'Bin It Right' behavioural change campaign to deliver education resources to improve use of bin system and resident sorting to maximise recycling.
- Feasibility study to provide a convenient and accessible Northern Beaches Circular Economy Hub by 2030.
- A 'Library of Things' is in its final stages with a site at the Cromer Community Centre planned to pilot the sharing economy.

- Investigating and developing options to prepare for the implementation of pilot programs for food recovery from red bins.

In December 2023 the Waste team won the Transition to a Circular Economy Overall Winner award at the Local Government NSW's Excellence in the Environment Awards 2023, as well as winner of Division C of the Awards for 'Let's Redirect our Engineered Timber out of Landfill'. This was great recognition for our work in recovering engineered timber from landfill to remanufacture into new particle board products.

**Waste education and community impact**

- The Waste Education team have delivered a broad program of events to support Council's new strategy and to activate a local circular economy over the year.
- 7 polystyrene collections held at Kimbriki and Belrose with over 1000 cars attending and 286 m<sup>3</sup> of polystyrene collected for recycling by local companies Greenwall and Ecycle
- 78 community clean up groups registered as part of Clean Up Australia Day with over 1000 volunteers registered
- 12 local schools attended workshops at the Kimbriki Eco House and Garden
- 6 second hand markets were delivered to promote reuse including the Avalon Car Boot Sale which attracted up to 3000 shoppers and 95 stallholders at each event and in 2024 will celebrate its 10th year.
- 3 Reuse and Recycling Events, resulting in the collection of over 27 tonnes of preloved household items from 1158 carloads of Northern Beaches residents, saving these items from landfill and supporting people in need.
- 2 'Keeping Backyard Chickens' workshops were held along with 2 'Learning to Mend' beginners' courses. Both workshops aim at promoting a circular approach to waste management.

**Waste Collection Services**

Residents disposed of over 109,000 tonnes of waste through Council services, of which 69,000 tonnes was diverted from landfill to processing and recycling for return to the circular economy. The service provides over 11 million bin lifts per year and visits every residential property on the Northern Beaches 2 or 3 times every week, with over 99 percent bins collected on schedule.

Council's public place litterbin network continued to be upgraded, with replacement of older litterbin enclosures with new ones, meeting Council's Public Space Vision and Design Guidelines.

**Cleansing Services**

**Graffiti removal and bus shelter cleaning**

Council entered into a new contract for graffiti removal and bus shelter cleaning in April, with no interruption to service provision. Since contract inception, the total number of graffiti cases reported by the community has seen a steady decline, from 205 cases in April to 153 cases in May, and 126 in June. Customer satisfaction survey results throughout the last quarter remained above Council's benchmark of 80 percent, a 4 out of 5 on its rating scale.

**Recycling of street sweeping material**

In April, Council entered into an agreement with Downer EDI to trial the recycling of Council's street sweeping material. Council collects between 2500 to 2800 metric tonnes of street sweeping materials from its local road networks per year. Due to the nature of the material, it was usually landfilled as waste. Downer EDI, through its Reconomy process, offered a second life for these otherwise wasted resources. During the trial period, over 95 percent of the collected materials were either recycled as road paving materials or as compost. Cleansing Services continues to work with Downer EDI to further increase the diversion rate of these resources, as well as further diversifying the materials that can be recycled through this process.

Performance

Performance measures	Target	Result 2024	
No. participating in education events on waste and circular economy solutions	5000	27,808	✓
Domestic waste diverted from landfill (waste collected from households by Council)	65%	61%*	✗
Domestic waste/capita (kg)	< 420	384	✓
Satisfaction with customer requests on the domestic waste service	80%	83%	✓
Satisfaction with customer requests on cleansing services	80%	86%	✓

✓ Achieved target      ✗ Target not achieved

\* Continued slow downtrends in the volume of comingled containers and paper being collected combined with reduced diversion from processing red bin waste have contributed to the lower diversion this year.

Operational projects

On Schedule

G4 G6	Finalise and implement a new long-term waste and circular economy strategy
G4 G6	Deliver education campaigns to maximise resource recovery from domestic waste, cleansing and litterbin service
G4 G6	Promote innovative opportunities to the community to recycle a broad range of recoverable waste types
G4 G6	Investigate and trial options for increased diversion of organics from red waste bins

Capital projects

On Schedule

Waste and Cleansing program

G11 G20	Public place bin enclosures
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Kimbriki Resource Recovery Centre



Supporting CSP Goals:

G4	G6	G22
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Kimbriki aims to deliver long term reliable, responsible and sustainable waste management and recycling services to the local community. It receives over 280,000 tonnes of material onsite each year and around 80 percent of this is recycled. Over 4000 people visit the Eco House and Garden each year for education on sustainability, and to the Buy Back Centre which sells salvaged building materials and furniture.

● Environment	● Social	● Economic	● Civic
Protection of the environment	Community and belonging	Vibrant local economy	Good governance
Environmental sustainability	Housing, places and spaces	Transport, technology and connectivity	Partnership and participation

**Service achievements**

**Transforming waste into resources**

Over 400,000 vehicles visited the Kimbriki site in 2023/24, bringing in over 280,000 tonnes of material, of which over 80 percent was sent to various recycling partners to be repurposed, recycled and reused. Kimbriki also conducted a wide range of educational workshops, open days and volunteer events to raise awareness of waste management and reuse/repair options as well as supporting Northern Beaches Council's drop off events by receiving and recycling the materials, as well as conducting an in-house campaign to collect polystyrene for recycling via scheduled free drop off days.

With the completion of the Clean Water Diversion System, a series of drains and water management structures encircling the Kimbriki site, 80 percent of stormwater from the local catchment is now captured and diverted and returned to the original water courses below the site. This provides benefits in terms of both the environment and reduced costs by significantly reducing the volume of stormwater coming into contact with waste.

Kimbriki Environmental Enterprises (KEE) commissioned an audit of mixed waste during February 2024 which provided valuable information on materials that could be recovered from mixed waste for recycling. Based on the results of this audit, KEE are preparing a business case to increase recovery from material received as mixed waste at the transfer station.

**Building community skills and reducing impacts**

In September 2023, KEE 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. Due to the positive feedback received, a second open day will be scheduled for late 2024.

In addition to its regular programs, the Eco House and Garden expanded its offering of professional development days with a program for early childhood educators. Staff from Council's Belrose Children's Centre presented a case study on their sustainability journey that has been supported by the Eco House and Garden staff. These are one of several schools and other facilities that have benefitted from incursions to review waste management practices and establish better ways to manage organic wastes on site.

Performance

Performance measures	Target	Result 2024	
Total waste from all sources diverted from landfill onsite	82%	81%*	✗
Waste diverted from landfill in the mixed waste section onsite from all sources	10%	5.6%**	✗
Compliance with environmental requirements	100%	100%	✓
Reuse and recycling of household problem waste (tonnes)	600	607	✓

✓ Achieved target      ✗ Target not achieved

\* An increase in stockpiles of recycled brick, concrete, engineered timber and excavated natural materials (soil) which are not recognised until transported offsite have impacted the annual result.

\*\* KEE continue to work on a business plan to address retrieval of material from mixed waste. The recent waste audit has identified key targets including timber (raw and engineered), metal and demolition rubble and fines. KEE have continued to promote source separation as a cost effective and sustainable option and have reduced the gate fee for engineered timber for 2024-25 to encourage separate drop offs.

Operational projects

Completed

G4 G6	Research and develop improved resource recovery for specific waste types, consistent with the endorsed annual business plan
G4 G6	Develop and improve waste avoidance, reuse and repair initiatives to enhance social enterprise opportunities

On Schedule

G6	Improve on-site systems for more efficient separation of recoverable waste loads
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Capital projects

Completed

Kimbriki improvements

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

Strategic land use planning



Supporting CSP Goals:

G1	G5	G9
G10	G11	G13
G15	G19	G22

This service sets the land-use planning direction for the local government area via the Local Strategic Planning Statement – ‘Towards 2040’. We are responsible for preparing and maintaining local environmental plans and development control plans for the Northern Beaches. We prepare structure plans and place plans to manage growth and development, along with responsibility for Council’s development contribution framework, Aboriginal heritage management, European heritage management, urban design and assessment of planning proposals.

● 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

**Service achievements**

**Northern Beaches Local Environmental Plan and Development Control Plan**

On 17 June 2024, Council endorsed the Northern Beaches LEP Planning Proposal for submission to the NSW Department of Planning, Housing and Infrastructure (DPHI) for 'Gateway' determination for formal public exhibition.

The Local Environmental Plan (LEP) Planning Proposal outlines the content and intended effect of the new comprehensive LEP for the Northern Beaches. It aligns with Towards 2040 and the State Government's North District Plan and Greater Sydney Regional Plan - A Metropolis of Three Cities, and informed by technical studies, research, spatial analysis, as well as extensive engagement with the community, Councillors and key stakeholders.

Work on the Development Control Plan (DCP) containing supporting guidelines for land use development is also underway. Council intends to exhibit the DCP together with the LEP Planning Proposal in mid-2025.

**Local Housing Strategy and Affordable Housing**

Councillors were briefed in November 2023 on the review of the Affordable Housing Policy and several meetings were held with other councils regarding their approaches to affordable housing.

On 25 June 2024, Council resolved to take steps to introduce a 'flat rate' affordable housing contribution for an identified range of development not currently subject to affordable housing contributions.

Council's Local Housing Strategy continues to be implemented through:

- Establishing 'Housing Diversity Areas' allowing dual occupancy and boarding house development in limited areas around identified local centres, as part of the new Northern Beaches Local Environmental Plan Council is working on.
- Separate 'structure plan' processes either completed or in-train for Frenchs Forest, Brookvale, and Mona Vale, providing additional housing supply.

- Requiring a percentage of all new housing in areas re-zoned to permit higher residential densities to be given to Council for use in perpetuity as affordable housing units (including Frenchs Forest, Brookvale, and Mona Vale).

**Brookvale Structure Plan**

Council endorsed the Brookvale Structure Plan at its meeting on Tuesday 28 November 2023.

The plan 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 housing, and 900 jobs created. There will be more diverse housing, including much needed affordable housing, in one of the most accessible areas on the Northern Beaches.

Additional highlights of the plan include:

- 5000 sqm town square/greenspace and improvements to streetscapes
- a new town centre around the B-line stop

- 2000-2500 sqm of community facilities in the proposed town square
- improved pedestrian and bike connectivity throughout Brookvale.

Council prepared the first 4 technical studies (noise, contamination, heritage, and bushfire) required to implement the plan, and assist in preparing the planning proposal, precinct-specific contributions plan, and development controls.

Council was also successful in obtaining a federal government grant to fund several additional studies to implement the Brookvale Structure Plan.

#### **Frenchs Forest Town Centre Contributions Plan**

On 19 December 2023, Council resolved to adopt the Frenchs Forest Town Centre Contributions Plan 2023. This Plan came into force on 20 December 2023 and replaced the Frenchs Forest Town Centre Contributions Plan 2022. It allowed Council to levy residential contributions rates in accordance with the plan, which are above the \$20,000/dwelling cap.

The plan is based on then Minister for Planning's decision to the draft recommendations by the Independent Pricing and Regulatory Tribunal (IPART) as a result of IPART's review of the 2022 plan.

#### **Draft Northern Beaches Section 7.12 Contributions Plan 2024**

Following recent legislative changes by the NSW Government, a review of the Northern Beaches Section 7.12 Contributions Plan 2022 was undertaken to ensure it was contemporary and aligned with Council's Delivery Program. The Draft Northern Beaches Section 7.12 Contributions Plan 2024 (the draft plan) was reported to Council on 25 June 2024. At that meeting, Council resolved to place the draft plan on public exhibition.

#### **Manly Place Plan**

The Manly Place Plan was drafted and placed on public exhibition in December 2023. Over 800 submissions were received. The outcomes of the public exhibition together with an updated My Place: Manly document was endorsed at the Council meeting on 6 August 2024.

#### **Morgan Road Planning Proposal (Lizard Rock) submission**

The Planning Proposal was placed on public exhibition from 26 September to 7 November 2023. Council made a detailed submission opposing the Planning Proposal during the exhibition period. Over 3000 submissions were received. The next step will be for the Sydney North Planning Panel to make a recommendation to the Minister regarding the Planning Proposal.

#### **Low and mid-rise housing reforms submission**

In December 2023, the Department of Planning, Housing and Infrastructure exhibited major proposals to increase the density of development across Sydney. The proposed amendments to State Environmental Planning Policy (Housing) 2021 would override Council's planning controls and restrict a local council's capacity to refuse inappropriate development.

Council prepared a detailed submission outlining its concerns with the proposals and held meetings with the Department to identify suitable alternatives to the proposals that would support the provision of more affordable housing in suitable locations across the Council area. Council also hosted 5 community information sessions on the state government reforms in May and June 2024.

Performance			
Performance measures	Target	Result 2024	
Planning Proposals assessed in accordance with State government timeframes*:			
• basic proposal within 80 working days	80%	100%	✓
• standard proposal within 95 working days			
• complex proposal within 120 working days			
✓ Achieved target      ✗ Target not achieved			
* Measured from lodgement of the planning proposal with Council via the Planning Portal to Council decision on whether the proposal should proceed for a Gateway determination.			
Operational projects			
Completed			
G10 G11 G13 Complete Brookvale Structure Planning and Rezoning - to revitalise Brookvale town centre			
On Schedule			
G11 G13 G15 Develop place plan for Manly			
G5 G10 G11 Prepare Northern Beaches Local Environmental Plan (LEP), Development Control Plan (DCP) and associated studies			
G13 G15			
Behind schedule			
G11 G13 G15 Develop place plan for Mona Vale - the procurement documentation for the traffic and parking study has been finalised. Given the imminent release (second half 2024) of the State Government's stage 2 low and mid-rise housing reforms, which could significantly impact potential growth options in and around Mona Vale, it was decided to delay progress of this study and further, more detailed work on the place plan.			

Development assessment



Supporting CSP Goals:

- G5
- G19

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

● 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

**Service achievements**

**Assessing applications**

This year saw a 20 percent decrease in the total number of applications lodged compared to 2022/23, with 1297 development applications, 566 modification applications and 18 review of determination applications lodged for assessment. 88 pre-lodgement meetings and requests for advice were provided. Council determined 1339 development applications, 539 modification applications and completed 15 reviews of determinations.

This year the total value of development applications approved was slightly over \$1 billion, which is comparable to the last financial year.

**Improved internal efficiencies**

In December 2023, Council successfully implemented an Application Programming Interface (API) integration between the NSW Planning Portal and Council's core systems. This resulted in efficiencies to Council's internal administration processes which streamlined the application lodgement, formal acceptance, and determination stages through a significant reduction in manual data entry. API integration will be rolled out to other areas of Council within the new financial year.

The development assessment team implemented regular workshops with internal referral departments to share knowledge and provide better assessment outcomes for the community. These workshops covered topics such as stormwater, landscaping, biodiversity and pool fencing requirements.

**Panels**

In 2023/24, Council welcomed several new panel members across both the Local Planning Panel and Design and Sustainability Advisory Panel. The new panel members brought a wealth of knowledge and experience to improve outcomes and determinations for more complex applications.

**Improving customer experience**

In the last quarter of 2023/24 there was a focus on enhancing the customer experience on Council's website. Significant changes were made to the planning and development pages, including expanding the main menu options and restructuring webpages for improved usability.

Performance

Performance measures	Target	Result 2024	
Average determination time of 90% of development applications, modifications and reviews (days)	< 75	69	✓
Outstanding development applications, modifications and reviews older than 100 days (since application received)	< 20%	22%*	✗

✓ Achieved target      ✗ Target not achieved

\* Resourcing challenges impacted on this KPI over the quarter. Reducing the number of long outstanding applications remains a focus as these applications are more contentious and complex. Although the annual target of under 20 percent of applications was not achieved, there was an improvement from 34 percent when compared to the end of Q3. At the end of Q4, 88 (22 percent) of applications were over 100 days.



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Environmental compliance



Supporting CSP Goals:

G1	G5
G8	G12

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

● 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

**Service achievements****Environmental health**

Environmental health officers completed their food inspection program for 2023/24 achieving the required 100 percent mandatory food inspection rate. This included inspecting 868 fixed, mobile and temporary food businesses. These inspections are necessary to ensure the likelihood of food contamination, bad hygiene and food borne illnesses are eliminated or reduced and that there is no imminent risk to public and/or environmental health.

**Ordinance rangers**

The rangers division now has 4 ordinance rangers. The ordinance rangers proactively investigate complex matters relating to dog attacks, pollution, building sites, illegal dumping and other matters requiring an investigative response. Ordinance rangers also support the companion animals education program.

Ordinance rangers and the administrative support team recently conducted 3 successful public education events on barking dogs. The events took place at Mona Vale, Dee Why and Manly. Each event was attended by external professional speakers, with excellent feedback from the community, including suggestions on workshops they want to see in the future. The next event will feature nuisance cat education.

**Ranger patrol**

The rangers team continued to proactively patrol the Manly area, ensuring that non-compliance for parking offences was managed appropriately. The team also proactively inspected building sites across the LGA. Rangers worked closely with the environmental compliance building team and issued fines for non-compliance. Swimming pool fence inspections were carried out for 236 backyard pools and spas. Compliance action was taken where necessary to ensure safe barriers were provided. Proactive dog patrols continued across the LGA hotspots. Future pop-up education initiatives will support officers on patrol by educating members of the public regarding responsible dog ownership.

**Internal processes**

Council's print and post process has been supported by Council and will continue to be used by compliance staff.

Performance

Performance measures	Target	Result 2024	
All mandatory food inspections completed	100%	100%	✓
Respond to public safety and environmental concerns within 24 hours for urgent/ high risk requests and within 10 days for non-critical requests	100%	87%*	✗
Follow up of outstanding enforcement actions at 60 days and 90 days	100%	88%**	✗
Respond to companion animal concerns within 24 hours for urgent/high risk requests	100%	100%	✓

✓ Achieved target      ✗ Target not achieved

\* Matter of high public and/or environmental risk are being prioritised, representing a satisfactory level of compliance.

\*\* Regular follow-ups ensure outstanding enforcement action is progressed in a timely manner.

Workload Measure	Result 2024
No. of proactive companion animal patrols	380
No. of companion animal investigations	1987
No. of swimming pool barrier inspections	506
No. of responses to liquor application referrals from Liquor and Gaming NSW	94

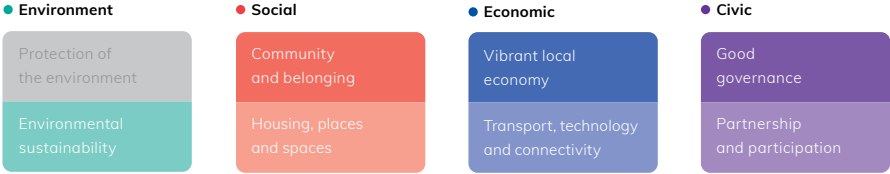
Parks and recreation



Supporting CSP Goals:

G5	G8	G9
G11	G12	G15
G16	G20	G22

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



**Service achievements**

**Business Operations and Open Space Bookings**

Over 6500 booking applications for the use of Council's Open space were assessed and approved, they include watercraft storage, permits, small events, sporting competition and related activities, working on reserve permits, filming, markets, running a business, mobile food trucks, charity walks/runs, school activities, clean-ups and major events such as concerts, circus, fetes, cinemas and state and national sporting events.

The online booking system continues to be developed with requests for filming, working on reserves and running a business now able to be booked online, making it a more efficient and accessible process.

Further information to support our sporting groups and local businesses has been added to Council's website. This information aims to help day-to-day users of our open spaces.

Council staff undertook a sportsfield audit during both the summer and winter sports season to ascertain actual use of a sportsfield. This data will help develop the seasonal allocations to ensure they are responsive to our sporting community's needs.

The year also saw the coordination of a range of major events and activities such as NSW Surf Lifesaving Championships, open air cinemas, markets, Beach to Beach, World Surfing League at Narrabeen Beach and international filming including the productions Anyone but You and The Kardashians.

**Park Assets – Planning, Design and Delivery**

The team have assessed and provided Owner's Consent for some 30 community projects on Council land supporting recreational opportunities.

An audit was completed for all light pole structures across the LGA, which helps manage risk and proactive pole maintenance and renewal.

Construction was finalised and a park opening was held for the new Lynne Czinner Park in Warriewood, which has been well received by the community, and completes this local passive recreation precinct for Warriewood Valley residents. The project included the installation of a bridge to connect the park to the popular Rocket Ship Playground and a key active transport link through Warriewood.

New sportsfield lighting was installed at Northern Beaches Secondary Campus - Cromer and also at Curl Curl Softball field, providing better safety and access to sportsfields for the community.

*Other completed improvement projects*

- Renewal of the Manly to Spit walkway between Forty Baskets Beach and Wellings Reserve, Balgowlah
- Cliff stabilisation at Marine Parade, Manly
- Renewal and upgrading of pedestrian pathway at Bayview

- Foreshore improvements at Warriewood Beach
- Upgrade of Forestville town centre landscaping
- Stage 1 and 2 of the Freshwater Beach Masterplan
- Heritage restoration of Fishermans beach boat winches
- Construction of the commemorative shelter at Manly Dam
- Upgraded playgrounds at Griffith Park, Fielding Reserve and Weeroona Reserves

*This area also assesses the impact of developing with:*

- 1198 landscape referral responses for private developments were completed during the year, with 90 percent completion within 14 days, ensuring proposals satisfy the landscape outcome objectives of the development control plans.
- 176 parks, reserves and foreshores referral responses were completed during the year, to ensure development will not adversely impact upon public land, ensuring we maintain our parks, reserves and waterways for use and access by the public.
- Planned Council projects under development applications were reviewed by independent and professional experts to ensure protection and accessibility of community assets.

#### **Park Operations**

Almost 5000 customer requests in relation to park operations were investigated and responded to in the last 12 months.

Frank Gray Oval won Suburban Cricket Ground of the Year. Cricket NSW awarded the oval best ground of the year for the lower grades in the Sydney Shires competition. There was strong competition with 12 other ovals in the running, judged by the umpires across 4 categories: pitch performance, pitch condition, outfield, and markings and maintenance.

In the last year, more than 2250 tonne of material was applied to sportsfields across the LGA to improve playing surfaces. The following renovations of sportsfield playing surfaces also took place:

- aerated 115 hectares of land
- fertilised 117 hectares of land
- applied pre-emergent herbicides and insecticides across 112 hectares

- undertook broadleaf weed control across 85 hectares
- installed sand slit drainage at Mike Pawley Oval.

The quality and safety of our recreation areas have been improved with a range of works:

- Over 25,000m<sup>2</sup> of returfing was delivered to improve turf surfaces across the LGA.
- Dune works and replanting programs to assist in storm resilience, foreshore stability and habitat are ongoing at North Curl Curl and North Narrabeen.
- Commenced the dune profiling works at North Narrabeen (Birdwood) Dune to improve beach safety surveillance and provide revegetation opportunities.
- Continued Curl Curl dune track work and weed control.

**Tree Services**

Over 6725 trees planted in the last year. The Greening Brookvale project was completed which consisted of the planting of 100 mature trees including Golden Pendas and Waterhousias through the heart of Brookvale's business district.

Council received and assessed 789 private tree applications , and 5588 customer requests for public trees.

**Open Space and Recreation Planning**

Our recreation planning projects provide sustainable options for meeting our community's future sport and recreation needs and support sustainable land use management. Projects completed include an Indoor Sport and Recreation Needs Study, the Crown Land Categorisation project and several Plans of Management (PoM) projects.

PoM's guide the use of Council land. This year a draft PoM and community engagement was completed for North Narrabeen Reserve, Mona Vale Beach and Seaforth Oval, and a new PoM was adopted for land on Hudson Parade, Clareville.

To enhance the safety of our open spaces a refreshed Alcohol Prohibited Areas plan was approved for our parks, reserves and beaches.

A new Sporting Excellence Recognition Program was developed to recognise the sporting achievements of our community via the relaunch of the Manly Pathway of Olympians and Paralympians and a new online Sporting Hall of Fame.

A new community garden location was approved at Annam Road Reserve, Bayview.

Several naming proposals were approved including the Gunganagina (Kookaburra) lookout.

Manly Warringah War Memorial State Park Advisory Committee met 4 times during which a range of strategic matters and projects were discussed and initiated. The Committee instigated stage one of a water quality research project for Manly Dam, and this was completed.

Our Sport and Recreation Infrastructure Grants support sporting clubs to undertake various improvements. Grant projects completed this year were:

- green and bunker upgrades at the Long Reef and Mona Vale Golf Courses
- conversion of an Allambie Heights tennis court to a hard court
- equestrian course upgrade at JJ Melbourne Hills Memorial Reserve
- Beacon Hill Reserve clubhouse upgrade
- new Seaforth Oval cricket facilities
- a new path and seating at the Avalon Beach Reserve courts.

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

During the 2023/24 season there were over 10 million people who visited our 21 patrolled beaches. In this period there were 821 rescues and 5521 first aid cases requiring attention. There were also 551,494 preventative actions undertaken by the lifeguards and volunteer lifesavers. These actions primarily involve directing people to safety including asking them to stay between the flags, move away from rips and keeping board riders clear of the flags.

Performance

Performance measures	Target	Result 2024	
Rockpools cleaned weekly during summer season and every two weeks outside of summer	95%	99%	✓
Sportsfields mowed weekly in summer playing season and monthly in winter	95%	99%	✓
Number of trees planted on public land per year	5000	6725	✓
Availability of sportsfields, out of school hours (playing hours/ week)	>4,600	4615	✓

✓ Achieved target      ✗ Target not achieved

Workload Measure	Result 2024
Number of preventative actions by professional lifeguards on patrolled beaches	551,494

Operational projects

Completed	
G12	Development of the Indoor Sport and Recreation Strategy and action plan
G12	Finalise the Tree Canopy Plan

Behind schedule

G12	<b>Install lighting and irrigation at Freshwater High School</b> - Review of Community engagement feedback from 700 submissions completed for preparation of engagement report. Other competing priorities have delayed the completion of engagement report. Owners Consent from the Department of Education to lodge a Development Application has been received and it is expected that it will be lodged later in 2024.
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**Capital projects****Completed****Foreshore and building improvements**

**G12** Warriewood Beach foreshore upgrades

**G12** Foreshore renewal program

**G12** Dinghy storage

**G12** Tidal pools refurbishment

**Playground Improvements**

**G12** Griffith Park Playground upgrade

**G12** Fielding Reserve, Collaroy new playground

**Recreational trails**

**G12** Recreational trail renewal program

**Reserves and parks improvements**

**G12** Lynne Czinner Park, Warriewood new park

**G9 G12** Manly Dam Memorial Shelter and Accessibility Works

**G12** Sports Club Capital Assistance Program

**G12** Aquatic Reserve, Frenchs Forest sportsfield lighting

**G12** Seaforth Bike Park

**G12** New basketball facilities

**Town centre and village upgrades**

**G11 G15** Commercial centre upgrade program

**G11 G15** Triangle Park North – Dee Why Town Centre

**On schedule****Foreshore and building improvements**

**G12** Freshwater Beach Masterplan implementation

**G12** Little Manly Beach Masterplan implementation

**G12** Clontarf Masterplan implementation

**G12** Bayview seawall and path

**Reserves and parks improvements**

**G12** Warriewood Valley – public space and recreation

**G12** Reserve renewal program

**Behind schedule****Foreshore and building improvements**

<b>G12</b>	<b>Manly Life Saving Club</b> - The DA is expected to be submitted next financial year. The site is extremely complex, and many factors require consideration compared to a usual projects concept design.
<b>G12</b>	<p><b>Surf Life Saving Club minor renewal works</b> - This works program delivers minor works and planning for Surf Lifesaving Clubs:</p> <ul style="list-style-type: none"> <li>• Warriewood SLSC (building upgrades) which is due to commence next financial year. Works on the Warriewood SLSC was delayed due to cost escalations requiring rescoping of the project.</li> <li>• North Narrabeen SLSC - the extension DA for the North Narrabeen SLSC has been lodged and is awaiting determination</li> <li>• South Narrabeen SLSC - store room completed</li> <li>• Freshwater SLSC - extension DA submitted by the SLSC</li> <li>• North Steyne SLSC - community engagement on extensions completed (project delivery is currently on hold)</li> <li>• Newport SLSC extensions flume test modelling is progressing.</li> </ul>
<b>G12</b>	<b>South Collaroy foreshore renewal</b> - Construction works associated with this program have been deferred to winter of 2025 to avoid constructing over the busy summer period that would include significant periods of pool closures and restricted pool access overall. Design work has commenced and environmental approvals and communications for the project are being prepared. These will be used to create tender documents to procure a contractor to undertake works.
<b>G12</b>	<b>Rockpool renewal program</b> - Delayed due to time required to complete detailed design and tender process for the Mona Vale rock pool. Construction due to commence in late 2024.

**Playground improvements**

<b>G12</b>	<b>Playground renewal program</b> - Winneremmy Bay Playground renewal delayed due to shipping delays for equipment.
<b>G12</b>	<b>Trafalgar Park, Newport Playground upgrade</b> - Delayed due to wet weather - construction has commenced and due to be completed August/September 2024.
<b>G12</b>	<b>Dee Why Beach (Michaela Howie) Playground upgrade</b> - Stormwater infrastructure was planned to be upgraded prior to the playground works. Following a delay in the stormwater design it was decided that playground works would proceed first. This change in program scheduling caused to a delay in the delivery of the Michaela Howie playground works. Tender process has commenced, and construction is due to completed by December 2024.

**Recreational trails**

<b>G12 G16</b>	<b>McKillop Park, Freshwater boardwalk</b> - The design is complete for the McKillop Park Boardwalk project, but there is insufficient budget to construct the boardwalk. Discussions have been held with the funding provider to submit an alternative project in the area to undertake with the funding.
<b>G12 G16</b>	<b>Manly Dam boardwalk</b> - Delayed due to time required to complete a design that meets requirements of this natural site. Construction has commenced and is due to be completed by December 2024.
<b>G12 G16</b>	<b>Manly Dam Mountain Bike Trail Upgrade</b> - Trail works are continuing on the 19th hole route and have commenced on the Bantry Reserve section with expected completion by end of June 2024. Work has been delayed due to poor weather.

Following initial advice received from NSW Heritage on the Manning Street realignment, Council has prepared a formal application for further assessment and approval from Heritage NSW. This work is expected to start later in 2024. The delay in the review of the Manning Street realignment by Heritage NSW means the project is behind schedule.

**Reserves and parks improvements**

<b>G12</b>	<b>Beverly Job Reserve, Narraweena youth space</b> - Construction has commenced on this project with anticipated completion in winter 2024. Work has been delayed due to ground conditions being too wet to commence works.
<b>G12</b>	<b>Frenchs Forest Precinct park upgrades</b> - Delayed due to additional funding requirements which subsequently delayed finalising the tender process. The lead contractor has been engaged with construction proposed to commence September 2024.
<b>G9 G12</b>	<b>Ivanhoe Park masterplan implementation</b> - The park area where the Child Care Centre is located was planned to be upgraded in 23/24 when this building was removed. The removal of this building has been delayed due to wet weather so the park area upgrade has been delayed until 24/25.

**Sportsground improvements**

<b>G12</b>	<b>Sportsfield renewal program</b> – Seaforth Oval lighting has been completed. Renewal of Avalon Golf Course is delayed due to ground conditions.
<b>G12</b>	<b>Warringah Recreation Centre, North Manly upgrades</b> - Design development and investigations for the new recreation centre are ongoing following the recent community engagement.

**Town centre and village upgrades**

<b>G12</b>	<b>Commercial centre renewal</b> - Delayed due to time required to update the design for Thomas Stephens Reserve, Church Point, in response to community feedback. Design due to be completed by October 2024 and then commence tender process. Construction planned for winter 2025.
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Northern Beaches Council Annual Report 2023/24

Children’s services



Supporting CSP Goals:

- G9
- G12

This service provides early learning for young children at 9 sites, including long day care and preschool, as well as supporting family day care at up to 50 locations. The service also includes school holiday programs for children aged up to 11 years at 3 locations.

● 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

**Children's Services Strategy**

Actions in the Children's Services Strategy were progressed with a focus on:

- Developing and implementing a community engagement and outreach program that showcases how Council's approach to its delivery of children's services helps to grow future leaders of the Northern Beaches community.

All early learning centres hosted parent information evenings for families to meet the educators and understand the room routine and centre programming and practice.

Brookvale Children's Centre held an event with families regarding child safety. Information on child safeguarding policies and procedures were shared, discussed, and were well received by families with one family commenting: *"I absolutely loved hearing the initiatives / discussions you have implemented within the centres in order to keep our kids safe and showing our kids the way to play, both incredibly important pieces to our children's lives now and for the future."*

Family Day Care created postcards for local letterbox drops that explained this care type and provided the community with contact details of the educator offering quality education and care in their neighbourhood.

Northern Beaches Family Day Care were selected by the NSW Office of the Children's Guardian to participate in filming video resources on the Child Safe Standards. This is an exciting opportunity to connect with the community to showcase the delivery of Children's Services programs. These videos will support upskilling and staff training in strategies for ensuring a safe and skilled workforce as part of family day care service.

The Australian Children's Education and Care Quality Authority (ACECQA) also contacted Family Day Care to participate in a StartingBlocks.gov.au video and photography project. The video campaign captures the benefits of education and care, as well as photography that supports the campaign and demonstrates key National Quality Standards concepts.

Children's Services educators, directors, Family Day Care coordinators and Vacation Care educators attended the Children's Services Conference with the theme - Visions of the Future. This was an opportunity to connect and network with other educators across Northern Beaches Council and further our professional development. The professional development areas included:

- Sustainable Actions with Damon Gameau
- Inclusive Practices with Sam Newbury
- Science, Technology, Engineering and Maths with Little Scientists and Dr Shirley Wyver
- Be You, the national mental health initiative for learning communities in Australia, presentation encouraging educator wellbeing and self-care.

For Early Learning Matters Week, Narrabeen Children's Centre hosted an event to showcase the work of educators and the importance of the provision of quality early childhood education and care. Several local MPs and Councillors attended the event, gaining a better understanding of the service delivery and the challenges faced in terms of staffing shortages and ensuring inclusion support is provided to families across the Northern Beaches.

#### **Community connections**

Belrose Children's Centre was awarded the Excellent rating by the ACECQA for the second time. The centre is now one of only 30 services nationally that hold this rating. A presentation ceremony for the Excellent rating took place with delegates from ACECQA, Belrose Rural Fire Brigade, Belrose Public School and Kimbriki Eco House along with Mayor Sue Heins, Councillors, educators and children. The Vacation Care team has deepened connections with the local older residents. This has included visits to Hardi Aged care

and BUPA Aged Care to deliver baked treats and play games with the residents.

Brookvale Pre-school and Children's Centre hosted a parent information evening for families to explain child protection strategies in our service, receiving meaningful feedback and engagement from families in support of child safe protective behaviours.

The centre also held a parent led information session, with a parent that works for NSW Health presenting an information session around child nutrition and fussy eating.

All centres hosted a Special Friends afternoon tea for mothers/ fathers/ grandparents and special friends to share social moments and connection building. Family information nights also took place for families to learn more about what their child does throughout the day and to hear from guest speakers from local schools, presenting information on Transition to School, how to best prepare children for school and how our program is supporting school readiness.

The Roundhouse Children's Centre had a visit from Teachers Pups a dog safety education program. Vanessa brought in her dog Luca and familiarised the children with how to pat a dog, how to approach a dog and what to do if a dog runs towards you. This was enjoyed by all and a great way to show safety around dogs.

**Committed to sustainability**

Narrabeen Children's Centre continued its bread tag sustainability program with a donation coming via a community member who had driven with donations all the way from Leeton during a visit with the family. These cumulative donations from the community will be forwarded for recycling as part of the Bread Tags for Wheelchairs (for Africa).

Narrabeen Children's Centre program across all rooms was enriched through presentations by the Coastal Environment Centre, with Steve "the Reptile Man" referencing reptiles in our environment including blue tongue lizards, sharing how native Australian reptiles and amphibians play an important role in our environment.

**An inclusive place**

Family Day Care developed and distributed an Inclusive Environments Good Practice Audit – allowing educators to reflect on their environments and empowering them to make changes and improvements to ensure all children are included.

Assisting educators to embed Aboriginal and Torres Strait Islander perspectives in their curriculum via practical ideas shared in the service newsletter "Embedding Aboriginal and Torres Strait Islander perspectives into practice", participating in community events including 'Floral Fridays', Reconciliation Week, New Moon Ceremony (Manly Warringah Pittwater Aboriginal support group) and Sky Story, Our Story (Department of Education).

Brookvale Preschool was successful in obtaining grant monies to create a unique and defined sensory space in a quiet area to support children with learning challenges and children with additional needs by allowing them quiet time and a focus of play with sensory motivation resources.

Educators across our early learning centres attended an online workshop hosted by Robyn Papworth focusing on inclusion and practical strategies to use within the environment to support children with additional inclusion rights. Robyn is a developmental educator who helps children improve their learning and development through movement activities and play-based learning strategies. Educators have been implementing suggested strategies with great outcomes.

Performance			
Performance measures	Target	Result 2024	
No. additional needs and diverse socio-disadvantaged children enrolled in childcare services	60	85	✓
Childcare services that meet/exceed standard for the National Quality Framework	100%	100%	✓
Parent satisfaction with Children's Services (client survey of family and long day care, vacation care and preschool)	80%	96%	✓
✓ Achieved target      ✗ Target not achieved			
Capital projects			
On Target			
Children's Services			
G9 G12	Children's centres works program		



Northern Beaches Council Annual Report 2023/24

Community, arts and culture



Supporting CSP Goals:

G7	G8	G9
G11	G12	G22

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

We work to support and strengthen communities and the social and cultural sectors through the facilitation of programs and services that build the capacity of the community, with a focus on priority populations that include older people, people living with disability and young people.

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

● 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

### Service achievements

#### **Socially sustainable Northern Beaches**

The Better Together 2040 Social Sustainability Strategy is now in its third year of implementation. The Better Together leadership group met quarterly, and the second Better Together forum was delivered in November 2023, with over 50 participants representing more than 25 social services, discussing the impacts of social sustainability on the Northern Beaches.

Council adopted its first Multicultural Inclusion Plan – Championing Diversity 2024-2029 in May 2024 which sets out 5 years of actions to enable people from multicultural communities to feel welcome and participate in civic life.

#### **Community Centres**

Council continues to work on the strategic directions of the Community Centres Strategy, to provide community centres that are welcoming and inclusive for all. There are over 400 regular groups who hire the spaces on a regular basis, and many more casual and one-off events across the year.

The community centres team continues to develop and enhance the online booking technology for a more accessible, user-friendly customer experience.

In mid-2023 the Mona Vale Performance Space opened for both school and community use. Located on the site of Mona Vale Public School this state-of-the-art community performance space operates under a joint, shared use agreement between Council and the Department of Education. Council manages the community use of the space outside of school hours.

At its meeting on 30 April 2024, Council approved The Burdekin Association to expand its youth services in the former Council Customer Centre at Avalon Recreation Centre.

In April, work also officially began on the construction of the Warriewood Community Centre on the site of the former demolished Nelson Heather Centre, corner of Jackson and Boondah Roads, Warriewood. It is anticipated the new centre will be completed in late 2025.

#### **Empowering young people and families**

The 2024 Youth Week program was co-created with Council's Youth Advisory Group (YAG) and Avalon Youth Hub's Youth Advisory Group, partnering with 15 stakeholders on 31 events and over 2300 young people. Highlights included the 21st year of the Northern Composure Band Competition and a new 3X3 Basketball Showcase with over 46 teams.

Council's YAG worked with the Beaches Leadership Team, a collection of local school captains, to host the 3rd annual Have Your Say Day. There were over 200 participants including local councillors and local Members of Parliament, school leaders and the general public.

The event featured 8 presentations by young people on issues important to them and a report with a summary of survey results from over 600 local young people aged 12-17. Council staff presented the initiative at the 2023 NSW Youth Action Conference and won a Highly Commended award at the 2024 LGNSW Excellence Awards.

Council continued to collaborate with the Northern Region Network of Councils, leading a webinar by Professor Tony Attwood: *Navigating Autism at Home and School* for parents, carers and school educators. The webinar had 720 registrations and an additional 433 views from Council's website.

The Adolescent and Family Counselling Service provided over 900 free client counselling sessions to young people and their families. The service also hosted parenting programs and a youth social club, reaching a further 100 people.

### Supporting Seniors

In March 2024, Council held the Seniors Festival, with 2 expos and over 60 programmed activities across the Northern Beaches. The expos showcased 50 local groups and organisations, along with performances and presentations. Over 200 seniors attended the events.

Council printed and distributed 8000 copies of the updated 2023-2025 Seniors Directory to relevant services and centres across the Northern Beaches.

Council continued to implement actions in the Dementia Friendly Organisation Action Plan including support for the Northern Beaches Dementia Alliance.

Meals on Wheels delivered over 20,000 meals to older people in the community to enable them to live at home for longer and prevent social isolation. This included more than 730 community lunch and social outing meals that increased social connections for older people.

### Community Development

The 2023/24 Community Development Grants Program supported 30 community organisations with a total of \$159,642 in funding, through the Community Development Grants Program (\$90,000), a new Small Grants Program supporting new and smaller community groups (\$30,000) and the Youth Voice Grants program supporting young people at the Northern Beaches PCYC (\$39,642).

As part of the It Takes a Village program, there were 31 Meet Your Neighbour party street closures, attended by over 2000 residents. Attendees made between 5 to 20 new social connections with 98 percent of respondents indicating they felt more connected to their neighbours following the event.

A new Welcome to the Northern Beaches multicultural resource was printed and distributed across all libraries and customer service centres, providing information on relevant services and opportunities for community participation for newly arrived people from multicultural

communities. The resource was translated in Arabic, Hindi, Nepali, simplified Chinese, Spanish and Tibetan.

Council coordinated an LGBTQ+ working group with local stakeholders to identify key actions and strategies to make the Northern Beaches safer and more inclusive for the LGBTQ+ community. Council staff commenced these actions, including engaging with other community and business stakeholders.

Council continued to support various social services initiatives including a Disability Services Expo for International Day for People with Disability, with 49 exhibitors and over 80 community members; the 16 Days of Activism and Beaches Says No To Violence campaigns; and a Services Expo for Mental Health Month, with 20 local mental health service providers.

### **Community Safety**

Council continued to lead a coordinated response to community safety in the Northern Beaches through implementation of the Community Safety Plan 2021 – 2026 actions; consultative meetings with local Police, services and other stakeholders; and collaborative assessment and response to issues and locations of concern.

The Community Safety Advisory Committee considered a range of community safety related issues including housing and homelessness, e-bikes, youth, LGBTQ+ and multicultural communities.

Council hosted the Supporting Victims and Survivors of Sexual Assault professional development webinar for 87 service providers and also developed online and printed resources to support community members impacted by sexual assault and to assist local services to respond to disclosures.

Council established a new online resource hub in support of community members experiencing financial hardship.

### **Valuing volunteers**

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

Volunteers were recognised for their ongoing commitment to the community at events coordinated for International Day of the Volunteer in December and National Volunteer Week in May.

Council hosted the annual Australia Day Awards, recognising 12 Northern Beaches residents in an evening presentation at Glen Street Theatre. This included recognition for the Citizen of the Year, Jimmy Artega, Senior Citizen of the Year, Aileen Ogilvie, and Young Citizens of the Year, Lachlan O'Callahan and Cooper Morgan. A further 9 worthy community members were recognised with Outstanding Community Service.

### Arts and Culture

Throughout 2023/24, programs and key priorities were delivered from the Arts and Creativity Strategy.

In August 2023, 3850 visitors attended the third Environmental Art and Design Prize, an increase from the previous year's visitation. There was also good attendance at 4 public programs. The call-out for the 2024 Environmental Art and Design Prize attracted over 680 entries from across Australia, up from last year, with 200 finalists selected for the exhibitions in 3 of Council's cultural venues.

The Manly Art Gallery & Museum (MAG&M) presented a total of 18 exhibitions, including the refreshed *Out Front 2024: 30 Years of Express Yourself* alongside *Bleeding Hearts and Morning Glory: Artwork by Guy Fredericks & Chloe Watfern with Studio A*, which included collaboration with the local neurodiverse community at Bushlink. *Daniel Mudie Cunningham: Proud Mary*, the artist's multi-year reflection on aging and mortality was presented as part of the official Sydney Gay and Lesbian Mardi Gras festival.

2024 marks 100 years of collecting at MAG&M for which 3 special collection-focussed exhibitions and 4 drawing masterclasses were presented, as well as funding received for a new collection management system which will see the collection online and fully accessible for the first time.

Implementation of the MAG&M Fundraising Strategy 2024-2030 progressed with the launch of online and front-of-house donation capabilities, in addition to a fundraising morning tea in support of the Collection 100 acquisition appeal. The MAG&M volunteer program continued to grow, and public programs included curator talks, artist panel discussions and life drawing sessions at MAG&M and Mona Vale. The Design Shop continued to support and promote 35 local designers, makers and artists.

The Coast Walk Public Art project at McKillop Park Freshwater, *Signal Fire* by mili mili, was launched, and planning continued on the upcoming public art project at Collaroy Beach. New street art projects were completed at North Curl Curl Community Centre and Mona Vale Memorial Hall. A new work for Manly Art Gallery & Museum, an illuminated artwork by Elliott Routledge, was installed.

The Arts and Creativity grants were awarded to 27 projects across a range of artforms including visual arts, music, creative writing, theatre, film and dance. Avalon Creative Space, Curl Curl Creative Space and Mona Vale Creative Studios and Gallery hosted exhibitions and associated workshops and events, while Weaving Bridges evolved into Weaving Stories and attracted strong support and participation again this year. Multi-media performance artist, Katherine Butcher engaged well with the community as the Eramboo Artist in Resident for 2024.

**Glen Street Theatre**

2023/24 was a record year for Glen Steet Theatre staging 380 events for the Northern Beaches community and attracting over 74,000 audience members. The ongoing diversification of programming saw an expansion of film, comedy, tribute and literary events indicating a high level of demand from the community to engage in a wide variety of live performance and cultural activity.

Glen Street Theatre was recognised for its leadership working in a local government environment and engaged by the national peak body, PAC Australia, to present training as part of sector development initiatives in the Presenter Training (Australia and New Zealand) and the Tour Producer Training Programs.

A key digital transformation project was completed with the launch of a new ticketing software solution. This improvement in ticketing services delivery provided customers with greater digital access, easier purchase pathways and more flexible self-service options.

In partnership with the Northern Beaches Council sustainability team the venue successfully received \$71,812 in Community Building Partnership grant funding to transition the theatrical lighting system to LED fixtures. This change will provide better environmental and cost efficiency outcomes and is due for completion in the first quarter of 2024/25.

Performance

Performance measures	Target	Result 2024	
No. volunteers who actively participate in ongoing Council programs	1500	1076*	✖
Community centres: no. people attending	1,000,000	1,018,220	✔
Community centres: hirer satisfaction (mean score out of 5)	4.00	4.26	✔
No. meals services	18,000	20,202	✔
No. sessions of youth and family counselling	850	935	✔
No. participants in community development programs and projects	8500	10,816	✔
No. attending arts and culture events / performances	105,000	110,838	✔
No. networks and partnerships with community groups/ organisations	25	34	✔

✔ Achieved target      ✖ Target not achieved

\* An over estimation was made in setting the target for volunteers due to an issue with the annual calculation of volunteer numbers.  
This KPI has been corrected for future reporting.

Workload Measure	Result 2024
No. information and referral enquiries	470

Operational projects	
Completed	
G9	Develop a Multicultural Inclusion Plan
G9	Implement Youth Voice Grants Program
On schedule	
G9	Plan for an integrated community and cultural hub at Mona Vale
G8	Develop a Community Connection Action Plan
Capital projects	
Completed	
Community Centre Improvements	
G12	Community buildings works program
On schedule	
Community Centre Improvements	
G12	Community centres minor works program
Cultural improvements	
G12	Glen Street Theatre renewal works

Behind schedule	
Community Centre Improvements	
G7 G12	Warriewood Valley Community Centre - Delayed due to the time required for the tender process for design. Design has commenced for this complex project and the design phase of this project is due to be completed in 2024/25.
Cultural improvements	
G7 G12	Coast walk - art trail - Signal Fire at McKillop Park, Freshwater, was launched in May. Community engagement has commenced on the Collaroy Beach project.



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Library services



Supporting CSP Goals:

G7	G9	G11
G12	G18	

Council operates one of the largest, well-used and respected public library services in NSW. The library network has 6 physical branch libraries across the Northern Beaches – Manly, Warringah Mall (Brookvale), Dee Why, Forestville, Glen Street (Belrose) and Mona Vale. Library services provide an extensive range of collections both physical and digital that support literacy and lifelong learning. The service also supports the delivery of inclusive and diverse events, programs and services that foster community connection, digital literacy and wellbeing for all members of our community

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

● 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

### Service achievements

#### Valued social institutions

Each week on average 18,000 Northern Beaches community members make a visit to their local library. Receiving more than 980,000 visits over the last 12 months, Libraries continue to be one of our most valued and busiest social institutions on the Northern Beaches. Our libraries support over 68,000 active members, with over 1600 new members in June alone. These members borrow from our collection, attend programs and events, use our Home Library Service or simply visit our spaces for work, education or recreation.

### Experience – Explore and engage

Northern Beaches Libraries plays a vital role in enriching people's lives through collections, leisure opportunities and cultural engagement. The service continues to build on and grow following the disruption of the previous years impacted by COVID.

2023/24 has been an exceptionally busy year for our libraries with a substantial increase in use across our spaces, collections and programs. We have significantly expanded the number and diversity of events and programs across our spaces, holding more than 2955 programs this year with over 56,000 participants. This is not only a 30 percent increase on the previous year but in fact the busiest year since amalgamation.

Our programs and events calendar includes a wide range of activities for all members of our community at every stage and age of life. From our ever-popular early literacy sessions to school holiday programs, government information sessions or Family History Fridays, our libraries host on average 8 programs every single day.

Through our focus on responding to and creating a diverse calendar of events and programs, tailored for the Northern Beaches community, this year we have launched a host of new programs including a local author initiative created for local residents who have self-published and are looking for a platform to discuss and engage with their community. Book chats, Social Scrabble and Crafternoons have also proven to be popular platforms for our community seeking a place to belong and connect.

Our author talk program continues to reach new milestones and is a becoming almost a weekly fixture with 28 talks hosted across our library spaces featuring a variety of speakers including Wendy Harmer, Shankari Chandran, Nedd Brockman, Richard Glover and Benjamin Stevenson.

Our children and young people continue to be supported through many programs, competitions and exhibitions. This year featured our usual annual events such as HSC takeovers, Summer Reading, Young Writers, and bookmark design competitions. Surprise hits included Swiftly beading

workshops held to support local 'Swifties' create bracelets in advance of Taylor Swift concerts. The workshops were incredibly popular spilling out of community rooms with children and their parents keen to create and connect with each other. Another popular new program is the Open Mic Night for under 16s which featured participants aged from as young as 3. There have been talented singers, a violinist, a band complete with saxophone and drums and a 4-minute interpretation of Macbeth.

Alongside our diverse programs and events calendar, a core aspect of libraries continues to be collections. Our libraries hold more than 350,000 items across our spaces in both print and digital formats. Our library members borrowed more than 1.45 million items, emerging as one of the most borrowed public library collections in NSW. Physical collections continue to be most popular with over one million loans, but digital loans of eBooks, eAudiobooks and eMagazines come in at 450,000 loans demonstrating a sustained interest in digital formats.

#### **Connection – Belonging and pride**

Supporting and improving social inclusion and community resilience is a key priority for our library services. The impact of social isolation and loneliness in our society and community can be mitigated by creating opportunities for connection, places to belong and people to welcome you.

Alongside our standard programs and events, our libraries have focused on developing and delivering a wider range of inclusive events targeted at welcoming more members of our community in meaningful ways. More than 100 events have been delivered including government information sessions in languages other than English, AUSLAN story times and exhibitions showcasing artwork from adults living with a disability. Our libraries have also supported Council wide celebrations of Pride Month, NAIDOC Week, Seniors Festival, Mental Health Month, International Women's Day and Lunar New Year.

A highlight of the year was the co-design and launch of the first Tibetan story time program in an Australian public library. Following on from the successful launch of the first Tibetan collection in an Australian public library in Dee Why in early 2023, our libraries worked directly with Tibetan community members and community organisations to co-design an early literacy program. Held in English and Tibetan, our new Tibetan Storytime has proven to be very popular with a strong crowd turning up every fortnight to listen to stories, sing rhymes and borrow books.

Our exhibition calendar has also grown this year with our libraries hosting a variety of exhibitions by local artists and organisations including Mackellar Girls Campus, Artability and Insight Exchange. The Ocean Swims Series Photographic exhibition at Mona Vale Library was held in celebration of the 50th anniversary of the Oceans Swims Series held by Palm Beach, Whale Beach, Avalon, Bilgola, Newport and Mona Vale Surf Life Saving Clubs.

The preservation of our rich local studies collections has continued with our Local Studies team digitising another 1900 items this year. There are now 30,060 items accessible on History Hub, our online portal, delivering instant access to local photographs, videos and oral histories.

A highlight this year has also been the championing and installation of Flannel Flower emblems at Glen Street Library. The flannel flower emblems first adorned the first Belrose Public Library, which operated from 1979 to 2017. Now proudly displayed at Glen Street Library, the flowers are a celebration of community spirit and connection.

#### **Together – Partnerships and collaboration**

Ongoing partnerships with external organisations are essential for Northern Beaches Libraries in meeting the community's diverse spectrum of needs. Coordinated and strategic partnerships provide opportunities to build community capacity and resilience.

Launched in early 2023, the Toy Library trial with Cubby House Toy Library Inc has continued at Manly and Mona Vale Libraries throughout the year, with 176 members accessing the service since the commencement of trial, allowing members the ability to hire toys at convenient locations across the Northern Beaches.

Our partnership with Services NSW, Services Australia and Carers Gateway has also continued, with a wide range of facilitated information sessions including scams awareness, disability and carer support, dementia awareness, gamble awareness and MyGov. Headspace, a national youth mental health foundation also delivered Drop in and Draw sessions in several library spaces, offering young people an opportunity to connect and promote good mental health.

Our community libraries at Avalon, Terrey Hills, Seaforth, Harbord and Narrabeen have continued to flourish, and library services have worked with our community libraries this year to improve opportunities for information sharing, marketing and governance support. Our community libraries are predominantly volunteer driven, creating valuable opportunities for community members whilst delivering strong community outcomes.

The Northern Beaches community are active volunteers, and they continue to take an invaluable role in the delivery of library services. Over 166 adult and student volunteers have provided support in a diverse range of activities including our Justice of the Peace service, Tech Help, Family History Fridays and Home Library service deliveries. Working with our volunteers, more than 489 of our community members received home library deliveries, providing valuable recreational and education material to those in our community unable to visit our libraries.

**Leadership – Excellence and innovation**

In October 2023, Council endorsed the Library Strategic Plan 2023-2028, setting the vision for the future of public library services on the Northern Beaches. Over the next 5 years we will be focusing on 4 strategic directions to strengthen the service, strive for innovation and continue to push the boundaries of what it means to be a modern library.

Celebrating one year in operation, Forestville Library 24/7 has become a vital connecting space for the Forestville community. After launching as a permanent ongoing 24/7 service in March 2023, Forestville 24/7 has continued to grow in popularity supporting high school and university students, community members working remotely and providing the general community access to library services around the clock, 7 days a week. Nearly 2200 members have signed up for 24/7 access with over 28,500 visits outside of staffed hours this year. Now

an established service, Forestville Library 24/7 has become an industry benchmark of best practice, leading the way for flexible and innovative service provision.

Another focus for the year has been strengthening cyber security arrangements for library services, ensuring our processes continue to be robust and in line with best practice. Online payments were introduced in early 2024, allowing library members the ability to pay fees online without needing to attend a physical location. Following on, further changes have been introduced ensuring that our processes are kept up to date with a continuously evolving cyber security environment.

Minor refurbishments and layout changes have continued in the branches, providing more efficient and flexible spaces for community use including allowing for increased study spaces as well as improved space for programming and exhibitions.

Performance

Performance measures	Target	Result 2024	
No. library programs and activities	1600	2955	✓
No. of physical visits to libraries	700,000	983,232	✓
Satisfaction with library programs	80%	96%	✓
Satisfaction with Home Library Service	80%	99%	✓

✓ Achieved target      ✗ Target not achieved

Operational projects

Completed	
G12	Review and implement opportunities for 24/7 access to the physical library space
G7 G9 G12	Develop a Library Strategy

Capital projects	
Completed	
Community Space and Learning	
G7 G12	Library local priority grant purchases
G9	Library books - replacement
Library upgrades	
G12	Library buildings works program
Behind schedule	
G7 G11	<b>Mona Vale Library - upgrades and new works</b> - The project is on hold pending further review of the recommendations from the study into arts uses for the library/admin building/memorial hall precinct. Funding will be rolled over to the 2024/25 financial year.



Northern Beaches Council Annual Report 2023/24

Transport, traffic and active travel



Supporting CSP Goals:

G8	G9	G16
G17	G19	G22

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

● 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

Service achievements

Restoring our tidal pools and wharves

Council is responsible for maintaining 6 public tidal pools. Paradise Beach wharf, tidal pool and groyne are being fully renewed and is currently under construction to be finished by October 2024.

In addition to the pool repairs, Council manages 38 public wharves. Repair works have been completed at Careel Bay Wharf, Halls Wharf, Mackerel Wharf and others. Design upgrade projects are advanced for Mackerel and Currawong Wharf and Bayview Wharf renewal planning has commenced. Planning for a major maintenance renewal of Taylors Point Wharf is complete with construction due to commence shortly.

Helping you out and about

Customers can see open spots in real-time using the Park'nPay app. Parking sensors have been installed in several areas across the Manly ward, including Manly beachfront, Manly CBD, Little Manly, Shelly Beach and Clontarf. This will also provide Council valuable usage data to better inform parking related decision-making.

The NSW Government has funded Council to install sensors in all designated disability parking spaces across the Northern Beaches. This year, these sensors went live on the Park'nPay app, allowing you to easily find available accessible parking spaces in real-time allowing easier parking for drivers with disability parking permits. Facilities for electric vehicle (EV) drivers increased over the past year. Ausgrid distribution kiosks have been transformed into JOLT EV charging stations, offering free fast charging up to 7kWh per day (approximately 15 minutes charging time). Chargers are now located at:

This year we completed:

- **9.43 km** of road resurfacing for **\$8.9 million**
- **5.2 km** of new footpath for **\$3.7 million**
- **0.42 km** shared paths installed for **\$0.86 million**
- Manly carpark had over **1.2 million** visitors this year.
- Public Place Officers reported **7900** items for **improvement / repairs**
- **16,220 customer requests** completed on construction and maintenance
- **195,000 commuters** travelled on our Hop Skip Jump bus service

- Dowling Street, Freshwater
- Oaks Avenue, Dee Why
- Darley Street, Forestville
- Mona Vale Town Centre (2 locations)
- Ocean Street, Narrabeen
- Lagoon Street carpark, Narrabeen
- Winbourne Avenue, Brookvale
- Pittwater Park South carpark, Palm Beach.

Intellihub has installed 7 street side EV chargers on existing power poles in an ARENA funded 12-month trial. These can be found at:

- Dearin Reserve, Newport
- Blackbutts Road, Frenchs Forest
- Anzac Avenue, Collaroy
- Ashburner Street, Manly
- West Promenade, Manly
- Yulong Avenue, Terrey Hills
- Allambie Road, Allambie Heights.

This initiative is designed to make owning an EV more convenient by providing more charging options and supporting the growing number of electric vehicles in the area.

Around 195,000 commuters used the Hop Skip Jump buses this year, across 4 services Monday to Friday and 2 services on weekends. This service links Seaforth, Balgowlah Heights, Clontarf, Manly Vale, Fairlight, Manly and Fairy Bower.

**Public Place Officers keeping our Northern Beaches safe and clean**

Our Public Place Officers are busy maintaining a clean and safe environment across the Northern Beaches. They actively patrol town centres and villages, addressing trip hazards, inspecting and reporting potholes on our local roads and tackling eyesores like graffiti and abandoned shopping trolleys.

These dedicated officers conduct thorough annual inspections of all Northern Beaches roads, while public spaces like parks, beaches and local streets receive daily check-ups. This ensures a safe and enjoyable experience for residents and visitors alike.

The team also plays a vital role in major Council events, ensuring venues for Anzac Day ceremonies, food and music festivals, surfing competitions and fun runs are safe and welcoming for everyone.

**Improving safety and skills**

In response to community concerns about e-bike safety, Council developed and launched 'Know the Code', an education and behaviour change campaign targeting younger e-bike riders across the Northern Beaches. The campaign saw significant media attention and achieved impressive results.

- High visibility - Signage with cutout figures reminding riders of the code was placed at 62 locations, driving 30 percent of traffic to the campaign website.
- Social media blitz - Engaging social media content, particularly Instagram reels, reached over 267,000 people. The first video post achieved a record-breaking 30,000 replays, showcasing high audience engagement.
- Media collaborations - generated an estimated reach of 97,000. Facebook photosets also performed well, reaching 116,000 on average and generating over 7000 interactions.
- The Road Safety Team also conducted various activities to promote road safety in the community.
- School safety - Engaged with all 80 local schools providing education and infrastructure improvements to promote safe behaviour around schools, conducted intensive reviews with 4, and provided support to many others.
- Seniors - Conducted workshops for 108 seniors on road safety rules and navigation.
- Young drivers - Educated 132 people through supervisor training and basic mechanics workshops.
- Migrant education - Provided a child car seat workshop in Tibetan with translated resources and interpreter services, attracting 12 participants.
- Holiday safety: Placed 34 signs across beaches during Christmas holidays to promote caution for children crossing roads
- Child car seats - Implemented a new voucher system for free car seat checks and discounted adjustments/installations. Engaged with 382 families, resulting in 435 children having safely fitted car seats.

**Blackspot Road Safety****Infrastructure projects**

Council delivered several road safety projects to improve safety at locations where there have been accidents across the Northern Beaches. Projects funded by Transport for NSW in 2023/24 include:

- Parkes Road and Anzac Avenue, Collaroy Plateau - construction of 3 roundabouts along Parkes Road, pedestrian refuges on Parkes Road and Anzac Avenue, concrete and painted median islands, audio-tactile line marking, non-skid pavement, STOP control markings, line marking and signs.
- Carawa Road and Alfred Street, Cromer - works included roundabout construction, raised pedestrian crossings, concrete and painted median islands, re-directive kerbs and medians, non-skid pavement, STOP control markings, signs and line marking improvements at intersections with 6 streets.

- Lismore Road and Fisher Road, Dee Why – roundabouts at 2 intersections, raised medians, painted islands and a raised pedestrian crossing on Lismore Road.

**Traffic management works**

Council has continued to implement traffic management works throughout the LGA and the following projects have been completed in 2023/24:

- Addison Road at Stuart Street, Manly – in recognition of the growing pedestrian volumes accessing Little Manly Beach and Collins Flat Beach, Council installed a raised pedestrian crossing across Addison Road.
- Darley Street, Mona Vale – a raised pedestrian crossing was introduced near the Harkeith Street walkway, improving pedestrian connectivity to the Mona Vale Town Centre.
- Old Pittwater Road, west of Brookvale Avenue, Brookvale – installed a raised pedestrian crossing improving safety for pedestrians crossing to the adjacent park and walking to and from Warringah Mall
- Powderworks Road at Kalang Road, Elanora Heights – upgraded the pedestrian refuge to a raised pedestrian crossing improving safety for pedestrians crossing at Powderworks Road to access the Elanora shops or buses.

**Improving road conditions**

Of the 844 kilometres of local roads that Council manages, over 10 kilometres were resurfaced across 42 streets. Major reconstruction included:

- Willandra Road, Narraweena
- Alfred Street, Narraweena
- Avon Road, Dee Why
- Chiltern Road, Mona Vale
- Bantry Bay Road, Frenchs Forest
- Raymond Road, Bilgola Platea
- Park Street, Mona Vale
- Bushey Place, Dee Why.

Other works completed included micro-surfacing of 8 streets and heavy patching repair of 126 streets across Northern Beaches. An accessible parking space was also provided within the angle parking bay in Lower Beach Street, Balgowlah.

Design work has been completed for road safety improvements to be implemented in the coming year in:

- Beacon Hill - local area traffic management
- Frenchs Forest South - local area traffic management
- Dee Why Parade and Pacific Parade, Dee Why - pedestrian crossings
- Beach Street at Carrington Parade, Curl Curl -pedestrian refuge
- Middleton Road at South Creek Road - roundabout
- The Crescent and Pacific Parade, Dee Why - traffic signal improvements.

**Expanding our active travel network**

This year Council has focused on improving pedestrian safety and connections for residents. 18 new footpaths were built, totalling over 5.2km. This provides safer and more convenient walking options for everyone making it easier to reach local destinations, public transport stops and schools on foot. Additionally, Council completed improvements to the shared path on Addiscombe Road in Manly Vale.

Community engagement for the Curl Curl – Freshwater Connectivity and Streetscape Upgrade project is complete. This project, funded by the Federal Stimulus School Zone Infrastructure Program, proposes a two-way separated cycleway route, further improving connections for cyclists and pedestrians.

**Restoring storm damage  
and drainage hazards**

Council crews gave McCarrs Creek Road carpark in Church Point a makeover, fixing water ponding problems. This included better drainage, footpaths, sealing and clear lane markings.

A high-risk retaining wall at 40 Collaroy Street, Collaroy, received urgent attention. Working with Ausgrid to secure a power pole, Council removed the old wall, installed temporary support, and built a new stable wall out of harm's way of the pole. The project also included improved drainage, kerbs and footpaths nearby.

In May 2024, clogged sediment was cleared from a large open channel on Lido Avenue in Narrabeen. Special care was taken using floating booms to prevent the removed sediment from entering Narrabeen Lagoon. Residents in nearby floodplains appreciated this proactive maintenance.

Chronic ponding issues around important trees along Pacific Parade in Manly have finally been resolved. Council's tree officers carefully planned and collaborated to reconstruct low points in kerbs and gutters, perform minor root pruning and realign gutters. This ensures proper stormwater flow around the trees in multiple locations along the street.

Performance

Performance measures	Target	Result 2024	
No. of community road safety events and sessions held	24	84	✓
Condition of local roads (average pavement condition: % rated very good to satisfactory)	90%	94%	✓
Length of road pavement resheeted to address pavement condition (km)	6.6	9.4	✓
Length of active travel assets renewals completed (km) - footpaths, shared path and bike paths	2.3	2.0*	✗
Growth in active travel network - new works (km) - footpaths, shared path and bike paths	8.7	5.6**	✗

✓ Achieved target      ✗ Target not achieved

\* All works were completed in the year. The reduction in length was due to the original design being reduced due to site constraints and/or costs exceeding original budget estimates.

\*\* 5.2km of new footpath has been delivered along with 0.42km of shared paths. It had been planned that the active transport corridor (9.2km) would have been delivered this financial year however progress was stalled awaiting Sydney Water approvals for this shared pathway.

Operational projects

Completed

G16	Implement the Regional and Local Roads Repair Program
G16 G17	Undertake a review of the community transport service
G17	Plan and deliver parking and technology infrastructure across the area

Behind schedule

G16 G17 G22	<b>Develop a Parking Plan to support the Transport Strategy</b> - Project was placed on hold due to resourcing that has been focused on other projects. Project has been included in the program for next financial year with a different format.
G16	<b>Create an Active Transport Corridor between Beacon Hill and Davidson</b> - Project will not proceed in its current form due to site constraints. An alternative proposal has been presented to the grants authority and is pending approval. A new project will be established to report on progress for the alternative proposal once it is approved.

## Capital projects

## Completed

## Active travel – cycleways and footpaths

G16	New footpaths
G16	Fern Creek Bridge and Shared Paths
G16	Footpath renewal works

## Car parks and parking stations

G9 G16	Accessible parking infrastructure
G16	Carpark renewal works
G16	Multi storey carpark renewal works

## Plant and fleet

G16	Light fleet renewal
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## Road and related infrastructure upgrades

G17	Scotland Island roads and drainage improvements
G17	Kerb and gutter new works
G17	Traffic facility delivery - accelerated
G16	Kerb and gutter renewal works
G16	Retaining wall renewal works
G16	Road resheeting program
G16	Bridge renewal works

## Wharf upgrades

G17	Church Point commuter wharf expansion
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## Behind schedule

## Active travel – cycleways and footpaths

G16 G17	<b>Queenscliff Headland access ramp</b> - Difficulties were experienced in appointing a contractor due to the challenging site conditions however a lead contractor has been appointed with works due to be completed by the end of 2024.
G16 G17	<b>Dee Why Beach secure bike storage</b> - Project delayed to seek additional funding.
G16 G17	<b>Pedestrian and cyclist bridge Pittwater Road, Queenscliff</b> - Multi year project tender report was approved at the June Council meeting and works due to commence in the first half of 2024/25.
G16	<b>Connecting Communities – footpath programs</b> - Tender documents are being prepared for the Newport to Bilgola Beach section. This project has been delayed for further community engagement.
G16	<b>Connecting Communities – cycleways programs</b> - Tender documents are being prepared for the Newport to Bilgola Beach section. This project has been delayed for further community engagement.
G16	<b>Shared path from B-line stop to Boondah Road, Warriewood</b> - This project has been delayed for site phasing purposes until the Warriewood Valley Community Centre project is completed.

Road and related infrastructure upgrades	
G17	<b>New traffic facilities</b> - Multi year project underway.
G17	<b>Warriewood Valley - traffic and transport infrastructure</b> - Multi year project. The design for improvements at the Jubilee/Warriewood Road intersection was based on the acquisition of land. As the land acquisition did not proceed this was redesigned, delaying the project.
G17	<b>Church Point - new infrastructure</b> - Multi year project, construction due early 2024/25.
G8 G17	<b>Safer schools infrastructure</b> - The project was the subject of a Council report which then required further design development and independent review prior to a planned commencement in 2024/25.
Road and related infrastructure upgrades	
G16	<b>Bus stop renewal works</b> - Replacement shelter ordered for Veterans Parade, restoration of damaged shelter MacIntosh Road underway.

Wharf Upgrades	
G16	<b>Wharves works programs</b> - Taylors Point Wharf renewal has been tendered for delivery in 2024/25. Multi year project underway
Plant and fleet	
G16	<b>Major plant renewal</b> - supply chain issues have resulted in significant lead times before plant is available for delivery

Economic development, events, and engagement



Supporting CSP Goals:

G7	G9	G11
G12	G13	G14
G15	G20	G21

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

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

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

● 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

### Service achievements

#### Business support service

We continue to run our Business Support Service to provide a one-stop-shop for businesses to help them navigate Council processes for starting or growing a business on the Northern Beaches.

Welcome to Manly – new business kit was published to support new businesses in Manly CBD.

#### Northern Beaches Economic Development Strategy "Business on the Beaches"

The Northern Beaches Economic Development Strategy 'Business on the Beaches' was adopted by Council on 22 August 2023. A key action of the strategy is the establishment of a Northern Beaches Business and Industry Stakeholder Committee to monitor delivery of the 5-year action plan. An Expression of Interest was released on 9 October 2023 inviting applications from persons wishing to participate on the Stakeholder Committee with 24 submissions received. Successful applicants, representing a

range of locations, industries and sizes, were notified prior to Christmas with the first meeting held on 8 February 2024.

#### 2023 Small Business Month

On 11 October 2023, Council held its Small Business Month event at Narrabeen Tramshed funded via a grant from NSW Government. The event titled 'Grow a Strong Team for Growth' focussed on recruitment and retention support and featured a panel of expert speakers. A panel of NSW Government education and business support providers also discussed current skills shortages for small businesses and available support for traineeships and upskilling staff.

#### Business Workshops

The Business Workshop Series was held in March and May 2024. The workshop themes were partnerships and collaboration, and marketing and artificial intelligence. Over 175 businesses from across the LGA attended the workshops.

We also trialled 2 informal networking events in Frenchs Forest and Curl Curl.

#### Grants Workshops

Two grant education workshops were held on 11 June at Forest Community Arts Centre in Forestville and on 13 June at Narrabeen Tramshed. An online webinar was also held on 18 June and recorded and shared across all Council channels. The workshops were hosted by the Place team and included other grant streams – Sports and Recreation, Environmental, Arts and Culture and Community Development.

**Activating local places**

Council continued to support the activation of local spaces through a variety of initiatives across the Northern Beaches. Key activations have included:

- Wild Trails
- Forestville on Show
- Love Narrabeena
- Celebrate Diwali at Dee Why
- Halloween Trail
- Australia Day roving performers and a program of music at Manly, Dee Why Beach and Collaroy Beach
- Enjoy Freshie
- Manly Health and Wellness Day
- Christmas decoration program across the LGA
- Xmas window display competition across the LGA
- Avalon Festive Tree decorating

- Christmas in Manly.

**Events for everyone**

Council delivered over 50 events in FY2023/24 and supported a further 42 through our Event Grants and Sponsorship Program.

The Sun Run was again record-breaking with over 7000 entrants. Cult running hero Nedd Brockmann led thousands on their journey from Dee Why to Manly Beach whilst raising over \$70,000 for Australian Charities. Manly Jazz saw the return of the Beachfront Stage with thousands filling the street and venues to listen, sing and dance to 70 live artists.

A last-minute FIFA World Cup live site was delivered at the home of football on the Northern Beaches, Cromer Park and at Manly Oval to celebrate the continual achievement of the Australian Women's Football Team (Matildas) throughout the tournament.

Over 13 Citizenship ceremonies, 2654 people became Australian citizens on the Northern Beaches. We delivered commemorations for Remembrance Day, Vietnam Veterans Day, Battle for Australia Day and ANZAC Day.

More than 20,000 people gathered on our shores and reserves to welcome in the New Year following up by attending events in January to celebrate Australia Day including, Aboriginal Heritage Walks, a Food Truck Party, Australian Made Markets and our biggest Open Air Cinema yet, featuring Blueback.

Taste of the Beaches saw 50 businesses across the LGA open their doors to new patrons experiencing events, hands-on classes and month long offers, making the Northern Beaches the place to eat, drink and play in May.

Council hosted family events including Paw Patrol at Picnic in the Park, Wonka made an appearance at one of our 2 Open Air Cinema's and our ever-popular Christmas events, the Choral Concert at Manly and Christmas by the Beach at Dee Why where the community shared in the Christmas Spirit. We added a Christmas Markets at Narrabeen to raging success of both businesses and attendees.

International Women's Day saw another sell out breakfast with local guest speaker Chloe Dalton and our Women's Day Market represented over 50 women creators and makers.

We delivered 3 major partnership events including New South Wales Surf Life Saving State Championships, Night at the Barracks and the final year of the World Surf League (WSL) Sydney Surf Pro at North Narrabeen. All events driving increased attendance and economic benefit to the region.

**Community Engagement**

Throughout the year, our Your Say webpage has served as our online community engagement platform for community participation, attracting a total of 215,261 visits from 143,786 unique visitors.

This online engagement reflects our community involvement, underscoring our commitment to accessibility and inclusivity in the decision-making process. Notably, 33 percent of visitors actively engaged with the site for at least one minute, indicating a robust level of interest and interaction in the issues that matter most to our community.

Performance

Performance measures	Target	Result 2024	
Decisions on all Council project engagements are communicated to the community within 30 days	100%	100%	✓
Satisfaction with Council's key community events	80%	91%	✓
Satisfaction with Council's business events	80%	100%	✓

✓ Achieved target      ✗ Target not achieved

Operational projects

G15	Develop an annual Placemaking Activation Grants Program
G21	Continue rollout of Community Engagement Training Program

Capital projects

Behind Schedule

Town and village centre activations

G12	<b>Avalon Place Plan implementation</b> - Dunbar Park upgrades delayed due to time required to update design in response to community feedback. Avalon Bike Park project delayed due to time required to finalise design. These projects are planned to be delivered in 2024/25.
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Northern Beaches Council Annual Report 2023/24

Property and facilities



Supporting CSP Goals:

G2	G3	G5	G6
G8	G9	G11	G12
G15	G19	G20	G22

This service maintains Council’s community and civic buildings including surf clubs, aquatic centres, library buildings, community centres, arts venues, offices, public toilets, holiday accommodation facilities at Sydney Lakeside Holiday Park and Currawong and 2 cemeteries. We also efficiently manage leases and licences for public land, including outdoor dining areas, ensuring optimal use and benefit to the 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

## Service achievements

### Aquatic centres

The facilities achieved combined attendances of 979,260, comprised of 283,440 at Warringah Aquatic Centre (WAC) and 695,820 at Manly Andrew Boy Charlton (MABC), the highest combined attendances since the opening of MABC in 2016.

Warringah Aquatic Centre maintained a high level of facility usage and produced their best financial result in the past 6 years. Maintaining recreation class numbers, hosting 53 swimming carnivals and reviewing programs has all contributed to an excellent result in the 2023/24 financial year.

There has been a substantial increase of seniors in our community attending the WAC's Active Seniors Classes. This increase is made up of regular users attending more than one class a week along with welcoming many new users of the centre.

Manly Andrew Boy Charlton Aquatic Centre also obtained its highest facility usage and produced its best financial result since reopening in 2016 after its redevelopment. The centre has seen significant increases in swim school enrolments and gym memberships, resulting in its highest levels across both departments since opening in 2016. This can be attributed to the high calibre subject matter experts leading these departments, program reviews and successful marketing campaigns.

In June MABC had 13 swimmers from the Manly Swimming Club representing at the Australian Swimming Olympic Trials selection meet. This is a significant achievement as Manly Swim Club had the highest number of qualifiers from across NSW, with the athletes meeting the extremely challenging qualifying times required to compete. The youngest competitor, Charli Barbour, is just 15 years old, while the eldest, team captain Lauren Wilson, is 28 and a dedicated local schoolteacher at Narrabeen Sports High. Charli Brown made the final for the 200 and 400IM plus Josh Kerr and Gabe Gorgas made the final in the 200IM.

### Facilities Management

Council attended to over 10,000 maintenance tasks over the 2023/24 financial year, ensuring community facilities remain fit-for purpose and available for the community. The year saw a continued focus on improving public toilets across the LGA, with over 80,000 cleans and the completion of new and refurbished accessible toilets at Shelly Beach, Little Manly, Rowland Reserve, Avalon Beach Bowling Club, Palm Beach Pavilion and Collaroy Tennis Club.

### Property Leasing

Council continued to strengthen community access to Council properties through effective leasing and licencing arrangements, maximising the use of our extensive portfolio through shared usage arrangements. Additional leases and licences are put in place each year to ensure occupation of community facilities is formalised and income continues to grow from Council's retail and commercial properties, benefiting the broader community.

### Building Projects

We delivered several notable community projects this year. The new Long Reef Surf Life Saving Club, café, and community facilities were recognised with the prestigious Local Government Excellence Award for projects over \$1.5 million, quickly becoming a popular hub for surf club members, surfers and the local community.

Other significant projects include the new Marine Rescue building at Rowland Reserve, which was shortlisted for a Local Government Excellence Award (projects under \$1.5 million) and has set a new standard for future Marine Rescue centres. Additionally, the North Avalon Surfriders Association is thrilled with their new storage space and Duffy's Forest Rural Fire Brigade (RFB) are enjoying their brand new facility.

### Cemeteries

The recently installed Columbarium Wall at Manly Cemetery has been well received, with 25 percent of the wall sold within the first 6 months, providing a peaceful local interment option for the community.

An additional area of burial plots has been released in the Mona Vale cemetery, available for at-need sales. The Mona Vale road widening project has been completed with a new pedestrian access for the cemetery and extensive landscaping along the boundary and in adjacent land off Walana Crescent.

### Tourism

Council's tourism destinations continue to thrive. Currawong Beach Cottages experienced a surge in visitors following the renovation of 4 cabins and featured segments on popular travel shows. Guests have praised the new management, the recent implementation of a linen service and the serene, beautiful environment, with many rebooking future stays as they depart.

Lakeside Caravan Park remains a sought-after holiday destination with a 63 percent overall occupancy rate, representing over 188,000 visitors and 75,000 booked nights. The park continues to be a favourite among both international and domestic visitors, as well as local families who enjoy the relaxed social atmosphere. Upgrades to the cabins and splash play area were well received, ensuring a high-quality experience for all guests.

Performance

Performance measures	Target	Result 2024	
Total visitation to swim centres (Manly and Warringah aquatic centres)	842,840	979,260	✓
Learn to Swim attendance (Manly and Warringah aquatic centres)	90,400	112,103	✓
Availability of Council buildings: (% available for use by the community (not programmed for maintenance/ upgrade)	100%	99.7%*	✗

✓ Achieved target      ✗ Target not achieved

\*The sailing club building in Jamieson Park is unavailable due to a fire in 2021 that required the demolition of the site. Two Bangaroo residential houses were unavailable for most of the year - works were undertaken to re-let with new tenants moving in in August 2024. Avalon Caretakers Cottage is unavailable, significant works are required before it can be re-used.

Operational projects

Completed	
G11	Continue to improve the provision and cleanliness of public amenities
On schedule	
G12	Focused improvement of surf life saving club facilities
G9	Implement priority accessibility improvements to property assets

132

## Capital projects

## Completed

## Public amenities improvements

G11 G12 Little Manly Point amenity

## Aquatic centre improvements

G12 Warringah Aquatic Centre renewal works

G12 Manly Aquatic Centre renewal works

## Civic building and compliance works

G5 G12 Beach buildings works program

G5 G12 Pittwater Golf Driving Range renewal works

## On schedule

## Public amenities improvements

G9 G12 West Esplanade, Manly accessible amenity

G12 Freshwater Beach amenities

## Cemetery works

G20 Mona Vale Cemetery works program

## Civic building and compliance works

G5 G12 Sport buildings works program

G5 G12 Sydney Lakeside Holiday Park renewal works

## Public amenities improvements

G8 G12 Public amenities works program

## Behind schedule

## Civic building and compliance works

**G5 G6 Operational buildings works program** - This program budget provides funds for building repairs. Adverse weather conditions delayed the roof membrane repair works to the Dee Why Library and the Civic Centre. Weather permitting, the work is scheduled to be completed in 2024/25.

**G5 G9 Disability access compliance works (DDA)** - This program provides accessibility improvements to Council buildings. The lift installation and associated works at Avalon Bowling Club was delayed by the availability of the preferred tenderer. Work is expected to be completed in 2024/25. The contract is funded from this budget and the BCA compliance budget.

**G5 G9 G12 Building Code of Australia compliance works (BCA)** - This works program is to improve council building compliance in accordance with the National Construction Code. The lift installation and associated works at Avalon Bowling Club was delayed by the availability of the preferred tenderer. Work is expected to be completed in 2024/25. The contract is funded from this budget and the DDA budget.

Emergency buildings program	
G2 G8	<b>Terrey Hills Emergency Services Headquarters</b> - This project will deliver new facilities at the Emergency Services HQ building off Mona Vale Road. This is a multi-year project and is ongoing.
G2 G8	<b>Emergency buildings works program</b> - Delayed due to discussions with the Brigade on the specification for an additional outdoor area.



Governance and assurance services



Supporting CSP Goals:

- G19
- G20

This service provides secretariat and high-level administrative functions, claims management, in-house legal and advisory services to Council. Sub committees and the Audit, Risk and Improvement Committee are also supported. Governance delivers the internal audit program and manages complaints about staff behaviour and Council processes. This service is also responsible for implementing Council's Governance framework and internal audit plans.

● 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

Service achievements




Governance

Council held 10 ordinary meetings and one extraordinary meeting over the financial year. All agendas and minutes were placed online in accordance with the timeframes established in Council's Delivery Program. The Audit, Risk and Improvement Committee (ARIC) met 5 times over 2023/24.

In 2023/24 Council:

- resolved new terms of reference for the Audit, Risk and Improvement Committee (ARIC) and revised councillor membership
- appointed a new independent member to the ARIC, Mr Robert Lagaida
- implemented a new Policy Framework and reviewed and updated its Enterprise Risk and Opportunity Management Policy and Fraud and Corruption Control Policy
- undertook planning for the 2024 Local Government Election including hosting a candidate information evening.

Performance

Performance measures	Target	Result 2024
Enterprise risk registers reviewed and current	100%	100% 
Internal audits undertaken in line with Strategic Internal Audit Plan	100%	100% 
Compliance with Governance Framework to meet Governance statutory requirements	100%	100% 

 Achieved target       Target not achieved

Workload measures	Result 2024
Number of compliments	91
Number of complaints	184

Customer service



Supporting CSP Goals:

G20

Customer Service is a one-stop-shop for Council information, providing a friendly and professional service for management of customer requests and transactions. Everyone is welcome at our customer service centres and our phones are staffed 24 hours a day, 7 days a week.

● 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

**Service achievements**

**Calls answered within 30 seconds**

Customer Service exceeded all KPIs in 2023/24, except for our service level. It recovered well from Q2 and Q3 results to meet 78 percent of all calls answered within 30 seconds (against 80 percent target).

There has been a focus on first call resolution, working closely with other business units to get timely updates as well as increasing our knowledge base. Pleasingly this has resulted in 82 percent of all calls being resolved on the first contact (against 75 percent target).

**Customer call satisfaction**

Customer satisfaction has been another huge focus for the team as well as the wider organisation with a number of projects going live in 2023/24. Firstly, the CRM Business Rules project streamlined CRM processes across the organisation with a focus on communicating and updating customers on the progress and outcome of their service request. The second ongoing project has been the refresh of the Online

Help Portal. Based on customer feedback, we have focused on making this more user-friendly; stepping customers through the process rather than having them read and understand complex documents.

This focus has resulted in the following:

- 80.3 percent customer satisfaction with CRMs reaching its target for the first time ever (against target of 80 percent)
- 92 percent customer satisfaction with calls (against target of 85 percent)
- 90 percent customer satisfaction with online requests (at lodgement) (against target of 80 percent)

We have also seen online requests reach 43.5 percent of all requests (against a target of 30 percent), overtaking phone requests for the first time.

**Keeping our community safe**

We have proactively led the way with ensuring all information that Council gathers is treated with care and reduces the privacy risks for our community. We have undertaken further enhancements as Payment Card Industry (PCI) guidelines changed. Customers will no longer have to provide credit card information on forms, reducing the privacy risks for our community. We are also working to ensure that when transacting online with Council, appropriate cyber security measures are in place.

Performance

Performance measures	Target	Result 2024	
Telephone enquiries resolved on first call	75%	82%	✓
Satisfaction with customer service calls	85%	92%	✓
Satisfaction with customer online requests (on lodgement)	80%	90%	✓

✓ Achieved target      ✗ Target not achieved

Operational projects

On schedule

G20	Develop and implement a consistent feedback approach across all customer contact channels
G20	Improve and review the customer portal to enhance accessibility
G20	Develop a new Customer Experience Strategy



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Corporate support services



Supporting CSP Goals:

G5	G18	G19
G20	G21	G22

Corporate support services enable the rest of the organisation to deliver effective and efficient services and build capability to be an agile, high performing Council. Ongoing programs include integrated planning and reporting, financial and workforce planning, project management, business excellence, continuous improvement and service reviews. It also delivers digital, information and communication technology required to operate the Council.

● 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

### Service achievements

#### Securing grants for community infrastructure and programs

Council was successful in securing \$10.6 million to undertake a range of high-priority projects, with \$8.8 million from the NSW Government and a further \$1.8 million from the Australian Government. The funding was for:

- local road repairs across the LGA, introducing safe speeds in high pedestrian areas, and 2 Black Spot road safety projects
- dunes Restoration and Weed Control at Curl Curl beach, Freshwater beach, and Narrabeen beach
- weed management initiatives at Wakehurst Parkway, Allenby Park, Careel Creek Crown Land, Curl Curl Lagoon, North Narrabeen Headland, Curl Curl Headland, Dee Why Cliffs, Griffith Park, and Governor Phillip Lookout
- upgrade to the Boondah Reserve amenities

- upgrades to 7 reserves and parks projects in Frenchs Forest, Dee Why, Narrabeena, Manly Vale, Newport and Terry Hills
- upgrade to Scotland Island Road and drainage network.
- support for litter prevention.
- events for Australia Day, Youth Week and local business networking and growth.

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

#### IGNITE Program

The Inspiring Great New Ideas Towards Excellence (IGNITE) Program continued to be implemented across the organisation throughout the year to encourage ongoing continuous improvement across Council's services. The IGNITE program delivers a wide range of continuous improvement education and training programs and this year introduced a new program for senior management, change leaders, and project managers on the how to use the Northern Beaches Council Change Management

Framework. Over 140 individuals have now completed this training program and ongoing support in managing change is being provided to individuals implementing continuous improvement projects.

Since the program started in 2019, Council has surpassed its target of 650 small continuous improvements, achieving over 708 completed improvements to date. In the past year, 170 improvements were completed, ensuring that the target was exceeded. These improvements range from process efficiency, reduction in waste, new technologies and better ways of operating that collectively result in improved customer experiences and enhanced service delivery.

The IGNITE program continues to develop the internal improvement network referred to as the Continuous Improvement Community of Practice with 4 networking events held throughout the year. Topics covered included change management, PowerBI Dashboard development and performance reporting, effective collaboration and knowledge sharing.

The IGNITE program has also delivered several significant improvement initiatives across the organisation including the development and roll out of the Voice of the Customer Performance Reporting Dashboard (to enable live data reporting on customer satisfaction survey data associated with customer requests) and finalised the system upgrade of Council's Community Centre and Sports and Recreation venues booking system.

#### **Service Review program**

Council has continued to implement its Service Review program to ensure all services are efficient and effective and deliver the best outcomes for our community now and into the future. We have completed reviews for Facilities Management, Road Maintenance and Environmental Compliance which includes the functions of Rangers, Building Control and Environmental Health. Collectively these reviews resulted in 68 improvement recommendations of which 17 have now been completed. Parks and Open Space Operations, Hop, Skip and Jump Bus Service and Community Engagement

reviews have also been undertaken and will be presented to the Audit, Risk, and Improvement Committee in late 2024. Council has now commenced 2 further reviews for Communications and Graphic Design and Information Access and Privacy Services which are due to be reported to Audit, Risk, and Improvement Committee in early 2025.

#### **Updating the Integrated Planning and Reporting Framework**

Our Integrated Planning and Reporting framework captures our community's vision and aspirations for the area, and what we will deliver to address them.

In May 2024 a range of community engagement activities were conducted as part of revising key parts of the framework. This resulted in 136 submissions which were considered by the elected Council in June 2024 before adopting a revised:

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

The updated Asset Management Plan shows additional investment is required to address a growing gap in infrastructure renewal and maintenance funding. The Long-Term Financial Plan shows income levels are no longer sufficient, a scenario which is not sustainable and without intervention will continue to reduce services to the community. Council will work with the community to strengthen its financial sustainability through the preparation of the next Community Strategic Plan and Resourcing Strategy.

#### **Financial sustainability in Local Government**

Several external inquiries on various matters relating to the financial sustainability of local councils are underway and Council has been active in advocating and communicating a range of important issues affecting our community. This included:

- submission to the Independent Pricing and Regulatory Tribunal (IPART) on a draft Terms of Reference from the NSW Government to investigate and report on the financial model for councils in NSW

- writing to the Premier, the NSW Treasurer and the NSW Minister for Local Government requesting that they urgently seek to address the impact of cost shifting to Local Government, following the release of the LGNSW's latest cost shifting report
- submission to the Public Accounts Committee Inquiry into the assets, premises and funding of the NSW Rural Fire Service
- motion submitted to the 2024 National General Assembly of Local Government (convened by Australian Local Government Association (ALGA)) seeking greater equity in the allocation of the Financial Assistance Grant to provide capacity to deliver the services and infrastructure required to support and strengthen our communities

- submission to the NSW Government on its 'Reforming the emergency services funding system' consultation paper
- submission to the inquiry by the Parliament of Australia's House of Representatives Standing Committee on Regional Development, Infrastructure and Transport into local government sustainability
- participation in the inquiry by the NSW Parliament's Legislative Council Standing Committee on State Development into the ability of local governments to fund infrastructure and services including a written submission, senior staff providing evidence and responses to supplementary questions.

**Ongoing improvements in procurement and finance**

- Development, review and update of contract clauses to comply with changes to the Competition and Consumer Act 2010 (Commonwealth) (Australian Consumer Law).
- Development and roll-out of face to face (one day) Procurement training program.
- Development and update of Procurement strategy (plan, source, manage) to align with other NSW Government agencies and training outcomes.
- Development and implementation of a Modern Slavery Risk Checklist for procurement processes.
- Development and implementation of contract management tools to meet legal requirements of variation processes.
- Annual review of the investment policy undertaken.

**Upgrading of core systems**

In 2023 Council commenced a major technology program to upgrade, simplify and improve our Enterprise Resource Planning (ERP) core operating system. Working with Technology One Limited and KPMG Australia Technology Solutions Pty Ltd we have commenced solution design for the first release planned for July 2025.

**Improving online services and digital tools**

Council continues to expand its digital offerings to customers and staff by increasing the number of online transactional services and improving ways of working using technology and data. Some highlights from the year include:

*Equipping for excellence*

- A single volunteer management system (Be Collective) has been implemented across Council for the benefit of all existing and future volunteers. This system provides a better customer experience and improves risk mitigation for Council in the management of volunteers
- A satellite internet network has been implemented, providing high-speed internet coverage to 11 Council locations in the LGA eliminating blackspots
- NSW Planning portal integration for Development Assessments (DAs), Modifications and DA Review was introduced to improve efficiency in business processes, reducing complexity and double handling of data

*For customers*

- Improved wayfinding for community on our online portal to easily find most relevant forms. The customer survey results have improved since this initiative was introduced
- 17 new online forms to improve the ease of making applications to use Council facilities, services and make payments
- 5 improved workflows, either through enhancing processes or forms, to improve efficiencies in operations
- New public WiFi in 12 locations across the LGA
- Enhanced customer experience to easily calculate rates and indexation for DA consent conditions for both our customers and staff

*For Staff*

- PowerBI learning sessions aimed at offering guidelines and practises to users that could benefit from utilising PowerBI as a business tool
- OneDrive and SharePoint Online Instructor Lead Training sessions have been delivered to staff
- Onsite weekly Service Delivery presence at various sites
- The introduction of in-person technical support at every Councillor Briefing
- Implementation of meeting room technology to improve user interface and collaboration
- Enhancements to the online customer portal feedback page to enable/increase internal customer reporting
- Continue to improve cyber resilience by moving applications to a Cloud environment

**Workforce Management Strategy**

Council continues to deliver initiatives within the Workforce Management Strategy aligned to the 4 focus areas: Leadership Talent; Digital Transformation; Safety and Wellbeing; and Diversity, Equity, Inclusion and Belonging.

**Leadership talent**

The LGNSW Capability Framework outlines the core knowledge, skills, abilities, and other attributes expected of local government employees in NSW. The implementation of the framework across Council remains a focus with the 83 percent of position descriptions (PDs) now in the new template. The framework and the new PDs are the foundation for personal development and career planning, recruitment, performance management and workforce planning.

An in-house leadership training program 'Elevate' launched, with the program aimed at Team Leaders and Supervisors. The pilot marked the beginning of a 6-month period with participants attending 6 face-to-face workshops, held one month apart. The program is designed to empower

first-time and emerging leaders, and to unlock their potential through developing and nurturing skills, whilst fostering a culture of continuous growth.

The traineeship and apprenticeship program continues to grow with 4 apprentices and 7 trainees currently working at Council. Our program provider, Novaskill, are also currently recruiting to fill an additional 7 trainee positions to develop our youth workforce.

**Safety and wellbeing**

With the rising importance of psychosocial safety, a Psychosocial Safety at Work procedure was introduced this year, and information sessions were held with the Executive Leadership Team and People Leaders, to ensure management are fully aware of the causes and signs of psychosocial hazards and staff's wellbeing is a priority consideration.

An updated Recovery at Work Program was developed to further support employees, and a Workers Compensation Hub was made available via the intranet. The Hub is a one

stop shop for all information and support available to employees and managers regarding workers compensation process and recovery at work. It also provides compliance with the State Insurance Regulatory Authority (SIRA) obligations for provision of information to employees around injury notification and our programs.

Thrive, our wellbeing program, continues to receive positive feedback through our employee surveys. Communication, education, activities, and initiatives were promoted throughout the year to continue a preventative safety and wellbeing culture. This year saw the roll out of many successful programs including skin checks and flu vaccinations, various Harmony Week activities, and Be Safe and Be Well month which combined National Safe Work Month and National Mental Health Month.

**Digital transformation**

As part of our commitment to provide increased analytics and insights to help inform business performance and decision making, a new Power BI report was created containing key HR metrics that automatically updates from our Human Resources Information System (HRIS) every day. The Workforce Snapshot can be accessed by employees at any time.

‘Health checks’ commenced to enhance performance and optimise our integrated HRIS. The most significant health check undertaken was on our rostering and time attendance system solution, and other modules continue to undergo regular inhouse health checks to look for efficiencies and improvements.

**Diversity, equity, inclusion and belonging**

A diversity, equity, inclusion and belonging strategy on a page was developed and identifies key focus areas that support workforce diversity.

A new partnership has commenced between Council and NSW Government’s Veterans Employment Program to support the employment of veterans and recognise the skills and value they can bring to Council.

**Making a Difference program update**

It was another big year for our reward and recognition program Making a Difference. This year we saw 2000 forms of recognition via Thank You messages, and Above & Beyond and Leading The Way awards.

**Employee engagement survey**

The 2024 Employee Engagement Survey closed with a record-breaking response rate of 71 percent. The results show that as an organisation our employees are reporting exceptional levels of engagement and satisfaction, with the overall engagement score sitting at 82 percent, up 4 percent from 2022.

In the survey 30 different work areas were reviewed. Our 3 top performing areas were:

- purpose (91 percent)
- teamwork (88 percent)
- safety and wellbeing (88 percent)

Our employees have indicated that they would like to see improvements in the following areas:

- career opportunities (65 percent)
- facilities (64 percent)
- processes (63 percent)

Directors and Executive Managers have received tailored results for their Division/Business Unit and are developing action planning for their areas. Feedback gathered will help to inform organisation wide priorities.

**Performance**

Performance measures	Target	Result 2024	
Correspondence replied to within 10 working days	90%	91%	✓
Operational projects on schedule	80%	84%	✓
Capital projects on schedule	80%	67%*	✗
Quarterly, annual and statutory reports submitted to Council on time	100%	100%	✓
Voluntary staff turnover rate	< 13%	11%	✓
<b>Financial performance</b>			
Operating performance	> 0	3.73%	✓
Own source operating revenue	> 60%	87.4%	✓
Unrestricted current ratio	> 1.5x	2.18x	✓
Debt service cover ratio	> 2x	6.85x	✓
Rates and annual charges outstanding	< 5%	3.83%	✓
Cash expenses cover ratio (months)	> 3	6.40	✓
Building and infrastructure renewal ratio	> 100%	94.6%**	✗

✓ Achieved target      ✗ Target not achieved

\* Disruptions to the program included contractors availability, wet weather, design delays, extended engagement and project cost escalations.

\*\* The ratio was below the industry benchmark of 100 percent due to a reduction in capital renewal expenditure to fund the corporate Enterprise Resource Planning system upgrades, and an increase of \$2.6 million (or 8 percent) in infrastructure assets depreciation for 2023/24 reflecting asset cost increases resulting from high inflation in the previous financial year.

Workload measures		Result 2024
Number of service review actions implemented		17
Operational projects		
Completed		
G20	Undertake a service review of road maintenance	
G20	Undertake a service review of the Rangers service	
G20	Undertake a service review of the Building Control service	
G20	Undertake a service review of the Public and Environmental Health service	
G20	Review the Long-Term Financial Plan and options to maintain financial sustainability, such as a special rate variation	
On schedule		
G20	Deliver an Enterprise Resource Management System	
G20	Undertake a service review on the maintenance of open space	
G20	Undertake a service review of the Community Engagement service	
G20	Undertake a service review of Marketing and Communications	
G20	Review and report on the Community Strategic Plan	
G19	Build and develop future organisational workforce capabilities	
Not proceeding		
G20	Undertake a service review of Customer Services*	

\*This Service Review is not proceeding. The Customer Service team has been recently restructured. Additional time is required for the outcomes of the restructure to be delivered, prior to commencement of a service review.



Capital projects	
On schedule	
IT improvements	
G20	IT Infrastructure - replacements
G20	Computers, laptops and mobile devices - replacements





**Local Government Act 1993**

**Section 428 (3) Preparation of report**

This annual report has been developed in accordance with the Integrated Planning and Reporting Guidelines issued by the Office of Local Government in September 2021 in accordance with the *Local Government Act 1993* (s406), the *Local Government (General) Regulation 2021* (s217), and the Office of Local Government Annual Report checklist (published on 29 May 2024).

**s428 (4) (a) Financial statements**

Audited financial statements for the year 2023/24 are at page 220 of this annual report.

**s428 (4) (b) Other information**

This report includes other information in line with the Integrated Planning and Reporting Guidelines, the *Local Government Act 1993*, and other legal requirements.

**s428 (4) (c)**

No issues concerning the operations of Northern Beaches Council were raised by the Anti-slavery Commissioner during the 2023/24 financial year.

**s428 (4) (d)**

In the 2023/24 financial year, Council has taken the following steps to ensure that goods and services procured by and for the Council during the year were not the product of modern slavery within the meaning of the *Modern Slavery Act 2018*.

**s428 (5) Send to the Minister**

A copy of this annual report is on Council's website and a link provided to the Minister.

**s54P (1) Particulars of any environmental upgrade agreement entered by the Council**

Council did not enter into any environmental upgrade agreements in the 2023/24 financial year.

Table: s428 (4) (d) Modern Slavery

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Reasonable Steps taken	Form of response for annual reporting	Response mandatory / optional for annual reporting
<b>1 Commit</b>		
<b>1.1 Stakeholder engagement</b>		
What steps did your entity take to engage with stakeholders during this reporting period in relation to modern slavery?	<b>Internal Stakeholders</b>	Mandatory
	Presentations/discussions at business unit team meetings across the organisation covering what modern slavery is, legislative requirements and Council's actions	
	Development and launch of a modern slavery internet page providing the organisation with access to information, Council's modern slavery statement and the risk assessment template	
Did you engage with external stakeholders on modern slavery risks in this reporting period?	Discussions with Chief Technology and Operations Officer on requirements in the Information and Digital Technology category	
	Yes	Mandatory
Did you engage with external stakeholders on modern slavery risks in this reporting period?	We engage with the marketplace when procuring services and products considered at risk of breaching the Modern Slavery Act	
<b>1.2 Identify salient risks at the organisational level</b>		
What steps did your entity take to identify salient modern slavery risks at the organisational level (i.e. across all operational and procurement activities) during this reporting period?	Utilised the Commissioners Modern Slavery Inherent Risk Identification Tool to complete an initial scoping assessment of Council's procurement activities	Mandatory
	Next step will be to conduct a more in-depth assessment of those areas of Council's procurement identified in the initial scoping as higher-risk	
Did you conduct or update a Salient Modern Slavery Risk Assessment in this reporting period?	Yes	Mandatory
		Option to upload copy of risk assessment
<b>1.3 Modern Slavery Policy</b>		
What steps did your entity take to adopt a Modern Slavery Policy during this reporting period?	The Policy was adopted in the previous reporting period (December 2022)	Mandatory
Do you have a modern slavery policy approved by your senior governing body (e.g. Agency Head / Secretary), in place?	Yes	Mandatory
		Option to upload copy of policy

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Reasonable Steps taken	Form of response for annual reporting	Response mandatory / optional for annual reporting
Does your modern slavery policy include high-level targets?	Yes  This information would not be held within a policy. Risks are dynamic and managed outside of the Policy through our Modern Slavery Framework, guidelines and procurement and contract management templates	Optional
<b>1.4 Modern Slavery Risk Management Plan</b>		
What steps did your entity take to adopt a Modern Slavery Risk Management Plan during this reporting period?	Council has a Modern Slavery Framework which identifies risks and mitigation strategies	Mandatory
Do you have a modern slavery risk management plan, approved by your senior management in place?	Yes – Modern Slavery Framework and modern slavery risk checklist	Mandatory Option to upload copy of plan
Does your plan assign accountability for performance against high-level targets to specific roles?	No	Optional
<b>2 Plan</b>		
<b>2.1 Identify and map your supply-chain risks for each procurement</b>		
What steps did your entity take to identify and map your modern slavery risks at the supply-chain level during this reporting period?	Incorporated a mandatory high- level risk assessment in Council's contract registration form - this captures all contracts over \$50,000  All procurements for amounts greater than \$50,000 since March 2024 have been assessed to allow identification and mapping of modern slavery risks	Mandatory
<b>2.2 Develop a risk-reducing sourcing strategy</b>		
What steps did your entity take to develop a modern slavery risk-reducing sourcing strategy during this reporting period?	Introduced a modern slavery checklist as part of the procurement planning process	Mandatory
In what percentage of procurement processes was modern slavery factored into your entity's sourcing strategy or other procurement planning activities during this reporting period?	100% of all procurements greater than \$50,000 since March 2024	Optional
<b>3 Source</b>		
<b>3.1 Select appropriate suppliers</b>		
What steps did your entity take to address modern slavery risks when selecting suppliers during this reporting period?	Inclusion and evaluation of modern slavery schedules in all tenders and quotations issued above \$50,000  Inclusion of modern slavery clauses developed by Council's external counsel in all contracts above \$50,000	Mandatory

Reasonable Steps taken	Form of response for annual reporting	Response mandatory / optional for annual reporting
In what percentage of competitive procurement processes were the Model Tender Clauses used during this reporting period?	None  All of Council's competitive procurement processes incorporated modern slavery tender clauses developed by Council's external counsel	Optional
<b>3.2 Adopt a shared responsibility approach to contracting</b>		
What steps did your entity take to adopt a shared responsibility approach to modern slavery risks, in contracting during this reporting period?	None	Mandatory
In what percentage of competitive procurement processes were the Model Contract Clauses used during this reporting period?	None  All of Council's competitive procurement processes incorporated modern slavery contract clauses developed by Council's external counsel	Optional
<b>4 Manage</b>		
<b>4.1 Monitor and evaluate supplier performance</b>		
What steps did your entity take to monitor and evaluate supplier performance relating to modern slavery during this reporting period?	None	Mandatory
Has your entity required any of your Tier 1 suppliers to undergo an audit addressing modern slavery risks in this reporting period?	No	Mandatory
What percentage of your Tier 1 suppliers underwent an audit addressing modern slavery in this reporting period?	Nil	Optional
During the reporting period, what percentage of your Tier 1 suppliers' workforce were surveyed about their working conditions?	Nil	Optional
What percentage of your Tier 1 suppliers' workforce are temporary migrant workers?	Unknown	Optional
What percentage of workers engaged by your Tier 1 suppliers in the last reporting period paid or incurred a fee to secure their engagement?	Unknown	Optional
<b>4.2 Develop supplier capabilities</b>		
What steps did your entity take to develop supplier capabilities relating to modern slavery risks during this reporting period?	None	Mandatory
What percentage of your entity's Tier 1 suppliers reported that they had participated in modern slavery training during this reporting period?	Nil	Optional

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Reasonable Steps taken	Form of response for annual reporting	Response mandatory / optional for annual reporting
<b>5 Remedy</b>		
<b>5.1 Provide or enable access to effective grievance mechanisms</b>		
What steps did your entity take to provide or enable access to effective modern slavery grievance mechanisms during this reporting period?	None	Mandatory
How many complaints relating to modern slavery associated with your operations or the goods or services you procure were lodged during the reporting period, whether with your organisation's grievance mechanism(s) or with others?	Nil	Optional
<b>5.2 Take safe immediate steps to remedy harm</b>		
What steps did your entity take to safely and immediately remedy modern slavery harms to which you were connected during this reporting period?	None – there were no modern slavery harms to which Council was connected	Mandatory
<b>5.3 Use leverage to remediate deficient practices</b>		
What steps did your entity take to use leverage to remediate deficient modern slavery risk management practices during this reporting period?	None	Mandatory
In how many procurement contracts or arrangements was a material breach related to modern slavery formally notified during this reporting period?	Nil	Optional
<b>5.4 Withdraw responsibly</b>		
What steps did your entity take to withdraw responsibly during this reporting period, in connection to modern slavery risks?	None	Mandatory
How many procurement contracts or arrangements were terminated on modern slavery grounds during the reporting period?	Nil	Optional
<b>6 Report</b>		
<b>6.1 Establish a victim-centred reporting protocol</b>		
What steps did your entity take to establish a victim-centred modern slavery reporting protocol during this reporting period?	None	Mandatory
Do you have a modern slavery reporting protocol in place that prioritises the interests of the victim/survivor?	No	Mandatory

Reasonable Steps taken	Form of response for annual reporting	Response mandatory / optional for annual reporting
<b>6.2 Report on your modern slavery risk management efforts</b>		
What steps did your entity take to report on your modern slavery risk management efforts during this reporting period?	Use of the GRS annual reporting template to prepare the modern slavery section of Council's annual report	Mandatory
Did your entity report on modern slavery in its prior Annual Report?	Yes	Mandatory
During the period, did your entity comply with its obligations to report heightened modern slavery due diligence procurements valued at \$150,000 (inc. GST) or more within 45 days?	No - noting this obligation has been postponed to 2025	Mandatory
<b>7 Improve</b>		
<b>7.1 Learn lessons from your performance and others</b>		
What steps did your entity take to learn lessons from your modern slavery performance and others during this reporting period?	None	Mandatory
Has your entity updated its modern slavery policies or procedures based on stakeholder feedback or lessons from a grievance mechanism during this period?	No	Mandatory
<b>7.2 Train your workforce</b>		
What steps did your entity take to train your workforce during this reporting period?	Investigation into the availability of training suitable for Local Government was undertaken	Mandatory
	Consideration was given to developing a course for Council, however it is noted that Local Government Procurement will have training available in early 2025 which will be reviewed and implemented if suitable	
What percentage of your workforce received modern slavery training in the period?	Nil	Mandatory
<b>7.3 Cooperate with the Anti-slavery Commissioner</b>		
What steps did your entity take to cooperate with the Anti-slavery Commissioner during this reporting period?	Attended the Introduction to the Anti-slavery Commissioner's Guidance on Reasonable Steps – Managing Modern Slavery Risks in Local Government Operations and Supply Chains in March 2024	Mandatory

**Special Rate Variation Guidelines 7.1**

**– Implementation of special rates**

Special variations are approved increases to rates or additional special rates established for a specific purpose. Income raised is restricted by Council for expenditure on these purposes, with any balance of the funds held in a reserve for projects in future years.

**Special Rate - Manly Business**

**Centre Improvement**

This special rate applies to properties in the Manly Central Business District (CBD) area, to provide for ongoing and proposed capital and maintenance works in the Manly Business Centre, The Corso and beachfront.

During 2023/24 the income raised was \$1,370,659. An amount of \$1,044,991 was spent on the following projects:

Project	\$
<b>Maintenance and cleansing</b>	
Mowing, vegetation and streetscape maintenance - The Corso and reserves	117,166
Cleansing - including high pressure paver washing, cleaning of street furniture, litterbins and beach raking and cleaning	405,032
<b>Tourism and business support</b>	
Manly Visitor Information Centre, Manly mainstreet place and tourism management	315,812
<b>Events and marketing</b>	
Manly Christmas decorations	74,880
Major Manly events – including Manly Jazz	47,931
Activations and workshops	27,750
Digital marketing, targeted advertising, trade shows, wayfinding signage	40,235
<b>Town centre improvements</b>	
Town centre improvements	16,185
<b>Total</b>	<b>1,044,991</b>
<b>Opening balance of reserve</b>	<b>250,486</b>
Special rate income	1,370,659
Expenditure (above)	-1,044,991
<b>Closing balance of reserve</b>	<b>576,154</b>

**Special rate - Balgowlah Business Centre improvement**

This special rate applies to properties in the Balgowlah commercial area, to provide for ongoing and proposed capital and maintenance works, including the off-street carparks in Condamine Street.

During 2023/24 the income raised was \$95,021. These funds will be held in a restricted cash reserve and accumulated to undertake future town centre works.

**Special rate variation – Pittwater environmental infrastructure levy**

In June 2011, IPART approved the former Pittwater Council's application for a special rate variation. This resulted in an increase in rates over 3 years (2011-2014). These funds were for infrastructure works and environmental programs to be delivered over a 10-year period. The remaining projects under this program are currently being delivered.

In 2023/24 an amount of \$1552 was spent in the former Pittwater Local Government Area on the following capital project:

<b>Projects - Balgowlah Business Centre improvement</b>	<b>\$</b>
No projects were undertaken in 2023/24	-
<b>Total</b>	<b>-</b>

<b>Opening balance of reserve</b>	<b>206,107</b>
Special rate income	95,021
Expenditure (above)	-
<b>Closing balance of reserve</b>	<b>301,128</b>

<b>Projects</b>	<b>\$</b>
Mona Vale Library – upgrades and new works	1552
<b>Total</b>	<b>1552</b>

<b>Opening balance of reserve</b>	<b>228,073</b>
Expenditure (above)	-1552
<b>Closing balance of reserve</b>	<b>226,521</b>

Local Government (General) Regulation 2005

Clause 132 Rates and charges written  
off for the period of 2023/24

	\$
Rates abandoned (postponed)	24,858
Interest abandoned (postponed)	6908
Interest abandoned (other)	7647
Rates and charges written off	3117
Mandatory pension rebate	2,266,579
Voluntary pension rebate (rates)	131,922
Voluntary pension rebate (waste)	604,215
<b>Total</b>	<b>3,045,246</b>

**Clause 186 Councillor induction training and professional development**

There were 43 induction training programs or refreshers in 2023/24 made up of:

- 32 Councillor Briefings, Special Interest Briefings and Pre-Council Meeting Q&A Sessions
- 10 Council Meetings
- 1 Extraordinary Council Meeting

The following Councillors participated in ongoing professional development by engaging in these activities:

Participants	Program
Cr Crvelin Cr Gencher Cr Robins Cr Walton Mayor Heins Deputy Mayor Cr Ryburn	Membership – Australian Institute of Company Directors (AICD)
Cr Korzy Cr Robins Mayor Heins	Australian Local Government Women's Association (ALGWA) Membership
Cr Korzy Cr Robins Mayor Heins	Australian Local Government Women's Association (ALGWA) Conference – North Ryde 14 – 16 March 2024
Cr De Luca	National Suicide Prevention Conference 2024 – Adelaide 29 April – 5 May 2024
Cr Crvelin Cr De Luca Cr Grattan Cr Gencher Mayor Heins Cr Korzy Cr Robins Cr Walton	LGNSW Annual Conference – Rosehill Gardens 12 – 14 November 2023
Cr Grattan	RMIT University – Graduate Certificate in Cyber Security Online Course 1 October 2023 (9-12 months)

Cr Glanville	LGNSW – Planning and Facilitating Effective Meetings – Training Webcast 1 September 2023
Cr Glanville	Environment Institute of Australia and New Zealand (EIANZ) Nature Positive Symposium – The Rocks, Sydney 26 and 27 March 2024
Cr Glanville	Environment Institute of Australia and New Zealand (EIANZ) Membership
Deputy Mayor Cr Ryburn	Gallup Strengths Finder Gallup Online Course 17 March 2024
Deputy Mayor Cr Ryburn	Barrett Values Centre Online Course 6 March 2024
Deputy Mayor Cr Ryburn	Training and Skill Development MasterClass Duo Plan Membership paid 13 June 2024 for next 12 months
Mayor Heins	Hon Paul Scully - Priorities in planning in NSW – CEDA Event – The Rocks, Sydney 5 October 2023

The professional development and induction activities councillors undertook during the financial year are detailed above.

**Clause 217(1) (a) Overseas visits**

No overseas visits were made by Councillors, Council staff or other people representing Council in 2023/24.

**Clause 217 (1) (a1) Payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions**

An amount of \$122,553 was incurred for provision of fees, facilities and expenses for the Mayor and Councillors. Details are below.

<b>Facilities and expenses</b>	<b>\$</b>
Provision of dedicated office equipment	3349
Communication charges made by Councillors	9143
Attendance of Councillors at conferences and seminars	22,991
The provision of induction training and professional development for Mayor and other Councillors	6306
Training of Councillors and provision of skill development	6275
Interstate visits by Councillors, including transport, accommodation, and other out-of-pocket travelling expenses	-
Overseas visits by Councillors, including transport, accommodation, and other out-of-pocket travelling expenses	-
Expenses of any spouse, partner or other person who accompanied a Councillor in the performance of his or her civic functions, being expenses payable in accordance with the guidelines for the payment of expenses and the provision of facilities for the Mayor and Councillors	-
Expenses involved in the provision of care for a child of, or an immediate family member	13,883
Other expenses	60,606
<b>Total</b>	<b>122,553</b>
<b>Fee</b>	
Mayoral	94,950
Mayoral superannuation	10,445
Councillors fee	488,850
Councillors superannuation	53,774
<b>Total</b>	<b>648,018</b>
During 2023-24 an amount of (not including the Mayoral and Councillors fees referred to above) was incurred by Council under this policy for the provision of facilities and payment of expenses for the Mayor and Councillors.	122,553
<b>Total overall</b>	<b>770,571</b>

**Clause 217 (1) (a2) Major contracts**

The following table shows details of each contract awarded for amounts \$150,000 or greater including:

- name of contractor (except employment contracts – contracts of service)
- nature of goods or services supplied
- total amount payable.

Contractor	Description	Total value ex GST(\$)*
Haskoning Australia Pty Ltd	North Harbour Reserve Catchment Study	\$160,802
Forest Tree Service Pty Ltd	Curl Curl Ward proactive tree works	\$208,950
Bedrule Pty Ltd trading as TOBCO	Wellings Reserve access road and drainage improvements	\$450,220
Quality Management and Constructions Pty Ltd	Forestville commercial centre upgrade	\$540,000
Inter-Chillers Pty Ltd	Stage 2 air-conditioning system upgrade	\$596,500
Cathy Oliver and Adam Oliver	Currawong management agreement	\$209,090
Sports Clean Pty Ltd	Synthetic sports field maintenance	\$176,896
Waterforms International Pty Ltd	Water feature and splash park testing and maintenance	\$533,628
E.S.I Constructions Pty Ltd	Interior refurbishment works at Lakeside Holiday Park, North Narrabeen	\$171,561
RARE Environmental Pty Ltd (Blackburn Trust)	Narrabeen Lagoon entrance clearance	\$1,263,610
Eclipse Lighting and Sound	Christmas Events 2023/2024 - Christmas Choral Concert and Christmas by the Beach	\$204,219
Enter Building Group Pty Ltd	Bayview Seawall repairs	\$961,856
Belmadar Pty Ltd	Design and construct services for the Warriewood Valley Community Centre	\$17,040,033
KPMG Australia Technology Solutions Pty Ltd	ERP transformation – project implementation	\$7,955,450

Contractor	Description	Total value ex GST(\$)*
Hibernian Contracting Pty Ltd	Warriewood Beach SLSC foreshore upgrade	\$318,491
Technology One Pty Ltd	ERP platform - software licence	\$12,891,213
Ally Property Services Pty Ltd	Harbord Literary Institute playground upgrade	\$311,848
Regal Innovations Pty Ltd	Construction of Lynne Czinner Park, Warriewood	\$1,696,888
TCM Construction Group Pty Ltd	Little Manly Point amenities	\$625,467
Regional Workshop Pty Ltd	Warringah Recreational Centre - architectural consultancy design services	\$155,135
Go1 Pty Ltd	Supply and implementation of online learning library	\$306,000
HGT Australia Ltd T/A Novaskill	Provision of an apprenticeship and traineeship program	\$1,730,018
Pan Civil Pty Ltd	Park Avenue, Avalon slope stabilisation	\$770,800
Infrastructure Management Group Pty Ltd	Road pavement condition survey	\$151,022
Hawkridge Entertainment Services Pty Ltd	Feasibility study for proposed multi-use performance and exhibition space at Manly Town Hall	\$154,000
Asco Group (Aust) Pty Ltd	Design, supply and install a pre-fabricated changing place modular building at Rowland Reserve	\$199,595
RARE Environmental Pty Ltd (Blackburn Trust)	Manly Dam link trail boardwalk	\$2,189,394
Triforce Australia Pty Ltd	Hardware replacement for core systems TechOne and TRIM	\$553,456
Roof & Building Service (AUS) Pty Ltd	Waterproofing membrane works for Dee Why Civic Centre and Library	\$596,630
Garwood International	Replacement of rear load garbage truck	\$419,310
NEXTDC Ltd	Co-location data centre	\$313,920
Hibernian Contracting Pty Ltd	Manly Dam Memorial shelter and accessibility upgrades	\$274,782

Contractor	Description	Total value ex GST(\$)*
SMC Marine Pty Ltd	Yachtsman's Paradise seawall and drainage repair works	\$197,310
Gulanga Group Pty Ltd	UKG licence renewals	\$936,576
SAP Australia Pty Ltd	SAP Enterprise Resource Planning (ERP) software contract	\$1,044,620
Urban Maintenance Systems Pty Ltd	Graffiti removal and bus shelter cleaning services	\$2,039,469
Phillips Marler	Provision of detailed design services for Clontarf Reserve upgrades	\$411,724
GPM Marine Constructions Pty Ltd	Paradise Beach tidal pool renewal	\$810,706
Twenty Four Seven	Avalon Bowling Club lift works	\$179,127
Convil Group Pty Ltd	138 Killarney Drive, Killarney Heights landslip restoration	\$244,426
Proludic Pty Ltd	Winnererremy Bay play structure renewal	\$179,960
Regal Innovations Pty Ltd	Freshwater Beach Park playground	\$898,860
GPM Marine Constructions Pty Ltd	Manly Federation Boardwalk repairs project	\$315,860
Rosmech Sales & Service Pty Ltd	Acquisition of 4 street sweepers	\$1,726,414
Whittaker Civil Pty Ltd	Whale Beach stormwater outlet	\$166,250
Landscape Productions Pty Ltd	Street tree planting Pittwater Road, Brookvale	\$216,000
RMA Contracting Pty Ltd	Embankment stabilisation at 24 Loquat Valley Road, Bayview	\$177,021
Planet Civil Pty Ltd	Gibbs Street and Quinlan Parade, Manly Vale	\$196,698
Ally Property Services Pty Ltd T/A Ally Civil	Carawa Road and Alfred Street, Cromer intersection pedestrian crossing upgrade	\$287,955
Kelbon Pty Ltd	Surfside Avenue, Avalon – relaying of footpath and upgrade to existing drainage	\$200,000

Contractor	Description	Total value ex GST(\$)*
Downer EDI Works Pty Ltd	RLRRP - Waratah Parade (Warringah Road to McIntosh Street), Narrabeena	\$315,411
Downer EDI Works Pty Ltd	RLRRP - Beaconview Street, (Dobroyd Road to Curban Street), Balgowlah Heights	\$154,131
Downer EDI Works Pty Ltd	RLRRP - Harbord Road (Wyadra to Wyndora Avenue), Freshwater	\$214,518
Downer EDI Works Pty Ltd	RLRRP - Harbord Road (Brighton to William Streets), North Manly	\$184,860
Downer EDI Works Pty Ltd	RLRRP - Waratah Parade stage 2 heavy patch approach to McIntosh Road, Narrabeena	\$218,657
Boral Construction Materials Ltd (South)	Road resheeting - Bantry Bay Road including parking bays	\$170,052
Boral Construction Materials Ltd (South)	Road resheeting - Benelong Street, Seaforth	\$154,863
Boral Construction Materials Ltd (South)	RLRRP - Campbell Parade (Condamine Street to end - east), Manly Vale	\$248,498
Boral Construction Materials Ltd (South)	Road resheeting - Peronne Avenue, Clontarf	\$367,021
Boral Construction Materials Ltd (South)	RLRRP - Roosevelt Avenue (Grigor Place to Wewak Place), Allambie Heights	\$200,357
Boral Construction Materials Ltd (South)	RLRRP - Ryrie Avenue (Bridgeview Crescent to Warringah Road), Forestville	\$226,188
Boral Construction Materials Ltd (South)	RLRRP - South Creek Road (James Wheeler Place to Cumberland Avenue), Dee Why	\$382,920
Boral Construction Materials Ltd (South)	RLRRP - Westminster Avenue (Kingsway to Lismore Avenue), Dee Why	\$190,263
Stabilised Pavements of Australia Pty Ltd	Road resheeting - Bantry Bay Road parking bays	\$185,553
Downer EDI Works Pty Ltd	Road resheeting - Avon Road, Dee Why	\$534,928

Contractor	Description	Total value ex GST(\$)*
Downer EDI Works Pty Ltd	Road resheeting - Bangaroo Street (Woodbine Street to Warringah Street), North Balgowlah – microsurfacing and heavy patching	\$227,666
Stabilised Pavements of Australia Pty Ltd	Road resheeting - Chiltern Road, Ingleside	\$512,847
OzPave (Aust) Pty Ltd	Road resheeting - Collins Street, North Narrabeen	\$151,785
Stabilised Pavements of Australia Pty Ltd	Road resheeting- Lantana Avenue, Wheeler Heights	\$239,027
Downer EDI Works Pty Ltd	Road resheeting - Park Street, Mona Vale	\$271,650
Downer EDI Works Pty Ltd	Road resheeting - Raymond Road, Bilgola Plateau	\$264,803
Downer EDI Works Pty Ltd	Road resheeting - Willandra Road section 1	\$563,179
Downer EDI Works Pty Ltd	Road resheeting - Willandra Road section 2	\$569,916
Downer EDI Works Pty Ltd	Road resheeting- Alfred Street, Narrabeena	\$188,744
Stabilised Pavements of Australia Pty Ltd	Road resheeting- Alfred Street, Narrabeena	\$496,328
Downer EDI Works Pty Ltd	Road resheeting - Trevor Road, Newport	\$170,052
Kelbon Project Services Pty Ltd	Beacon Hill traffic calming	\$363,723
Forest Tree Service Pty Ltd	Curl Curl Ward pro active tree works	\$208,950
Rhelm Pty Ltd	Open coasts and lagoons scoping study	\$225,540
Planet Civil Pty Ltd	Garden Street/Powderworks Road drainage improvement	\$174,544
Mansour Paving (Aust) Pty Ltd	Triangle Park North, Dee Why upgrade works	\$701,557
Alectrics Electrical Services Pty Ltd	Triangle Park North, Dee Why lighting and electrical upgrade works	\$180,153
Advisian Pty Ltd	Mackerel and Currawong Wharf design, review of environmental factors and geotechnical investigation proposal	\$325,917

Contractor	Description	Total value ex GST(\$)*
Landscape Productions Pty Ltd	Freshwater Beach Masterplan stage 1B landscaping	\$147,000
Insituform Pty Ltd	Stormwater pipe remediation works in Belrose – package 2	\$181,405
Insituform Pty Ltd	Stormwater pipe remediation works in Belrose – package 1	\$232,659
Interflow Pty Ltd	Stormwater pipe remediation works in Elanora Heights	\$203,028
Interflow Pty Ltd	Stormwater pipe remediation works in Clareville, Wheeler Heights, Newport and Manly Vale	\$307,784
Twenty Four Seven Building Maintenance Services Pty Ltd	Avalon Bowling Club lift works	\$179,127
Rhelm Pty Ltd	Collaroy Narrabeen coastal management program	\$169,500
Kelbon Projects Pty Ltd	Manly Dam mountain bike trail - Bantry Reserve shared zone services	\$139,632
Encore Theatrical Pty Ltd	Glen Street Theatre presentation show – The Mousetrap	\$345,000

\*Contract costs only include the original term of the contract, extension options are not included

**Clause 217 (1) (a3) Legal proceedings**

During 2023/24 the following expenses were incurred on legal proceedings:

	\$
Total Expenditure	\$1,896,336
Costs Recovered	\$471,007
<b>Net</b>	<b>\$1,425,329</b>

The following matters were finalised:

<b>Matter</b>	<b>Court</b>	<b>Result</b>
Application to lodge GIPA	Civil and Administrative Tribunal	Dismissed
Application to lodge GIPA	Civil and Administrative Tribunal	Refused
Claim for Damages	Civil and Administrative Tribunal	Withdrawn
Application against GIPA decision	Civil and Administrative Tribunal	Refused
Review of Council decision	Civil and Administrative Tribunal	Dismissed
29 Dobroyd Head Road Balgowlah	Class 1 Land and Environment Court	s34 Agreement
12 Birkley Road Manly	Class 1 Land and Environment Court	Appeal upheld with amended plans
67 Seaforth Crescent Seaforth	Class 1 Land and Environment Court	s34 Agreement
21 Headland Road North Curl Curl	Class 1 Land and Environment Court	Appeal upheld with amended plans
231 Whale Beach Road Whale Beach	Class 1 Land and Environment Court	Appeal upheld with amended plans
74-76 Willandra Road Narrabeena	Class 1 Land and Environment Court	Discontinued
228 Powderworks Road Ingleside	Class 1 Land and Environment Court	Discontinued
3 Gondola Road North Narrabeen	Class 1 Land and Environment Court	s34 Agreement

Matter	Court	Result
33-35 Fairlight Street Fairlight	Class 1 Land and Environment Court	s34 Agreement
5 Elvina Avenue Avalon	Class 1 Land and Environment Court	s34 Agreement
20 Cabarita Road Avalon	Class 1 Land and Environment Court	s34 Agreement
40 Castle Circuit Seaforth	Class 1 Land and Environment Court	Discontinued
45 Warriewood Road Warriewood	Class 1 Land and Environment Court	s34 Agreement
12 Clarence Street Balgowlah	Class 1 Land and Environment Court	s34 Agreement
17 Woods Parade Fairlight	Class 1 Land and Environment Court	s34 Agreement
30 Queens Parade Newport	Class 1 Land and Environment Court	s34 Agreement
36 Bardo Road Newport	Class 1 Land and Environment Court	Appeal upheld with amended plans
79 Riverview Road Avalon Beach	Class 1 Land and Environment Court	Appeal upheld with amended plans
2A Allen Avenue Bilgola Beach	Class 1 Land and Environment Court	Dismissed
1 Alexander Street Collaroy	Class 1 Land and Environment Court	s34 Agreement
40 Castle Circuit Seaforth	Class 1 Land and Environment Court	Discontinued
257 Harbord Road Dee Why	Class 1 Land and Environment Court	s34 Agreement
995 Barrenjoey Road Palm Beach	Class 1 Land and Environment Court	s34 Agreement
7 Ruskin Rowe Avalon	Class 1 Land and Environment Court	Discontinued
22 Raglan Street Manly	Class 1 Land and Environment Court	s34 Agreement
42 White Street Balgowlah	Class 1 Land and Environment Court	s34 Agreement
173-175 Whale Beach Road Whale Beach	Class 1 Land and Environment Court	s34 Agreement
4 Alexander Street Collaroy	Class 1 Land and Environment Court	s34 Agreement
29-35 Reddall Street Manly	Class 1 Land and Environment Court	s34 Agreement
18 Rock Bath Road Palm Beach	Class 1 Land and Environment Court	s34 Agreement

Matter	Court	Result
1 Bilambee Road Bilgola	Class 1 Land and Environment Court	s34 Agreement
5A Beach Road Palm Beach	Class 1 Land and Environment Court	s34 Agreement
52-54 Brighton Street Freshwater	Class 1 Land and Environment Court	s34 Agreement
8 Baroona Road Church Point	Class 1 Land and Environment Court	s34 Agreement
4 Collaroy Street Collaroy	Class 1 Land and Environment Court	s34 Agreement
91 Lane Cove Road Ingleside	Class 1 Land and Environment Court	Discontinued
16 Corella Street Freshwater	Class 1 Land and Environment Court	Discontinued
46 Prince Alfred Parade Newport	Class 1 Land and Environment Court	Discontinued
23 Coles Road Freshwater	Class 4 Land and Environment Court	Discontinued
218 McCarrs Creek Road Church Point	Class 4 Land and Environment Court	Discontinued
Oceanview Road Freshwater	District Court	Judgment for Council
Dust Diseases Claim	Dust Diseases Tribunal	Judgment for the plaintiff
Personal Injury Claim Manly	District Court	Judgment for the plaintiff
Personal Injury Claim Narrabeen Lakes	District Court	Judgment for the plaintiff
Tree removal	Local Court	Withdrawn
Appeal against Dangerous Dog Order 1	Local Court	Control Orders
Appeal against Dangerous Dog Order 2	Local Court	Control Orders
Failure to comply with Control Order	Local Court	Conviction and fine
Parking and traffic offence	Local Court	Conviction and fine
Littering	Local Court	Withdrawn
Out of hours work	Local Court	Withdrawn

Matter	Court	Result
Failure to provide Fire Safety Statement	Local Court	s10 and fine
Dog attack	Local Court	Conviction and fine
Out of hours work	Local Court	Conviction and fine
Work Injury Damages Claim	Personal Injury Commission	Decision for the applicant
Work Injury Damages Claim	Personal Injury Commission	Decision for the applicant
Appeal against Land and Environment Court decision – 218 McCarrs Creek Road Church Point	Court of Appeal	Discontinued
Church Point Carpark	Court of Appeal	Dismissed
Church Point Carpark	Supreme Court	Dismissed

The following matters have not been finalised and are ongoing:

<b>Matter</b>	<b>Court</b>
Application to lodge GIPA	Civil and Administrative Tribunal
Application against GIPA decision	Civil and Administrative Tribunal
22 Central Avenue Manly	Civil and Administrative Tribunal
37 Maxwell Parade Frenchs Forest	Class 1 Land and Environment Court
4 Alexander Street Collaroy	Class 1 Land and Environment Court
1180 Barrenjoey Road Palm Beach	Class 1 Land and Environment Court
9-11 Victoria Parade Manly	Class 1 Land and Environment Court
1180 Barrenjoey Road Palm Beach	Class 1 Land and Environment Court
5 Skyline Place Frenchs Forest	Class 1 Land and Environment Court
28-32 Lauderdale Avenue Fairlight	Class 1 Land and Environment Court
1180 Barrenjoey Road Palm Beach	Class 1 Land and Environment Court
27-29 Avalon Road Avalon Beach	Class 1 Land and Environment Court

<b>Matter</b>	<b>Court</b>
72-76 Willandra Road Narraweena	Class 1 Land and Environment Court
1193 Barrenjoey Road Palm Beach	Class 1 Land and Environment Court
86 Bungan Head Road Newport	Class 1 Land and Environment Court
Lot 79 Kumarna Street Duffys Forest	Class 1 Land and Environment Court
38 McCarrs Creek Road Church Point	Class 1 Land and Environment Court
38 McCarrs Creek Road Church Point	Class 1 Land and Environment Court
35-43 Belgrave Street Manly	Class 1 Land and Environment Court
613-615 Pittwater Road Dee Why	Class 1 Land and Environment Court
8 Lady Penrhyn Drive Beacon Hill	Class 1 Land and Environment Court
171 Forest Way Belrose	Class 1 Land and Environment Court
1112-1116 Barrenjoey Road Palm Beach	Class 1 Land and Environment Court
4 Delmar Parade Dee Why	Class 1 Land and Environment Court

Matter	Court
20-22 Macpherson Street Warriewood	Class 1 Land and Environment Court
25-29 Dove Lane Warriewood	Class 1 Land and Environment Court
30 Abernethy Street Seaforth	Class 1 Land and Environment Court
4 Forest Road Warriewood	Class 1 Land and Environment Court
89 Stuart Street Manly	Class 1 Land and Environment Court
37-43 Hay Street Collaroy	Class 1 Land and Environment Court
16 Macpherson Street Warriewood	Class 1 Land and Environment Court
69 Melwood Avenue Forestville	Class 1 Land and Environment Court
1102 Barrenjoey Road Palm Beach	Class 1 Land and Environment Court
27-29 North Avalon Road Avalon	Class 1 Land and Environment Court
1 Gladys Avenue Frenchs Forest	Class 1 Land and Environment Court
394 Barrenjoey Road Newport	Class 1 Land and Environment Court

Matter	Court
118B Parkes Road Collaroy Plateau	Class 2 Land and Environment Court
11 Lyly Road Allambie Heights	Class 4 Land and Environment Court
12-14 Rock Bath Road Palm Beach	Class 4 Land and Environment Court
20 Chiltern Road Ingleside	Class 6 Land and Environment Court
28 Pine Street Manly	Supreme Court
Personal Injury Claim Dee Why	District Court
Personal Injury Claim Manly	District Court
23 Palomar Parade Freshwater	District Court
22 Central Avenue Manly	District Court
Church Point Carpark	District Court
11-27 Wentworth Street Manly	Supreme Court

**Clause 217 (1) (a4) and Act s67, 67**  
**(2) (b) Work on private land**  
No work on private land was undertaken by Council in 2023/24.

**Clause 217 (1) (a5) Grants**  
The total amount contributed or otherwise granted by the Council in 2023/24 under section 356 of the Act was \$2,153,212. A summary of the recipients of the grant by program is below.

Fund name	\$
Community development grants	159,642
Community library grants	124,722
Community financial assistance	261,085
Collaroy Seawall grants	533,000
Surf lifesaving subsidies	218,448
Arts and creativity grants	129,000
Heritage grants	10,000
Eco school grants	10,000
Environmental grants	50,000
Community event grants and sponsorship	513,079
Sport and recreation, youth and infrastructure grants	114,694
Mayor's discretionary fund donations	29,543
<b>Total</b>	<b>2,153,212</b>

**Clause 217 (1) (a6) External bodies that exercised functions delegated by Council**

The Northern Beaches Local Planning Panel (NBLPP) operates independently to determine development applications.

The panel consists of the chair, 2 planning professionals and one community representative. During the year 25 public meetings and 4 electronic determination meetings were held where 130 matters were determined, 2 Planning Proposals were recommended for approval (including the new LEP) and one Category 3 Development Application was referred to Sydney North Planning Panel for determination.

**Clause 217 (1) (a7) Council controlled corporations, partnerships, trusts, joint ventures, syndicates or other bodies**

Council holds a controlling interest in Kimbriki Environmental Enterprises Pty Ltd (KEE) as the major shareholder (96.16 percent of shares), with the remaining shares held by Mosman Council. KEE operates a recycling and waste disposal centre at Kimbriki Road, Terrey Hills - the Kimbriki Resource

Recovery Centre. KEE commenced operation on 1 July 2009 following the necessary authorisations pursuant to sections 358 and 625 of the Local Government Act.

**Clause 217 (1) (a8) Corporations, partnerships, trusts, joint ventures, syndicates, or other bodies in which the Council participated during the year****Northern Beaches Indoor Sports Centre**

Council is represented on the Board of Management of the Northern Beaches Indoor Sports Centre responsible for overseeing the operation of a regional multipurpose indoor sports centre at Narrabeen Sports High School. The Board is a limited guarantee non-profit company consisting of representatives from the Council, the Department of Education, the Department of Sport and Recreation and local sporting groups.

**Aboriginal Heritage Office**

Council supports this office and its work in conserving over 1000 indigenous cultural sites across Northern Sydney. It plays an important role in education and awareness

of the area's significant Aboriginal cultural heritage. The partnership, along with the Memorandum of Understanding, is with North Sydney, Willoughby, Lane Cove, Strathfield, Kur-ring-gai and Northern Beaches Councils.

**Environmental management**

Council participates in partnerships to manage the environment and related incidents with:

- Sydney Coastal Councils Group (member)
- Grant projects funded by Local Land Services
- Grant projects funded by Department of Climate Change, Energy, the Environment & Water
- Grant projects funded by NSW Environment Trust
- Grant projects funded by Crown Lands
- Grant projects funded by NSW Reconstruction Authority
- Grant projects funded by NSW Govt Coast & Estuaries Grants programs'

- Grant projects funded by NSW Govt Floodplain Management Grants programs'
- Northern Sydney Regional Organisation of Councils (NSROC)
- Materials and Embodied Carbon Leaders' Alliance (MECLA) (member)
- Sustainable Choice (member) – NSW Local Government Procurement
- Institute of Public Works Engineering Australasia (IPWEA)
- Climate Action Professional Officer's Group – LGNSW and NSW Dept of Climate Change, Energy, the Environment & Water
- Stormwater NSW
- Northern Beaches Local Emergency Management Committee (member)
- Northern Beaches Bush Fire Management Committee (member)
- Narrabeen Lagoon State Park Advisory Committee (member)
- Currawong State Park Advisory Committee (member)
- Manly Warringah War Memorial State Park Advisory Committee (member) – Manly Dam
- Floodplain Management Australia (member and financial contributor)
- Regional Emergency Management Committee (member)
- Sustainability Advantage (member) – Climate Change, Energy, the Environment & Water
- Resilient Sydney (member)
- Cities Power Partnership – Local Government network – Beacon Hill, part of the Climate Council
- Ausgrid – Warriewood Community Battery Trial

Council also supports 2 charitable environmental trusts that provide opportunities for funding important environmental projects.

- Pittwater Environmental Trust: established in 2006, this is managed and operated by the separate organisation being the Pittwater Environmental Foundation to support important environmental projects in the former Pittwater Local Government Area.
- Nature for Northern Beaches Trust (formerly known as Warringah Trust for the Acquisition of Environmentally Sensitive Lands): established in 2011 the Trust collect funds from the public to promote the protection and enhancement of the natural environment including the conservation of indigenous flora and fauna and key pieces of sensitive land to achieve this objective.

**Clause 217 (1) (a9) Equal Employment Opportunity activities**

A diverse and inclusive workplace acknowledges the individual strengths of each employee and the potential they bring and is a key element to a successful, evolving workplace and high performing culture. Council is committed to building a diverse workplace where the skills, perspectives and experiences of our people are valued and respected. Our aim is for Council to be a great place to work, where our people feel valued and included, are treated fairly, and are supported to succeed.

Key achievements in this reporting year include:

- ongoing delivery of the Workforce Management Strategy 2022 – 2026 with diversity, equity, inclusion and belonging as a key theme and focus area
- continuing to contribute to our ongoing commitment to Equal Employment Opportunities (EEO), and diversity, equity, inclusion and belonging (DEIB)
- developing a strategy on a page which identified 3 key focus areas, recruitment, culture and education, that support workforce diversity
- continuing to encourage the disclosure of diversity data along with an inclusive approach, in conjunction with our EEO Management Plan
- continuing to review, action and implement initiatives aligned to the strategy on a page
- continuing to ensure employees are educated and informed with mandatory internal diversity and inclusion related training
- attending the Northern Beaches Careers Expo to engage youth on work experience, traineeships, career opportunities and considering Council as an employer
- rolling out the Youth Employment Action framework, which incorporates placements, internships, traineeships and career pathways
- delivering inhouse recruitment and selection training that incorporates the topic of unconscious bias.

**Clause 217 (1) (b) General Manager (Chief Executive Officer) Remuneration package**

The total remuneration package of the Chief Executive Officer is as follows:

	\$
Salary	493,270
Amount for employer's contribution to superannuation or salary sacrifice	27,819
Value of non-cash benefits	11,073
Fringe benefits tax paid	12,713
<b>Total</b>	<b>544,875</b>

**Clause 217 (1) (c) Senior staff remuneration package**

The total remuneration of all senior staff members (other than the Chief Executive Officer) is as follows:

	\$
Salary	2,348,274
Amount for employer's contribution to superannuation or salary sacrifice	201,375
Value of non-cash benefits	79,636
Fringe benefits tax paid	55,654
<b>Other payments</b>	
Value of leave accumulated at Council paid out on termination	161,938
<b>Total</b>	<b>2,846,877</b>

**Regulation 217 (1) (d) Labour statistics**

The number of persons directly employed by Council as of 14 February 2024 is as follows:

	Number*
Persons directly employed on a permanent full-time basis	961
Persons directly employed on a permanent part-time basis	260
Persons directly employed on a casual basis	141
Persons directly employed under a fixed-term contract	106
Persons employed by Council who are 'senior staff'** for the purposes of the Local Government Act 1993	4
Persons engaged by Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person	10
Persons supplied to Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	5

\*Labour statistics excludes staff employed by KEE

\*\* "Senior Staff" includes the CEO and Directors.

**Clause 217 (1) (e) Annual charge for  
stormwater management services**

The stormwater management services charge funds additional investigations and activities towards improving stormwater quality, managing stormwater flows and flooding and harvesting and reusing stormwater.

The charge is generally levied on urban land that is categorised for rating purposes as residential or business, excluding vacant land.

The income and expenditure of the Stormwater Management Services Charge for 2023/24 is below.

**Charge – stormwater  
management  
services 2023/24**

Capital Expenditure 1,756,784

**Network improvement \$**

Investigations, assessments,  
planning and design

Kerb and gutter drainage  
improvements

**Water quality**

Freshwater Beach  
Water Sensitive Urban  
Design – design

**Stormwater upgrade**

Drainage improvements at  
Northcott Road (design) and  
Mona Vale Beach outlet.

Stormwater outlet upgrade  
at Willandra Road, Cromer.

Stormwater upgrade  
design at Darley Road and  
Ashburner Street, Manly.

Drainage upgrade at 91  
North Steyne, Manly; Marine  
Parade, Manly (minor); Prince  
Alfred Parade, Newport and  
Surf Side Avenue, Avalon

**Flood Mitigation**

North Harbour catchment  
investigation

**Operational expenditure**

Ongoing maintenance of  
new assets constructed 242,809

Condoover Reserve remediation  
plan in response to stormwater  
pipe failure, associated  
overland flow and erosion 121,300

**Total** 2,120,893

<b>Opening balance of reserve</b>	<b>160,961</b>
Charge income	2,208,035
Interest on overdue amounts	5,100
Expenditure (above)	-2,120,893
<b>Closing balance of reserve</b>	<b>253,203</b>

**Clause 217 (1) (e1) Annual charge for coastal protection services**

No charges were levied for the provision of coastal protection services under Section 496B (1) of the Local Government Act 1993.

**Clause 217 (1) (f) Companion Animals Act 1998 and Companion Animals Regulation 2018**

**Council seizures of cats and dogs**

During this reporting period, Council seized zero cats and 3 dogs.

**Dog attack reporting**

Council received 319 reported attacks that were triaged during this period.

Council is required to report attacks to the Office of Local Government, via the Companion Animals register, within 72 hours of notification of an attack. A total of 297 incidents were reported within the Council area in 2023/24.

**Funding spent on companion animal management and activities**

A sum of \$448,971 was spent on pound service fees (excluding salary costs) during the reporting period.

**Community education programs and strategies to promote and assist the de-sexing of dogs and cats**

The Keeping Cats Safe at Home program, in partnership with the RSPCA who received a \$2.5 million funding grant from the NSW Government through its Environmental Trust for the project, aims to encourage cat owners to adopt a safe-at-home lifestyle, protecting their cats from outdoor threats and reducing the impact of cats on our native wildlife by encouraging pet owners to keep cats within the boundaries of their property. This is an exciting 4-year behaviour change project. We are working closely the RSPCA and currently consulting local stakeholders including veterinarians, wildlife organisations, animal welfare organisations and the general community to inform this project.

Cat containment strategies aligned with this program:

- A marketing campaign using our website, community e-news and social media platforms, together with paid media to support behaviour change of cat owners.
- A promotional competition to give away 50 cat enclosures to community members on the basis that they agree to become ambassadors for the program was launched in March 2024. The competition provided 50 winners with a \$500 voucher to spend at Cat Nets (RSPCA partner), with promotional case studies to be developed around their cat and its enclosure. Participants were invited to upload images or videos of their cat(s) 'living their best lives at home' (indoors). Council will develop a promotional video showcasing cat enclosures and local ambassadors.
- A school holiday program event developed and led by the Bushland and Biodiversity team in conjunction with the Animal Control Officer in Compliance and offered through the Coastal Environment Centre's school holiday program (Kids on the Coast).
- Community event(s) developed and led by both the Bushland and Biodiversity, and Compliance highlighting the grant and the importance of cat health and safety and interactions with wildlife.
- Continue Council's grant support assisting the 2 Northern Beaches animal pounds with management of stray and pet cats e.g., subsidised de-sexing (desexing decreases unwanted litters and roaming/hunting behaviours seen in de-sexed cats) and microchipping programs, waiving or reduction in Council cat registration fees.
- Continuing partnership with Safe Rehoming to enable cats unable to be rehomed on the Northern Beaches to be given the opportunity of rehoming elsewhere and providing assistance with associated costs as required (de-sexing, microchipping, worming, veterinary checks, and food and accommodation costs). At this stage, the number of stray cats surrendered to local pounds is not significant, but this initiative continues to ensure any stray/abandoned or lost cat will be rehomed and that euthanasia of cats is avoided, where possible.
- Continue to gather, consolidate and update data regarding cat ownership, registration and issues relating to cat management.
- Develop a children's educational colouring and story book about keeping cats safe at home and protecting native wildlife in conjunction with a local artist.
- Commence development of Council Cat Trapping Procedure (including a ProMapp) for the control of cats in Wildlife Protection Areas.
- Discounted microchipping and desexing programs.

**Strategies to seek alternatives to euthanasia for unclaimed animals**

Council has a commercial arrangement with 2 local veterinary practices to act as our pound. The contracts provide that any animals impounded are to be reunited with their owners and where this is impossible, suitable animals are rehomed. Council has also recently been in contact with FindMyOwner. This new initiative helps found pets return to their owner before entering a pound. Around 86 percent of dogs reported through FindMyOwner were successfully returned home. FindMyOwner can reduce stray dog intake for council pounds for free and with minimal effort.

There is no pound management contract between RSPCA NSW and Northern Beaches Council. The RSPCA shelters are devoted to rehabilitating the animals our inspectors seize in instances of alleged cruelty, and we do not have the ability to take stray animals from community members moving forward.

If an animal cannot be identified via the Central Animal Records database, or the particulars are out of date, then the only options are rehoming or euthanasia in accordance with the legislation, where euthanasia is a last resort.

We also have ongoing arrangements with the Animal Welfare League, Cat Protection Society to take unclaimed dogs and cats that are suitable for rehoming (i.e. not dangerous). This information is reviewed and updated on our internet pages and promoted by Council to assist customers with their enquiries.

**Off-leash areas provided in the Council area**

Northern Beaches Council has 29 unleashed dog exercise areas.

Our aim is to provide high quality places for residents and visitors to take their dogs for a walk and let them off the leash safely, while also protecting our natural environment and considering the needs of the wider community.

Proactive patrols are undertaken by Council on beaches and reserves to promote responsible pet ownership.

**Expenditure of the fund for managing and controlling companion animals**

During the reporting year, Council used the fund for the following:

	\$
Pound fees and professional services	448,971
Promotional costs	0
Materials/consumables	0
Other	0
<b>Total</b>	<b>448,971</b>

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Capital Expenditure Guidelines 2010

- Division of Local Government Department  
of Premier and Cabinet

Section 12  
There are no projects that satisfy the  
reporting criteria in 2023/24.



Northern Beaches Council Annual Report 2023/24

**Carers (Recognition) ACT 2010**

**Section 8 (2) Report on compliance**

**Educational services**

Council produces a monthly disability newsletter, The Wave, with a circulation of over 1300.

**Consultation and liaison with carers**

Council coordinated events for 2023 Carers Week including a Celebrating Carers morning tea and webinars on the Carers Gateway and planning ahead for carers.

Council coordinated 2 Meet Your Local Seniors Groups Expos for the Seniors Festival in March 2024, which included local services and activities of interest to carers of people who are frail and/or aged, including Carers NSW and Carers Gateway.

A second Dementia Friendly Organisation Action Plan was approved by Dementia Australia which was developed in consultation with the Northern Beaches Dementia Alliance and Dementia Advisory Group which includes people with lived experience of dementia and their carers. The plan prioritises actions for 2024/25 including staff dementia awareness training and further dementia friendly audits of Council facilities with carers and those living with dementia.

Community development staff were available to provide information and referral to carers, taking over 200 calls annually in relation to services and supports for seniors and people with disability.

Our Meals on Wheels service supports carers in their role by providing nutritional and affordable meal options as well as a coordinating community restaurant each week.

**Other initiatives**

During 2023/24 Council performed the following initiatives:

- ongoing delivery of the Workforce Management Strategy 2022 – 2026, with diversity, equity, inclusion and belonging as a key theme and focus area
- continuing to contribute to our ongoing commitment to Equal Employment Opportunities (EEO), and diversity, equity, inclusion and belonging (DEIB). A strategy on a page was developed and identified 3 key focus areas, recruitment, culture, education, that support workforce diversity
- continuing to encourage the disclosure of diversity data along with an inclusive approach, in conjunction with our EEO Management Plan.

**Staff who are carers**

We ensure our employees are educated and informed with mandatory internal diversity and inclusion related training including:

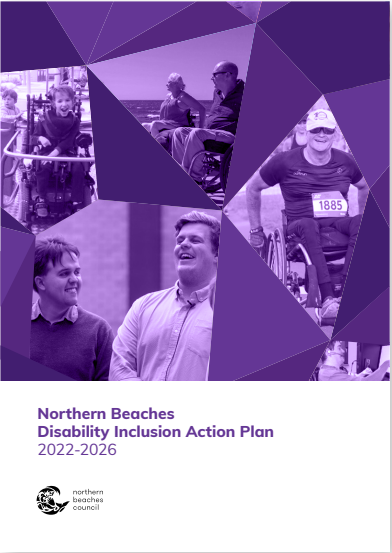
- disability awareness
- understanding violence against women
- a respectful workplace
- bullying in the workplace
- code of conduct training

Council continues the journey to become a Dementia Friendly Organisation and is proud to have been recognised by Dementia Australia for the work we are doing. We are committed to the Northern Beaches being a place where people living with dementia can continue living the life they choose even after their diagnosis. We are training all our staff to ensure they have a greater understanding of dementia as this will have a positive impact on their interactions with public.

Our wellbeing program, Thrive, continues to promote services and support for employees. Communication, education, activities and initiatives were promoted throughout the year to build a preventative safety and wellbeing culture. This year saw the rollout of many successful programs including skin checks and flu vaccinations, various Harmony Week activities, and Be Safe and Be Well month which combined National Safe Work Month and National Mental Health Month.

Council continues to support flexible work arrangements where appropriate. This allows employees, including those with carer responsibilities, to balance their work and personal responsibilities.

Disability Inclusion Act 2014



**S13 (1) Report on implementation**

This year marks the second year of implementation of Council's Disability Inclusion Action Plan (DIAP) 2022-2026. The current DIAP has 62 actions to continue our ongoing commitment to improve access and inclusion for people living with disability.

A copy of the DIAP and our disability information hub can be found at [www.northernbeaches.nsw.gov.au/services/disability](http://www.northernbeaches.nsw.gov.au/services/disability). This report will be provided to the Minister for Disability Services and the NSW Disability Council.

**Focus area 1: Develop positive community attitudes and behaviours**

Council has maintained its focus on building positive community attitudes and behaviours this year with improvements across communications, library programs and access to arts and culture information.

Council communication throughout the year featured people with disability across campaigns including community development grants, Youth Advisory Group, Sun Run participants and Northern Beaches Business Disability Inclusion Award.

One specific example of using communications to improve community attitudes and behaviour was the creation and deployment of an Instagram reel reaching over 60,000 people which told the story of last year's Northern Beaches Business Awards Disability Inclusion Award winner, Mind Café, involving interviews with staff with disability to showcase the positive outcomes being achieved by this business.

Glen Street Theatre scheduled a comedy performance *Are You Pulling My Leg?* in June 2024, showcasing people living with disability who delivered a comedy show that was Auslan-interpreted and live captioned so that everyone could participate and enjoy a theatre performance focused on access and inclusion.

Accessibility information was added to relevant webpages to assist people living with disability to find and access Council community centres.

Other programs delivered and practices improved include:

- The annual Disability Inclusion Award presented to Allura Health as part of the Northern Beaches Business Awards in June 2024 recognising their commitment to inclusion.

- The Wave Disability Newsletter, produced and distributed monthly to a database of 1300. The Wave continues to be an important channel to engage with the disability sector and promote support services and low-cost activities.
- The launch of the Library Strategy Easy-to-Read version, developed for consultation with all community members.
- Increasing the diversity and inclusiveness of library programs including Auslan storytime sessions, partnering with Art Ability to exhibit works from adults living with disability, partnering with Headspace to provide sessions for young people and targeted author talks representing stories of people living with disability.

- The launch of the Toy Library Partnership, providing library members access to developmentally appropriate toys and therapy equipment through Early Ed Cubby House Toy Library.
- Continuing to grow Culture Map Live, with the implementation of accessibility updates on the iPhone version of the map to support access for people living with disability.
- 85 children with additional inclusion rights attended our Children's Services in 2023/24.

**Focus area 2: Create liveable communities**

Council continues to improve the liveability of the Northern Beaches for people living with disability. Efforts in the last year have worked on improving Council buildings and amenities, park infrastructure and volunteering.

Improvements were made at 8 bus stops, including provision for 3 new boarding slabs, 7 new seats for waiting bus patrons and new tactile pavers installed at 3 bus stops. Working towards all bus stops being compliant to allow access to low floor accessible buses.

All accessible parking spaces are being brought into compliance, with the real time data of occupancy and location now available on the Park'nPay app making access easier for users.

Safer Schools Road Safety Reviews underway along with ongoing engagement with schools and vulnerable users to improve safety on footpaths and shared user paths.

MLAK locks are used in all new or upgraded toilet facilities. The following new facilities were delivered with accessible amenities:

- Shelly Beach - accessible facility as part of a total building replacement
- Little Manly Point - a new toilet block with accessible and ambulant facilities
- Rowland Reserve - refurbishment of existing amenities with the addition of an accessible facility and a changing places style facility
- Palm Beach Pavilion - upgrade of male and female accessible change and accessible toilet facilities.

The upgraded facilities at Palm Beach Pavilion were undertaken in consultation with a regular user to capture and respond to real life access constraints. Other facilities were designed with input from access consultants.

Collaboration between teams delivering capital improvements is facilitated through regular monthly meetings to plan for better access and connectivity between open space, natural areas, transport assets and community facilities.

Council is currently working on improving the accessibility to natural areas and open space, with improvements made at Manly Dam through the connection between picnic areas and an accessible path and boardwalk circuit, play space, picnic facilities and amenities planned for construction at Brick Pit Reserve with anticipated completion in April 2025.

Hearing loops are included at Dee Why Civic Council Chambers to improve accessibility of Council meetings.

Accessibility has been central to the design development for Bilgola rockpool and Whale Beach rockpool to provide inclusive access to these facilities.

New accessible pathway connections and park facilities have been completed at Freshwater Beach Reserve with concrete pathways and ramp, viewing deck and picnic shelter / BBQ settings.

The Everyone Can Play Guidelines are considered in every new playground design.

Lynne Czinner Reserve delivered with new park open space with shared path connection bridge over Fern Creek and fully accessible pathway network, picnic shelter, and fitness equipment.

Council is currently working on improving the accessibility of Coast Walk trail at South Curl Curl Beach with an accessible boardwalk and ramp between carparks and Swim Club building.

QR codes have been installed on signage within Warriewood Wetlands in a trial to increase access to natural areas.

Council continues to deliver land use planning strategies and plans that advocate and plan for housing to meet the needs of our community in the form of Place Plans, Structure Plans, a draft Local Environment Plan submitted to the Department of Planning, Housing and Infrastructure for Gateway Determination, and a draft Development Control Plan under development that will provide specific planning controls to meet the requirements for universal design.

**Focus area 3: Support access to meaningful employment**

Council has continued to focus on supporting access to meaningful employment through direct employment, volunteering opportunities, staff training and promotion of businesses.

Two adults living with disability were provided employment at Dee Why and Warringah Mall Library branches in partnership with Pioneer Clubhouse and a further 5 adults living with a disability have been supported to engage in volunteering activities in library services.

Work is underway seeking to establish a partnership with a local disability service provider to create identified positions within Bushcare and the Coastal Environment Centre for people living with disability.

Council has continued to establish connections with Disability Employment Service providers and National Disability Recruitment Coordinator providers for the region. These services have been promoted through The Wave disability newsletter.

Council again sponsored, promoted and selected the winner of the Disability Inclusion Award as part of 2024 Northern Beaches Local Business Awards. The winner, Allura Health, provide a positive example to other businesses on how to identify and meet accessibility needs of customers.

Recruitment and selection training, which incorporates education on inclusive recruitment practices, is now being regularly delivered to Council staff.

Investigations are underway exploring options for Council to pursue inclusive employer certifications to continue to make Council a more inclusive place to work.

An Accessibility Matrix to audit volunteer positions was reviewed and updated with teams conducting an audit of volunteer roles to identify opportunities for increasing accessibility to volunteering with Council.

**Focus area 4: Improve access to Council services through better systems and processes**

Council has continued to improve access to services through system and process improvements across communications, events, emergency preparedness and information and referrals.

Improvements to communication processes include:

- the launch of a guide for Council staff on inclusive language and communication
- Easy Read versions of documents including the Multicultural Inclusion Plan and Library Strategy
- ongoing training for web editors in accessibility
- a new writing and style guide for Council staff which promotes plain English writing principles

- a survey to assess demand for documents in alternative formats which will be distributed through The Wave newsletter and other channels as appropriate.

Council has worked to implement accessible features at events including accessible toilets, parking, access ways, changes tables, contact options through the website and subtitles on big screens. Post event surveys sought feedback on these features to understand awareness and utilisation with 33 percent of respondents aware of accessible features prior to the event and 14 percent using them.

The Local Emergency Management Officer has driven positive improvements in emergency preparedness and management including:

- on-site audits of all primary evacuation centre facilities to ensure adequate accessibility and facilities for people with disabilities

- engagement with several schools with students with disability to improve evacuation processes during an emergency
- attending Disability Inclusive Emergency Planning training to better understand capabilities and support needs of people with disability and carers in emergencies
- securing funding from Sydney North Health Network to progress P-CEP emergency preparedness training for emergency services and people with disability.

A monthly disability newsletter featuring dozens of inclusive and often free activities, events and opportunities for education and social participation is being produced and distributed to over 1300 subscribers. Inclusive Council events have also been promoted regularly.

Information and referral service is provided in response to enquiries, with the development in 2023/24 of a Quick Reference Guide for staff to follow to assist with referrals.



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**Environmental Planning and Assessment Act 1979****Section 7.5 (5) Voluntary planning agreement**

The following planning agreements were in force during 2023/24:

<b>Application Number</b>	<b>Description of works</b>	<b>Other party to VPA</b>	<b>Primary street address</b>	<b>Date executed</b>	<b>Status</b>
PEX2015/0007	To create a publicly accessible link through the site.	Prowl Pty Ltd and Kelly No3 Pty Ltd, novated to Hotel Brookvale Pty Ltd	511-513 Pittwater Road, Brookvale	7 July 2015	Complete - obligation ongoing
VPA2016/0001	Provision of town square works, pedestrian connection works and dedication of land in stratum for road widening on Pittwater Road (bus setback area).	Karimbla Properties (No. 41) Pty Ltd (Developer) and Meriton Properties Pty Ltd (Guarantor)	884-896 Pittwater Road and 9 Howard Avenue, Dee Why	12 December 2008 and amended 6 September 2018	Complete - obligation ongoing in perpetuity
VPA2018/0001	Payment of a monetary contribution and obligations relating to undergrounding 33kV powerlines and construction of roads and stormwater infrastructure.	Frasers Property AHL Limited, novated to Morehuman Warriewood Pty Ltd	9, 11, 12 and 13 Fern Creek Road, Warriewood	6 August 2019	Executed
VPA2020/0002	Dedication of land to Council free of charge to accommodate new footpath and slip lane to be constructed by the applicant.	Warringah Road Developments Pty Ltd	723, 725 and 727 Warringah Road, Forestville	1 April 2021	Complete
VPA2021/0003	Dedication of land accommodating a pedestrian footpath (footpath being constructed under development consent).	Avalon Central Pty Ltd	3 Central Road, Avalon	29 June 2022	Executed
VPA2021/0006	Construction of road reserve at Somerville Place, dedication of 54m <sup>2</sup> of land to Council and creation of easement benefiting Council for public access across privately owned footpath.	Manly Vale Development No.2 Pty Ltd	321 Condamine Street, Manly Vale	45207	Executed



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## Environmental Planning and Assessment Regulation 2021

## Clause 218A (1) Development contributions

Regulation 218A (2)(a),(b),(c),(d),(e),(f),(g)

Project description	The kind of public amenity or service	2023/24 Monetary amount expended from development contributions	2023/24 Value of land dedication	2023/24 Value of material public benefit provided	Contributions expended to date in total on project / for the year for annual programs	Amounts expended temporarily borrowed to date in total on project	Project status	% of cost funded by contribution plan - completed projects only
Triangle Park North	Open space & recreation	\$1,272,392	-	-	\$1,362,871	-	Project completed	100%
<b>Subtotal - Dee Why S7.11</b>		<b>\$1,272,392</b>	-	-	<b>\$1,362,871</b>	-	-	-
Smart Parking Infrastructure Project	Traffic & transport	\$147,522	-	-	\$348,791	-	Project underway	-
New traffic facilities	Traffic & transport	\$153,390	-	-	\$153,390	-	Project under way	-
New Footpaths (walking plan)	Traffic & transport	\$166,463	-	-	\$746,435	-	Project underway	-
<b>Subtotal - Manly Parking S7.11</b>		<b>\$467,375</b>	-	-	<b>\$1,248,616</b>	-	-	-
West Esplanade Activation Plan	Public domain	\$21,796	-	-	\$21,796	-	Project under way	-
Little Manly Point Amenity	Public domain	\$247,919	-	-	\$367,500	-	Project completed	54%
Little Manly Beach Masterplan Implementation	Open space & recreation	\$0	-	-	\$738,567	-	Project underway	-
Ivanhoe Park Masterplan Implementation	Open space & recreation	\$0	-	-	\$264,698	-	Project underway	-
<b>Subtotal - Manly Other S7.11</b>		<b>\$269,715</b>	-	-	<b>\$1,392,561</b>	-	-	-

Project description	The kind of public amenity or service	2023/24 Monetary amount expended from development contributions	2023/24 Value of land dedication	2023/24 Value of material public benefit provided	Contributions expended to date in total on project / for the year for annual programs	Amounts expended temporarily borrowed to date in total on project	Project status	% of cost funded by contribution plan - completed projects only
Roundabout – Jubilee Avenue and Warriewood Road	Traffic & transport	\$247,062	-	-	\$247,062	-	Project under way	-
Water Quality Retention Basin – Narrabeen Creek at Sector 1	Water management	\$73,345	-	-	\$1,184,444	-	Project underway	-
Embellishment of 3 Boondah Road	Open space & recreation	\$45,382	-	-	\$3,040,205	-	Project underway	-
Shared path connection from Fern Creek to Fern Creek Road, and Fern Creek to Casuarina Drive	Cycleway	\$506,708	-	-	\$781,250	-	Project underway	-
Lynne Czinner Park	Open space & recreation	\$1,845,522	-	-	\$1,845,522	-	Project completed	62%
Management & administration fees	Plan administration	\$40,770	-	-	\$40,770	-	Annual program	100%
<b>Subtotal - Warriewood S7.11</b>		<b>\$2,758,788</b>	<b>-</b>	<b>-</b>	<b>\$7,139,253</b>	<b>-</b>		<b>-</b>
Griffith Park Playground Upgrade	Open space & recreation	\$111,271	-	-	\$125,000	-	Project completed	100%
Dee Why Beach (Michalea Howie) Playground Upgrade	Open space & recreation	\$0	-	-	\$22,406	-	Project underway	-
Little Manly Beach Masterplan Implementation	Open space & recreation	\$49,372	-	-	\$391,196	-	Project underway	-
Freshwater High School Sportsfield	Open space & recreation	\$935	-	-	\$935	-	Project underway	-
Manly Dam Mountain Bike Trail Upgrade	Open space & recreation	\$687,859	-	-	\$704,618	-	Project underway	-
Aquatic Reserve sportsfield lighting	Open space & recreation	\$35,378	-	-	\$35,378	-	Project completed	100%
Seaforth Bike Park	Open space & recreation	\$27,711	-	-	\$27,711	-	Project completed	100%
Fielding Reserve, Collaroy new playground	Open space & recreation	\$48,196	-	-	\$48,196	-	Project completed	100%

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Project description	The kind of public amenity or service	2023/24 Monetary amount expended from development contributions	2023/24 Value of land dedication	2023/24 Value of material public benefit provided	Contributions expended to date in total on project / for the year for annual programs	Amounts expended temporarily borrowed to date in total on project	Project status	% of cost funded by contribution plan - completed projects only
New Basketball Facilities	Open space & recreation	\$133,492	-	-	\$133,492	-	Project completed	100%
Warriewood Valley Community Centre	Community facilities	\$3,109,197	-	-	\$3,247,365	-	Project underway	-
Freshwater Beach Amenities	Public domain	\$44,035	-	-	\$44,035	-	Project underway	-
New Footpaths	Traffic & transport	\$1,248,896	-	-	\$1,248,896	-	Annual program	31%
New Kerb and Gutter	Traffic & transport	\$279,994	-	-	\$279,994	-	Annual program	100%
New Traffic	Traffic & transport	\$1,287,995	-	-	\$1,287,995	-	Annual program	44%
Church Point - New Infrastructure	Traffic & transport	\$56,134	-	-	\$55,142	-	Project underway	-
Safer Schools (footpaths)	Traffic & transport	\$0	-	-	\$393,878	-	Project underway	-
Commercial Centre Upgrade Program	Public domain	\$582,161	-	-	\$582,161	-	Annual program	100%
Avalon Place Plan	Public domain	\$78,477	-	-	\$132,687	-	Project underway	-
Clontarf Masterplan Implementation	Open space & recreation	\$65,535	-	-	\$65,535	-	Project underway	-
Management & administration fees	Plan administration	\$117,700	-	-	\$117,700	-	Annual program	100%
<b>Subtotal - NBC S7.12</b>		<b>\$7,964,338</b>	-	-	<b>\$8,944,320</b>	-		-

Project description	The kind of public amenity or service	2023/24 Monetary amount expended from development contributions	2023/24 Value of land dedication	2023/24 Value of material public benefit provided	Contributions expended to date in total on project / for the year for annual programs	Amounts expended temporarily borrowed to date in total on project	Project status	% of cost funded by contribution plan - completed projects only
Dee Why Town Centre – Construction – Phase 1	Public domain	\$16,874	-	-	\$5,111,721	-	Project completed	41%
Freshwater Beach Masterplan Implementation	Open space & recreation	\$1,923,729	-	-	\$2,494,557	-	Project under way	-
Dee Why Beach secure bike storage	Open space & recreation	\$374	-	-	\$374	-	Project under way	-
Management & administration fees	Plan administration	\$121,613	-	-	\$121,613	-	Annual program	100%
<b>Subtotal - Warringah S7.12</b>		<b>\$2,062,590</b>			<b>\$7,728,265</b>			
<b>Total</b>		<b>\$14,795,197</b>			<b>\$27,815,886</b>			

**Regulation 218A(3)(a),(b)**

*Total value of all contributions and levies received and expended during the year.*

Total s7.11 and s7.12 contributions expended in 2023/24 financial year	\$14,795,197
Total s7.11 and s7.12 contributions received in 2023/24 financial year	\$16,427,225

**Fisheries Management Act 1994**

*Section 220Zt (2) Reporting on  
Recovery and threat abatement plans*  
Council is not identified in any plans  
under this section of the Act.

**Swimming Pools Act 1992 and  
Swimming Pools Regulation 2018**

***Section 22F (2) Swimming Pool  
Inspections and Regulation Clause 23***

Details regarding inspections of  
private swimming pools during the  
reporting period are as follows:

- 9 inspections of tourist and  
visitor accommodation
- 3 inspections of premises with  
more than 2 dwellings
- 111 inspections of rental premises
- 236 inspections that resulted in  
issuance of a certificate of compliance
- 20 inspections that resulted in issuance  
of a certificate of non-compliance.

Government Information (Public Access)  
Act 2009 and Regulation 2018

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Section 125 (1) and Regulation,  
Clause 8, Schedule 2

This report includes qualitative information on the Council's proactive disclosure program, and statistical information on formal access applications.

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

Reviews carried out by the agency	Yes
Information made publicly available by the agency	Yes

The Council continually reviews its proactive release program to identify the kinds of information that we make publicly available. This primarily occurs through extensive publication on Council's website. During the reporting period, this program resulted in the release of information relating to: Council services, events, community issues, planning and development services and environmental matters.

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received	166
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Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Schedule 1  
Number of applications refused  
– wholly or partly

	Wholly	Partly	Total
Number of applications refused	0	20	20

Clause 8 (d) Statistical information about access applications

Table A

Number of applications by type of applicant and outcome\*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn	Total
Media	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0
Private sector business	26	15	1	2	1	0	0	1	46
Not for profit organisations or community groups	3	1	1	2	0	0	0	0	7
Members of the public (by legal representative)	18	14	3	10	0	0	0	0	45
Members of the public (other)	72	71	27	23	11	3	3	3	213
<b>Total</b>	<b>119</b>	<b>101</b>	<b>32</b>	<b>37</b>	<b>12</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>311</b>

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision

**Table B**

Number of applications by type of application and outcome\*\*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn	Total
Personal information applications*	1	0	0	0	0	0	0	0	1
Access applications (other than personal information applications)	117	100	31	37	11	2	3	4	305
Access applications that are partly personal information applications and partly other	1	1	1	0	1	1	0	0	5
<b>Total</b>	<b>119</b>	<b>101</b>	<b>32</b>	<b>37</b>	<b>12</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>311</b>

\*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

\*\*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision

**Table C**

Invalid applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	8 - 0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

**Table D**

Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	17
Excluded information	3
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Privilege generally – Sch 1(5A)	0
Information provided to High-Risk Offenders Assessment Committee	0
<b>Total</b>	<b>20</b>

\*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application).

**Table E**

Other public interest considerations against disclosure:  
matters listed in table to section 14 of Act

	Number of times consideration used*
Responsible and effective government	14
Law enforcement and security	0
Individual rights, judicial processes and natural justice	100
Business interests of agencies and other persons	7
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
<b>Total</b>	<b>121</b>

*\*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application).*

**Table F**

Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	166
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>166</b>

**Table G**

Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	2	2
Review by Information Commissioner*	0	3	3
Internal review following recommendation under section 93 of Act	1	0	1
Review by NCAT	0	1	1
<b>Total</b>	<b>1</b>	<b>6</b>	<b>7</b>

*\*The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker.*

**Table H**  
Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1
<b>Total</b>	<b>2</b>

**Table I**  
Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications transferred
Agency - Initiated Transfers	0
Applicant - Initiated Transfers	0
<b>Total</b>	<b>0</b>

**Privacy and Personal Information  
Protection Act 1998**

The Privacy and Personal Information Protection Act 1998 provides for the protection of personal information and for the protection of the privacy of individuals generally. It establishes 12 information protection principles which cover the collection, storage, use and disclosure of (and access to) personal information.

There was one privacy review applications received by Council during the period 2023/24.

**Public Interest Disclosures Act 1994**

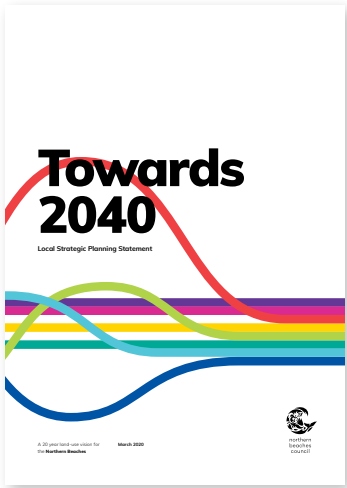
211

**Section 31 and Regulation 2011 Clause 4 - Reports by public authorities**

Report for NSW Ombudsman for the period 2023/24, from Council's Internal Audit and Complaints Resolution Team:

No. of public officials who made public interest disclosures to your public authority	2
No. of public interest disclosure received by your public authority	2
No. disclosures on corrupt conduct	2
No. disclosures on maladministration	0
No. disclosures on serious and substantial waste	0
No. disclosures on government information contravention	0
No. disclosures on pecuniary interest contravention	0
No. of public interest disclosures that have been finalised in this reporting period	0
Have you established an internal reporting policy?	Yes
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes
Staff undertaking that they have read and understood your organisation's internal reporting policy. Training provided by your organisation.	This process is an ongoing education and awareness program

Local Strategic Planning Statement



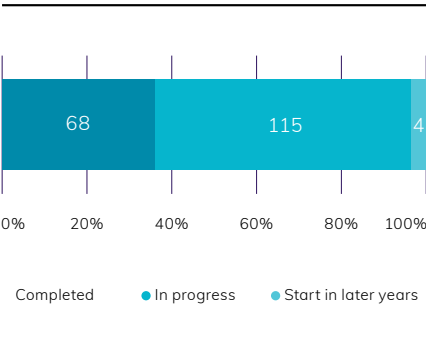
**Overview**

The Local Strategic Planning Statement – Towards 2040 (LSPS) was adopted by Council in 2020 and subsequently endorsed by the Department of Planning and Environment (DPE). To ensure transparency and accountability, the LSPS requires a regular progress report to be provided via the Annual Report.

The LSPS guides our long term (20 year) land use planning. It has 187 actions for implementation in the short, medium, and long term across 9 strategic directions. The chart below shows the overall progress to 30 June 2024, with 36 percent of all LSPS actions now completed, 62 percent in progress and 2 percent scheduled to start in later years.

Since last year, 12 actions have been completed. There are now only 4 actions remaining that are yet to be started, compared to 18 that had not yet been started last year.

**Figure 1**  
LSPS actions progress 1 July 2023 to June 2024



**Key highlight**

This year's key highlight included the formal commencement of the statutory process for the preparation of the Local Environmental Plan (LEP). On 17 June 2024, Council resolved to submit the Planning Proposal for the creation of a new, consolidated LEP to the Minister for Planning and Public Spaces for Gateway Determination under Section 3.34 of the Environmental Planning and Assessment Act 1979.

The Planning Proposal is informed by several years of policy development by Council, advice from the Department of Planning, Housing and Infrastructure and community submissions received to date on Council's LEP Discussion Paper and Conservation Zones Review.

It is a legal requirement that both Council and the Minister formally consider the Planning Proposal before it can be placed on public exhibition for community feedback.

The community will be asked for input on the Planning Proposal (including proposed zonings and permitted land uses) once the Minister has endorsed its exhibition and subject to any Ministerial requirements being met. Council anticipates public exhibition will occur in mid-2025, subject to timing and extent of the Gateway Determination.

Council intends to exhibit the accompanying draft Development Control Plan (DCP) at the same time, once endorsed by Council for public exhibition. The DCP provides more detailed guidance for development on the Northern Beaches.

Outlined below are the key achievements against each of the 9 LSPS Directions for the 2023/24 financial year.

214



39

Actions

11

Completed

26

In progress

2

Start in later years

### Landscape

- Finalised the Conservation Zones Review, including zoning methodology and substantial technical studies. The revised methodology was informed by extensive community submissions as well as final advice from the Department of Planning, Housing and Infrastructure. The Conservation Zones Review provides a rigorous evidence base for the development of the new LEP and DCP.
- Incorporated a new Landscaped Area clause in the LEP Planning Proposal which seeks to promote adequate vegetation retention, permeable areas and appropriate landscaping in various zones to enhance tree canopy, biodiversity, reduce urban runoff, minimise visual impacts and complement building scale. Work is underway on the DCP for more detailed provisions to support and enhance the tree canopy.
- Identified sustainable solutions for energy, water and sewerage infrastructure improvements for unconnected areas. This included a presentation by Sydney Water to Council and Scotland Island residents on a proposal for connection of sewer and potable water to the island.
- Included stormwater management and Water Sensitive Urban Design (WSUD) clauses in the LEP Planning Proposal.
- Continued collaboration with Sydney Water on the Northern Suburbs Ocean Outfall Sewer renewal project.
- Completed the Tree Canopy Plan. The Plan includes a range of measures to protect, retain, maintain and improve the tree canopy on public and private land.
- Finalisation of Local Character Study Report, including development of a place-based synopsis to inform the DCP.



5

Actions

2

Completed

3

In progress

0

Start in later years

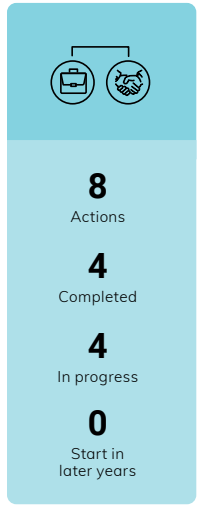
### Efficiency

- Included sustainability-related planning provisions in the LEP Planning Proposal, namely a new Sustainable Buildings Clause to apply to large-scale development (minimum 1500sqm floor area). The clause proposes use of a checklist tool to complement the BASIX and the Sustainable Buildings SEPP requirements with the overall objective of enabling better energy, water and waste outcomes for large-scale developments.
- Investigated DCP controls for energy water and waste efficiency, consistent with NSW Government policy. The draft DCP will include more detailed sustainability measures including for more passive design homes, net-zero energy ready homes, improvements to air quality, sustainable transport, waste and the circular economy.
- Progressed implementation of Council's Climate Change Action Plan.



Resilience

- Achieved formal designation for Palm Beach Headland to be classified as an Urban Night Sky Place by the International DarkSky Association.
- Sought to limit intensification of development in high-risk areas via environmental conservation zoning of land identified as being subject to hazards (such as bushfire, flood, and landslips) as part of the Conservation Zones Review. However, this was not supported by the Department of Planning, Housing and Infrastructure.
- Progressed development of other LEP and DCP controls (e.g. mapping overlays) to guide development on land identified in high-risk hazard areas.
- Progressed development of LEP and DCP controls aimed at minimising hazards and stormwater, groundwater, air, noise and light pollution, such as linked to wood heaters, gas heating, asbestos, animals, smoking and construction management including dewatering.
- Appointed a permanent Illegal Dumping Investigations Coordinator within Council. The increased coordination and oversight has led to an increase in compliance action for illegal dumping. Council will also be appointing a temporary Illegal Dumping Prevention Officer to help educate residents of unit complexes on ways to minimise illegal dumping of household bulky items.
- Continued investigation of mechanisms for monitoring and minimising illegal land clearing.



Infrastructure and Collaboration

- Adopted the Brookvale Structure Plan. The plan will facilitate a holistic and precinct-level approach to planning for growth and infrastructure in one of 5 strategic centres. Place-based planning is currently underway for Manly and Mona Vale strategic centres – see below. Plans have been completed for Frenchs Forest (phase 1) and Dee Why strategic centres and are in the process of being implemented.
- Commenced review of technical studies to consider the impact of the NSW Government's Low and Mid-Rise Housing Reforms on Council's planning framework. This will help facilitate an LGA-wide land use infrastructure implementation plan to align planning and funding for housing, employment, social infrastructure, green infrastructure and transport.
- Continued advocacy with the NSW Department of Planning, Housing and Infrastructure and the Independent Pricing and Regulatory Tribunal (IPART) to increase the range of essential infrastructure applicable under section 7.11.
- Included objectives and controls to address transport, waste, and other infrastructure needs in the LEP Planning Proposal.

216



37

Actions

16

Completed

20

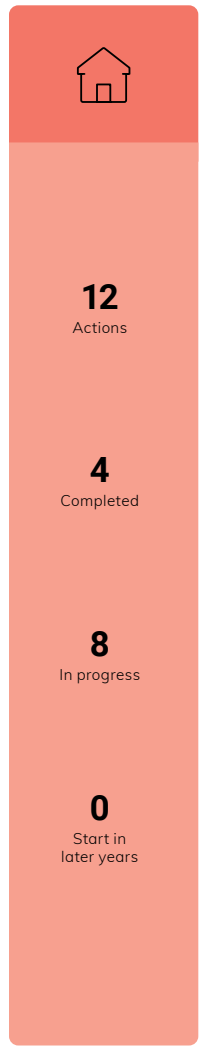
In progress

1

Start in  
later years

## People

- Included controls in the LEP Planning Proposal to facilitate provision of a broad range of community infrastructure such as childcare, community facilities, emergency services facilities, information and education facilities, places of public worship and respite day care centres. Note that facilities such as schools are permitted separately via the Transport and Infrastructure SEPP.
- Further guidance on universal design and other controls for facilitating inclusive community use are being developed as part of the drafting of the DCP. Similarly, controls relating to Aboriginal heritage will be included in the DCP.
- Placed the draft Manly Place Plan on public exhibition from 9 October to 10 December 2023.
- Undertook initial engagement, research and scoping of the Mona Vale Place Plan. The Plan is currently on hold pending the NSW Government changes to housing targets and housing planning policies. The project will recommence once the implications of the NSW Government's housing reforms for Mona Vale have been identified.
- Avalon Place Plan was adopted by Council in 2022 and initial works such as an upgrade to the intersection of Old Barrenjoey Road and Avalon Parade, including a trial of a one-way shared zone, have commenced and implementation is progressing.
- Continued work to explore opportunities for joint use of facilities with collaborators. This included negotiations regarding a joint use agreement for sports facilities at the relocated Forest High School, as well as renewal of a memorandum of understanding (MoU) between Council and the NSW Department of Education for joint use projects. The MoU was renewed in 2023 and remains current until 2028.
- Continued advocacy with the NSW Government to include the construction of a community hub at Frenchs Forest into the contributions plan following IPART review (see above), as well as general advocacy for the expansion of the NSW Government's essential works list to include construction costs for community facility floorspace.
- Provided submission on the Patyegarang Planning Proposal (formerly known as Lizard Rock), which was available for public comment from 26 September to 7 November 2023. Council strongly objected to the proposed rezoning of the 70.1-hectare site located along Morgan Road in Belrose to permit a large new greenfield development. The main reason for Council's objection included the destruction of around 45 football size fields of bushland to make way for 450 dwellings in an area of very high bushfire risk. Council is still awaiting advice from the NSW Government as to whether the Patyegarang Planning Proposal will proceed.



**Housing**

- Included actions from Council's adopted Local Housing Strategy in the LEP Planning Proposal - including to permit boarding houses and hostels within Housing Diversity Areas (that is, areas within 400 metres of local centres of Avalon, Newport, North Narrabeen, Freshwater and Belrose) and to permit dual occupancy development on R2 zoned land throughout the LGA.
- Also included new local provisions for housing mix, centres activation and floor space ratio in the LEP Planning Proposal.
- Drafting underway of the draft DCP to consider other housing provisions, such as for adaptable housing and universal design, and communal spaces in apartment design.
- Identified opportunities for expanding the Affordable Housing Contribution Scheme, which currently applies an affordable housing target to new development in the Frenchs Forest Precinct and to certain sites in Narrabeen. It is proposed to expand the Scheme, with the Brookvale Structure Plan identifying the inclusion of a 5 percent Affordable Housing levy for new residential development in Brookvale.
- Progressed work on an Affordable Housing Action Plan which will consider additional measures to help achieve the social and affordable housing target identified in the Council's Local Housing Strategy (of an additional 1884 social and affordable dwellings to 2036). This includes the commencement of a review of the affordable housing contributions scheme in support of affordable housing contribution rate(s) options to apply in areas of the Northern Beaches LGA not subject to upzoning.
- Continued advocacy to the NSW Government for the provision of additional affordable rental housing and social housing on the Northern Beaches.
- Consideration of the NSW Government's Low and Mid-Rise Housing Reforms and their new 5-year local housing completion target of 5900 new completed dwellings for the Northern Beaches by 30 June 2029.

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## Great places

- Included local provisions in the LEP Planning Proposal for built form, landscape, design excellence, scenic protection, heritage and local character.
- Reviewed findings from the Local Character Study undertaken by TRACT Consultants as well as feedback from key community groups in the drafting of specific, place-based desired future character statements within the draft DCP.
- Included draft provisions relating to the public domain, good design, adaptive reuse, and heritage (namely as per the outcomes from the heritage conservation areas review) in the draft DCP.
- Commenced the Modern Architecture Heritage Study.
- Progressed implementation of the Heritage Strategy, including the Local Heritage Fund Program and the Moveable Heritage policy.
- Continued oversight of the Local Heritage Assistance Grants program.



## Connectivity

- Identified a need for an integrated transport strategy, which is scheduled to commence in the 2024/25 financial year. Amongst other matters, the strategy will include a public transport plan to consider opportunities for expanded ferry links and multi-modal transfers, identify opportunities for better alignment of transport and growth, consider freight requirements and seek to address network capacity limitations.
- Continued advocacy for expansion of Bus Rapid Transit (BRT) standards with an overall aim of seeking to improve transport links, especially East-West – e.g. from Brookvale and Dee Why to Frenchs Forest and Chatswood and between Mona Vale and Macquarie Park.
- Progressed implementation of the Northern Beaches Walking Plan through the New Footpath Program.
- Integrated active travel measures and connectivity considerations within the draft place plans for Manly, Mona Vale and Avalon.

## Jobs and skills

219



48

### Actions

23

Completed

24

In progress

1

Start in later years

- |   |  |   |
|---|--|---|
| <ul style="list-style-type: none"> <li>• Included provisions in the LEP Planning Proposal and related DCP (currently in drafting) for facilitating job growth as well as controls for urban centres and non-residential building.</li> <li>• Continued collaboration with the Department of Planning, Housing and Infrastructure on the application of relevant State policies that allow residential and mixed-use development in employment lands.</li> <li>• Adopted the Economic Development Strategy (Business on the Beaches) by Council on 22 August 2023. Implementation of the Strategy is ongoing.</li> </ul> | <ul style="list-style-type: none"> <li>• Progressed work on the delivery and integration of the Coast Walk and 80km Bondi to Manly Walk. Consultation for this section has been completed and tenders for Newport and Bilgola Beach are now sought with a view to appoint contractors and commence works late 2024, subject to Council approval.</li> <li>• Continued preparation of a nighttime economy strategy to align with related strategies in supporting a sustainable tourism economy.</li> <li>• Identified quick wins for supporting nighttime economy initiatives in Manly through the (draft) Manly Place Plan, including encouraging outdoor dining areas on footpaths.</li> </ul> | <ul style="list-style-type: none"> <li>• Completed a unique destination marketing campaign to promote Manly during the quieter winter season.</li> <li>• Continued implementation of the Northern Beaches Destination Management Plan.</li> <li>• Commenced work to consider a Planning Proposal lodged for potential future uses for the former Manly Hospital site.</li> <li>• The implementation of Phases 2 and 3 of the Northern Beaches Hospital Precinct Structure Plan are reliant upon the NSW Government's provision of key infrastructure to support growth, namely the Beaches Link Tunnel and East West B-Line.</li> </ul> |
|---|--|---|





## Financial statements

1 July 2023 to 30 June 2024

Northern Beaches Council

Financial Commentary

Introduction

Council achieved an operating surplus of \$44.1m. The operating result was a surplus of \$14.9m after excluding grants and contributions received for capital purposes.

The surplus from operations contributed towards the funding required to deliver the capital works program and repay loans. The operating surplus also includes funds restricted for future purposes.

Both income and operating expenses were higher than the previous year (income \$16m (3.8%); operating expenses \$24m (6.4%)). Principal items impacting the operating result including capital grants and contributions were:

- **Interest and investment income:** \$4.0m higher than the previous financial year due to increasing interest rates and cash balances.
- **Financial Assistance Grant:** \$3.4m lower mainly due to changes in the amount of the grant that was received in advance. Specifically, 25% of the 2023 grant was received in the 2023 year (\$2.3m) along with 100% of the 2024 allocation (\$9.4m). While in 2024, 85% of the 2025 grant was received (\$8.2m).
- **Core operating systems replacement:** Council is currently replacing its core operating systems, with an increased investment of \$2.4m in 2024.
- **Domestic waste service:** the net cost of the service was \$1.9m lower than 2023 primarily due to lower waste disposal costs than anticipated and rephasing of several waste projects. These funds are held in the domestic waste reserve for future bin replacements and planned projects.
- **Emergency Services Levy:** increased by \$1.5m with no grant from the NSW Government to assist in offsetting the cost (a \$1.6m subsidy was discontinued with the last payment in June 2022 (for the 2023 year)).
- **Capital grants and contributions:** \$4.7m decrease in 2024. The 2023 year included several large grant funded projects including Safer Schools Infrastructure (\$2.6m) and Duffys Forest RFS (\$2.2m).

Financial snapshot

\$412.5m Income <sup>1</sup>	\$397.6m Operating expenses	\$14.9m Operating surplus <sup>1, 2</sup>
\$29.2m Capital grants & contributions	\$73.5m Capital expenditure	\$3.4m Loan repayments <sup>3</sup>
\$49.7m Unrestricted cash	\$5,643.3m Infrastructure, plant, property and equipment	\$9.2m Closing loan balance

<sup>1</sup> Excludes grants and contributions received for capital purposes.  
<sup>2</sup> Numbers presented may not sum precisely to the total due to rounding.  
<sup>3</sup> Loan repayments (excluding the \$2.5 million refinancing of an existing loan during 2024).

Northern Beaches Council | Financial Commentary | For the year ended 30 June 2024

## Northern Beaches Council

### Summary results

<b>Income Statement</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>
Income	\$441.7m	\$425.4m	\$408.1m	\$365.8m
Operating expenses	\$397.6m	\$373.8m	\$346.4m	\$365.7m
<b>Net operating result for the year</b>	<b>\$44.1m</b>	<b>\$51.7m</b>	<b>\$61.6m</b>	<b>\$0.1m</b>
Result excl capital grants & contributions	\$14.9m	\$17.8m	\$17.7m	(\$26.5m)
<b>Capital expenditure</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>
New capital works	\$29.9m	\$41.7m	\$44.2m	\$33.8m
Capital renewal works	\$43.4m	\$40.3m	\$32.7m	\$39.4m
Non-cash asset dedications	\$0.2m	\$0.8m	-	\$0.8m
<b>Total capital expenditure</b>	<b>\$73.5m</b>	<b>\$82.9m</b>	<b>\$76.9m</b>	<b>\$73.9m</b>
<b>Loan repayments</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>
<b>Total loan repayments</b>	<b>\$3.4m</b>	<b>\$4.8m</b>	<b>\$5.0m</b>	<b>\$5.1m</b>
<b>Cash and investments</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>
Externally restricted	\$62.0m	\$53.1m	\$41.5m	\$30.8m
Internally allocated	\$88.6m	\$90.8m	\$80.2m	\$83.4m
Unrestricted	\$49.7m	\$38.9m	\$36.4m	\$33.0m
<b>Total cash and investments</b>	<b>\$200.2m</b>	<b>\$182.9m</b>	<b>\$158.1m</b>	<b>\$147.2m</b>
<b>Cashflows</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>
Net cash from operating activities	\$92.8m	\$110.7m	\$90.2m	\$74.6m
Net cash from investing activities*	(\$70.8m)	(\$79.8m)	(\$73.0m)	(\$75.2m)
Net cash from financing activities	(\$4.7m)	(\$6.1m)	(\$6.3m)	(\$6.5m)
<b>Net incr / (decr) in cash &amp; investments</b>	<b>\$17.3m</b>	<b>\$24.8m</b>	<b>\$10.8m</b>	<b>(\$7.1m)</b>
* Excludes purchase and sale of investments				
<b>Financial Position</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>
Total assets	\$5,888.9m	\$5,636.4m	\$5,421.0m	\$5,245.2m
Total liabilities	\$186.5m	\$187.3m	\$184.5m	\$198.6m
<b>Net assets</b>	<b>\$5,702.4m</b>	<b>\$5,449.2m</b>	<b>\$5,236.5m</b>	<b>\$5,046.6m</b>

## Northern Beaches Council

### Summary results (continued)

Financial performance indicators	2024	2023	2022	2021
Operating performance	3.73%	4.46%	4.53%	(7.32)%
Own source operating revenue	87.37%	84.61%	82.52%	87.42%
Unrestricted current ratio	2.18x	1.92x	1.90x	1.69x
Debt service cover ratio	6.85x	7.65x	7.25x	2.81x
Rates and annual charges outstanding percentage	3.83%	3.57%	3.63%	3.92%
Cash expense cover ratio	6.40 months	6.13 months	5.59 months	5.13 months

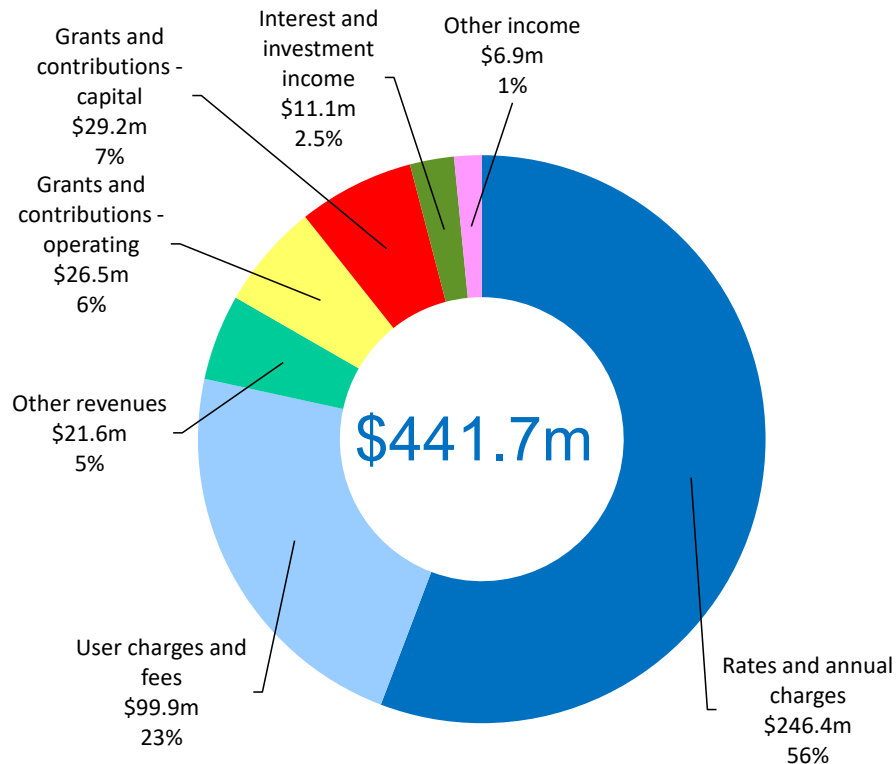
Asset performance indicators	2024	2023	2022	2021
Building and infrastructure renewals	94.55%	130.77%	112.67%	117.19%
Infrastructure backlog ratio	1.52%	1.49%	1.53%	1.50%
Asset maintenance ratio	98.11%	109.69%	100.55%	106.52%
Cost to bring assets to agreed service level	1.17%	1.22%	1.26%	1.24%

Green font indicates performance indicator has achieved the Office of Local Government (OLG) benchmark  
The OLG set benchmarks for all indicators, apart from the 'Cost to bring assets to agreed service level'.

Northern Beaches Council | Financial Commentary | For the year ended 30 June 2024

## Northern Beaches Council

### Income from continuing operations



Income Items	1 July 2023 - 30 June 2024 (\$'000)
Rates and annual charges	246,432
User charges and fees	99,931
Other revenues	21,620
Grants and contributions - operating	26,529
Grants and contributions - capital	29,218
Interest and investment income	11,083
Other income	6,915
Net gain from the disposal of assets	-
<b>Total Income from Continuing Operations</b>	<b>441,728</b>

## Northern Beaches Council

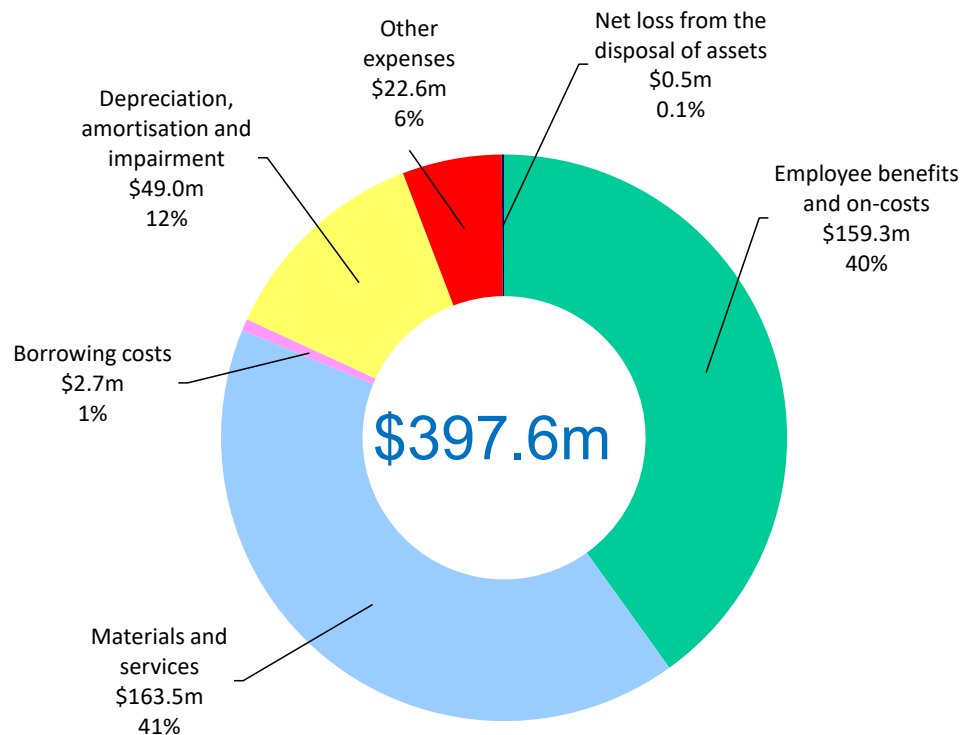
### Income from continuing operations analysis

2024 \$'000	2023 \$'000	Incr/(Decr) \$'000	%	Details
<b>246,432</b>	<b>234,424</b>	<b>12,008</b>	<b>5.1%</b>	<b>Rates and annual charges</b>
Rates were \$186.4m, a 3.73% (\$6.7m) increase on 2023 primarily due to the IPART approved increase of 3.7%. Annual charges are predominantly represented by domestic waste charges of \$58.5m which increased by 9.9% (\$5.3m) due to an increase in the charge to \$555 to fund inflation on contracts, new projects and an increase in the EPA waste levy. The income was offset by the net cost of pensioner rebates on waste charges (\$0.9m). The stormwater charge raised \$2.2m and s611 charges remained \$0.2m.				
<b>99,931</b>	<b>91,876</b>	<b>8,055</b>	<b>8.8%</b>	<b>User charges and fees</b>
User charges and fees include Kimbriki Waste & Recycling Centre fees \$26.5m, child care \$14.1m, parking fees \$13.9m, aquatic centres \$10.4m, planning fees \$9.8m and \$7.8m from Lakeside Holiday Park. Income was higher than the prior year for the Kimbriki Waste & Recycling Centre \$1.8m (7.5%), the aquatic centres \$1.2m (13.7%), planning \$0.7m (8.2%) and restoration services \$0.6m (55.5%).				
<b>21,620</b>	<b>20,086</b>	<b>1,534</b>	<b>7.6%</b>	<b>Other revenues</b>
Other revenues includes parking fines \$6.4m, sale of recycled materials at Kimbriki \$4.1m, sale of inventory (food, beverage and merchandise) \$1.7m and property licences, deeds and agreements \$3.5m. Material increases included an additional \$0.7m in fine revenue (12.7%), \$0.4m inventory sales (32.4%) and \$0.2m from property agreements (7.6%).				
<b>26,529</b>	<b>31,496</b>	<b>(4,967)</b>	<b>(15.8%)</b>	<b>Grants and contributions - operating</b>
<div> <div>Significant items in 2024 include:</div> <ul style="list-style-type: none"> <li>- \$8.4m Financial Assistance Grant</li> <li>- \$3.3m Regional &amp; Local Road Repair Program</li> <li>- \$3.4m Early childhood learning and care funding</li> <li>- \$2.2m Natural disaster funding</li> </ul> </div> <div> <ul style="list-style-type: none"> <li>- \$1.4m RFS Program</li> <li>- \$0.9m Narrabeen Lagoon Entrance Clearance</li> <li>- \$0.8m Street Lighting grant</li> </ul> </div>				
<b>29,218</b>	<b>33,917</b>	<b>(4,699)</b>	<b>(13.9%)</b>	<b>Grants and contributions - capital</b>
<div>Significant items in 2024 include:</div> <ul style="list-style-type: none"> <li>- \$16.4m Developer cash contributions (\$13.8m in 2023).</li> <li>- \$8.4m Transport and traffic works including funds for road resheeting, new footpaths and traffic facilities and Scotland Island roads and drainage improvement works.</li> <li>- \$3.8m Parks and Recreation works including funding for Manly Dam boardwalk, Bayview seawall and path, Freshwater Beach Masterplan Improvements and Frenchs Forest precinct park upgrades.</li> </ul>				
<b>11,083</b>	<b>7,085</b>	<b>3,998</b>	<b>56.4%</b>	<b>Interest and investment income</b>
Interest and investment income was \$3.9m higher than in 2023 due to higher balances earning higher interest rates. Council's investment portfolio achieved a return of 5.214% (3.535% in 2023), which was 0.844% above the benchmark AusBond Bank Bill Index return of 4.37%. Interest on cash and investments was \$10.5m and half of this (\$5.2m) related to restricted funds including Kimbriki (\$1.2m) and customer bonds and deposits (\$0.9m) and other restricted reserves \$3.0m. Interest income from outstanding rates and annual charges was \$0.6m, \$0.2m (61%) higher than 2023.				
<b>6,915</b>	<b>6,392</b>	<b>523</b>	<b>8.2%</b>	<b>Other income</b>
Income from investment and leased properties was \$6.3m (\$6.0m in 2023). Investment properties were revalued in 2024, resulting in a fair value increase of \$0.2m.				
<b>-</b>	<b>167</b>	<b>(167)</b>	<b>(100.0%)</b>	<b>Net gain from the disposal of assets</b>
The 2023 net gain of \$0.2m comprises gains from the disposal of plant and equipment \$2.1m and property \$0.1m offset by losses on the replacement of assets (\$2.0m). In 2024, there was a net loss from the disposal of assets.				
<b>441,728</b>	<b>425,443</b>	<b>16,285</b>	<b>3.8%</b>	<b>TOTAL INCOME</b>

Northern Beaches Council | Financial Commentary | For the year ended 30 June 2024

## Northern Beaches Council

### Expenses from continuing operations



Expense Items	1 July 2023 - 30 June 2024 (\$'000)
Employee benefits and on-costs	159,331
Materials and services	163,471
Borrowing costs	2,689
Depreciation, amortisation and impairment	48,975
Other expenses	22,569
Net loss from the disposal of assets	545
<b>Total Expenses from Continuing Operations</b>	<b>397,580</b>

## Northern Beaches Council

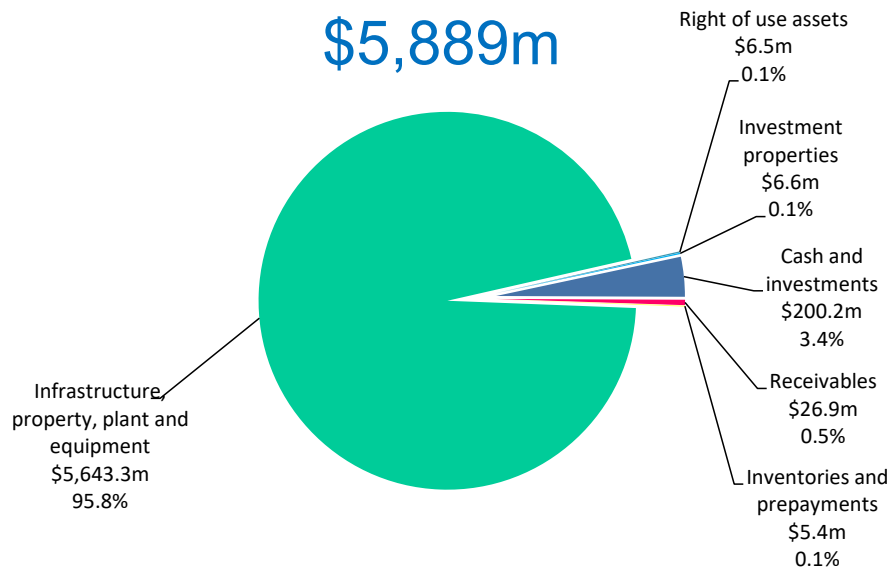
### Expenses from continuing operations analysis

2024	2023	Incr/(Decr)		Details
\$'000	\$'000	\$'000	%	
159,331	146,153	13,178	9.0%	<b>Employee benefits and on-costs</b>
Employee costs were \$159.3m (including capitalised costs of \$7.3m), representing 40.0% of operating expenses. A new Award commenced in 2024, with a 4.5% increase in pay rates along with an additional award payment of \$1 million (equivalent to ~1%). Superannuation increased by 0.5% and workers compensation costs were \$1.1m higher than the previous year due to an increase in the complexity and duration of claims. There was a lower level of staff vacancies throughout the year compared to 2023 (refer to the following section regarding a \$1.7m reduction in agency personnel expenditure).				
163,471	157,273	6,198	3.9%	<b>Materials and services</b>
Materials and services included \$19.4m in waste collection costs, \$16.9m in waste disposal and processing costs and \$16.4m in expenses at the Kimbriki Waste & Recycling Centre.				
Variances compared to the prior year included:				
<ul style="list-style-type: none"> <li>- Waste disposal and collection - \$2.8m (8%)▲ - primarily due to increased inflation on contracts</li> <li>- IT and Communications - \$2.9m (28%)▲ - including software and the system replacement project</li> <li>- Floodplain Management - \$1.2m (42%)▲ - works associated with the opening of Narrabeen Lagoon</li> <li>- Insurance - \$0.9m (24%)▲ - increased provision for unsettled claims and premium increases</li> <li>- Agency personnel - \$1.7m▼ - there was a reduced need for agency personnel compared to the prior year which had higher staff vacancy levels.</li> <li>- Roadwork - \$2.5m▼ - reduced Regional and Local Road Repair Program grant funded works.</li> </ul>				
2,689	2,738	(49)	(1.8%)	<b>Borrowing costs</b>
Borrowing costs comprise interest on loans of \$0.6m, \$0.2m interest on leases and the unwinding of the discount - asset remediation liability for the Kimbriki waste landfill \$1.8m.				
48,975	46,821	2,154	4.6%	<b>Depreciation, amortisation and impairment</b>
Depreciation was 4.6% higher at \$2.2m, reflecting higher asset replacement costs.				
22,569	20,765	1,804	8.7%	<b>Other expenses</b>
Major items within other expenses include the \$9.8m Waste Levy paid by Kimbriki (\$0.9m (10%)▲), \$9.3m Emergency Services Levy (\$1.5m (19%)▲).				
\$2.1m in donations, contributions and assistance was provided (\$0.8m▼) including \$0.5m in grants for Collaroy-Narrabeen private protection works (2023 included a \$1.2m contribution towards the Mona Vale Public School Performance Space funded through the Stronger Communities Fund grant program).				
545	-	545	n/a	<b>Net loss from the disposal of assets</b>
The 2024 net loss of \$0.5m comprises losses on the replacement of infrastructure assets (\$3.0m) exceeding the gains from the disposal of plant and equipment \$2.5m.				
397,580	373,750	23,830	6.4%	<b>TOTAL EXPENSES</b>

Northern Beaches Council | Financial Commentary | For the year ended 30 June 2024

## Northern Beaches Council

### Assets



Asset Items	30 June 2024 (\$'000)
<b>Current Assets</b>	
Cash and cash equivalents	17,541
Investments	182,096
Receivables	25,958
Inventories	392
Prepayments	4,984
<b>Total Current Assets</b>	<b>230,971</b>
<b>Non Current Assets</b>	
Investments	577
Receivables	952
Infrastructure, property, plant and equipment	5,643,257
Investment properties	6,565
Right of use assets	6,544
<b>Total Non Current Assets</b>	<b>5,657,895</b>
<b>TOTAL ASSETS</b>	<b>5,888,866</b>

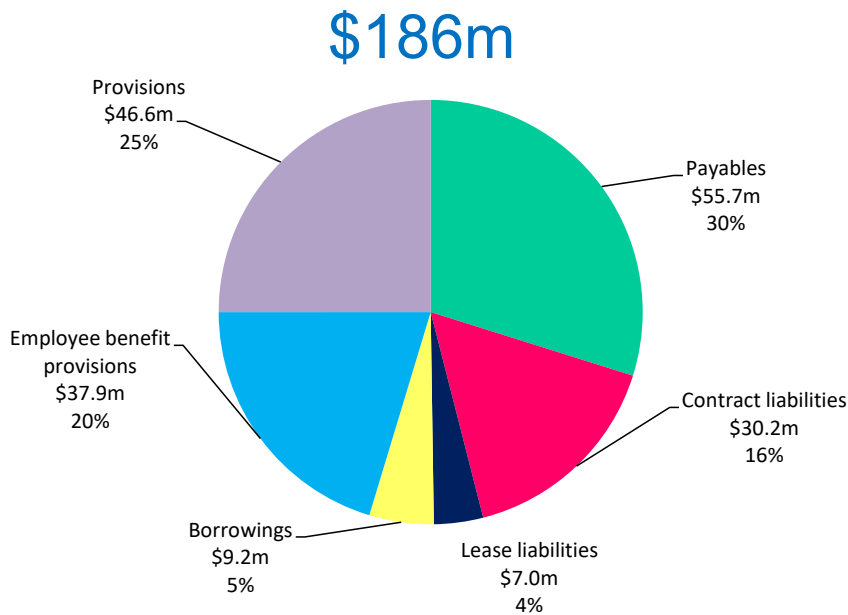
## Northern Beaches Council

### Assets analysis

30-Jun-24 \$'000	30-Jun-23 \$'000	Incr/(Decr) \$'000	%	Details	
200,214	182,906	17,308	9.5%	Cash, Cash Equivalents and Investments	
Cash, Cash Equivalents and Investments increased \$17.3m. This included a net increase in funds held for future purposes including development contributions (\$3.9m ▲), domestic waste (\$5.5m ▲), Kimbriki landfill remediation fund (\$2.9m ▲), customer bonds (\$2.0m ▲). Tied grant funds held reduced by \$5.9m. \$8.1m (85%) of the 2025 Financial Assistance Grant was received in the last week of June 2024.					
26,910	21,856	5,054	23.1%	Receivables	
Receivables were \$5.1m higher than the previous year primarily due to the timing of receipts of government grants \$1.9m, interest accrued on investments \$1.9m and rates payments due \$1.0m.					
392	372	20	5.4%	Inventories	
Inventories comprise stores, materials and trading stock and were consistent with the prior year.					
4,984	3,364	1,620	48.2%	Prepayments	
Prepaid expenses were higher than the previous financial year primarily due to the timing of software licence renewals.					
5,643,257	5,413,807	229,450	4.2%	Infrastructure, property, plant and equipment	
During the financial year a revaluation of land and infrastructure assets was undertaken, resulting in a \$209.2m increase in the carrying value of these assets. The increase in the value of assets reflects the impact of inflation on construction costs for infrastructure assets, the current property market for operational land and changes in community, crown and land under roads valuations informed by the Valuer-General. This movement in the value is held in equity within the IPP&E revaluation surplus.					
Summary - Asset Revaluation 2024					
		Prior to Revaluation \$'000	After Revaluation \$'000	Movement \$'000	%
Infrastructure	Gross Carrying Amount	3,485,934	3,907,238	421,304	
	Accumulated Depreciation	(657,734)	(911,978)	(254,244)	
	Total carrying value	2,828,200	2,995,260	167,060	5.9%
Land	Gross Carrying Amount	2,486,873	2,528,991	42,118	
	Total carrying value	2,486,873	2,528,991	42,118	1.7%
Total revalued assets		5,315,073	5,524,251	209,178	3.9%
6,565	6,320	246	3.9%	Investment properties	
Council holds three investment properties located at Sydney Road Balgowlah, Condamine Street Balgowlah and Pittwater Road Brookvale. Professional property valuations are undertaken annually. There was a \$0.2m increase in the value this year.					
6,544	7,811	(1,267)	(16.2%)	Right of use assets	
Right of use plant and equipment assets were (\$1.2m) lower due to scheduled lease payments under these contracts.					
5,888,866	5,636,436	252,431	4.5%	TOTAL ASSETS	

## Northern Beaches Council

### Liabilities



Liability Items	30 June 2024 (\$'000)
<b>Current Liabilities</b>	
Payables	55,607
Contract liabilities	20,102
Lease liabilities	1,279
Borrowings	2,178
Employee benefit provisions	35,901
Provisions	1,193
<b>Total Current Liabilities</b>	<b>116,260</b>
<b>Non-Current Liabilities</b>	
Payables	50
Contract liabilities	10,053
Lease liabilities	5,717
Borrowings	6,984
Employee benefit provisions	2,001
Provisions	45,433
<b>Total Non-Current Liabilities</b>	<b>70,238</b>
<b>TOTAL Liabilities</b>	<b>186,498</b>

## Northern Beaches Council

### Liabilities analysis

30-Jun-24 \$'000	30-Jun-23 \$'000	Incr/(Decr)		Details
		\$'000	%	
55,657	47,906	7,751	16.2%	<b>Payables</b>
Payables include security deposits and retentions of \$24.4m, accrued expenses including borrowings, salaries and wages and other expenditure accruals of \$21.1m and invoices payable of \$7.73m. The increase in payables compared to the prior financial year was primarily due to a \$2.6m increase in accrued materials and contract costs, \$2.3m increase in security bonds and a \$1.6m increase in accrued salaries and wages due to the timing of the fortnightly payrun.				
30,155	35,858	(5,702)	(15.9%)	<b>Contract liabilities</b>
Contract liabilities mostly relate to unspent grant funds. The \$5.1m decrease relates to grants held being expended during the year including significant expenditure on the Regional and Local Road Program \$3.2m, TfNSW disaster funds \$1.4m, Manly Dam Reserve trail and boardwalk \$0.6m. This was partially offset by receipts for Manly Surf Life Saving Club works \$0.8m and Scotland Island road and drainage works \$0.8m.				
6,996	8,237	(1,241)	(15.1%)	<b>Lease liabilities</b>
Lease liabilities primarily relate to the vehicle component of Council's waste collection contract. The \$1.2m reduction in lease liabilities was due to contract principal payments per the existing lease schedule. No new lease liabilities were incurred during the year.				
9,162	12,525	(3,363)	(26.9%)	<b>Borrowings</b>
Borrowings continue to decrease due to the ongoing repayment of existing loans.				
37,902	36,597	1,305	3.6%	<b>Employee benefit provisions</b>
Management actively encourages staff to take annual leave at regular intervals and reviews balances in excess of 8 weeks. There was a minor increase in employee leave entitlements of (\$1.3m).				
46,626	46,154	472	1.0%	<b>Provisions</b>
Provisions comprise workers compensation self insurance (\$5.7m) and landfill remediation (\$40.9m). The self insurance provision increased (\$1.1m) to reflect the future claims assessment while the remediation provision decreased \$0.6m.				
186,498	187,277	(779)	(0.4%)	<b>TOTAL LIABILITIES</b>

## Northern Beaches Council

### Key performance indicators

2024				
<b>Financial performance indicators</b>				
Operating performance	3.73%	✓		
Own source operating revenue ratio	87.37%	✓		
Unrestricted current ratio	2.18x	✓		
Debt service cover ratio	6.85x	✓		
Rates and annual charges outstanding percentage	3.83%	✓		
Cash expense cover ratio	6.40 mths	✓		
<b>Infrastructure asset performance indicators</b>				
Buildings and infrastructure renewals ratio	94.55%	✗		
Infrastructure backlog ratio	1.52%	✓		
Asset maintenance ratio	98.11%	✗		
Cost to bring assets to agreed service level	1.17%	n/a		

✓ indicates performance indicator has achieved the Office of Local Government benchmark

2024	2023	2022	Benchmark	Details
✓ 3.73%	✓ 4.46%	✓ 4.53%	>0%	<b>Operating performance</b>
<b>Purpose:</b> Measures Council's ability to contain operating expenditure within operating revenue. It is important to distinguish that this ratio is focusing on operating performance and hence capital grants and contributions, asset sales, fair value adjustments and reversal of revaluation decrements are excluded. The benchmark is greater than 0%.				
<b>Commentary:</b> The result for 2024 is 3.73% and was favourably boosted by strong returns on investments. While the previous 2 year's results are stronger, those results were driven by one-off items.				
In 2023 25% of the 2023 FA Grant was paid (as 75% was paid in the prior year) along with 100% of the 2024 FAG. The net impact of grants timing boosted the 2023 result by a net \$1.3m - the 2023 result would have been 4.14% without this.				
2022 was impacted by COVID-19 related costs along with a number of favourable one-off items. If those one-off items are removed from the 2022 ratio the result would have been 1.26%.				
✓ 87.37%	✓ 84.61%	✓ 82.52%	>60%	<b>Own source operating revenue ratio</b>
<b>Purpose:</b> This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue. The benchmark is greater than 60%.				
<b>Commentary:</b> Council's Own Source Operating Revenue indicator is well above the benchmark of 60% highlighting Council's financial flexibility.				

## Northern Beaches Council

### Key performance indicators (continued)

2024	2023	2022	Benchmark	Details
✓ 2.18x	✓ 1.92x	✓ 1.90x	>1.5x	<b>Unrestricted current ratio</b>
Purpose: The Unrestricted Current Ratio is specific to local government and is designed to represent a Council's ability to meet short term obligations as they fall due. Restrictions placed on various funding sources (e.g. Section 7.11 developer contributions) complicate the traditional current ratio used to assess liquidity of businesses as cash allocated to specific projects is restricted and cannot be used to meet a Council's other operating and borrowing costs. The benchmark is greater than 1.5x - meaning for every \$1.00 current liability there is \$1.50 in current assets (after adjustments for restrictions).				
Commentary: The 2024 ratio is stronger than prior years and remains above the benchmark, indicating that Council is able to meet its short term financial obligations as they fall due after excluding all external restrictions. Cash and investment balances have increased due to setting funds aside for the future remediation of Kimbriki and bonds and deposits from customers.				
✓ 6.85x	✓ 7.65x	✓ 7.25x	>2x	<b>Debt service cover ratio</b>
Purpose: This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The benchmark is greater than 2x.				
Commentary: Council's Debt Service Cover Ratio of 6.85x is above the benchmark of 2x. This ratio has decreased this year due to the refinancing of a \$2.5m loan.				
✓ 3.83%	✓ 3.57%	✓ 3.63%	<5%	<b>Rates and annual charges outstanding %</b>
Purpose: The purpose of this ratio is to assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.				
Commentary: Council maintains low levels of outstanding rates and annual charges, particularly given that it may allow aged pensioners, where, in its opinion, payment would cause hardship, to accrue rates and charges against their estate.				
✓ 6.40 months	✓ 6.13 months	✓ 5.59 months	>3 months	<b>Cash expense cover ratio</b>
Purpose: This liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.				
Commentary: Council's ratio of 6.4 months exceeds the benchmark of greater than 3 months.				
✗ 94.55%	✓ 130.77%	✓ 112.67%	>100%	<b>Buildings and infrastructure renewals ratio</b>
Purpose: This ratio assesses the rate at which these assets are being renewed against the rate at which they are depreciating.				
Commentary: Construction costs have increased significantly, which has resulted in a higher rate of depreciation for Council's assets than the funding Council has available to meet renewal requirements.				

## Northern Beaches Council

### Key performance indicators (continued)

2024	2023	2022	Benchmark	Details
✓ 1.52%	✓ 1.49%	✓ 1.53%	<2%	<b>Infrastructure backlog ratio</b>
Purpose: This ratio shows what proportion the backlog is against the total value of Council's infrastructure.				
Commentary: Council's Infrastructure Backlog Indicator remains below the benchmark of 2% indicating that Council does not have a comparatively significant infrastructure backlog. The marginal decrease in this ratio is largely due to the impact of the infrastructure revaluation.				
✗ 98.11%	✓ 109.69%	✓ 100.55%	>100%	<b>Asset maintenance ratio</b>
Purpose: This ratio compares actual versus required annual asset maintenance. A ratio of above 100% indicates that the Council is investing enough funds within the year to stop the infrastructure backlog from growing. The benchmark is greater than 100%.				
Commentary: Council's Asset Maintenance Ratio indicates the level of expenditure on the maintenance of infrastructure assets is now insufficient to prevent the infrastructure backlog from growing. The unfavourable decrease in this ratio is largely due to maintenance costs increasing at a faster pace than the funding Council has available along with updated condition assessments for revalued assets.				
1.17%	1.22%	1.26%	n/a	<b>Cost to bring assets to agreed service level</b>
Purpose: This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total gross replacement cost of assets under Council's care and stewardship. Outstanding renewal works relate to the value of work required for assets that have reached the intervention level set by Council based on the condition of the asset. The use of the gross replacement cost as the denominator in this ratio provides a more stable measure over time and is considered to be more reflective of Council's infrastructure 'backlog'.				
Commentary: The estimated cost to bring assets to agreed service levels is \$46.2m and represents 1.17% of the total replacement value of Council's assets. The ratio has favourably reduced since the last financial year, however this is primarily due to the impact of inflation on asset values.				

## Northern Beaches Council

### Operating Result by Service

Service	1 July 2023 - 30 June 2024 (\$'000)	1 July 2022 - 30 June 2023 (\$'000)	% Change
Environment and sustainability	(33,858)	(32,586)	4%
Waste and cleansing <sup>1</sup>	(9,173)	(10,201)	(10%)
Kimbriki Resource Recovery Centre <sup>2</sup>	3,866	3,287	18%
Community, arts and culture	(6,785)	(6,280)	8%
Children's services <sup>3</sup>	(545)	67	(913%)
Library services	(11,047)	(10,431)	6%
Strategic land use planning <sup>4</sup>	10,518	8,557	23%
Development assessment <sup>5</sup>	(3,465)	(3,160)	10%
Environmental compliance <sup>6</sup>	(4,476)	(5,244)	(15%)
Parks and recreation <sup>7</sup>	(37,182)	(33,904)	10%
Economic development, events and engagement	(10,650)	(10,448)	2%
Transport, traffic and active travel <sup>8</sup>	(11,685)	(10,135)	15%
Property and facilities <sup>9</sup>	(11,643)	(8,162)	43%
Customer service <sup>10</sup>	(4,669)	(4,252)	10%
Governance and assurance services <sup>11</sup>	(12,053)	(10,924)	10%
Corporate support services <sup>12</sup>	(14,990)	(10,132)	48%
Eliminations	(42)	(16)	165%
General purpose income	202,027	195,657	3%
<b>Total Operating Result by Service</b>	<b>44,148</b>	<b>51,693</b>	

<sup>1</sup> Waste & cleansing: The net cost of the domestic waste service was \$1.9m lower than the previous financial year primarily due to lower waste disposal costs than anticipated due to a delay in the EPA waste levy increase and rephasing of several waste projects.

<sup>2</sup> Kimbriki: Higher activity levels at Kimbriki.

<sup>3</sup> Children's services: Higher staff costs including a greater reliance on casual staff offset by increased fees and grant revenue.

<sup>4</sup> Strategic land use planning: Higher development contribution income.

<sup>5</sup> Development assessment: Employee costs increased as existing vacancies were filled.

<sup>6</sup> Environmental compliance: Building fee income returned to pre-COVID levels and fine income increased with a number of vacant positions within the Rangers Team filled through the year.

<sup>7</sup> Parks & recreation: Depreciation increased following an asset revaluation in 2023 along with inflation on contracts and maintenance.

<sup>8</sup> Transport, traffic and active travel: Lower level of Regional and Local Road Repair grant funded works undertaken in 2024.

<sup>9</sup> Property & facilities: Grant funding was higher in 2023 for a number of capital projects including Duffys Forest RFS.

<sup>10</sup> Customer service: Costs were higher than the prior year due to workplace changes during 2024.

<sup>11</sup> Governance & assurance service: Higher insurance and claims costs and higher legal costs than the prior year.

<sup>12</sup> Corporate support: Costs associated with the core operating systems replacement along with interest on customer bonds.

# Northern Beaches Council

## GENERAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2024

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



northern  
beaches  
council

## Northern Beaches Council

### General Purpose Financial Statements

for the year ended 30 June 2024

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#### Overview

Northern Beaches Council is constituted under the Local Government Act 1993 (NSW).

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All media releases, financial statements and other information are publicly available on our website: [www.northernbeaches.nsw.gov.au](http://www.northernbeaches.nsw.gov.au).

#### PRINCIPAL PLACE OF BUSINESS

725 Pittwater Road  
Dee Why NSW 2099

#### OPENING HOURS

Monday to Friday  
8.30am - 5.00pm

#### CONTACT DETAILS

##### Mailing Address:

PO Box 82  
Manly NSW 1655

**Telephone:** 1300 434 434

**Internet:** [www.northernbeaches.nsw.gov.au](http://www.northernbeaches.nsw.gov.au)

**Email:** [council@northernbeaches.nsw.gov.au](mailto:council@northernbeaches.nsw.gov.au)

#### OTHER INFORMATION

ABN: 57 284 295 198

#### AUDITORS

Audit Office of New South Wales

## Northern Beaches Council

### General Purpose Financial Statements

for the year ended 30 June 2024

### Statement by Councillors and Management

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

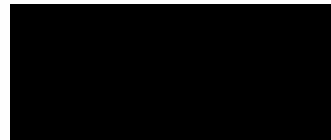
Signed in accordance with a resolution of Council made on 15 October 2024.



Sue Heins

Mayor

15 October 2024



Sarah Grattan

Councillor

15 October 2024



Scott Phillips

Chief Executive Officer

15 October 2024



Caroline Foley

Chief Financial Officer

15 October 2024

Northern Beaches Council | Income Statement | for the year ended 30 June 2024

Northern Beaches Council

## Income Statement

for the year ended 30 June 2024

<i>Original unaudited budget 2024</i>	<i>\$ '000</i>		<i>Actual 2024</i>	<i>Actual 2023</i>
		Notes		
	<b>Income from continuing operations</b>			
246,480	Rates and annual charges	B2-1	<b>246,432</b>	234,424
96,837	User charges and fees	B2-2	<b>99,931</b>	91,876
20,788	Other revenues	B2-3	<b>21,620</b>	20,086
27,462	Grants and contributions provided for operating purposes	B2-4	<b>26,529</b>	31,496
32,289	Grants and contributions provided for capital purposes	B2-4	<b>29,218</b>	33,917
6,691	Interest and investment income	B2-5	<b>11,083</b>	7,085
6,442	Other income	B2-6	<b>6,915</b>	6,392
395	Net gain from the disposal of assets	B4-1	<b>–</b>	167
<b>437,384</b>	<b>Total income from continuing operations</b>		<b>441,728</b>	<b>425,443</b>
	<b>Expenses from continuing operations</b>			
157,090	Employee benefits and on-costs	B3-1	<b>159,331</b>	146,153
173,241	Materials and services	B3-2	<b>163,471</b>	157,273
2,593	Borrowing costs	B3-3	<b>2,689</b>	2,738
49,646	Depreciation, amortisation and impairment	B3-4	<b>48,975</b>	46,821
22,119	Other expenses	B3-5	<b>22,569</b>	20,765
–	Net loss from the disposal of assets	B4-1	<b>545</b>	–
<b>404,689</b>	<b>Total expenses from continuing operations</b>		<b>397,580</b>	<b>373,750</b>
<b>32,695</b>	<b>Operating result from continuing operations</b>		<b>44,148</b>	<b>51,693</b>
<b>32,695</b>	<b>Net operating result for the year</b>		<b>44,148</b>	<b>51,693</b>
102	Net operating result attributable to non-controlling interests		<b>191</b>	159
<b>406</b>	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>		<b>14,930</b>	<b>17,776</b>

The above Income Statement should be read in conjunction with the accompanying notes.

Northern Beaches Council | Statement of Comprehensive Income | for the year ended 30 June 2024

## Northern Beaches Council

### Statement of Comprehensive Income

for the year ended 30 June 2024

\$ '000	Notes	2024	2023
<b>Net operating result for the year – from Income Statement</b>		<b>44,148</b>	<b>51,693</b>
<b>Other comprehensive income:</b>			
Amounts which will not be reclassified subsequently to the operating result			
Gain on revaluation of infrastructure, property, plant and equipment	C1-6	<b>209,178</b>	160,983
<b>Total items which will not be reclassified subsequently to the operating result</b>		<b>209,178</b>	<b>160,983</b>
<b>Total other comprehensive income for the period</b>		<b>209,178</b>	<b>160,983</b>
<b>Total comprehensive income for the year</b>		<b>253,326</b>	<b>212,676</b>
Total comprehensive income attributable to Council		<b>253,135</b>	212,517
Total comprehensive income attributable to non-controlling interests		<b>191</b>	159

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Northern Beaches Council | Statement of Financial Position | as at 30 June 2024

## Northern Beaches Council

### Statement of Financial Position

as at 30 June 2024

\$ '000	Notes	2024	2023
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	C1-1	17,541	6,605
Investments	C1-2	182,096	175,623
Receivables	C1-4	25,958	20,844
Inventories	C1-5	392	372
Prepayments		4,984	3,364
<b>Total current assets</b>		<b>230,971</b>	<b>206,808</b>
<b>Non-current assets</b>			
Investments	C1-2	577	678
Receivables	C1-4	952	1,012
Infrastructure, property, plant and equipment (IPPE)	C1-6	5,643,257	5,413,807
Investment properties	C1-7	6,565	6,320
Right of use assets	C2-1	6,544	7,811
<b>Total non-current assets</b>		<b>5,657,895</b>	<b>5,429,628</b>
<b>Total assets</b>		<b>5,888,866</b>	<b>5,636,436</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	C3-1	55,607	47,806
Contract liabilities	C3-2	20,102	27,619
Lease liabilities	C2-1	1,279	1,241
Borrowings	C3-3	2,178	3,340
Employee benefit provisions	C3-4	35,901	34,754
Provisions	C3-5	1,193	1,060
<b>Total current liabilities</b>		<b>116,260</b>	<b>115,820</b>
<b>Non-current liabilities</b>			
Payables	C3-1	50	100
Contract liabilities	C3-2	10,053	8,239
Lease liabilities	C2-1	5,717	6,996
Borrowings	C3-3	6,984	9,185
Employee benefit provisions	C3-4	2,001	1,843
Provisions	C3-5	45,433	45,094
<b>Total non-current liabilities</b>		<b>70,238</b>	<b>71,457</b>
<b>Total liabilities</b>		<b>186,498</b>	<b>187,277</b>
<b>Net assets</b>		<b>5,702,368</b>	<b>5,449,159</b>
<b>EQUITY</b>			
Accumulated surplus		5,023,109	4,979,154
IPPE revaluation surplus		677,778	468,600
<b>Council equity interest</b>		<b>5,700,887</b>	<b>5,447,754</b>
<b>Non-controlling equity interests</b>		<b>1,481</b>	<b>1,405</b>
<b>Total equity</b>		<b>5,702,368</b>	<b>5,449,159</b>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Northern Beaches Council | Statement of Changes in Equity | for the year ended 30 June 2024

## Northern Beaches Council

## Statement of Changes in Equity

for the year ended 30 June 2024

\$ '000	Notes	2024					2023				
		Accumulated surplus	IPPE revaluation surplus	Council interest <sup>1</sup>	Non-controlling interest	Total equity	Accumulated surplus	IPPE revaluation surplus	Council interest <sup>1</sup>	Non-controlling interest	Total equity
Opening balance at 1 July		4,979,152	468,600	5,447,752	1,405	5,449,157	4,927,620	307,617	5,235,237	1,304	5,236,541
Net operating result for the year		43,957	–	43,957	191	44,148	51,534	–	51,534	159	51,693
<b>Other comprehensive income</b>											
Gain on revaluation of infrastructure, property, plant and equipment	C1-6	–	209,178	209,178	–	209,178	–	160,983	160,983	–	160,983
<b>Other comprehensive income</b>		–	209,178	209,178	–	209,178	–	160,983	160,983	–	160,983
<b>Total comprehensive income</b>		<b>43,957</b>	<b>209,178</b>	<b>253,135</b>	<b>191</b>	<b>253,326</b>	<b>51,534</b>	<b>160,983</b>	<b>212,517</b>	<b>159</b>	<b>212,676</b>
Dividends paid to minority interest		–	–	–	(115)	(115)	–	–	–	(58)	(58)
<b>Closing balance at 30 June</b>		<b>5,023,109</b>	<b>677,778</b>	<b>5,700,887</b>	<b>1,481</b>	<b>5,702,368</b>	<b>4,979,154</b>	<b>468,600</b>	<b>5,447,754</b>	<b>1,405</b>	<b>5,449,159</b>

<sup>(1)</sup> Minor adjustment for prior year rounding.

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Northern Beaches Council | Statement of Cash Flows | for the year ended 30 June 2024

## Northern Beaches Council

### Statement of Cash Flows

for the year ended 30 June 2024

<i>Original unaudited budget 2024</i>	<i>\$ '000</i>		<i>Actual 2024</i>	<i>Actual 2023</i>
		Notes		
<b>Cash flows from operating activities</b>				
<b>Receipts:</b>				
246,349	Rates and annual charges		245,463	234,281
100,908	User charges and fees		104,315	96,268
6,770	Interest received		9,052	4,873
39,063	Grants and contributions		48,521	76,799
7,098	Bonds, deposits and retentions received		8,143	7,741
45,369	Other		44,656	41,346
<b>Payments:</b>				
(155,511)	Payments to employees		(156,343)	(145,037)
(188,484)	Payments for materials and services		(182,311)	(176,928)
(965)	Borrowing costs		(924)	(1,064)
(7,098)	Bonds, deposits and retentions refunded		(5,867)	(5,571)
(21,851)	Other		(21,914)	(22,019)
71,648	<b>Net cash flows from operating activities</b>	G1-1	92,791	110,689
<b>Cash flows from investing activities</b>				
<b>Receipts:</b>				
341,696	Sale of investments		269,831	272,227
2,675	Proceeds from sale of IPPE		2,513	2,167
<b>Payments:</b>				
(300,000)	Purchase of investments		(276,178)	(297,123)
(111,309)	Payments for IPPE		(73,302)	(81,973)
(66,938)	<b>Net cash flows from investing activities</b>		(77,136)	(104,702)
<b>Cash flows from financing activities</b>				
<b>Receipts:</b>				
2,500	Proceeds from borrowings		2,500	–
<b>Payments:</b>				
(5,706)	Repayment of borrowings		(5,863)	(4,783)
(1,228)	Principal component of lease payments		(1,241)	(1,238)
(120)	Dividends paid to minority interest		(115)	(58)
(4,554)	<b>Net cash flows from financing activities</b>		(4,719)	(6,079)
156	<b>Net change in cash and cash equivalents</b>		10,936	(92)
6,552	Cash and cash equivalents at beginning of year		6,605	6,697
6,708	<b>Cash and cash equivalents at end of year</b>	C1-1	17,541	6,605

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

## Northern Beaches Council

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## Northern Beaches Council

### Contents for the notes to the Financial Statements for the year ended 30 June 2024

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## A About Council and these financial statements

### A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 15 October 2024. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The material accounting policy information related to these consolidated financial statements are set out below.

Accounting policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (Act)* and *Local Government (General) Regulation 2021* (Regulation), and the Local Government Code of Accounting Practice and Financial Reporting.

Northern Beaches Council is a not-for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars. Disclosures where relevant may be presented in whole dollars or as otherwise noted.

#### **Historical cost convention**

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities, and certain classes of infrastructure, property, plant and equipment and investment property.

#### **Significant accounting estimates and judgements**

##### **Critical accounting estimates and assumptions**

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- i. estimated fair values of infrastructure, property, plant and equipment - refer Note C1-6
- ii. estimated fair values of investment property - refer Note C1-7
- iii. employee benefit provisions - refer Note C3-4
- iv. estimated self insurance and asset remediation provisions - refer Note C3-5.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

##### **Significant judgements in applying the Council's accounting policies**

- i. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- ii. Impairment of receivables - refer Note C1-4.
- iii. Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

## **Monies and other assets received by Council**

### **The Consolidated Fund**

In accordance with the provisions of Section 409(1) of the *Local Government Act 1993 (NSW)*, all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

The Consolidated Fund has been included in the financial statements of the Council.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

continued on next page ...

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## A1-1 Basis of preparation (continued)

- General purpose operations
- Kimbriki Environmental Enterprises Pty Limited

### The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)*, a separate and distinct Trust Fund is maintained to account for all money and property received by the Council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at Council offices, during opening hours, by any person free of charge.

### Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows. This means that investing and financing cashflows are presented net of the GST.

### Volunteer services

Volunteer services are not recognised as they would not be purchased if not donated.

### New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2024 reporting periods. Northern Beaches Council's assessment of the impact of these new standards and interpretations relevant to them is set out below.

Pronouncement	AASB 2022-10 <i>Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities</i>
Nature of change in accounting policy	<p>This Standard amends <i>AASB 13 Fair Value Measurement</i>, including adding authoritative implementation guidance and providing related illustrative examples, for application by not-for-profit public sector entities such as Council.</p> <p>In particular, this standard provides guidance on:</p> <ul style="list-style-type: none"> <li>(a) highest and best use</li> <li>(b) financially feasible uses</li> <li>(c) use of assumptions</li> <li>(d) nature of costs to include in the replacement cost of a reference asset and on the identification of economic obsolescence when using the cost approach.</li> </ul> <p>This includes guidance and clarification regarding the determination of an assets highest and best use, the development and use of internal assumptions for unobservable inputs and allows for greater use of internal judgements when applying the cost approach in the measurement and determination of fair values.</p>
Effective date	Annual reporting period beginning on or after 1 January 2024 (i.e. year ending 30 June 2025).
Expected impact on Council's financial statements	From our assessment, there is no impact expected for Council in the fair value measurement of non-financial assets.

## A1-1 Basis of preparation (continued)

Pronouncement	AASB 2020-1 <i>Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current</i> AASB 2020-6 <i>Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date</i> AASB 2022-6 <i>Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants</i>
Nature of change in accounting policy	This Standard amends AASB 101 <i>Presentation of Financial Statements</i> to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. For example, the amendments clarify that a liability is classified as non-current if an entity has the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period. The meaning of settlement of a liability is also clarified.
Effective date	Annual reporting period beginning on or after 1 January 2024 (i.e. year ending 30 June 2025).
Expected impact on Council's financial statements	From our assessment, there is no impact expected for Council in the classification of our reported liabilities as current or non-current.

## New accounting standards and interpretations adopted during the year

During the year Council adopted the following accounting standard and interpretation (as issued by the Australian Accounting Standards Board) which was mandatorily effective for the first time at 30 June 2024:

Pronouncement	AASB 2021-2 <i>Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates</i>
Nature of change in accounting policy	<p>The most significant change introduced by this standard is to remove the requirement to disclose significant accounting policies and instead require disclosure of material accounting policy information.</p> <p><i>“Accounting policy information is material if, when considered together with other information included in an entity's financial statements, it can reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements.”</i></p> <p>Accounting policy information is likely to be considered material if that information relates to material transactions, other events or conditions and:</p> <ul style="list-style-type: none"> <li>the entity has changed accounting policy during the reporting period and this change resulted in a material change to the information in the financial statements.</li> <li>the entity (or OLG) chose the accounting policy from one or more options permitted by Australian Accounting Standards.</li> <li>the accounting policy was developed in accordance with <i>AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors</i> in the absence of an Australian Accounting Standard that specifically applies.</li> <li>the accounting policy relates to an area for which an entity is required to make significant judgements or assumptions in applying an accounting policy, and the entity discloses those judgements or assumptions in the financial statements</li> <li>the accounting required for them is complex and users of the entity's financial statements would otherwise not understand those material transactions, other events or conditions</li> </ul>
Effective date	Annual reporting periods beginning on or after 1 January 2023 (i.e. year ending 30 June 2024).
Impact on Council's financial statements	In applying the new requirements, Council has, after taking into account the various specific facts and circumstances, applied professional judgement to ensure it discloses only material accounting policies as opposed to significant account policies throughout these financial statements.

**B Financial Performance****B1 Functions or activities****B1-1 Functions or activities – income, expenses and assets**

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
<b>Functions or activities</b>										
Environment and sustainability	8,783	7,598	42,641	40,184	(33,858)	(32,586)	4,242	3,265	956,220	911,126
Waste and cleansing	58,774	53,583	67,947	63,784	(9,173)	(10,201)	347	497	19,448	17,419
Kimbriki Resource Recovery Centre <sup>1</sup>	43,962	41,776	40,096	38,489	3,866	3,287	–	–	86,779	87,150
Community, arts and culture	6,007	6,591	12,792	12,871	(6,785)	(6,280)	805	2,070	79,507	53,381
Children's services	17,563	16,525	18,108	16,458	(545)	67	3,371	2,903	8,373	7,069
Library services	1,139	1,180	12,186	11,611	(11,047)	(10,431)	834	870	51,163	45,525
Strategic land use planning <sup>2</sup>	17,696	15,206	7,178	6,649	10,518	8,557	16,755	344	47,409	43,511
Development assessment	3,900	3,988	7,365	7,148	(3,465)	(3,160)	–	–	–	–
Environmental compliance	9,492	8,040	13,968	13,284	(4,476)	(5,244)	(3)	8	–	–
Parks and recreation	7,789	7,819	44,971	41,723	(37,182)	(33,904)	4,539	4,975	433,647	408,231
Economic development, events and engagement	1,065	1,012	11,715	11,460	(10,650)	(10,448)	12	35	–	–
Transport, traffic and active travel	36,209	37,854	47,894	47,989	(11,685)	(10,135)	15,725	18,527	984,335	947,865
Property and facilities	39,271	40,527	50,914	48,689	(11,643)	(8,162)	662	6,180	3,056,004	2,965,886
Customer service	–	–	4,669	4,252	(4,669)	(4,252)	–	–	–	–
Governance and assurance services	471	182	12,524	11,106	(12,053)	(10,924)	–	–	–	–
Corporate support services <sup>2</sup>	5,416	4,556	20,406	14,688	(14,990)	(10,132)	76	13,997	165,981	149,273
Eliminations <sup>3</sup>	(17,286)	(16,326)	(17,244)	(16,310)	(42)	(16)	–	–	–	–
General purpose income	202,027	195,657	–	–	202,027	195,657	8,382	11,742	–	–
<b>Total functions and activities <sup>4</sup></b>	<b>442,278</b>	<b>425,768</b>	<b>398,130</b>	<b>374,075</b>	<b>44,148</b>	<b>51,693</b>	<b>55,747</b>	<b>65,413</b>	<b>5,888,866</b>	<b>5,636,436</b>

(1) Does not include Kimbriki's interest income which is considered General Purpose Income or Council Rates.

(2) Section 7.11 and 7.12 receipts have been reclassified from Corporate Support to Strategic Land Use Planning

(3) This includes tipping fees/tipping charges (\$13.1m), site rental income/site rental expense (\$3.5m) between Northern Beaches Council and Kimbriki. It also includes Council rates on Council properties.

(4) The income and expenses in B1-1 allocate the profit or loss on disposed assets to either income or expenses for each relevant service. The Income Statement reports a net figure. The amount which is recognised as a gain is \$0.5m for 2024.

## B1-2 Components of functions or activities

---

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

### Environment and sustainability

This service delivers programs to protect and preserve biodiversity, manage natural hazards and improve sustainability for Council and the community.

### Waste and cleansing

This service delivers household waste and recyclables collection. The service includes community waste education and behaviour change programs. It also delivers litter removal, cleaning of public places (beaches, parks, streets, village/town centres and graffiti removal), street sweeping and the collection of illegally dumped rubbish.

### Kimbriki Resource Recovery Centre

This facility delivers sustainable waste management and recycling services to the community. It recycles around 80% of waste received and provides education on sustainability via the Eco House and garden. The Buy Back Centre sells salvaged building materials and furniture.

### Community, arts and culture

This service facilitates and supports activities to build social capital, community resilience and enhance the health and well-being of the Northern Beaches community. It includes the Meals on Wheels service, programs for aged, people with disability and youth. The community centres, cultural facilities, arts and cultural programs, regional art gallery and museum and performing arts centre provide opportunities to contribute and participate in cultural and social life.

### Children's services

This service offers high quality professional care for children aged 0-11 years through seven long day care centres, four vacation care locations, two pre-schools, an occasional care centre and a network of family day carers.

### Library services

Library services provides a range of collections to support literacy and lifelong learning at Dee Why, Forestville, Glen Street in Belrose, Manly, Mona Vale and Warringah Mall as well as a home delivery service. The service also supports the delivery of inclusive and diverse events, programs and services that support community connection, digital literacy and wellbeing.

### Strategic land use planning

This service sets the land-use direction in the local government area via the Local Strategic Planning Statement. The service prepares structure plans and place plans to manage growth and development and has responsibility for Council's development contribution framework, European heritage management, Aboriginal heritage development, urban design and assessment of planning proposals.

### Development assessment

This service assesses applications, modifications and reviews of determinations in line with local and state planning controls. It also provides a development advisory service to assist applicants in the preparation and lodgement of applications and to give general planning advice to the community.

### Environmental compliance

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

### Parks and recreation

This service manages and maintains recreational open space including playgrounds, sportsfields, rockpools, skate facilities, sports courts, public golf courses, town and village centres, dog off-leash areas and gardens and parks including Manly Warringah War Memorial (Manly Dam) and Narrabeen Lagoon State Parks. The service is also responsible for tree management and lifeguard services at beaches and events.

### Economic development, events and engagement

This service supports the vibrancy and success of village and town centres, celebrating all facets of the community with events and festivals and engaging with the community through the provision of information. Visitor information services highlight the Northern Beaches as a tourism destination. Community engagement (online and in-person) supports good governance and effective decision making on a wide range of projects.

### Transport, traffic and active travel

This service manages and maintains the local road network including footpaths, kerbs and gutters, bus shelters, guard rails, bridges, causeways, retaining walls, pedestrian crossings, roundabouts and bike paths. The service also manages Council car parks and parking stations, wharves, boat ramps and tidal pools, road safety programs and the provision of Hop, Skip, Jump community buses.

## B1-2 Components of functions or activities (continued)

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### **Property and facilities**

This service manages Council's portfolio of community and civic buildings, including surf clubs, aquatic centres, library buildings, community centres, art venues, offices, public amenities, holiday accommodation facilities at Sydney Lakeside Holiday Park and Currawong and cemeteries. The service also manages leases/licences of public land including outdoor dining.

### **Customer service**

Providing a friendly and professional service for the management of customer requests and transactions, both in person at Dee Why, Manly and Mona Vale service centres or 24 hours a day, seven days a week for people contacting Council by phone.

### **Governance and assurance services**

This service provides secretariat and high-level administrative functions, claims management, in-house legal and advisory services to Council, sub committees and the Audit, Risk and Improvement Committee. The service is responsible for implementing Council's Governance Framework and internal audit program including management of complaints about staff behaviour and Council processes.

### **Corporate support services**

This service supports the efficient delivery of services to the community by providing financial management, procurement, human resources management, technology and information systems, corporate planning and reporting and project management services to the organisation.

### **Eliminations**

Captures the elimination of inter-entity accounting between Council and its subsidiary Kimbriki, and intra-entity transactions, primarily rates, on Council-owned properties. These transactions are required to be eliminated when preparing consolidated financial reports.

## B2 Sources of income

### B2-1 Rates and annual charges

<b>\$ '000</b>	<b>2024</b>	<b>2023</b>
<b>Ordinary rates</b>		
Residential	155,839	149,905
Farmland	16	16
Business	29,935	29,255
Less: pensioner rebates (mandatory)	(1,611)	(1,692)
Less: pensioner rebates (Council policy)	(132)	(132)
<b>Rates levied to ratepayers</b>	<b>184,047</b>	<b>177,352</b>
Pensioner rate subsidies received	925	948
<b>Total ordinary rates</b>	<b>184,972</b>	<b>178,300</b>
<b>Special rates</b>		
Business	1,466	1,395
<b>Rates levied to ratepayers</b>	<b>1,466</b>	<b>1,395</b>
<b>Total special rates</b>	<b>1,466</b>	<b>1,395</b>
<b>Annual charges (pursuant to s496, 496A, 496B, 501 &amp; 611)</b>		
Domestic waste management services	58,541	53,218
Stormwater management services	2,208	2,208
Section 611 charges	161	169
Less: pensioner rebates (mandatory)	(656)	(637)
Less: pensioner rebates (Council policy)	(604)	(566)
<b>Annual charges levied</b>	<b>59,650</b>	<b>54,392</b>
Pensioner annual charges subsidies received:		
– Domestic waste management	344	337
<b>Total annual charges</b>	<b>59,994</b>	<b>54,729</b>
<b>Total rates and annual charges</b>	<b>246,432</b>	<b>234,424</b>

Council has used the 2022 year valuations as provided by the NSW Valuer General in calculating its rates.

#### **Material accounting policy information**

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

## B2-2 User charges and fees

<b>\$ '000</b>	<b>2024</b>	<b>2023</b>
Aquatic centres	10,402	9,153
Caravan park	7,771	7,358
Cemeteries	1,437	1,071
Child care	14,183	13,605
Community centres	2,451	2,191
Currawong State Park	522	319
Glen Street Theatre	1,515	1,298
Golf course and driving range	3,048	2,451
Kimbriki Waste and Recycling Centre	26,455	24,614
Libraries	125	136
Parking areas	13,880	13,452
Planning and building regulatory	9,815	9,068
Regulatory/statutory fees	955	782
Restoration charges	1,690	1,086
Section 10.7 certificates (EP&A Act)	848	818
Section 603 certificates	462	380
Sportsfields and reserves	1,874	1,651
Other fees	2,498	2,443
<b>Total other user charges and fees</b>	<b>99,931</b>	<b>91,876</b>
<b>Total user charges and fees</b>	<b>99,931</b>	<b>91,876</b>
<b>Timing of revenue recognition for user charges and fees</b>		
User charges and fees recognised over time	41,816	38,800
User charges and fees recognised at a point in time	58,115	53,076
<b>Total user charges and fees</b>	<b>99,931</b>	<b>91,876</b>

### Material accounting policy information

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or, in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged, such as joining fees for the leisure centre, the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are mainly either short-term or low value and all revenue from licences < \$5k are recognised at the time that the licence is granted rather than over the term of the licence.

## B2-3 Other revenues

\$ '000	2024	2023
Advertising income	1,105	1,362
Ex gratia rates	27	25
Fines – parking	6,355	5,636
Fines – other	544	487
Legal fees recovery	471	181
Legal fees recovery – rates and charges (extra charges)	207	259
Licences, consents & deeds	3,528	3,279
Recycling income	627	672
Sales of inventories	1,704	1,286
Other revenues – Kimbriki	4,113	4,287
Other	2,939	2,612
<b>Total other revenue</b>	<b>21,620</b>	<b>20,086</b>
<b>Timing of revenue recognition for other revenue</b>		
Other revenue recognised over time	3,528	3,279
Other revenue recognised at a point in time	18,092	16,807
<b>Total other revenue</b>	<b>21,620</b>	<b>20,086</b>

### Material accounting policy information

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Fines are recognised as revenue when the payment is received.

Other revenue is recorded when the payment is due, the value of the payment is notified or the payment is received, whichever occurs first.

## B2-4 Grants and contributions

<b>\$ '000</b>	<b>Operating 2024</b>	<b>Operating 2023</b>	<b>Capital 2024</b>	<b>Capital 2023</b>
<b>General purpose grants and non-developer contributions (untied)</b>				
<b>General purpose (untied)</b>				
<b>Current year allocation</b>				
Financial assistance – general component	127	1,595	–	–
Financial assistance – local roads component	78	706	–	–
<b>Payment in advance - future year allocation <sup>1</sup></b>				
Financial assistance – general component	5,805	6,725	–	–
Financial assistance – local roads component	2,373	2,716	–	–
<b>Amount recognised as income during current year</b>	<b>8,383</b>	<b>11,742</b>	<b>–</b>	<b>–</b>
<b>Special purpose grants and non-developer contributions (tied)</b>				
<b>Cash contributions</b>				
Bushfire services	1,399	1,351	20	2,219
Child care	3,370	2,803	–	58
Coast and estuaries	–	–	795	1,391
Community services	767	915	180	269
Environmental protection	2,701	2,020	64	11
Library	770	796	65	74
Local Infrastructure Renewal Scheme subsidy	76	172	–	–
Recreation and culture	998	745	3,407	6,039
Street lighting	933	836	–	–
Stronger communities fund	120	1,189	17	22
Storm/flood damage	2,369	2,011	–	–
Transport (other roads and bridges funding)	3,847	6,159	6,194	7,287
Transport (roads to recovery)	–	–	1,418	1,318
Transport for NSW contributions (regional roads, block grant)	796	757	471	560
<b>Total special purpose grants and non-developer contributions – cash</b>	<b>18,146</b>	<b>19,754</b>	<b>12,631</b>	<b>19,248</b>
<b>Non-cash contributions</b>				
Other	–	–	160	3
<b>Total other contributions – non-cash</b>	<b>–</b>	<b>–</b>	<b>160</b>	<b>3</b>
<b>Total special purpose grants and non-developer contributions (tied)</b>	<b>18,146</b>	<b>19,754</b>	<b>12,791</b>	<b>19,251</b>
<b>Total grants and non-developer contributions</b>	<b>26,529</b>	<b>31,496</b>	<b>12,791</b>	<b>19,251</b>
<b>Comprising:</b>				
– Commonwealth funding	10,887	13,780	3,073	4,033
– State funding	14,744	17,040	9,158	13,694
– Other funding	898	676	560	1,524
	<b>26,529</b>	<b>31,496</b>	<b>12,791</b>	<b>19,251</b>

<sup>(1)</sup> The payment in advance received in 2024 represents 85% of the expected 2025 allocation, while the 2023 advance payment was for 100% of the 2024 allocation.

## B2-4 Grants and contributions (continued)

### Developer contributions

\$ '000	Notes	Operating 2024	Operating 2023	Capital 2024	Capital 2023
<b>Developer contributions:</b>					
<b>(s7.4 &amp; s7.11 - EP&amp;A Act, s64 of the LGA):</b>					
<b>Cash contributions</b>					
S 7.11 – contributions towards amenities/services	G3	–	–	5,578	3,405
S 7.4 – contributions using planning agreements		–	–	–	343
S 7.12 – fixed development consent levies		–	–	10,849	10,077
<b>Total developer contributions – cash</b>		<b>–</b>	<b>–</b>	<b>16,427</b>	<b>13,825</b>
<b>Non-cash contributions</b>					
Other developer contributions		–	–	–	841
<b>Total developer contributions non-cash</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>841</b>
<b>Total developer contributions</b>		<b>–</b>	<b>–</b>	<b>16,427</b>	<b>14,666</b>
<b>Total grants and contributions</b>		<b>26,529</b>	<b>31,496</b>	<b>29,218</b>	<b>33,917</b>
<b>Timing of revenue recognition for grants and contributions</b>					
Grants and contributions recognised over time		10,879	12,813	10,742	17,277
Grants and contributions recognised at a point in time		15,650	18,683	18,476	16,640
<b>Total grants and contributions</b>		<b>26,529</b>	<b>31,496</b>	<b>29,218</b>	<b>33,917</b>

## B2-4 Grants and contributions (continued)

### Unspent grants and contributions

Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner or in a future period, but which are not yet spent in accordance with those conditions are as follows:

<b>\$ '000</b>	<b>Operating 2024</b>	<b>Operating 2023</b>	<b>Capital 2024</b>	<b>Capital 2023</b>
Unspent funds at 1 July	<b>15,436</b>	10,204	<b>60,567</b>	55,419
Recognised as income in the current period but not yet spent	<b>513</b>	438	<b>19,012</b>	16,292
Received for the provision of goods and services in a future period	<b>–</b>	7,723	<b>2,294</b>	3,367
Recognised in a previous reporting period now spent	<b>(6,240)</b>	(2,929)	<b>(17,505)</b>	(14,511)
<b>Unspent funds at 30 June</b>	<b>9,709</b>	<b>15,436</b>	<b>64,368</b>	<b>60,567</b>

### Nature of unspent grants and contributions:

	<b>2024</b>	<b>2023</b>
- Bare Creek	1,282	1,344
- Local roads and community infrastructure	-	237
- Manly Dam	1,465	2,169
- McKillop headland boardwalk	1,321	1,446
- Pipeline regional active corridor	3,111	3,348
- Precinct support scheme Frenchs Forest	3,576	3,983
- Regional and local road repair	-	3,273
- South Collaroy foreshore renewal	1,000	1,000
- February 2022 storm essential public asset reconstruction	787	2,207
- Stronger Communities fund	4,806	4,943
- Transport for NSW B-line projects	3,126	3,128
- Warringah Recreation Centre	1,288	1,514
- Other grants	4,929	3,965
<b>Closing balance unspent grants and non-developer contributions - refer to Note C1-3:</b>	<b>26,691</b>	<b>32,557</b>
<b>Closing balance unspent Developer Contributions - refer to Note G3:</b>	<b>47,386</b>	<b>43,446</b>

### Material accounting policy information

#### Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligation is transferred.

The performance obligations vary according to the agreement but include an enforceability clause, details on the specific performance obligations of the transfer of goods or services to an external party through the contract or as part of an agreed work schedule or plan, and refund stipulations if the performance obligations are not met. Payment terms vary depending on the terms of the grant. Cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

## B2-4 Grants and contributions (continued)

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### Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

### Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

### Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised, the income is recognised for any remaining asset value at the time that the asset is received.

## B2-5 Interest and investment income

\$ '000	2024	2023
<b>Interest on financial assets measured at amortised cost</b>		
– Overdue rates and annual charges (incl. special purpose rates)	600	372
– Cash and investments	10,483	6,713
<b>Total interest and investment income (losses)</b>	<b>11,083</b>	<b>7,085</b>

## B2-6 Other income

\$ '000	Notes	2024	2023
<b>Rental income</b>			
<b>Investment properties</b>			
Rental income investment properties		308	233
<b>Total Investment properties</b>		<b>308</b>	<b>233</b>
<b>Other lease income</b>			
Rental income leased Council properties		6,337	5,974
<b>Total other lease income</b>		<b>6,337</b>	<b>5,974</b>
<b>Total rental income</b>	C2-2	<b>6,645</b>	<b>6,207</b>
<b>Fair value increment on investment properties</b>			
Fair value increment on investment properties		245	165
<b>Total fair value increment on investment properties</b>	C1-7	<b>245</b>	<b>165</b>
<b>Fair value increment on investments</b>			
– Movements in investments at fair value through profit and loss (FVTPL)		25	20
<b>Total Fair value increment on investments</b>		<b>25</b>	<b>20</b>
<b>Total other income</b>		<b>6,915</b>	<b>6,392</b>

## B3 Costs of providing services

### B3-1 Employee benefits and on-costs

\$ '000	2024	2023
Salaries and wages <sup>1</sup>	126,452	116,284
Employee termination costs (where material – other than vested leave paid)	751	980
Employee leave entitlements (ELE)	14,905	14,524
Superannuation	15,196	13,557
Workers' compensation	3,722	2,634
Fringe benefit tax (FBT)	871	841
Kimbriki salaries and on-costs	4,756	4,893
<b>Total employee costs</b>	<b>166,653</b>	<b>153,713</b>
Less: capitalised costs	(7,322)	(7,560)
<b>Total employee costs expensed</b>	<b>159,331</b>	<b>146,153</b>

#### Material accounting policy information

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore, Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans - i.e. as an expense when it becomes payable. Refer to Note E3-1 for more information.

(1) A new award commenced in 2024 with a 4.5% increase in pay rates along with an additional award payment of \$1m.

## B3-2 Materials and services

<b>\$ '000</b>	Notes	<b>2024</b>	<b>2023</b>
Agency personnel		2,363	4,051
Audit fees	F2-1	250	238
Bank charges		687	638
Bush regeneration		5,196	5,226
Cleaning		7,500	6,997
Consultancy		376	491
Councillor and Mayoral fees and associated expenses	F1-2	771	802
Election expenses		5	–
Electricity, heating and water		4,974	4,673
Environment and floodplain management		3,958	2,781
Fine processing fees		927	717
Golf course and driving range		1,520	1,426
Insurance		4,677	3,773
IT and communications		13,362	10,433
Kimbriki Waste and Recycling Centre		16,361	15,559
Land use planning		655	636
Legal fees - other		1,845	1,515
Legal fees - planning and development		1,180	863
Lifeguard services		1,632	1,497
Maintenance and servicing		6,268	6,488
Management fees		2,567	2,247
Other contracts		4,572	5,605
Parking		925	712
Performance and events		1,696	1,734
Plant and vehicle		3,033	2,934
Printing, postage and stationery		1,244	1,162
Raw materials and consumables		5,063	4,515
Recreation and sportsfields		8,675	8,428
Roadwork		11,493	14,021
Stormwater		1,092	1,438
Street lighting		2,591	2,711
Training costs		795	781
Tree works		3,683	3,835
Valuation fees		492	471
Waste collection <sup>1</sup>		19,450	18,167
Waste disposal and processing		16,935	15,393
Materials and services - other		4,658	4,315
<b>Total materials and services</b>		<b>163,471</b>	<b>157,273</b>
Less: capitalised costs		–	–
<b>Total materials and services</b>		<b>163,471</b>	<b>157,273</b>

(1) The total amount paid for waste collection inclusive of lease components of the contract in 2024 is \$20.8m (2023 \$19.6m).

### B3-3 Borrowing costs

\$ '000	Notes	2024	2023
<b>(i) Interest bearing liability costs</b>			
Interest on leases		216	251
Interest on loans		649	762
<b>Total interest bearing liability costs</b>		<b>865</b>	<b>1,013</b>
<b>Total interest bearing liability costs expensed</b>		<b>865</b>	<b>1,013</b>
<b>(ii) Other borrowing costs</b>			
Unwinding of discount - asset remediation <sup>1</sup>	C3-5	1,824	1,725
<b>Total other borrowing costs</b>		<b>1,824</b>	<b>1,725</b>
<b>Total borrowing costs expensed</b>		<b>2,689</b>	<b>2,738</b>

(1) 'Unwinding of discount - asset remediation' refers to the increase in the landfill remediation provision each year, to reflect the present value of the estimated future expenditure to remediate the Kimbriki landfill.

### B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2024	2023
<b>Depreciation and amortisation</b>			
– Buildings	C1-6	9,621	8,721
– Roads	C1-6	12,424	11,839
– Stormwater	C1-6	6,206	6,156
– Recreational and other infrastructure	C1-6	7,235	6,167
– Right of use assets	C2-1	1,267	1,299
– Other <sup>1</sup>	C1-6	11,556	11,876
<b>Reinstatement, rehabilitation and restoration assets:</b>			
– Asset remediation <sup>2</sup>	C3-5, C1-6	666	763
<b>Total depreciation, amortisation and impairment of non-financial assets</b>		<b>48,975</b>	<b>46,821</b>

#### Material accounting policy information

##### Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

##### Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

(1) Other refers to non-infrastructure assets including plant & equipment, office equipment, furniture & fittings, depreciable land improvements and library books.

(2) 'Asset remediation' refers to the amortisation of the landfill remediation asset.

### B3-5 Other expenses

<b>\$ '000</b>	<b>Notes</b>	<b>2024</b>	<b>2023</b>
Impairment of receivables	C1-4	187	40
Donations, contributions and assistance to other organisations		2,058	2,839
<b>Contributions/levies to other levels of government:</b>			
- Crown land levy		180	171
- Emergency services levy		9,300	7,785
- Land tax		323	324
- Planning levy		728	703
- Waste levy		9,793	8,903
<b>Total other expenses</b>		<b>22,569</b>	<b>20,765</b>

## B4 Gains or losses

### B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2024	2023
<b>Gain (or loss) on disposal of property (excl. investment property)</b>			
Proceeds from disposal – property		–	55
<b>Gain (or loss) on disposal</b>		<b>–</b>	<b>55</b>
<b>Gain (or loss) on disposal of plant and equipment</b>	C1-6		
Proceeds from disposal – plant and equipment		2,513	2,112
Less: carrying amount of plant and equipment assets sold/written off		(821)	(523)
<b>Gain (or loss) on disposal</b>		<b>1,692</b>	<b>1,589</b>
<b>Gain (or loss) on disposal of infrastructure</b>	C1-6		
Less: carrying amount of infrastructure assets sold/written off		(2,237)	(1,477)
<b>Gain (or loss) on disposal</b>		<b>(2,237)</b>	<b>(1,477)</b>
<b>Gain (or loss) on disposal of investments</b>	C1-2		
Proceeds from disposal/redemptions/maturities – financial assets		269,831	272,227
Less: carrying amount of financial assets sold/redeemed/matured		(269,831)	(272,227)
<b>Gain (or loss) on disposal</b>		<b>–</b>	<b>–</b>
<b>Net gain (or loss) from disposal of assets</b>		<b>(545)</b>	<b>167</b>

## B5 Performance against budget

### B5-1 Material budget variations

Council's original budget was adopted by the Council on 27 June 2023 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

**Material variations of more than 10%** between original budget and actual results or where the variance is considered material by nature are explained below.

**Variation Key:** **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2024 Budget	2024 Actual	2024 ----- Variance -----	
<b>Revenues</b>				
Rates and annual charges	246,480	246,432	(48)	0% <b>U</b>
User charges and fees	96,837	99,931	3,094	3% <b>F</b>
Other revenues	20,788	21,620	832	4% <b>F</b>
Operating grants and contributions	27,462	26,529	(933)	(3)% <b>U</b>
Capital grants and contributions	32,289	29,218	(3,071)	(10)% <b>U</b>
Council budgets conservatively for capital grants and contributions so as to avoid reliance on unsecured funding. Variations to the budget include:				
<ul style="list-style-type: none"> <li>• \$10.1m Section 7.11 and 7.12 developer contributions received</li> <li>• \$1.6m Road resheeting program</li> <li>• (\$5.0m) Frenchs Forest precinct park upgrade</li> <li>• (\$2.7m) Connecting Communities - cycleway and footpaths program</li> <li>• (\$1.6m) Collaroy-Narrabeen coastal protection works</li> <li>• (\$1.4m) Manly Dam boardwalk</li> <li>• (\$1.0m) Pedestrian and cyclist bridge Pittwater Road Queenscliff</li> </ul>				
Interest and investment revenue	6,691	11,083	4,392	66% <b>F</b>
Increased investment Interest returns of \$3.8m due to higher interest rates and investment balances on investments.				
Net gains from disposal of assets	395	–	(395)	(100)% <b>U</b>
Council takes the conservative position not to budget for gains on disposal of assets with the exception of planned plant and equipment sales.				
The variance is principally due to receipts from disposal of plant and equipment \$2.4m offset by cost associated with disposal of infrastructure assets (\$2.2m).				
Other income	6,442	6,915	473	7% <b>F</b>

## B5-1 Material budget variations (continued)

\$ '000	2024 Budget	2024 Actual	2024 ----- Variance -----	
<b>Expenses</b>				
Employee benefits and on-costs	157,090	159,331	(2,241)	(1)% U
Materials and services	173,241	163,471	9,770	6% F
Borrowing costs	2,593	2,689	(96)	(4)% U
Depreciation, amortisation and impairment of non-financial assets	49,646	48,975	671	1% F
Other expenses	22,119	22,569	(450)	(2)% U
Net losses from disposal of assets	—	545	(545)	∞ U

## Statement of cash flows

<b>Cash flows from operating activities</b>	<b>71,648</b>	<b>92,791</b>	<b>21,143</b>	<b>30% F</b>
The favourable performance against budget primarily reflects:				
<ul style="list-style-type: none"> <li>Higher interest received on investments due to higher interest rates and investment balances.</li> <li>Higher grants and contributions income was received than anticipated in the Original Budget, in particular development contributions.</li> <li>Rephasing of the Core Operating System Replacement project.</li> </ul>				
<b>Cash flows from investing activities</b>	<b>(66,938)</b>	<b>(77,136)</b>	<b>(10,198)</b>	<b>15% U</b>
The unfavourable performance against budget primarily reflects:				
<ul style="list-style-type: none"> <li>Payments for IPPE were lower than expected due to rephasing of some major projects to align with revised construction timelines, in particular the Warriewood Community Centre.</li> <li>A higher investment balance due to the reasons noted above.</li> </ul>				
<b>Cash flows from financing activities</b>	<b>(4,554)</b>	<b>(4,719)</b>	<b>(165)</b>	<b>4% U</b>

## C Financial position

### C1 Assets we manage

#### C1-1 Cash and cash equivalents

\$ '000	2024	2023
<b>Cash assets</b>		
Cash on hand and at bank	8,704	2,571
Cash equivalent assets		
– Deposits at call	8,837	4,034
<b>Total cash and cash equivalents</b>	<b>17,541</b>	<b>6,605</b>

#### Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	17,541	6,605
<b>Balance as per the Statement of Cash Flows</b>	<b>17,541</b>	<b>6,605</b>

#### C1-2 Financial investments

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
<b>Financial assets at fair value through the profit and loss</b>				
Mortgage backed securities	–	577	–	678
<b>Total</b>	<b>–</b>	<b>577</b>	<b>–</b>	<b>678</b>
<b>Debt securities at amortised cost</b>				
Term deposits	182,096	–	175,623	–
<b>Total</b>	<b>182,096</b>	<b>–</b>	<b>175,623</b>	<b>–</b>
<b>Total financial investments</b>	<b>182,096</b>	<b>577</b>	<b>175,623</b>	<b>678</b>

#### Material accounting policy information

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

#### Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

#### Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)

Financial assets are not reclassified subsequent to their initial recognition.

#### Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position.

## C1-2 Financial investments (continued)

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Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

### **Financial assets through profit or loss**

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

Council's financial assets measured at fair value through profit or loss comprise investments in a mortgage backed security.

## C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2024	2023	
(a) Externally restricted cash, cash equivalents and investments			
Total cash, cash equivalents and investments	200,214	182,906	
Less: Externally restricted cash, cash equivalents and investments	(61,977)	(53,127)	
Cash, cash equivalents and investments not subject to external restrictions	138,237	129,779	
\$ '000	Notes	2024	2023

### External restrictions

External restrictions included in cash, cash equivalents and investments above comprise:

Developer contributions – general	A	<b>47,386</b>	43,446
Specific purpose unexpended grants	B	<b>573</b>	597
Domestic waste management	C	<b>12,888</b>	8,466
Stormwater management	D	<b>253</b>	161
Balgowlah area improvements	E	<b>301</b>	206
Manly business centre improvements	F	<b>576</b>	251
<b>Total external restrictions</b>		<b>61,977</b>	<b>53,127</b>
<b>External Restrictions</b>			

- A Development contributions which are not yet expended for the provision of services and amenities in accordance with contribution plans (refer Note G3)
- B Grants already recognised as revenue which are not yet expended for the purposes for which the grants were obtained
- C Domestic Waste Management (DWM) cash surplus from operations is held as a restricted asset to fund future capital expenditure, including bin replacements and process improvements to the Domestic Waste collection business
- D Funds received through the stormwater management service charge to be used on stormwater works
- E Funds received through a special rate are set aside to be used on future works in Balgowlah around Sydney Road and Condamine Street
- F Funds received through a special rate are set aside to be used on future works in the Manly Business Centre

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2024	2023
(b) Internal allocations		
<b>Cash, cash equivalents and investments not subject to external restrictions</b>	<b>138,237</b>	<b>129,779</b>
Less: Internally allocated cash, cash equivalents and investments	<b>(88,585)</b>	<b>(90,833)</b>
<b>Unallocated cash, cash equivalents and investments</b>	<b>49,652</b>	<b>38,946</b>

### C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

\$ '000	Notes	2024	2023
<b>Internal allocations</b>			
At 30 June, Council has internally allocated funds to the following:			
Mona Vale Cemetery reserve	A	5,964	7,903
Deposits, retentions and bonds	B	19,527	17,550
Employees leave entitlements	C	7,580	7,111
Environmental levy (former Manly Council)	D	1,179	1,411
Meals on wheels	E	192	216
Special rates variation (former Pittwater Council)	F	227	228
Merger savings fund	G	911	1,315
Tennis liaison trust fund	H	188	171
Manly Art Gallery	I	712	716
Plant and fleet replacement	J	7,593	6,485
Property improvement reserve	K	113	242
Kimbriki landfill remediation	L	18,207	15,418
Stronger Communities fund tied grants	M	5,378	5,251
Other tied grants	M	20,740	26,710
Other	N	74	106
<b>Total internal allocations</b>		<b>88,585</b>	<b>90,833</b>

Internal allocations over cash, cash equivalents and investments are those assets restricted by a resolution of the Council for specific future purposes. Internal allocations are utilised to disclose the purpose of cash balances held by Council including the management of liabilities and long term financial planning for future commitments.

- A Any cash surplus from Mona Vale Cemetery operations is held as a restricted asset to fund future perpetual maintenance.
- B 80% of deposits, retentions and bonds are held as restricted funds.
- C 20% of the employee leave entitlements provision is set aside to fund extraordinary movements of staff.
- D Unexpended funds received through the environmental component of the former Manly's rates are set aside to be used to fund various environmental programs around the Manly area.
- E Any cash surplus from Meals on Wheels operations is held as a restricted asset to fund future expenses.
- F Funds received through a special rates variation are set aside to be used on major capital and infrastructure works, environmental projects, community facility improvements and the replacement of ageing infrastructure in the Pittwater area.
- G Amalgamation savings achieved to 30 June 2018 and set aside to fund various future capital and operational projects.
- H 70% of rental income from Mona Vale, Careel Bay, Elanora Park and Bayview Tennis Clubs is restricted for future capital works and improvements at the tennis clubs.
- I Bequest to Council from Theodore Batten to fund future youth art award programs and artwork acquisitions.
- J Funds set aside for future plant and fleet replacement.
- K Funds set aside to support the delivery of the Property Management Framework for the delivery of community infrastructure, environmental land acquisitions and commercial development.
- L Funds set aside to remediate the Kimbriki tip landfill site.
- M Tied grants relate to any grants received where revenue recognition is deferred until obligations are satisfied. Significant unspent grants in 2024 included Warringah Recreation Centre, Frenchs Forest Precinct Support Scheme, Pipeline Regional Active Corridor projects and Transport for NSW B-Line projects.
- N Other internal allocations:
  - Any cash surplus from the Bible Garden Public Reserve is restricted to fund future maintenance at the site.
  - Funds donated to Manly Art Gallery to be expended on future artworks.
  - Cash set aside as a contribution towards the future replacement of pipeline and ongoing maintenance to the Scotland Island non potable emergency water supply.
  - In accordance with Section 43 (4) of the Roads Act (NSW) 1993, proceeds from the sale of public roads are set aside for the acquisition of land for public roads, and/or carrying out works on public roads.

C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

<b>\$ '000</b>	<b>2024</b>	<b>2023</b>
(c) Unallocated		
<b>Unallocated cash, cash equivalents and investments</b>	<b>49,652</b>	<b>38,946</b>

Unallocated refers to the remaining balance of cash, cash equivalents and investments that are not subject to externally imposed restrictions on their use or internal allocations by resolution of Council for specific future purposes.

## C1-4 Receivables

<b>\$ '000</b>	<b>2024 Current</b>	<b>2024 Non-current</b>	<b>2023 Current</b>	<b>2023 Non-current</b>
Rates and annual charges	8,156	548	7,103	591
Interest and extra charges	830	404	707	421
User charges and fees	4,826	–	4,439	–
Interest on investments	4,376	–	2,451	–
Government grants and subsidies	4,894	–	3,150	–
Other	2,230	–	1,735	–
Net GST receivable	1,610	–	2,062	–
<b>Total</b>	<b>26,922</b>	<b>952</b>	<b>21,647</b>	<b>1,012</b>
<b>Less: provision for impairment</b>				
Rates and annual charges	(139)	–	(126)	–
User charges and fees	(825)	–	(677)	–
<b>Total provision for impairment – receivables</b>	<b>(964)</b>	<b>–</b>	<b>(803)</b>	<b>–</b>
<b>Total net receivables</b>	<b>25,958</b>	<b>952</b>	<b>20,844</b>	<b>1,012</b>

### Material accounting policy information

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

### Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

When considering the ECL for rates and annual charges debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

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## C1-5 Inventories

<b>\$ '000</b>	<b>2024</b>	<b>2024</b>	<b>2023</b>	<b>2023</b>
	<b>Current</b>	<b>Non-current</b>	<b>Current</b>	<b>Non-current</b>
<b>(i) Inventories at cost</b>				
Stores and materials	209	–	247	–
Trading stock	183	–	125	–
<b>Total inventories at cost</b>	<b>392</b>	<b>–</b>	<b>372</b>	<b>–</b>
<b>Total inventories</b>	<b>392</b>	<b>–</b>	<b>372</b>	<b>–</b>

### Material accounting policy information

Stores, materials and trading stock are stated at cost.

## C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2023			Asset movements during the reporting period							At 30 June 2024		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	Adjustments and transfers	Revaluation decrements to equity (ARR) <sup>2</sup>	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000													
Capital work in progress	44,401	–	44,401	42,758	25,766	–	–	(76,849)	–	–	36,076	–	36,076
Plant and equipment	45,331	(24,554)	20,777	4,341	2,455	(822)	(5,717)	–	–	–	47,870	(26,836)	21,034
Office equipment	28,729	(24,077)	4,652	2,097	109	–	(2,130)	–	–	–	11,125	(6,397)	4,728
Furniture and fittings	2,808	(2,207)	601	–	24	–	(162)	–	–	–	942	(479)	463
<b>Land:</b>													
– Operational land	402,817	–	402,817	–	–	–	–	–	–	15,859	418,676	–	418,676
– Community & Crown land	2,083,297	–	2,083,297	–	–	–	–	–	–	26,249	2,109,546	–	2,109,546
– Land under roads (post 30/6/08)	759	–	759	–	–	–	–	–	–	10	769	–	769
Land improvements – depreciable	24,711	(13,812)	10,899	4,694	–	–	(2,479)	15,164	–	–	44,567	(16,289)	28,278
<b>Infrastructure:</b>													
– Buildings	804,502	(223,233)	581,269	5,530	1,444	(10)	(9,621)	–	–	82,244	961,837	(300,981)	660,856
– Roads sealed	608,614	(76,814)	531,800	11,321	442	(352)	(8,254)	–	(29,474)	–	626,266	(120,783)	505,483
– Roads unsealed	2,167	(294)	1,873	–	3	–	(5)	–	(272)	–	1,796	(197)	1,599
– Bridges	17,424	(3,864)	13,560	1,310	5	–	(306)	2,526	–	310	23,651	(6,246)	17,405
– Footpaths	141,969	(14,761)	127,208	1,434	4,572	(353)	(1,920)	–	(25,347)	–	147,977	(42,383)	105,594
– Other road assets (including bulk earthworks)	291,613	(47,420)	244,193	2,118	3,255	(439)	(1,939)	–	–	72,494	471,620	(151,938)	319,682
– Stormwater drainage	1,110,453	(199,503)	910,950	4,645	250	(139)	(6,206)	–	–	46,458	1,171,727	(215,769)	955,958
– Swimming pools	47,311	(8,008)	39,303	544	–	(19)	(349)	–	–	2,004	50,145	(8,662)	41,483
– Other open space/recreational assets	159,465	(18,880)	140,585	1,616	939	(347)	(4,338)	–	–	7,170	169,338	(23,713)	145,625
– Other infrastructure	266,724	(39,181)	227,543	3,566	8,619	(579)	(2,548)	(2,526)	–	11,473	287,986	(42,439)	245,547
<b>Other assets:</b>													
– Library books	20,088	(17,184)	2,904	727	–	–	(1,070)	–	–	–	4,866	(2,305)	2,561
– Other	5,338	(1)	5,337	–	567	–	–	–	–	–	5,906	(1)	5,905
<b>Reinstatement, rehabilitation and restoration assets (refer Note C3-5):</b>													
– Asset remediation	26,093	(7,014)	19,079	–	(2,424)	–	(666)	–	–	–	23,669	(7,680)	15,989
<b>Total infrastructure, property, plant and equipment</b>	<b>6,134,614</b>	<b>(720,807)</b>	<b>5,413,807</b>	<b>86,701</b>	<b>46,026</b>	<b>(3,060)</b>	<b>(47,710)</b>	<b>(61,685)</b>	<b>(55,093)</b>	<b>264,271</b>	<b>6,616,355</b>	<b>(973,098)</b>	<b>5,643,257</b>

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

(2) The devaluation of roads sealed, roads unsealed and footpaths is due to changes in the written down value assessment based on asset conditions. The new assessment methodology better reflects asset deterioration patterns and applies to the 2024 year.

(-) Total capital expenditure was \$73.5m (including \$0.2m in dedicated assets) in 2024 and \$82.9m (including \$0.8m in dedicated assets) in 2023.

continued on next page ...

## C1-6 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2022			Asset movements during the reporting period							At 30 June 2023		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	Adjustments and transfers	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000													
Capital work in progress	43,768	–	43,768	39,729	42,518	–	–	(81,614)	–	–	44,401	–	44,401
Plant and equipment	44,841	(21,376)	23,465	2,376	1,112	(554)	(5,622)	–	–	–	45,331	(24,554)	20,777
Office equipment	25,866	(22,085)	3,781	2,157	714	–	(2,000)	–	–	–	28,729	(24,077)	4,652
Furniture and fittings	2,790	(2,047)	743	–	19	–	(161)	–	–	–	2,808	(2,207)	601
<b>Land:</b>													
– Operational land	401,276	–	401,276	–	–	–	–	–	–	1,541	402,817	–	402,817
– Community & Crown land	2,116,343	–	2,116,343	–	835	–	–	–	(33,881)	–	2,083,297	–	2,083,297
– Land under roads (post 30/6/08)	725	–	725	–	3	–	–	–	–	31	759	–	759
Land improvements – depreciable	24,304	(10,847)	13,457	400	–	(10)	(2,970)	22	–	–	24,711	(13,812)	10,899
<b>Infrastructure:</b>													
– Buildings	735,672	(203,343)	532,329	12,571	10,379	(13)	(8,721)	–	–	34,724	804,502	(223,233)	581,269
– Roads sealed	565,179	(67,182)	497,997	8,523	1,086	(355)	(8,192)	–	–	32,741	608,614	(76,814)	531,800
– Roads unsealed	1,927	(271)	1,656	82	31	–	(5)	–	–	109	2,167	(294)	1,873
– Bridges	14,876	(3,677)	11,199	309	1,508	–	(192)	–	–	736	17,424	(3,864)	13,560
– Footpaths	126,790	(13,357)	113,433	3,247	4,945	(351)	(1,524)	–	–	7,458	141,969	(14,761)	127,208
– Other road assets (including bulk earthworks)	270,156	(43,813)	226,343	2,435	2,895	(435)	(1,926)	–	–	14,881	291,613	(47,420)	244,193
– Stormwater drainage	1,036,493	(181,496)	854,997	3,702	2,244	(44)	(6,156)	–	–	56,207	1,110,453	(199,503)	910,950
– Swimming pools	30,774	(5,828)	24,946	1,077	–	(124)	(298)	–	–	13,702	47,311	(8,008)	39,303
– Other open space/recreational assets	146,131	(21,477)	124,654	2,349	1,986	(131)	(3,737)	39	–	15,425	159,465	(18,880)	140,585
– Other infrastructure	234,302	(36,394)	197,908	5,033	9,490	(26)	(2,132)	(39)	–	17,309	266,724	(39,181)	227,543
<b>Other assets:</b>													
– Library books	19,404	(16,062)	3,342	–	685	–	(1,123)	–	–	–	20,088	(17,184)	2,904
– Other	5,326	(1)	5,325	–	12	–	–	–	–	–	5,338	(1)	5,337
<b>Reinstatement, rehabilitation and restoration assets (refer Note C3-5):</b>													
– Asset remediation	27,063	(6,251)	20,812	–	(970)	–	(763)	–	–	–	26,093	(7,014)	19,079
<b>Total infrastructure, property, plant and equipment</b>	<b>5,874,006</b>	<b>(655,507)</b>	<b>5,218,499</b>	<b>83,990</b>	<b>79,492</b>	<b>(2,043)</b>	<b>(45,522)</b>	<b>(81,592)</b>	<b>(33,881)</b>	<b>194,864</b>	<b>6,134,614</b>	<b>(720,807)</b>	<b>5,413,807</b>

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

continued on next page ...

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## C1-6 Infrastructure, property, plant and equipment (continued)

### Material accounting policy information

#### Initial recognition of infrastructure, property, plant and equipment (IPPE)

Infrastructure, property, plant and equipment (IPPE) is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

IPPE are held at fair value.

Non-specialised assets with short useful lives are measured at depreciated historical cost as an approximation of fair value. Council has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

For all asset classes, Council assesses at each reporting date whether there is any indication that a revalued asset's carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date. If any such indication exists, Council determines the asset's fair value and revalues the asset to that amount. Full revaluations are undertaken at least every 5 years.

Increases in the carrying amounts arising on revaluation are credited to the revaluation surplus. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against the revaluation surplus directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

When infrastructure, property, plant and equipment are acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Individually insignificant assets may be aggregated when they form part of a network or group asset. Such assets include computer equipment, furniture and fittings, library books and artworks.

#### Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

<b>Plant and equipment</b>	<b>Years</b>	<b>Open space / recreational</b>	<b>Years</b>
Office equipment	3 to 5	Playground	15 to 35
Furniture and fittings	5 to 10	Sportsground	35 to 250
Passenger vehicles	5	Wharves	55
Heavy plant/road making equipment	7 to 10	Boardwalks	60 to 85
Other plant and equipment	5 to 20	Rockpools	60 to 165
<b>Transportation assets</b>		<b>Buildings</b>	
Sealed roads: surface	20 - 40	Buildings - structure	70 to 150
Sealed roads: structure	40 - 350	Buildings - other	20 to 70
Bridge: concrete	50 to 75		
Bridge: other	20 to 40	<b>Stormwater Drainage</b>	
Footpaths	110 to 126	Pipes	150 to 200
Kerb and gutter	279	Pits	70 to 150
Retaining walls	50 to 350		
		<b>Other Assets</b>	
		Library books	3 to 5
		Artworks	indefinite

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

C1-6 Infrastructure, property, plant and equipment (continued)

Capitalisation Thresholds

All items of infrastructure, property, plant and equipment are capitalised with the exception where the cost of acquisition is as follows:

Office Furniture	< \$5,000
Office Equipment	< \$5,000
Other Plant and Equipment	< \$5,000

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Where the Crown reserves are under a lease arrangement they are accounted for under AASB 16 *Leases*, refer to Note C2-1.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Rural Fire Service assets

Under Section 119 of the *Rural Fire Services Act 1997 (NSW)*, "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed".

Council has assessed that it does not control any Rural Fire Services plant and equipment. As a result, these assets and any associated depreciation expenses and non-cash contribution income are not included within these financial statements.

## C1-7 Investment properties

### Owned investment property

<b>\$ '000</b>	<b>2024</b>	<b>2023</b>
<b>At fair value</b>		
Opening balance at 1 July	<b>6,320</b>	6,155
Net gain from fair value adjustments	<b>245</b>	165
<b>Closing balance at 30 June</b>	<b>6,565</b>	6,320

### Material accounting policy information

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council.

## C2 Leasing activities

### C2-1 Council as a lessee

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Council has leases over a range of assets including land and buildings, vehicles, machinery and IT equipment. Information relating to the right of use asset leases currently in place and associated balances and transactions is provided below.

#### Buildings

Council leases a building in Dee Why for the purpose of providing long day care. The lease expires in 2032.

The building lease contains an annual pricing mechanism based on an annual fixed rate increase.

#### Plant and equipment

Council's waste collection service is under a lease with an external party. The lease is for 10 years starting on the 1st July 2019 and contains the dedicated use of specific vehicles allocated to the collection service. These vehicles comprise 40 large Dennis Eagle trucks and 4 smaller Hino hybrid trucks for difficult access areas. Council determines the customisation of these vehicles, and receives all the economic benefit of these trucks being in operation. The specific nature of the vehicles renders the lessor limited in their ability to substitute these vehicles.

The lease is a combination of fixed and variable fees. The variable fees are dependent on the number of bins collected for garbage, recycling and vegetation. The bulky goods clean up fees, offshore and isolated communities waste collection, and the on-line booking fee are all fixed fees per annum. The actual right of use asset comprises the 44 trucks listed above, and the stand alone value of these trucks has been calculated using readily available data.

For the URM contract, the variable lease payments are adjusted for CPI. However the actual lease liability which only relates to the waste collection trucks is not affected by this due to the fact that Council calculated the value of these assets as stand alone items.

Council's subsidiary Kimbriki Environmental Enterprises holds a lease for a Solar PV System. The lease commenced in July 2019 and has a duration of 10 years. The panels are installed at the Kimbriki site at 1 Kimbriki Road, Ingleside, and are expected to have a useful life of 20 years.

#### Extension options

Council includes an option in the building lease to provide flexibility and certainty to Council operations and reduce costs of moving premises; and the extension option is at Council's discretion.

At commencement date and each subsequent reporting date, Council assesses where it is reasonably certain that the extension option will be exercised.

## C2-1 Council as a lessee (continued)

### (a) Right of use assets

\$ '000	Plant & Equipment	Buildings	Office and IT Equipment	Total
<b>2024</b>				
Opening balance at 1 July	7,323	488	–	7,811
Depreciation charge	(1,213)	(54)	–	(1,267)
<b>Balance at 30 June</b>	<b>6,110</b>	<b>434</b>	<b>–</b>	<b>6,544</b>
<b>2023</b>				
Opening balance at 1 July	8,540	542	28	9,110
Depreciation charge	(1,217)	(54)	(28)	(1,299)
<b>Balance at 30 June</b>	<b>7,323</b>	<b>488</b>	<b>–</b>	<b>7,811</b>

### (b) Lease liabilities

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Lease liabilities	1,279	5,717	1,241	6,996
<b>Total lease liabilities</b>	<b>1,279</b>	<b>5,717</b>	<b>1,241</b>	<b>6,996</b>

### (c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
<b>2024</b>					
Cash flows	1,457	5,846	1,588	8,891	6,996
<b>2023</b>					
Cash flows	1,457	5,849	1,598	8,904	8,237

### (d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2024	2023
Interest on lease liabilities	216	251
Variable lease payments based on usage not included in the measurement of lease liabilities	18,671	17,270
Depreciation of right of use assets	1,267	1,299
Expenses relating to leases of low-value assets	294	273
	<b>20,448</b>	<b>19,093</b>

## C2-1 Council as a lessee (continued)

### (e) Statement of Cash Flows

\$ '000	2024	2023
Total cash outflow for leases	(1,457)	(1,489)
	<b>(1,457)</b>	<b>(1,489)</b>

### (f) Leases at significantly below market value – concessionary / peppercorn leases

Council has a number of leases at significantly below market for land and buildings which are used for:

i) Council as lessee:

- Beacon Hill playing fields
- Warringah Mall library

ii) Council as lessor:

- Surf Life Saving Clubs
- Transport for NSW B-Line Car Parks
- NSW Rural Fire Services
- The Scout Association of Australia
- Sports Clubs
- Commonwealth of Australia
- Marine Rescue NSW
- Police Citizens Youth Clubs NSW
- The Uniting Church in Australia Property Trust

The leases are generally between 10 and 20 years and require payments of a maximum amount of \$100 per annum. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide and these services are detailed in the leases.

Council does not believe that any of the leases in place are individually material from a statement of financial position or performance perspective.

### Material accounting policy information

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

### Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

## C2-2 Council as a lessor

### Operating leases

Council leases out a number of properties and plant and equipment to community groups; these leases have been classified as operating leases for financial reporting purposes and the assets are included in the statement of financial position as:

- Investment Property - where the asset is held predominantly for rental or capital growth purposes (refer note C1-7).
- Property, Plant and Equipment - where the rental is incidental, or the asset is held to meet Councils service delivery objectives (refer note C1-6).

\$ '000	2024	2023
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#### (i) Assets held as investment property

Investment property operating leases relate to three buildings owned for purposes of earning investment income.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below:

Lease income (excluding variable lease payments not dependent on an index or rate)	308	233
Direct operating expenses from property that generated rental income	(51)	(50)
Direct operating expenses from property that did not generate rental income	—	—
<b>Total income relating to operating leases for investment property assets</b>	<b>257</b>	<b>183</b>

#### (ii) Assets held as property, plant and equipment

Council provides operating leases on Council buildings mainly for the purpose of road reserves and community buildings.

Lease income (excluding variable lease payments not dependent on an index or rate)	6,337	5,974
<b>Total income relating to operating leases for Council assets</b>	<b>6,337</b>	<b>5,974</b>

#### Amount of IPPE leased out by Council under operating leases

Buildings	250,012	214,749
Community & Crown Land	8,174	8,072
Operational land	920	874
<b>Total amount of IPPE leased out by Council under operating leases</b>	<b>259,106</b>	<b>223,695</b>

#### (iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	5,272	4,694
1–2 years	3,270	3,001
2–3 years	2,722	2,407
3–4 years	2,468	2,024
4–5 years	2,095	1,911
> 5 years	18,920	20,615
<b>Total undiscounted lease payments to be received</b>	<b>34,747</b>	<b>34,652</b>

## C3 Liabilities of Council

### C3-1 Payables

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
<b>Payables</b>				
Goods and services	7,644	—	6,324	—
Accrued expenses:				
– Borrowings	31	—	90	—
– Salaries and wages	7,279	—	5,596	—
– Other expenditure accruals	13,750	—	11,099	—
Security bonds, deposits and retentions	24,409	—	22,133	—
Government departments and agencies	28	—	28	—
Prepaid rates	2,282	—	2,254	—
Other	184	50	282	100
<b>Total payables</b>	<b>55,607</b>	<b>50</b>	<b>47,806</b>	<b>100</b>
<b>Total payables</b>	<b>55,607</b>	<b>50</b>	<b>47,806</b>	<b>100</b>

#### Current payables not anticipated to be settled within the next twelve months

\$ '000	2024	2023
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	17,436	13,356
<b>Total payables</b>	<b>17,436</b>	<b>13,356</b>

#### Material accounting policy information

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

## C3-2 Contract Liabilities

\$ '000	Notes	2024 Current	2024 Non-current	2023 Current	2023 Non-current
<b>Grants and contributions received in advance:</b>					
Unexpended capital grants (to construct Council controlled assets)	(i)	11,416	4,994	13,864	2,950
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	4,077	5,059	9,550	5,289
<b>Total grants received in advance</b>		<b>15,493</b>	<b>10,053</b>	<b>23,414</b>	<b>8,239</b>
Deposits received in advance of services provided		4,609	—	4,205	—
<b>Total user fees and charges received in advance</b>		<b>4,609</b>	<b>—</b>	<b>4,205</b>	<b>—</b>
<b>Total contract liabilities</b>		<b>20,102</b>	<b>10,053</b>	<b>27,619</b>	<b>8,239</b>

### Notes

(i) Council has received funding to construct assets including sporting facilities, bridges, libraries and other infrastructure. The funds received are under an enforceable contract which requires Council to construct an identified asset that will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

### Revenue recognised (during the financial year) from opening contract liability balances

\$ '000	2024	2023
<b>Grants and contributions received in advance:</b>		
Capital grants (to construct Council controlled assets)	2,698	5,401
Operating grants (received prior to performance obligation being satisfied)	5,702	2,522
<b>User fees and charges received in advance:</b>		
Deposits received in advance of services provided (e.g. caravan park fees, hire fees)	4,206	3,359
<b>Total revenue recognised that was included in the contract liability balance at the beginning of the period</b>	<b>12,606</b>	<b>11,282</b>

### Significant changes in contract liabilities

The contract liabilities have decreased from \$35.9m in 22/23 to \$30.2m in 23/24 primarily due to the expenditure of several large grants including the Manly Dam Reserve Trail and Boardwalk funds of \$600k, the Regional and Local Road Repair funds of \$3.3m and Essential Public Asset Storm funds of \$1.4m. The decrease in the contract liabilities was offset by the receipt of several significant grants relating to the construction of Council controlled assets. This included the Manly Life Saving Club funds of \$818k and the Scotland Island Road and Drainage Network funding of \$800k.

### Material accounting policy information

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer. Council presents the funds which exceed revenue recognised as a contract liability.

### C3-3 Borrowings

	2024	2024	2023	2023
\$ '000	Current	Non-current	Current	Non-current
Loans – secured	2,178	6,984	3,340	9,185
<b>Total borrowings</b>	<b>2,178</b>	<b>6,984</b>	<b>3,340</b>	<b>9,185</b>

#### (a) Changes in liabilities arising from financing activities

	2023	Non-cash movements				2024
\$ '000	Opening Balance	Cash flows	Acquisition	Fair value changes	Other non-cash movement	Closing balance
Loans – secured	12,526	(3,364)	–	–	–	9,162
Lease liabilities (Note C2-1b)	8,237	(1,241)	–	–	–	6,996
<b>Total liabilities from financing activities</b>	<b>20,763</b>	<b>(4,605)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>16,158</b>

	2022	Non-cash movements				2023
\$ '000	Opening Balance	Cash flows	Acquisition	Fair value changes	Other non-cash movement	Closing balance
Loans – secured	17,308	(4,782)	–	–	–	12,526
Lease liabilities (Note C2-1b)	9,475	(1,238)	–	–	–	8,237
<b>Total liabilities from financing activities</b>	<b>26,783</b>	<b>(6,020)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>20,763</b>

#### (b) Financing arrangements

\$ '000	2024	2023
<b>Total facilities</b>		
Total financing facilities available to Council at the reporting date are:		
Bank overdraft facilities <sup>1</sup>	5,500	5,500
Credit cards/purchase cards	150	150
<b>Total financing arrangements</b>	<b>5,650</b>	<b>5,650</b>

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

#### Drawn facilities

Financing facilities drawn down at the reporting date are:

– Credit cards/purchase cards	25	35
<b>Total drawn financing arrangements</b>	<b>25</b>	<b>35</b>

#### Undrawn facilities

Undrawn financing facilities available to Council at the reporting date are:

– Bank overdraft facilities	5,500	5,500
– Credit cards/purchase cards	125	115
<b>Total undrawn financing arrangements</b>	<b>5,625</b>	<b>5,615</b>

#### Additional financing arrangements information

##### Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of the loans.

##### Security over loans

Loans are secured over the income of Council. Lease liabilities are secured by the underlying leased assets.

### C3-4 Employee benefit provisions

	2024	2024	2023	2023
\$ '000	Current	Non-current	Current	Non-current
Annual leave	12,455	–	11,857	–
Sick leave	222	–	237	–
Long service leave	22,915	2,001	22,346	1,843
Gratuities	8	–	8	–
Other leave	301	–	306	–
<b>Total employee benefit provisions</b>	<b>35,901</b>	<b>2,001</b>	<b>34,754</b>	<b>1,843</b>

#### Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2024	2023
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits <sup>1</sup>	20,225	20,284
	<b>20,225</b>	<b>20,284</b>

(1) Primarily relates to long service leave.

#### Material accounting policy information

##### Long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

### C3-5 Provisions

\$ '000	2024 Current	2024 Non-Current	2023 Current	2023 Non-Current
<b>Other provisions</b>				
Self insurance – workers compensation	1,193	4,555	1,060	3,615
<b>Sub-total – other provisions</b>	<b>1,193</b>	<b>4,555</b>	<b>1,060</b>	<b>3,615</b>
<b>Asset remediation/restoration:</b>				
Asset remediation/restoration (future works)	–	40,878	–	41,479
<b>Sub-total – asset remediation/restoration</b>	<b>–</b>	<b>40,878</b>	<b>–</b>	<b>41,479</b>
<b>Total provisions</b>	<b>1,193</b>	<b>45,433</b>	<b>1,060</b>	<b>45,094</b>

### Description of and movements in provisions

\$ '000	Other provisions		
	Self insurance	Asset remedi- ation	Total
<b>2024</b>			
At beginning of year	4,675	41,479	46,154
Unwinding of discount - asset remediation	–	1,824	1,824
Additional provisions	2,836	–	2,836
Amounts used (payments)	(1,763)	–	(1,763)
Remeasurement effects	–	(2,425)	(2,425)
<b>Total other provisions at end of year</b>	<b>5,748</b>	<b>40,878</b>	<b>46,626</b>
<b>2023</b>			
At beginning of year	3,440	40,723	44,163
Unwinding of discount - asset remediation	–	1,725	1,725
Additional provisions	1,939	–	1,939
Amounts used (payments)	(704)	–	(704)
Remeasurement effects	–	(969)	(969)
<b>Total other provisions at end of year</b>	<b>4,675</b>	<b>41,479</b>	<b>46,154</b>

### Nature and purpose of provisions

#### Asset remediation

Asset Remediation Provisions represent the present value estimate of future costs Council will incur in order to remove, restore and remediate assets and/or activities as a result of past operations. Council is required by law to restore the present tip site at Kimbriki to passive open space at the end of its useful life. An Evaluation of Costs for Landfill Closure and Post Closure Management was prepared by Mockinya Consulting in June 2020 and has been subsequently reviewed in June 2024 to allow for the necessary updates. The projected cost of this restoration is \$141.7 million based on the latest updates to the 2020 Landfill Closure and Post Closure Management Evaluation of Costs Report. The RBA long term government bond rate applicable to the discount period has been used to estimate the present value of the remediation provision. Costs have been escalated at an inflation rate of 2.78% and the provision has been discounted to its present value at 4.67% per annum.

#### Self-insurance

Self Insurance Provisions represent both:

- (i) Claims incurred but not reported; and
- (ii) Claims reported and estimated as a result of Council being a self insurer for Workers Compensation Claims.

Public Liability and Professional Indemnity claims are expensed as they meet the recognition criteria set out in AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

Specific uncertainties relating to the final costs and the assumptions made in determining provisions for Self Insurance include:

- Claims Escalation of 3.870% - 4.500% per annum and Bond Yields of 3.846% - 4.989% per annum over a 12 year period;
- All monetary amounts for past Workers Compensation Claims were indexed to bring them to "standardised" values at June 2024;
- Workers Compensation Claim payments projected into the future by the adopted actuarial model are in standardised values as at June 2024.

### C3-5 Provisions (continued)

The last actuarial assessment of Workers Compensation claims was undertaken in July 2024 for the 30 June 2024 provision balance, and was performed by David A Zaman Pty Ltd, Director David Zaman, BSc, FIA, FIAA, MBA.

#### Material accounting policy information

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

#### Asset remediation – tips

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Council also capitalises the costs of remediation as part of the landfill assets at the date the council becomes obligated to incur them under the Cost Model method - refer Note C1-6. Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

The ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

#### Self-insurance

Council has decided to self-insure for workers compensation for claims up to \$750,000. Claims above \$750,000 are covered by an external insurance provider. A provision for self-insurance has been made to recognise outstanding claims. Council also maintains a bank guarantee to the value of \$5,042,000; - refer to Note E3-1 (1.iii).

## C4 Reserves

### C4-1 Nature and purpose of reserves

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#### **Infrastructure, property, plant and equipment revaluation surplus**

The infrastructure, property, plant and equipment (IPPE) revaluation surplus is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

## D Council structure

### D1 Interests in other entities

#### D1-1 Subsidiaries

Council's consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries in accordance with AASB 10 Consolidated Financial Statements and the accounting policy described below.

Name of Operation/Entity	Principal place of business			
<b>Kimbriki Environmental Enterprises Pty Limited</b>	Kimbriki Road, Ingleside, NSW			

Interests in Subsidiary	Ownership 2024	Ownership 2023	Voting rights 2024	Voting rights 2023
Council's interest in Subsidiary	<b>96.16%</b>	96.16%	<b>96.16%</b>	96.16%

#### The nature and extent of significant restrictions relating to the Subsidiary

Council is the majority shareholder in Kimbriki Environmental Enterprises Pty Limited (Company). The Company commenced operating its waste and recycling business on 1 July 2009 with a lease over the Council owned site for a period of 25 years. The one minority shareholder in the Company is Mosman Council.

The Shareholder Agreement requires that a Super Majority Consent of Shareholders (majority shareholder plus one other shareholder) be required for the following decisions:

- Any decision of the company to require the Councils to subscribe for further Shares to fund the continuing operation of the Company.
- Any decision of the shareholders in relation to any of the following matters:
  - Any lease of the Kimbriki Facility from Northern Beaches Council;
  - Any call offer in favour of Northern Beaches Council to purchase the Kimbriki Residential Properties (assuming the Company acquires them); and
  - Any Collection Contract between the Company and Northern Beaches Council

Further, an Extraordinary Majority Consent of Shareholders (majority shareholder plus two other shareholders) is required for any decision relating to:

- Constitution amendment: any amendment to the constitution documents of the Company;
- Liquidation: the liquidation of winding up of the Company;
- Capital reorganisation: any reorganisation, reclassification, reconstruction, consolidation or subdivision of the capital of the Company, including any buyback or redemption of Shares, or the creation of any different class of marketable securities in the capital of the Company;
- Significant investments: any agreement by the Company to purchase any asset, make any investment or otherwise commit to a project with a value in a single case, or any number of cases with the same vendor or other contracting party (or person associated with them) in any year with an aggregate value exceeding \$2,500,000;
- Bonus issue: the issue of any bonus shares in the capital of the Company; and
- Share offers: any issue of marketable securities in the capital of the Company, except where this agreement expressly permits otherwise.

Northern Beaches Council now holds the shares of the former Manly, Pittwater and Warringah Councils and for the purposes of the Shareholder Agreement is taken to hold the position of majority shareholder and two other shareholders.

## D1-1 Subsidiaries (continued)

### Summarised financial information for the Subsidiary

\$ '000	2024	2023
<b>Summarised statement of comprehensive income</b>		
Revenue	45,132	42,717
Expenses	(40,146)	(38,569)
<b>Profit for the period</b>	<b>4,986</b>	<b>4,148</b>
<b>Total comprehensive income</b>	<b>4,986</b>	<b>4,148</b>
Non-controlling interest share	191	159
Dividends paid to non-controlling interests	115	58
<b>Summarised statement of financial position</b>		
Current assets	28,210	27,305
Non-current assets	42,403	40,768
<b>Total assets</b>	<b>70,613</b>	<b>68,073</b>
Current liabilities	5,898	7,136
Non-current liabilities	26,138	24,341
<b>Total liabilities</b>	<b>32,036</b>	<b>31,477</b>
<b>Net assets</b>	<b>38,577</b>	<b>36,596</b>
Non-controlling interest share	1,481	1,405
<b>Summarised statement of cash flows</b>		
Cash flows from operating activities	10,264	9,636
Cash flows from investing activities	(6,387)	(12,865)
Cash flows from financing activities	(3,689)	(2,158)
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>188</b>	<b>(5,387)</b>

## E Risks and accounting uncertainties

### E1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including (1) credit risk, (2) liquidity risk and (3) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

The risks associated with the instruments held are:

- **Market risk** – interest rate risk - the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from independent advisers before placing any funds in cash equivalents and investments.

#### (a) Market risk – interest rate and price risk

\$ '000	2024	2023
The impact on the result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	1,996	1,822
Impact of a 10% movement in price of investments		
– Equity / Income Statement	58	68

## E1-1 Risks relating to financial instruments held (continued)

### (b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk. The level of outstanding receivables is reported to Council quarterly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required, and carries out credit checks on material non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

#### Credit risk profile

##### Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	overdue rates and annual charges < 5 years	≥ 5 years	Total
<b>2024</b>				
Gross carrying amount	–	7,172	1,532	8,704
<b>2023</b>				
Gross carrying amount	–	6,132	1,562	7,694

##### Receivables - non-rates and annual charges

Council applies the simplified approach for 'non-rates and annual charges' debtors to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, 'non-rates and annual charges' debtors have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue <sup>1</sup>	Overdue debts				Total
		0 - 30 days <sup>1</sup>	31 - 60 days	61 - 90 days <sup>1</sup>	> 91 days	
<b>2024</b>						
Gross carrying amount	16,016	1,368	212	11	1,563	19,170
Expected loss rate (%)	0.32%	1.54%	15.09%	81.82%	45.49%	4.30%
ECL provision	52	21	32	9	711	825
<b>2023</b>						
Gross carrying amount	12,463	390	513	110	1,489	14,965
Expected loss rate (%)	0.54%	8.46%	6.63%	46.36%	33.04%	4.53%
ECL provision	67	33	34	51	492	677

(1) Accrued income of \$2.4m in the 2023 year has been reclassified

## E1-1 Risks relating to financial instruments held (continued)

### (c) Liquidity risk

Payables, lease liabilities and borrowings are subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extraordinary circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(c) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in: 1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
<b>2024</b>							
Payables	0.00%	24,409	31,198	50	–	55,657	55,657
Borrowings	5.66%	–	2,646	5,095	3,619	11,360	9,162
<b>Total financial liabilities</b>		<b>24,409</b>	<b>33,844</b>	<b>5,145</b>	<b>3,619</b>	<b>67,017</b>	<b>64,819</b>
<b>2023</b>							
Payables	0.00%	22,133	25,673	100	–	47,906	47,906
Borrowings	5.91%	–	3,873	6,740	4,076	14,689	12,525
<b>Total financial liabilities</b>		<b>22,133</b>	<b>29,546</b>	<b>6,840</b>	<b>4,076</b>	<b>62,595</b>	<b>60,431</b>

### Loan agreement breaches

There were no breaches to loan agreements during the reporting year.

## E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- infrastructure, property, plant and equipment
- investment property
- financial assets and liabilities

During the reporting period Council will measure non-current assets classified as held for sale at fair value on a non-recurring basis if their carrying amount is higher than their fair value and therefore the assets need to be written down to fair value. They are measured at the lower of their carrying amount and fair value less costs to sell. During the current reporting period, there were no assets measured at fair value on a non-recurring basis.

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes. AASB 13 *Fair Value Measurement* requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

**Level 1:** Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

**Level 2:** Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

**Level 3:** Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

		Fair value measurement hierarchy					
\$ '000	Notes	Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2024	2023	2024	2023	2024	2023
<b>Recurring fair value measurements</b>							
<b>Financial assets</b>							
At fair value through profit or loss	C1-2	577	678	—	—	577	678
<b>Total financial assets</b>		<b>577</b>	<b>678</b>	<b>—</b>	<b>—</b>	<b>577</b>	<b>678</b>
<b>Investment property</b>							
Commercial Office and Retail	C1-7	6,565	6,320	—	—	6,565	6,320
<b>Total investment property</b>		<b>6,565</b>	<b>6,320</b>	<b>—</b>	<b>—</b>	<b>6,565</b>	<b>6,320</b>
<b>Infrastructure, property, plant and equipment</b>							
Operational Land	C1-6	418,676	402,817	—	—	418,676	402,817
Community & Crown Land		—	—	2,109,546	2,083,297	2,109,546	2,083,297
Land Under Roads		—	—	769	759	769	759
Buildings		—	—	660,856	581,269	660,856	581,269
Roads Sealed		—	—	505,483	531,800	505,483	531,800
Roads Unsealed		—	—	1,599	1,873	1,599	1,873
Other Road Assets		—	—	319,682	244,193	319,682	244,193
Bridges		—	—	17,405	13,560	17,405	13,560
Footpaths		—	—	105,594	127,208	105,594	127,208
Drainage Infrastructure		—	—	955,958	910,950	955,958	910,950
Swimming Pools		—	—	41,483	39,303	41,483	39,303
Other Open Space/Recreational Assets		—	—	145,625	140,585	145,625	140,585
Other Infrastructure		—	—	245,547	227,543	245,547	227,543
Remediation asset		—	—	15,989	19,079	15,989	19,079
<b>Total infrastructure, property, plant and equipment <sup>1</sup></b>		<b>418,676</b>	<b>402,817</b>	<b>5,125,536</b>	<b>4,921,419</b>	<b>5,544,212</b>	<b>5,324,236</b>

(1) Capital WIP and other IPPE assets not included above are carried at cost.

## E2-1 Fair value measurement (continued)

### Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

#### Level 2 measurements

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 2 asset class fair values.

\$ '000	Fair value (30/6/24)	Valuation technique/s	Observable inputs
Investments - at fair value through profit or loss	577	Indicative market valuation advice from an independent external investment advisor	Weighted average life of the security, any current trading activity, information on credit quality, relevant economic and market information and information received from the Trustee in relation to these securities
Investment properties	6,565	Direct market comparison approach by independent qualified expert	Price per square metre, direct comparison to sales evidence, zoning, location, land area and configuration, planning controls
Operational Land	418,676	Direct market comparison approach by independent qualified expert	Price per square metre, direct comparison to sales evidence, zoning, location, land area and configuration, planning controls

## E2-1 Fair value measurement (continued)

### Fair value measurements using significant unobservable inputs (level 3)

#### b. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

<i>\$ '000</i>	<i>Fair value 2024</i>	<i>Valuation technique/s</i>	<i>Unobservable inputs <sup>1</sup></i>
<b>Infrastructure, property, plant and equipment</b>			
Community Land and Crown Land	2,109,546	Land values obtained from the NSW Valuer-General with internal assessment for reasonableness of VG value with adjustments where required.	VG value (price per square metre)
Land Under Roads	769	Average municipal rate, determined by the NSW Valuer-General, after applying 90% discount to reflect restricted nature of asset	VG value (price per square metre)
Buildings	660,856	Replacement cost used to approximate fair value	Asset condition and remaining useful life
Roads Sealed	505,483	Unit rates per m2 and length	Asset condition and remaining useful life
Roads Unsealed	1,599	Unit rates per m2 and length	Asset condition and remaining useful life
Roads Other Assets	319,682	Unit rates per m2 and length	Asset condition and remaining useful life
Bridges	17,405	Replacement cost used to approximate fair value	Asset condition and remaining useful life
Footpaths	105,594	Unit rates per m2 and length	Asset condition and remaining useful life
Drainage Infrastructure	955,958	Unit rates per m2 and length	Asset condition and remaining useful life
Swimming Pools	41,483	Replacement cost used to approximate fair value	Asset condition and remaining useful life
Other Open Space/Recreational Assets	145,625	Replacement cost used to approximate fair value	Asset condition and remaining useful life
Other Infrastructure	245,547	Replacement cost used to approximate fair value	Asset condition and remaining useful life
Asset Remediation	15,989	Cost model applied using Landfill Closure and Post Closure Report and Cost Estimate prepared by independent expert	Remaining life of site, pattern of consumption and potential latent conditions

(1) Unobservable inputs are inputs used in fair value accounting for which there is no market information available, which instead use the best information available for pricing assets or liabilities.

## E2-1 Fair value measurement (continued)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	<i>Total IPP&amp;E</i>	
	<i>2024</i>	<i>2023</i>
<b>Opening balance</b>	<b>4,921,419</b>	4,723,342
<b>Total gains or losses for the period</b>		
Recognised in profit or loss – realised (refer to Note B4-1)	(2,237)	(1,477)
<b>Other movements</b>		
Purchases	49,189	73,758
Depreciation and impairment	(36,154)	(33,647)
Revaluations	193,319	159,443
<b>Closing balance</b>	<b>5,125,536</b>	4,921,419

## E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

### LIABILITIES NOT RECOGNISED

#### 1. Guarantees

##### (i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a "multi-employer fund" for purposes of AASB 119 *Employee Benefits*. Sufficient information is not available to account for the Scheme as a defined benefit plan in accordance with AASB 119 because the assets to the Scheme are pooled together for all Councils. Further information is provided under d) below.

##### a) **Description of the funding arrangements, including the method used to determine Council's rate of contributions and any minimum funding requirements.**

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund. The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates are 1.9 times employee contributions.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0m per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June 2023. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities. The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

##### b) **Description of the extent to which Council can be liable to the plan for other entities' obligations under the terms and conditions of the multi-employer plan.**

Each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

##### c) **Description of any agreed allocation of a deficit or surplus on:**

- i) Wind-up of the plan  
There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.
- ii) Council's withdrawal from the plan  
There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

##### d) **Additional information under paragraph 34 of AASB 119**

- i) The plan is a defined benefit plan
- ii) The reasons why sufficient information is not available to enable the Council to account for the plan as a defined benefit plan is as follows:
  1. Assets are not segregated within the sub-group according to the employees of each sponsoring employer;
  2. The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer;
  3. Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer; and
  4. The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the aforementioned factors, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses (to the extent that they are not borne by members). As such we do not believe that there is sufficient reliable information to allow each sponsoring employer to account for its proportionate share of the defined benefit obligation, sub-group assets and costs associated with the sub-group in the same way as it would for a single employer sponsored defined benefit plan.

## E3-1 Contingencies (continued)

- iii) The expected contribution for the next annual reporting period is \$563,319.
- iv) Information about any deficit or surplus in the plan that may affect the amount of future contributions, including the basis used to determine that deficit or surplus and the implications, if any, for the entity.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2024 is:

Employer reserves only*	\$millions	Asset Coverage
Assets	2,237.5	
Past Service Liabilities	2,141.9	104.5%
Vested Benefits	2,159.8	103.6%

\*excluding member accounts and reserves in both assets and liabilities

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.0% per annum
Salary inflation	3.5% per annum
Increase in CPI	3.5% for FY23/24
	2.5% per annum thereafter

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. The estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review will be completed by December 2024.

- v) An indication of the level of participation of Council in the plan compared with other participating entities.

Council's additional lump sum contribution per annum of \$265,172 as a percentage of the total past service contributions of all Pooled Employers (of \$20.0m for each year from 1 January 2022 to 31 December 2024) is 2.65% which provides an indication of the level of participation of Northern Beaches Council compared with other employers in the Pooled Employer subgroup.

### (ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

### (iii) Workers Compensation

Council has decided to self-insure for workers compensation for claims up to \$750,000. Claims above \$750,000 are covered by an external insurance provider. Council provides bank guarantees to the value of \$5,042,000 to secure its self-insurance licence for workers compensation. The guarantee is provided to the State Insurance Regulatory Authority.

## E3-1 Contingencies (continued)

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### (iv) Other guarantees

Kimbriki Environmental Enterprises Pty Ltd has provided a bank guarantee in the amount of \$1,000,000 to the Environmental Protection Authority as a condition to the granting of a licence to operate a dry waste facility. The amount may be drawn down by the authority if licence conditions are not met. It is not expected that this amount will be drawn down.

Council has provided two bank guarantees totalling \$904,085 to Sydney Water in relation to on-going capital work projects as security against damage to their nearby assets. It is not expected that this amount will be drawn down.

## 2. Other liabilities

### (i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage. It is further believed that the insurance coverage in place is at a level which will be able to accommodate any potential future material liabilities should such matters arise.

### (ii) S7.11 and S7.12 Plans

Council has significant obligations to provide Section 7.11 and Section 7.12 infrastructure. It is possible that funds contributed may be less than the cost of this infrastructure requiring Council to borrow or use general revenue to fund the difference. (Refer Note G-3).

### (iii) Legal expenses

Council, the Sydney North Planning Panel and the Northern Beaches Local Planning Panel are ordinarily the planning consent authorities for the Northern Beaches local government area under the Environmental Planning & Assessment Act 1979. Pursuant to that Act, certain persons dissatisfied by a planning decision of the Council or the panels may appeal to the Land & Environment Court. In relation to a determination by a panel, Council is to be the respondent to the appeal but is subject to the control and direction of the panel in connection with the conduct of the appeal. The Act also provides an entitlement for any person to commence proceedings to remedy or restrain a breach of the Act in civil enforcement and judicial review proceedings. It is the Court's normal practice in Class 1 proceedings that parties bear their own legal costs. In Class 4 (or judicial review) proceedings, costs usually follow the event.

At 30 June 2024, Council was party to 33 Class 1 appeals, 1 Class 2 appeal, 2 Class 4 appeals and 1 Class 6 appeal in the Land & Environment Court. In addition, Council was a party to 2 matters in the Supreme Court of NSW and was a party to proceedings in other forums including the District Court. All known costs have been recognised, however the amount of further costs cannot be known until the appeals are determined.

Council is involved in other litigation (including civil liability proceedings and Local Court prosecutions). Whilst these matters are ordinarily unlikely to cost Council in excess of \$100,000 individually, the situation will depend on the circumstances of the specific proceedings and the amount of further costs cannot be known until these proceedings are concluded.

### (iv) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, Council may be required to purchase the land in accordance with the provisions of the Land Acquisition (Just Terms Compensation) Act 1991.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

## E3-1 Contingencies (continued)

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### ASSETS NOT RECOGNISED

#### 1. Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

#### 2. Storm damage assistance

Council experienced major storm events in November 2019, December 2021, February, March and June 2022. Ongoing cleanup and remediation works were carried out in the 2024 financial year. Council is seeking Natural Disaster Relief funding through the Commonwealth and State Government arrangements. Claims from previous financial years amounting to \$3.7m are also under assessment for funding.

## F People and relationships

### F1 Related party disclosures

#### F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly. KMP roles comprise 15 Councillors including the Mayor, one Chief Executive Officer, six Directors, and one Public Officer.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2024	2023
<b>Compensation:</b>		
Short-term benefits	3,680	3,513
Post-employment benefits	294	253
Other long-term benefits	98	114
Termination benefits	161	–
<b>Total</b>	<b>4,233</b>	<b>3,880</b>

#### Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

During the financial years 2024 and 2023 there were no other transactions with KMP and their related parties.

#### F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2024	2023
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement (and in F1-1 table above) are:		
Mayoral fee	105	102
Councillors' fees	543	522
Other Councillors' expenses (including Mayor)	123	178
<b>Total</b>	<b>771</b>	<b>802</b>

F1-3 Other related parties

<i>\$ '000</i>	<i>Transactions during the year</i>	<i>Outstanding balances including commitments</i>	<i>Terms and conditions</i>
<b>2024</b>			
Subsidiary - Kimbriki Environmental Enterprises Pty Limited			
Tipping Fees	13,082	888	
Lease Income	3,515	64	Payable on the 1st of each month
Dividends	2,890	–	
<b>2023</b>			
Subsidiary - Kimbriki Environmental Enterprises Pty Limited			
Tipping Fees	12,595	1,016	
Lease Income	3,341	97	Payable on the 1st of each month
Dividends	1,445	–	

F2 Other relationships

F2-1 Audit fees

\$ '000	2024	2023
---------	------	------

During the year, the following fees were incurred for services provided by the auditor of Council.

Auditors of the Council - NSW Auditor-General:

(i) Audit and other assurance services		
Audit and review of financial statements	250	238
Remuneration for audit and other assurance services	250	238

## G Other matters

### G1-1 Statement of Cash Flows information

#### (a) Reconciliation of Operating Result

\$ '000	2024	2023
<b>Net operating result from Income Statement</b>	<b>44,148</b>	51,693
<b>Add / (less) non-cash items:</b>		
Depreciation and amortisation	48,975	46,821
(Gain) / loss on disposal of assets	545	(167)
Non-cash capital grants and contributions	(160)	(844)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investments classified as 'at fair value' or 'held for trading'	(25)	(20)
– Investment property	(245)	(165)
Unwinding of discount rates - asset remediation	1,824	1,725
<b>Movements in operating assets and liabilities and other cash items:</b>		
(Increase) / decrease of receivables	(5,215)	3,934
Increase / (decrease) in provision for doubtful debts	161	8
(Increase) / decrease of inventories	(20)	25
(Increase) / decrease in other assets	(1,620)	(389)
Increase / (decrease) in payables	1,320	(2,396)
Increase / (decrease) in accrued interest payable	(59)	(51)
Increase / (decrease) in other accrued expenses payable	4,332	2,742
Increase / (decrease) in other liabilities	2,156	3,038
Increase / (decrease) in contract liabilities	(5,703)	4,186
Increase / (decrease) in employee leave entitlements	1,305	283
Increase / (decrease) in other provisions	1,072	266
<b>Net cash flows from operating activities from Statement of Cash Flows</b>	<b>92,791</b>	110,689

#### (b) Non-cash investing and financing activities

Non Cash Contributions - Land and Infrastructure	160	844
<b>Total non-cash investing and financing activities</b>	<b>160</b>	844

## G2-1 Commitments

### Capital commitments (exclusive of GST)

\$ '000	2024	2023
---------	------	------

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

#### Property, plant and equipment

Land and Buildings	2,249	2,203
Plant and equipment	103	107
Other	–	11
Infrastructure	27,280	14,049
<b>Total commitments</b>	<b>29,632</b>	<b>16,370</b>

#### Details of capital commitments

Contractual commitments for capital works currently being undertaken.

## G3 Statement of developer contributions

## G3-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2023	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2024	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other					
Drainage	7,853	532	–	–	416	(73)	–	8,728	–
Roads	(3,509)	778	–	–	(151)	(247)	–	(3,129)	–
Open space	4,958	572	–	–	223	(2,398)	–	3,355	–
Community facilities	9,181	369	–	–	479	–	–	10,029	–
Other	1,054	3,307	–	–	62	(1,313)	–	3,110	–
Local Infrastructure (Repealed Plan) <sup>1</sup>	1,179	20	–	–	49	(737)	–	511	–
<b>S7.11 contributions – under a plan</b>	<b>20,716</b>	<b>5,578</b>	<b>–</b>	<b>–</b>	<b>1,078</b>	<b>(4,768)</b>	<b>–</b>	<b>22,604</b>	<b>–</b>
<b>S7.12 levies – under a plan</b>	<b>21,998</b>	<b>10,849</b>	<b>–</b>	<b>–</b>	<b>1,206</b>	<b>(10,027)</b>	<b>–</b>	<b>24,026</b>	<b>–</b>
<b>Total S7.11 and S7.12 revenue under plans</b>	<b>42,714</b>	<b>16,427</b>	<b>–</b>	<b>–</b>	<b>2,284</b>	<b>(14,795)</b>	<b>–</b>	<b>46,630</b>	<b>–</b>
S7.11 not under plans	72	–	–	–	–	–	–	72	–
S7.4 planning agreements	732	–	–	–	37	(13)	–	756	–
Less: Land	(72)	–	–	–	–	–	–	(72)	–
<b>Total contributions</b>	<b>43,446</b>	<b>16,427</b>	<b>–</b>	<b>–</b>	<b>2,321</b>	<b>(14,808)</b>	<b>–</b>	<b>47,386</b>	<b>–</b>

(1) Local Infrastructure (Repealed Plan) - Funds in repealed contribution plans have been pooled in accordance with Council resolutions on 25/6/19 and 27/4/21.

## G3-2 Developer contributions by plan

	Opening balance at 1 July 2023	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2024	Cumulative balance of internal borrowings (to)/from
\$ '000		Cash	Non-cash Land	Non-cash Other					
Former Manly Council - Residential, Commercial, Tourist, Other									
Local Infrastructure (Repealed Plan)	729	20	-	-	32	(270)	-	511	-
Total	729	20	-	-	32	(270)	-	511	-
Former Manly Council - Parking									
Local Infrastructure (Repealed Plan)	450	-	-	-	17	(467)	-	-	-
Total	450	-	-	-	17	(467)	-	-	-
Former Pittwater Council - Contribution Plan - Warriewood Valley and Material Public Works									
Drainage	7,853	532	-	-	416	(73)	-	8,728	-
Roads	(3,509)	778	-	-	(151)	(247)	-	(3,129)	-
Open space	4,958	572	-	-	223	(2,398)	-	3,355	-
Community facilities	9,181	369	-	-	479	-	-	10,029	-
Other	(349)	29	-	-	(17)	(40)	-	(377)	-
Total	18,134	2,280	-	-	950	(2,758)	-	18,606	-
Dee Why Town Centre Contributions Plan									
Other	1,403	3,278	-	-	79	(1,273)	-	3,487	-
Total	1,403	3,278	-	-	79	(1,273)	-	3,487	-

## S7.12 Levies – under a plan

**Former Warringah Council - s7.12 contribution plan**

Local Infrastructure (Repealed Plan)	6,260	54	-	-	279	(2,063)	-	4,530	-
<b>Total</b>	<b>6,260</b>	<b>54</b>	<b>-</b>	<b>-</b>	<b>279</b>	<b>(2,063)</b>	<b>-</b>	<b>4,530</b>	<b>-</b>

**Northern Beaches Council - s7.12 contribution plan**

Other	15,738	10,795	-	-	927	(7,964)	-	19,496	-
<b>Total</b>	<b>15,738</b>	<b>10,795</b>	<b>-</b>	<b>-</b>	<b>927</b>	<b>(7,964)</b>	<b>-</b>	<b>19,496</b>	<b>-</b>

## G3-3 Contributions not under plans

	Opening balance at 1 July 2023	Contributions received during the year		Non-cash Other	Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2024	Cumulative balance of internal borrowings (to)/from
\$ '000		Cash	Non-cash Land						
<b>Former Manly Council</b>									
Local Infrastructure (Repealed Plan)	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-	-	-
<b>Former Warringah Council</b>									
Land	72	-	-	-	-	-	-	72	-
<b>Total</b>	72	-	-	-	-	-	-	72	-

## G3-4 S7.4 planning agreements

Other	732	-	-	-	37	(13)	-	756	-
<b>Total</b>	732	-	-	-	37	(13)	-	756	-

## G4 Statement of performance measures

### G4-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2024	Indicator 2024	Indicator 2023	Benchmark
<b>1. Operating performance ratio</b>				
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>	<b>15,392</b>	<b>3.73%</b>	4.46%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	<b>412,240</b>			
<b>2. Own source operating revenue ratio</b>				
Total continuing operating revenue excluding all grants and contributions <sup>1</sup>	<b>385,711</b>	<b>87.37%</b>	84.61%	> 60.00%
Total continuing operating revenue <sup>1</sup>	<b>441,458</b>			
<b>3. Unrestricted current ratio</b>				
Current assets less all external restrictions	<b>167,270</b>	<b>2.18x</b>	1.92x	> 1.50x
Current liabilities less specific purpose liabilities	<b>76,586</b>			
<b>4. Debt service cover ratio</b>				
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	<b>67,056</b>	<b>6.85x</b>	7.65x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	<b>9,793</b>			
<b>5. Rates and annual charges outstanding percentage</b>				
Rates and annual charges outstanding	<b>9,799</b>	<b>3.83%</b>	3.57%	< 5.00%
Rates and annual charges collectable	<b>255,935</b>			
<b>6. Cash expense cover ratio</b>				
Current year's cash and cash equivalents plus all term deposits	<b>199,637</b>	<b>6.40</b>	6.13	> 3.00
Monthly payments from cash flow of operating and financing activities	<b>31,215</b>	<b>months</b>	months	months

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies.

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method.



## INDEPENDENT AUDITOR'S REPORT

### Report on the general purpose financial statements

#### Northern Beaches Council

To the Councillors of Northern Beaches

### Opinion

I have audited the accompanying financial statements of Northern Beaches Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2024, the Statement of Financial Position as at 30 June 2024, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information. The financial statements include the consolidated financial statements of the Council and the entities it controlled at the year's end or from time to time during the year.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
  - have been prepared, in all material respects, in accordance with the requirements of this Division
  - are consistent with the Council's accounting records
  - present fairly, in all material respects, the financial position of the Council as at 30 June 2024, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Other Information**

The Council's annual report for the year ended 30 June 2024 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### **The Councillors' Responsibilities for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

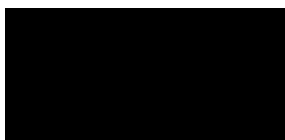
- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Susan Prichard  
Delegate of the Auditor-General for New South Wales

17 October 2024  
SYDNEY



Mayor- Sue Heins  
Northern Beaches Council  
PO Box 82, Manly 1655

Contact: Sue Prichard  
Phone no: 02 8280 5637  
Our ref: R008-2124742775-7258

17 October 2024

Dear Mayor

**Report on the Conduct of the Audit  
for the year ended 30 June 2024  
Northern Beaches Council**

I have audited the general purpose financial statements (GPFS) of the Northern Beaches Council (the Council) for the year ended 30 June 2024 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2024 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

## INCOME STATEMENT

### Operating result

	2024 \$m	2023 \$m	Variance %
Rates and annual charges revenue	246.4	234.4	5.1
Grants and contributions revenue	55.7	65.4	14.7
Operating result from continuing operations	44.1	51.7	14.7
Net operating result before capital grants and contributions	14.9	17.8	16.3

Rates and annual charges revenue (\$246.4 million) increased by \$12.0 million (5.1 per cent) in 2023–24 due to rates charges increases of 3.7 per cent as approved by IPART.

Grants and contributions revenue (\$55.7 million) decreased by \$9.7 million (14.7 per cent) in 2023–24 primarily due to:

- Decreases to financial assistance grants income of \$3.4 million resulting from the timing in amounts paid by the Commonwealth, and
- Decreases to capital grants and contributions income recognised of \$4.7 million resulting from a reduction in capital grant funding spent on CAPEX projects.

The Council's operating result from continuing operations (\$44.1 million including depreciation, amortisation and impairment expense of \$48.9 million) was \$7.6 million lower than the 2022–23 result.

The net operating result before capital grants and contributions (\$14.9 million) was \$2.9 million lower than the 2022–23 result.

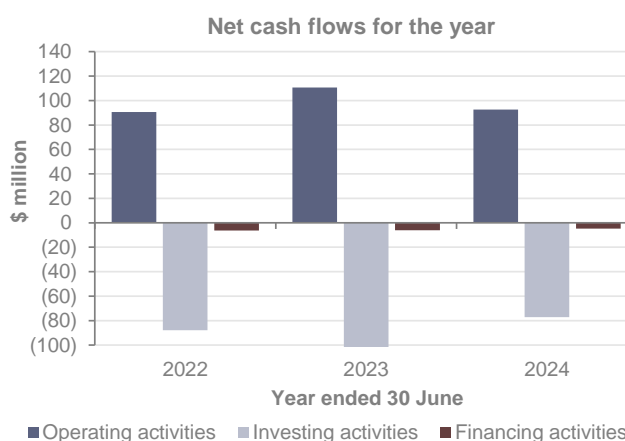
## STATEMENT OF CASH FLOWS

Cash balances for Council have increased as cash inflows generated from operating activities exceeded cash spent on Council investing and financing activities.

Net cash inflows from operating activities decreased when compared to the prior year due to increases in employee related and other expenses payments.

Net cash outflows from investing activities decreased due to the reduction of both CAPEX purchases and net investments in term deposit investments.

Net cash outflows from financing activities were static across the reporting periods.



## FINANCIAL POSITION

### Cash and investments

Cash and investments	2024	2023	Commentary
	\$m	\$m	
<b>Total cash, cash equivalents and investments</b>	<b>200.2</b>	<b>182.9</b>	Externally restricted balances mainly comprise developer contributions and domestic waste management which have both increased in the current year.
Restricted and allocated cash, cash equivalents and investments:			Balances are deemed internal allocations due to Council policy or decisions for forward plans including works program.
• External restrictions	61.9	53.1	
• Internal allocations	88.5	90.8	

## Debt

At 30 June 2024, Council had:

- \$9.16 million in secured loans (\$12.5 million in 2022-23),
- \$5.5 million in approved overdraft facility with nil drawn down, and
- \$0.15 million in credit card facility with \$25,000 used.

## PERFORMANCE

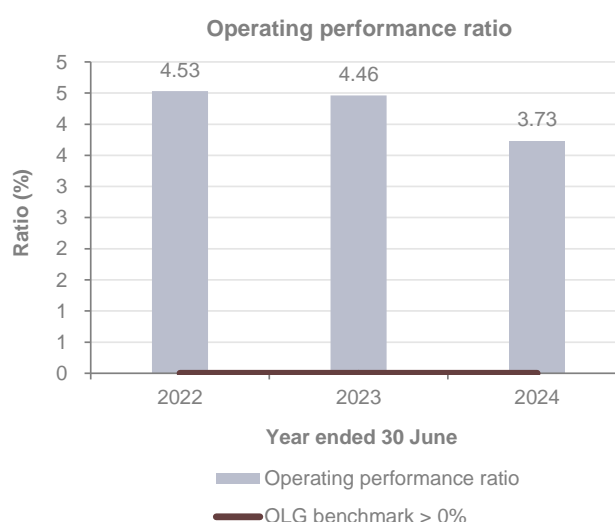
### Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Housing and Infrastructure.

#### Operating performance ratio

Council exceeded the benchmark for the current reporting period.

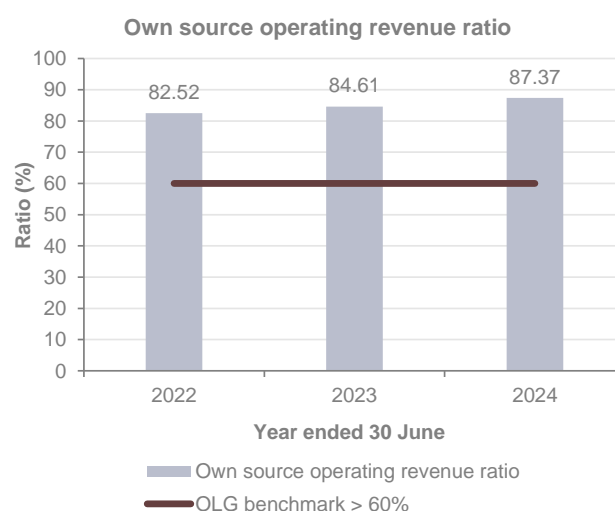
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



#### Own source operating revenue ratio

Council continues to exceed the benchmark for the current reporting period.

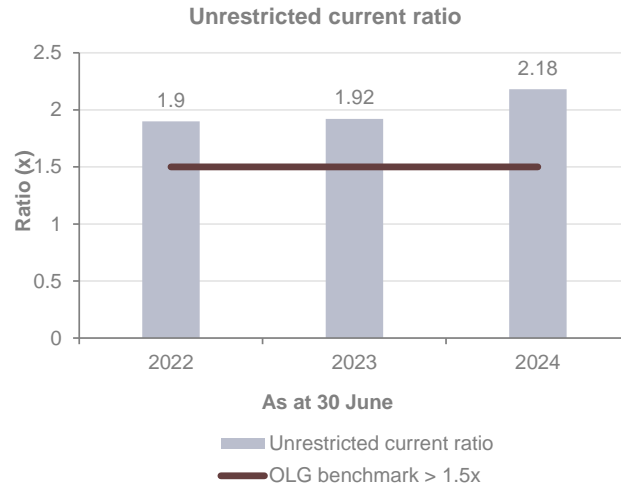
The 'own source operating revenue ratio' measures Council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



### Unrestricted current ratio

The Council continues to exceed the benchmark for the current reporting period.

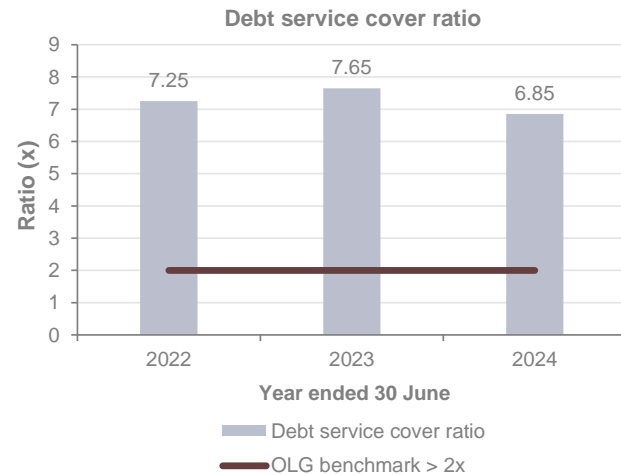
The 'unrestricted current ratio' is specific to local government and represents Council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



### Debt service cover ratio

Council continues to exceed the benchmark for the current reporting period.

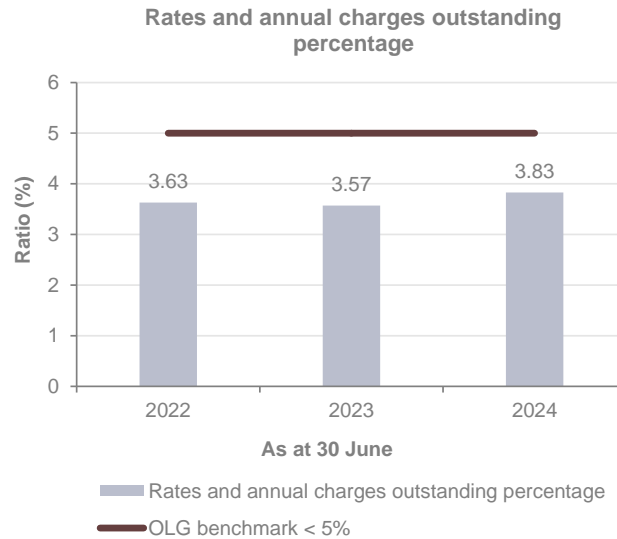
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



### Rates and annual charges outstanding percentage

Council continues to meet the benchmark for the current reporting period.

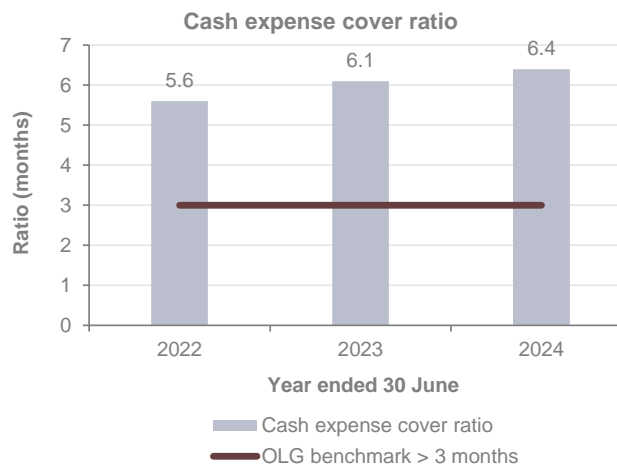
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metropolitan councils.



### Cash expense cover ratio

The Council continues to exceed the benchmark for the current reporting period.

This liquidity ratio indicates the number of months the Council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



### Infrastructure, property, plant and equipment renewals

Council renewed \$45.3 million of infrastructure, property, plant and equipment during the 2023-24 financial year. This was mainly spent on capital work in progress, roads, and other infrastructure asset classes. A further \$25.7 million was spent on new assets, mainly being spent on capital work in progress, footpaths, and other road assets/ infrastructure asset classes.

### **Legislative compliance**

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Susan Prichard  
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

# Northern Beaches Council

SPECIAL SCHEDULES  
for the year ended 30 June 2024

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



## Northern Beaches Council

### Special Schedules

for the year ended 30 June 2024

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Report on infrastructure assets as at 30 June 2024	106
<b>Independent Auditor's Report on Permissible Income for General Rates</b>	<b>108</b>

Northern Beaches Council | Permissible income for general rates | for the year ended 30 June 2024

## Northern Beaches Council

### Permissible income for general rates

\$ '000	Calculation 2023/24	Calculation 2024/25
<b>Notional general income calculation <sup>1</sup></b>		
Last year notional general income yield	181,507	188,185
Plus or minus adjustments <sup>2</sup>	11	153
<b>Notional general income</b>	<b>181,518</b>	<b>188,338</b>
<b>Permissible income calculation</b>		
Percentage increase	3.70%	4.90%
Plus percentage increase amount <sup>3</sup>	6,716	9,229
<b>Sub-total</b>	<b>188,234</b>	<b>197,567</b>
Plus (or minus) last year's carry forward total	3	9
Less valuation objections claimed in the previous year	(43)	—
<b>Sub-total</b>	<b>(40)</b>	<b>9</b>
<b>Total permissible income</b>	<b>188,194</b>	<b>197,576</b>
Less notional general income yield	188,185	197,690
<b>Catch-up or (excess) result</b>	<b>9</b>	<b>(114)</b>
Plus income lost due to valuation objections claimed <sup>4</sup>	—	118
<b>Carry forward to next year <sup>5</sup></b>	<b>9</b>	<b>4</b>

#### Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (5) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.

## Northern Beaches Council

## Report on infrastructure assets as at 30 June 2024

Asset Class	Asset Category	<i>Estimated cost to bring assets to satisfactory standard</i>		<i>Estimated cost to bring assets agreed level of service set by Council</i>	<i>2023/24 Required maintenance <sup>a</sup></i>	<i>2023/24 Actual maintenance</i>	<i>Net carrying amount</i>	<i>Gross replacement cost (GRC)</i>	<i>Assets in condition as a percentage of gross replacement cost</i>				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
Buildings	Buildings	2,216	2,216	17,153	17,900	660,856	961,837		26.6%	62.6%	10.4%	0.1%	0.3%
	<b>Sub-total</b>	<b>2,216</b>	<b>2,216</b>	<b>17,153</b>	<b>17,900</b>	<b>660,856</b>	<b>961,837</b>		<b>26.6%</b>	<b>62.6%</b>	<b>10.4%</b>	<b>0.1%</b>	<b>0.3%</b>
Roads	Sealed roads <sup>1</sup>	13,187	13,187	9,403	10,788	505,483	626,266		25.5%	47.8%	21.8%	4.5%	0.4%
	Unsealed roads	40	40	12	65	1,599	1,796		24.9%	63.0%	6.5%	5.6%	0.0%
	Bridges	899	899	227	33	17,405	23,651		26.5%	38.1%	25.9%	9.5%	0.0%
	Footpaths	1,704	1,704	2,660	2,307	105,594	147,977		19.4%	16.6%	61.2%	2.8%	0.0%
	Other road assets	2,048	2,048	4,647	3,012	319,682	471,620		6.6%	20.0%	72.3%	1.1%	0.0%
	<b>Sub-total</b>	<b>17,878</b>	<b>17,878</b>	<b>16,949</b>	<b>16,205</b>	<b>949,763</b>	<b>1,271,310</b>		<b>17.8%</b>	<b>33.7%</b>	<b>45.2%</b>	<b>3.1%</b>	<b>0.2%</b>
Stormwater drainage	Stormwater drainage	21,727	21,727	4,643	3,466	955,958	1,171,727		7.3%	62.4%	25.9%	4.2%	0.2%
	<b>Sub-total</b>	<b>21,727</b>	<b>21,727</b>	<b>4,643</b>	<b>3,466</b>	<b>955,958</b>	<b>1,171,727</b>		<b>7.3%</b>	<b>62.4%</b>	<b>25.9%</b>	<b>4.2%</b>	<b>0.2%</b>
Open space / recreational assets	Swimming pools	467	467	1,018	1,227	41,483	50,145		31.7%	37.7%	28.8%	1.2%	0.6%
	Other	1,458	1,458	5,522	5,979	145,625	169,338		29.5%	58.7%	9.7%	1.9%	0.2%
	<b>Sub-total</b>	<b>1,925</b>	<b>1,925</b>	<b>6,540</b>	<b>7,206</b>	<b>187,108</b>	<b>219,483</b>		<b>30.0%</b>	<b>53.9%</b>	<b>14.1%</b>	<b>1.7%</b>	<b>0.3%</b>
Other infrastructure assets	Other	2,441	2,441	5,206	4,760	245,547	287,986		21.4%	57.3%	19.6%	1.3%	0.4%
	<b>Sub-total</b>	<b>2,441</b>	<b>2,441</b>	<b>5,206</b>	<b>4,760</b>	<b>245,547</b>	<b>287,986</b>		<b>21.4%</b>	<b>57.3%</b>	<b>19.6%</b>	<b>1.3%</b>	<b>0.4%</b>
<b>Total – all assets</b>		<b>46,187</b>	<b>46,187</b>	<b>50,491</b>	<b>49,537</b>	<b>2,999,232</b>	<b>3,912,343</b>		<b>17.8%</b>	<b>52.3%</b>	<b>27.2%</b>	<b>2.5%</b>	<b>0.2%</b>

(1) Sealed roads actual maintenance included \$3.5m in storm-related works

(a) Required maintenance is the amount identified in Council's asset management plans. This includes inspections and maintenance required to achieve the predicted useful life of the asset along with operating costs to keep the asset in a functional state for community use (eg cleaning and utilities).

## Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Northern Beaches Council | Report on infrastructure assets as at 30 June 2024

## Northern Beaches Council

### Report on infrastructure assets as at 30 June 2024

#### Infrastructure asset performance indicators (consolidated) \*

\$ '000	Amounts 2024	Indicator 2024	Indicator 2023	Benchmark
Buildings and infrastructure renewals ratio				
Asset renewals <sup>1</sup>	33,553	94.55%	130.77%	> 100.00%
Depreciation, amortisation and impairment	35,486			
Infrastructure backlog ratio				
Estimated cost to bring assets to a satisfactory standard	46,187	1.52%	1.49%	< 2.00%
Net carrying amount of infrastructure assets	3,034,933			
Asset maintenance ratio				
Actual asset maintenance	49,537	98.11%	109.69%	> 100.00%
Required asset maintenance	50,491			
Cost to bring assets to agreed service level				
Estimated cost to bring assets to an agreed service level set by Council	46,187	1.17%	1.22%	
Gross replacement cost	3,948,044			

(\*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.



## INDEPENDENT AUDITOR'S REPORT

### Special Schedule – Permissible income for general rates Northern Beaches Council

To the Councillors of Northern Beaches Council

#### Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Northern Beaches Council (the Council) for the year ending 30 June 2024.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2022–23 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

#### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

#### Other Information

The Council's annual report for the year ended 30 June 2024 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2024'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### **The Councillors' Responsibilities for the Schedule**

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### **Auditor's Responsibilities for the Audit of the Schedule**

My objectives are to:


- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar8.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Susan Prichard  
Delegate of the Auditor-General for New South Wales

17<sup>th</sup> October 2024  
SYDNEY



**September 2024**

**Quarterly Report on service  
performance –**

**Implementing the  
Operational Plan 2024/25**

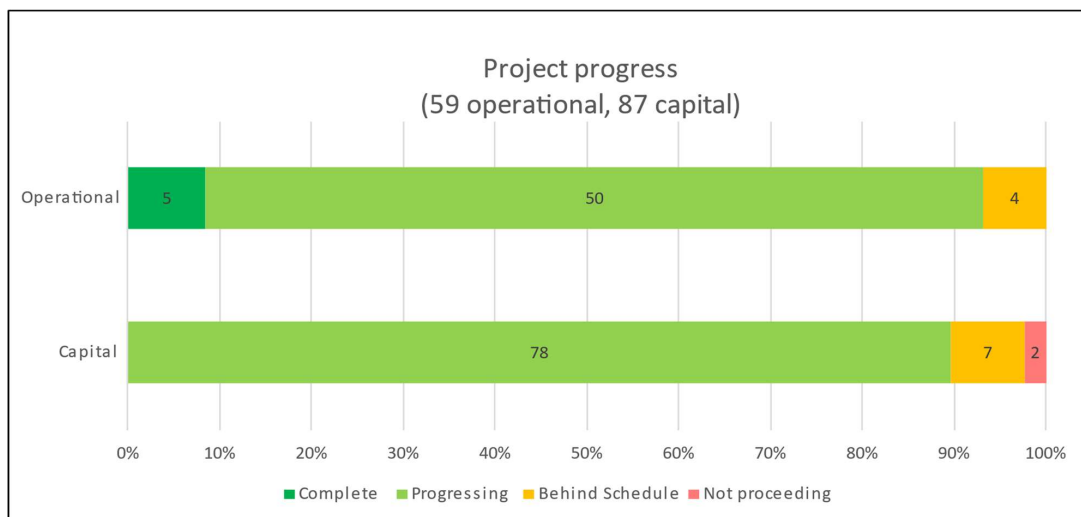
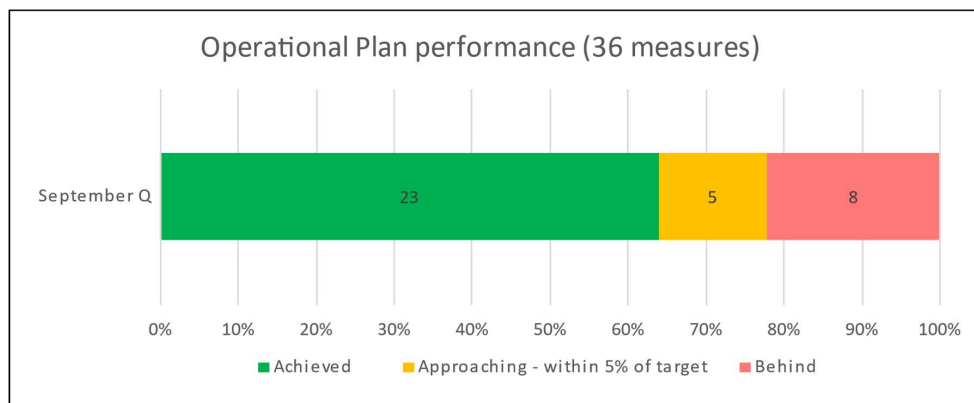
## Executive summary

This is a report on progress in implementing the Operational Plan 2024/25 for the quarter ending 30 September 2024. It is structured by the four sustainability elements – environmental, social, economic, and civic - with a total of 16 key services. This report details each service's highlights, progress of projects, and the performance of services and finances. An overview of progress and performance is below.

Of the 146 projects, 91% were either progressing or completed (comprised of 93% of operational and 90% of capital projects). Council's target is for 80% of all projects to be completed or progressing on schedule by 30 June 2025. In total, 5 projects have been completed. Over half of the projects that are behind schedule are due to delays caused by complexities of the project, third-party influences and delays in approvals, and failed procurement processes.

Results for 36 performance measures are included. Overall 78% of targets were met or approaching, and 22% were behind target. Most results that were behind target were impacted by factors such as weather, dependencies effected by limited opportunities, and lack of resources.

### Performance at a glance



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## ENVIRONMENTAL

### Environment and Sustainability

#### HIGHLIGHTS

##### Coast and Catchments

Council is developing several Coastal Management Programs (CMPs) that establish the long-term strategy for the coordinated management of our coastal environments. CMPs currently being prepared include:

- Open Coast and Lagoons,
- Collaroy-Narrabeen Beach,
- Sydney Harbour Catchment, and
- Hawkesbury-Nepean Catchment.

Staff continued assessment of development applications involving waterways and riparian impacts, stormwater quality management, and coastal legislation and planning controls. Staff closed 124 customer requests and 138 development application referrals this quarter.

Brookvale Creek Stage 1 bank stabilisation works were completed at Warringah Golf Course. Stage 2 to be undertaken 2025.

The Collaroy Seawall project continues with construction of rock revetments at Stuart and Ramsey Street anticipated to commence February 2025. Procurement has been finalised and a contractor awarded to install access stairs at Collaroy Carpark in January. Council continues to work with residents regarding private construction works for permanent protection at Collaroy-Narrabeen beach.

Following storm events this quarter the team undertook scraping activities at Collaroy-Narrabeen Beach to improve amenity and access. Sites included South Narrabeen SLSC, Mactier Street, Clarke Street and Wetherill Street.

##### Biodiversity

The Biodiversity and Planning team continue to support the Strategic Planning team in the continued development of the Northern Beaches Local Environment Plan program, with focus on the Conservation Zones project and draft requirements for the Development Control Plan.

As part of Council's commitment to the conservation of threatened species, staff are piloting Sydney's first artificial nesting platform at Hitchcock Park Avalon Beach for the Eastern Osprey. The Community consultation report has been finalised with a project update provided via the Council Your Say page.

Staff have assessed development applications involving bushland and biodiversity legislation and planning controls, with over 188 development application referrals completed, involvement in seven development appeals in the NSW Land & Environment Court, and feedback via 8 pre-lodgement meetings provided.

Staff delivered numerous environmental education initiatives. This included a National Science Week talk at St Pauls Catholic College, the Fauna Fair at Glen Street Theatre and Manly Corso with Australian Wildlife Displays, Spotlighting Events at Warriewood Wetlands, a presentation to the Species Survival Symposium at Barrenjoey High School, plant giveaway for Biodiversity Month at Glenn Street Theatre and participation at Narrabeen Planting Day.

### **Bushland management**

The bushland team has commenced the implementation of 36 bush regeneration contracts working in 89 reserves with approximately 4,900 hours of bush regeneration works completed. Examples of projects underway include the Warriewood Headland restoration project and the Palm Grove Park project, both have resulted in substantial primary works eradicating weeds to liberate canopy and stimulate recovery. Additionally, 500 native plants have been installed with new planting beds created for further planting in late Spring. Revegetation works have also been completed at Catalpa Reserve and Coronation Park with the planting of 550 plants, and at Burnt Bridge Creek with 860 plants being installed to supplement habitat for the Grey Headed Flying Fox camp.

The bushland condition mapping project has progressed with 29 reserves being condition mapped during the quarter. All bushland reserves have now been mapped, with unmade road reserves in the northern and central areas of the LGA remaining to be mapped. Grant funded Crown Reserve Improvement Funded (CRIF) works have commenced at Lake Park Reserve and Middle Creek Reserve.

The Bushland team received 125 customer requests and completed 177 customer requests during the quarter.

### **Invasive Species**

The invasive species team has undertaken 28 vertebrate pest, and 6 priority weed customer service requests throughout the last quarter and conducted over 193 priority weed inspections.

Annual grant reporting for the Environmental Trust Freshwater Wetland and Local Lands Services Weed Action Program grants has been successfully finalised and submitted.

The team have showcased several events in the past 3 months including Stony Range Spring Fair and the Coastal Environment Centre Open Day educating the community about priority weeds in the local LGA.

### **Bush fire management**

Council has commenced the 2024/25 bush fire management program; although weather conditions were initially unfavourable in the quarter, 4 prescribed burns were able to be completed on Council land throughout September. These burns have seen approximately 12 hectares of Council bushland hazard reduced protecting 246 nearby properties, as well as achieving important ecological outcomes. Another 15 priority Council sites are prepared and awaiting fire agencies to undertake the controlled burns, with Council finalising preparations at a further 11 other priority sites.

Council's contractors have been working on maintaining the Asset Protection Zone (APZ) network in preparation for the fire season ahead. To date, maintenance works have been completed on 100 priority APZs. Council's contractors are now prioritising works on any remaining sites. To support ongoing APZ works and other bush fire hazard reduction initiatives, Council has secured \$1,278,928 in grant funding through programmes administered by the NSW Rural Fire Service (RFS). In addition, Council is awaiting the outcome of several further grant applications to support preparation and maintenance works at other APZ, controlled burn and fire trail sites.

Council has been inspecting its fire trail network ahead of the fire season to ensure that any trails which cross Council land are open and accessible for firefighters. Council is continuing to partner

with the RFS and the Bush Fire Management Committee (BFMC) regarding enhancements to the fire trail network under the Fire Access & Fire Trail (FAFT) Plan including potential improvements to the network throughout Elvina Bay and Manly Dam.

### **Corporate sustainability and climate change adaptation**

The Environment, Resilience and Climate Change team continue to promote the success of their partnership with National Parks and Wildlife Service (NPWS), that saw Palm Beach Headland designated as an Urban Night Sky Place (UNSP) by DarkSky International. The team has been preparing signage and the launch event, to salute the efforts of the UNSP Working Group, which will be planned in accordance with the UNSP Public Outreach and Education Requirements.

An energy efficient upgrade has been completed for Glen Street Theatre Stage Lights, partially funded through the NSW Government's Community Building Partnerships Program. It involved the replacement of 80 old lights with 50 new LED moving and static profiles. The project will deliver significant sustainability benefits, saving over 40,000 kWh in electricity and \$25,000 in operational costs each year. It will also improve theatre comfort and safety for staff and visitors as the new lights generate less heat and require less work to set up for productions. The lighting upgrade will also improve the theatre experience for our community, bringing our stage lighting in line with industry best practice.

A suite of newly updated data has become available on our externally facing Environment and Climate Change Dashboard, that shows how we are progressing towards the aspirations and commitments in our adopted Protect Create Live Environment and Climate Change Strategy 2024.

### **Community Sustainability and Education**

Our Environment Centres at Manly and Narrabeen hosted 5160 school students and community members during the first quarter. Programs ranged from preschool to university level and the popular outdoor based school holiday program keeping the kids connected to nature.

Educators worked with 18 local schools for Schools National Tree Day and Narrabeen Sports High School spent the morning planting with us on Narrabeen Dune, with 30 students planting close to 1000 plants. The annual Coastal Environment Centre open day was held at the end of August and attended by our biggest crowd ever, with local community group stalls from ORCCA, Sydney Wildlife Rescue, Pittwater Natural Heritage Association, Stony Range Regional Botanic Garden and Kimbriki Resource Recovery Centre as well as stalls from across Council departments including Community Sustainability, Bushland and Biodiversity and Waste and Circular Economy. Our local Scouts also kept everyone fed with a sausage sizzle fundraiser.

The Community Sustainability team continues to promote the 100% Renewables Power Purchase Agreement for local businesses, the Sustainability Business Network and community education around solar, energy, EVs and batteries, with over 67 attendees at webinars and workshops focusing on Reducing Energy Bills and the Power Purchase Agreement.

Environmental volunteering continues with over 290 active dedicated Lagoon, Creek, Dune and Bushcare volunteers contributing their time and skills to improve our reserves and natural areas, with 60 sites now operational across the beaches and groups meeting 364 days of the year, the Friends of Cabbage Tree Bay volunteers also keeping visitors and locals aware of the incredible biodiversity both above and below the water in Cabbage Tree Bay.

### **Stormwater and Floodplain**

Grant funding was obtained under the 2023/24 NSW Flood Recovery and Resilience Grant Program, and preliminary planning is now underway for the Narrabeen Lagoon Entrance Clearance 2025. We are planning to commence on site works in winter 2025.

67 flood-related DA referrals were completed this quarter with an average processing time of approximately 5 days. Customer requests for stormwater investigations have been trending downward since the April 2024 storms, with 142 requests received this quarter.

The renewal works of the damaged stormwater outfall and associated structures at Yachtsmans Paradise, Newport has been completed.

Several catchment studies are underway to investigate stormwater overland flooding improvement options at various location including Palmgrove Road Avalon, Bligh Crescent Balgowlah, Lindley Avenue Narrabeen, Tristram Road Beacon Hill and North Harbour Balgowlah.

Detailed design for the South Collaroy foreshore and stormwater renewal works will be finalised this quarter with construction expected to commence in Autumn 2025.

Environment and Sustainability - Performance measures	Target	September quarter
No. sustainability education events	40	32*
Volunteer bush regeneration (hours)	1875	1804**
No. invasive pest animals controlled to protect native flora and fauna	125	0***
- Workload measures		
Gross pollutants removed from stormwater networks (tonnes)	-	271
No. DA referrals for assessment of environmental controls <sup>†</sup>	-	324

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

**Notes on results:**

\* Focus has been on the Business Power Purchase Agreement during this period. Education programs are planned for remainder of the year with the annual target expected to be met.

\*\* Slightly behind targeted participation due to persistent wet weather during July.

\*\*\* The vertebrate pest program was suspended and following a review completed during Q1 is expected to recommence during Q2 FY24/25.

## OPERATIONAL PROJECTS

**Key:**  Complete  Progressing  Behind schedule



**Expand and optimise volunteer, sustainability and environment centre programs in response to community priorities - Executive Manager Environment & Climate Change**

Our Environment Centres at Manly and Narrabeen hosted 5160 school students and community members during the first quarter. Programs ranged from preschool to university level and the popular outdoor based school holiday program kept the kids connected to nature.

In addition, we collaborated with Taronga Zoo and NPWS on the Manly based Project Penguin and at the other end of the peninsula with Barrenjoey and Pittwater High Schools on Science week and their Science Symposium. Our educators have been working with our community on the importance of Bees at the Stony Range Spring Festival and we hosted the OzGREEN Youth Leading the World initiative at the Coastal Environment Centre.

Educators worked with 18 local schools for Schools National Tree Day, and Narrabeen Sports High School spent the morning planting with us on Narrabeen Dune with 30 students planting close to 1000 plants. The annual Coastal Environment Centre open day was held at the end of August and attended by our biggest crowd ever, with local community group stalls from ORCCA, Sydney Wildlife Rescue, Pittwater Natural Heritage Association, Stony Range Regional Botanic Garden and Kimbriki Resource Recovery Centre as well as stalls from across Council departments including Community Sustainability, Bushland and Biodiversity and Waste and Circular Economy. Our local Scouts also kept everyone fed with a sausage sizzle fundraiser.

The Community Sustainability team continues to promote the 100% Renewables Power Purchase Agreement for local businesses, and the Sustainability Business Network with 87 members and 54 personal 1:1 community education consultation around solar, energy, EVs and batteries, with over 67 additional attendees at webinars and workshops focusing on Reducing Energy Bills and the Power Purchase Agreement.

Environmental volunteering continues with over 290 active dedicated Lagoon, Creek, Dune and Bushcare volunteers contributing their time and skills to improve our reserves and natural areas, with 60 sites now operational across the beaches and groups meeting 364 days of the year, the Friends of Cabbage Tree Bay volunteers also keeping visitors and locals aware of the incredible biodiversity both above and below the water in Cabbage Tree Bay.



**Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway - Executive Manager Environment & Climate Change**

There are 3 sites being considered in this project to improve accessibility by reducing the flooding impacts along Wakehurst Parkway: Oxford Falls Road West causeway, The Bends, and the Academy of Sport.

Oxford Falls Road West has moved into the capital works phase and an update is provided in that section of this report.

At the Bends, Council continues to investigate how changing the creek will impact flood performance, the environment, the proposed infrastructure and works maintenance. An

asset condition survey is being completed to assess the existing condition of the road at the Bends including embankments, levees, pavement, and culverts. Additional survey work and concept designs are underway to clarify the extent of the road reserve and the creek alignment which will assist in design of flood mitigation solutions.

At the Academy, we are working with Transport to ensure the concept design for flood improvements integrates into existing infrastructure and minimises disruptions to traffic during construction. Additional survey work and concept designs are underway.



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**Develop and review flood, bushfire and coastal management strategies and plans - Executive Manager Environment & Climate Change**

Flood Plans: Improvements have been drafted for a new DCP Flood Clause, and the Flood team is continuing to progress Floodplain Risk Management Studies and Plans across the LGA as required. Actions in the Narrabeen Lagoon Entrance Management Strategy are being progressed pending their priority.

Coastal Management Programs are being progressed by Council for Open Coast and Lagoons, Collaroy Narrabeen Beach and Hawkesbury Nepean (Pittwater). Coastal management improvements have been drafted for new DCP Clauses.

Actions in the Northern Beaches Bush Fire Management Strategy and Bush Fire Management plans are regularly undertaken. Council is responsible for providing support to the local fire agencies for fire trail maintenance, asset protection zone maintenance, and the preparation of sites for Hazard Reduction burns. Council is actively engaged with the agencies on the Northern Beaches Bush Fire Management Committee.



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**Report on the State of the Northern Beaches Environment - Executive Manager Environment & Climate Change**

Work has commenced on drafting a State of the Northern Beaches Environment report which will be supported by data collected for existing platforms and reports, including our externally facing Environment and Climate Change Strategy Dashboard.



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**Develop a Northern Beaches Recovery Plan - Director Environment & Sustainability**

Staff have commenced drafting the Pre-Event Recovery Plan with initial engagement with NSW Reconstruction Authority being undertaken.



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**Develop and implement a Catchment Rehabilitation Plan - Executive Manager Environment & Climate Change**

In 2023/24 an interim Northern Beaches Council Catchment Rehabilitation Projects document was produced that outlined priority remedial actions to improve the health of catchment receiving waters and rehabilitate eroded creek banks. The development of a more detailed Catchment Rehabilitation Plan has now recommenced this financial year. A request for quote is being drafted for a consultant to undertake a review of the current creek assessment methodologies and data and then undertake field work to verify creek condition, water quality and value of the major creeks within the LGA.



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**Develop and implement a Transition from Gas Plan for Council facilities - Executive Manager Environment & Climate Change**

Council has commenced staged implementation of its Transition from Gas Plan for

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Council Facilities through the energy savings initiatives capital works program. Transitioning sites and facilities from gas to Council's 100% renewable electricity contract will help Council deliver on its commitment to being net zero emissions in its operations by 2045.

During the quarter, the gas hot water system at Soldier's Memorial Hall was upgraded to an energy efficient electric heat pump hot water system meaning that the site is now powered by 100% renewable electricity. This project was supported through available government rebates under the NSW Energy Saving and Peak Reduction Schemes as well as the Federal Government's Small-scale Renewable Energy Scheme. Council was also successful in a grant application under the NSW Government's Community Building Program to electrify Brookvale Children's Centre by upgrading gas cooking facilities to efficient electric induction.

The transition from gas for the Manly Andrew Boy Charlton Aquatic Centre is being managed as a separate project and a grant application was submitted under the Federal Government's Community Energy Upgrades Fund (CEUF) Program. The \$100 million CEUF is a targeted, competitive grant program that provides co-funding for energy upgrades at existing local government facilities. The program aims to help local governments make their facilities more energy efficient, cut their emissions and reduce their energy bills.

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## CAPITAL PROJECTS

**Key:**  Complete  Progressing  Behind schedule

### Coastal Protection



#### **Collaroy-Narrabeen Coastal Protection Works - Executive Manager Environment & Climate Change**

The public works at Stuart and Ramsay Streets are being progressed and due to commence once tender is finalised in early 2025.

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### Stormwater Program



#### **Planned stormwater new works - Executive Manager Environment & Climate Change**

The programme is on target overall. Project planning is mostly completed and expected to be finalised in October. Carry over projects from 2023/24 are being progressed as a priority. Progress status marked behind schedule due to time delays on the following projects: North Harbour Catchment Study, Beatty Street upgrades, and Mona Vale Beach Outlet.



#### **Oxford Falls Road West Flood Mitigation - Executive Manager Environment & Climate Change**

This project is part of the Wakehurst Parkway flood improvement project and has now moved into the design and delivery phase.

Council has completed a preliminary environment assessment which will inform the Review

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of Environmental Factors (REF). Alternate alignments at the Causeway are being considered to reduce interactions with utilities and improve access during construction.

Options to construct a bridge or culvert across the causeway are still under consideration and preference will be determined based on flood mitigation effectiveness, environmental impacts, utility impacts and cost.



#### **Planned Stormwater Renewal Works - Executive Manager Environment & Climate Change**

The programme is on target overall. Project planning is mostly completed and expected to be finalised in October. Carry over projects from 2023/24 are being progressed as a priority. Progress status marked behind schedule due to time delays on the following projects: Yachtmans Paradise outlet renewal (now completed), Darley Road stormwater upgrades, Abbott Road upgrades, and Brookvale WSUD.



#### **Reactive Stormwater Renewal Works - Executive Manager Environment & Climate Change**

The team is working on the backlog of requests resulting from increased rain in June. There are currently 209 open stormwater and drainage CRMs, with 32 new requests received, and 28 closed during September.



#### **Gross Pollutant Trap Renewal Works - Executive Manager Environment & Climate Change**

There are a total of 257 Water Quality Devices across Northern Beaches Council LGA. This project manages the renewals of the gross pollutant trap (GPT) within this group. Total GPT waste removal since July 1 is 271 tonnes.

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



#### **Energy Savings Initiatives Program - Executive Manager Environment & Climate Change**

During the quarter an energy efficient lighting upgrade was completed for stage lighting at Glen Street Theatre, partially funded under the NSW Government's Community Building Program. Council was also successful in receiving another grant for electrification of Brookvale Children's Centre under this Program. An efficient electrification project was also completed at Soldier's Memorial Hall. This involved upgrading the existing hot water system to energy efficient heat pump, with the site now powered by 100% renewable electricity.



#### **Water Saving and Reuse Initiatives - Executive Manager Environment & Climate Change**

During the quarter, planning and procurement commenced for water efficiency upgrades at the Warringah Aquatic Centre to reduce drinkable water use. These include water efficient shower upgrades and improvements to the rainwater harvesting system for indoor pool water top up.

**FINANCIALS - Environment and Sustainability**

**Income and Expenditure Statement  
01 July 2024 to 30 September 2024**

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Operations</b>						
User Charges and Fees	1,085	603	482	2,417	2,417	2,417
Investment Fees and Revenues	1	1	1	3	3	3
Other Revenues	-	-	-	-	-	-
Grants and Contributions - Operating Purposes	2,747	692	2,055	2,909	3,324	5,893
Other Income	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
<b>Total Income from Operations</b>	<b>3,834</b>	<b>1,296</b>	<b>2,538</b>	<b>5,329</b>	<b>5,744</b>	<b>8,313</b>
<b>Expenses from Operations</b>						
Employee Benefits and Oncosts	(2,108)	(2,277)	169	(10,051)	(10,051)	(10,051)
Borrowing Costs	-	-	-	-	-	-
Materials and Services	(1,126)	(1,770)	644	(8,450)	(8,873)	(9,127)
Depreciation and Amortisation	(1,856)	(1,856)	0	(7,425)	(7,425)	(7,519)
Other Expenses	(2,224)	(2,491)	267	(9,554)	(9,821)	(9,818)
Internal Charges	(697)	(697)	(0)	(2,837)	(2,837)	(2,829)
Overhead Allocation	(866)	(866)	-	(3,464)	(3,464)	(3,464)
<b>Total Expenses from Operations</b>	<b>(8,876)</b>	<b>(9,956)</b>	<b>1,080</b>	<b>(41,782)</b>	<b>(42,473)</b>	<b>(42,808)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>(5,043)</b>	<b>(8,661)</b>	<b>3,618</b>	<b>(36,453)</b>	<b>(36,728)</b>	<b>(34,495)</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	113	300	(187)	4,690	4,690	3,565
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>(4,929)</b>	<b>(8,361)</b>	<b>3,431</b>	<b>(31,762)</b>	<b>(32,038)</b>	<b>(30,930)</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	8,360	8,357	3	36,375	36,375	36,375

**Budget commentary - year to date actuals and annual forecast**

**Year to Date Actuals**

The Total (Deficit) from Operations of (\$5.0)m is lower than forecast by \$3.6m at the end of the quarter.

Total Income from Operations of \$3.8m is higher than forecast by \$2.5m.

User Charges and Fees are higher by \$0.5m as a result of development engineering fees and hoarding permits income.

Grants and Contributions for Operating Purposes are higher by \$2.1m as a result of the payments of natural disaster grants relating to storms in Dec 2021 and July 2022.

Total Expenses from Operations of (\$8.9)m are lower than forecast by \$1.1m.

Employee Benefits and Oncosts are lower by \$0.2m as a result of current vacancies.

Materials and Services are lower by \$0.6m as a result of the timing of bushland, biodiversity and floodplain management works.

Other Expenses are lower by \$0.3m as a result of the timing of Collaroy/Narrabeen coastal protection private works.

Grants and Contributions for Capital Purposes are lower by (\$0.2)m as a result of the timing of Oxford Falls Road west flood mitigation works.

**Annual Forecast**

For the full financial year, the Total (Deficit) from Operations is forecast to decrease by \$2.2m to (\$34.5)m principally due to the payments of natural disaster grants relating to storms in Dec 2021 and July 2022.

## Waste and Cleansing

### HIGHLIGHTS

#### Waste Strategy Implementation

The following actions have been undertaken to support the implementation of the newly adopted Waste and Circular Economy Strategy:

- Council invited Expressions of Interest for a Bulky Goods Recovery from Kerbside Collection seeking details such as potential collection models, processing options, supply chain details as well as social, economic and environmental benefits from each proposal. Council is currently intending to trial the expansion of the existing Reuse and Recycling Events and Polystyrene Drop Off Collection to accept more items to divert from landfill. Whilst this expansion is trialled, options for kerbside collections continue to be explored.
- The “Bin It Right” behavioural change campaign is in development to deliver education resources to improve use of bin system and resident sorting to maximise recycling.
- A feasibility study is underway to provide a convenient and accessible Northern Beaches Circular Economy Hub by 2030.
- The development of a “Library of Things” is in its final stages with a site at the Cromer Community Centre planned to pilot the sharing economy due to open late 2024.
- Investigation and development of options in preparation for the implementation of pilot programmes for food recovery from red bins are underway with trials due to commence in late 2025.

#### Successful Grant Applications

The Northern Beaches Council was awarded two grants from the NSW Environment Protection Authority (EPA). Receiving \$404,000 over a 3-year period, the Waste and Sustainable Materials Litter Prevention Grant Program will help Council deliver initiatives to address litter across the local environment.

Funding will support implementing broader Waste and Circular Economy Strategy, boosting both Council's capability and the community's capacity to combat littering.

Activities will include education campaigns and targeted place-based initiatives in our town centres to help prevent litter in the first place. We will also work with targeted local businesses to help phase out unnecessary single use items and transition, where possible, to reusable systems.

Council received a further \$120,000 to address illegal dumping issues. The illegal dumping grant will support an education program to address illegal dumping of household bulky waste in high density areas on the Northern Beaches, including apartments. This will help improve the streetscape and reduce environmental impact from dumped materials.

#### Waste Education and community impact

The Waste Education team have delivered a broad program of events to support Council's new strategy and to activate a local circular economy over the quarter. Events have included the Avalon Car Boot Sale, a 2-day Chemical Clean Out Collection event, a Surf Swap Event, the CEC Open Day, the Killarney Heights Second Hand Market Day, two Polystyrene Collection Days, and a Reuse Drop Off Collection event. Over 12,500 residents participated in Council's Circular Economy initiatives.

The Surf Swap and Repair Market was delivered in partnership with Surfrider Foundation Northern Beaches and around 1000 residents attended. By targeting this sector and promoting the sustainable surfing movement, the event aimed to bolster the Surfing Circular Economy showcasing local innovation, enabling the reuse market, building knowledge and skills in repair and providing recycling and repurposing options for end-of-life surf products - ultimately reducing waste to landfill.

### **Waste Service Delivery**

In the quarter 23,324 tonnes of waste was collected from homes in the Northern Beaches. Of this, approximately 14,900 tonnes, or 64% of the waste collected was diverted from landfill through Council's processing and recycling services.

Performance measures – Waste and Cleansing	Target	September quarter
Reports of missed waste collection and litterbin services	< 0.5%	0.2%
No. participating in education events on waste and circular economy solutions	1000	12,500

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

### **OPERATIONAL PROJECTS**

**Key:** ✔ Complete 🔄 Progressing ! Behind schedule



#### **Investigate and trial options for increased diversion of organics from red waste bins - Executive Manager Waste Management & Cleansing**

Council has provided feedback on the NSW EPA's proposed Food Organics and Garden Organics (FOGO) mandate. The NSW EPA has not yet provided an update on the mandate for either residential or business food organics collections.

A Project Steering Group and Project Working Group has been established and onboarded to the project. All project documentation has been updated including project plan and risk matrix. Investigation has been done into pilot areas and costs in preparation for finalisation of pilot planning.

Council is planning on undertaking 3 targeted engagement sessions with the community to understand the barriers, concerns and drivers for the implementation of a food organics collection. A request for quotation is being drafted for the design of a customer experience plan to ensure the customer journey is mapped, and gaps/issues are address. The plan will also ensure that community feedback gathered during the pilot is documented and analysed to ensure it is taken into account when designing a full roll out.

Discussions are underway with the waste education and communications teams to implement a food waste avoidance education and communication campaign.



**Deliver education campaigns to maximise resource recovery from domestic waste, cleansing and litterbin service - Executive Manager Waste Management & Cleansing**

“Bin It Right”: This behavioural change campaign is in the final stages of development to deliver education resources to improve use of bin system and resident sorting to maximise recycling. It will be launched next quarter.

Over the past Quarter, the waste education team have delivered a broad program of events to support Council's new Waste and Circular Economy Strategy and to activate a local Circular economy including second-hand markets at Dee Why and Avalon, reuse drop off events and collection days for polystyrene packaging at Kimbriki.

Other education has included:

- Composting workshop at Kimbriki. Residents continue to use the voucher supplied by Council to buy a worm farm or compost bin
- As part of Plastic Free July, 'The Litter Bug and Lisa the Litter Guard' play was performed for 10 schools across the Northern Beaches. The play focussed on swapping out on soft plastics. Booklets of 'the Litter Bug and Lisa the Litter Guard' were distributed to each of the participating schools
- The Surf Swap and Repair event was held on August 11, at Surfrider Gardens, Narrabeen. The initiative was in partnership with Surfrider Foundation Northern Beaches targeting the surfing sector. It promotes the sustainable surfing movement and aimed to bolster the Surfing Circular Economy showcasing local innovation, enabling the reuse market, building knowledge and skills in repair and providing recycling and repurposing options for end-of-life surf products - ultimately reducing waste to landfill.
- Free 'Say no to Plastics' bookmarks distributed to libraries.
- Second Hand markets – Killarney Heights, Avalon Car Boot. Liaised with Killarney Heights to promote Killarney Heights second hand market. Several musicians from Killarney Heights High provided the entertainment.
- Coastal Environment Centre Open day was held 31 August providing fun activities for people of all ages and advice on gardening, composting and worm farms.

A news story was distributed:

- Pre-loved Fashion – Good for your bank balance and the planet was published, promoting the benefits of second-hand clothing.

Four local schools attended excursions at Kimbriki Resource Recovery Centre. The schools were provided with buses to the centre to learn about waste reduction, composting, worm farming, swapping out soft plastics and tour of the site.



**Promote innovative opportunities for the community to recycle a broad range of recoverable waste types - Executive Manager Waste Management & Cleansing**

The following actions have been undertaken to support the implementation of the newly adopted Waste and Circular Economy Strategy:

Increase Recovery from the bulky goods stream - Council invited Expressions of Interest for Bulky Goods Recovery from Kerbside Collection between 23 April and 16 May 2024, seeking details such as potential collection models, processing options, supply chain details as well as social, economic and environmental benefits from each proposal. Council

is currently intending to trial the expansion of the existing Reuse and Recycling Events and Polystyrene Drop Off Collection to accept more items to divert from landfill. Whilst this expansion is trialled, options for kerbside collections continue. Only options with proven end markets will be trialled.

Additionally, interest in waste and circular economy events remains high. There were multiple high attendance events this quarter including the Avalon Car Boot Sale, Chemical Clean Out Collection event over 2 days, Surf Swap Event, CEC Open Day, Killarney Heights Second Hand Market Day, 2 Polystyrene Collection Days and a Reuse Drop Off Collection event.



#### **Investigate and trial options for a Circular Economy Hub for reuse, repair and recycling - Executive Manager Waste Management & Cleansing**

A feasibility study is underway to provide a convenient and accessible Northern Beaches circular economy hub by 2030. The preferred model of a centralised hub and spokes is being further documented in a risk assessment and action plan.

The Northern Beaches Library of Things is on track to open late 2024 – early 2025 at Cromer Community Centre to pilot hubs for local reuse, repair, and recycling models. Northern Beaches Council has already collected over 50 quality items and is supporting the Sydney Library of Things in recruiting volunteers for a community initiative that is great for the environment, the pocket and the people.

Over the past Quarter, the waste education team have delivered a broad program of events to support Council's new strategy and to activate a local Circular economy including second-hand markets at Dee Why and Avalon, reuse drop off events and collection days for polystyrene packaging at Kimbriki.

## **CAPITAL PROJECTS**

**Key:**  Complete  Progressing  Behind schedule

### **Waste and Cleansing**



#### **Public place bin enclosures - Executive Manager Waste Management & Cleansing**

In September, we have identified 17 locations where the first tranche of new bin enclosures would need to be replaced/upgraded from Sydney Road Manly, through Fairlight, Balgowlah and Seaforth.

We have also sought quotes for the bin enclosures which would need to be manufactured by the supplier.

**ATTACHMENT 1 : QUARTERLY REPORT ON SERVICE PERFORMANCE - SEPTEMBER 2024 - ITEM 9.2 -  
NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

**FINANCIALS - Waste and Cleansing Services**

**Income and Expenditure Statement  
01 July 2024 to 30 September 2024**

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Operations</b>						
User Charges and Fees	6	16	(10)	65	65	65
Investment Fees and Revenues	37	13	24	52	52	52
Other Revenues	52	163	(111)	652	652	652
Grants and Contributions - Operating Purposes	324	24	300	97	97	445
Other Income	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
<b>Total Income from Operations</b>	<b>420</b>	<b>217</b>	<b>203</b>	<b>866</b>	<b>866</b>	<b>1,214</b>
<b>Expenses from Operations</b>						
Employee Benefits and Oncosts	(2,278)	(2,269)	(8)	(9,954)	(9,954)	(10,235)
Borrowing Costs	(46)	(43)	(3)	(172)	(172)	(172)
Materials and Services	(12,223)	(13,929)	1,706	(56,288)	(56,414)	(55,364)
Depreciation and Amortisation	(683)	(683)	(0)	(2,733)	(2,733)	(2,744)
Other Expenses	-	(4)	4	(16)	(16)	(16)
Internal Charges	(872)	(862)	(10)	(3,453)	(3,453)	(3,453)
Overhead Allocation	(487)	(487)	-	(1,947)	(1,947)	(1,947)
<b>Total Expenses from Operations</b>	<b>(16,588)</b>	<b>(18,276)</b>	<b>1,688</b>	<b>(74,562)</b>	<b>(74,688)</b>	<b>(73,930)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>(16,168)</b>	<b>(18,060)</b>	<b>1,891</b>	<b>(73,696)</b>	<b>(73,822)</b>	<b>(72,716)</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>(16,168)</b>	<b>(18,060)</b>	<b>1,891</b>	<b>(73,696)</b>	<b>(73,822)</b>	<b>(72,716)</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	64,703	64,547	156	73,696	73,696	73,696

**Budget commentary - year to date actuals and annual forecast**

**Year to Date Actuals**

The Total (Deficit) from Operations of (\$16.2)m is lower than forecast by \$1.9m at the end of the quarter.

Total Income from Operations of \$0.4m is higher than forecast by \$0.2m.

Other Revenues are lower by (\$0.1)m as a result of timing differences in the receipt of recyclable income.

Grants and Contributions for Operating Purposes are higher by \$0.3m as a result of the receipt of grant income for illegal dumping and litter prevention.

Total Expenses from Operations of (\$16.6)m are lower than forecast by \$1.7m

Materials and Services are lower by \$1.7m primarily as a result of an extension to the Waste Levy exemption for Mixed Waste Organic Material (MWOO) and lower than anticipated tonnages in vegetation and yellow bin recyclables.

**Annual Forecast**

For the full financial year, the Total (Deficit) from Operations is forecast to decrease by \$1.1m to (\$72.7)m principally due to grant income received and associated expenditure, along with an extension in the EPA Waste Levy for MWOO and lower tonnages in waste (primarily vegetation).

## Kimbriki Resource Recovery Centre

### HIGHLIGHTS

Over 94,000 vehicles visited the Kimbriki site in the quarter, 80% of material received was sent to various recycling partners to be repurposed, recycled and reused.

During the quarter, Kimbriki introduced a new recycling opportunity at the Problem Household Waste Area, where we now accept Polypropylene (PP5) pots free of charge. Kimbriki Environmental Enterprises (KEE) has sourced a partner who recycles the plastic to make new pots. KEE continues to investigate opportunities to remove other resources from landfill.

Preparations are underway to celebrate the 50th anniversary of Kimbriki with a Kimbriki Open Day on 16 November 2024 to coincide with Recycling Week. On the day, residents will be provided information on Kimbriki's recycling services, including guided behind the scenes bus tours to show how their yellow, blue and green bin contents are recycled. Residents will also be able to tour the Hub Social Precinct to learn about the activities of our resident re-use focused charities Bikes4Life, Boomerang Bags and the Peninsular Toy Repair Group. The Eco House and Garden will be demonstrating how to live more sustainably at home and there will be numerous activities and free giveaways to promote more sustainable living in our local area.

Performance measures – Kimbriki	Target	September quarter
Total waste from all sources diverted from landfill onsite	82%	80%*
Waste diverted from landfill in the Mixed Waste section onsite from all sources	10%	5%**

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

**Notes on results:**

\*The increased stockpile of vegetation for processing has affected the performance during this period.

\*\* The target has been impacted by the wait for new infrastructure to support further recovery activities from mixed waste delivered to Kimbriki. Continuing to expand opportunities for customers to deliver separated materials.

## OPERATIONAL PROJECTS

**Key:**  Complete  Progressing  Behind schedule



### **Improve on-site systems for more efficient separation of recoverable waste loads - Executive Manager Waste Management & Cleansing**

We continue to explore opportunities to recover and recycle target materials from the recent audit of incoming waste.



### **Research and develop improved resource recovery for specific waste types, consistent with the endorsed annual Business Plan - Executive Manager Waste Management & Cleansing**

Procurement for Recyclables Aggregation and Processing Services is underway. New drop off for Polypropylene (PP5) Recycling added in Household Problem Waste Drop-off area.



### **Develop and improve waste avoidance, reuse and repair initiatives to enhance social enterprise opportunities - Executive Manager Waste Management & Cleansing**

A Council project is underway to develop a Reuse and Repair Network in the Northern Beaches, and we are exploring Kimbriki's potential involvement. Planning Kimbriki Open Day on 16 November which will include guided tours of the site, displays of recycled materials produced from Northern Beaches Waste, demonstrations on Sustainable living, etc.

## CAPITAL PROJECTS

### **Kimbriki improvements**



### **Kimbriki Gas Capture System - Executive Manager Waste Management & Cleansing**

No Activity in Quarter One.



### **Kimbriki future cell development - Executive Manager Waste Management & Cleansing**

Preparation of surfaces for lining, final design work.



### **Kimbriki Renewal Program - Executive Manager Waste Management & Cleansing**

Construction of new sealed road to Vegetation area.



### **Kimbriki Other - Executive Manager Waste Management & Cleansing**

Installation of Boardroom AV system.

**FINANCIALS - Kimbriki Resource Recovery Centre**

**Income and Expenditure Statement  
01 July 2024 to 30 September 2024**

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Operations</b>						
User Charges and Fees	9,829	9,532	297	39,521	39,521	39,818
Investment Fees and Revenues	323	236	88	942	942	1,030
Other Revenues	987	894	93	3,763	3,763	3,856
Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Other Income	70	69	1	274	274	276
Gains on disposal of Assets	-	-	-	-	-	-
<b>Total Income from Operations</b>	<b>11,209</b>	<b>10,730</b>	<b>479</b>	<b>44,501</b>	<b>44,501</b>	<b>44,980</b>
<b>Expenses from Operations</b>						
Employee Benefits and Oncosts	(1,430)	(1,422)	(8)	(5,355)	(5,355)	(5,363)
Borrowing Costs	(495)	(535)	40	(2,140)	(2,140)	(2,277)
Materials and Services	(4,899)	(4,804)	(95)	(20,104)	(20,104)	(20,077)
Depreciation and Amortisation	(914)	(962)	48	(3,778)	(3,778)	(3,730)
Other Expenses	(2,536)	(2,445)	(91)	(9,668)	(9,668)	(9,759)
Internal Charges	-	-	-	-	-	-
Overhead Allocation	-	-	-	-	-	-
<b>Total Expenses from Operations</b>	<b>(10,274)</b>	<b>(10,168)</b>	<b>(107)</b>	<b>(41,046)</b>	<b>(41,046)</b>	<b>(41,206)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>935</b>	<b>562</b>	<b>373</b>	<b>3,455</b>	<b>3,455</b>	<b>3,774</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>935</b>	<b>562</b>	<b>373</b>	<b>3,455</b>	<b>3,455</b>	<b>3,774</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	-	-	-	-	-	-

**Budget commentary- year to date actuals and annual forecast**

**Year to Date Actuals**

The Total Surplus from Operations of \$0.9m is higher than forecast by \$0.4m at the end of the quarter.

Total Income from Operations of \$11.2m is higher than forecast by \$0.5m.

User Charges and Fees are higher by \$0.3m as a result of higher than forecast YTD demolition and landfill income due to higher volumes of inbound material.

Investment Fees and Revenues are higher by \$0.1m as a result of increased interest rates on term deposits and higher than budgeted cash available for investment due to a higher than budgeted surplus.

Other Revenues are higher by \$0.1m as a result of higher than expected recovery of metal tonnages YTD due to higher prices achieved for scrap metal.

Total Expenses from Operations of (\$10.3)m are higher than forecast by (\$0.1)m.

Materials and Services are higher by (\$0.1)m as a result of road repairs work budgeted later in the year which were brought forward due to contractor availability and damage from recent heavy rain, and higher landfill processing cost and demolition cost aligned with higher inbound tonnages.

Other Expenses are higher by (\$0.1)m mainly due to EPA levies in line with the higher incoming landfill tonnages.

**Annual Forecast**

For the full financial year, the Total Surplus from Operations is forecast to increase by \$0.3m to \$3.8m principally due to the reasons noted above.

## SOCIAL

### Community, Arts and Culture

#### HIGHLIGHTS

##### **Socially sustainable Northern Beaches**

The Better Together 2040 Social Sustainability Strategy is now in its fourth year of implementation. The Better Together Leadership Group met in September and the third Better Together Forum is being planned for October 2024 to discuss the connection and its role on social sustainability for the Northern Beaches. Monitoring and evaluation of Better Together 2040 and the associated social sustainability action plans has been streamlined with the development of a tracking dashboard supporting teams to plan and report action delivery more effectively.

##### **Valuing volunteers**

Nominations opened for the 2025 Australia Day Awards to recognise the significant contribution of volunteers across our community.

Volunteers were active in all programs across Council to continue delivering valued services to our community including Bushcare, Community Gardens, Cemeteries, Libraries, Meals on Wheels, Manly Art Gallery & Museum, Manly Environment Centre, Manly Visitor Information Centre, and the Aboriginal Heritage Office.

##### **Community Development**

Council hosted three NAIDOC Week activations in July with local Aboriginal businesses and performers with over 100 people in attendance.

The 2024 Northern Beaches Local Business Awards Gala Presentation was held in July with Council sponsoring the Disability Inclusion Award. Allura Health were the 2024 Disability Inclusion Award Winner with Highly Commended going to The Mind Café.

The We Belong Intercultural Community Leaders Program was launched in July with 16 local cultural leaders selected following an open Expression of Interest process. This program is funded by the NSW Government and aims to celebrate diversity, foster intercultural understanding, and nurture the next generation of community leaders in our vibrant community.

##### **Working with young people and families**

Council's Youth Advisory Group (YAG) met with Councillors in July to increase opportunities for connection between Councillors and Council's Youth Advisory Group through a quarterly reporting mechanism. YAG continue to deliver key actions of the Youth Voice Action Plan and have commenced planning for Youth Week 2025.

The 20th anniversary of the Beaches Young Filmmakers Competition, formerly 24/7 youth film festival, packed out a Hoyts theatre for the Finals and Awards night with 196 attendees including filmmakers and sponsors. Featuring a diverse range of short films from 12 finalist teams across three age categories, the competition provided valuable skills development opportunities for young people as well as an opportunity to learn from industry professionals.

Council facilitated a live-art activation with emerging artists at Cromer High's Quadfest, an annual celebration of the arts and consulted 355 young people on various local issues and initiatives at an RUOK Day at Killarney Heights High School.

The Adolescent and Family Counselling Service provided over 290 free client counselling sessions to young people and their families. The service also hosted a youth social club to provide social capacity building and connection between young people, a dad's and male carers targeted program to build relationship skills for connecting with their teens.

### **Supporting Seniors**

Council delivered 2 information sessions for Dementia Action Week and reviewed several key Council documents to ensure they align with Dementia Australia's dementia friendly language guidelines.

Meals on Wheels delivered over 4800 meals to older people in the community to enable them to live at home for longer and prevent social isolation. This included more than 200 community lunches meals that increase social connections for older people.

### **Community Safety**

Council continues to lead a coordinated response to community safety in the Northern Beaches through implementation of Community Safety Plan 2021 – 2026 actions; consultative meetings with local Police, services and other stakeholders; and collaborative assessment and response to issues and locations of concern.

The Community Safety Advisory Committee met on 15 August to consider a range of community safety related issues including Person Centred Emergency Preparedness (P-CEP) program, homelessness, antisocial behaviour, and local alcohol and other drug projects.

A safety audit of East Esplanade Park was undertaken, and a review of the East Esplanade Park Community Safety Management Plan, in preparation for summer. Council's Financial Hardship information hub was promoted to the community to coincide with Winter and related increased energy bills.

### **Community Centres**

The Avalon Youth Hub, now known as the Beaches Youth Hub, officially opened on 18 September. The new activities and services have already commenced in the new space, providing support for young people from a wide range of service partners.

Works continue on the new Warriewood Community Centre, located on the site of the former Nelson Heather Community Centre. The pouring of the first concrete floor slab for the Main Hall of the Community Centre was completed in August, the largest of five planned pours.

### **Arts and Culture**

Creative Open 2024 attracted almost 14,000 visitors over 4 days in July and included 129 art, music, and design experiences across the local government area. Avalon Creative Space, Curl Curl Creative Space, and Mona Vale Creative Studios & Gallery hosted 5 exhibitions and associated events throughout the past quarter. Weaving Stories engaged the local community in First Nations culture and storytelling with workshops for adults and children, culminating in a public exhibition and event at Curl Curl Creative Space.

The fourth Environmental Art & Design Prize featured the works of 200 artists and designers selected for the exhibition in August across 3 of our Northern Beaches cultural venues - Manly Art

Gallery and Museum, Curl Curl Creative Space, and Mona Vale Creative Space Gallery. Attendance was 3706 visitors, including the launch event, 3 meet the artist/designer events, and the inaugural Collective for Environmental Art & Design panel discussion.

As part of the 100 Years of Collecting program, Manly Art Gallery & Museum launched Collection Online, making its collection available to the public for the first time, and revealed the specially commissioned artwork by leading Australian artist, Jude Rae. *Three Echoes: Djon Mundine* and *Clay on Country* were also presented in the gallery. The Design Shop continued to support and promote over 30 local designers, makers, and artists.

The Coast Walk Public Artwork, Signal Fire at McKillop Park won an Australian Good Design Ward, and work progressed on a new work at Collaroy Beach. The Midget Farrelly commemoration artwork was also completed at Palm Beach.

### **Glen Street Theatre**

Glen Street Theatre was closed for the month of July to undertake the final stage of air conditioning upgrade works which will greatly improve patron comfort in the auditorium and foyer areas.

The venue received funding from the NSW Government, which was matched by Council, resulting in the upgrade of the theatrical lighting system with new LED lighting fixtures installed. This upgrade will improve the theatre's energy efficiency, reduce operational and maintenance costs, reduce heat in the theatre and therefore cooling demand, improve safety for stage employees, enriching the audience experience and bringing the theatre in line with industry standards.

Reopening of the theatre in August saw a highly successful season of *Agatha Christie's The Mousetrap* staged with over 5484 tickets sold across a two-week season.

The venue was represented at the annual performing arts sector conference, Australian Performing Arts Exchange, as part of national industry discussions and forward planning for 2026 and 2027 performing arts tours, reinforcing the venue position on the professional state and national touring circuit.

Community Arts and Culture - Performance measures	Target	September quarter
Community Centres: no. bookings	9270	9859
No. Meals services	5000	4805*
No. volunteers who actively participate in ongoing Council programs	650	494**

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

#### **Notes on results:**

\* Additional service promotion and growth activities required to meet increased annual target for 2024/25.

\*\* Events did not use any volunteers for their events in quarter one.

## OPERATIONAL PROJECTS

**Key:**  Complete  Progressing  Behind schedule



### **Develop the Community Connection Project - Executive Manager Community, Arts & Culture**

We Belong Intercultural Leadership program initiated and research and consultation underway to investigate connection on the Northern Beaches.



### **Living in Place and State of Wellbeing Report - Executive Manager Community, Arts & Culture**

Living in Place survey data has been analysed and State of Wellbeing 2024 report being prepared.



### **Develop Collective for Environmental Art and Design (CEAD) - Executive Manager Community, Arts & Culture**

The Collective for Environmental Art and Design launched with a Panel Discussion on 15 August as part of the 2024 Environmental Art & Design Prize.

## CAPITAL PROJECTS

**Key:**  Complete  Progressing  Behind schedule  Not proceeding

### **Community Centre Improvements**



#### **Warriewood Valley Community Centre - Executive Manager Capital Projects**

Construction of the new Warriewood Community Centre is in progress.

### **Cultural Improvements**



#### **Coast walk - Art trail - Executive Manager Community, Arts & Culture**

Planning and preliminary engagement for the Collaroy Beach project undertaken.



#### **Glen Street Theatre - Renewal Works - Executive Manager Property, Buildings & Beach Services**

This program saw the completion of Stage 2 of the upgrade to the Glen Street air-conditioning system. The foyer ceiling, previously water damaged, will be replaced as part of these renewal works.



#### **Creative Arts Space - Mona Vale design works - Executive Manager Property, Buildings & Beach Services**

This budget will provide funds for arts related improvements to the Mona Vale Admin building. The project is on hold pending a review of options for the improvements.

**FINANCIALS - Community, Arts and Culture Service**

**Income and Expenditure Statement  
01 July 2024 to 30 September 2024**

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Operations</b>						
User Charges and Fees	1,210	1,295	(85)	5,038	5,038	5,016
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	149	189	(40)	995	959	963
Grants and Contributions - Operating Purposes	195	162	33	654	654	678
Other Income	11	31	(20)	83	83	83
Gains on disposal of Assets	-	-	-	-	-	-
<b>Total Income from Operations</b>	<b>1,566</b>	<b>1,678</b>	<b>(112)</b>	<b>6,770</b>	<b>6,735</b>	<b>6,740</b>
<b>Expenses from Operations</b>						
Employee Benefits and Oncosts	(1,820)	(1,765)	(56)	(7,754)	(7,823)	(7,785)
Borrowing Costs	-	-	-	-	-	-
Materials and Services	(979)	(1,107)	127	(3,783)	(3,819)	(3,861)
Depreciation and Amortisation	(164)	(164)	-	(658)	(658)	(1,013)
Other Expenses	(135)	(135)	-	(499)	(499)	(499)
Internal Charges	(16)	(14)	(2)	(63)	(63)	(63)
Overhead Allocation	(221)	(221)	-	(886)	(886)	(886)
<b>Total Expenses from Operations</b>	<b>(3,336)</b>	<b>(3,405)</b>	<b>69</b>	<b>(13,644)</b>	<b>(13,749)</b>	<b>(14,108)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>(1,770)</b>	<b>(1,727)</b>	<b>(42)</b>	<b>(6,873)</b>	<b>(7,014)</b>	<b>(7,367)</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	174	53	121	70	53	174
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>(1,596)</b>	<b>(1,674)</b>	<b>79</b>	<b>(6,803)</b>	<b>(6,961)</b>	<b>(7,193)</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	1,691	1,691	-	6,807	6,807	6,807

**Budget commentary- year to date actuals and annual forecast**

**Year to Date Actuals**

The Total (Deficit) from Operations of (\$1.8)m is higher than forecast at the end of the quarter.

Total Income from Operations of \$1.6m is lower than forecast by (\$0.1)m.

User Charges and Fees are lower by (\$0.1)m as a result of lower venue hire of Community Centres and at Glen Street Theatre.

Other Revenues are lower as a result of timing differences associated with hirers staffing costs at Glen Street Theatre.

Total Expenses from Operations of (\$3.3)m are lower than forecast by \$0.1m.

Employee Benefits and Oncosts are higher by (\$0.1)m.

Materials and Services are lower by \$0.1m as a result of the timing of planned expenditure relating to maintenance and servicing at Glen Street Theatre, computer software and advertising.

**Annual Forecast**

For the full financial year, the Total (Deficit) from Operations is forecast to increase by (\$0.35)m to (\$7.4)m principally due to the impact of additional depreciation.

## Children's services

### HIGHLIGHTS

#### Children's Services Strategy

Dee Why Children's Centre has been approved to participate in the NSW Government Flexible Initiative Trial commencing in 2025. This means that Dee Why Children's Centre will be offering 2 different service types, being Long Day Care and Pre-School, within the same Centre for 2025. This trial is part of the NSW Government's long-term commitment to support children and young families in the early years. This trial addresses strategic action 1.2 of the Children's Services Strategy.

The new service type at Dee Why will be offering limited spaces for a Pre-school operating for 7.5 hours a day (8:15am-3:45pm) 40 weeks per year (Closed during NSW Public School holidays).

Dee Why Children's Centre will continue running the Long Day Care pre-school room as well as the new Pre-school in a different room at the service.

Families were notified about the new service in mid-September. There has been very strong interest from families from within Dee Why Children's Centre and from families attending our other services wishing to enrol in the new service. The administration team are currently filling spots for this new preschool.

#### Transition to School support

The Early Learning centres hosted parent information events for families to explain transition to school for those starting school next year and how we prepare children in all areas of the service. This included the school Principal of a local school who provided information to families including a play-based curriculum and its importance in readiness for formal education, and what the term "School readiness" currently means.

Brookvale, Dee Why and North Harbour centres are working with NSW Health hosting Brighter Beginnings health checks for children 4 years and over to identify early developmental complexities for children. These checks take place on site to support families and identifying any early intervention required with Allied Health professionals to support the transition to school.

#### Celebrating Early Learning

Brookvale Pre-school and Children's Centre invited families and local politicians to attend and celebrate "Early Learning Matters" through an open morning where families could be involved in their child's play and learning. Now in its seventh year, Early Learning Matters Week, is a reminder of the transformative power of play-based education in shaping confident, enthusiastic learners and laying the foundation for lifelong well-being and achievement.

Representatives from each service attended the Early Childhood Australia conference – Realising the visions: an integrated future for the early years in Brisbane. This provided an opportunity to hear from leading experts in the early childhood education and care sector with new skills and possibilities and help you keep pace with the latest research and developments in the sector. This information will be shared with the educators and families to ensure currency of practice.

Manly Community Pre-school were successful in receiving the Woolworths Landcare Grant and introducing the children to our new composting bin and many new sustainable resources to use within the classroom. Harbour View Children's Centre welcomed Anthony from Plastic Pollution Solutions for an in-service event. He spoke to our Pre-school children about the importance of

'reduce, reuse, recycle' in a hands-on session. Belrose Children's Centre has worm farms which are producing excess worm fertiliser. This was shared with families who have been bringing in milk cartons to take home the worm fertiliser to use on their home gardens. Harbour View Children's Centre has planted a crop of summer vegetables in the Kitchen Garden. These include Beans, capsicum, herbs and zucchini. We also planted flowers for our native bees who have come out of hibernation.

### **Supporting children and families**

Over 100 Educators attended workshop sessions with Robyn Papworth who is an accredited Exercise Physiologist, Masters-qualified Developmental Educator and Certified Trainer. Information taken from these sessions has been shared with families and implemented by Educators. Robyn shared insights into children's physical needs and strategies to support regulating emotions.

Belrose Children's Centre is hosting students studying Early Childhood Education across the 0-3 years age groups. Belrose Children's Centre has hosted school aged students in the Youth Up Front Business Studies program




Narrabeen Children's Centre participated in National Pyjama Day in support of our charity "Hope in a Suitcase". Children and staff came to work in their favourite comfy Pyjama's and slippers and accepted donations from the families which will be delivered to the charity. This cause was also supported by Councils Library team, with them delivering a number of supplies.

Narrabeen Children's Centre commitment to sustainability continues and delivered approximately 10 removal boxes containing bread tags for distribution into resources to enable the work of "Wheelchairs for Africa". Several donations of books from families and community members were received and some put out through the Centre Street Library.

Integrating Indigenous curriculum continues to be embedded with Narrabeen Children's Centre program enhanced by a performance during NAIDOC Week – by Ryka Ali who is an ambassador for Australia's Indigenous Youth. Manly Community Pre-school had an incursion with Bush to Bowl, *"Bush to Bowl is a social enterprise aimed at creating a healing space and platform for First Nations people by connecting to Country and their traditional foodways"*. Children had a bush tucker talk and learnt all about indigenous plants and traditional bush foods and made bliss balls which are edible superfood balls made with bush food ingredients. Children also engaged in an art workshop where the children looked at Aboriginal symbols.

Manly Community Pre-school children have shown a great interest in sports skills and to further develop their fundamental movement skills we are having a 6-week program with Northern Beaches Football training further developing these skills.

Performance measures – Children's services	Target	September quarter
No. children attending Long Day Care programs	700	811
No. children attending Family Day Care programs	340	315*
No. children attending Preschool programs	150	206
No. children attending Vacation Care Programs	350	527

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

**Notes on results:**

\* The number of Educators providing Family Day Care (FDC) is difficult to predict based on constraints on affordable suitable premises for new FDC sites.

**FINANCIALS – Children’s services**

**Income and Expenditure Statement  
01 July 2024 to 30 September 2024**

	Year to date			Annual		
	YTD Actual \$'000	YTD Forecast \$'000	YTD Variance \$'000	Annual Budget \$'000	Approved Forecast \$'000	Current Forecast \$'000
<b>Income from Operations</b>						
User Charges and Fees	4,123	4,111	12	15,819	15,819	15,819
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	1	1	0	3	3	3
Grants and Contributions - Operating Purposes	906	763	143	3,052	3,052	3,082
Other Income	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
<b>Total Income from Operations</b>	<b>5,029</b>	<b>4,875</b>	<b>154</b>	<b>18,874</b>	<b>18,874</b>	<b>18,904</b>
<b>Expenses from Operations</b>						
Employee Benefits and Oncosts	(3,591)	(3,444)	(146)	(15,128)	(15,128)	(15,158)
Borrowing Costs	(1)	(1)	(0)	(6)	(6)	(6)
Materials and Services	(436)	(568)	132	(2,221)	(2,282)	(2,284)
Depreciation and Amortisation	(14)	(14)	(0)	(54)	(54)	(54)
Other Expenses	-	-	-	-	-	-
Internal Charges	(142)	(145)	4	(591)	(591)	(591)
Overhead Allocation	(202)	(202)	-	(810)	(810)	(810)
<b>Total Expenses from Operations</b>	<b>(4,386)</b>	<b>(4,375)</b>	<b>(10)</b>	<b>(18,810)</b>	<b>(18,871)</b>	<b>(18,903)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>643</b>	<b>499</b>	<b>144</b>	<b>64</b>	<b>3</b>	<b>1</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>643</b>	<b>499</b>	<b>144</b>	<b>64</b>	<b>3</b>	<b>1</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	-	-	-	-	-	-

**Budget commentary- year to date actuals and annual forecast**

**Year to Date Actuals**

The Total Surplus from Operations of \$0.6m is higher than forecast by \$0.1m at the end of the quarter.

Total Income from Operations of \$5.0m is higher than forecast by \$0.2m.

Grants and Contributions for Operating Purposes are higher by \$0.1m as a result of increased Start Strong funding to offset the fee paid by families and preschool funding received.

Total Expenses from Operations of (\$4.4)m are slightly higher than forecast.

Employee Benefits and Oncosts are higher by (\$0.1)m as a result of higher casual salaries filling vacant positions.

Materials and Services are lower by \$0.1m as a result of lower than anticipated spending on agency personnel, materials, minor office equipment, maintenance and servicing and child care supplies expenditure.

**Annual Forecast**

For the full financial year, the Total Surplus from Operations is forecast to reduce slightly for the reasons noted above.

## Library Services

### HIGHLIGHTS

#### Valued social institutions

Receiving more than 270,000 visits during the last quarter, Northern Beaches Libraries are one of the most valued and busiest social institutions in the Northern Beaches. Northern Beaches Libraries supports over 72,000 active members, with over 1660 new members joining in September alone. These members borrow from our collection, attend programs and events, use our Home Library Service or simply visit our spaces for work, education or recreation.

Our library service delivers a wide variety of contemporary, popular collections in both print and digital formats, with more than 243,500 physical loans and over 116,000 e loans from our service this quarter.

#### Experience – Explore and Engage

First quarter saw a diverse and exciting events calendar with libraries holding more than 750 programs and events. These events include our regular daily early literacy sessions held across all branches, to our Open Mic Nights, Poetry Slam, and Zine Fair.

Children and young people continued to be supported through the delivery of school holiday programs throughout July. This year our school holiday calendar started off with a bang with our popular Code4Fun workshops. A surprise hit was the booked out Create with Clay workshops.

Our author talk program continues to reach new milestones, with talks hosted across all libraries featuring a variety of diverse speakers including Harry Garside, Jessie Tu and local author Katie Brown.

The preservation of our rich local studies collections continues, with over 696 items digitised in this quarter, and a total 30,308 items accessible on History Hub. An online portal, History Hub provides instant access to photographs, videos and oral histories.

#### Connection – Belonging and Pride

Northern Beaches Libraries was thrilled to welcome 8 new volunteers to our assisted adult volunteer stream, providing tailored activities for members of our community living with a disability. Volunteers undertake a variety of adapted activities across our branches, highlighting and celebrating that volunteering is for everyone and contributing to safe, inclusive spaces for all our community.

NAIDOC week, History Week, Dementia Action Week, and the Manly Warringah Pittwater Historical Society (MWPHS) centenary anniversary were key areas of focus during the quarter with libraries hosting a variety of events, programs and exhibitions in support.

As a positive expression of making our community increasingly safe, inclusive and welcoming, our libraries hosted a variety of activities in recognition of NAIDOC week, including Story Time sessions, bracelet weaving workshops, and a NAIDOC message tree.

#### Together – Partnerships and Collaboration

Ongoing partnerships with external organisations allow Northern Beaches Libraries to provide a wide range of information sessions that are key to creating programs that meet the needs of our diverse Northern Beaches community.

Dee Why library has continued hosting the community co-designed Tibetan Storytimes. In early 2024, Northern Beaches Libraries commenced work on the developing and co-designing a Tibetan Storytime. Working directly with Tibetan community members, a co-design principle has been applied to ensure the program will meet and reflect the needs and aspirations of our community. Through this planning phase, a co-design session was held at Dee Why Library where members of the Tibetan community were invited to workshop and provide feedback on story time sessions for our local Tibetan Community.

After a successful trial period, the Toy Library with Cubby House Toy Library Inc was approved for a 5-year partnership agreement to continue allowing members the ability to hire toys at convenient locations across the Northern Beaches. This quarter, 60 members have accessed the Toy Library service at our Mona Vale and Manly branches, borrowing a total of 262 items.

Our continuing partnership with Service NSW, Services Australia, and Carers Gateway has continued, with a wide range of facilitated information sessions including dementia awareness, scams awareness, disability and carer support, accessing Early Childcare and Family subsidies, and Savings Finder programs.




### **Leadership – Excellence and Innovation**

In line with the Library Strategic Plan 2023-2028, we are focusing on our strategic directions to strengthen the service, strive for innovation, and continue to push the boundaries of what it means to be a modern library.

Forestville Library 24/7 has become a vital connecting space for the Forestville community. After launching as a permanent ongoing 24/7 service in March 2023, Forestville 24/7 has continued to grow in popularity supporting high school and university students, community members working remotely and providing the general community access to library services around the clock, 7 days a week. More than 2450 members have signed up for 24/7 access with 8500 visits outside of staffed hours during this quarter.

Minor refurbishments and layout changes have continued with a new accessible toilet completed and a spatial refresh ahead of HSC season for Forestville library. Dee Why library received a series of roof repairs and electrical upgrades, plus a new refresh of the library space to movable shelving units.

<b>Library Services</b>	<b>Target</b>	<b>September quarter</b>
<b>- Performance measures</b>		
No. library programs and activities	400	751
No. of physical visits to libraries	175,000	272,839
No. Home Library Service customers	525	480*
<b>- Workload measures</b>		
No. events, programs and exhibitions that align with diverse and inclusive programming	-	22

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

\* Review of Home Library Service underway.

## OPERATIONAL PROJECTS

**Key:**  Complete  Progressing  Behind schedule



### **Review and implement opportunities for 24/7 access to the physical library space - Executive Manager Library Services**

Procurement process complete. Works underway.

## CAPITAL PROJECTS

**Key:**  Complete  Progressing  Behind schedule  Not proceeding

### **Library Upgrades**



### **Mona Vale Library - upgrades and new works - Executive Manager Property, Buildings & Beach Services**

This project involves the relocation of the library returns chute and improvements to back-office operations areas.

### **Community Space and Learning**



### **Library local priority grant purchases - Executive Manager Library Services**

Works underway at Manly library to support future requirements.



### **Library books - replacement - Executive Manager Library Services**

Annual magazine subscription renewals have been made. Of the physical items received, Adult Fiction comprised 46% of stock, Adult Non-Fiction 20%, Junior items 28%. The remaining 6% of stock received was Young Adult and Audiovisual items.

**ATTACHMENT 1 : QUARTERLY REPORT ON SERVICE PERFORMANCE - SEPTEMBER 2024 - ITEM 9.2 -  
NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

**FINANCIALS - Library Services**

**Income and Expenditure Statement  
01 July 2024 to 30 September 2024**

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Operations</b>						
User Charges and Fees	45	32	13	128	128	128
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	33	33	(0)	133	133	133
Grants and Contributions - Operating Purposes	-	-	-	826	826	826
Other Income	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
<b>Total Income from Operations</b>	<b>78</b>	<b>65</b>	<b>13</b>	<b>1,087</b>	<b>1,087</b>	<b>1,087</b>
<b>Expenses from Operations</b>						
Employee Benefits and Oncosts	(1,778)	(1,911)	133	(8,395)	(8,395)	(8,395)
Borrowing Costs	-	-	-	-	-	-
Materials and Services	(449)	(488)	39	(1,603)	(1,603)	(1,601)
Depreciation and Amortisation	(515)	(515)	0	(2,062)	(2,062)	(2,343)
Other Expenses	-	-	-	(129)	(129)	(129)
Internal Charges	(20)	(20)	-	(87)	(87)	(87)
Overhead Allocation	(251)	(251)	-	(1,005)	(1,005)	(1,005)
<b>Total Expenses from Operations</b>	<b>(3,013)</b>	<b>(3,186)</b>	<b>173</b>	<b>(13,280)</b>	<b>(13,280)</b>	<b>(13,560)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>(2,936)</b>	<b>(3,121)</b>	<b>185</b>	<b>(12,193)</b>	<b>(12,193)</b>	<b>(12,472)</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	-	9	(9)	169	178	178
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>(2,936)</b>	<b>(3,112)</b>	<b>176</b>	<b>(12,024)</b>	<b>(12,014)</b>	<b>(12,294)</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	3,121	3,121	-	12,193	12,193	12,193

**Budget commentary- year to date actuals and annual forecast**

**Year to Date Actuals**

The Total (Deficit) from Operations of (\$2.9)m is lower than forecast by \$0.2m at the end of the quarter.

Total Expenses from Operations of (\$3.0)m are lower than forecast by \$0.2m.

Employee Benefits and Oncosts are lower by \$0.1m as a result of staff leave taken and vacant positions within the service.

**Annual Forecast**

For the full financial year, the Total (Deficit) from Operations is forecast to increase by (\$0.3)m to (\$12.5)m principally due to higher depreciation costs.

## Strategic land use Planning

### HIGHLIGHTS

#### **Northern Beaches Local Environmental Plan (LEP) and Development Control Plan (DCP)**

On 17 June 2024 Council endorsed the Northern Beaches LEP Planning Proposal for submission to the NSW Department of Planning, Housing and Infrastructure (DPHI) for Gateway determination.

The LEP Planning Proposal has been submitted to DPHI and Council is currently working to provide further information to DPHI to enable the issue of a Gateway determination. Following Gateway approval, the Planning Proposal will be exhibited for public comment. The new LEP will contain the rules and controls for new development and building on the Northern Beaches.

The DCP complements the new LEP and provides more detailed guidance and controls for new development. Work on the DCP is progressing. It is intended to exhibit the DCP together with the LEP Planning Proposal in mid-2025.

#### **Local Housing Strategy and Affordable Housing**

Council at its meeting on 25 June 2024 resolved to develop options to introduce a 'flat rate' affordable housing contribution for certain development in the Council area. Council has commissioned HillPDA consultants to undertake this work.

Any proposed changes to Council's Affordable Housing Contributions Scheme resulting from this work would require public exhibition for comment and approval by the DPHI before being brought into effect.

Council made further submissions to the DPHI about the Government's Low- and Mid-Rise Housing changes. Stage 1 of those changes commenced on 1 July 2024, permitting dual occupancy development across the R2 residential zone under Warringah LEP 2011 without any new controls. Council is concerned that Stage 2 of the changes, involving residential flat building development up to 8 storeys in existing flat building zones, will have significant impacts on the Council area and will increase pressure on existing infrastructure such as roads, parks and schools.

#### **Manly Place Plan**

On 30 July 2024 Council adopted My Place: Manly (Manly Place Plan). The aim of the Manly Place Plan is to provide a framework for how the Manly centre will evolve to meet community needs and aspirations through proposed actions, place priorities and concept design ideas for The Corso, the CBD laneways, Pittwater Road and Sydney Road.

Actions and concept design ideas in the plan include preparing a comprehensive Movement and Place Study to assess current and future transport requirements, public domain improvements to create flexible spaces for events and activations, public art installations, a trial of extended trading hours for specific businesses, and encouraging outdoor dining in suitable locations including The Corso.

The actions in the adopted Manly Place Plan are scheduled to be delivered over the next 10-15 years.

The next phase is the development of new controls for the Development Control Plan relating to nighttime economy activities consistent with the adopted Place Plan.

## OPERATIONAL PROJECTS

**Key:**  Complete  Progressing  Behind schedule

### **Develop a Place Plan for Mona Vale - Executive Manager Strategic & Place Planning**

The Mona Vale Place Plan has been placed on hold pending the release of the NSW Government's Stage 2 of the Low- and Mid-Rise Housing Reforms expected by the end of 2024.

### **Prepare Northern Beaches Local Environmental Plan, Development Control Plan and associated studies - Executive Manager Strategic & Place Planning**

On 17 June 2024, Council endorsed the Northern Beaches LEP Planning Proposal for submission to the NSW Department of Planning, Housing and Infrastructure (DPHI) for 'Gateway' determination.

The LEP Planning Proposal has been submitted to DPHI and Council is currently working to provide further information to DPHI to enable the issue of a Gateway determination. Following "Gateway" approval, the Planning Proposal will be exhibited for public comment.

The new LEP will contain the rules and controls for new development and building on the Northern Beaches.

The DCP complements the new LEP and provides more detailed guidance and controls for new development.

### **Develop a Place Plan for Manly - Executive Manager Strategic & Place Planning**

Place Plan has been completed and progressed to the Implementation phase.

### **Review of the Affordable Housing Policy - Executive Manager Strategic & Place Planning**

Council at its meeting on 25 June 2024 resolved to develop options to introduce a 'flat rate' affordable housing contribution for certain development in the Council area. Council has commissioned Hill PDA consultants to undertake this work.

Any proposed changes to Council's Affordable Housing Contributions Scheme resulting from this work would require public exhibition for comment and approval by the NSW Department of Planning, Housing and Infrastructure (DPHI) before being brought into effect.

Council made further submissions to the DPHI about the Government's Low- and Mid-Rise Housing changes. Stage 1 of those changes commenced on 1 July 2024, permitting dual occupancy development across the R2 residential zone under Warringah LEP 2011 without any new controls. Council is concerned that Stage 2 of the changes, involving residential flat building development up to eight storeys in existing flat building zones, will have significant impacts on the Council area and will increase pressure on existing infrastructure such as roads, parks and schools.

### **Prepare a Modern Heritage Study - Executive Manager Strategic & Place Planning**

Between May and June 2024 Community nominations of buildings from the Modernist period worthy of further investigation and possible heritage protection were called. A total of 195 nominations were received.

All nominations have been complied into a database including relevant available information such as architect/ builder and approximate date of construction.

The scope of the study is limited to 20 nominations for detailed heritage significance assessment. A draft methodology has been prepared by GML Heritage in conjunction with Council to filter and select the top 40 nominations, which will be further refined to 20 in the next month.

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**ATTACHMENT 1 : QUARTERLY REPORT ON SERVICE PERFORMANCE - SEPTEMBER 2024 - ITEM 9.2 -  
NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

**FINANCIALS - Strategic and Place Planning**

**Income and Expenditure Statement  
01 July 2024 to 30 September 2024**

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Operations</b>						
User Charges and Fees	304	294	11	1,175	1,175	1,175
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	1	-	1	-	-	-
Grants and Contributions - Operating Purposes	357	357	-	374	374	1,101
Other Income	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
<b>Total Income from Operations</b>	<b>661</b>	<b>650</b>	<b>11</b>	<b>1,549</b>	<b>1,549</b>	<b>2,276</b>
<b>Expenses from Operations</b>						
Employee Benefits and Oncosts	(1,192)	(1,241)	49	(5,436)	(5,436)	(5,436)
Borrowing Costs	-	-	-	-	-	-
Materials and Services	(12)	(168)	156	(656)	(757)	(1,319)
Depreciation and Amortisation	(14)	(14)	0	(55)	(55)	(60)
Other Expenses	(563)	(563)	(0)	(763)	(763)	(763)
Internal Charges	(57)	(57)	-	(244)	(244)	(244)
Overhead Allocation	(116)	(116)	-	(466)	(466)	(466)
<b>Total Expenses from Operations</b>	<b>(1,955)</b>	<b>(2,160)</b>	<b>205</b>	<b>(7,620)</b>	<b>(7,722)</b>	<b>(8,288)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>(1,294)</b>	<b>(1,510)</b>	<b>216</b>	<b>(6,071)</b>	<b>(6,173)</b>	<b>(6,012)</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	2,225	1,916	309	7,668	7,668	7,671
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>932</b>	<b>406</b>	<b>525</b>	<b>1,596</b>	<b>1,495</b>	<b>1,659</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	1,510	1,510	-	5,705	5,705	5,705

**Budget commentary- year to date actuals and annual forecast**

**Year to Date Actuals**

The Total (Deficit) from Operations of (\$1.3)m is lower than forecast by \$0.2m at the end of the quarter.

Total Income from Operations of \$0.7m is slightly higher than forecast.

Total Expenses from Operations of (\$2.0)m are lower than forecast by \$0.2m.

Materials and Services are lower by \$0.2m as a result of timing differences associated with land use planning services.

Grants and Contributions for Capital Purposes are higher by \$0.3m as a result of additional developer contributions received.

**Annual Forecast**

For the full financial year, the Total (Deficit) from Operations is forecast to decrease by \$0.2m to (\$6.0)m due to the grant funding (partially offset by associated additional expenditure) on the Brookvale structure plan implementation project.

## Development Assessment

### HIGHLIGHTS

This quarter 307 Development Applications, 156 Modifications of Consent and 5 Review of Determination Applications were lodged for assessment. A total of 468 applications were determined and 29 Pre-Lodgement meetings were held.

During this quarter the Minister of Planning's Statement of Expectation came into force setting Development Assessment target timeframes. Whilst Northern Beaches Council was already exceeding these target timeframes for this current period, our year-to-date assessment time frames have continued to improve beyond the required targets.

The Development Assessment team have been involved in the NSW Planning Portal Customer First Co-Design Workshop. The Minister for Planning and Public Spaces, the Hon. Paul Scully, announced a renewed direction for the Planning Portal, which included \$20.4 million in this year's budget to improve Planning Portal operations. The Planning Portal Customer First Co-Design Workshop to improve the user experience was part of this initiative taking place. During a two-day workshop attendees shared their experiences and thoughts about the current website. The workshops identified several areas for improvement including administration rights for Councils, simplification of language within the Portal, customer experience and support, and software development. The team will continue to work with the Department of Planning to improve the Planning Portal.

Performance measures – Development Assessment	Target	September quarter
Average time to determine 90% of applications - development applications, modification applications and review applications (days)	≤ 75	55
Outstanding development applications, modification applications and review applications older than 100 days	≤ 20%	24%*

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

#### Notes on results:

\* At the end of Q1 there were 91 applications that remained undetermined for more than 100 days. There is a focus on reducing the number of applications older than 100 days, however, it is noted that most of the applications that remain undetermined are due to the complexity.

**FINANCIALS - Development Assessment**

**Income and Expenditure Statement  
01 July 2024 to 30 September 2024**

	Year to date			Annual		
	YTD Actual \$'000	YTD Forecast \$'000	YTD Variance \$'000	Annual Budget \$'000	Approved Forecast \$'000	Current Forecast \$'000
<b>Income from Operations</b>						
User Charges and Fees	952	973	(21)	3,895	3,895	3,895
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
<b>Total Income from Operations</b>	<b>952</b>	<b>973</b>	<b>(21)</b>	<b>3,895</b>	<b>3,895</b>	<b>3,895</b>
<b>Expenses from Operations</b>						
Employee Benefits and Oncosts	(1,334)	(1,394)	60	(6,113)	(6,113)	(6,113)
Borrowing Costs	-	-	-	-	-	-
Materials and Services	(166)	(196)	30	(724)	(724)	(724)
Depreciation and Amortisation	(21)	(21)	-	(82)	(82)	(89)
Other Expenses	-	-	-	-	-	-
Internal Charges	(44)	(44)	-	(190)	(190)	(190)
Overhead Allocation	(176)	(176)	-	(703)	(703)	(703)
<b>Total Expenses from Operations</b>	<b>(1,740)</b>	<b>(1,830)</b>	<b>90</b>	<b>(7,812)</b>	<b>(7,812)</b>	<b>(7,819)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>(788)</b>	<b>(857)</b>	<b>69</b>	<b>(3,917)</b>	<b>(3,917)</b>	<b>(3,924)</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>(788)</b>	<b>(857)</b>	<b>69</b>	<b>(3,917)</b>	<b>(3,917)</b>	<b>(3,924)</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	857	857	-	3,917	3,917	3,917

**Budget commentary- year to date actuals and annual forecast**

**Year to Date Actuals**

The Total (Deficit) from Operations of (\$0.8)m is lower than forecast by \$0.1m at the end of the quarter.

Total Income from Operations of \$1.0m is slightly lower than forecast.

Total Expenses from Operations of (\$1.7)m are lower than forecast by \$0.1m.

Employee Benefits and Oncosts are lower by \$0.1m as a result of current vacancies.

**Annual Forecast**

For the full financial year, the Total (Deficit) from Operations is forecast to increase slightly due to higher depreciation costs.

## Environmental Compliance

### HIGHLIGHTS

There was a joint visit with NSW Health Water Unit, North Sydney Public Health and Council's environmental health officers of Manly Boy Charlton Public Pool to trial the draft water quality risk management guidance materials. The outcome of the project will be a jointly developed risk management plan on water quality for the Manly Andrew Boy Charlton pool.

Council staff presented at the North Sydney region public health group meeting on Council's arbovirus surveillance program, as well as at the NSW Health Network webinar on Council's swimming pool inspection program.

The commencement of an additional pool inspector, combined with improved efficiencies in administering the pool inspection program, has seen an increased capacity of the team to spend more time in the field.

Environmental Compliance - Performance measures	Target	September quarter
Respond to critical and high-risk public safety and environmental concerns within 24 hours	100%	100%
Follow up outstanding Local Government Act and Environmental Planning & Assessment Act notices and orders at 60 days	90%	90%

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

**ATTACHMENT 1 : QUARTERLY REPORT ON SERVICE PERFORMANCE - SEPTEMBER 2024 - ITEM 9.2 -  
NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

**FINANCIALS - Environmental Compliance**

**Income and Expenditure Statement  
01 July 2024 to 30 September 2024**

	Year to date			Annual		
	YTD Actual \$'000	YTD Forecast \$'000	YTD Variance \$'000	Annual Budget \$'000	Approved Forecast \$'000	Current Forecast \$'000
<b>Income from Operations</b>						
User Charges and Fees	596	631	(35)	2,526	2,526	2,526
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	2,322	1,918	404	7,675	7,675	7,675
Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
<b>Total Income from Operations</b>	<b>2,918</b>	<b>2,549</b>	<b>369</b>	<b>10,201</b>	<b>10,201</b>	<b>10,201</b>
<b>Expenses from Operations</b>						
Employee Benefits and Oncosts	(2,773)	(2,676)	(97)	(11,742)	(11,742)	(11,742)
Borrowing Costs	-	-	-	-	-	-
Materials and Services	(514)	(418)	(96)	(1,655)	(1,659)	(1,659)
Depreciation and Amortisation	(43)	(43)	0	(172)	(172)	(186)
Other Expenses	(3)	(0)	(3)	(2)	(2)	(2)
Internal Charges	(166)	(170)	4	(739)	(739)	(739)
Overhead Allocation	(291)	(291)	-	(1,165)	(1,165)	(1,165)
<b>Total Expenses from Operations</b>	<b>(3,790)</b>	<b>(3,598)</b>	<b>(192)</b>	<b>(15,475)</b>	<b>(15,479)</b>	<b>(15,493)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>(872)</b>	<b>(1,049)</b>	<b>177</b>	<b>(5,273)</b>	<b>(5,278)</b>	<b>(5,292)</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>(872)</b>	<b>(1,049)</b>	<b>177</b>	<b>(5,273)</b>	<b>(5,278)</b>	<b>(5,292)</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	1,044	1,044	-	5,273	5,273	5,273

**Budget commentary- year to date actuals and annual forecast**

**Year to Date Actuals**

The Total (Deficit) from Operations of (\$0.9)m is lower than forecast by \$0.2m at the end of the quarter.

Total Income from Operations of \$2.9m is higher than forecast by \$0.4m.

Other Revenues are higher by \$0.4m as a result of higher than anticipated parking fines income

Total Expenses from Operations of (\$3.8)m are higher than forecast by (\$0.2)m

Employee Benefits and Oncosts are higher by (\$0.1)m.

Materials and Services are higher by (\$0.1)m as a result of fine processing fees, software upgrades and equipment purchases.

**Annual Forecast**

For the full financial year, the Total (Deficit) from Operations is forecast to slightly increase due to higher depreciation.

## Parks and Recreation

### HIGHLIGHTS

#### Business Operations and Open Space Bookings

The winter sports season concluded in the first week of September 2024. Given the number of wet weekends this May and June Council extended the season by an additional week to assist the sporting groups to manage their season and finals. The Summer season commenced on the 16 September.

A new page on Council's web page was launched for seasonal sports, this provides all the information our sporting groups require to run their competition here on the Northern Beaches.

The annual renewal of over 1300 watercraft storage permits was completed in September as was the renewal of over 40 commercial operators permits, including food trucks, fitness trainers, hire services, sports clinics and surf schools. The team have also been busy approving the Swimming, Surfing and Surf Life Saving Club programs for this coming summer.

The Northern Beaches continues to be a popular location for filming and photography. We even had the Wiggles come to Clontarf in September.

#### Park Assets - Planning Design and Delivery

Construction has commenced at Brick Pit Reserve, Frenchs Forest expected for completion in early 2025. The project includes construction of an accessible boardwalk circumnavigating the waterbody including viewing platforms, new playground and public amenities, connecting pathways and picnic areas.

The renewal of Trafalgar Park Playground, Newport is complete. The new playground includes both senior and junior play structures, swings, pathways and landscaping elements.

The sportsfield renewal program has seen a number of project completions, including renewal of softball back nets at John Fisher Park, installation of drainage system to Field 1 at Aquatic Reserve and renewal of Avalon Golf safety net.

The construction of a multi-use hardcourt at Beverley Job Park is complete and due to officially be opened to the public by the Mayor on 10 October.

The demolition of the building and associated landscaping works at 40 Stuart Street, Manly are complete. This project provides additional public open space at Little Manly Reserve. This area will be officially open to the public in mid-October following a period of turf establishment.

The foreshore connection improvements project at Bayview is complete. The project includes the upgrade of the seawall to modern engineering standards and construction of a widened footpath between the Bayview Sea Scout Hall and Bayview Baths to improve the service it provides the community.

Highlights for Landscape and Park referral:

- A total of 250 landscape referral responses for private developments have been completed in the first quarter.
- A total of 53 Parks and Open Space referral responses have been completed in the first quarter.

#### Park Operations

Reshaping, fencing, and stabilisation of Birdwood Dune at North Narrabeen was complete, with over 4000 plants put in on National Tree Day by over 200 volunteers. Fencing of the largest dune bay at Freshwater Beach as also completed.

The capping of tracks at Flora and Ritchie Roberts Reserve, Curl Curl, was undertaken to improve the condition and safety of the dog exercise area.

The playing surfaces of sportsfields were repaired and improved through returfing at Lionel Watts Reserve, Manly Oval and Passmore Reserves. Aeration was undertaken to decompact the ground, along with the application of fertilisers to improve soil condition across all fields. Aeration was also undertaken on multiple fairways at Avalon Golf Course.

Repairs to the floors of Fairy Bower and Freshwater Rock Pools were completed, as well as resurfacing of the starting blocks at Narrabeen Rockpool. The pool pumps at Palm Beach Rock Pool, Whale Beach Rock Pool, Bilgola Beach Rock Pool, and North Narrabeen Rock Pool were replaced.

Decking in the Dee Why Triangle Park was repaired to improve user safety and access. Replacement of fencing at Avalon Golf Course was also undertaken to improve safety for golfers.

Synthetic cricket wicket repairs were undertaken at a number of sites including in Newport, Avalon and Warriewood.

A number of works were undertaken to improve gardens across the northern beaches. New gardens were planted out at Rolfe Street, Manly, next to Lionel Watts Playground, Frenchs Forest and a planter box constructed along Greycliff Street, Manly. Additional planting was undertaken throughout the wider LGA to establish gardens before temperatures rise into summer.

Clearing of weedy trees and other vegetation was undertaken at the Grove BMX track to help improve passive surveillance and visibility of the site. Several streetscapes were upgraded with weeding and mulching of Newport median strip, as well as the median strip and roundabout at Seaforth.

Garden renovations were delivered in McKillop Park, Freshwater with removal of Gazania and replanting with suitable natives. Mulching, planting, and a general tidy of Shelly Beach, Manly gardens followed the construction of toilets in the area. An extensive mulching program across the LGA also improved multiple gardens throughout the Northern Beaches.

### **Tree Services**

There were 1257 requests received from the community regarding trees on public land, 145 were the result of storm events.

826 trees were planted across the Northern Beaches as part of our ongoing public open space tree planting program.

Tree Services approved 50 trees for removal, 24 were approved for pruning and 12 applications were refused. From the applications received 44 were recommended for a tree replacement.

There were 130 private property advice requests processed, and 51 alleged illegal tree activity investigations carried out.

### **Open Space and Recreation Planning**

The NSW government approved Council's proposed land categories for a Plan of Management (PoM) for Mona Vale Beach (southern end) and gave consent to place the draft PoM on public exhibition.

The 2024/25 Sport and Recreation Infrastructure Grants Program closed for applications on 9 August 2024 - 31 applications were received and assessed for Council's consideration.

The draft Indoor Sport and Recreation Needs Study has been completed for review.

### **Commercial Centres**

Sections of concrete footpath repairs were undertaken to improve safety and aesthetics at Narrabeen Shops and Seaforth Shops. Extensive paving repairs were delivered throughout all commercial centres.

In the Avalon Commercial Centre, we undertook a sandstone garden installation and garden plant out at the corner of Bellevue Avenue and Avalon Parade. Numerous tree pits were also filled with stone set material improving safety and appearance of the area at Bungan Street, Mona Vale.

The design for the upgrade of the shopping area at Church Point (Thomas Stephens Reserve) has been finalised following in-depth stakeholder engagement and construction will commence in mid-2025.

### **Beach Services**

With the arrival of warmer weather, our lifeguards are back on the beaches as we gradually re-open for the summer season. This quarter, our team has been proactive in ensuring the safety of beachgoers, completing 6700 preventative actions, 6 rescues, and provided 139 first aid treatments. We're committed to keeping everyone safe and enjoying their time at the beach.

<b>Parks and recreation</b>		
<b>- Performance measures</b>	<b>Target</b>	<b>September quarter</b>
Rockpools cleaned weekly during summer season and every two weeks outside of summer	95%	100%
Sportsfields mowed weekly in summer playing season and monthly in winter – subject to weather conditions	95%	100%
<b>- Workload measures</b>		
Number of preventative actions by professional lifeguards on patrolled beaches	-	6700

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

### **OPERATIONAL PROJECTS**

**Key:** ✓ Complete 🔄 Progressing ! Behind schedule



#### **Develop the Indoor Sport and Recreation Strategy and Action Plan - Executive Manager Parks & Open Space**

A needs assessment of indoor sporting facilities on the Northern Beaches has been

completed. This identified an additional 7 indoor sports facilities would be required out to 2024 to meet the needs of the local area. A Strategy will not be developed and instead the requirement for these facilities will be factored into planning instruments over time.



**Install lighting and irrigation at Freshwater High School sportsfield - Executive Manager Parks & Open Space**

Owners Consent has been received from the Department of Education, later than expected, and planning documents are being prepared to obtain appropriate development approvals.



**Develop Generic Parks and Sportsgrounds Plan of Management (including Crown Land) - Executive Manager Parks & Open Space**

Project is scheduled to start in February.



**Develop Governor Phillip Park Plan of Management - Executive Manager Parks & Open Space**

Stage 1 consultation has been completed and the engagement report and draft Plan of Management is currently in development.



**Develop Deep Creek Plan of Management - Executive Manager Parks & Open Space**

Project is scheduled to start in April.



**Undertake an audit of public trees in priority areas and implement tree masterplans - Executive Manager Parks & Open Space**

Project is scheduled to start in October.



**Implement a standard tree valuation methodology to guide decisions about the protection of trees - Executive Manager Parks & Open Space**

Project is scheduled to start in January.



**Stabilisation of slope at Cheryl Crescent Reserve - Executive Manager Parks & Open Space**

Procurement is almost complete to engage a contractor to undertake stabilisation works.



**Harmonisation of the Dog Control and Management Policies - Executive Manager Parks & Open Space**

Project is scheduled to start in November.

## CAPITAL PROJECTS

**Key:**  Complete  Progressing  Behind schedule

### Sportsgrounds improvements



#### **Sports Club Capital Assistance Program - Executive Manager Parks & Open Space**

2024/25 Grant Program - the 31 applications received through this year's program have been assessed and a report with recommendations for funding was prepared for Council's consideration.

2023/24 Grant Program - the Manly Warringah Field Archers completed their project to install an all-weather structure over a target range, one disabled parking bay and new paths at the archery complex at JJ Melbourne Hills Memorial Reserve.



#### **Warringah Recreation Centre, North Manly Redevelopment - Executive Manager Capital Projects**

A Development Application for the new Squash facility building was lodged in August.



#### **Seaforth Bike Park - Executive Manager Parks & Open Space**

The Plan of Management (PoM) enabling the Bike Park construction is currently being considered by the Office of Crown Lands (OCL). Once endorsed by OCL, publicly exhibited and adopted by Council construction can commence. The concept plan for the Bike Park has been finalised and will be publicly exhibited along with the PoM. As the Plan of Management has not yet been received back from OCL it is highly unlikely that the bike park will commence construction this financial year.



#### **New basketball Facilities - Executive Manager Parks & Open Space**

Evaluation of the submissions received for Killarney Heights Oval and Winnererremy Bay, Mona Vale is complete, with all exceeding Council's available budget. The concept plans and scope of works will be revised to meet Council's available budget.



#### **Seaforth Oval Cricket Turf Wicket Installation - Executive Manager Parks & Open Space**

Project is scheduled to start in September 2024.



#### **Sportsfield Renewal Program - Executive Manager Parks & Open Space**

The procurement for the rectification of the Aquatic Reserve diamonds 2-5 has closed, with evaluation completed in early October. The contract for drainage improvements at Allambie Heights Oval has been awarded with works anticipated to commence in Summer 2024.

Scoreboard renewal at Rat Park is anticipated to commence in Summer 2024.

Softball net renewal at John Fisher Park, North Curl Curl and Avalon Golf Course safety net have been completed.

### Reserves and Parks improvements



#### **Warriewood Valley - Public Space and Recreation - Executive Manager Parks & Open Space**

Council is undertaking a planning process for the Boondah Precinct, to coordinate improvements for the open space, sports and recreation facilities along with Boondah Road corridor, shared path and amenities upgrades. Site investigations and initial design phase has commenced.



#### **Frenchs Forest Precinct Park Upgrades - Executive Manager Parks & Open Space**

Work has commenced on site at Brick Pit Reserve, with works anticipated for completion in early 2025.



#### **Beverly Job Reserve, Narraweena, Youth Space - Executive Manager Parks & Open Space**

Construction of the multi-use hardcourt at Beverley Job Park is nearing completion and will be formally open to the public on 10 October 2024.



#### **Swaine Reserve, Balgowlah - Executive Manager Parks & Open Space**

Community engagement has been completed, and a concept design prepared.

Quotations for the completion of the works are being sought.



#### **Reserves Renewal Program - Executive Manager Parks & Open Space**

The Dee Why Bridge project is continuing through design phase. The preferred option is a prefabricated concrete bridge, and the concept design is currently being finalised.

The renewal of Epworth Reserve, Elanora Heights stairs and pathways is complete.

### **Foreshore and Building improvements**



#### **Freshwater Beach Masterplan Implementation - Executive Manager Parks & Open Space**

The equipment to the main playground will be installed in the first week of October with finishing works to follow. It's anticipated the main playground will be completed by end October 2024 and the beachfront playground in Autumn 2025.



#### **Manly Life Saving Club - Executive Manager Property, Buildings & Beach Services**

In consultation with the surf club, community and stakeholders, this project will develop a design for the replacement of Manly Life Saving Club and associated community facilities.

A concept design for the building has been completed and the DA process is expected to occur over the 2024/25 financial year.



#### **Clontarf masterplan implementation - Executive Manager Parks & Open Space**

Design development for Clontarf Masterplan implementation is ongoing and is anticipated for completion in early 2025.



#### **Little Manly Beach Masterplan Implementation - Executive Manager Parks & Open Space**

Landscaping works are nearing completion, and the area is expected to be accessible to the public next Quarter following turf establishment.



#### **Foreshores Renewal Program - Executive Manager Parks & Open Space**

The Long Reef boardwalk and bridge project is financially at risk due to uncertain pricing due to site access. A tender will be released in spring with construction scheduled for mid-2025 subject to costings.

The design for the seawall between 2137 and 2145 Pittwater Road, Church Point is complete and works to renew the seawall at Yachtsman's Paradise, Newport is complete.



#### **Rockpool Renewal Program - Executive Manager Parks & Open Space**

The procurement for undertaking minor renewal works at Mona Vale Beach is nearing completion but is behind schedule following previous failed procurement processes.



#### **Dinghy Storage - Executive Manager Parks & Open Space**

An audit is being undertaken of all watercraft storage facilities to develop an implementation strategy for prioritising renewal works in the delivery program. The findings will inform the locations and scope of works for action over the next several financial years.

Installation of a double-sided kayak rack at Jamieson Park is booked for early October.



#### **Tidal Pools Refurbishment - Executive Manager Transport & Civil Infrastructure**

Program on track, with works progressing on Paradise Beach tidal pool.



#### **Surf Life Saving Club Minor Renewal Works - Executive Manager Property, Buildings & Beach Services**

This works program delivers minor works and planning for Surf Lifesaving Clubs including:

- Warriewood SLSC building upgrades due to commence late 2024.
- North Narrabeen SLSC building extension due to commence early 2025.
- South Curl Curl SLSC storeroom, construction due to commence late 2024.



#### **South Collaroy Foreshore Renewal - Executive Manager Environment & Climate Change**

This project is complex and includes the renewal of a damaged seawall and the replacement of 150 metres of large culverts behind the seawall and along the foreshore with the outlet at near the Collaroy rockpool. The project is still in design phase, and is expected to be delivered in two stages, with the first stage of works targeted for completion before the December 2025 swim season. Next steps are to finalise cost estimates and ensure budgets for the first stage is available. Following confirmation of funding, detailed designs and procurement will commence.

### **Recreational trails**



#### **Manly Dam Boardwalk - Executive Manager Parks & Open Space**

Construction is progressing to schedule and is anticipated to be completed in November 2024.



#### **Manly Dam Mountain Bike Trail Upgrade - Executive Manager Parks & Open Space**

Work on the Bantry Bay Reserve reroute is almost complete. Commencement of the Manning Street realignment will commence following approval of the section 60 application currently being assessed by Heritage NSW. This assessment has not been completed in the timeframe anticipated and consequently this part of the project is behind schedule.



#### **Bridle Trail - Executive Manager Parks & Open Space**

Work has commenced on Weemala Road Reserve, horse trail reinstatement and is due for completion end of October 2024.



#### **Recreational Trails Renewal Program - Executive Manager Parks & Open Space**

Planning is ongoing for the renewal of the bridge at Fisher Bay, part of the Manly to Spit Walk. The design phase for this project is taking longer than expected due to the complexity of the access issues with construction not expected until mid-2025. Procurement is underway for the renewal of stairs adjacent to the bridge.

#### **Playground improvements**



#### **Dee Why Beach (Michaela Howie) Playground Upgrade - Executive Manager Parks & Open Space**

Procurement for the playground construction works and supply and installation of play equipment has been finalised. Works will commence in early 2025 to avoid the busy Summer and Christmas periods.



#### **Outdoor Gyms - Executive Manager Parks & Open Space**

Planning is underway with community engagement expected to be undertaken in late 2024 for James Meehan Reserve and early 2025 for Manly beachfront following options analysis and preparation of concept designs. Construction will be carried out in mid-2025.



#### **Aranda Reserve, Frenchs Forest Playground Upgrade - Executive Manager Parks & Open Space**

Works have commenced and are expected for completion in late 2024.



#### **Playground Renewal Program - Executive Manager Parks & Open Space**

The playground renewal program is on schedule with Aranda Reserve, Frenchs Forest and Winnereremy Bay, Mona Vale, contracts awarded. Woolgoolga Reserve, North Balgoolah and Branbali Reserve, Seaforth are all in procurement. Community engagement has commenced on the playgrounds at Donegal Reserve, Killarney Heights and Merrilee Reserve, Frenchs Forest and on the Liberty Swing at Collaroy Beach.

The works at Trafalgar Park, Newport are nearing completion and Kotoa Reserve, Warriewood are complete.

**Town centre and village upgrades**



**Commercial Centre Renewal - Executive Manager Parks & Open Space**

Draft tender documentation has been completed and is due to be released to the market prior to the end of 2024. Work is scheduled for mid-2025.

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**FINANCIALS - Parks and Open Space**

**Income and Expenditure Statement  
01 July 2024 to 30 September 2024**

	Year to date			Annual		
	YTD Actual \$'000	YTD Forecast \$'000	YTD Variance \$'000	Annual Budget \$'000	Approved Forecast \$'000	Current Forecast \$'000
<b>Income from Operations</b>						
User Charges and Fees	656	522	134	2,631	2,631	2,631
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	87	155	(67)	618	618	618
Grants and Contributions - Operating Purposes	1,047	105	941	148	729	1,924
Other Income	-	-	-	3	3	3
Gains on disposal of Assets	-	-	-	-	-	-
<b>Total Income from Operations</b>	<b>1,790</b>	<b>782</b>	<b>1,008</b>	<b>3,400</b>	<b>3,981</b>	<b>5,176</b>
<b>Expenses from Operations</b>						
Employee Benefits and Oncostrs	(2,824)	(2,749)	(76)	(15,003)	(15,003)	(15,038)
Borrowing Costs	-	-	-	-	-	-
Materials and Services	(3,300)	(3,702)	402	(15,539)	(16,015)	(16,445)
Depreciation and Amortisation	(2,017)	(2,017)	0	(8,071)	(8,071)	(7,929)
Other Expenses	(178)	(44)	(135)	(259)	(259)	(259)
Internal Charges	(348)	(342)	(5)	(1,446)	(1,446)	(1,446)
Overhead Allocation	(1,032)	(1,032)	-	(4,130)	(4,130)	(4,130)
<b>Total Expenses from Operations</b>	<b>(9,699)</b>	<b>(9,886)</b>	<b>187</b>	<b>(44,448)</b>	<b>(44,923)</b>	<b>(45,246)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>(7,909)</b>	<b>(9,104)</b>	<b>1,194</b>	<b>(41,047)</b>	<b>(40,943)</b>	<b>(40,070)</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	986	1,378	(391)	7,110	8,038	9,054
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>(6,923)</b>	<b>(7,726)</b>	<b>803</b>	<b>(33,937)</b>	<b>(32,904)</b>	<b>(31,016)</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	8,754	8,754	-	40,697	40,697	40,697

**Budget commentary- year to date actuals and annual forecast**

**Year to Date Actuals**

The Total (Deficit) from Operations of (\$7.9)m is lower than forecast by \$1.2m at the end of the quarter.

Total Income from Operations of \$1.8m is higher than forecast by \$1.0m.

User Charges and Fees are higher by \$0.1m as a result of the timing of dinghy boat storage fees receipts.

Grants and Contributions for Operating Purposes are higher by \$0.9m as a result of the payment of a natural disaster claim for works completed at Condoover Reserve.

Total Expenses from Operations of (\$9.7)m are lower than forecast by \$0.2m.

Materials and Services are lower by \$0.4m as a result of the timing of ground maintenance and tree management works.

Grants and Contributions for Capital Purposes are lower by (\$0.4)m as a result of timing of Manly Dam boardwalk works.

**Annual Forecast**

For the full financial year, the Total (Deficit) from Operations is forecast to decrease by \$0.9m to (\$40.1)m principally due to the payment of a natural disaster claim for works completed at Condoover Reserve.

## ECONOMIC

### Economic Development, Events and Engagement

#### HIGHLIGHTS

##### Business Support Service

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

Welcome Toolkits for businesses were developed for Avalon and the LGA – these toolkits provide information on topics such as the economy and statistics, Council information, key contacts and Chamber information. It also includes information on support available from other agencies.

##### Northern Beaches Business and Industry Stakeholder Committee

A key action of the adopted Economic Development Strategy was the establishment of a Northern Beaches Business and Industry Stakeholder Committee to monitor delivery of the 5-year action plan. The inaugural meeting was held in February 2024 and subsequent workshop held in July to workshop priorities of the group.

##### Activating local places

Council continued to support the activation of local spaces in support of the 'Go Local to Grow Local' spend local initiative across the Northern Beaches. Over the last quarter, key activations include:

- Placemaking grants opened 27 June and closed 5 August 2024 – successful applications will be announced after the Council meeting on 15 October.
- Creative Open weekend - Corso John Speight Stage, Market Lane Manly, Newport and Avalon activated with local musicians from 26 – 28 July.
- Spring Spruce up - during August we encouraged businesses to take pride in their shop frontages in preparation for summer trade. In addition, we educated our community on how Council works to maintain our centres. A digital campaign showcased the businesses who participated.
- Father's Day - a mini digital campaign to showcase businesses across the LGA, with offers and gift ideas for Father's Day.
- FILCOS – a Filipino Dance group performed at Meriton Square, Dee Why on 21 September.
- Killarney Heights Wine and Dine 27 September - supported local eateries to host a night of dining, enhanced by local musician.

##### Citizenship Ceremonies

Council ran 2 ceremonies with 315 people becoming citizens.

##### Picnic in the Park

Picnic in the Park was held at Lakeside Park, Narrabeen. The event featured Bingo and Bluey the live interactive experience along with the Beanies and Jayden Rodrigues and 2412 tickets were sold. The event was targeted at local families who could bring their own picnic and enjoy a fun, entertaining event. Local food vendors provided offerings to attendees as well as having Rural

Fires Service and libraries providing an interactive zone along with a colouring corner, face painting and tattoo art.

### **Vietnam Veterans Day**

A service was held at Manly War Memorial, Manly Corso to commemorate Vietnam Veteran's Day and Victory in the Pacific Day. The service is held on the anniversary of the Battle of Long Tan when 108 young Australians held out against overwhelming odds in a Vietnamese rubber plantation. Sixty people were in attendance to mark the occasion including representatives from the National Servicemen and Affiliates.

### **Manly Jazz**

The weather was perfect for the 47<sup>th</sup> Manly Jazz. Held throughout Manly Corso, surrounding laneways and beachfront from 20-22 September. More than 70 acts performed over 3 days and 4 stages with thousands of community members and visitors flocking to Manly to join in the festival. Activations included the Bucketty's Jazz Garden, Piano for the People, the large MANLY letters and colouring corner. Sixteen venues were a part of the in-venue program including Hotel Steyne, Henry G's, 55 North, The Boathouse, Manly Pavilion, Wharf Bar and Council's Art Gallery and Library.

### **Event Grants and Sponsorship Program**

Council has 17 grants approved as part of the Event Grants and Sponsorship Program. These are multi-year grants including Night at the Barracks, Christmas Carols, Eggs by the Lake, State Volleyball Championships, 3 Points Challenge and After Dark.



### **Partnerships**

One major partnership began in this quarter Night at The Barracks (NATB). The event provided a partnership with marketing benefits across Council's assets at Manly along with integration into our marketing and social channels and a financial contribution. NATB runs from 13 September through to 6 October with performances 2 to 3 times per week at North Head. The lineup includes Ice House, Pete Murray, Matt Corby and Jessica Mauboy.

Performance measures – Economic Development, Events, Engagement	Target	September quarter
High level projects with a Community Engagement Plan and Report (level 1-3 projects)	100%	100%
Average no. website visits/month	330,000	348,489
Decisions on all Council project engagements are communicated to the community within 30 days	100%	100%

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

## OPERATIONAL PROJECTS

**Key:**  Complete  Progressing  Behind schedule



### **Embed the Shop Local campaign - 'Go Local to Grow Local' - Director Planning & Place**

The shop local campaign branded 'Go Local to Grow Local' is fully embedded across Council and is an 'always on' initiative with a series of mini campaigns maintaining momentum. This initiative supports our local businesses and encourages our community to 'shop local'.



### **Continue rollout of Community Engagement Training Program - Executive Manager Community Engagement & Communications**

Following delivery of the community engagement training trial program, an evaluation has been undertaken and improvements have been built into the resources and support materials.



### **Review and update Events Strategy - Executive Manager Community Engagement & Communications**

Preparation and planning is underway for the Events Strategy Review.

## CAPITAL PROJECTS

**Key:**  Complete  Progressing  Behind schedule

### **Town and Village Centre Activations**



### **Avalon Place Plan implementation - Executive Manager Parks & Open Space**

Community engagement has concluded on the upgrades to Dunbar Park and the proposed Avalon Beach bike facility. Feedback is being evaluated and will be incorporated into the final design. An Expression of Interest will be released shortly for interested members of the riding community to contribute to the design.

**FINANCIALS - Economic Development, Events and Engagement**

**Income and Expenditure Statement  
01 July 2024 to 30 September 2024**

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Operations</b>						
User Charges and Fees	9	13	(4)	133	133	133
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	218	145	72	852	852	912
Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
<b>Total Income from Operations</b>	<b>227</b>	<b>159</b>	<b>68</b>	<b>986</b>	<b>986</b>	<b>1,046</b>
<b>Expenses from Operations</b>						
Employee Benefits and Oncosts	(1,658)	(1,676)	18	(7,343)	(7,343)	(7,356)
Borrowing Costs	-	-	-	-	-	-
Materials and Services	(686)	(809)	124	(3,633)	(3,633)	(3,620)
Depreciation and Amortisation	(19)	(19)	-	(75)	(75)	(81)
Other Expenses	(42)	(63)	20	(237)	(237)	(237)
Internal Charges	(39)	(49)	9	(234)	(234)	(234)
Overhead Allocation	(293)	(293)	-	(1,171)	(1,171)	(1,171)
<b>Total Expenses from Operations</b>	<b>(2,736)</b>	<b>(2,908)</b>	<b>172</b>	<b>(12,693)</b>	<b>(12,693)</b>	<b>(12,699)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>(2,510)</b>	<b>(2,749)</b>	<b>240</b>	<b>(11,707)</b>	<b>(11,707)</b>	<b>(11,653)</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>(2,510)</b>	<b>(2,749)</b>	<b>240</b>	<b>(11,707)</b>	<b>(11,707)</b>	<b>(11,653)</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	2,749	2,749	-	11,707	11,707	11,707

**Budget commentary- year to date actuals and annual forecast**

**Year to Date Actuals**

The Total (Deficit) from Operations of (\$2.5)m is lower than forecast by \$0.2m at the end of the quarter.

Total Income from Operations of \$0.2m is higher than forecast by \$0.1m.

Other Revenues are higher by \$0.1m as a result of increased event sponsorship receipts and timing differences associated with event ticket sales.

Total Expenses from Operations of (\$2.7)m are lower than forecast by \$0.2m.

Materials and Services are lower by \$0.1m as a result of timing differences associated with the payment of contract services for streetscapes, marketing and events management.

**Annual Forecast**

For the full financial year, the Total (Deficit) from Operations is forecast to decrease by \$0.1m to (\$11.7)m principally due to increased event sponsorship receipts.

## Transport, Traffic and Active Travel

### HIGHLIGHTS

#### Restoring our tidal pools and wharves

Council manages 6 operational tidal swimming enclosures across the Northern Beaches, giving a diverse range of recreational opportunities. Our tidal pool program is aimed at ensuring these facilities are maintained in good condition for everyone to use.

The reconstruction of the Tidal Pool at Paradise Beach Avalon is nearing completion and will provide the community with a fully restored public harbour pool.

#### Making travel on our roads safer

Council's road resurfacing program has commenced with 32 sections of streets in this year's program. Our list includes regional roads, partly funded by Transport for New South Wales (TfNSW), as well as local roads funded by the Federal Government's 'Roads to Recovery' program.

Nine sections of road were repaired and resurfaced during the September quarter, spanning 1.51 km of the road network.

#### Road Safety Improvements

Council replaces cracked and damaged footpath slabs to keep the existing footpath network in serviceable condition. This work allows the existing aging footpath networks to remain useful to all in the community who walk and those who get around on wheelchairs and mobility devices.

#### Beacon Hill Local Area Traffic Management

Following a history of community concerns about "rat-running" through Ryan Place and Beacon Avenue, Beacon Hill we have undertaken initiatives to enhance road safety in Beacon Hill, based on a comprehensive review of historical data and community feedback regarding vehicle and pedestrian safety. Several traffic calming devices and intersection improvement works have been implemented in Beacon Avenue, Ryan Place, Kaliana Crescent and adjoining streets to reduce speeds and improve safety.

#### Plateau Road/Anzac Avenue, Collaroy Plateau

We have completed works at the intersection of Plateau Road and Anzac Avenue to make the intersection safer. The pre-existing mini roundabout has been removed and the intersection reconstructed as a raised pavement intersection with marked pedestrian crossings on all 4 approaches. New kerb ramps and connecting footpaths have also been added.

#### Frenchs Forest Traffic Calming

We have completed traffic calming and other works in Frenchs Forest in the Bantry Bay Road, Maxwell Parade, Fitzpatrick Avenue, Currie Road and adjoining streets to calm traffic, improve pedestrian safety and reduce morning peak traffic volumes.

#### Bus stop work

Bus stop improvement works are completed across the LGA with works including boarding slabs with tactiles and new seats for waiting bus patrons. The new boarding slabs provide a stable

surface, in place of the grass, for wheelchair users and others. The seats are very valuable for the community, who sometimes find it difficult to stand for long periods. The new tactiles assist those with vision difficulties. Bus stop improvements assist in facilitating better accessibility for bus patrons and help them get around easily in our community.

### **Road safety education**

In this quarter the Road Safety team engaged with 5 local schools to undertake a detailed review of infrastructure and road user behaviour around the schools. They also provided support to a further 3 schools and had contact with a further 34 schools.

New permanent kiss and drop signage was installed at Seaforth Primary School and Wakehurst Primary School as a trial, with a view to rolling this signage out across the Northern Beaches to replace temporary Coreflute signage. Feedback about the new signage has been mostly positive so far.

Council's program of subsidised child restraint safety checks helped to improve safety for 119 children when travelling in their cars. Our road safety team presented a road safety awareness workshop for seniors, helping 18 seniors to update their knowledge of how to be safer on our roads and paths.

Council continues to be proactive in addressing e-bike safety in our community, developing educational resources to assist the community understand the safety and legal issues to consider when buying and riding an e-bike. The NSW Government inquiry into the use of e-scooters, e-bikes and related mobility options is ongoing with Northern Beaches Council invited to provide a submission. Our submission focused on the need for legislative changes to provide clarity for our community, to support enforcement, and the need for funding and support to implement separated cycle paths. In the meantime, Council is working closely with NSW Police local area command to deliver community engagement for joint operations targeting e-bike safety.

During Road Rules Week, we promoted educational road safety quizzes for staff. We also engaged with the local Liquor Accord in preparation of Drink Drive Campaign over Christmas Period. Plus we participated at the Environmental Coastal Centre Open Day to promote safe biking and other road rule information to the community.

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

The Public Place Officer (PPO) team has been meeting with business owners and shopkeepers and continues to provide ongoing assistance and answer enquiries to maintain strong lines of communication with Council. The team liaises with Place Coordinators to provide a direct contact for issues that are raised by our business owners and shopkeepers.

With the summer months and local events in full swing, the PPO's have been busy conducting regular inspections of beaches, parks, reserves and public places ensuring our beautiful area is ready for residents and visitors to enjoy.

As well as inspecting our footpaths, fixing trip points and reporting potholes on our roads, the PPOs have been assisting with the movement of Variable Message Sign boards to various locations, reporting graffiti damage to local utilities and ensuring shopping trolleys are returned, improving our response hazards for our community.

### **Parking Operations**

Council operates 5 paid parking stations and 36 pay and display reserve car parks. During the July to September quarter there were approximately 322,000 visits to the Manly parking stations and approximately 26,000 visits to the PCYC parking station in Dee Why.

The Hop Skip Jump buses provided a daily service with nearly 40,000 commuters travelling between July and September 2024. This bus service links Seaforth, Balgowlah Heights, Clontarf, Manly Vale, Fairlight, Manly and Fairy Bower.

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

The Pipeline Active Transport project will not be proceeding as originally proposed by Council. As planning progressed, the original intended route was found to be less suitable than anticipated, impacting the project's feasibility.

We are committed to the original goal of enhancing active transport options in the area, a revised project route has been developed to continue improving connectivity and safety for people walking and bike riding in Beacon Hill, Frenchs Forest and Davidson.

The Frenchs Forest Active Transport Network is out for consultation until Sunday 20 October 2024. It proposes a new shared-user path that will stretch 7.7km from Beacon Hill to Davidson, featuring new connections and upgrades to existing paths with 6km of new shared walking and bike paths, 18 new and 8 upgraded raised crossing facilities for enhanced safety, reduced speed limits on select quiet residential streets. This plan will link key destinations in the neighbourhood, transforming community access to 7 local schools, local shops, shopping centres, recreational facilities and other amenities.

The shared user bridge project adjacent to Pittwater Road Queenscliff is progressing with a tender awarded and design process underway with the successful contractor.

Our new footpath program continues with 4 footpath projects completed this quarter to connect our community and offer walking as a viable means of active travel. Footpath projects have been completed at Queens Parade Newport, Adams Street Curl Curl, Smith Avenue Allambie Heights and Dalley Street Queenscliff.

### **Electric Vehicle Charging**

The rollout of Electric Vehicle Charging infrastructure across the Northern Beaches is ongoing with installation of 22kW EV chargers at 3 locations Berry Reserve carpark Narrabeen, Collaroy Beach Carpark and Civic Centre Carpark Dee Why. These are in addition to 7 chargers installed as part of the Intellihub EV Streetside Charging Project which makes EV charging more accessible for those who live in apartments, townhouses or units with no on-site EV charging facilities.

Community engagement for 13 proposed JOLT Australia DC EV charging locations was undertaken from 9 August – 8 September with feedback currently under review.

Performance measures – Transport, Traffic and Active Travel	Target	September quarter
No. community road safety events / sessions held	10	15

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

## OPERATIONAL PROJECTS

**Key:**  Complete  Progressing  Behind schedule



### **Undertake a review of the community transport service - Executive Manager Transport & Civil Infrastructure**

Service Review is complete and awaiting Council decision on implementation recommendations.



### **Plan and deliver parking technology and infrastructure across the area - Executive Manager Transport & Civil Infrastructure**

Project is scheduled to start in January 2025.



### **Develop a Parking Plan to support the Transport Strategy - Executive Manager Transport & Civil Infrastructure**

Project is scheduled to start in January 2025.



### **Implement the Regional and Local Roads Repair Program - Executive Manager Transport & Civil Infrastructure**

Project complete. Output report was completed and submitted to TfNSW.



### **Create an Active Transport Corridor between Beacon Hill and St Ives - Executive Manager Transport & Civil Infrastructure**

The Pipeline Active Transport Project will not be proceeding as originally proposed by Council. As planning progressed, the original intended route was found to be less suitable than anticipated, impacting the project's feasibility.

An alternative route has been advertised for comment.



### **Deliver digital parking permits across the Local Government Area - Executive Manager Transport & Civil Infrastructure**

Project is on track.

## CAPITAL PROJECTS

**Key:**  Complete  Progressing  Behind schedule  Not proceeding

### Active Travel – cycleways and footpaths



#### **New footpaths - Executive Manager Transport & Civil Infrastructure**

Program on track.



#### **Connecting Communities - footpaths program - Executive Manager Capital Projects**

Tenders for the Newport to The Serpentine section of the Coast Walk are being assessed.



#### **Connecting Communities - cycleways program - Executive Manager Capital Projects**

Tenders for the Newport to The Serpentine section of the Coast Walk are being assessed.



#### **Queenscliff Headland Access Ramp - Executive Manager Transport & Civil Infrastructure**

Project on track



#### **Dee Why Beach Secure Bike Storage - Executive Manager Transport & Civil Infrastructure**

Project being reviewed.



#### **Pedestrian and Cyclist Bridge Pittwater Road Queenscliff - Executive Manager Transport & Civil Infrastructure**

Tender let, detailed design underway.



#### **Footpath Renewal Works - Executive Manager Transport & Civil Infrastructure**

Program on track.

### Road and related infrastructure upgrades



#### **New traffic facilities - Executive Manager Transport & Civil Infrastructure**

Program on track.



#### **Scotland Island roads and drainage improvements - Executive Manager Transport & Civil Infrastructure**


Program on track.




#### **Warriewood Valley - Traffic and Transport Infrastructure - Executive Manager Transport & Civil Infrastructure**

Program on track. Construction of Jubilee Avenue / Warriewood Road roundabout underway.


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 **Church Point - New Infrastructure - Executive Manager Transport & Civil Infrastructure**  
Consultation being reviewed.


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 **Kerb and gutter new works - Executive Manager Transport & Civil Infrastructure**  
Program being prepared, need rephasing.

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 **Traffic Facility Delivery - Accelerated - Executive Manager Transport & Civil Infrastructure**  
Project is scheduled to start in October 2024.


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 **Safer Schools Infrastructure - Executive Manager Transport & Civil Infrastructure**  
Finalising the detailed design, incorporating feedback from TfNSW and independent reviews in preparation for reporting to council. Phasing to be reviewed.


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 **Bus Stop Renewal Works - Executive Manager Transport & Civil Infrastructure**  
Program on track.

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 **Kerb and gutter renewal works - Executive Manager Transport & Civil Infrastructure**  
Program on track.


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 **Retaining Wall Renewal Works - Executive Manager Transport & Civil Infrastructure**  
Program on track, rephasing required as further work at Clontarf to be delayed until 2025 so as not to cause disturbance during peak summer holiday period.

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 **Road Resheeting Program - Executive Manager Transport & Civil Infrastructure**  
Program on track.

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 **Bridge Renewal Works - Executive Manager Transport & Civil Infrastructure**  
Project planning has commenced.

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#### **Wharf upgrades**

 **Church Point commuter wharf expansion - Executive Manager Transport & Civil Infrastructure**  
Project on track.

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 **Wharves works program - Executive Manager Transport & Civil Infrastructure**  
Project on track.

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**Car parks and parking stations**



**Smart Parking infrastructure project - Executive Manager Transport & Civil Infrastructure**

Project is scheduled to start in January 2025.



**Car Park Renewal Works - Executive Manager Transport & Civil Infrastructure**

Program on track.

**Plant and Fleet**



**Major Plant Renewal - Executive Manager Transport & Civil Infrastructure**

Program on track.



**Light Fleet Renewal - Executive Manager Transport & Civil Infrastructure**

Replacement program on schedule and within budget.

**ATTACHMENT 1 : QUARTERLY REPORT ON SERVICE PERFORMANCE - SEPTEMBER 2024 - ITEM 9.2 -  
NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

**FINANCIALS - Transport Traffic and Active Travel**

**Income and Expenditure Statement  
01 July 2024 to 30 September 2024**

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Operations</b>						
User Charges and Fees	4,811	4,290	522	19,241	19,241	19,741
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	65	25	39	987	987	941
Grants and Contributions - Operating Purposes	702	109	593	7,669	6,120	6,716
Other Income	-	3	(3)	10	10	10
Gains on disposal of Assets	215	39	176	392	392	392
<b>Total Income from Operations</b>	<b>5,794</b>	<b>4,466</b>	<b>1,328</b>	<b>28,299</b>	<b>26,750</b>	<b>27,800</b>
<b>Expenses from Operations</b>						
Employee Benefits and Oncosts	(3,257)	(3,268)	11	(14,408)	(14,408)	(14,408)
Borrowing Costs	-	-	-	-	-	-
Materials and Services	(4,621)	(4,217)	(404)	(19,597)	(18,648)	(19,507)
Depreciation and Amortisation	(4,817)	(4,817)	0	(17,976)	(17,976)	(17,237)
Other Expenses	-	-	-	-	-	-
Internal Charges	2,087	2,085	2	8,666	8,666	8,648
Overhead Allocation	(984)	(984)	-	(3,937)	(3,937)	(3,937)
<b>Total Expenses from Operations</b>	<b>(11,592)</b>	<b>(11,201)</b>	<b>(391)</b>	<b>(47,252)</b>	<b>(46,303)</b>	<b>(46,441)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>(5,798)</b>	<b>(6,735)</b>	<b>937</b>	<b>(18,953)</b>	<b>(19,553)</b>	<b>(18,641)</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	2,992	1,071	1,921	12,245	16,339	17,500
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>(2,807)</b>	<b>(5,664)</b>	<b>2,858</b>	<b>(6,708)</b>	<b>(3,214)</b>	<b>(1,142)</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	5,983	5,983	-	18,751	18,751	18,751

**Budget commentary- year to date actuals and annual forecast**

**Year to Date Actuals**

The Total (Deficit) from Operations of (\$5.8)m is lower than forecast by \$0.9m at the end of the quarter.

Total Income from Operations of \$5.8m is higher than forecast by \$1.3m.

User Charges and Fees are higher by \$0.5m as a result of higher levels of road permits issued.

Grants and Contributions for Operating Purposes are higher by \$0.6m as a result of the payments of 'Safe Speeds in High Pedestrian Area' grants.

Gains on Disposal of Assets are higher by \$0.2m as a result of timing of proceeds of sale of plant and equipment.

Total Expenses from Operations of (\$11.6)m are higher than forecast by (\$0.4)m.

Materials and Services are higher by (\$0.4)m as a result of the timing of maintenance and constructions works.

Grants and Contributions for Capital Purposes are higher by \$1.9m as a result of the timing of road resheeting, new traffic facilities and Queenscliff Headland access ramp works.

**Annual Forecast**

For the full financial year, the Total (Deficit) from Operations is forecast to decrease by \$0.9m to (\$18.6)m principally due to additional road permits income along with reforecast depreciation.

## Property and Facilities

### HIGHLIGHTS

#### Frank Gray Oval

The contract for the renewal of Frank Gray Sports Amenities has been signed, and work will begin soon. This project will introduce much-needed improvements, including facilities specifically designed for women and girls.

#### Pittwater Rugby Park

We are finalising designs for improved facilities, tailored to support women and girls, helping to boost female participation in sports.

#### Manly Life Saving Club

The renewal project is progressing well, with concept plans now available on our YourSay page. Terroir Architects are refining these plans and preparing to submit a development application next year.

#### Avalon Beach Bowling Club

Council is installing a lift to improve access to the first floor for members and guests. Renovations are expected to be completed by summer.

#### Glen Street Theatre

The air conditioning upgrade is nearing completion, allowing staff to better control the auditorium's temperature and enhance the overall customer experience.

#### Freshwater Beach

Concept plans for new public amenities at Freshwater Beach are available for community feedback on our YourSay page.

#### Avalon SLSC

A five-year lease of the Café and Restaurant at Avalon SLSC commenced on 1 August 2024. Both venues are now open for business in time for summer. The new tenant currently owns and manages the popular Lovat restaurant in Newport.

#### Cemeteries

Remediation works at Mona Vale Cemetery have been completed. Transport for NSW have handed back the parcel of land on Cemetery grounds that was used as a depot site to support the Mona Vale Road widening project.

#### Currawong

The Lodge has received new floors, lighting, and minor upgrades. This refreshed space is now perfect for group bookings and retreats.

## Aquatic Centres

The facilities achieved combined attendances of 226,008, comprised of 59,563 at Warringah Aquatic Centre (WAC) plus 166,445 at Manly Andrew Boy Charlton (MABC). This is highest attendances across our aquatic centres in the first quarter since 2016.

Learn to Swim enrolments and Gym memberships continue to achieve good community support which is anticipated to continue throughout the 2024/25 financial year.

MABC Head Swim Coach, Justin Rothwell had the privilege of representing Australia as a coach at the recent Junior Pan Pacific Swimming Championships, held at the Australian Institute of Sport in August.

There were outstanding performances from two MABC swimmers, Josh Kerr and Lillie McPherson representing the Manly Swimming Club. They both achieved remarkable success at the championships, competing against strong teams from nations such as the USA, Japan, Canada, New Zealand, Argentina, and Singapore.

Performance measures – Property and facilities	Target	September quarter
Availability of Council buildings for use by the community (not currently programmed for maintenance)	100%	99.8%*
Total visitation to swim centres (Manly and Warringah aquatic centres)	> 184,300	226,008

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

### Notes on results:

\* Due to a fire in 2021 the Sailing clubhouse in Jamieson Park is unavailable

## OPERATIONAL PROJECTS

**Key:** ✓ Complete 🔄 Progressing ! Behind schedule



### **Continue to improve the provision and cleanliness of public amenities - Executive Manager Property, Buildings & Beach Services**

Council continues to work with the contracted service provider to manage the cleanliness of public amenities, through a combination of overnight cleaning and seasonally adjusted day teams.

## CAPITAL PROJECTS

**Key:**  Complete  Progressing  Behind schedule  Not proceeding

### Emergency buildings program



#### **Terrey Hills Emergency Services Headquarters - Executive Manager Property, Buildings & Beach Services**

Project is scheduled to start in April 2025.



#### **Terrey Hills Rural Fire Station - Executive Manager Property, Buildings & Beach Services**

This work will enable planning for works at the Terrey Hills Rural Fire Station. Additional funds will be required to progress the project.

### Public Amenities improvements



#### **West Esplanade, Manly accessible amenity - Executive Manager Property, Buildings & Beach Services**

This project will deliver the design works for an improved accessible amenity at West Esplanade, Manly. Planning has progressed well with a site and design selected and various associated reports received.



#### **Freshwater Beach Amenities - Executive Manager Property, Buildings & Beach Services**

This project is to develop plans for a new Public Amenities building in the park near the surf club at Freshwater Beach. Architects Studio Hollenstein have been appointed and have developed a design that has been uploaded to Council's Your Say page to form the basis of a community engagement process.



#### **Public Amenities Works Program - Executive Manager Property, Buildings & Beach Services**

This budget delivers a renewal program of Council's public amenities. Preparation for Church Point Public Amenities renovations is occurring (including accessible toilets being added), with designs commencing for other future years projects.

### Civic building and compliance works



#### **Operational Buildings Works Program - Executive Manager Property, Buildings & Beach Services**

This budget provides funds for essential maintenance works at various Council buildings. Work will include finishing the Civic Centre partial re-roofing. This project is well underway and will be completed next month.



#### **Sport Buildings Works Program - Executive Manager Property, Buildings & Beach Services**

### Civic building and compliance works

This works program includes for improvements to sports amenities buildings. The projects include the Frank Gray Sports Amenities upgrades, planning and design for the Boondah Reserve Amenities, design and construction of Pittwater Rugby Park female friendly amenities, and a proposed storage shed at Belrose Park Oval. Grant funding from the Office of Sport is helping to deliver the Frank Gray and Pittwater Park projects. In addition, Cricket NSW are making a contribution to the Frank Gray project.



#### **Pittwater Golf Driving Range, Warriewood Renewal Works - Executive Manager Property, Buildings & Beach Services**

Funds for improvement works have been redirected to urgent works for Lakeside Caravan air-conditioning units and Manly Andrew Boyd Charlton Aquatic Centre lighting repairs.



#### **Cromer Depot Improvement Plan Works - Executive Manager Property, Buildings & Beach Services**

This budget funds improvements at Cromer depot. This year funds will be targeted towards a new electricity supply to the site and to minor structural works to the main work shed.

### Cemetery Works



#### **Mona Vale Cemetery Works Program - Executive Manager Property, Buildings & Beach Services**

This budget provides for upgrades and additions the Mona Vale Cemetery. This year the program will deliver new ash interment positions within the Memorial Gardens. Polished granite memorials will be placed within the Gumtree Grove section of the Memorial Gardens and made available to the public for purchase.

**ATTACHMENT 1 : QUARTERLY REPORT ON SERVICE PERFORMANCE - SEPTEMBER 2024 - ITEM 9.2 -  
NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

**FINANCIALS – Property and facilities**

**Income and Expenditure Statement  
01 July 2024 to 30 September 2024**

	Year to date			Annual		
	YTD Actual \$'000	YTD Forecast \$'000	YTD Variance \$'000	Annual Budget \$'000	Approved Forecast \$'000	Current Forecast \$'000
<b>Income from Operations</b>						
User Charges and Fees	5,217	5,088	129	22,540	22,540	22,548
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	1,417	1,366	51	4,727	4,800	4,813
Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Other Income	2,899	2,588	310	9,899	9,899	10,090
Gains on disposal of Assets	-	-	-	-	-	-
<b>Total Income from Operations</b>	<b>9,532</b>	<b>9,042</b>	<b>490</b>	<b>37,166</b>	<b>37,239</b>	<b>37,451</b>
<b>Expenses from Operations</b>						
Employee Benefits and Oncosts	(2,950)	(3,304)	353	(14,486)	(14,486)	(14,486)
Borrowing Costs	-	-	-	-	-	-
Materials and Services	(6,199)	(6,730)	532	(24,897)	(24,997)	(24,949)
Depreciation and Amortisation	(2,688)	(2,225)	(463)	(8,904)	(8,904)	(10,061)
Other Expenses	(39)	(65)	27	(262)	(262)	(262)
Internal Charges	(79)	(84)	5	(374)	(374)	(374)
Overhead Allocation	(1,275)	(1,275)	-	(5,102)	(5,102)	(5,102)
<b>Total Expenses from Operations</b>	<b>(13,230)</b>	<b>(13,683)</b>	<b>454</b>	<b>(54,025)</b>	<b>(54,125)</b>	<b>(55,234)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>(3,698)</b>	<b>(4,642)</b>	<b>944</b>	<b>(16,859)</b>	<b>(16,885)</b>	<b>(17,783)</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	-	-	-	342	402	1,402
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>(3,698)</b>	<b>(4,642)</b>	<b>944</b>	<b>(16,517)</b>	<b>(16,483)</b>	<b>(16,381)</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	4,433	4,433	-	16,508	16,508	16,508

**Budget commentary- year to date actuals and annual forecast**

**Year to Date Actuals**

The Total (Deficit) from Operations of (\$3.7)m is lower than forecast by \$0.9m at the end of the quarter.

Total Income from Operations of \$9.5m is higher than forecast by \$0.5m.

User Charges and Fees are higher by \$0.1m as a result of increased swimming pool, cemetery and prepaid parking fee income offsetting reduced caravan park accommodation revenue.

Other Revenues are higher by \$0.1m as a result of timing differences associated with outgoings recovered in property agreements.

Other Income is higher by \$0.3m as a result of greater lease income from commercial properties.

Total Expenses from Operations of (\$13.2)m are lower than forecast by \$0.5m.

Employee Benefits and Oncosts are lower by \$0.4m as a result of staff leave taken and vacant positions within the service.

Materials and Services are lower by \$0.5m as a result of timing differences associated with the payment of contract services for cleaning, building maintenance and servicing, utilities and golf course expenditure.

Depreciation and Amortisation is higher by (\$0.5)m as a result of asset values following the year end revaluation.

**Annual Forecast**

For the full financial year, the Total (Deficit) from Operations is forecast to increase by (\$0.9)m to (\$17.8)m principally due to higher depreciation partially offset by increased lease income.

## CIVIC

### Customer Services

#### HIGHLIGHTS

Customer Service saw an increase in contacts with an uplift in enquiries regarding the Local Government Elections primarily regarding early Polling locations. Coupled with higher than usual unplanned leave, service level was slightly lower than target at 71% calls being answered within 30 seconds.

Work continues on the Help Portal improvements with the revamped Waste section going live. These improvements have seen online requests move from 42% in quarter one 2023/24 to 45% this quarter. The focus for quarter 2 is the Parking, Traffic and Signs section.

Customer Satisfaction continues to meet 80% satisfaction target as the customer-facing business units focus on keeping residents updated on their request status.

Customer Services - Performance measures	Target	September quarter
Customer requests conducted online	30%	45%
Calls answered within 30 seconds	80%	71%*
- Workload measures		
No. calls to Customer Service 1300 434 434	-	35,835
No. enquiries received at the counters and by mail, email and online requests	-	21,251

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

#### Notes on results:

\* Service level dropped due to increased workload with unplanned leave and vacancies

#### OPERATIONAL PROJECTS

**Key:** ✔ Complete ✔ Progressing ! Behind schedule



#### Improve and review the customer portal to enhance accessibility - Executive Manager Customer Service

Help Portal home page, Animals and Waste Sections have been updated, we are seeing an increase in usage and customer satisfaction. We are currently focusing on the Traffic, Parking and Signs section.



**Develop and implement a consistent feedback approach across all customer contact channels - Executive Manager Customer Service**

Development Assessment surveys are in place; work is being progressed on building the dashboard.



**Develop a new Customer Experience Strategy - Executive Manager Customer Service**

Customer Experience strategy is on track for delivery.

## FINANCIALS - Customer Service

### Income and Expenditure Statement 01 July 2024 to 30 September 2024

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Operations</b>						
User Charges and Fees	-	-	-	-	-	-
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
<b>Total Income from Operations</b>	-	-	-	-	-	-
<b>Expenses from Operations</b>						
Employee Benefits and Oncosts	(1,022)	(1,055)	33	(4,630)	(4,630)	(4,630)
Borrowing Costs	-	-	-	-	-	-
Materials and Services	(31)	(66)	35	(219)	(219)	(219)
Depreciation and Amortisation	(18)	(18)	-	(71)	(71)	(77)
Other Expenses	-	-	-	-	-	-
Internal Charges	203	203	-	809	809	809
Overhead Allocation	(157)	(157)	-	(630)	(630)	(630)
<b>Total Expenses from Operations</b>	<b>(1,025)</b>	<b>(1,093)</b>	<b>68</b>	<b>(4,741)</b>	<b>(4,741)</b>	<b>(4,747)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>(1,025)</b>	<b>(1,093)</b>	<b>68</b>	<b>(4,741)</b>	<b>(4,741)</b>	<b>(4,747)</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>(1,025)</b>	<b>(1,093)</b>	<b>68</b>	<b>(4,741)</b>	<b>(4,741)</b>	<b>(4,747)</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	1,093	1,093	-	4,741	4,741	4,741

**Budget commentary- year to date actuals and annual forecast**

**Year to Date Actuals**

The Total (Deficit) from Operations of (\$1.0)m is lower than forecast by \$0.1m at the end of the quarter.

Total Expenses from Operations of (\$1.0)m are lower than forecast by \$0.1m.

Employee Benefits and Oncosts are lower as a result of staff leave and vacant positions within the service.

Materials and Services are higher by (\$0.4)m as a result of timing differences associated with Council's after-hours service costs.

**Annual Forecast**

For the full financial year, the Total (Deficit) from Operations is forecast to increase slightly due to higher depreciation.

## Governance and Assurance Services

### HIGHLIGHTS

The 2024-2028 Strategic Internal Audit Plan, spanning 4 years and including the 2024/25 annual internal audit plan, which was adopted in the June ARIC meeting, has commenced and is on track.

Council held 2 meetings over the reporting period and the Audit, Risk and Improvement Committee held 2 meetings.

The NSW Electoral Commission administered the election of Northern Beaches Council Councillors for the 2024 – 2028 term on 14 September 2024.

Performance measures – Governance and Assurance	Target	September quarter
Council meeting minutes finalised and published within three working days of meetings	100%	100%

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

### OPERATIONAL PROJECTS

**Key:**  Complete  Progressing  Behind schedule



#### Support the Local Government election - Executive Manager Governance & Risk

Council engaged the NSW Electoral Commission to conduct the election for the Northern Beaches local government area (LGA) and worked with the Commission to provide voting locations within the LGA. Council ensured staff were informed of the protocols and statutory requirements prior to an election, such as the regulated period and the caretaker period. The Election of Councillors is now complete.



#### Coordinate induction of the newly elected Council - Executive Manager Governance & Risk

Election of the Councillors for the new term of Council of 2024 to 2028 was held on Saturday 14 September 2024.

In preparation for the declaration of the new Councillors on 2 October 2024, induction sessions were planned to provide and set up IT equipment and provide guidance and information on governance and administrative procedures and policies.

Preparations were made for an extraordinary council meeting on 8 October at which Councillors would take their oath or affirmation of office and, as the new governing body, elect the Mayor and Deputy Mayor, determine Councillor membership of committees and adopted the Code of Meeting Practice.

Further induction sessions are planned with topics including:

- code of conduct
- code of meeting practice
- roles and responsibilities
- financial management
- strategic planning
- integrated planning and reporting
- risk management and internal audit
- cyber security
- corruption risks
- ethical decision-making
- working together
- effective meetings.

These sessions will be provided primarily by external experts such as the Office of Local Government, Local Government NSW, ICAC and CyberNSW. Sessions on the work of the operational divisions of Council and a weekend workshop on financial sustainability will also be provided.

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**FINANCIALS - Governance and Assurance Services**

**Income and Expenditure Statement  
01 July 2024 to 30 September 2024**

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Operations</b>						
User Charges and Fees	-	-	-	-	-	-
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	19	-	19	-	-	-
Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
<b>Total Income from Operations</b>	<b>19</b>	<b>-</b>	<b>19</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses from Operations</b>						
Employee Benefits and Oncosts	(908)	(892)	(16)	(3,905)	(3,905)	(3,905)
Borrowing Costs	-	-	-	-	-	-
Materials and Services	(1,848)	(1,985)	137	(9,301)	(9,301)	(9,385)
Depreciation and Amortisation	(5)	(5)	0	(18)	(18)	(19)
Other Expenses	(5)	(8)	3	(33)	(33)	(33)
Internal Charges	6	6	(0)	17	17	17
Overhead Allocation	(275)	(275)	-	(1,098)	(1,098)	(1,098)
<b>Total Expenses from Operations</b>	<b>(3,035)</b>	<b>(3,159)</b>	<b>124</b>	<b>(14,339)</b>	<b>(14,339)</b>	<b>(14,423)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>(3,016)</b>	<b>(3,159)</b>	<b>142</b>	<b>(14,339)</b>	<b>(14,339)</b>	<b>(14,423)</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>(3,016)</b>	<b>(3,159)</b>	<b>142</b>	<b>(14,339)</b>	<b>(14,339)</b>	<b>(14,423)</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	3,159	3,159	-	14,339	14,339	14,339

**Budget commentary- year to date actuals and annual forecast**

**Year to Date Actuals**

The Total (Deficit) from Operations of (\$3.0)m is lower than forecast by \$0.1m at the end of the quarter.

Total Income from Operations is slightly higher than forecast and represents legal costs recovered from third parties.

Total Expenses from Operations of (\$3.0)m are lower than forecast by \$0.1m.

Materials and Services are lower by \$0.1m as a result of timing differences associated with the payment of membership fees, insurance claims and legal costs.

**Annual Forecast**

For the full financial year, the Total (Deficit) from Operations is forecast to increase by (\$0.1)m to (\$14.4)m principally due to increased insurance premiums for property and public liability and professional indemnity.

## Corporate Support Services

### HIGHLIGHTS

#### IGNITE Program

The Inspiring Great New Ideas Towards Excellence (IGNITE) Program continues to be implemented across the organisation to encourage ongoing continuous improvement across Council's services.

The Improvement Register has now recorded over 750 improvements, with 50 additional improvements completed and added to the improvements register this quarter. These improvements range from process efficiency, reduction in waste, new technologies and better ways of operating that collectively result in improved customer experiences and enhanced service delivery.

Alongside existing education programs, the Performance Team is continuing to roll out organisational training on the Change Management Framework. Training for sponsors is now complete, and sessions for People Leaders and Project Managers are progressing well with over 100 people trained to date.

Council has also continued to implement its Service Review program to ensure services are efficient and effective and deliver the best outcomes for our community now and into the future. Reviews of Parks and Open Space Operations and Community Engagement are complete. Work is underway on reviewing Marketing and Communications, Records Management and Beach Services.

#### Securing grants

Council was successful in securing \$2,037,278 from the Australian and NSW Governments to undertake a range of high priority projects and a further \$40,000 from Cricket Australia. The funding is for:

- \$1,125,000 from the Department of Climate Change, Energy, the Environment and Water for the Narrabeen Lagoon Entrance Clearance Project
- \$856,000 from the Department of Infrastructure, Transport, Regional Development, Communications and the Arts for the Brookvale Structure Plan.
- \$56,278 from the Department of Education for resources for Dee Why Children's Centre.
- \$40,000 from Cricket Australia to deliver upgrades to amenities at Frank Gray Oval, Curl Curl.

#### Policy reviews

A review of the Rates and Annual Charges Hardship Policy and the Pensioners' Rates and Annual Charges Concession Policy were undertaken and re-adopted by Council in October. These policies provide a framework for assisting ratepayers experiencing financial hardship with the payment of their rates along with the concessions for pensioners. Each year the Council provides around \$3 million in concessions to over 8,500 pensioners on their rates notices.

#### Financial Reporting

The Audit Office of NSW issued unqualified reports on the Financial Statements for the 2023/24 financial year in October 2024.

Council met the 6 financial performance benchmarks set by the Office of Local Government but did not achieve 2 of the infrastructure benchmarks due to insufficient expenditure on the renewal and maintenance of infrastructure assets.

The Council's Net Operating Result for the 2023/24 financial year is a surplus of \$14.9 million after excluding grants and contributions received for capital purposes. In assessing the surplus, consideration needs to be given to restrictions related to domestic waste, stormwater and other items which effectively reduce this balance to a surplus of \$1.5 million.

Strengthening the underlying position and the asset management funding gap in the future is essential to addressing long-term financial sustainability concerns and is explored in the Long-Term Financial Plan 2024-2034.

### **Financial sustainability in Local Government**

Several external inquiries on various matters relating to the financial sustainability of local councils are currently underway and Council has been active in advocating and communicating a range of important issues affecting our community. This included representing Council at two inquiries during the quarter:

- Public Accounts Committee Inquiry into the assets, premises and funding of the NSW Rural Fire Service on 20 August 2024
- NSW Joint Select Committee on the NSW Reconstruction Authority review of the NSW Reconstruction Authority Act 2022 on 23 August 2024

### **Effective IDT tools for staff**

We continue to provide new and improved ways of working for Council staff to support a better experience for our customers including:

- Updates to digital parking permits supporting customer service to provide a smoother experience for customers
- Continued efforts in cyber resilience include moving applications to cloud environments and developing a Centre of Excellence toolkit to support governance and security improvements
- Execution of a major integration app and device deployment allowing greater connectivity and access to tools that mitigate downtime for the Rangers teams working in the community
- New interactive reporting for the Records Management team to monitor and act upon incoming and return-to-sender mail exception process.

### **IDT in the community**

Council continues to expand its digital offerings by increasing the number of online transactional services for our customers including:

- Improvements in online forms, such as the Stand Plant Application and the Outdoor Dining Bonds, deliver a more efficient customer experience.
- New Canon printers installed in all libraries, providing public access to modern and uniform printing facilities throughout the community.

### **Industry Recognition**

Two members of the Northern Beaches Council IDT team have been recognised in the industry for their contributions. The Chief Technology Officer, Karen Sullivan, has been selected as a

finalist for the Unsung Hero Award by the Australian Women in Security Awards. The Chief Information Security Officer, David Griffiths, has been selected as a finalist for the Government Security Award by the ITNews Benchmark Awards.

### **Workforce Management Strategy**

The Workforce Management Strategy (WMS) is now in its third year, and the deliverables continue to build and develop future workforce capabilities and better position our workforce with the capacity and capability to deliver our community's vision. The WMS focuses on four areas: Leadership Talent, Digital Transformation, Safety and Wellbeing, and Diversity, Equity, Inclusion and Belonging.

### **Employee Engagement**

Directors and Executive Managers are currently reviewing the results for their areas from the recent Engagement Survey and commencing work on action plans. Employees are kept informed via our internal Intranet pages, team meetings, and specific action planning workshops.

### **Leadership Talent**

The Performance Review and Goal Setting period concluded with 99% of eligible employees completing their FY23/24 performance reviews and setting two or more SMART goals for FY24/25 by 31 July 2024.

The Level 5 Leadership program continues to receive positive feedback, following the third workshop on the topic of emotional intelligence.

### **Digital Transformation**

Improving the 'people service' element of the services portal is a focus, and an employee survey was launched to understand what is working well and what could be done better. The feedback gathered will assist to ensure service levels are appropriate for our business and drive digital engagement.

### **Safety and Wellbeing**

Effective 1 August 2024, following consultation, the COVID-19 Vaccination Policy has been rescinded and replaced with a new Managing Communicable Diseases in the Workplace Policy. The new Policy records Council's position and expectations regarding the broader management of communicable diseases in Council's workplaces and confirms that evidence of COVID-19 vaccination is no longer required.

Safety incidents are trending down, with a significant drop in the number of injuries reported in Solv Safety over August.

### **Diversity, Equity, Inclusion and Belonging**

Partnerships have been initiated with Northside agency to introduce disability positions into the Bushcare Team and Coastal Environment Centre, as well as Ability Options to support their clients in having the greatest likelihood of success in successfully applying for a Council position.

Corporate Support - Performance measures	Target	September quarter
Correspondence replied to within 10 working days	90%	89%*
Operational projects on schedule	80%	93%
Capital projects on schedule	80%	90%
Quarterly, annual and statutory reports submitted to Council on time	100%	100%
- Workload measures		
No. service review actions implemented	-	20*

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

\* 1686 overdue from total 18,909

## OPERATIONAL PROJECTS

**Key:** ■ Complete ■ Progressing ■ Behind schedule



### **Undertake a service review of the Community Engagement service - Executive Manager Community Engagement & Communications**

The Community Engagement Service Review has been finalised and BATS created for implementation. The Audit, Risk and Improvement Committee adopted the Service Review Report on Community Engagement at its meeting in September 2024. Staff have commenced implementing the recommendations of the report.



### **Report on the progress of implementing the Community Strategic Plan - State of our Region report - Executive Manager Strategy & Performance**

Draft report under development for tabling at the Council meeting of 15 October.



### **Review the Long-Term Financial Plan and options to maintain financial sustainability, such as a special rate variation - Chief Financial Officer**

Work is underway preparing for a workshop with the new Councillors on financial sustainability in November 2024.



### **Build and develop future organisational workforce capabilities - Executive Manager Human Resources**

The Workforce Management Strategy (WMS) is now in its third year and positive initiatives continue to be rolled out to develop future workforce capabilities underpinned by the WMS four focus areas; Leadership Talent, Digital Transformation, Wellbeing and Safety and Diversity, Equity, Inclusion and Belonging.



**Undertake a service review of Marketing and Communications - Executive Manager Community Engagement & Communications**

Measure Stage completed, analyse stage and report preparation underway.



**Deliver Core Operating System Modernisation & Optimisation - Chief Information Officer**

ERP Program working towards delivery of Release 1 - Finance, Supply Chain, Assets, Content Manager and Spatial Partial. Design phase is completed and Build phase has commenced.



**Review the Workforce Management Strategy - Executive Manager Human Resources**

The Workforce Management Strategy 2022 - 2026 is in its third year, and preparation will commence this Financial Year to review the strategy, ready for its next iteration from 2026 onwards.



**Undertake a service review of Traffic and Transport - Executive Manager Transport & Civil Infrastructure**

Project is scheduled to start in November 2024.



**Undertake a service review on the maintenance of open space - Executive Manager Parks & Open Space**

Project is scheduled to start in October 2024.



**Revise the Community Strategic Plan - Executive Manager Strategy & Performance**

Project brief finalised and approved.



**Review the Asset Management Strategy, Policy and Plan - Director Transport & Assets**

The Asset Management Policy is required to be reviewed in 2025 and is currently included in the Transport and Civil Infrastructure Policy Review. The Asset Management Strategy (AMS) and Asset Management Plans (AMPs) were reviewed in June 2024, with the AMS Action Plan reviewed and updated annually. The Northern Beaches Council AMP was adopted by Council in June 2024.



**Develop a 4-year Delivery Program with the newly elected Council - Executive Manager Strategy & Performance**

Project is scheduled to start in November 2024.

CAPITAL PROJECTS

Key:  Complete  Progressing  Behind schedule

IT improvements



IT Infrastructure and Devices – Replacements - Chief Information Officer

Continue planning for replacement of end-of-life hardware - network switches, access points, laptops, workstations and mobiles.

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**ATTACHMENT 1 : QUARTERLY REPORT ON SERVICE PERFORMANCE - SEPTEMBER 2024 - ITEM 9.2 -  
NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

**FINANCIALS - Corporate Support Services**

**Income and Expenditure Statement  
01 July 2024 to 30 September 2024**

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Operations</b>						
User Charges and Fees	136	122	13	480	480	480
Investment Fees and Revenues	2,567	2,139	428	10,414	10,414	11,685
Other Revenues	300	208	92	853	853	822
Grants and Contributions - Operating Purposes	268	268	-	6,773	4,517	4,517
Other Income	11	-	11	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
<b>Total Income from Operations</b>	<b>3,282</b>	<b>2,737</b>	<b>545</b>	<b>18,519</b>	<b>16,264</b>	<b>17,505</b>
<b>Expenses from Operations</b>						
Employee Benefits and Oncosts	(7,043)	(6,976)	(67)	(31,265)	(31,665)	(31,768)
Borrowing Costs	(127)	(130)	3	(516)	(516)	(516)
Materials and Services	(4,981)	(6,247)	1,266	(26,928)	(27,678)	(27,545)
Depreciation and Amortisation	(63)	(266)	203	(657)	(657)	(709)
Other Expenses	-	(1)	1	(9)	(9)	(9)
Internal Charges	184	191	(7)	766	766	776
Overhead Allocation	6,626	6,626	-	26,514	26,514	26,514
<b>Total Expenses from Operations</b>	<b>(5,404)</b>	<b>(6,803)</b>	<b>1,400</b>	<b>(32,095)</b>	<b>(33,245)</b>	<b>(33,257)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>(2,122)</b>	<b>(4,067)</b>	<b>1,945</b>	<b>(13,576)</b>	<b>(16,981)</b>	<b>(15,752)</b>
<b>Income from Capital Grants and Contributions</b>						
Grants and Contributions - Capital Purposes	50	-	50	50	50	50
<b>Surplus / (Deficit) from Operations including Capital Grants and Contributions</b>	<b>(2,072)</b>	<b>(4,067)</b>	<b>1,995</b>	<b>(13,526)</b>	<b>(16,931)</b>	<b>(15,702)</b>
<b>Rates and Annual Charges</b>						
Rates and Annual Charges	151,790	151,379	412	9,335	9,335	9,735

**Budget commentary- year to date actuals and annual forecast**

**Year to Date Actuals**

The Total (Deficit) from Operations of (\$1.1)m is lower than forecast by \$2.9m at the end of the quarter.

Total Income from Operations of \$3.3m is higher than forecast by \$0.5m.

Investment Fees and Revenues are higher by \$0.4m as a result of higher returns than anticipated on investments.

Other Revenues are higher by \$0.1m as a result of higher recovery of the Kimbriki site remediation liability.

Total Expenses from Operations of (\$4.4)m are lower than forecast by \$2.4m.

Materials and Services are lower by \$1.3m as a result of the timing of payments associated with the replacement of Council's core operating system, software licence renewals and IDT projects.

**Annual Forecast**

For the full financial year, the Total (Deficit) from Operations is forecast to decrease by \$1.2m to (\$15.8)m principally due to a higher dividend from Kimbriki Resource Recovery Centre and higher investment returns.



# QUARTERLY BUDGET REVIEW STATEMENT

**SEPTEMBER 2024**

2024/793591



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Northern Beaches Council

## **Income and operating expenses budget review statement**

**For the period 1 July 2024 to 30 September 2024**

						Year to date
	2023-24	ORIGINAL	REVISED	Recommended	CURRENT	YTD
	Actual	Budget	Budget	changes	Forecast	Actual
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from continuing operations</b>						
Rates and annual charges	246,433	259,113	259,113	403	259,515	258,318
User charges and fees	99,931	101,855	101,855	783	102,637	26,006
Investment fees and revenues	11,082	8,411	8,411	507	8,918	2,929
Other revenues	21,620	20,684	20,721	124	20,845	5,415
Grants and contributions - Operating purposes	26,529	22,502	19,693	5,488	25,181	6,545
Grants and contributions - Capital purposes	29,218	32,343	37,419	2,175	39,594	6,540
Other income	6,915	6,785	6,785	161	6,946	2,120
Gain/(Loss) on disposal of assets	(545)	392	392	-	392	215
<b>Total income from continuing operations</b>	<b>441,183</b>	<b>452,085</b>	<b>454,388</b>	<b>9,641</b>	<b>464,029</b>	<b>308,088</b>
<b>Expenses from continuing operations</b>						
Employee benefits and oncosts	(159,331)	(170,968)	(171,438)	(433)	(171,870)	(37,967)
Borrowing costs	(2,689)	(2,436)	(2,436)	(168)	(2,605)	(578)
Materials and services	(163,471)	(177,881)	(179,011)	(1,234)	(180,245)	(37,725)
Depreciation and amortisation	(48,975)	(52,149)	(52,149)	(1,058)	(53,208)	(13,689)
Other expenses	(22,569)	(21,431)	(21,698)	(87)	(21,785)	(5,725)
<b>Total expenses from continuing operations</b>	<b>(397,035)</b>	<b>(424,866)</b>	<b>(426,732)</b>	<b>(2,981)</b>	<b>(429,713)</b>	<b>(95,684)</b>
<b>Surplus / (Deficit) from continuing operations</b>	<b>44,148</b>	<b>27,219</b>	<b>27,656</b>	<b>6,661</b>	<b>34,317</b>	<b>212,403</b>
<b>Surplus / (Deficit) before Capital Grants &amp; Contributions</b>	<b>14,930</b>	<b>(5,125)</b>	<b>(9,763)</b>	<b>4,485</b>	<b>(5,278)</b>	<b>205,863</b>
Less: Rates yet to be allocated						
						(143,067)
<b>Surplus / (Deficit) before Capital Grants &amp; Contributions - adjusted for rates unallocated</b>						<b>62,796</b>

Northern Beaches Council

## **Income and expenses budget review statement excluding Kimbriki Environmental Enterprises**

**For the period 1 July 2024 to 30 September 2024**

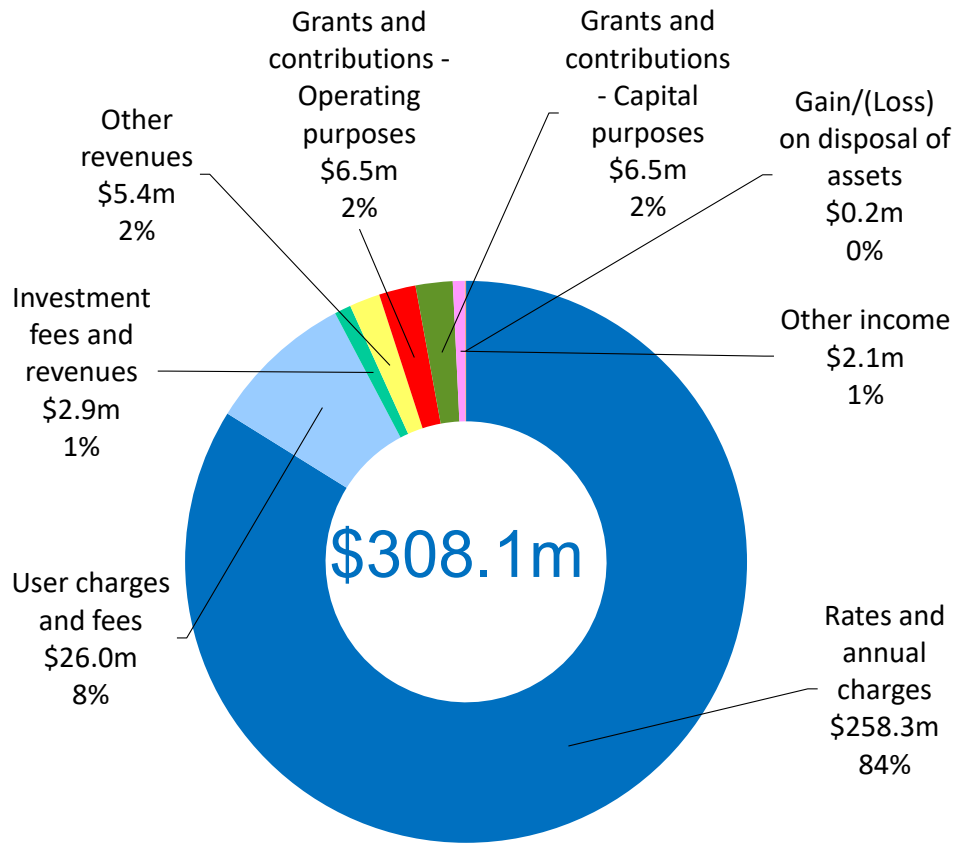
Council is the majority shareholder (96%) in Kimbriki Environmental Enterprises Pty Ltd. Kimbriki operates a waste and recycling business with a 25-year lease over a Council owned site. As a subsidiary of the Council, the consolidated financial reports of the Council incorporate the Kimbriki operation. For the information of the Council, an Income Statement has been prepared to represent the financial results of the Council's operations, excluding Kimbriki.

	Annual			Year to date	
	ORIGINAL Budget \$'000	REVISED Budget \$'000	Recommended Changes \$'000	CURRENT Forecast \$'000	YTD Actual \$'000
<b>Income from continuing operations</b>					
Rates and annual charges	259,167	259,167	403	259,570	258,372
User charges and fees	76,089	76,089	486	76,575	19,150
Investment fees and revenues	10,469	10,469	1,272	11,741	2,605
Other revenues <sup>1.</sup>	17,496	17,533	( )	17,533	4,663
Grants and contributions - Operating purposes	22,502	19,693	5,488	25,181	6,545
Grants and contributions - Capital purposes	32,343	37,419	2,175	39,594	6,540
Other income <sup>1.</sup>	9,995	9,995	191	10,186	2,921
Gain/(Loss) on disposal of assets	392	392	-	392	215
<b>Total income from continuing operations</b>	<b>428,453</b>	<b>430,757</b>	<b>10,015</b>	<b>440,772</b>	<b>301,013</b>
<b>Expenses from continuing operations</b>					
Employee benefits and oncosts	(165,613)	(166,082)	(424)	(166,507)	(36,537)
Borrowing costs	(693)	(693)	-	(693)	(174)
Materials and services <sup>2.</sup>	(174,618)	(175,748)	(1,222)	(176,970)	(36,693)
Depreciation and amortisation	(49,014)	(49,014)	(1,106)	(50,120)	(12,935)
Other expenses	(11,763)	(12,030)	3	(12,026)	(3,189)
<b>Total expenses from continuing operations</b>	<b>(401,701)</b>	<b>(403,567)</b>	<b>(2,749)</b>	<b>(406,316)</b>	<b>(89,529)</b>
<b>Surplus / (Deficit) from continuing operations</b>	<b>26,752</b>	<b>27,190</b>	<b>7,266</b>	<b>34,456</b>	<b>211,484</b>
<b>Surplus / (Deficit) before Capital Grants &amp; Contributions</b>	<b>(5,591)</b>	<b>(10,229)</b>	<b>5,091</b>	<b>(5,138)</b>	<b>204,943</b>
Less: Rates yet to be allocated					(143,067)
<b>Surplus / (Deficit) before Capital Grants &amp; Contributions - adjusted for rates unallocated</b>					<b>61,876</b>

<sup>1.</sup> Other Revenues/Other Income includes lease income and (when applicable) dividends received from Kimbriki

<sup>2.</sup> Materials and Services includes disposal costs charged to Council by Kimbriki



















## Income from continuing operations



Income Items	For the period 1 July 2024 to 30 September 2024			
	YTD Actual (\$'000)	YTD Budget (\$'000)	YTD Variance (\$'000)	% Variance
Rates and annual charges	258,318	257,747	571	0.2%
User charges and fees	26,006	24,087	1,919	8.0%
Investment fees and revenues	2,929	2,388	541	22.6%
Other revenues	5,415	4,952	462	9.3%
Grants and contributions - Operating purposes	6,545	2,480	4,065	163.9%
Grants and contributions - Capital purposes	6,540	4,727	1,814	38.4%
Other income	2,120	1,851	269	14.5%
Gain/(Loss) on disposal of assets	215	39	176	0.0%
<b>Total Income from Continuing Operations</b>	<b>308,088</b>	<b>298,271</b>	<b>9,816</b>	<b>3.3%</b>

**ATTACHMENT 2 : QUARTERLY BUDGET REVIEW STATEMENT - SEPTEMBER 2024 - ITEM 9.2 - NORTHERN  
BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

User Charges and Fees

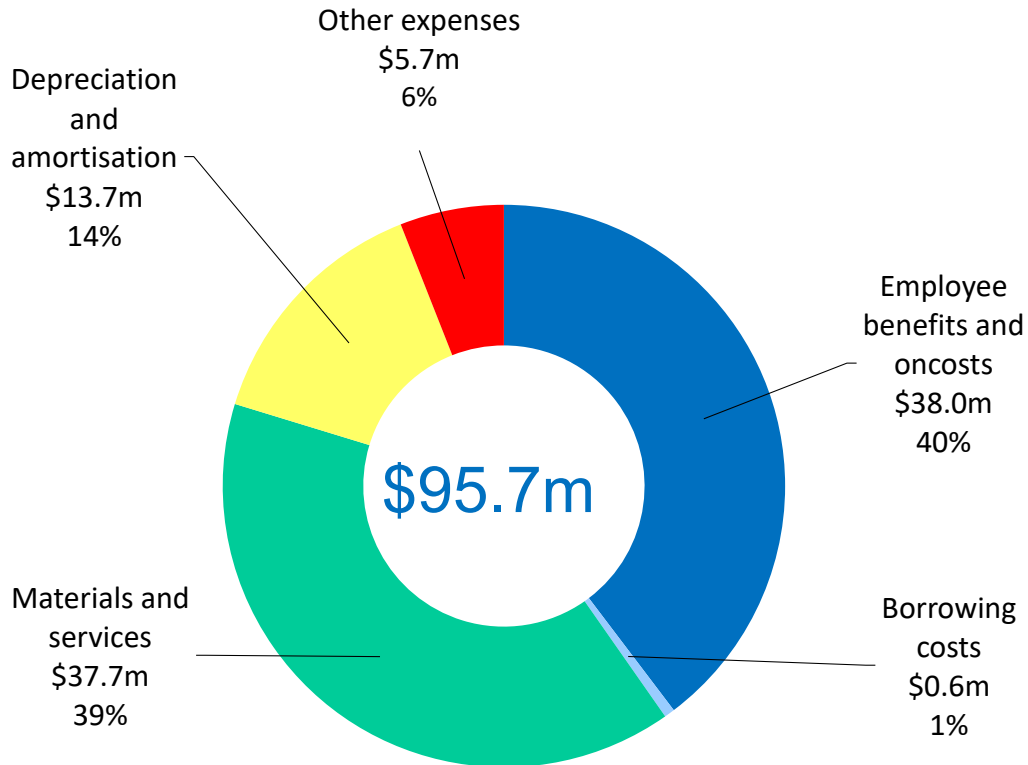
For the period 1 July 2024 to 30 September 2024						
Item	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Variance %	Proposed Budget Incr / (Decr)	Proposed Annual Budget
Aquatic Centres	2,739 	2,510	229	9%	-	10,713
Caravan Park	1,400 	1,623	(223)	(14)%	-	7,813
Cemeteries	213 	181	32	18%	-	724
Child Care	4,123 	4,111	12	0%	-	15,819
Community Centres	668 	705	(36)	(5)%	(10)	2,809
Currawong State Park	104 	76	28	36%	-	586
Glen Street Theatre	518 	551	(33)	(6)%	-	2,061
Golf Course and Driving Range	718 	695	23	3%	-	2,693
Kimbriki Waste and Recycling Centre	6,855 	6,095	761	12%	297	26,062
Libraries	30 	25	6	24%	-	98
Parking Areas	3,218 	3,227	(9)	(0)%	-	14,989
Sportsfields and Reserves	241 	315	(74)	(24)%	-	1,803
Planning and Building Regulation	3,589 	2,452	1,137	46%	500	10,312
Regulatory/Statutory Fees	246 	273	(27)	(10)%	-	1,091
Restoration Charges	238 	260	(22)	(8)%	-	1,040
Section 10.7 Certificates (EPA Act)	265 	219	47	21%	-	875
Section 603 Certificates (LG Act)	128 	116	12	11%	-	454
Other Fees	711 	653	58	9%	(4)	2,695
<b>Total User Charges and Fees</b>	<b>26,006</b>	<b>24,087</b>	<b>1,919</b>	<b>8%</b>	<b>783</b>	<b>102,637</b>

**ATTACHMENT 2 : QUARTERLY BUDGET REVIEW STATEMENT - SEPTEMBER 2024 - ITEM 9.2 - NORTHERN  
BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

Other Revenues and Other Income

Item	For the period 1 July 2024 to 30 September 2024				Proposed	
	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Variance %	Budget Incr / (Decr)	Proposed Annual Budget
Advertising Income	33	0	33	0%	(46)	852
Ex Gratia Rates	0	0	0	0%	-	28
Investments at fair value through profit and loss	11	0	11	0%	-	-
Legal Fees Recovery - Other	81	64	17	27%	-	245
Parking Fines	2,138	1,774	364	21%	-	7,100
Other Fines	200	167	33	20%	-	667
Recycling Income	51	163	(111)	(69)%	-	650
Rental Income - Investment Properties	83	82	1	1%	-	334
Rental Income - Leased Council Properties	2,026	1,769	258	15%	161	6,612
Sale of Stock	311	291	20	7%	2	1,386
Other Revenues - Kimbriki	987	894	93	10%	93	3,856
Other Revenues	408	406	2	1%	62	2,425
Licences, Consents & Deeds	1,206	1,195	11	1%	13	3,637
<b>Total Other Revenues and Other Income</b>	<b>7,535</b>	<b>6,803</b>	<b>732</b>	<b>11%</b>	<b>285</b>	<b>27,791</b>
































## Expenses from continuing operations



Expense Items	For the period 1 July 2024 to 30 September 2024			
	YTD Actual (\$'000)	YTD Budget (\$'000)	YTD Variance (\$'000)	% Variance
Employee benefits and oncosts	37,967	38,321	353	0.9%
Borrowing costs	578	610	32	5.2%
Materials and services	37,725	42,079	4,354	10.3%
Depreciation and amortisation	13,689	13,476	(213)	(1.6)%
Other expenses	5,725	5,818	93	1.6%
<b>Total Expenses from Continuing Operations</b>	<b>95,684</b>	<b>100,304</b>	<b>4,620</b>	<b>4.6%</b>








**ATTACHMENT 2 : QUARTERLY BUDGET REVIEW STATEMENT - SEPTEMBER 2024 - ITEM 9.2 - NORTHERN  
BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

**Materials and Services**

Item	For the period 1 July 2024 to 30 September 2024				Proposed Budget Incr / (Decr)	Proposed Annual Budget
	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Variance %		
Agency Personnel	547 	610	63	10%	118	4,353
Bush Regeneration	519 	878	359	41%	302	5,556
Cleaning	1,261 	1,797	536	30%	-	7,650
Consultancy	92 	117	25	21%	-	467
Electricity, Heating and Water	1,120 	1,386	266	19%	-	5,547
Environment and Floodplain Mgt	406 	828	421	51%	293	4,791
External Roadwork	1,782 	1,280	(502)	(39)%	310	8,020
Golf Course and Driving Range	410 	328	(81)	(25)%	-	1,431
Insurance	993 	1,009	16	2%	104	4,435
IT and Communications	3,937 	5,128	1,191	23%	(291)	21,445
Kimbriki Waste and Recycling Centre	4,006 	4,033	28	1%	(28)	17,031
Land Use Planning	39 	194	155	80%	562	1,315
Legal Fees - Other	303 	488	184	38%	-	1,936
Legal Fees - Planning and Development	487 	275	(212)	(77)%	-	1,100
Lifeguard Services	278 	397	119	30%	175	1,764
Maintenance and Servicing	1,679 	1,498	(181)	(12)%	92	5,913
Management Fees	515 	538	23	4%	-	2,535
NSW Revenue Fine Processing Fees	323 	239	(84)	(35)%	-	958
Performance and Events	543 	572	29	5%	(0)	2,353
Plant and Vehicle	967 	982	14	1%	-	2,950
Printing, Postage & Stationery	296 	342	46	13%	10	1,369
Raw Materials and Consumables	1,469 	1,375	(95)	(7)%	225	5,524
Recreation and Sportsfields	1,754 	1,831	77	4%	248	8,434
Stormwater	142 	205	62	30%	-	908
Street Lighting	614 	671	57	8%	-	2,685
Training Costs	238 	235	(3)	(1)%	-	945
Tree Works	662 	863	201	23%	8	3,440
Waste Collection	5,039 	5,138	99	2%	(18)	20,537
Waste Disposal and Processing	3,949 	5,070	1,121	22%	(1,254)	19,090
Other Contracts	1,238 	1,248	10	1%	374	5,343
Other	2,115 	2,526	411	16%	5	10,420
<b>Total Materials and Services</b>	<b>37,725</b>	<b>42,079</b>	<b>4,354</b>	<b>10%</b>	<b>1,234</b>	<b>180,245</b>

**ATTACHMENT 2 : QUARTERLY BUDGET REVIEW STATEMENT - SEPTEMBER 2024 - ITEM 9.2 - NORTHERN  
BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

Other Expenses

Item	For the period 1 July 2024 to 30 September 2024				Proposed	
	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Variance %	Budget Incr / (Decr)	Proposed Annual Budget
Bad and Doubtful Debts	3 	18	15	82%	-	81
Planning Levy	563 	563	(0)	(0)%	-	751
Waste Levy	2,455 	2,360	(95)	(4)%	95	9,421
Emergency Services Levy	2,224 	2,224	0	0%	-	8,896
Other Levies	31 	45	13	30%	-	179
Donations, Contributions and Assistance	368 	524	156	30%	(3)	2,121
Land Tax	81 	86	4	5%	(4)	338
<b>Total Other Expenses</b>	<b>5,725</b>	<b>5,818</b>	<b>93</b>	<b>2%</b>	<b>87</b>	<b>21,785</b>

Northern Beaches Council

## Recommended material changes to the Revised Budget Income and operating expenses 2024/25 - September 2024 Review

Proposed variation		Details
Fav / (Unfav)		
\$'000	%	
403	0.2%	<b>Rates and annual charges</b> Additional rating income due to supplementary rates run.
783	0.8%	<b>User charges and fees</b> Higher than anticipated income including: <ul style="list-style-type: none"> <li>• Planning and building regulatory services including road permits \$0.5m</li> <li>• Kimbriki Waste and Recycling Centre \$0.3m</li> </ul>
507	6.0%	<b>Investment fees and revenues</b> Higher portfolio balance and increased returns on investments.
124	0.6%	<b>Other revenues</b> Increases in: <ul style="list-style-type: none"> <li>• Advertising income \$0.2m</li> <li>• Other revenue at Kimbriki \$0.2m:</li> </ul>
5,488	27.9%	<b>Grants and contributions - Operating purposes</b> Payment of natural disaster claims in relation to storm events in Dec 2021 and July 2022 along with Condover Reserve works. Brookvale structure plan implementation grant and Transport for NSW safe speed grants.
2,175	5.8%	<b>Grants and contributions - Capital purposes</b> <ul style="list-style-type: none"> <li>• Additional grant funding received in the 2024/25 financial year offset by works to be completed in future years - <i>please refer to the 'Capital Expenditure - recommended changes to the budget' schedule for further information on grants for capital projects.</i></li> </ul>
161	2.4%	<b>Other income</b> Additional rental income on Council leased properties.
9,641		<b>TOTAL INCOME VARIATIONS</b>

Proposed variation		Details
Fav / (Unfav)		
\$'000	%	
(433)	(0.3%)	<b>Employee benefits and oncosts</b> Higher employee benefits mainly due to positions engaged in waste management projects with offsetting funding from grants.
(1,234)	(0.7%)	<b>Materials and services</b> Decreases in: <ul style="list-style-type: none"> <li>• Waste disposal costs due lower due to an extension in the EPA Waste Levy exemption for MWOO - \$1.3m</li> </ul> Increases in: <ul style="list-style-type: none"> <li>• Land use planning - Brookvale structure plan - (\$0.8m)</li> <li>• Roadwork including safe speed Transport for NSW grant funded works - (\$0.4m)</li> <li>• Bush regeneration including Crown Reserve Improvement grant funded works - (\$0.3m)</li> <li>• Environment and floodplain management - (\$0.3m)</li> <li>• Beach safety lifeguard services - (\$0.2m)</li> </ul>
(1,058)	(2.0%)	<b>Depreciation and amortisation</b> Depreciation adjustments following full asset revaluations.
(87)	(0.4%)	<b>Other expenses</b> Minor adjustment to Kimbriki's Waste Levy due to higher waste volumes.
(2,981)		<b>TOTAL OPERATING EXPENDITURE VARIATIONS</b>
6,661		<b>TOTAL RECOMMENDED CHANGES TO INCOME AND OPERATING EXPENSES</b>

Northern Beaches Council  
**Capital Budget Statement**  
For the Period 1 July 2024 to 30 September 2024

	ORIGINAL Budget \$'000	REVISED Budget \$'000	RECOMMENDED changes \$'000	CURRENT Forecast \$'000	Actual to 30 Sep 2024 \$'000
<b>Capital Funding</b>					
Working Capital	3,732	5,062	1,045	6,107	326
Depreciation	32,196	33,786	(580)	33,206	5,730
<b>Capital Grants &amp; Contributions</b>					
- New Grants	11,687	15,394	822	16,216	2,580
- Grants from prior years	12,988	14,397	1,350	15,747	1,736
<b>Externally restricted reserves</b>					
- Developer contributions	17,298	18,237	3,706	21,943	4,588
- Domestic waste	-	-	-	-	-
- Other	2,055	1,965	-	1,965	359
<b>Internally restricted reserves</b>					
- Merger Savings Fund	518	568	(359)	209	-
- Other	16,606	16,166	46	16,212	926
<b>Income from sale of assets</b>					
- Plant and equipment	2,183	2,183	-	2,183	272
<b>Total Capital Funding</b>	<b>99,263</b>	<b>107,758</b>	<b>6,030</b>	<b>113,788</b>	<b>16,517</b>
<b>Capital Expenditure (by Service)</b>					
Children's Services	-	34	-	34	28
Community, Arts and Culture	16,819	17,055	1,577	18,632	3,569
Corporate Support	2,410	3,122	-	3,122	541
Economic Development, Events and Engagement	500	500	-	500	122
Environment and Sustainability	14,036	13,826	1,464	15,290	1,531
Kimbriki Resource Recovery Centre	3,445	4,549	-	4,549	400
Library Services	1,107	1,203	-	1,203	333
Parks and Recreation	17,749	20,506	662	21,168	3,619
Property and Facilities	3,657	4,311	1,120	5,431	495
Transport, Traffic and Active Travel	39,440	42,552	1,207	43,759	5,879
Waste and Cleansing	100	100	-	100	-
<b>Total Capital Expenditure</b>	<b>99,263</b>	<b>107,758</b>	<b>6,030</b>	<b>113,788</b>	<b>16,517</b>

**ATTACHMENT 2 : QUARTERLY BUDGET REVIEW STATEMENT - SEPTEMBER 2024 - ITEM 9.2 - NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

Northern Beaches Council

**Capital Expenditure - recommended changes to the budget**

September 2024

SOURCE OF FUNDS								
Job	Job Description	Recommended changes + INCR/(DECR)	Reason for Change	Developer Contri	Externally restricted	Internally restricted	Grants and Contri	Dep'n / Working Capital
\$'000				\$'000	\$'000	\$'000	\$'000	\$'000
Budget funding reallocation between projects / funding sources								
CR05 068	IT infrastructure - replacements	(403)	Funding transferred for printer consolidation.					(403)
CR05 127	IT infrastructure and devices – replacements	403						403
CR05 007	Planned stormwater renewal works	(150)	Funding transferred for stormwater works in Clontarf masterplan.					(150)
CN01 168	Clontarf masterplan implementation	150						150
CR05 119	Water saving and re-use initiatives	(10)	Funding transferred for energy savings projects.					(10)
CR05 065	Energy Savings initiatives program	10						10
CR05 042	Operational buildings works program	(150)	Funding transferred to cover essential works at Manly Aquatic Centre.					(150)
CR05 122	Pittwater Golf Driving Range, Warriewood renewal works	(50)						(50)
CR05 107	Manly Aquatic Centre renewal works	200						200
CR05 122	Pittwater Golf Driving Range, Warriewood renewal works	(43)						(43)
CR05 120	Sydney Lakeside Holiday Park, North Narrabeen renewal works	43	Funding transferred for essential works at the holiday park.					43
CR05 043	Sport buildings works program	(416)	Funding transferred for Frank Gray Reserves amenities upgrade.					(416)
CN01 255	Frank Gray Reserves amenities upgrade	416						416
CR05 043	Sport buildings works program	(885)	Funding transferred for Pittwater Rugby Park facilities upgrade.					(885)
CN01 259	Pittwater Rugby Park	885						885
CR05 015	Public amenities works program	(330)	Funding transferred for Pittwater Rugby Park facilities upgrade.					(330)
CN01 259	Pittwater Rugby Park	330						330
Total budget funding reallocation between projects/		-		-	-	-	-	-
Budget funding reallocation (to) / from operating budget								
CR05 071	Light fleet renewal	46	Additional funding for purchase of vehicle.			46		
Total budget funding reallocation (to) / from operating budget		46		-	-	46	-	-
Increase in capital works budget								
CN01 147	South Curl Curl Accessible Boardwalk and Path	660	Project design and construction to commence in April 2024.				660	

**ATTACHMENT 2 : QUARTERLY BUDGET REVIEW STATEMENT - SEPTEMBER 2024 - ITEM 9.2 - NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

SOURCE OF FUNDS								
Job	Job Description	Recommended changes + INCR/(DECR)	Reason for Change	Developer Contri	Externally restricted	Internally restricted	Grants and Contri	Dep'n / Working Capital
		\$'000		\$'000	\$'000	\$'000	\$'000	\$'000
CN01 207	Little Manly Beach Masterplan Implementation	6	Additional contribution for the picnic table, concrete slab and plaque at Little Manly Beach.				6	
CN01 219	Beverly Job Reserve, Narraweena youth space	121	Additional grant funding for the construction of the multi-use hardcourt.				121	
CR05 065	Energy Savings initiatives program	74	Additional grant funding for Glen Street Theatre stage lighting.				74	
CN01 011	New traffic facilities	299	Additional grant funding for installation of new traffic facilities.				299	
CN01 257	Permit/Plug/Play Pilot Program	417	Additional grant funding for implementation of global Traffic Management Plans.				417	
CR05 014	Road resheeting program	445	Additional grant allocation for roads renewal.				445	
CN01 254	Boondah Reserve amenities upgrade	90	Project rephased with additional funding required for current FY from existing grant allocation.				90	
CN01 255	Frank Gray Reserves amenities upgrade	960	Additional funding for Frank Gray Reserves amenities upgrade.	520			440	
CN01 260	32 Rabbett St Frenchs Forest Land Acquisition	2,740	Land acquisition for Frenchs Forest Town Centre Plan.	2,740				
CR05 045	Beach buildings works program	70	Additional grant funding for South Curl Curl SLSC storeroom.				70	
CN01 259	Pittwater Rugby Park	400	Additional grant funding for Pittwater Rugby Park facilities upgrade.				400	
CN01 068	Warriewood Valley Community Centre	1,936	Additional funding required due to latent conditions encountered.	891				1,045
<b>Total increase in capital works budget</b>		<b>8,218</b>		<b>4,151</b>	<b>-</b>	<b>-</b>	<b>3,022</b>	<b>1,045</b>
<b>Decrease in capital works budget</b>								
CN01 206	Dee Why Beach (Michaela Howie)	(250)	Rephasing of grant funding.				(250)	
CN01 248	Swaine Reserve landscape upgrade	(50)	Rephasing of grant funding.				(50)	
CR05 003	Recreational trails renewal program	(50)	Rephasing of grant funding.				(50)	
<b>Total decrease in capital works budget</b>		<b>(350)</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>(350)</b>	<b>-</b>
<b>Brought forward from future years</b>								
CN01 168	Clontarf masterplan implementation	130	Project commenced ahead of schedule.	130				
CN01 199	Frenchs Forest precinct park upgrades	1,900	Project construction phase progressed ahead of schedule.				1,900	
<b>Total brought forward from future years</b>		<b>2,030</b>		<b>130</b>	<b>-</b>	<b>-</b>	<b>1,900</b>	<b>-</b>

**ATTACHMENT 2 : QUARTERLY BUDGET REVIEW STATEMENT - SEPTEMBER 2024 - ITEM 9.2 - NORTHERN  
BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

SOURCE OF FUNDS								
Job	Job Description	Recommended changes + INCR/(DECR)	Reason for Change	Developer Contri	Externally restricted	Internally restricted	Grants and Contri	Dep'n / Working Capital
		\$'000		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Rollover to future years</b>								
CN01 121	Coast walk - art trail	(359)	Project rephased as per new delivery timetable.			(359)		
CN01 055	Warriewood Valley - public space and recreation	(90)	Project design phase delayed due to prolonged planning process.	(90)				
CN01 231	Seaforth bike park	(84)	Project to commence in 25/26 after the Plan of Management approved by the Office of Crown Lands.	(84)				
CR05 001	Reserves renewal program	(81)	Dee Why bridge project delayed due to further development of the design.					(81)
CN01 247	Oxford Falls Road west flood mitigation	(1,200)	Project delayed due to significant utilities identified and consequent realignment and land acquisition required.				(1,200)	
CR05 155	South Collaroy foreshore renewal	(900)	Project rephased to commence in June 2024.				(900)	
CN01 142	Manly Life Saving Club	(800)	Project rephased due to complex nature of the project and additional community engagement.				(300)	(500)
CN01 229	Freshwater Beach amenities	(250)	Project rephased with construction to complete in 25/26.	(250)				
CN01 252	Newport Oval sports amenities upgrade	(150)	Project rephased to 25/26 to align with funding requirement.	(150)				
<b>Total rollover to future years</b>		<b>(3,914)</b>		<b>(575)</b>	<b>-</b>	<b>(359)</b>	<b>(2,400)</b>	<b>(581)</b>
<b>TOTAL VARIATIONS</b>		<b>6,030</b>		<b>3,706</b>	<b>-</b>	<b>(313)</b>	<b>2,172</b>	<b>465</b>
<b>Approved budget</b>		<b>107,758</b>						
<b>Current Forecast</b>		<b>113,788</b>						

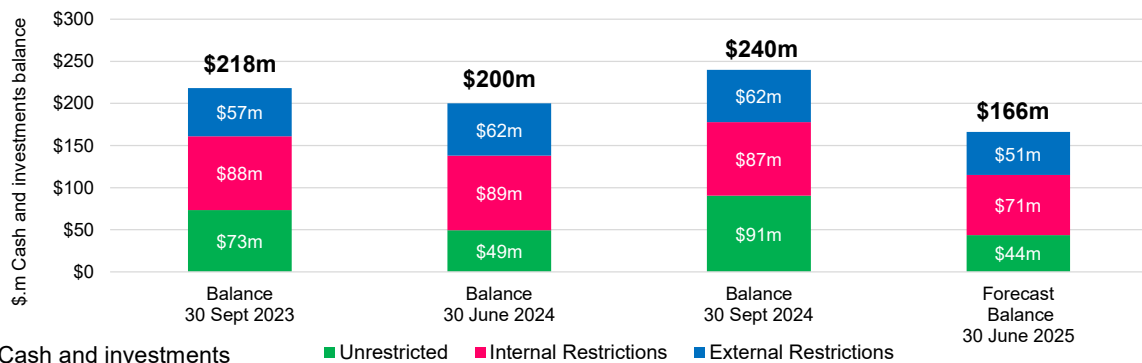
**ATTACHMENT 2 : QUARTERLY BUDGET REVIEW STATEMENT - SEPTEMBER 2024 - ITEM 9.2 - NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

Northern Beaches Council

**Cash and investments**

For the period 1 July 2024 to 30 September 2024

	Annual Budget 2024/25						
	ACTUAL	ACTUAL	ACTUAL	ORIGINAL	REVISED	Recommended	CURRENT
	Balance 30 Sept 2023 \$'000	Balance 30 June 2024 \$'000	Balance 30 Sept 2024 \$'000	Budget Balance 30 June 2025 \$'000	Budget Balance 30 June 2025 \$'000	changes for Council resolution \$'000	Forecast Balance 30 June 2025 \$'000
<b>Total cash and investments</b>	<b>218,106</b>	<b>200,214</b>	<b>239,844</b>	<b>153,253</b>	<b>164,843</b>	<b>1,331</b>	<b>166,174</b>
represented by:							
<b>Externally restricted</b>							
Development contributions	46,250	47,386	45,621	32,718	37,968	(3,546)	34,422
Unexpended grants - not tied to liability	505	573	364	-	0	-	-
Domestic waste management	9,802	13,176	15,394	12,158	14,537	896	15,433
Stormwater management	171	253	194	200	243	-	243
Special rates	229	877	326	880	1,000	-	1,000
<b>Total externally restricted</b>	<b>56,956</b>	<b>62,264</b>	<b>61,898</b>	<b>45,955</b>	<b>53,748</b>	<b>(2,650)</b>	<b>51,098</b>
<b>Internally restricted</b>							
Deposits, retentions and bonds	17,550	19,527	19,527	17,550	19,527	-	19,527
Employee leave entitlements	7,111	7,580	7,580	7,362	7,580	-	7,580
Kimbriki landfill remediation	15,418	18,207	18,207	20,253	20,554	106	20,660
Manly Environmental Levy	1,257	1,179	1,179	1,169	1,169	(19)	1,150
Merger Savings Fund	1,311	911	911	343	343	359	702
Mona Vale Cemetery	7,995	5,964	8,264	3,796	3,795	-	3,795
Plant and fleet replacement	6,219	7,593	8,098	6,378	5,994	(46)	5,948
Unexpended grants - tied to liability	24,008	20,741	18,828	6,159	6,185	(460)	5,725
Stronger Communities Fund (I/R)	5,312	5,378	5,443	4,732	4,608	-	4,608
Other i/r	1,682	1,504	(764)	1,634	1,693	-	1,693
<b>Total internally restricted</b>	<b>87,863</b>	<b>88,585</b>	<b>87,275</b>	<b>69,375</b>	<b>71,450</b>	<b>(61)</b>	<b>71,389</b>
<b>Total restricted cash and investments</b>	<b>144,820</b>	<b>150,849</b>	<b>149,173</b>	<b>115,330</b>	<b>125,198</b>	<b>(2,710)</b>	<b>122,487</b>
<b>Total unrestricted cash and investments</b>	<b>73,287</b>	<b>49,365</b>	<b>90,671</b>	<b>37,923</b>	<b>39,645</b>	<b>4,041</b>	<b>43,687</b>



Northern Beaches Council  
**Cash flow statement**  
For the period 1 July 2024 to 30 September 2024

Original Budget 2024/25 \$'000		Actual For the period 1 Jul 2024 to 30 Sept 2024 \$'000	Actual 2023/24 \$'000
<b>Cash flows from operating activities</b>			
<b>Receipts:</b>			
258,610	Rates and annual charges	100,299	245,463
107,755	User charges and fees	25,597	104,315
8,401	Investment revenue and interest	3,740	9,052
39,282	Grants and contributions	12,003	48,521
7,742	Bonds, deposits and retentions received	2,669	8,143
45,084	Other	12,637	44,701
<b>Payments:</b>			
(168,477)	Employee benefits and on-costs	(45,222)	(156,343)
(204,094)	Materials and services	(44,426)	(182,311)
(664)	Borrowing costs	(144)	(924)
(7,742)	Bonds, deposits and retentions refunded	(1,816)	(5,867)
(21,000)	Other	(8,904)	(21,914)
<b>64,898</b>	<b>Net Cash provided (or used in) Operating Activities</b>	<b>56,433</b>	<b>92,836</b>
<b>Cash flows from investing activities</b>			
<b>Receipts:</b>			
323,300	Sale of investment securities	79,152	269,831
2,183	Sale of infrastructure, property, plant & equipment	340	2,513
<b>Payments:</b>			
(297,826)	Purchase of investment securities	(126,624)	(276,178)
(99,263)	Purchase of infrastructure, property, plant and equipment	(16,517)	(73,302)
<b>(71,606)</b>	<b>Net cash provided from (or used in) investing activities</b>	<b>(63,650)</b>	<b>(77,136)</b>
<b>Cash Flows from financing activities</b>			
<b>Receipts:</b>			
10,450	Proceeds from borrowings	-	2,500
<b>Payments:</b>			
(2,098)	Repayment of borrowings	(265)	(5,863)
(1,269)	Principal component of lease payments	(315)	(1,241)
(119)	Dividends paid to minority interests	-	(115)
<b>6,964</b>	<b>Net cash provided from (or used in) financing activities</b>	<b>(581)</b>	<b>(4,719)</b>
<b>256</b>	<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(7,797)</b>	<b>10,981</b>
6,552	Cash and cash equivalents at beginning of reporting period	17,541	6,605
<b>6,808</b>	<b>Cash and cash equivalents at end of reporting period</b>	<b>9,744</b>	<b>17,586</b>
<b>(25,218)</b>	<b>Net increase/(decrease) in cash, cash equivalents and investments</b>	<b>39,675</b>	<b>17,328</b>
178,471	Cash, cash equivalents and investments at beginning of reporting period	200,169	182,886
<b>153,253</b>	<b>Cash, cash equivalents and investments at end of reporting period</b>	<b>239,844</b>	<b>200,214</b>

Northern Beaches Council  
**Statement of Financial Position**  
as at 30 September 2024

Original Budget 2024/25 \$'000	Actual as at 30 Sept 2024 \$'000	Actual as at 30 June 2024 \$'000	Actual as at 30 Sept 2023 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
10,569 Cash and cash equivalents	9,688	17,541	7,357
142,144 Investments	229,624	182,096	210,096
19,301 Receivables	181,367	25,958	167,809
384 Inventories	395	392	409
3,472 Prepayments	8,284	4,984	7,323
<b>175,870 Total Current Assets</b>	<b>429,358</b>	<b>230,971</b>	<b>392,995</b>
<b>Non-Current Assets</b>			
540 Investments	532	577	652
1,062 Receivables	952	952	1,012
5,701,953 Infrastructure, property, plant and equip	5,646,277	5,643,257	5,417,750
6,485 Investment properties	6,565	6,565	6,320
5,209 Right of use assets	6,227	6,544	7,494
<b>5,715,248 Total Non-Current Assets</b>	<b>5,660,553</b>	<b>5,657,895</b>	<b>5,433,228</b>
<b>5,891,117 Total Assets</b>	<b>6,089,911</b>	<b>5,888,866</b>	<b>5,826,223</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
48,897 Payables	46,896	55,607	40,660
3,592 Contract liabilities	21,932	20,102	22,902
1,307 Lease liabilities	964	1,279	934
2,596 Borrowings	1,913	2,178	2,434
36,799 Employee benefit provisions	35,721	35,901	34,309
1,123 Provisions	1,330	1,193	1,399
<b>94,314 Total Current Liabilities</b>	<b>108,756</b>	<b>116,260</b>	<b>102,637</b>
<b>Non-Current Liabilities</b>			
0 Payables	50	50	100
10,147 Contract Liabilities	5,796	10,053	10,194
4,365 Lease Liabilities	5,717	5,717	6,996
15,134 Borrowings	6,984	6,984	9,185
1,952 Employee benefit provisions	2,001	2,001	1,843
42,452 Provisions	45,836	45,433	45,501
<b>74,050 Total Non-Current Liabilities</b>	<b>66,384</b>	<b>70,238</b>	<b>73,818</b>
<b>168,364 Total Liabilities</b>	<b>175,140</b>	<b>186,498</b>	<b>176,456</b>
<b>5,722,753 Net Assets</b>	<b>5,914,771</b>	<b>5,702,368</b>	<b>5,649,767</b>
<b>EQUITY</b>			
4,996,064 Accumulated surplus	5,235,476	5,023,109	5,179,728
725,209 IPPE revaluation reserve	677,778	677,778	468,602
<b>5,721,272 Council equity interest</b>	<b>5,913,254</b>	<b>5,700,887</b>	<b>5,648,329</b>
1,481 Non-controlling equity interests	1,517	1,481	1,438
<b>5,722,753 Total Equity</b>	<b>5,914,771</b>	<b>5,702,368</b>	<b>5,649,767</b>

**ATTACHMENT 2 : QUARTERLY BUDGET REVIEW STATEMENT - SEPTEMBER 2024 - ITEM 9.2 - NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

Northern Beaches Council

**Contracts Listing**

For the period 01 July 2024 to 30 September 2024

Contracts entered into during the three months to 30 September 2024 that exceed \$50,000 are detailed below:

Contract Number	Contractor's Name	Description	Total Value Ex GST(\$)	Actual Start Date	Expected Finish Date	Budgeted (Y/N)
2023/187	Regal Innovations Pty Ltd	Construction Services for Brick Pit Reserve	\$3,980,238	30/08/2024	14/01/2025	YES
2024/015	Heuron Screenline Pty Ltd T/A Struktis	Design & Construct Queenscliff Pedestrian and Cycle Bridge and Associated Footpath Realignment Services	\$896,100	24/09/2024	23/06/2025	YES
2024/017	ID Consulting Pty Ltd	Provision of Demographic and Economic Data for Northern Beaches LGA	\$226,650	12/07/2024	11/07/2027	YES
2024/020	Social Pinpoint	Your Say Platform	\$71,400	1/07/2024	30/06/2026	YES
2024/026	Beasy Pty Ltd	40 Stuart Street Little Manly - House Demolition	\$124,840	10/07/2024	29/11/2024	YES
2024/037	Canon Australia Pty Ltd	Multi-function Devices (MFD) / Printers	\$1,390,009	1/08/2024	31/07/2029	YES
2024/038	Convil Group Pty Ltd	Queenscliff Headland Ramp	\$896,720	30/07/2024	23/10/2024	YES
2024/063	REES Electrical Pty Ltd	Manly Aquatic Centre – Outdoor Light Poles and Luminaries	\$158,000	11/07/2024	30/06/2025	YES
2024/068	Data#3	Veeam Back Up and O365	\$106,300	28/09/2024	27/09/2025	YES
2024/070	Durkin Construction Pty Ltd	Geotechnical Investigations 2024/2025	\$110,472	27/08/2024	30/06/2025	YES
2024/073	The Trustee for Computers Now Unit Trust T/A Computers Now	End-User Remote Support Tool	\$138,420	19/08/2024	18/08/2027	YES
2024/094	Twenty Four Seven	South Curl Curl SLSC Store Room	\$86,476	28/08/2024	3/12/2024	YES
2024/096	Show Technology Australia Pty Ltd	Glen Street Theatre - LED Theatre Lighting Upgrade	\$162,259	5/07/2024	31/07/2024	YES
2024/126	H2 Integro Pty Ltd	Event Insurance FY2425	\$54,648	9/07/2024	30/06/2025	YES
2024/157	Infocouncil Pty Ltd	Infocouncil Pty Ltd Contract Renewal	\$70,738	1/07/2024	30/06/2025	YES
2023/101	Ooh! Media Street Furniture Pty Ltd	Bus Shelter Advertising including Supply and Maintenance	Estimate up to \$22,200,000 (revenue)	25/09/2024	24/09/2032	YES

Northern Beaches Council

**Budget review of consultancy and legal expenses**

**For the period 1 July 2024 to 30 September 2024**

The table below discloses expenditure to date on consultancies and legal expenses:

Expense	1 July 2024 to 30 September 2024 \$	Budgeted (Y/N)
Consultancies	91,954	Y
Legal services	790,660	Y

## September 2024 Quarterly Report - Stronger Communities Fund

### PURPOSE

To provide a quarterly progress report to Council on the outcomes delivered and expenditure of funds from the \$36.1 million Stronger Communities Fund, as required by the conditions of the funding agreement until funds are spent.

### EXECUTIVE SUMMARY

The Stronger Communities Fund (SCF) was established by the NSW Government to provide new councils with funding to kick-start the delivery of improved infrastructure and services to the community. Northern Beaches Council received \$36.1 million from the SCF for the following programs:

- Community Grants Program - \$1 million
- Connecting Communities Program - \$14 million
- Tied Grant Program - \$21.1 million

A summary of the program of work and expenditure of the SCF to 30 September 2024 is below:

<b>Program</b>	<b>SCF Funds</b>	<b>Status</b>
<b>Community Grants Program (SCF)</b>	<b>\$ 1,025,599*</b>	Acquittal
<b>Connecting Communities</b>		
• Cycleways	\$3,249,433	Acquittal
• Pathways	\$ 5,769,040	Ongoing
• Inclusive play	\$3,170,138	Acquittal
• Active Play	\$2,000,000	Acquittal
Sub Total	<b>\$ 15,214,210*</b>	
<b>Tied Grants</b>		
• Pasadena	\$76,374	Acquittal
• Wakehurst Parkway	\$1,131,623	Ongoing
• Mona Vale – Performing Arts Centre	\$2,500,000	Acquittal
• Mona Vale SLSC	\$4,422,500	Acquittal
• Long Reef SLSC	\$ 3,349,626	Acquittal
• Currawong Beach Heritage refurbishment	\$3,081,327	Acquittal
• Nth Pittwater Foreshore improvements	\$1,920,000	Acquittal
• Scotland Island Wastewater Feasibility Study	\$303,263	Acquittal
• Nth Pittwater permanent Netball Courts	\$550,000	Acquittal
• Newport SLSC	\$100,275	Acquittal
• Barrenjoey Performance Space	\$1,050,000	Acquittal
Sub Total	<b>\$ 18,484,988</b>	
<b>Total expenditure</b>	<b>\$ 33,699,198</b>	

\* The additional expenditure is interest earned on the grant funds

Projects with a status of 'acquittal' have been acquitted with the Office of Local Government and will no longer be reported as part of the SCF program in accordance with the conditions of the funding agreement. The progress of projects with a status of 'ongoing' are detailed below.

**Connecting Communities Program - \$14 Million from SCF**

The Connecting Communities Program is a multi-year program of works partially funded by SCF. The project still ongoing under this program is:

<b>Sub-programs</b>	<b>Status</b>
Connecting Northern Beaches – Coast Walk	<p>Ongoing</p> <p>7.3 kms delivered since the program commenced.</p> <p>A tender document was issued for detailed design and construction of the shared user path from Newport Beach to The Serpentine Bilgola Beach. The tender period closed on 27 August 2024 and tenders are currently being evaluated. The outcome of the tender process is expected to be reported at the November 2024 meeting of Northern Beaches Council. Subject to Council acceptance of a tender it is anticipated that works will commence on site in early 2025 and be completed by mid 2025.</p>

**Tied Grant Program \$21.1 Million**

The Tied Grants Program commenced in October 2017 with the NSW Government allocating \$21.1 million for 11 specified projects. The remaining project to be delivered under this program is:

<b>Project</b>	<b>Status</b>
Wakehurst Parkway flood mitigation	<p>Ongoing</p> <p>There are 3 sites being considered in this project to improve accessibility by reducing the flooding impacts along Wakehurst Parkway at Oxford Falls Road West causeway, The Bends, and the Academy of Sport.</p> <p>At Oxford Falls Road West, Council has completed a preliminary environment assessment which will inform the Review of Environmental Factors (REF), expected before December. Alternate alignments at the Causeway are being considered to reduce interactions with utilities and improve access during construction.</p> <p>Options to construct a bridge or culvert across the causeway are still under consideration and preference will be determined based on flood mitigation effectiveness, environmental impacts, utility impacts and cost.</p> <p>At the Bends, Council continues to investigate how changing the creek will impact flood performance, the environment, the proposed infrastructure and works maintenance. An asset condition survey is being completed to assess the existing condition of the road at the Bends including</p>

Project	Status
	<p>embankments, levees, pavement, and culverts. Additional survey work and concept designs are underway to clarify the extent of the road reserve and the creek alignment which will assist in design of flood mitigation solutions.</p> <p>At the Academy, we are working with Transport to ensure the concept design for flood improvements integrates into existing infrastructure and minimises disruptions to traffic during construction. Additional survey work and concept designs are underway.</p>



## Community Engagement and Stakeholder Engagement Plan Proposed Special Variation to rates 2025/26

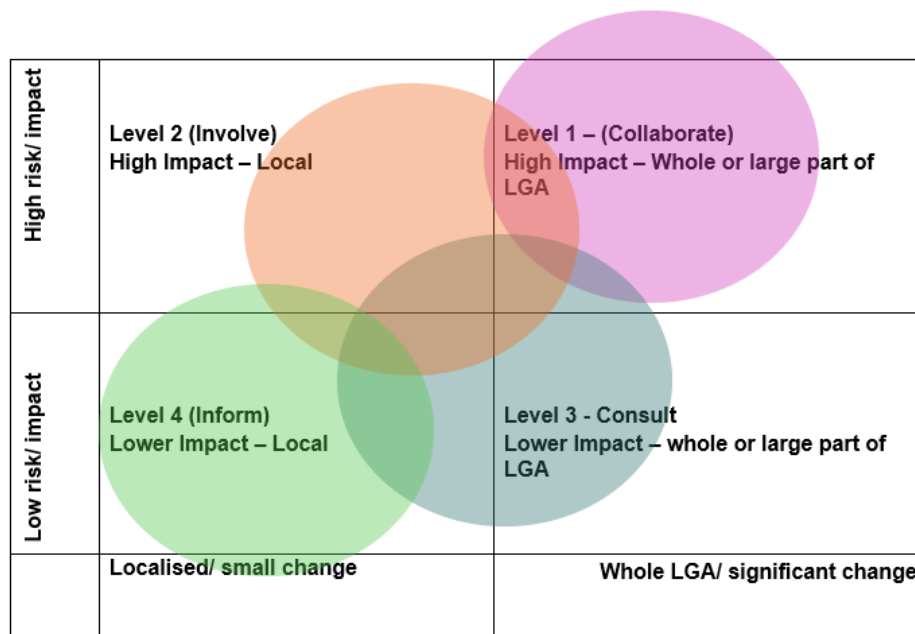
### Overview

Effective and meaningful engagement is at the heart of local government. It helps communities shape their own futures and informs the vision and direction of councils. The importance of engaging with the community is recognised in the guiding principles for councils in the *NSW Local Government Act 1993*. Northern Beaches Council has adopted a [Community Engagement Policy](#) and [Community Engagement Framework](#). These are based on the social justice principles as set out in the Integrated, Planning and Reporting Framework (IP&R) of access, equity, participation, and rights.

Thorough and robust planning is critical in delivering successful project outcomes and making effective and sustainable decisions. We prepare Community and Stakeholder Engagement Plans for all level 1 to 3 projects; however, each will vary in detail depending on the nature and complexity of the project.

In accordance with Council's Community Engagement Framework, this project is classified Level 1.

### Community engagement impact matrix.



TRIM:

The level of engagement is guided by the level of impact as identified in Spectrum of public participation.

**Spectrum of public participation.**

	Level of participation	Definition	Promise to the community
<b>Level 1 High risk/ high impact</b>	Inform / involve	To partner with the community in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.
<b>Level 2 Medium-high risk/ moderate impact</b>	Inform/ consult	To work directly with the community throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how the public influenced the decision.
<b>Level 3 Medium risk/ moderate impact</b>	Inform / consult	To obtain feedback public on analysis, alternatives and/or decisions.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.
<b>Level 4 Low risk/ low impact</b>	Inform/ provide enquiry channel	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	We will keep you informed.

We tailor innovative approaches where possible to encourage and enhance participation from the wider community including priority (underrepresented) populations.

In accordance with our impact matrix, we will adopt a two-stage approach with the goal to:

1. Inform our community and raise awareness of why a Special Variation (SV) is needed.
2. Consult and seek community feedback through the public exhibition of the SV proposal.

**Snapshot - Community Engagement Plan**

Level 1	Project - Proposed Special Variation 2025/26
<b>Stage 1</b>	Review options, financial modelling, and plan for community engagement.
	Seek Council endorsement for public exhibition.
<b>Stage 2</b>	<p>Public exhibition of the SV options will include and not be limited to an online project page (Your Say) including:</p> <ul style="list-style-type: none"> <li>• Proposed SV rates calculator</li> <li>• Video explainer</li> <li>• Webinar recording</li> <li>• Fact sheets – Your options explained</li> <li>• Frequently Asked Questions</li> <li>• Snapshot</li> <li>• Translation services</li> <li>• Contact information</li> <li>• Submission form/ survey.</li> </ul> <p>Respondents will register to make a submission. To ensure Council captures feedback from the target audience which includes the ratepayers of the Northern Beaches.</p> <p>We will communicate with our community through a variety of different channels, including:</p> <ul style="list-style-type: none"> <li>• Mailout to all ratepayers</li> <li>• Media Release and media briefings</li> <li>• Information stations located at all Libraries, Customer Service centres (pull up banners, QR codes, postcards and information sheets)</li> <li>• Pop-up information sessions (2 per Ward including 1 on a weekday and 1 on a weekend)</li> <li>• Community/ resident association /meetings (facilitated through Community Liaison service)</li> <li>• Print advertising (local publications)</li> <li>• Fact sheets, postcards, story boards (available at drop-in sessions)</li> <li>• Outdoor advertising (where available)</li> <li>• Social media, video posts, website and digital CS screens</li> <li>• Email directly via Council EDMs.</li> </ul>

	<p>To help our staff respond to questions and enquires, we will provide a range of support materials to them, including:</p> <ul style="list-style-type: none"> <li>• Internal face to face information sessions (at least 3 delivered in person across key staff workplaces)</li> <li>• Team meeting updates/ information sheets</li> <li>• Staff newsletters</li> <li>• News stories on the Intranet</li> <li>• Information stations in key lunchroom areas.</li> </ul> <p>All customer facing roles will be supported and have access to information that can be readily shared with customers. This will be continually monitored, and we will respond quickly to areas that need additional support materials.</p>
<b>Reporting</b>	<p>Feedback from the community will be reviewed, considered, thematically referenced, and reported back, including all verbatim submissions (excluding redactions) to the Council for further consideration.</p>

#### **What is the community engagement about?**

Under the *Local Government Act 1993*, any increase in a council's rates revenue must be approved by the Minister for Local Government. The Minister has delegated this approval function to the NSW Independent Pricing and Regulatory Tribunal (IPART). IPART requires councils intending to apply for a SV to engage with their communities before the application is submitted to IPART.

Community consultation is an important part of the process and is a factor in IPART's assessment. A council's engagement should explain and seek community feedback on the purpose, need for and impact of a proposed SV which may include current and planned service levels.

It should also talk about alternatives considered and efficiencies it has found.

After IPART receives applications from councils, IPART will also undertake a public consultation process. This will ensure IPART can hear directly from stakeholders. IPART will release its decisions on each application around May/June each year.

IPART's criteria requires a council that is seeking a SV to:

- Provide evidence the community is aware of the need for and the extent of a proposed rate rise.
- Ensure its Delivery Program (DP) and Long-Term Financial Plan (LTFP) clearly set out the extent of the General Fund rate rise under the SV.
- Communicate the full cumulative increase of the proposed SV in percentage terms, and the total increase in dollar terms for the average ratepayer, by rating category.
- Demonstrate the community engagement strategy for the SV used an appropriate variety of engagement methods to ensure community awareness and input occur.

### **Steps in planning effective community engagement**

When planning community engagement Council will undertake the following steps

- 1) Define the project, background purpose and objectives.
- 2) Determine the level of impact.
- 3) Identify the level of community participation required.
- 4) Map out all the key stakeholders who will be impacted or interested.
- 5) Determine the approach and communication methods including activities.
- 6) Gather feedback, report the outcomes and evaluate the plan.

For this project, significant effort will be made to effectively promote the proposed SV, with a wide range of communication tools and platforms used to inform the community and explain how members of the community can participate and provide feedback.

The engagement plan for this project has been developed to:

#### **1. Inform (Awareness)**

To raise awareness of why an SV is needed and inform the community of the SV options.

#### **2. Consult (Provide information and collect feedback)**

To publicly exhibit the revised LTFP and DP and seek community feedback on the SV options.

### **Reaching diverse communities**

We strive to ensure information shared with our community across all our channels is written in a way that all people can easily understand it. We will consider and develop ways to communicate with people living with disabilities and their carers, culturally and linguistically diverse people, LGBTQIA+ communities and people with various lived experiences of cultural, societal, financial, and other differences.

Every Community and Stakeholder Engagement Plan will identify relevant stakeholders, along with their needs or potential interests and our proposed engagement activity for each. This 'stakeholder map' may be refined as a project progresses and any new information emerges.

Council will engage with relevant stakeholders for this project.

### **Community engagement approach and communication methods**

Council will clearly communicate to the community what the proposed SV options are, outline where further information can be obtained and encourage participation and feedback.

We will ensure the community are aware of:

- The legislative requirement for Council to employ sound financial management principles.
- The current core deficits in Council's Budget that need to be addressed, including the gap in the renewal, maintenance asset management plans.

Community feedback will be sought to:

- Assess the level of community understanding of the proposed SV options and impacts and why an SV is needed.
- Seek feedback and submissions on the proposed SV options and the updated LTFP and DP.

To support these key messages and the development of information materials for the community engagement activities, information will be provided across various communication platforms to ensure the community is aware of the options and can provide feedback.

In addition, Council will also have an updated draft Delivery Plan (DP) and a draft Long Term Financial Plan (LTFP), for the community to review.

There is also a Productivity Journey and Improvement Plan that outlines what Council has achieved and what it will do to ensure that it contains costs, finds efficiency and productivity gains, and remains organisationally sustainable.

### **Community engagement approach and communication methods**

As over 80% of Council staff live and work in the local government area, we have a unique opportunity to engage and support our staff to share important information about key Council projects.

We know that word of mouth is strong communication channel. To support our staff, we will provide a range of support materials for this project, including face to face information sessions, team meeting updates, staff newsletter and the Intranet.

All customer facing roles will be supported and have access to information that can be readily shared with customers.

### Engagement timeline

Pending Council resolution, the engagement program will run approximately 8 weeks. Whilst Council's community engagement policy and framework stipulates a minimum of 28 days, in addition to this the public exhibition will be open and active for an extra 4 weeks:

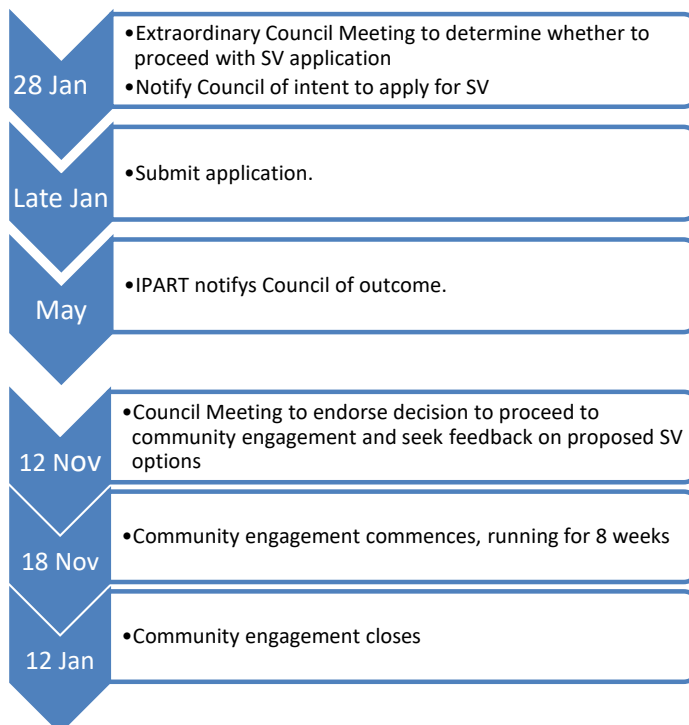
Starts: Monday 18 November 2024

Ends: Sunday 12 January 2025

The focus will be to raise awareness and drive visitation to the Your Say Engagement web page. The public exhibition will be structured in such a way to maximise awareness in the first 4 weeks, including the delivery of 10 information drop-in sessions (2 in each Ward), ensuring people across all 5 Wards have an opportunity to attend and or seek more information.

We will continuously monitor feedback and will be agile in our response to ensure the community can easily access information and provide feedback.

While some engagement activities will pause over the holiday period 24-26 December 2024, and 1 January 2025. During this time the community can continue to engage with the information on the Your Say page and provide submissions/ feedback. We will ensure any community questions and enquiries will be responded to, ensuring our community are aware and have the opportunity to provide feedback.



### **Reporting and responding to feedback**

Prior to the Extraordinary Council Meeting, a community engagement report will be produced to document the outcomes of the engagement process and also to clarify the extent to which the community engagement activities reached all relevant stakeholder groups.

The report will include data on the feedback submitted including demographics, postcode, ratepayer, resident, sentiment, themes including issues, concerns, aspirations and other. It will also include all verbatim submissions, with personal details and certain comments (i.e. offensive, defamatory comments) redacted from public view.

Measures to understand the level of awareness such as reach and participation in the engagement process, will include:

- number of letters mailed out
- number of emails sent out / opened
- attendance at community engagement / drop in sessions
- SV related inquiries through customer service
- number of submissions on the proposed SV options
- number of call backs / phone calls
- key analytics from the Your Say webpage page e.g. downloads of documents
- reach on social media.

Measures will also include documenting key demographics of participants to identify whether it is representative of the LGA community and engagement activities have reached groups that can sometimes be hard to reach.

Prior to the final decision being made by the elected Council, we will also email everyone who has provided feedback (and not opted out of receiving updates) or chooses to receive regular project updates by email (subscribers), that the item/report has been placed on the Council meeting agenda. It will also include information on how to attend and address the Council.

Once a decision has been made by Council, we will share the outcome of the Extraordinary Council Meeting.

This will include:

- Updating our project page with outcomes of the engagement including the Community Engagement Report and, where possible, provide next steps.
- Emailing everyone who provided feedback (and did not opt out from regular updates) or expressed an interest in the projects (+Follow) and other key stakeholders showing findings and outcomes with links back to the project page for more information.
- Updating the project page with links to final endorsed documents.



## **Draft Addendum to Delivery Program 2024-2028**

Including Operational Plan and Budget 2024/25

*Special variation update: Funding our Future*

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## Introduction

Like many councils in NSW, Northern Beaches Council is facing growing pressure to its financial sustainability as increases in income, under the NSW rate peg system, have not reflected the rising costs of materials, contracts, and construction, with Sydney's inflation over the 4 years to 30 June 2024 being almost double the increase in rates income.

Council is consulting on options for a Special Variation to rates that will improve Council's financial sustainability and infrastructure investment.

The current Delivery Program 2024-2028 and Operational Plan 2024/25 adopted by Council on 25 June 2024 is Option 1:

**Option 1 - Reduce service: Rate peg only (current path)** – No Special Variation, Fixed Rate Peg (3.8% 2025/26) increase only. This option includes ongoing deficits and involve Council undertaking widespread assessment of its services to reduce services to balance its budget.

This draft Addendum to the Delivery Program 2024-2028 and Operational Plan 2024/25 contains Options 2, 3 and 4. Each of these options involve a Special Variation to rates as follows:

**Option 2 – Maintain service:** proposes a Special Variation of a 6% increase in addition to the rate peg each year for 3 years to primarily address the asset renewal and maintenance gap and support environmental and natural risk reduction programs.

**Option 3 – Improve service:** proposes a Special Variation of a 8.3% increase in addition to the rate peg each year for 2 years and 8.4% in year 3. In this option, Council would seek to continue all existing services, address the asset renewal and maintenance gap and support environmental and natural risk reduction programs (Option 2), as well as provide the opportunity to deliver larger renewal projects in future years such as the renewal of the Warringah Aquatic Centre.

**Option 4 – Increase service:** proposes a special variation of a 10% increase in addition to the rate peg each year for 3 years. In this Option, Council would seek to continue all existing services, address the asset renewal and maintenance gap and support environmental and natural risk reduction programs (Option 2), build up a major renewal fund for future works (Option 3), as well as provide the opportunity to accelerate the delivery of infrastructure and increase services in areas such as additional community grants, more footpaths, a fit for purpose lifeguard headquarters and improvements to sporting facilities and amenities buildings..

As additional revenue is raised by each option it will allow for more programs to be delivered:

**Maintain Service (Option 2)** = Fund asset renewal and maintenance gap, environmental and natural risk reduction programs

**Improve Service (Option 3)** = Maintain Service (Option 2) + Deliver larger renewal projects

**Increase Service (Option 4)** = Improve Service (Option 3) + Accelerate infrastructure delivery and increase services

The pages following detail the revenue and programs to be funded by:

- Option 2 – Maintain Service
- Option 3 – Improve service
- Option 4 – Increase service

The Addendum is being exhibited in accordance with s404 and 405 of the Local Government Act NSW, 1993 and the *Integrated Planning & Reporting Guidelines for Local Government in NSW, September 2021*.

The Long-Term Financial Plan 2024-2034 (Special variation update: Funding our Future) provides detailed information on the impact of the proposed special variation to rates under each option for the average ratepayer.

## How to read this document

Blue heading indicates the service area from the Delivery Program

CSP refers to the relevant goal in the Community Strategic Plan

Bold headings indicate whether the program is new work, renewal or operational

Key Services

**Environment and sustainability**

CSP	Programs	Ref	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
	<b>Capital new</b>					
G1	Water quality improvement (Clear Waters)	N	-	159	273	1,534
G1	Water sensitive urban design	U	-	40	82	126
G2	Climate change amplification	U	-	53	171	344
G1	Natural water sensitive urban design assets	U	-	7	29	78
	<i>Total new expenditure</i>		-	259	555	2,082
	<b>Capital renewal</b>					
G2	Planned and reactive stormwater renewal	M	-	1,080	1,279	1,915
G2	Minor stormwater works	M	-	43	89	137
G2	Ocean outfall stormwater renewal	M	-	-	136	210
G2	Flood mitigation program	U	-	371	1,163	1,792

## Glossary

Ref: N	New works
Ref: U	Uplift in existing service levels
Ref: M	Maintenance or Renewal
CSP	Community Strategic Plan



## **Option 2: Maintain Service**

**ATTACHMENT 2 : DRAFT ADDENDUM TO DELIVERY PROGRAM 2024-2028 AND OPERATIONAL PLAN 2024/25 -  
SPECIAL VARIATION RATE OPTIONS - ITEM 9.3 - NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

Option 2 Maintain Service

**Overview**

The Maintain Service option involves a special variation of rate income to primarily address the asset renewal and maintenance gap and support environmental and natural risk reduction programs.

The increase from the special variation is 6% in addition to the rate peg each year for 3 years. The additional cumulative increase from the special variation will amount to 20.4% over 3 years and raise an additional \$40 million in rates income per year by year 3.

The increase from the rate peg plus the Special Variation will be as follows:

- Total annual increase of 9.8%, 9.4% and 9.1% applied over 3 years commencing from 2025/26
- Total cumulative increase of 31.1% over 3 years

The income from the Special Variation and expenditure by key service on programs is detailed below.

**Income and expenditure**

<b>Option 2 Maintain Service</b>	<b>2024/25 \$'000</b>	<b>2025/26 \$'000</b>	<b>2026/27 \$'000</b>	<b>2027/28 \$'000</b>
Opening balance	-	-	86	263
Additional rates income	-	11,768	25,090	40,004
<b>Total</b>		<b>11,768</b>	<b>25,176</b>	<b>40,267</b>
<b>Expenditure by key service:</b>				
Environment and sustainability	-	3,448	6,088	11,088
Community, arts and culture	-	55	7	189
Environmental compliance	-	385	792	1,232
Parks and recreation	-	1,722	4,379	7,445
Transport, traffic and active travel	-	3,208	7,933	11,053
Economic development, events and engagement	-	-	1,042	1,680
Property and facilities	-	1,795	2,407	3,299
<b>Total</b>	-	<b>10,613</b>	<b>22,648</b>	<b>35,986</b>
<b>Future funding:</b>				
Working capital	-	420	864	1,344
Depreciation and maintenance on new assets above	-	-	13	83
Disaster Fund	-	656	1,348	2,076
<b>Total Option 2</b>	-	<b>11,689</b>	<b>24,873</b>	<b>39,480</b>
<b>Closing balance</b>		<b>79</b>	<b>303</b>	<b>787</b>

**ATTACHMENT 2 : DRAFT ADDENDUM TO DELIVERY PROGRAM 2024-2028 AND OPERATIONAL PLAN 2024/25 - SPECIAL VARIATION RATE OPTIONS - ITEM 9.3 - NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

Option 2 Maintain Service

**Key Services**

**Environment and sustainability**

<b>CSP</b>	<b>Programs*</b>	<b>Ref</b>	<b>2024/25 \$'000</b>	<b>2025/26 \$'000</b>	<b>2026/27 \$'000</b>	<b>2027/28 \$'000</b>
<b>Capital new</b>						
G1	Water quality improvement (Clear Waters)	N	-	159	273	1,534
G1	Water sensitive urban design	U	-	48	111	205
G2	Climate change amplification	U	-	53	171	344
	<i>Total new expenditure</i>		-	260	555	2,083
<b>Capital renewal</b>						
G2	Planned and reactive stormwater renewal	M	-	1,080	1,279	1,915
G2	Minor stormwater works	M	-	43	89	137
G2	Ocean outfall stormwater renewal	M	-	-	136	210
G2	Flood mitigation works	U	-	372	1,164	1,793
	<i>Total renewal expenditure</i>		-	1,495	2,668	4,055
<b>Operational</b>						
G2	Stormwater asset inspection	M	-	159	273	840
G2	Enhance stormwater asset maintenance	M	-	96	250	325
G2	Clear Waters maintenance program	U	-	3	17	32
G2	Gross pollutant trap (GPT) enhancement	U	-	7	38	15
G2	Beach nourishment investigations and approvals	U	-	-	109	392
G2	Bush fire management	U	-	106	109	112
G1	Bushland and invasive species management	U	-	538	1,107	1,704
G2	Contaminated lands management	U	-	212	218	224
G1	Creek rehabilitation program	U	-	106	218	336
G2	Floodplain management program	U	-	164	218	522
G2	Foreshore erosion mitigation and adaptation	U	-	53	55	56
G2	Geotechnical risk management	U	-	212	218	224
G2	Narrabeen Lagoon Entrance Management Strategy implementation	U	-	38	35	168
	<i>Total operational expenditure</i>		-	1,694	2,865	4,950

*\*Subject to annual operational plan adoption*

**ATTACHMENT 2 : DRAFT ADDENDUM TO DELIVERY PROGRAM 2024-2028 AND OPERATIONAL PLAN 2024/25 - SPECIAL VARIATION RATE OPTIONS - ITEM 9.3 - NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

Option 2 Maintain Service

**Community, arts and culture**

<b>CSP</b>	<b>Programs*</b>	<b>Ref</b>	<b>2024/25 \$'000</b>	<b>2025/26 \$'000</b>	<b>2026/27 \$'000</b>	<b>2027/28 \$'000</b>
<b>Capital Renewal</b>						
G12	Glen Street Theatre renewal	M	-	55	7	189
	<i>Total renewal expenditure</i>		-	55	7	189

*\*Subject to annual operational plan adoption*

**Environmental Compliance**

<b>CSP</b>	<b>Programs*</b>	<b>Ref</b>	<b>2024/25 \$'000</b>	<b>2025/26 \$'000</b>	<b>2026/27 \$'000</b>	<b>2027/28 \$'000</b>
<b>Operational</b>						
G12	Compliance services	U	-	385	792	1,232
	<i>Total renewal expenditure</i>		-	385	792	1,232

*\*Subject to annual operational plan adoption*

**Parks and recreation**

<b>CSP</b>	<b>Programs*</b>	<b>Ref</b>	<b>2024/25 \$'000</b>	<b>2025/26 \$'000</b>	<b>2026/27 \$'000</b>	<b>2027/28 \$'000</b>
<b>Capital new</b>						
G12	Playground upgrade program	U	-	-	145	728
G12	Aquatic Reserve lighting system	N	-	74	706	1,120
G12	Foreshores program	N	-	32	163	-
	<i>Total new expenditure</i>		-	106	1,014	1,848
<b>Capital renewal</b>						
G12	Grandstand renewal	M	-	371	55	-
G12	Sport building renewal	M	-	-	-	78
G12	Recreational trail renewal	M	-	115	236	364
G12	Playground renewal	M	-	133	273	420
G12	Rockpool renewal	M	-	230	977	1,865
G12	Seawall program	M	-	-	-	112
	<i>Total renewal expenditure</i>		-	849	1,541	2,839
<b>Operational</b>						
G8	Extend Lifeguard operations at Dee Why, Freshwater, Shelly Beaches and Clontarf Pool	U	-	-	249	393
G12	Maintenance planning of open spaces	M	-	21	39	-
G12	Maintenance of open spaces	M	-	158	325	501
G12	Tidal pool maintenance	M	-	35	73	112
G12	Reserve mowing	U	-	136	279	430
G12	Tree maintenance	U	-	177	364	560
G12	Tree planting	U	-	240	494	762
	<i>Total operational expenditure</i>		-	767	1,823	2,758

*\*Subject to annual operational plan adoption*

**ATTACHMENT 2 : DRAFT ADDENDUM TO DELIVERY PROGRAM 2024-2028 AND OPERATIONAL PLAN 2024/25 -  
SPECIAL VARIATION RATE OPTIONS - ITEM 9.3 - NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

Option 2 Maintain Service

**Transport, traffic and active travel**

<b>CSP</b>	<b>Programs*</b>	<b>Ref</b>	<b>2024/25 \$'000</b>	<b>2025/26 \$'000</b>	<b>2026/27 \$'000</b>	<b>2027/28 \$'000</b>
<b>Capital new</b>						
G16	New cycleways	N	-	-	145	224
G16	New bus shelters	N	-	-	29	45
G16	New footpaths	N	-	177	364	560
G17	New kerb and gutter	N	-	53	109	168
G16, G17	New smart parking infrastructure	N	-	-	-	429
G17	New traffic facilities	N	-	177	364	560
	<i>Total new expenditure</i>		-	407	1,011	1,986
<b>Capital renewal</b>						
G16	Multi-storey carpark renewal	M	-	159	491	560
G16	Wharves renewal	M	-	212	1,679	2,641
G16	Road renewal	M	-	877	1,803	2,778
G16	Retaining wall renewal	M	-	428	654	199
G16	Kerb and gutter renewal	M	-	141	291	448
G16	Car park renewal	M	-	194	400	168
G16	Bus stops renewal	M	-	54	110	167
	<i>Total renewal expenditure</i>		-	2,065	5,428	6,961
<b>Operational</b>						
G16	Wharves maintenance	M	-	53	164	224
G16	Bridge maintenance	M	-	28	87	90
G16	Car park maintenance	M	-	36	72	112
G16	Linkway maintenance	M	-	85	96	-
G16	Footpath maintenance	M	-	14	29	45
G16	Fencing maintenance	M	-	53	73	112
G16	Road pavement maintenance	M	-	230	487	773
G16	Scotland Island and Western Foreshores maintenance program	M	-	42	87	134
G16	Traffic facilities maintenance	M	-	53	109	168
G16	Retaining walls maintenance	M	-	35	73	112
G16	Road shoulders and unsealed roads maintenance	U	-	107	218	336
	<i>Total operational expenditure</i>		-	736	1,495	2,106

\*Subject to annual operational plan adoption

**ATTACHMENT 2 : DRAFT ADDENDUM TO DELIVERY PROGRAM 2024-2028 AND OPERATIONAL PLAN 2024/25 - SPECIAL VARIATION RATE OPTIONS - ITEM 9.3 - NORTHERN BEACHES COUNCIL MEETING - 12 NOVEMBER 2024**

Option 2 Maintain Service

**Economic development, events and engagement**

<b>CSP</b>	<b>Programs*</b>	<b>Ref</b>	<b>2024/25 \$'000</b>	<b>2025/26 \$'000</b>	<b>2026/27 \$'000</b>	<b>2027/28 \$'000</b>
<b>Capital new</b>						
G12	Commercial centres upgrade	U	-	-	1,042	1,680
	<i>Total new expenditure</i>		-	-	1,042	1,680

*\*Subject to annual operational plan adoption*

**Property and facilities**

<b>CSP</b>	<b>Programs*</b>	<b>Ref</b>	<b>2024/25 \$'000</b>	<b>2025/26 \$'000</b>	<b>2026/27 \$'000</b>	<b>2027/28 \$'000</b>
<b>Capital renewal</b>						
G5, G9	Disability access compliance works	M	-	27	73	106
G12	Heritage building renewal	M	-	-	36	56
G5, G6	Operational buildings renewal	M	-	282	844	560
G5	Building plant renewal	M	-	530	654	1,344
G12	Warringah Aquatic Centre renewal	M	-	107	218	337
	<i>Total renewal expenditure</i>		-	946	1,825	2,403
<b>Operational</b>						
G12	Building maintenance	M	-	849	582	896
	<i>Total operational expenditure</i>		-	849	582	896

*\*Subject to annual operational plan adoption*



### **Option 3: Improve Service**

### Option 3 Improve Service

### Option 3 Improve Service

#### Overview

The Improve Service option involves a Special Variation of an 8.3% increase in addition to the rate peg each year for 2 years and 8.4% in year 3. The additional cumulative increase will amount to 29.0% over 3 years.

Under the Improve Service option Council would seek to continue all existing services, address the asset renewal and maintenance gap and support environmental and natural risk reduction programs (Option 2), as well as provide the opportunity to deliver larger renewal projects in future years such as the renewal of the Warringah Aquatic Centre.

The increase from the rate peg plus the Special Variation will be as follows:

- Total annual increases will amount to 12.1%, 11.7% and 11.5% applied over 3 years.
- Total cumulative increase will amount to 39.6% over 3 years.

The income from the Special Variation and expenditure by key service on programs is detailed below.

#### Income and expenditure

<b>Option 3 Improve Service</b>	<b>2024/25 \$'000</b>	<b>2025/26 \$'000</b>	<b>2026/27 \$'000</b>	<b>2027/28 \$'000</b>
Opening balance	-	-	4,590	14,254
Additional rates Income	-	16,279	35,082	56,800
<i>Total</i>		<i>16,279</i>	<i>39,672</i>	<i>71,054</i>
<b>Expenditure by key service:</b>				
Option 2 Maintain Service program total	-	11,689	24,873	39,480
Economic development, events and engagement	-	-	545	840
Property and facilities	-	-	-	1,120
<i>Total</i>	-	<i>11,689</i>	<i>25,418</i>	<i>41,440</i>
<b>Future funding:</b>				
Depreciation and maintenance on new assets above	-	-	-	12
<b>Total Option 3</b>	-	<b>11,682</b>	<b>25,418</b>	<b>41,542</b>
<b>Closing balance</b>		<b>4,590</b>	<b>14,254</b>	<b>29,602</b>

## Option 3 Improve Service

### Key Services

Improve Service (Option 3) includes all programs under Maintain Service (Option 2).

Improve Service (Option 3) = Maintain Service (Option 2) + Deliver larger renewal projects

The programs for Option 2 can be found at:

- Environment and sustainability – page 8
- Community, arts and culture – page 9
- Environmental compliance – page 9
- Parks and recreation – page 9
- Transport, traffic and active travel – page 10
- Economic development, events and engagement – page 11
- Property and facilities – page 11

The following additional programs will be delivered under Improve Service (Option 3):

### Economic development, events and engagement

CSP	Programs*	Ref	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>Capital new</b>						
G12	Commercial centre upgrades	N	-	-	545	840
<b>Total new expenditure</b>			-	-	545	840

\*Subject to annual operational plan adoption

### Property and facilities

CSP	Programs*	Ref	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>Capital new</b>						
G12	Surf life saving club minor building works	U	-	-	-	560
<b>Total new expenditure</b>			-	-	-	560
<b>Capital renewal</b>						
G12	Surf life saving club renewal works	M	-	-	-	560
<b>Total renewal expenditure</b>			-	-	-	560

\*Subject to annual operational plan adoption



## **Option 4: Increase Service**

#### Option 4 Increase Service

#### Option 4 Increase Service

##### Overview

The Increase Service option involves a Special Variation of a 10% increase in addition to the rate peg each year for 3 years. The additional cumulative increase will amount to 35.3% over 3 years.

Under the Improve Service option, Council would seek to continue all existing services, address the asset renewal and maintenance gap and support environmental and natural risk reduction programs (Option 2), build up a major renewal fund for future works (Option 3), as well as provide the opportunity to accelerate the delivery of infrastructure and increase services in areas such as additional community grants, more footpaths, a fit for purpose lifeguard headquarters and improvements to sporting facilities and amenities buildings.

The increase from the rate peg plus the Special Variation will be as follows:

- Total annual increases will amount to 13.8%, 13.4% and 13.1% applied over 3 years
- Total cumulative increase will amount to 46% over 3 years

The income from the Special Variation and expenditure by key service on programs is detailed below.

<b>Option 4 Increase Service</b>	<b>2024/25 \$'000</b>	<b>2025/26 \$'000</b>	<b>2026/27 \$'000</b>	<b>2027/28 \$'000</b>
Opening balance	-		5,310	15,672
Additional rates Income	-	19,614	42,601	69,233
<b>Total</b>		<b>19,614</b>	<b>47,911</b>	<b>84,905</b>
<b>Expenditure by key service:</b>				
Option 2 Maintain Service program total	-	11,689	24,873	39,480
Option 3 Improve Service program total	-	-	545	1,972
Community, arts and culture	-	705	1,450	2,240
Parks and recreation	-	1,321	4,133	1,680
Transport, traffic and active travel	-	528	1,084	5,040
Waste and cleansing	-	61	126	196
<b>Total</b>	-	<b>14,304</b>	<b>32,211</b>	<b>50,608</b>
<b>Future Funding:</b>				
Depreciation and maintenance on new assets above	-	-	28	106
<b>Total Option 4</b>	-	<b>14,304</b>	<b>32,239</b>	<b>50,714</b>
<b>Closing balance</b>	-	<b>5,310</b>	<b>15,672</b>	<b>34,191</b>

Option 4 Increase Service

### Option 4 – Increase service Expenditure - Key Projects

Increase Service (Option 4) includes all programs under Maintain Service (Option 2) and Improve Service (Option 3).

Increase Service (Option 4) = Improve Service (Option 3) + Accelerate infrastructure delivery and increase services

The programs for Option 2 can be found at:

- Environment and sustainability – page 8
- Community, arts and culture – page 9
- Environmental compliance – page 9
- Parks and recreation – page 9
- Transport, traffic and active travel – page 10
- Economic development, events and engagement – page 11
- Property and facilities – page 11

The programs for Option 3 can be found at:

- Economic development, events and engagement – page 14
- Property and facilities – page 14

The following additional programs will be delivered under Increase Service (Option 4):

### Waste and cleansing

CSP	Programs*	Ref	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>Operational</b>						
G12	Improved street sweeping program	U	-	61	126	196
<i>Total operational expenditure</i>			-	61	126	196

\*Subject to annual operational plan adoption

Option 4 Increase Service

**Community, arts and culture**

CSP	Programs*	Ref	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>Capital new</b>						
G12	Community centre upgrades - keyless entry and technology	U	-	530	545	560
	<i>Total new expenditure</i>		-	530	545	560
<b>Capital renewal</b>						
G7	Glen Street Theatre renewal and specialised equipment	U	-	-	545	1,120
	<i>Total renewal expenditure</i>		-	-	545	1,120
<b>Operational</b>						
G7, G12	50% increase in Community Grants	U	-	175	360	560
	<i>Total renewal expenditure</i>		-	175	360	560

\*Subject to annual operational plan adoption

**Parks and recreation**

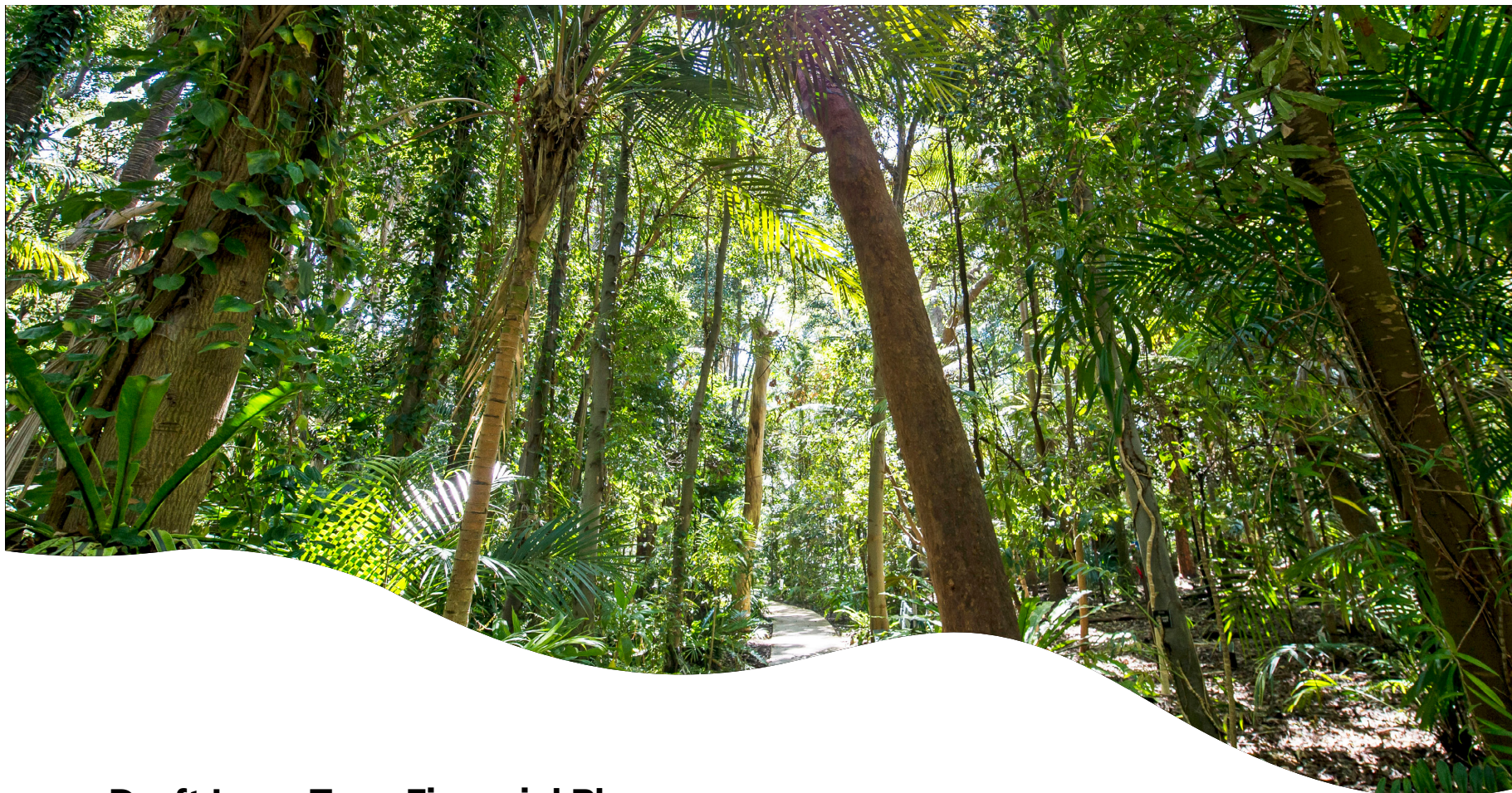
CSP	Programs*	Ref	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>Capital new</b>						
G12	Upgrades to amenities at sportsfield buildings	U	-	1,146	3,446	1,120
G12	Amenities program	U	-	-	327	-
	<i>Total new expenditure</i>		-	1,146	3,773	1,120
<b>Capital renewal</b>						
G12	Amenities renewal	M	-	175	360	560
	<i>Total renewal expenditure</i>		-	175	360	560

\*Subject to annual operational plan adoption

**Transport, traffic and active travel**

CSP	Programs*	Ref	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>Capital new</b>						
G17	Expanded footpath program	U	-	177	364	560
G17	Completion of missing section of Coast Walk	N	-	-	-	3,360
	<i>Total new expenditure</i>		-	177	364	3,920
<b>Capital renewal</b>						
G16	Expanded retaining walls program	M	-	200	410	638
G16	Expanded pipe renewals program	M	-	151	310	482
	<i>Total renewal expenditure</i>		-	351	720	1,120

\*Subject to annual operational plan adoption



## **Draft Long-Term Financial Plan**

2024 - 2034

*Special variation update: Funding our Future*

2024/798356 - November 2024



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## Executive summary

Like many councils in NSW, Northern Beaches Council is facing growing pressure to its financial sustainability as increases in income, under the NSW rate peg system, have not reflected the rising costs of materials, contracts, and construction.

High inflation, severe weather events, the COVID-19 pandemic and significant increases in costs like the Emergency Services Levy, insurance and gas, alongside constraints on rates income is placing significant pressure on Council's ability to maintain infrastructure and services at the required level.

The Council has undertaken a number of measures to assist in offsetting cost pressures in recent years including fee reviews, achieving efficiency gains and cost savings. This includes \$0.4 million in the development of the 2024/25 budget along with over \$2 million in the previous two financial years. While opportunities are continuously sought, these measures alone are unable to fully offset the impact of recent high inflation levels.

Sydney's inflation over the 4 years to 30 June 2024 was almost double the increase in rates income, which is equivalent to an accumulative variance of 10.2%, or \$19.1 million in rates income. This gap grows to \$23.6 million (12.6%) when measured against inflation on infrastructure construction costs. This gap is now built into Council's ongoing rates income, meaning the rate base will be permanently lower without intervention.

The Asset Management Plans require an additional investment of \$15.1 million per year to maintain and renew existing assets, along with \$10.4 million per year to uplift service levels and provide high priority new assets required by the community.

The Council's Long-Term Financial Plan (LTFP) is reviewed and updated each year as a rolling 10-year projection of Council's income and expenditure, assets and liabilities and cashflow. Updates have been made and include revised assumptions and indexation along with financial modelling for scenarios.

The LTFP shows income levels are no longer sufficient to fund operating expenses, invest in the ongoing renewal of infrastructure assets required by the Asset Management Plans and provide the necessary working capital to manage unexpected events, a scenario which is not sustainable and without intervention will continue to reduce services to the community.

The LTFP explores alternative scenarios to strengthen our position in the future and address the funding gap for the renewal and maintenance of existing assets along with options to improve services through a special variation to rates.

## 1. Introduction

The Long-Term Financial Plan forms part of our ten-year Resourcing Strategy, supporting Council's achievement of long-term goals in the Community Strategic Plan 2040. It ensures that we can sustainably deliver our related programs in our Delivery Program and Operational Plan.

### What is the Long-Term Financial Plan?

The Long-Term Financial Plan (LTFP) explains how we will deliver services and assets now and in the future.

In forecasting to 2034, we consider a range of economic factors likely to affect our performance and finances and also make assumptions about how levels of service delivery to the community may change over time.

The Long-Term Financial Plan is important because it:

- assesses the financial sustainability of delivering service levels defined in the Delivery Program
- allows the costs of long-term strategic decisions to be quantified and debated
- determines the risk of future strategic directions
- allows scenario testing of different policies and service levels
- enables testing of sensitivity and robustness of key assumptions

The LTFP seeks to fully fund the infrastructure renewal program, as well as additional maintenance costs and depreciation that result from major facilities upgrades.

### A key element of the Resourcing Strategy

The LTFP is a key part of our 10-year Resourcing Strategy within our integrated planning and reporting framework. The Community Strategic Plan 2040 (CSP) captures our community's long term needs and aspirations. The Resourcing Strategy supports the CSP, by setting out how we will resource what Council provides in a sustainable way.

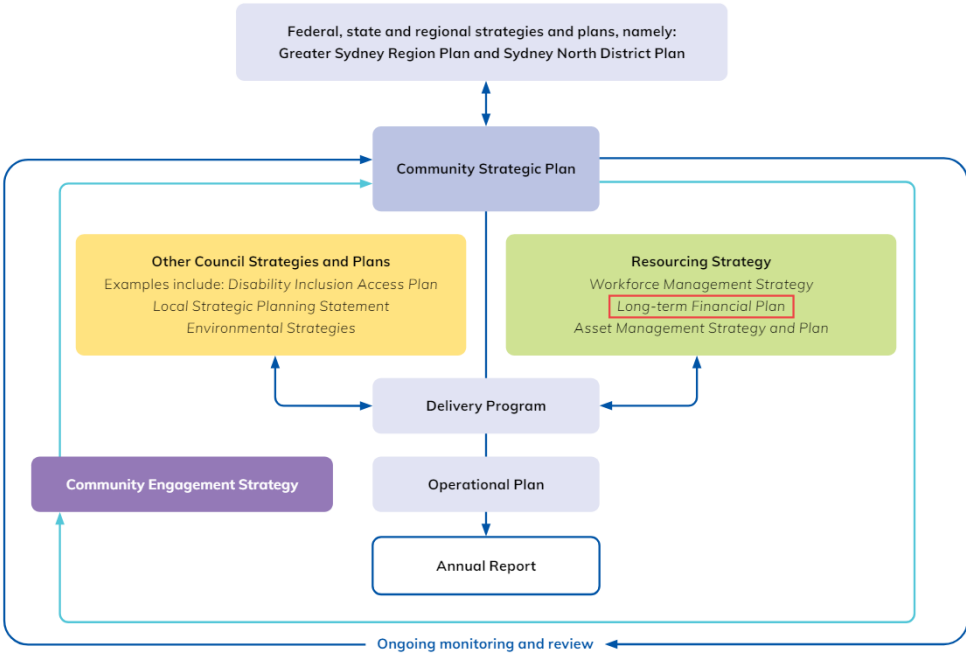
It is comprised of three interrelated elements:

- The LTFP enables us to understand the funding required to deliver services and build financial resilience to be able to withstand future shocks. It sets out how we will fund commitments such as infrastructure renewal, maintaining services, paying down debt and funding capital projects.
- The Workforce Management Strategy shapes the capacity and capability of our workforce to deliver quality services and outcomes for you. It sets out priorities for developing and enabling staff.
- Our Asset Management Strategy sets out how we will maintain our facilities and other assets, and create new ones. It covers assets such as infrastructure for stormwater, transport, parks and recreation, buildings and is supported by Asset Management Plans.

The Resourcing Strategy plans ahead, anticipating the changing demographics and needs of our community, along with other trends and challenges that may impact the services we deliver. Together all elements of the Resourcing Strategy ensure that our commitments for services and capital works are achievable in our four year Delivery Program and annual Operational Plan.

While other elements of the Resourcing Strategy are reviewed every four years with a new Council, the LTFP and Asset Management Plans are reviewed annually to ensure financial planning for the annual Operational Plan and Budget are sound.

Figure 1. Integrated Planning and Reporting Framework



## 2. Strategic alignment

The community is at the centre of what drives us, starting with the long-term community vision captured in the Community Strategic Plan 2040: *Northern Beaches - a safe, diverse, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.*

This is supported by Council's purpose:  
***Partnering with the community to protect, improve and create our future.***

Figure 2 – Strategic line of sight



The Community Strategic Plan captures our community's goals across environmental, social, economic and civic leadership outcomes. The Long-Term Financial Plan addresses the outcome of Good Governance, and its Goal 19: *'Our Council is transparent and trusted to make decisions that reflect the values of the community'*, including our financial planning and accountability.

Our lead strategies and plans set out what Council will do to meet our community's needs and priorities.

They address our functions such as urban planning, environment, transport, community services, arts and events, childcare, libraries, sportsfields, open space and the local economy. These have implications for our service levels as well as resourcing through our finances, facilities and other assets.

The Resourcing Strategy considers these priorities as well as service levels, constraints, external pressures and risks over the coming 10 years. These are factored into the planning for our workforce, assets and finances so associated costs are considered. The LTFP then sets out how we will fund commitments such as delivering our services, renewing our infrastructure, paying down debt, and funding new capital projects.

The LTFP provides the financial horizon for the Delivery Program, paired with capital works planned in the Asset Management Plans. These are then devolved into the annual Operational Plan and its budget across all services. The LTFP is renewed each year to ensure the four-year and annual plans are based on current and robust financial planning.

### 3. Principles and objectives

Financial management principles and objectives provide the framework for the development of Council's Long-Term Financial Plan and support consistent and informed decision-making by Council.

Under the *Local Government Act 1993* (the Act), councils must apply sound financial management principles that require responsible and sustainable spending and investment and ensure that future decisions consider intergenerational effects and equity.

These principles are applied in the Council's financial and asset management funding decisions and risk management practices.

#### Principles of sound financial management

The following principles of sound financial management apply to councils and are prescribed under the Act (section 8B):

- a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.

- c) Councils should have effective financial and asset management, including sound policies and processes for the following:
  - a. performance management and reporting,
  - b. asset maintenance and enhancement,
  - c. funding decisions,
  - d. risk management practices.
- d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
  - a. policy decisions are made after considering their financial effects on future generations,
  - b. the current generation funds the cost of its services.

These financial principles are consistent with and support Council's Asset Management Policy.

## Financial objectives

Financial objectives provide the framework for the development of Council's Long-Term Financial Plan and annual budget. The objectives enable consistent and informed decision-making by Council including funding options for infrastructure projects such as

borrowings which impact our present and future financial position. These financial objectives are also consistent with our Asset Management Policy.

### 1. Financial sustainability:

Generate sufficient income to fund ongoing services, renew and replace assets, meet future commitments, and maintain sufficient cash levels to support liquidity needs and unplanned events.

To do this we will:

- integrate asset management, long-term financial and strategic resource planning
- continually seek time, cost and quality service improvements and efficiencies and opportunities to increase income
- consider lifecycle costs in decisions relating to new and upgraded services and assets
- maintain sufficient cash and investments to ensure short-term working capital requirements are met
- limit the use of loan funds in the main to income producing assets and new infrastructure projects where intergenerational equity considerations justify spreading the cost between generations of ratepayers who benefit from the expenditure
- maintain a sound financial position, reflected in Council's performance ratios.

### 2. Safeguard financial legacy:

Create and safeguard our financial legacy by making prudent and responsible decisions that consider the financial impact on future generations.

To do this we will:

- ensure the current generation covers the cost of its services through a fully funded operating budget
- aim to achieve equity between generations of ratepayers where the mechanisms to fund specific capital expenditure and operations consider the ratepayers who benefit from the expenditure.

### 3. Deliver a balanced budget:

Council must achieve a fully funded operating position reflecting that Council collects enough revenue to fund operational expenditure, the repayment of debt and depreciation.

To do this we will:

- have a fully funded capital program, where the source of funding is identified and secured for both capital renewal and new capital works
- manage the immediate and ongoing financial impacts of shocks like a pandemic and weather events, to safeguard long-term financial sustainability
- maintain an unrestricted current ratio of greater than 1.5 to ensure the required level of cash is maintained to meet operational requirements as well as build cash reserves for contingencies that may arise. Strengthening this position over the years of the LTFP is a priority.

#### 4. Fund current service levels:

The operating budget is designed to deliver current services and service levels.

To do this we will:

- maintain existing service levels to the community
- any changes to future service levels will be determined in consultation with the community.

#### 5. Fund infrastructure renewal:

A disciplined approach is undertaken in fully using depreciation for the renewal of assets, informed by asset management plans and the prioritisation of assets in poor condition.

To do this we will:

- fully use depreciation for the renewal of assets and provide the appropriate level of funding for their scheduled and reactive maintenance – i.e. prioritise asset renewal needs over new assets
- continually monitor asset conditions to minimise the likelihood of infrastructure backlogs
- link the Asset Management Plans to the LTFP
- when funding is available:
  - provide well-maintained community assets that are fit for purpose and provide best possible community benefit
  - focus adaptation and mitigation investment on critical assets and infrastructure to ensure they are resilient to natural disasters and climate change impacts.

#### 6. Responsible funding of new community assets:

Surplus funds and other funding sources are sought to meet additional infrastructure needs of the community in a prudent, ethical and responsible manner.

To do this we will:

- achieve operating surpluses (excluding grants and contributions provided for capital purposes) which can be used to provide new assets when there are insufficient development contributions or grant funding
- fund capital expenditure in a prudent, ethical and responsible manner. Council will seek and accept external funding contributions to a project where the acceptance of the funding will not compromise Council's principles or objectives
- when funding is available, ensure the community has access to the required infrastructure to meet community needs within a framework of LGA-wide priorities
- ensure asset management decisions consider sustainability and adaptability, based on full life cycle costs through acquisition, operation, maintenance, renewal, adaptation and disposal.

### Borrowing policy

Borrowings, where appropriate and financially responsible, can be an important funding source for income-generating projects and the delivery of significant new infrastructure to support intergenerational equity. The following is to be considered before entering a new loan arrangement.

- Borrowings should only be used as the last resort to finance projects of the highest priority to Council which are unable to be funded from income.
- The use of loan funds will, in the main, be limited to income producing assets and new infrastructure projects where intergenerational equity considerations justify spreading the cost between generations of ratepayers who benefit from the expenditure.

- Loans are not a funding source for operating expenditure.
- The total amount of loan borrowings must be sustainable in terms of ability to meet future repayments and budgetary obligations. The funding source to meet repayments must be identified before entering any new loan arrangement.
- The term of any loan is not to exceed the expected economic life of the asset being funded.

Council also maintains an overdraft facility of \$5 million as an integral and prudent part of cash management in responding to unexpected events without the need for the early redemption of term deposits.

## 4. Northern Beaches context

When preparing the Long-Term Financial Plan, many factors are taken into consideration and a vast array of research and statistics are analysed to forecast the likely revenue that will be available to meet the community's long-term objectives.

The Northern Beaches local government area (LGA) covers 254km<sup>2</sup> of urban and natural environment and is located to the north of the Sydney CBD. There is 80 km of coastline and several national parks in the area, as well as four coastal lagoons, Manly Dam and many other Council reserves. Apart from housing there are also large areas for commercial and retail, light industry and rural land uses.

### 4.1 Community<sup>1</sup>

The population is 267,921 people (Estimated Resident Population 2023) living across 105,016 dwellings.

Other characteristics include:

- the largest age group is 45-49 years old, with over 20,500 people and comprising 8% of our population
- an ageing population: those aged 60+ years will grow by 26% by 2034, another 16,100 people
- living arrangements include 37% of the population as couples with children, 26% couples, 22% single, 9% single

parents and 3% in group living situations such as nursing homes

- 4% of residents have a disability that needs daily assistance, and 11% provide unpaid assistance to a person with disability, long term illness or elderly.

### 4.2 Economy<sup>2</sup>

Our local economy features over 32,900 local businesses and:

- 58% of our working population work full time, 41% part time
- 54% of working residents work locally
- 116,671 local jobs with 15% in healthcare and social assistance, 14% in construction and 12% in retail
- healthcare and social assistance is our fastest growing industry
- Gross Regional Product was estimated at over \$21 billion in 2023.

<sup>1</sup> Community data obtained from ID Planning  
- Northern Beaches Community Profile  
<https://profile.id.com.au/northern-beaches>

<sup>2</sup> Economy data obtained from ID Economy  
- Northern Beaches Economic Profile  
<https://economy.id.com.au/northern-beaches>

#### 4.3 Council's role and partners

Council provides a range of services and facilities to the community and local businesses across social services, arts, culture and events, a theatre and museum, libraries, childcare, environment and waste management, parks and recreation, beaches and pools, planning and place management, local transport networks, economic development, cemeteries, holiday facilities, customer

service and community engagement. We work together with the State Government on some of these functions to ensure our community's needs are recognised – such as in planning and development, social and affordable housing, community safety, public transport and major roads, natural hazards and emergency management.

Some of key agencies and other bodies we work with include:

##### **NSW Government:**

- Department of Planning and Environment
- Greater Cities Commission
- Infrastructure NSW
- Department of Primary Industries
- Office of Local Government
- Office of Sport
- Destination NSW
- Transport for NSW
- Department of Education
- Department of Communities and Justice
- Rural Fire Service and Fire and Rescue
- Police and State Emergency Service

##### **Not for Profits:**

- Aboriginal Heritage Office
- Surf Life Saving Northern Beaches
- Community housing providers
- LocalKind Northern Beaches
- Disability advocates
- Charities, churches and shelters
- Easylink Community Transport
- Cycling NSW
- Pedestrian Council of Australia
- Green Building Council of Australia

##### **Other:**

- Local resident associations
- Cultural and sporting groups
- Local businesses
- Chambers of Commerce
- Kimbriki Environmental Enterprises
- Utility providers
- TAFE and universities
- Sydney Coastal Councils
- Cities Power Partnership
- Resilient Cities Network

We also partner with our community, community groups and others to deliver the best outcomes. This includes the use of our facilities by community groups, schools and not for profit organisations such as community centres and hubs, creative art spaces, sportsfields, surf club and sports club buildings, aquatic centres and the Coastal Environment Centre. This may involve the charging of a fee, or a subsidised lease for exclusive use. Various open spaces are hired for filming, sporting or major events as the Northern Beaches provides many stunning locations.

Council manages \$2.5 billion of land assets, \$3.9 billion of infrastructure assets and \$0.1 billion of others such as IT equipment, plant and fleet. Our infrastructure assets include the stormwater network, transport network (local roads, paths, cycleways, bus shelters, wharves, bridges, retaining walls), sportsfields and other parks and recreation assets, some foreshore and coastal protection structures and a wide range of buildings and

public amenities. Each year Council plans ahead to understand investment levels required to ensure our assets meet the needs of our changing community, are well maintained, accessible, safe and operational, and upgraded when needed.

While around 57% of Council's income is sourced from rates and annual charges from property ratepayers, our services and infrastructure works are also funded from grants, statutory contributions, interest on investments, dividends from the Kimbriki waste facility and fees and charges. At times new major assets are provided by Council, often with the assistance of Government grants, such as Narrabeen Lagoon pedestrian and cycle bridge, new surf club buildings, footpaths and many recent cycleways. We also work together with bodies such as sports clubs, Surf Life Saving and the Rural Fire Service to fund upgrades to related buildings where needed.

#### 4.4 Financial issues and risks

An analysis of financial issues and risks that impact Council's ability to meet its objectives has been undertaken.

##### Risks

- Regulatory financial management restrictions placed on Council and its ability to raise revenue limit Council's ability to forward plan with certainty, when the largest funding source is reliant on the annual rate peg announcement
- Ongoing economic instability results in further uncertainty in estimating costs and setting prices
- Pressures from climate change, population growth and increased property values will drive increased exposure to our entire community, from a safety, wellbeing, and financial perspective unless we take active steps to manage these risks. The Northern Beaches area is particularly vulnerable to natural hazards including bush fire, flooding, landslip, coastal erosion and storms. As the climate changes, exposure to natural hazards such as heatwaves, heavy rainfall, severe bush fire conditions, storm surges, sea-level rise and flooding will increase. Efforts to increase resilience in the community and natural and built environments are needed along with measures to reduce carbon emissions and increase efficiencies in managing energy, water and waste.
- Many projects are funded through grants. It is often not possible to submit grant applications several years in advance, and a subsequent failure to receive grant funding may severely affect the ability of the Council to deliver a project. Grants that are not recurring in nature or secured are not included in the LTFP for this reason.
- Political decisions at the State and Commonwealth level that change policy and legislation that Council operates under could negatively impact on our revenue generating capability, transfer greater service delivery responsibility to Council or result in population growth with insufficient planning and funding.
- A number of State and Federal Government inquiries are underway. The outcomes from these inquiries may lead to changes that impact Council.

**Issues**

- The most significant financial consideration is the gap that has occurred in recent years between rates income and costs. The new IPART rate peg will not address the historical lag between the rate peg and inflation that caused such a significant gap during recent high inflation periods. IPART suggested councils consider addressing the lag through the Special Variation process.
- This occurred alongside other issues that placed pressure on Council's budget during this period including the COVID-19 pandemic, storms and increases in the Emergency Services Levy. This resulted in the re-prioritisation of many programs and capital expenditure projects to ensure Council had the capacity to respond to these issues. Rebuilding working capital and focusing on reducing the infrastructure renewal backlog are a priority.
- The Asset Management Plans identify infrastructure challenges that will require an additional investment of \$15.1 million per

year to renew and maintain existing assets along with an additional \$10.4 million per year to invest in service uplifts and new assets.

Category	10 yr gap (\$m)*
Renewal Gap	\$117
Maintenance Gap	\$34
Uplift in Service Gap	\$67
New Asset Gap	\$37
<b>Total unfunded Asset Management Plans</b>	<b>\$255m</b>

\* 10 year gap is expressed in present values (as at 30 June 2023)

- To address these issues and meet growing expectations, funding options will need to be explored with the community. Resourcing options to address the funding gap is explored in Options 2, 3 and 4 in this LTFP.

## 5. Risk management

Council has a cautious risk appetite for financial risks and will manage risks that have the potential to adversely impact on its long-term sustainable future.

Council's activities expose it to a variety of risks which are considered in preparing the LTFP. Council recognises the importance of a risk framework to strengthen its capacity to effectively identify, understand and capitalise on challenges and pursue opportunities. Council has different levels of risk that it is prepared to accept before mitigation action is deemed to be necessary.

Council has a cautious risk appetite for financial risks and its preference is for safe options that are very low risk, tightly controlled, and which only pursue a potential for reward when it safely outweighs the risk/s taken. Council manages its budgets and financial commitments prudently to remain within its approved annual and long-term plans. Budgets are considered through effective short, medium and long-term financial planning and

investment strategies and long-term asset management plans to maintain a disciplined approach to financial sustainability.

The risk of Council's financial position becoming unsustainable has been identified as a Strategic Risk Area for the organisation. There are likely causes, both external and internal, that could lead to this situation without the presence of risk controls. Controls are in place to mitigate this risk including the preparation of this LTFP informed by Council's Asset Management Plans.

However, long term planning in a dynamic environment has some level of uncertainty. Risks such as changes in legislative requirements and economic risks have been discussed in the previous section. These risks could materially change the outcome and projected results of this plan. The Sensitivity Analysis within this LTFP tests the impact of inherent economic risks.

## 6. Current financial position

Council's financial results in recent years largely reflect the impact of COVID-19 pandemic restrictions on operations, the support measures in place for the community and the recovery process. The net cost to Council of the COVID-19 pandemic was \$41 million.

Other significant events placing pressure on Council include storms, flooding and bushfire threats. In the past 6 years the Northern Beaches experienced 7 natural disasters at a cost of \$15 million, of which \$7 million has been recovered to 30 June 2024, from the Federal Government Disaster Recovery Funding Arrangements.

In 2023/24 the Emergency Services Levy increased by \$3 million to \$9 million, equivalent to a \$30 increase per ratepayer. The Council was required to reduce infrastructure spending by \$3 million per year to fund this cost increase.

High inflation and price volatility, combined with the historical lag in the rate peg, are resulting in a growing divergence between costs and rates income, with Sydney's inflation over the 4 years to 30 June 2024 being almost double the increase in rates income. The growing divergence between CPI and rates income is equivalent to an accumulative gap of \$19.1 million (10.2%) in rates income.

When the rates income is compared to the cost of infrastructure indicated by the Producer Price Index for Roads and Bridge

Construction, the gap grows to \$23.6 million (12.6%) over the same period.<sup>3</sup> This gap is now built into Council's ongoing rates income, meaning the rate base will be permanently lower without intervention. This reduces Council's capacity to address unfunded elements of the Asset Management Plans.

Key financial and asset management performance ratios are weakening. Income levels are no longer sufficient to fund operating expenses, invest in the ongoing renewal of infrastructure assets required by the Asset Management Plans and provide the necessary working capital to manage unexpected events.

It is important to note Kimbriki's financial performance and position is consolidated with Council's position. This includes cash and investments which are held for operational purposes, future capital expenditure and the future remediation of the landfill site. These funds are held for the management of the facility and are governed by an independent Board. If Kimbriki's financial position was excluded the Council's performance against most benchmarks would be weaker.

Council's Financial Statements provide a summary of our financial performance and are available on our website.

<sup>3</sup> 4 year period from July 2020 to 30 June 2024 – Sydney CPI 21.3%, NSW Producer Price Index Roads and Bridges 23.7%, rates increase 11.1%

## 7. Forecasting future budgets

In planning for the financial year 2024/25, and beyond, we have made assumptions on factors outside of our control such as inflation, wage increases and the rate peg.

In other words, our current budget and long-term outlook is based on the most likely scenarios.

To illustrate how further negative movements in these factors could affect our budgets in coming years, we have included a separate sensitivity analysis.

### 7.1. Revenue forecasts

In determining the likely revenue that will be available to meet the community's long-term objectives, we have considered the following items.

#### 7.1.1 Capacity for rating

Income from rates is a major component of Council's revenue base. The community's capacity and willingness to pay rates and whether there is potential for changes to the rate path are an important consideration when determining a rating structure.

In making that judgement, Council considers information related to:

- the potential to reduce the reliance on rates through increased revenues from other sources
- the projected impact of the rate cap
- changes in rating revenues from changing demographics and industry makeup
- opportunities for a special variation to general income
- any need to increase the reliance on rating due to a reduction of revenues from other sources such as a decline in grants and subsidies

No change in the rating categories and sub-categories was proposed for the 2024/25 year, nor the method of rating. Options 2, 3 and 4 of this LTFP explore an application to IPART for a Special Variation to rates to address unfunded requirements of the Asset Management Plan, environmental and natural risk reduction programs and improvements to services and assets.

## Socio-economic analysis and rates affordability

The following analysis assists in undertaking this assessment of the community's capacity and willingness to pay rates.

### Residential properties

In the 2023/24 financial year, there are 96,354 properties across Northern Beaches Council rated as 'Residential'. These properties include single dwellings, social housing and multi-unit dwellings.

### Housing tenure

In the Northern Beaches Council area, 68% of households were purchasing or fully owned their home, 24.5% were renting privately, and 1.6% were in social housing in 2021 (ABS).

The median monthly mortgage repayment across the Northern Beaches was \$3,124 and the median weekly rent was \$650<sup>4</sup>.

### Household income and employment status

According to the 2021 Census the median weekly income of households across the Northern Beaches was \$2,592 which was \$515 more than the Greater Sydney area.

In June 2024 Northern Beaches had an unemployment rate of 2.4% (3,660 people), lower than the Greater Sydney rate of 3.9%<sup>5</sup>.

<sup>4</sup> Australian Bureau of Statistics, Census of Population and Housing 2021 <https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA15990>

<sup>5</sup> Jobs and Skills Australia, Small Area Labour Markets, June quarter 2024 <https://www.jobsandskills.gov.au/data/small-area-labour-markets>

### Wellbeing Index

The annual SGS Cities and Regions Wellbeing Index measures the economic wellbeing of local government areas based on a range of criteria. In 2024 Northern Beaches was ranked as the highest in the nation for overall wellbeing. The Northern Beaches was one of the highest performing regions in terms of income and wealth with the report stating "The relationships between a region's economic resources and labour market trends is no doubt related to key measures of financial security, such as individual and household income and wealth."<sup>6</sup>

### Index of Relative Socio-Economic Disadvantage (IRSED)

The Index of Relative Socio-Economic Disadvantage (IRSED) is based on the 2021 Census and is useful in identifying geographic areas that are relatively disadvantaged. The index is derived from attributes that reflect disadvantage such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations.

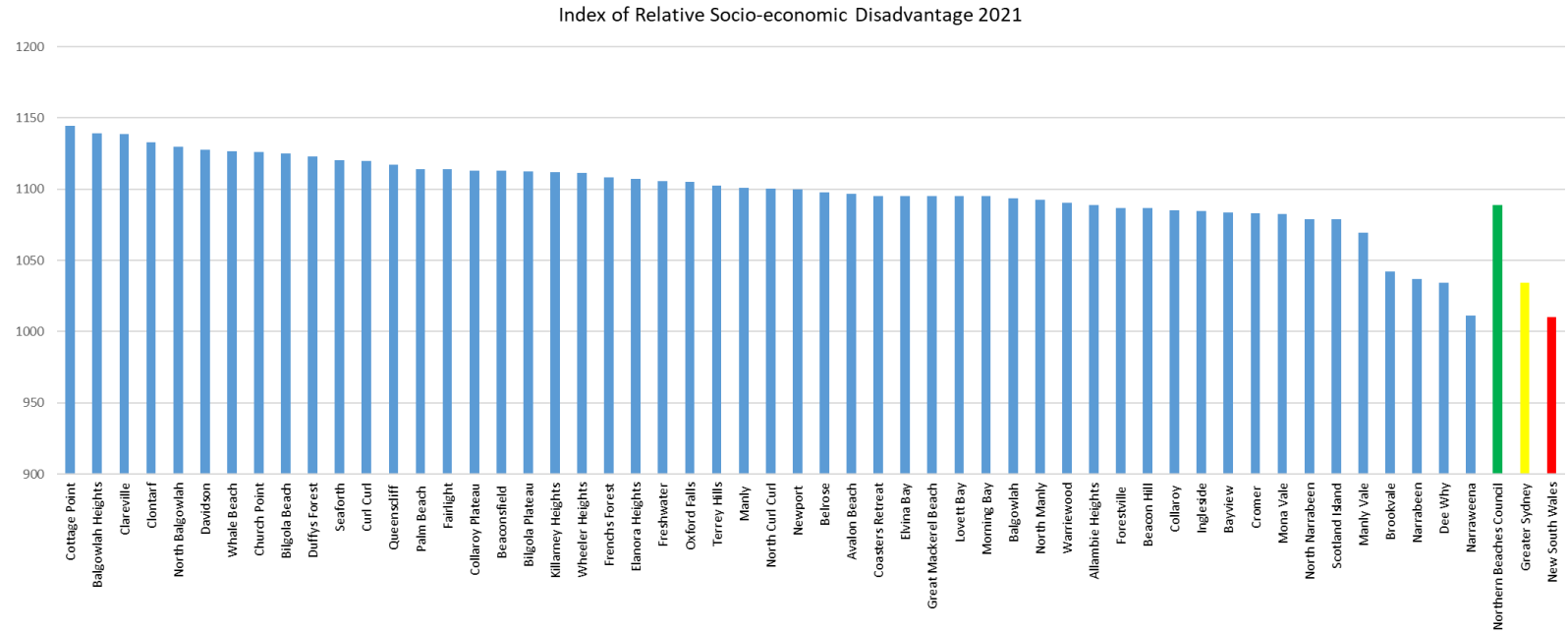
An area with an IRSED of 1,000 is considered average while a lower score indicates that the area is experiencing more disadvantage.

<sup>6</sup> SGS Cities and Regions Wellbeing Index, May 2024

[https://sgsep.com.au/assets/main/SGS-Economics-and-Planning\\_SGS-Cities-and-Regions-Wellbeing-Index\\_2024\\_Website.pdf](https://sgsep.com.au/assets/main/SGS-Economics-and-Planning_SGS-Cities-and-Regions-Wellbeing-Index_2024_Website.pdf)

The IRSED for the Northern Beaches is higher than the average at 1,089. This indicates relatively lower levels of socio-economic disadvantage as compared to other LGAs.

The IRSED index by suburb is illustrated below. Whilst there is some variation across the LGA, no area falls below 1,000.



Source: Australian Bureau of Statistics, Socio-Economic Indexes for Areas (SEIFA), Australia 2021

**Outstanding rates and annual charges**

On 30 June 2024, 3.83% of rates and annual charges levied remained outstanding which remains well under the industry benchmark of 5%. This is an important consideration in setting options for funding within this plan and is one of the indicators of our ratepayers' capacity and willingness to pay for the services of the Council.

**Financial hardship and rebates**

Council understands that individual ratepayers may experience financial hardship and has options available to provide support through the Rates and Annual Charges Hardship Policy.

Concessions are also available to eligible pensioners.

**Rate peg and Special Variations**

The maximum amount councils can collect in income from rates is determined each year by the Independent Pricing and Regulatory Tribunal (IPART) through their rate peg methodology.

A council can apply to IPART for a Special Variation (SV) to the rate peg – which enables a Council to establish an increase in rates income above the rate peg. Options 2, 3 and 4 in this LTFP explore SV options to address financial sustainability issues and provide capacity to respond to shocks and opportunities and invest in new community assets and improved services.

**Willingness to pay**

In August 2024 Council, conducted a random telephone survey of residents living in the Northern Beaches to identify community priorities, overall level of satisfaction with Council performance, residents' satisfaction with the services and facilities, their

experience of contact with Council as well as the support for paying more to improve the level of services, facilities and infrastructure.

The survey found the top 5 priority areas for Council to focus on are roads, development and planning, environment and sustainability, traffic management/road safety and improve/maintain services and facilities.

Council also surveyed the community as to its support to pay more for improvements in the environment, facilities, infrastructure, user services and maintenance. Over 60% of residents surveyed indicated that they are at least somewhat supportive of paying more for such improvements demonstrating that a level of capacity and willingness exists in the community to fund improvements moving forward.

**7.1.2 Fees and charges**

A number of the services we provide are offered on a user pays basis. In preparing the LTFP, possible future income from fees and charges, including opportunities to reduce reliance on other forms of income, has been considered.

**7.1.3 Grants and subsidies**

Council receives an annual Financial Assistance Grant allocation from the Commonwealth as well as grants for specific programs. We have assumed we will continue to receive grants of this nature that are recurring. Should these grants and subsidies be reduced, our ability to provide the same level of service will be impacted.

The Financial Assistance Grant has been paid partially in advance for a number of years, with the advance payment for the following year generally occurring in the last quarter. We have assumed this will continue.

## 7.2. Borrowings

External borrowing is proposed in 2024/25 to part fund an infrastructure projects:

External loan	\$'000
2024/25 Warriewood Valley Community Centre	10,450

Refinancing of an existing loan which has an initial 10-year term will also be undertaken. The residual at maturity of the initial term was based on repayments over a term of 20 years. The refinancing of this loan is consistent with the loan documentation and planning undertaken at its initiation and was endorsed by Council at their meeting on 27 June 2023.

Refinance external loan	\$'000
2024/25 Former Manly Council Loan CBA 48	2,400

An internal loan from the Mona Vale Cemetery Internal Cash Reserve was endorsed by Council at their meeting on 27 June 2023 to part fund the Enterprise Resource Planning system replacement. The loan will be repaid to this internally restricted reserve over 10 years with the equivalent interest the funds would have earned over the same period:

Internal loan	\$'000
2024/25 ERP Project – internal loan from the Mona Vale Cemetery Internally Restricted Cash Reserve	2,400

## 7.3. Cash reserves

Detailed modelling has been undertaken to manage Council's restricted cash reserves including development contributions, domestic waste and the Kimbriki landfill remediation reserves.

Working capital needs to be maintained at sufficient levels to provide against unforeseen and unbudgeted expenditures. This includes storm events, the need to undertake works unbudgeted in the current financial year which may impact on services to the community, the safety of the community and the protection of community assets. The events of the last few years now mean Council needs to rebuild working capital. Future operating surpluses are required to reinstate working capital levels.

## 7.4. Expenditure forecasts

In developing expenditure forecasts, new expenditure items and ongoing commitments have been considered. This has included costs for capital and recurrent expenditures such as maintenance costs and capital renewals for infrastructure assets. Consideration has also been given to appropriate phasing of when the costs are expected to be incurred including expenditure for planning, construction, implementation and ongoing maintenance.

Increased maintenance expenditure has been included within the plan for new assets. The Asset Management Plans identify a level of unfunded works. To deliver the funding needed to progress these projects options will need to be explored with the community.

## 7.5. Financial modelling

The development process for the LTFP has included financial modelling taking account of different scenarios. This has been presented in the sensitivity analysis.

8. Financial planning assumptions

In preparing the budget, consideration was given to a range of economic and political factors that affect our finances. This impacts our capability to maintain existing levels of service and long-term financial sustainability.

Based on reputable sources such as Deloitte Access Economics, we have made assumptions in putting together this year’s budget and long-term financial outlook. The assumptions are detailed below:

8.1 Market driven planning assumptions

As part of undertaking financial modelling, key assumptions that underpin the estimates must be made. The following assumptions have been used in the modelling contained in the Long-Term Financial Plan.

Growth

Demographic trends and projections influence planning for housing, jobs, infrastructure, facilities and other services.

The Northern Beaches population is projected to increase to over 296,000 people in 2034, at an average of 0.9% per annum, or approximately 2,500 extra persons per year.<sup>7</sup>

Inflation (Consumer Price Index (CPI))

Inflation has been assumed as follows:

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Consumer Price Index (CPI)	3.2%	2.9%	2.5%	2.5%	2.4%	2.3%	2.3%	2.4%	2.5%	2.5%

Source: Deloitte Access Economics Business Outlook – Underlying CPI – 2024/25 sourced from the September 2023 quarter update and future years from the September 2024 quarter update.

<sup>7</sup> Source: .id – March 2024 <https://forecast.id.com.au/northern-beaches>

## 8.2 Income assumptions

### Rates

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Rate peg -										
Option 1: Reduce service		3.8%	3.4%	3.1%						
Special variation -		3.8%	3.4%	3.1%						
Option 2: Maintain service		+	+	+						
	<b>4.9%</b>	6.0%	6.0%	6.0%	3.0%	3.0%	3.0%	3.0%	3.1%	3.2%
Special variation -		3.8%	3.4%	3.1%						
Option 3: Improve service		+	+	+						
		8.3%	8.3%	8.4%						
Special variation -		3.8%	3.4%	3.1%						
Option 4: Increase service		+	+	+						
		10.0%	10.0%	10.0%						
Rates and annual charges growth	<b>0.01%</b>	0.08%	0.09%	0.09%	0.09%	0.09%	0.09%	0.09%	0.09%	0.09%

2024/25 is based on the IPART's rate peg of 4.9%, along with 2025/26 at 3.8%.

Subsequent years are an estimation of the Rate Peg, based on IPART's methodology. Specifically 40% of costs being Employee Costs, 18% being the Producer Price Index (Roads and Bridges) and 42% being CPI with an estimate for the Emergency Services Levy adjustment factor.

Options 2, 3 and 4 also include an additional amount through a Special Variation to rates to close the asset renewal and maintenance gap, strengthen working capital and invest in new assets and services.

Rates growth represents the average annual growth in income (measured over five years) due to supplementary valuations and anticipated population growth. This is also applied to annual charges for domestic waste and stormwater.

Option 1, 'Reduce service', is the primary model and is the basis upon which the Delivery Program and budget is prepared. It assumes that rates income will increase by the rate peg each year.

Options 2, 3 and 4 explore the revenue implications if Council was to increase expenditure to meet asset maintenance gaps, provide new services and improve working capital levels without reducing service levels elsewhere.

Average rates

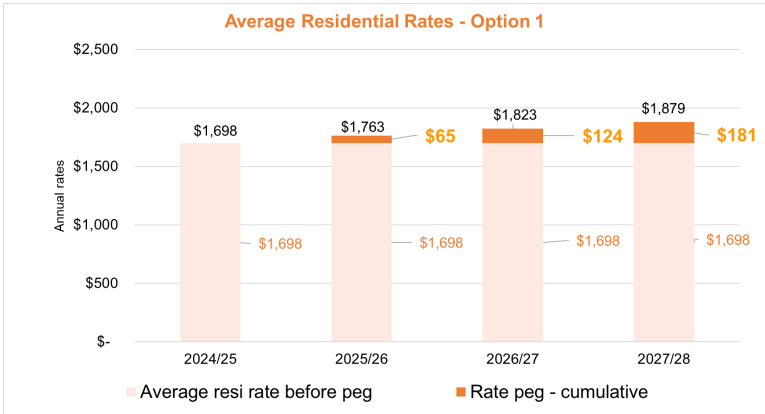
The below tables outline the average rate impact, by major rating categories, as a consequence of the proposed rates increases.

Option 1: Reduce service – impact on rates – residential

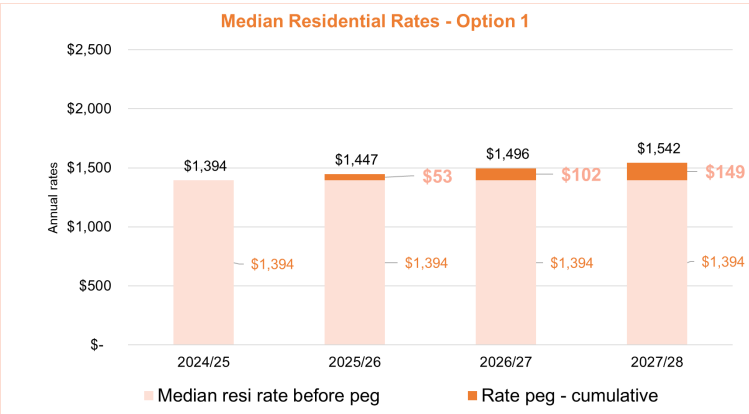
Impact on average residential rates of the rate peg of 3.8% in year 1, 3.4% in year 2 and 3.1% in year 3 (10.7% in 3 years)

	Base year 2024/25	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Cumulative increase
Average residential rate under assumed rate peg	\$1,698	\$1,763	\$1,823	\$1,879	\$181
Annual increase in rate peg (%)		3.8%	3.4%	3.1%	10.7%
Cumulative impact of rate peg above base year level		\$65	\$124	\$181	

Numbers presented may not sum precisely to the total due to rounding



Average - based on residential rates income divided by residential properties (96,354) – it is the equivalent of rates based on a land value of \$1.63 million.



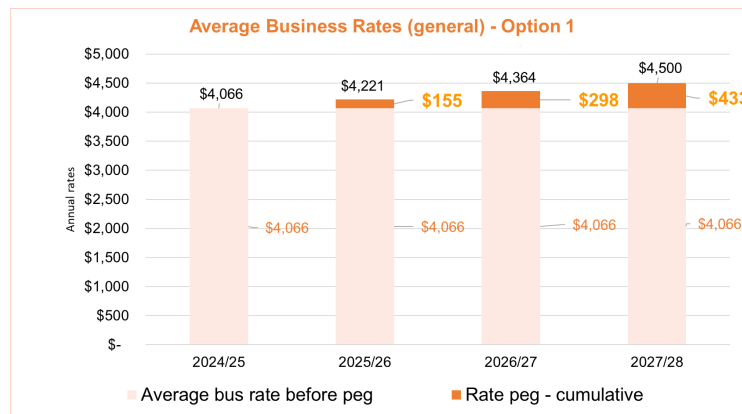
Median - based on the median (midpoint) residential land value of \$1.34 million – the median is a closer reflection of the average ratepayer.

**Option 1: Reduce service – impact on rates – business (general)**

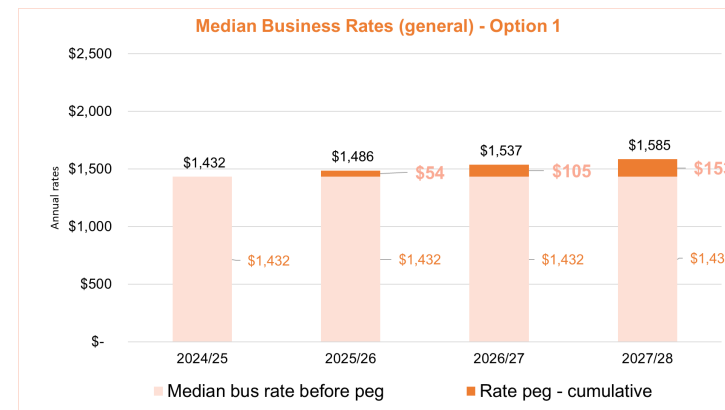
Impact on average business rates (general) of the rate peg of 3.8% in year 1, 3.4% in year 2 and 3.1% in year 3 (10.7% in 3 years)

	Base year 2024/25	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Cumulative increase
Average business rate under assumed rate peg	\$4,066	\$4,221	\$4,364	\$4,500	\$433
Annual increase in rate peg (%)		3.8%	3.4%	3.1%	10.7%
<b>Cumulative impact of rate peg above base year level</b>		<b>\$155</b>	<b>\$298</b>	<b>\$433</b>	

Numbers presented may not sum precisely to the total due to rounding



Average - based on business (general category) rates income divided by properties within this category (6,538) – it is the equivalent of rates based on a land value of \$1.15 million.



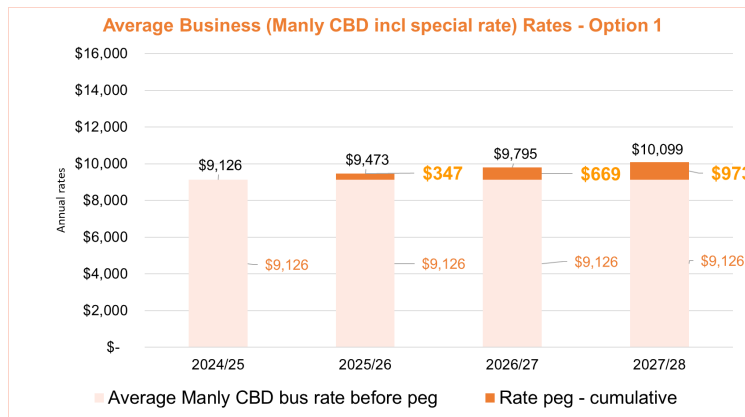
Median - based on the median (midpoint) business (general category) land value of \$0.279 million – the median is a closer reflection of the average ratepayer.

**Option 1: Reduce service – impact on rates – business (Manly CBD including special rate)**

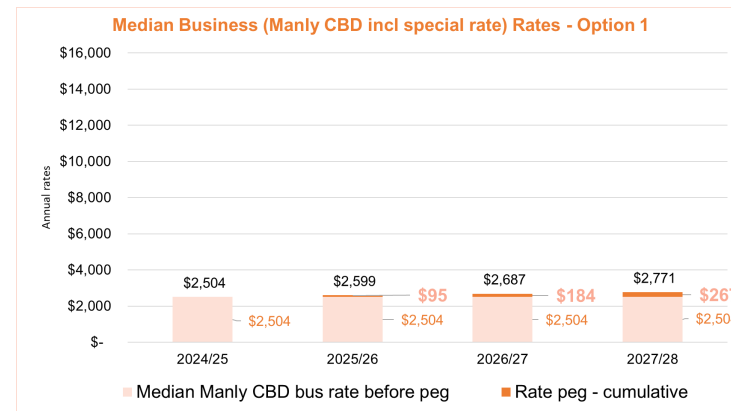
**Impact on average business rates (Manly CBD incl special rate) of the rate peg of 3.8% in year 1, 3.4% in year 2 and 3.1% in year 3 (10.7% in 3 years)**

	Base year 2024/25	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Cumulative increase
Average business rate under assumed rate peg	\$9,126	\$9,473	\$9,795	\$10,099	\$973
Annual increase in rate peg (%)		3.8%	3.4%	3.1%	10.7%
<b>Cumulative impact of rate peg above base year level</b>		<b>\$347</b>	<b>\$669</b>	<b>\$973</b>	

Numbers presented may not sum precisely to the total due to rounding



Average - based on Manly CBD business sub-category rates income divided by properties within this category (640) – it is the equivalent of rates based on a land value of \$1.19 million.

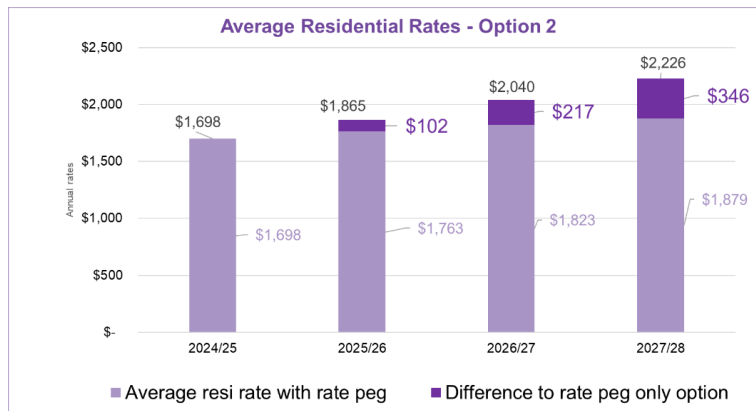


Median - based on the median Manly CBD business sub-category land value of \$0.328 million – the median is a closer reflection of the average ratepayer.

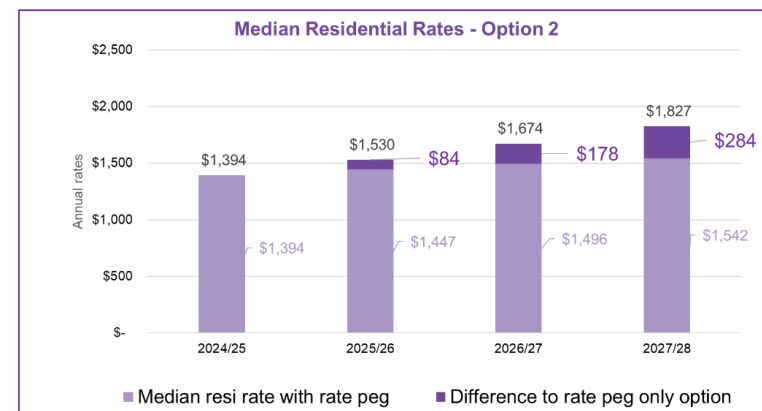
**Option 2: Maintain service – impact on rates - residential****Impact on average residential rates of a permanent SV of 9.8% in year 1, 9.4% in year 2 and 9.1% in year 3 (31.1% SV)**

	Base year 2024/25	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Cumulative increase
Average residential rate under assumed rate peg	\$1,698	\$1,763	\$1,823	\$1,879	\$181
Annual increase in rate peg (%)		3.8%	3.4%	3.1%	10.7%
Annual increase rate peg with an SV for 3 years	\$1,698	\$1,865	\$2,040	\$2,226	\$527
Annual increase with SV		9.8%	9.4%	9.1%	31.1%
Cumulative impact of SV above base year level		\$166	\$342	\$527	
<b>Difference between SV and rate peg only scenarios</b>		<b>\$102</b>	<b>\$217</b>	<b>\$346</b>	

Numbers presented may not sum precisely to the total due to rounding



Average - based on residential rates income divided by residential properties (96,354) – it is the equivalent of rates based on a land value of \$1.63 million.



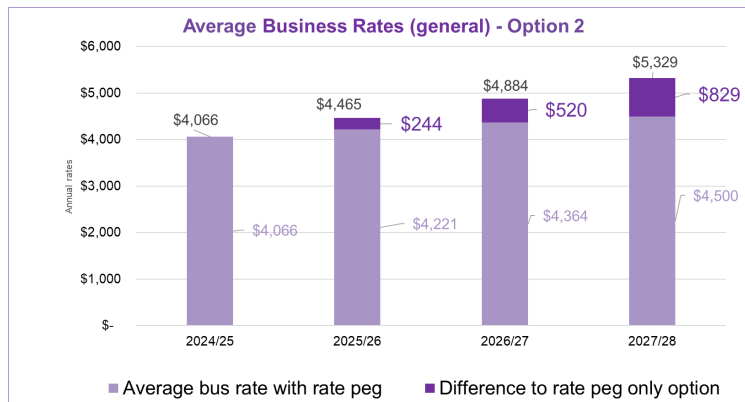
Median - based on the median (midpoint) residential land value of \$1.34 million – the median is a closer reflection of the average ratepayer.

**Option 2: Maintain service – impact on rates – business (general)**

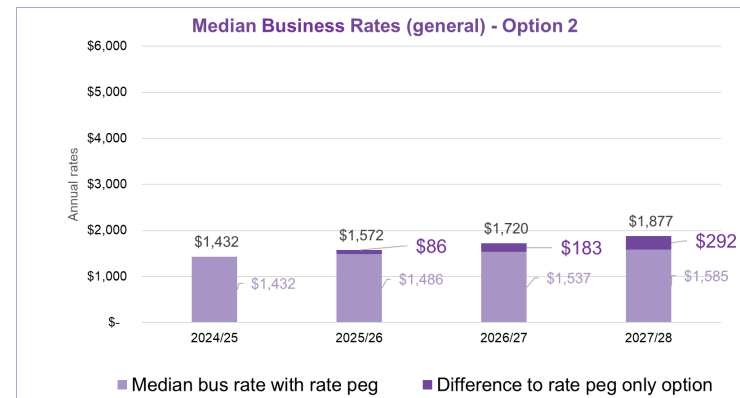
**Impact on average business rates (general) of a permanent SV of 9.8% in year 1, 9.4% in year 2 and 9.1% in year 3 (31.1% SV)**

	Base Year 2024/25	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Cumulative increase
Average business rate under assumed rate peg	\$4,066	\$4,221	\$4,364	\$4,500	\$433
Annual increase in rate peg (%)		3.8%	3.4%	3.1%	10.7%
Annual increase rate peg with an SV for 3 years	\$4,066	\$4,465	\$4,884	\$5,329	\$1,263
Annual increase with SV		9.8%	9.4%	9.1%	31.1%
Cumulative impact of SV above base year level		\$398	\$818	\$1,263	
<b>Difference between SV and rate peg only scenarios</b>		<b>\$244</b>	<b>\$520</b>	<b>\$829</b>	

Numbers presented may not sum precisely to the total due to rounding



Average - based on business (general category) rates income divided by properties within this category (6,538) – it is the equivalent of rates based on a land value of \$1.15 million.



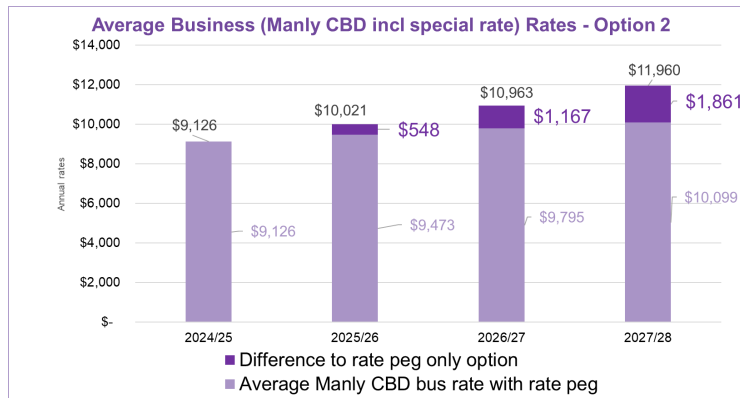
Median - based on the median (midpoint) business (general category) land value of \$0.279 million – the median is a closer reflection of the average ratepayer.

**Option 2: Maintain service – impact on rates – business (Manly CBD including special rate)**

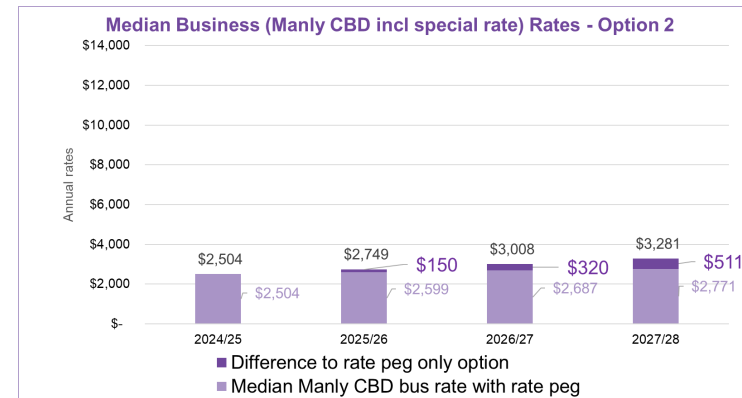
**Impact on average business rates (Manly CBD incl special rate) of a permanent SV of 9.8% in year 1, 9.4% in year 2 and 9.1% in year 3 (31.1% SV)**

	Base Year 2024/25	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Cumulative increase
Average business rate (Manly CBD incl special rate) under assumed rate peg	\$9,126	\$9,473	\$9,795	\$10,099	\$973
Annual increase in rate peg (%)		3.8%	3.4%	3.1%	10.7%
Annual increase rate peg with an SV for 3 years	\$9,126	\$10,021	\$10,963	\$11,960	\$2,834
Annual increase with SV		9.8%	9.4%	9.1%	31.1%
Cumulative impact of SV above base year level		\$894	\$1,836	\$2,834	
<b>Difference between SV and rate peg only scenarios</b>		<b>\$548</b>	<b>\$1,167</b>	<b>\$1,861</b>	

Numbers presented may not sum precisely to the total due to rounding



Average - based on Manly CBD business sub-category rates income divided by properties within this category (640) – it is the equivalent of rates based on a land value of \$1.19 million.



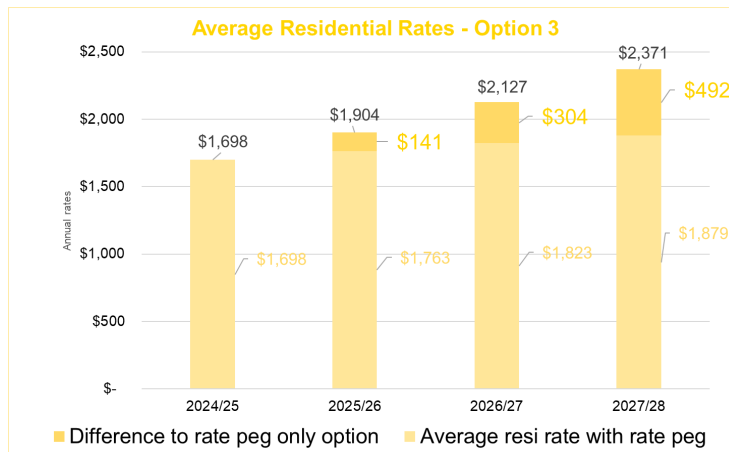
Median - based on the median Manly CBD business sub-category land value of \$0.328 million – the median is a closer reflection of the average ratepayer.

**Option 3: Improve service – impact on rates - residential**

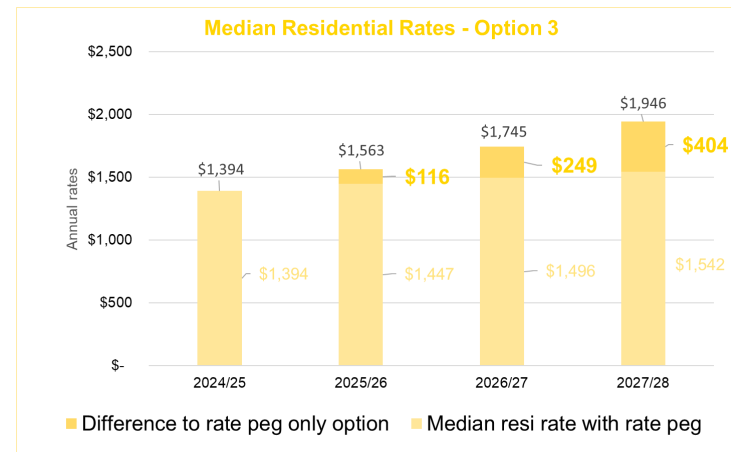
Impact on average residential rates of a permanent SV of 12.1% in year 1, 11.7% in year 2 and 11.5% in year 3 (39.6% SV)

	Base Year 2024/25	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Cumulative increase
Average residential rate under assumed rate peg	\$1,698	\$1,763	\$1,823	\$1,879	\$181
Annual increase in rate peg (%)		3.8%	3.4%	3.1%	10.7%
Annual increase rate peg with an SV for 3 years	\$1,698	\$1,904	\$2,127	\$2,371	\$673
Annual increase with SV		12.1%	11.7%	11.5%	39.6%
Cumulative impact of SV above base year level		\$205	\$428	\$673	
<b>Difference between SV and rate peg only scenarios</b>		<b>\$141</b>	<b>\$304</b>	<b>\$492</b>	

Numbers presented may not sum precisely to the total due to rounding



Average - based on residential rates income divided by residential properties (96,354) – it is the equivalent of rates based on a land value of \$1.63 million.



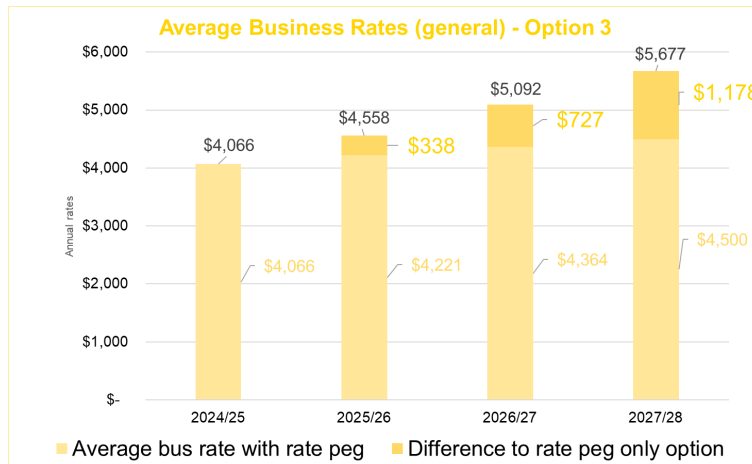
Median - based on the median (midpoint) residential land value of \$1.34 million – the median is a closer reflection of the average ratepayer.

**Option 3: Improve service – impact on rates – business (general)**

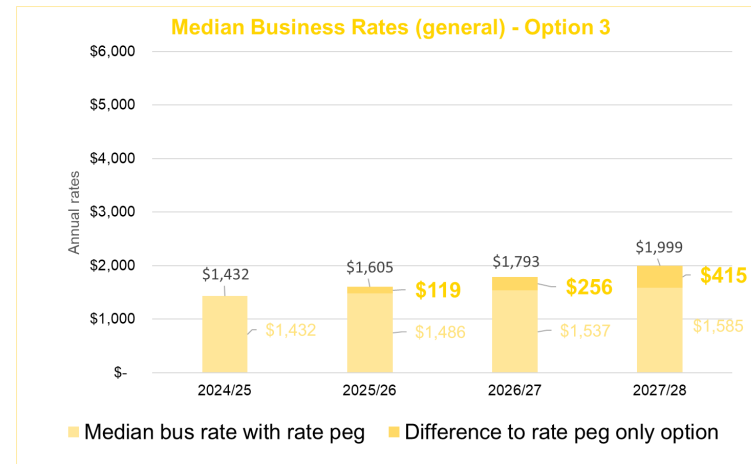
Impact on average business rates (general) of a permanent SV of 12.1% in year 1, 11.7% in year 2 and 11.5% in year 3 (39.6% SV)

	Base Year 2024/25	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Cumulative increase
Average business rate under assumed rate peg	\$4,066	\$4,221	\$4,364	\$4,500	\$433
Annual increase in rate peg (%)		3.8%	3.4%	3.1%	10.7%
Annual increase rate peg with an SV for 3 years	\$4,066	\$4,558	\$5,092	\$5,677	\$1,611
Annual increase with SV		12.1%	11.7%	11.5%	39.6%
Cumulative impact of SV above base year level		\$492	\$1,025	\$1,611	
<b>Difference between SV and rate peg only scenarios</b>		<b>\$338</b>	<b>\$727</b>	<b>\$1,178</b>	

Numbers presented may not sum precisely to the total due to rounding



Average - based on business (general category) rates income divided by properties within this category (6,538) – it is the equivalent of rates based on a land value of \$1.15 million.



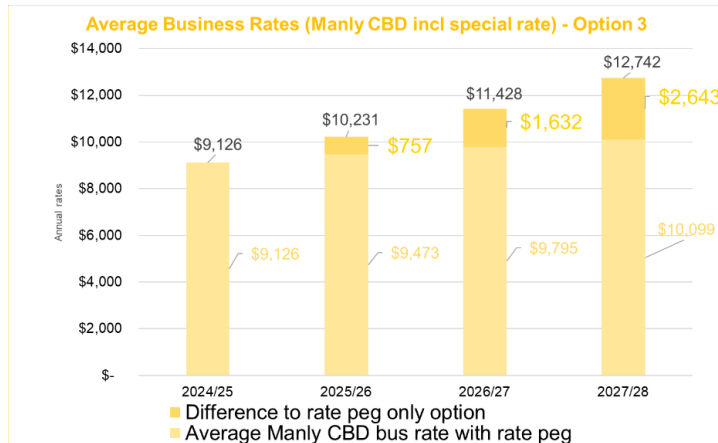
Median - based on the median (midpoint) business (general category) land value of \$0.279 million – the median is a closer reflection of the average ratepayer.

**Option 3: Improve service – impact on rates – business (Manly CBD incl special rate)**

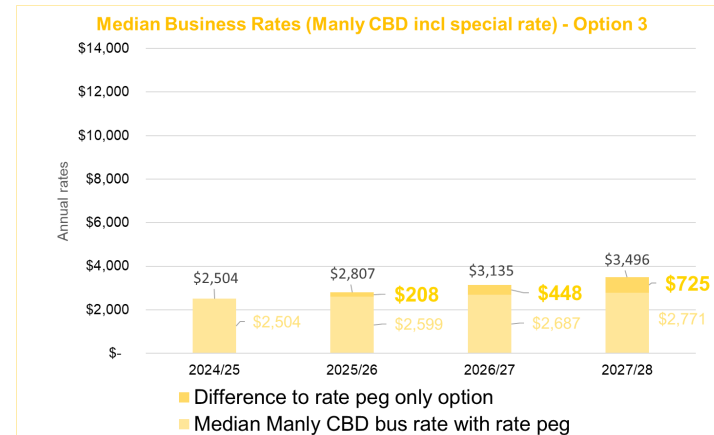
**Impact on average business rates (Manly CBD incl special rate) of a permanent SV of 12.1% in year 1, 11.7% in year 2 and 11.5% in year 3 (39.6% SV)**

	Base Year 2024/25	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Cumulative increase
Average business rate (Manly CBD incl special rate) under assumed rate peg	\$9,126	\$9,473	\$9,795	\$10,099	\$973
Annual increase in rate peg (%)		3.8%	3.4%	3.1%	10.7%
Annual increase rate peg with an SV for 3 years	\$9,126	\$10,231	\$11,428	\$12,742	\$3,615
Annual increase with SV		12.1%	11.7%	11.5%	39.6%
Cumulative impact of SV above base year level		\$1,104	\$2,301	\$3,615	
<b>Difference between SV and rate peg only scenarios</b>		<b>\$757</b>	<b>\$1,632</b>	<b>\$2,643</b>	

Numbers presented may not sum precisely to the total due to rounding



Average - based on Manly CBD business sub-category rates income divided by properties within this category (640) – it is the equivalent of rates based on a land value of \$1.19 million.



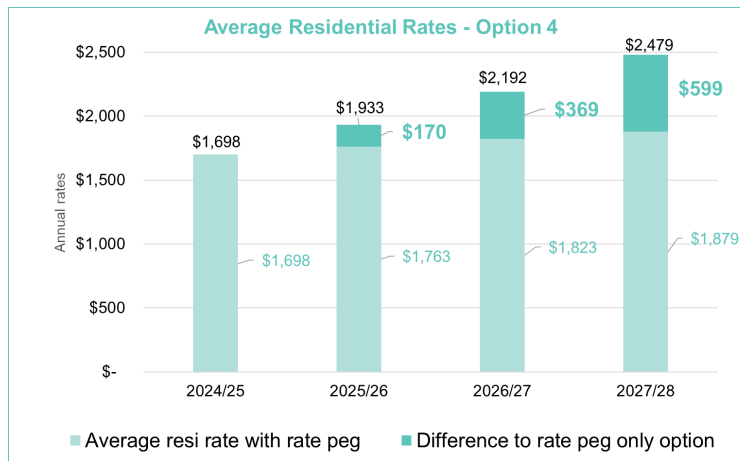
Median - based on the median Manly CBD business sub-category land value of \$0.328 million – the median is a closer reflection of the average ratepayer.

**Option 4: Increase service – impact on rates – residential**

Impact on average residential rates of a permanent SV of 13.8% in year 1, 13.4% in year 2 and 13.1% in year 3  
(46.0% SV)

	Base Year 2024/25	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Cumulative increase
Average residential rate under assumed rate peg	\$1,698	\$1,763	\$1,823	\$1,879	\$181
Annual increase in rate peg (%)		3.8%	3.4%	3.1%	10.7%
Annual increase rate peg with an SV for 3 years	\$1,698	\$1,933	\$2,192	\$2,479	\$780
Annual increase with SV		13.8%	13.4%	13.1%	46.0%
Cumulative impact of SV above base year levels		\$234	\$493	\$780	
<b>Difference between SV and rate peg only scenarios</b>		<b>\$170</b>	<b>\$369</b>	<b>\$599</b>	

Numbers presented may not sum precisely to the total due to rounding



Average - based on residential rates income divided by residential properties (96,354) – it is the equivalent of rates based on a land value of \$1.63 million.



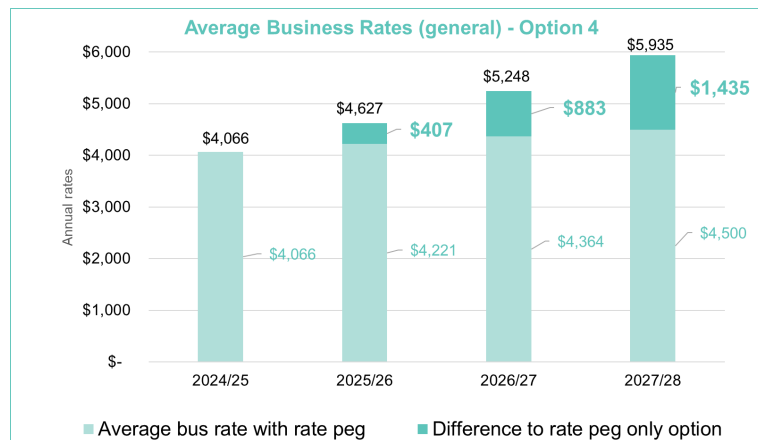
Median - based on the median (midpoint) residential land value of \$1.34 million – the median is a closer reflection of the average ratepayer.

**Option 4: Increase service – impact on rates – business (general)**

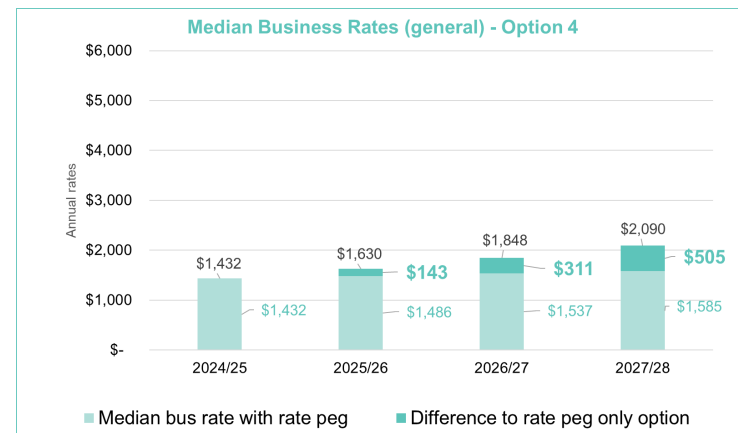
**Impact on average business rates (general) of a permanent SV of 13.8% in year 1, 13.4% in year 2 and 13.1% in year 3 (46.0% SV)**

	Base Year 2024/25	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Cumulative increase
Average business rate under assumed rate peg	\$4,066	\$4,221	\$4,364	\$4,500	\$433
Annual increase in rate peg (%)		3.8%	3.4%	3.1%	10.7%
Annual increase rate peg with an SV for 3 years	\$4,066	\$4,627	\$5,248	\$5,935	\$1,869
Annual increase with SV		13.8%	13.4%	13.1%	46.0%
Cumulative impact of SV above base year levels		\$561	\$1,181	\$1,869	
<b>Difference between SV and rate peg only scenarios</b>		<b>\$407</b>	<b>\$883</b>	<b>\$1,435</b>	

Numbers presented may not sum precisely to the total due to rounding



Average - based on business (general category) rates income divided by properties within this category (6,538) – it is the equivalent of rates based on a land value of \$1.15 million.



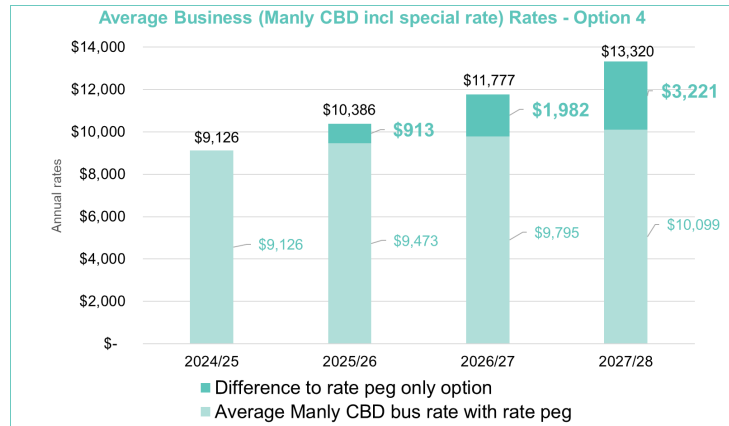
Median - based on the median (midpoint) business (general category) land value of \$0.279 million – the median is a closer reflection of the average ratepayer.

**Option 4: Increase service – impact on rates – business (Manly CBD incl special rate)**

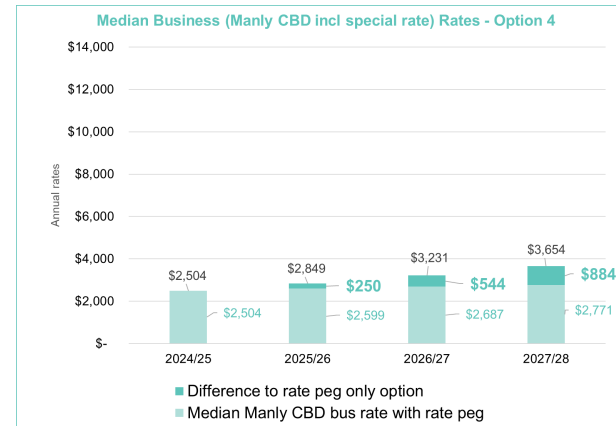
**Impact on average business rates (Manly CBD incl special rate) of a permanent SV of 13.8% in year 1, 13.4% in year 2 and 13.1% in year 3 (46.0% SV)**

	Base Year 2024/25	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Cumulative increase
Average business rate (Manly CBD incl special rate) under assumed rate peg	\$9,126	\$9,473	\$9,795	\$10,099	\$973
Annual increase in rate peg (%)		3.8%	3.4%	3.1%	10.7%
Annual increase rate peg with an SV for 3 years	\$9,126	\$10,386	\$11,777	\$13,320	\$4,194
Annual increase with SV		13.8%	13.4%	13.1%	46.0%
Cumulative impact of SV above base year levels		\$1,259	\$2,651	\$4,194	
<b>Difference between SV and rate peg only scenarios</b>		<b>\$913</b>	<b>\$1,982</b>	<b>\$3,221</b>	

Numbers presented may not sum precisely to the total due to rounding



Average - based on Manly CBD business sub-category rates income divided by properties within this category (640) – it is the equivalent of rates based on a land value of \$1.19 million.



Median - based on the median Manly CBD business sub-category land value of \$0.328 million – the median is a closer reflection of the average ratepayer.

**Annual charges - domestic waste management charge**

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Waste charge	5.6%	4.9%	0.8%	2.6%	2.4%	2.3%	2.3%	2.3%	2.4%	2.4%

We calculate the domestic waste management charges (DWMC) to ensure the income generated can fund the costs associated with providing the service including provisions for the future replacement of bins.

This also includes planning for future improvements to the service and capacity to respond to unplanned events such as a storm.

It has been assumed that costs and therefore the DWMC will primarily increase in line with underlying inflation, with adjustments for items such as known contract 'rise and fall' factors including fuel and changes to the Waste Levy.

**Annual charges – stormwater management services charge**

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Stormwater charge	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

We have assumed there is no change in the Stormwater Management Services Charge, as the charge is capped by legislation and has not changed since it was introduced in 2006/07.

**User fees and charges**

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Fees and charges – statutory	<b>CPI</b>	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI
Fees and charges – Kimbriki & community centres	<b>CPI</b>	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI
Fees and charges – Parking Areas	<b>0%</b>	0%	0%	0%	0%	0%	0%	0%	0%	0%
Fees and charges – non-statutory	<b>5.60%</b>	3.1%	3.0%	3.0%	2.9%	2.9%	2.9%	2.9%	3.0%	3.0%

User fees and charges that are controlled by other levels of government under legislation are assumed to increase by CPI. We have also assumed Kimbriki and community centre hire income will increase by CPI. No growth in income from pay and display beach parking and car parks is forecast due to the high elasticity of demand and volatility in this income stream.

Non-statutory charges such as childcare and aquatic centre fees, are determined by applying our Pricing Policy which incorporates the Local Government Competitive Neutrality Guidelines. Projected income growth is based on 75% of related costs being employee costs and 25% being other expenses (CPI).

**Other revenues**

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Fines	<b>0%</b>	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other revenues	<b>CPI</b>	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI

Other Revenue principally comprises income from fines, sale of recycled materials and licences. CPI has been used to project future income from Other Revenues except for fines. Fines are set by the State Government and are not forecast to increase.

**Grants and contributions - operating purposes**

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Grants and Contributions - Operating (recurring)	<b>CPI</b>	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI

Council receives a number of operational grants from various Government agencies. The largest of these being the Financial Assistance Grant and we have assumed that this will continue (and be paid partially paid in advance).

We have also assumed we will continue to receive other operating grants in relation to ongoing operations e.g., salary grants and that these will increase annually in line with CPI. Other operating grants received for specific project related purposes have been included in the year we anticipate they will be received.

**Grants and contributions - capital purposes**

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Development contributions	<b>CPI</b>	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI
Other grants and contributions - capital	<b>0%</b>	0%	0%	0%	0%	0%	0%	0%	0%	0%

Local infrastructure contributions are a significant source of capital revenue. Predicting the amount of revenues received from this source is extremely difficult as it is essentially market driven and depends on the timing of developments. We have assumed \$7.7 million in contributions in the 2024/25 financial year and these will increase annually in line with CPI with some adjustments for the expected timing of Warriewood Valley s7.11 payments.

We have also assumed we will continue to receive other capital grants in relation to ongoing programs for road resheeting however we have not assumed any further growth in this income. Other capital grants received for specific project related purposes have been included in the year we anticipate they will be received only where the grant funding has been confirmed.

**Interest and investment revenues**

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Return on investment portfolio	4.65%	3.65%	3.30%	3.20%	3.10%	3.00%	2.90%	2.90%	2.90%	2.90%

We have used information provided by our Investment Advisors and Deloitte Access Economics to determine forecast projections for interest on investments based on forecast cash balances over the 10-year period.

**Other income**

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Other income	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI

Other Income comprises rental income from leased properties. CPI has been used to project future income.

**Gain / (loss) on disposal of assets**

Gains or losses on the disposal of assets are predominantly received from the sale of plant and fleet. Future years are based on the plant and fleet replacement program. Infrastructure-related disposals are based on the Asset Management Plans for the renewal program.

### 8.3 Expenditure assumptions

#### Employee benefits and on costs

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Industry Award base increase	<b>3.50%</b>	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Industry Award step increase	<b>0.63%</b>	0.63%	0.63%	0.63%	0.63%	0.63%	0.63%	0.63%	0.63%	0.63%
Super guarantee levy	<b>11.50%</b>	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%

The Local Government State Award provides for an annual increase as well as salary band step increases. The current Award, which expires on 30 June 2026 provides for an increase of 3.5% in 2024/25 along with an additional award lump sum payment of the greater of \$1,000 or 0.5% of each permanent employee's annual salary.

The current Award increase is 3.0% in 2025/26. We have assumed increases will be 2.5% per annum over the remainder of the LTFP.

Other assumptions include:

- No change in existing employee working hours.
- A stable vacancy rate in establishment permanent positions in each financial year.
- The average increase as a result of award-based salary band step increases will be 0.63% per annum.
- Superannuation expenditure based on the statutory contribution rate incrementally increasing to 12% by 2025/26.

**Borrowing costs**

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Interest rate on loans	<b>5.80%</b>	5.80%	5.80%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
Tip remediation discount	<b>3.60%</b>	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%

Council's borrowing costs over the ten-year period comprise a number of components:

- Interest on loans - Where borrowings have already been undertaken the interest rate identified in the Loan Agreement has been used. For variable loans or new borrowings the proposed interest rate has been calculated based on the forecast 10 year swap rate along with a 2% loan margin based on advice from Council's investment advisor.
- Lease interest charges - rates are forecast in accordance with the lease documents.
- Tip remediation discount - this relates to the remediation of the waste landfill site at Kimbriki. The discount rate is utilised to adjust the landfill remediation provision each year so that it reflects the present value of the estimated future expenditure to remediate the site.

**Materials and services**

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Materials and services	<b>CPI</b>	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI
Fuel - Petrol price at pump (cents per litre) (Sept 2024)	<b>188.99</b>	179.61	181.03	183.57	185.94	188.06	190.16	192.44	194.94	197.65

Materials and services, including Domestic Waste Management costs and other expenses which represent the principal costs used to deliver services to the community, are forecast to increase in line with the CPI. While the rate of growth projected is uneven it is

forecast to average 2.5% per annum. Fuel is indexed by the forecast change in the petrol price at pump published by Deloitte Access Economics.

**Depreciation and amortisation**

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Depreciation – Producer Price Index (Roads and Bridges)	<b>CPI + 0.3%</b>	CPI + 0.3%	CPI + 0.3%	CPI + 0.3%	CPI + 0.3%	CPI + 0.3%	CPI + 0.3%	CPI + 0.3%	CPI + 0.3%	CPI + 0.3%

Depreciation is forecast to increase by the Producer Price Index (Roads and Bridges). The index is estimated as CPI + 0.3%, being the 10 year average of the difference between the CPI and the PPI.

The depreciation methodology can be found in the Notes to the Financial Statements. The depreciation expense assumed in the LTFP has been calculated in accordance with this methodology. Estimates have also been included for the projected depreciation cost of new assets which have been identified within the proposed Capital Works Program along with the impact of revaluations.

**Other expenses**

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Other expenses	<b>CPI</b>	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI

Other Expenses primarily relate to statutory charges (including the Emergency Services Levy and Waste Disposal Levy) and grants and donations provided by Council. These are generally forecast to increase in line with CPI. However, the Emergency Services Levy is

forecast to increase by 8.5% per year, which is the average increase in the levy over the past 5 years.

#### 8.4 Future and ongoing financial challenges, opportunities and efficiency savings

Like many councils in NSW, Council is facing growing pressure to its financial sustainability as increases in income, under the NSW rate peg system, have not reflected the rising costs of materials, contracts, and construction, with Sydney's inflation over the 4 years to 30 June 2024 being almost double the increase in rates income. When compared to infrastructure inflation<sup>8</sup> over the same period, the divergence between costs and rates income is equivalent to an accumulative gap of \$23.6 million (12.6%) in rates income over the same period.

Infrastructure investment is informed by the Asset Management Plans 2024-2034. However, there is a growing gap between the costs to maintain assets and services and the funding available to Council. The Plans require an additional investment of \$15.1 million per year to maintain and renew existing assets, along with \$10.4 million per year to uplift services levels and provide high priority new assets required by the community.

Council is focused on continuing to achieve efficiency savings and reinvesting those into our community. This includes efficiencies achieved through the introduction of new systems and processes and the optimisation of plant and fleet. This builds on savings achieved in each year since the formation of Northern Beaches Council.

We continue to work across the organisation to provide efficiency improvements and contain costs. Ongoing savings are anticipated through projects such as the advancement of technology and the efficiencies and improved customer experience it presents and the optimisation of resources and assets. Funds that may be made available through such projects could be used in a number of ways including supporting the rebuilding of working capital, improvements in services, accelerating the renewal of aging infrastructure or reducing rates. As savings are achieved opportunities will be considered and changes to the Long-Term Financial Plan applied.

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<sup>8</sup> The cost of infrastructure is indicated by the Producer Price Index for Roads and Bridge Construction – 23.7% accumulative increase from 2021 to 2024 compared to 11.1% increase in rates income.

## 9. Sensitivity analysis

Although the assumptions listed in the previous section are our current informed estimate based on a range of reliable sources, Long-Term Financial Plans are inherently uncertain.

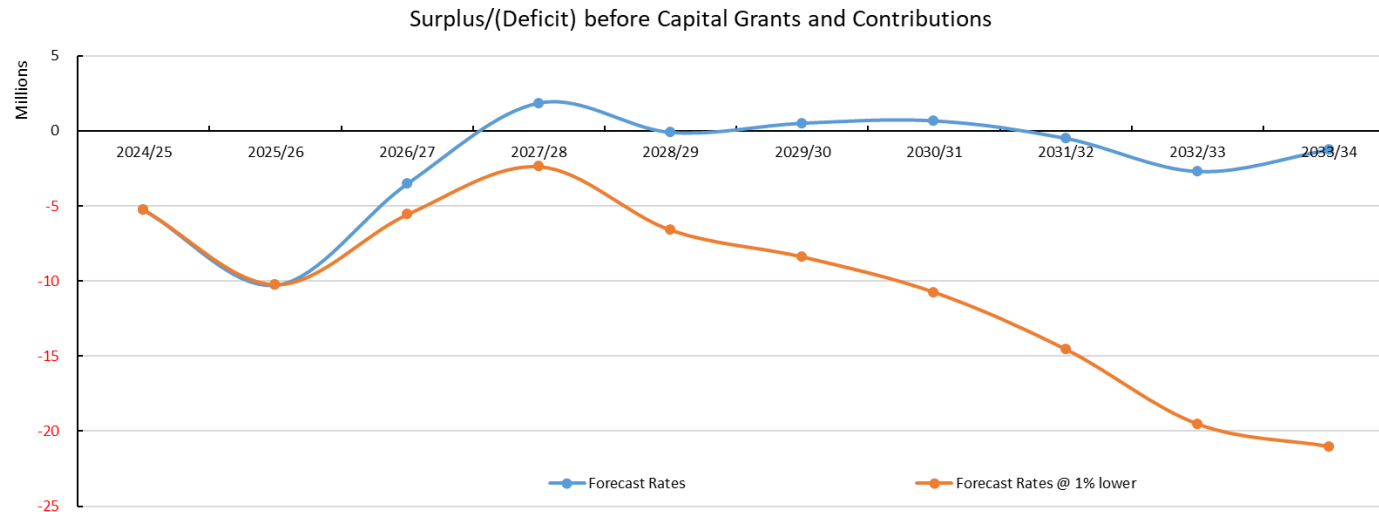
They contain a wide range of assumptions about interest rates and the potential effect of inflation on revenues and expenditures which are largely outside our control. Developing our LTFP includes

financial modelling to demonstrate the impact on our finances if trends worsen. Modelling analyses 'Option 1 – Reduce services', as this is the base case for the Council's 2024/25 budget.

### 9.1 Rates

Rates comprise 44% of our total income. Rates are capped by the State Government and we can only increase rates if we apply for a Special Variation through IPART.

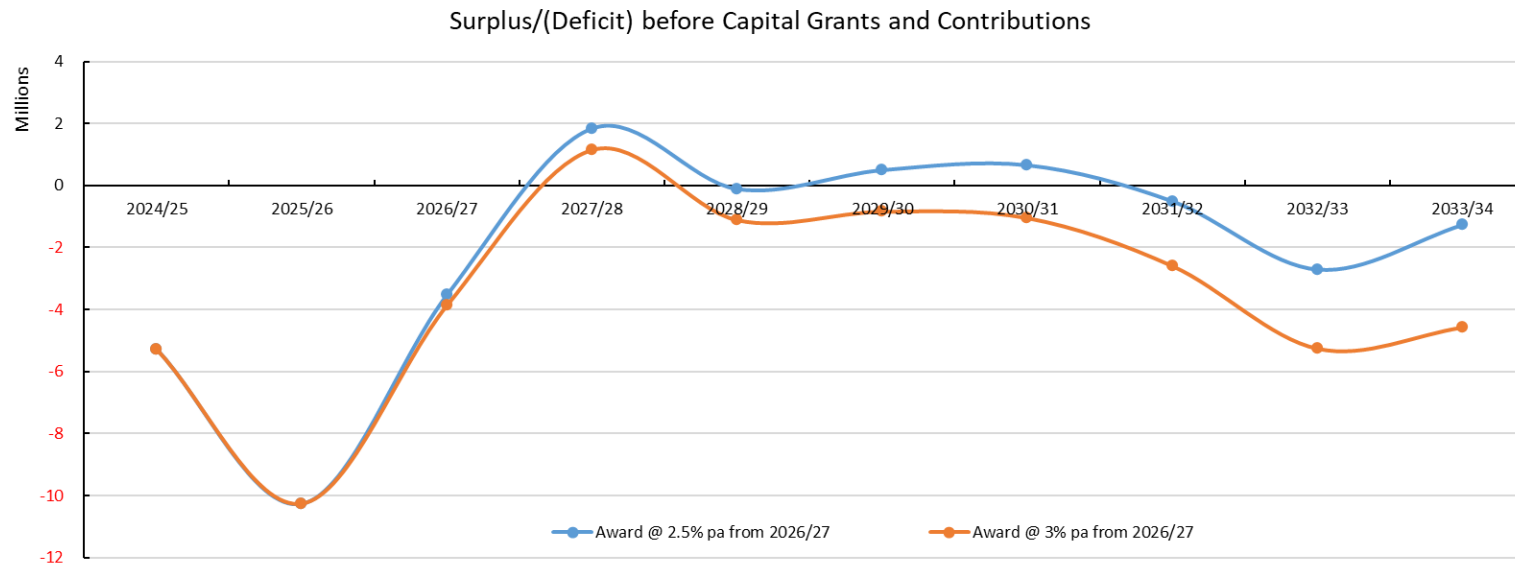
If the rate peg is 1.0% pa lower than forecast from year 3 the budget would remain in deficit and this would continue to grow.



## 9.2 Employee costs

Salary growth is largely subject to the NSW Local Government Award. The current Award expires on 30 June 2026 and we have assumed an annual Award increase of 2.5% in 2026/27 and for each year afterwards before step increases.

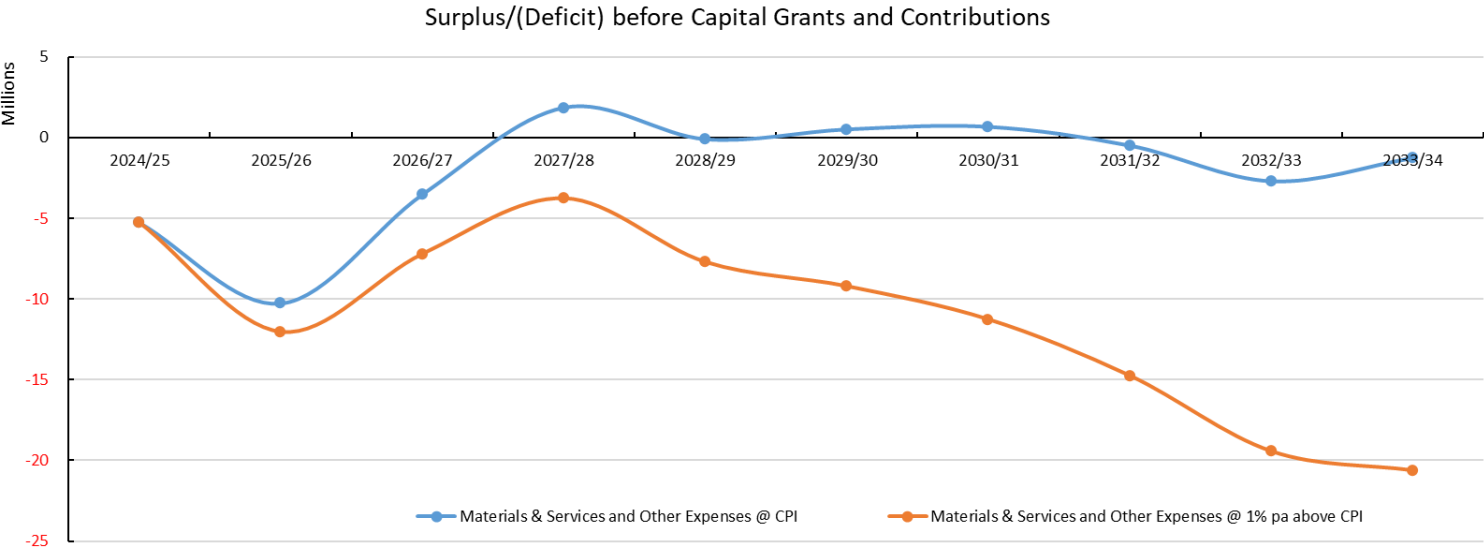
If the future Award increase was 0.5% pa higher each year the budget would remain in deficit for each year of the Long-Term Financial Plan from 2028/29.



9.3 Materials, services and other expenses

Fluctuating market conditions could affect the price of certain materials and services. The chart shows the impact of a 1.0% per annum increase in materials, services and other expenses above

the CPI. The budget remains in deficit each year if no corresponding change in income or expenditure is made.



## 10. Scenario modelling

The Long-Term Financial Plan is a rolling 10-year projection of Council's income and expenditure, assets and liabilities and cashflow. Updates have been made alongside the revision of Council's Delivery Program, Operational Plan and Asset Management Plans. This includes revised assumptions, indexation and financial modelling for scenarios.

### Option 1: Reduce service – rate peg only (current path)

- This model is consistent with the Delivery Program 2024-2028 adopted by Council in June 2024, with rates increases based on the rate peg in each year.
- Income levels are not sufficient to fund operating expenses, invest in the ongoing renewal of infrastructure assets and provide the necessary working capital to manage unexpected events. Performance benchmarks are weakening or not met, especially regarding asset management and operating performance.
- This is not sustainable and will continue to reduce services to the community.

### Option 2: Maintain service – rate peg + 6% pa over 3 years

- This model addresses the maintenance and renewal funding gap for existing assets outlined in the Asset Management Plans and provides funding to support environmental and natural risk reduction programs.
- Infrastructure expenditure is increased and working capital is strengthened to provide the capacity to respond to unexpected events. This produces a stronger operating result and asset management ratios.
- To provide funding for this model, rates income increases over a 3-year period, providing an additional \$40 million in income per year by the 3rd year (which is retained in future years and equivalent to a 20% cumulative increase above the forecast rate peg).

**Option 3: Improve service – rate peg + 8.3% pa over 2 years and 8.4% in year 3**

- This model builds on the items listed under Option 2 with the addition of providing the opportunity to deliver larger renewal projects in future years such as the renewal of the Warringah Aquatic Centre.
- Infrastructure expenditure is increased, and stronger operating result and asset management ratios are achieved.
- To provide funding for this model, rates income increases over a 3-year period, providing an additional \$57 million in income per year by the 3rd year (which is retained in future years and equivalent to a 29% cumulative increase above the forecast rate peg).
- This model primarily offsets the impact of high inflation levels in recent years and the increase in the Emergency Services Levy.

**Option 4: Increase service – rate peg + 10% pa over 3 years**

- Building on both Options 2 and 3, this model also provides the opportunity to accelerate the delivery of infrastructure and increase services in areas such as additional community grants, more footpaths, and improvements to sporting facilities and amenities buildings.
- Infrastructure expenditure is increased, and a stronger operating result provides the flexibility to invest in expanded services and facilities.
- To provide funding for this model, rates income increases over a 3-year period, providing an additional \$69 million in income per year by the 3rd year (which is retained in future years and equivalent to a 35% cumulative increase above the forecast rate peg).

# 10.1 Option 1: Reduce service

Option 1: Reduce service  
Income statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Income from continuing operations</b>													
Rates and annual charges	225,941	234,424	246,432	259,515	270,570	278,547	287,241	295,832	304,574	313,538	322,918	332,887	343,375
User charges and fees	79,722	91,876	99,931	102,637	104,372	106,638	109,167	111,542	114,064	116,652	119,358	122,201	125,163
Other revenues	22,343	20,086	21,620	20,845	21,035	21,351	21,674	21,993	22,305	22,625	22,966	23,330	23,703
Grants and contributions provided for operating purposes	27,165	31,496	26,529	25,181	20,221	19,663	20,926	20,086	21,440	21,040	22,437	22,104	23,549
Grants and contributions provided for capital purposes	43,952	33,917	29,218	39,594	25,389	15,775	10,969	10,303	9,776	10,847	11,070	11,299	11,534
Interest and investment revenue	1,238	7,085	11,083	8,918	5,265	4,696	4,622	4,748	4,441	4,474	4,618	4,710	4,801
Other income	6,736	6,392	6,915	6,946	6,976	7,151	7,329	7,505	7,678	7,855	8,043	8,244	8,450
Net gain from the disposal of assets	960	167		392	595	622	433	420	351	467	734	524	590
<b>Total income from continuing operations</b>	<b>408,057</b>	<b>425,443</b>	<b>441,728</b>	<b>464,029</b>	<b>454,423</b>	<b>454,444</b>	<b>462,362</b>	<b>472,430</b>	<b>484,629</b>	<b>497,497</b>	<b>512,144</b>	<b>525,298</b>	<b>541,165</b>
<b>Expenses from continuing operations</b>													
Employee benefits and on-costs	134,560	146,153	159,331	171,870	176,191	180,109	183,972	189,714	195,635	201,740	208,037	214,532	221,229
Materials and services	142,766	157,273	163,471	180,278	183,608	178,960	181,281	185,828	189,641	192,732	198,902	204,291	209,131
Borrowing costs	2,624	2,738	2,689	2,605	2,942	2,879	2,830	2,464	2,428	2,433	2,206	2,170	1,939
Depreciation, amortisation and impairment for non-financial assets	45,508	46,821	48,975	53,208	54,632	57,202	57,225	58,711	59,778	60,768	62,551	64,133	65,200
Other expenses	20,969	20,765	22,569	21,752	21,917	23,045	24,250	25,526	26,878	28,326	29,892	31,586	33,402
Net loss from the disposal of assets	-	-	545	-	-	-	-	-	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>346,427</b>	<b>373,750</b>	<b>397,580</b>	<b>429,713</b>	<b>439,290</b>	<b>442,194</b>	<b>449,558</b>	<b>462,243</b>	<b>474,360</b>	<b>486,000</b>	<b>501,588</b>	<b>516,712</b>	<b>530,900</b>
<b>Operating result - Surplus / (Deficit)</b>	<b>61,630</b>	<b>51,693</b>	<b>44,148</b>	<b>34,317</b>	<b>15,133</b>	<b>12,250</b>	<b>12,804</b>	<b>10,186</b>	<b>10,269</b>	<b>11,497</b>	<b>10,556</b>	<b>8,587</b>	<b>10,265</b>
<b>Operating result before grants and contributions provided for capital purposes</b>	<b>17,678</b>	<b>17,776</b>	<b>14,930</b>	<b>(5,278)</b>	<b>(10,256)</b>	<b>(3,525)</b>	<b>1,835</b>	<b>(117)</b>	<b>493</b>	<b>650</b>	<b>(514)</b>	<b>(2,712)</b>	<b>(1,269)</b>

Option 1: Reduce service  
Balance sheet

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>ASSETS</b>													
<b>Current assets</b>													
Cash and cash equivalents	6,697	6,605	17,541	8,975	10,850	11,497	12,153	12,768	13,483	14,058	14,652	15,587	16,260
Investments	150,625	175,623	182,096	156,764	130,330	126,361	127,490	135,134	128,854	133,824	138,167	140,680	143,147
Receivables	24,791	20,844	25,958	22,591	23,072	23,566	24,055	24,555	25,040	25,562	26,099	26,667	27,264
Inventories	397	372	392	405	416	427	437	448	458	469	480	492	504
Prepayments	2,975	3,364	4,984	5,143	5,293	5,425	5,561	5,694	5,825	5,959	6,102	6,255	6,411
<b>Total current assets</b>	<b>185,485</b>	<b>206,808</b>	<b>230,971</b>	<b>193,877</b>	<b>169,961</b>	<b>167,276</b>	<b>169,696</b>	<b>178,599</b>	<b>173,660</b>	<b>179,871</b>	<b>185,499</b>	<b>189,680</b>	<b>193,585</b>
<b>Non-Current Assets</b>													
Investments	760	678	577	435	293	148	4	-	-	-	-	-	-
Receivables	1,007	1,012	952	999	1,037	1,072	1,105	1,138	1,172	1,208	1,244	1,282	1,323
Infrastructure, property, plant and equipment	5,218,499	5,413,807	5,643,257	5,737,845	5,884,479	6,013,140	6,135,502	6,255,160	6,389,574	6,513,417	6,650,761	6,791,696	6,942,337
Investment property	6,155	6,320	6,565	6,810	7,055	7,300	7,545	7,790	8,035	8,280	8,525	8,770	9,015
Right of use assets	9,110	7,811	6,544	3,947	3,947	2,686	1,424	163	108	54	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>5,235,531</b>	<b>5,429,628</b>	<b>5,657,895</b>	<b>5,750,036</b>	<b>5,896,811</b>	<b>6,024,346</b>	<b>6,145,580</b>	<b>6,264,251</b>	<b>6,398,890</b>	<b>6,522,959</b>	<b>6,660,530</b>	<b>6,801,748</b>	<b>6,952,676</b>
<b>Total assets</b>	<b>5,421,016</b>	<b>5,636,436</b>	<b>5,888,866</b>	<b>5,943,913</b>	<b>6,066,772</b>	<b>6,191,621</b>	<b>6,315,276</b>	<b>6,442,850</b>	<b>6,572,550</b>	<b>6,702,830</b>	<b>6,846,029</b>	<b>6,991,427</b>	<b>7,146,261</b>

Option 1: Reduce service  
Balance sheet (continued)

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>LIABILITIES</b>													
<b>Current liabilities</b>													
Payables	45,393	47,806	55,607	56,813	57,704	58,610	59,533	60,454	61,376	62,322	63,318	64,370	65,454
Contract Liabilities	24,206	27,619	20,102	5,035	5,838	5,328	5,489	5,649	5,813	5,982	6,157	6,342	6,533
Lease Liabilities	1,238	1,241	1,279	1,307	1,347	1,388	1,430	63	66	70	-	-	-
Borrowings	4,770	3,340	2,178	2,596	1,594	1,684	1,782	1,513	1,591	1,673	2,227	1,500	1,572
Employee benefit provisions	35,553	34,754	35,901	38,015	39,006	40,218	41,468	42,756	44,085	45,456	46,869	48,327	49,830
Provisions	759	1,060	1,193	1,264	1,466	8,041	1,426	1,471	6,335	1,599	6,480	4,834	1,803
<b>Total current liabilities</b>	<b>111,919</b>	<b>115,820</b>	<b>116,260</b>	<b>105,030</b>	<b>106,955</b>	<b>115,269</b>	<b>111,128</b>	<b>111,906</b>	<b>119,266</b>	<b>117,101</b>	<b>125,051</b>	<b>125,372</b>	<b>125,191</b>
<b>Non-current liabilities</b>													
Payables	150	100	50	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	7,466	8,239	10,053	9,593	5,796	5,705	5,614	5,523	5,432	5,342	5,251	5,160	5,069
Lease Liabilities	8,237	6,996	5,717	4,365	3,018	1,630	200	137	70	-	-	-	-
Borrowings	12,538	9,185	6,984	15,134	13,540	11,856	10,074	8,561	6,971	5,298	3,071	1,572	0
Employee benefit provisions	761	1,843	2,001	2,120	2,175	2,243	2,313	2,386	2,460	2,537	2,616	2,698	2,782
Provisions	43,404	45,094	45,433	43,447	45,263	40,661	42,806	44,730	41,924	43,995	41,097	39,985	41,816
<b>Total non-current liabilities</b>	<b>72,556</b>	<b>71,457</b>	<b>70,238</b>	<b>74,659</b>	<b>69,792</b>	<b>62,095</b>	<b>61,007</b>	<b>61,337</b>	<b>56,857</b>	<b>57,171</b>	<b>52,035</b>	<b>49,415</b>	<b>49,668</b>
<b>Total liabilities</b>	<b>184,475</b>	<b>187,277</b>	<b>186,498</b>	<b>179,689</b>	<b>176,746</b>	<b>177,364</b>	<b>172,135</b>	<b>173,243</b>	<b>176,124</b>	<b>174,272</b>	<b>177,086</b>	<b>174,786</b>	<b>174,858</b>
<b>Net assets</b>	<b>5,236,541</b>	<b>5,449,159</b>	<b>5,702,368</b>	<b>5,764,225</b>	<b>5,890,026</b>	<b>6,014,257</b>	<b>6,143,141</b>	<b>6,269,607</b>	<b>6,396,426</b>	<b>6,528,558</b>	<b>6,668,943</b>	<b>6,816,641</b>	<b>6,971,403</b>
<b>EQUITY</b>													
Accumulated Surplus	4,928,924	4,980,559	5,024,590	4,894,608	5,042,884	5,055,861	5,069,543	5,081,203	5,093,972	5,108,497	5,122,898	5,135,714	5,151,149
IPP&E Revaluation Surplus	307,617	468,600	677,778	869,617	847,141	958,396	1,073,598	1,188,404	1,302,454	1,420,060	1,546,045	1,680,927	1,820,254
<b>Total equity</b>	<b>5,236,541</b>	<b>5,449,159</b>	<b>5,702,368</b>	<b>5,764,225</b>	<b>5,890,026</b>	<b>6,014,257</b>	<b>6,143,141</b>	<b>6,269,607</b>	<b>6,396,426</b>	<b>6,528,558</b>	<b>6,668,943</b>	<b>6,816,641</b>	<b>6,971,403</b>

Option 1: Reduce service  
Cashflow statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Cash flows from operating activities</b>													
<b>Receipts:</b>													
Rates and annual charges	226,388	234,281	245,463	258,950	270,223	278,225	286,937	295,529	304,261	313,217	322,587	332,534	342,999
User charges and fees	84,398	96,268	104,315	108,572	110,503	112,905	115,582	118,100	120,769	123,509	126,373	129,377	132,512
Interest received	1,182	4,873	9,052	8,857	5,266	4,658	4,577	4,691	4,409	4,419	4,562	4,655	4,743
Grants and contributions	56,687	76,799	48,521	46,493	42,327	35,042	32,129	30,608	31,443	32,120	33,758	33,653	35,350
Bonds, deposits and retentions received	7,098	7,741	8,143	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742
Other	45,656	41,346	44,656	46,877	45,487	43,737	43,890	43,942	46,163	45,889	47,124	47,887	49,160
<b>Payments:</b>													
Payments to employees	(137,235)	(145,037)	(156,343)	(167,957)	(174,941)	(178,581)	(182,398)	(188,091)	(193,960)	(200,013)	(206,256)	(212,695)	(219,335)
Payments for materials and services	(158,507)	(176,928)	(182,311)	(209,976)	(205,926)	(200,008)	(208,465)	(205,440)	(211,317)	(218,069)	(219,495)	(229,717)	(232,781)
Borrowing costs	(1,142)	(1,064)	(924)	(696)	(1,084)	(932)	(798)	(656)	(536)	(452)	(364)	(243)	(156)
Bonds, deposits and retentions refunded	(5,466)	(5,571)	(5,867)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)
Other	(28,886)	(22,019)	(21,914)	(20,735)	(21,649)	(22,728)	(23,928)	(25,207)	(26,564)	(28,008)	(29,559)	(31,236)	(33,047)
<b>Net Cash flows from operating activities</b>	<b>90,173</b>	<b>110,689</b>	<b>92,791</b>	<b>70,385</b>	<b>70,206</b>	<b>72,318</b>	<b>67,527</b>	<b>73,475</b>	<b>74,669</b>	<b>72,612</b>	<b>78,731</b>	<b>74,215</b>	<b>79,446</b>

Option 1: Reduce service  
Cashflow statement (continued)

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Cash flows from investing activities</b>													
<b>Receipts:</b>													
Sale of investments	338,038	272,227	269,831	323,300	320,500	301,500	306,100	296,100	306,900	299,000	302,650	303,200	303,480
Proceeds from sale of PPE	3,734	2,167	2,513	2,183	2,778	2,847	3,238	2,900	2,177	2,857	4,138	2,902	3,095
<b>Payments:</b>													
Purchase of investment securities	(352,829)	(297,123)	(276,178)	(297,826)	(293,924)	(297,386)	(307,084)	(303,740)	(300,620)	(303,970)	(306,993)	(305,713)	(305,947)
Payments for PPE	(76,755)	(81,973)	(73,302)	(113,788)	(93,659)	(75,566)	(65,924)	(64,776)	(80,701)	(68,129)	(76,048)	(71,298)	(77,754)
<b>Net Cash flows from investing activities</b>	<b>(87,812)</b>	<b>(104,702)</b>	<b>(77,136)</b>	<b>(86,131)</b>	<b>(64,305)</b>	<b>(68,605)</b>	<b>(63,670)</b>	<b>(69,516)</b>	<b>(72,244)</b>	<b>(70,242)</b>	<b>(76,253)</b>	<b>(70,909)</b>	<b>(77,125)</b>
<b>Cash flows from financing activities</b>													
<b>Receipts:</b>													
Proceeds from borrowings	-	-	2,500	10,450	-	-	-	-	-	-	-	-	-
<b>Payments:</b>													
Repayment of borrowings	(5,018)	(4,783)	(5,863)	(1,882)	(2,596)	(1,594)	(1,684)	(1,782)	(1,513)	(1,591)	(1,673)	(2,227)	(1,500)
Lease liabilities (principal repayments)	(1,269)	(1,238)	(1,241)	(1,269)	(1,307)	(1,347)	(1,388)	(1,430)	(63)	(66)	(70)	-	-
Dividends paid to minority interest	(38)	(58)	(115)	(119)	(122)	(125)	(128)	(131)	(134)	(138)	(141)	(145)	(148)
<b>Net Cash flows from financing activities</b>	<b>(6,325)</b>	<b>(6,079)</b>	<b>(4,719)</b>	<b>7,180</b>	<b>(4,025)</b>	<b>(3,066)</b>	<b>(3,200)</b>	<b>(3,343)</b>	<b>(1,710)</b>	<b>(1,795)</b>	<b>(1,884)</b>	<b>(2,371)</b>	<b>(1,648)</b>
<b>Net change in cash and cash equivalents</b>	<b>(3,964)</b>	<b>(92)</b>	<b>10,936</b>	<b>(8,566)</b>	<b>1,875</b>	<b>647</b>	<b>656</b>	<b>616</b>	<b>715</b>	<b>575</b>	<b>594</b>	<b>935</b>	<b>674</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>10,661</b>	<b>6,697</b>	<b>6,605</b>	<b>17,541</b>	<b>8,975</b>	<b>10,850</b>	<b>11,497</b>	<b>12,153</b>	<b>12,768</b>	<b>13,483</b>	<b>14,058</b>	<b>14,652</b>	<b>15,587</b>
<b>Cash and cash equivalents at end of year</b>	<b>6,697</b>	<b>6,605</b>	<b>17,541</b>	<b>8,975</b>	<b>10,850</b>	<b>11,497</b>	<b>12,153</b>	<b>12,768</b>	<b>13,483</b>	<b>14,058</b>	<b>14,652</b>	<b>15,587</b>	<b>16,260</b>
<b>Investments at year end</b>	<b>140,541</b>	<b>151,332</b>	<b>182,673</b>	<b>157,199</b>	<b>130,623</b>	<b>126,510</b>	<b>127,494</b>	<b>135,134</b>	<b>128,854</b>	<b>133,824</b>	<b>138,167</b>	<b>140,680</b>	<b>143,147</b>
<b>Cash, cash equivalents and investments at end of year</b>	<b>147,238</b>	<b>157,937</b>	<b>200,214</b>	<b>166,174</b>	<b>141,473</b>	<b>138,006</b>	<b>139,647</b>	<b>147,902</b>	<b>142,337</b>	<b>147,881</b>	<b>152,818</b>	<b>156,266</b>	<b>159,407</b>
<b>Net change in cash, cash equivalents and investments</b>		<b>10,699</b>	<b>42,277</b>	<b>(34,040)</b>	<b>(24,701)</b>	<b>(3,466)</b>	<b>1,640</b>	<b>8,256</b>	<b>(5,565)</b>	<b>5,545</b>	<b>4,937</b>	<b>3,448</b>	<b>3,141</b>

Option 1: Reduce service  
Cash and investments statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Total Cash and Investments</b>	<b>158,082</b>	<b>182,906</b>	<b>200,214</b>	<b>166,174</b>	<b>141,473</b>	<b>138,006</b>	<b>139,647</b>	<b>147,902</b>	<b>142,337</b>	<b>147,881</b>	<b>152,818</b>	<b>156,266</b>	<b>159,407</b>
<b>Represented by:</b>													
<b>Externally restricted</b>													
Developer Contributions	36,457	43,446	47,386	34,422	21,790	19,903	20,957	22,338	20,702	20,481	19,610	19,592	15,175
Unexpended Grants - not tied to liability	566	597	573	0	0	0	0	0	0	0	0	0	0
Domestic Waste Management	3,401	7,626	13,176	15,433	16,873	18,011	20,154	22,531	11,116	13,989	17,135	20,616	24,294
Other externally restricted reserves	722	618	1,130	1,243	1,383	379	495	623	764	919	557	740	938
<b>Total Externally restricted</b>	<b>41,146</b>	<b>52,286</b>	<b>62,264</b>	<b>51,098</b>	<b>40,046</b>	<b>38,294</b>	<b>41,605</b>	<b>45,492</b>	<b>32,582</b>	<b>35,389</b>	<b>37,303</b>	<b>40,948</b>	<b>40,407</b>
<b>Internally restricted</b>													
Deposits, Retentions & Bonds	15,380	17,550	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527
Employee Leave Entitlement	7,026	7,111	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580
Kimbriki Landfill Remediation	13,597	15,418	18,207	20,660	22,941	25,120	20,881	23,200	25,640	23,390	25,893	23,695	23,170
Unexpended Grants - tied to liability	28,600	31,960	26,118	10,333	7,356	7,420	7,491	7,566	7,647	7,733	7,826	7,924	8,034
Other	15,582	18,794	17,152	13,289	11,278	8,864	9,469	10,268	11,802	12,459	9,239	9,435	9,088
<b>Total Internally restricted</b>	<b>80,184</b>	<b>90,833</b>	<b>88,585</b>	<b>71,389</b>	<b>68,682</b>	<b>68,512</b>	<b>64,948</b>	<b>68,141</b>	<b>72,196</b>	<b>70,689</b>	<b>70,065</b>	<b>68,161</b>	<b>67,398</b>
<b>Total restricted cash</b>	<b>121,330</b>	<b>143,119</b>	<b>150,849</b>	<b>122,487</b>	<b>108,728</b>	<b>106,806</b>	<b>106,553</b>	<b>113,633</b>	<b>104,779</b>	<b>106,078</b>	<b>107,368</b>	<b>109,110</b>	<b>107,805</b>
<b>Total unrestricted cash</b>	<b>36,752</b>	<b>39,787</b>	<b>49,365</b>	<b>43,687</b>	<b>32,745</b>	<b>31,201</b>	<b>33,094</b>	<b>34,269</b>	<b>37,558</b>	<b>41,803</b>	<b>45,451</b>	<b>47,157</b>	<b>51,602</b>
<b>Unrestricted cash breakdown:</b>													
Unrestricted - Northern Beaches	20,549	30,792	42,971	38,991	26,563	24,206	25,122	24,574	25,845	27,673	28,937	28,138	29,754
Unrestricted - Kimbriki	16,203	8,995	6,394	4,695	6,182	6,995	7,972	9,695	11,713	14,130	16,513	19,018	21,848

Option 1: Reduce service  
Capital budget statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Capital Funding</b>													
Working Capital	7,785	16,118	5,645	6,107	3,038	2,544	2,550	1,557	1,564	1,571	1,578	1,397	1,400
Depreciation	22,098	32,322	31,876	33,206	41,581	42,990	43,154	44,545	45,272	45,470	46,727	47,917	48,950
<b>Capital grants and contributions</b>													
Grants and contributions	29,262	20,265	12,791	31,963	18,192	6,548	3,913	1,913	1,913	1,913	1,913	1,913	1,913
<b>Externally restricted reserves</b>													
- Developer contributions	8,038	8,088	14,527	21,943	18,567	11,469	6,503	7,529	10,028	9,636	10,490	9,848	14,413
- Domestic Waste	-	-	-	-	-	-	-	-	14,048	-	-	-	-
- Other	1,797	2,347	1,757	1,965	2,009	3,156	2,037	2,024	2,012	2,000	2,518	1,976	1,964
<b>Internally restricted reserves</b>													
- Merger savings fund	1,893	343	323	209	702	-	-	-	-	-	-	-	-
- Borrowings	-	-	-	9,935	515	-	-	-	-	-	-	-	-
- Other	4,005	1,260	3,817	6,277	6,278	6,012	4,529	4,307	3,688	4,682	8,684	5,345	6,020
<b>Income from sale of assets</b>													
- Plant and equipment	1,995	2,112	2,732	2,183	2,778	2,847	3,238	2,900	2,177	2,857	4,138	2,902	3,095
<b>Total funding</b>	<b>76,872</b>	<b>82,856</b>	<b>73,468</b>	<b>113,788</b>	<b>93,659</b>	<b>75,566</b>	<b>65,924</b>	<b>64,776</b>	<b>80,701</b>	<b>68,129</b>	<b>76,048</b>	<b>71,298</b>	<b>77,754</b>
<b>Capital Expenditure</b>													
Buildings	21,091	15,413	9,841	26,287	14,204	14,956	8,994	9,922	10,158	10,699	10,964	11,238	11,519
Community Land	-	838	-	2,740	-	-	-	-	-	-	-	-	-
Furniture & Fittings	730	74	65	178	36	36	36	36	36	36	36	36	36
Land Improvements	-	-	4,951	4,474	2,917	2,940	2,964	1,988	2,014	2,039	2,066	2,095	2,123
Library Books	868	685	707	799	752	771	790	809	829	849	870	892	914
Office Equipment	1,995	2,904	2,569	3,122	2,608	2,500	2,563	2,624	2,687	2,752	2,821	2,891	2,963
Open Space / Recreational	9,387	10,501	14,008	16,968	17,064	9,350	8,492	7,447	10,008	10,349	11,755	8,547	10,041
Other Assets	696	163	357	114	702	-	-	-	-	-	-	-	-
Other Structures	3,419	2,302	1,495	6,555	5,847	3,598	3,941	959	977	995	1,014	1,035	1,057
Plant & Equipment	3,545	3,275	6,673	8,264	8,809	8,956	7,809	7,601	20,118	7,478	12,943	8,401	9,105
Road, Bridges & Footpaths	26,574	24,323	23,496	33,980	29,683	21,689	19,572	21,264	21,556	21,135	21,200	23,346	26,780
Stormwater Drainage	5,505	8,485	8,686	8,497	10,247	9,360	9,532	10,452	10,627	10,856	10,649	11,046	11,399
Swimming Pools	345	1,109	620	1,811	791	1,410	1,232	1,675	1,693	941	1,730	1,772	1,817
Other Kimbriki Assets	2,718	12,785	-	-	-	-	-	-	-	-	-	-	-
<b>Total expenditure</b>	<b>76,872</b>	<b>82,856</b>	<b>73,468</b>	<b>113,788</b>	<b>93,659</b>	<b>75,566</b>	<b>65,924</b>	<b>64,776</b>	<b>80,701</b>	<b>68,129</b>	<b>76,048</b>	<b>71,298</b>	<b>77,754</b>

Option 1: Reduce service  
Statement of borrowings

The Long-Term Financial Plan recognises debt as an important source of funds for large capital projects.

New borrowings are anticipated over the 10 year period of the Long-Term Financial Plan to fund a major infrastructure project. Spreading these costs over a number of years facilitates inter-generational equity and smooths out long term expenditure peaks and troughs, where financially sustainable.

Proposed new borrowings

Financial year	Loan amount	Proposed term	Repayment funding source	Purpose of loan
2024/25 (Year 1)	\$10,450,000	10 years	The funding currently utilised to repay existing loans is sufficient to fund the repayment schedule for this loan as several existing loans are coming to the end of their term.	To assist with the construction of the Warriewood Community Centre.

Loans are proposed to be sourced from authorised financial institutions licensed by the Australian Prudential Regulatory Authority (APRA) to carry on banking business (Authorised Deposit Taking Institutions or NSW Treasury Corporation) and secured over rates income.

Option 1: Reduce service  
Statement of performance measures

OLG Benchmark	Result	Result	Result	Forecast	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
Budget Performance														
Operating Performance Ratio <i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.</i>	> 0%	4.5%	4.5%	3.7%	(1.3%)	(2.5%)	(0.9%)	0.3%	(0.1%)	0.0%	0.1%	(0.2%)	(0.6%)	(0.3%)
		✓	✓	✓	✗	✗	✗	✓	✗	✓	✓	✗	✗	✗
Own Source Operating Revenue Ratio <i>measures fiscal flexibility. It is the degree of reliance on external funding sources.</i>	> 60%	82.5%	84.6%	87.4%	86.0%	89.9%	92.2%	93.1%	93.6%	93.6%	93.6%	93.4%	93.6%	93.5%
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Operational Liquidity														
Unrestricted Current Ratio <i>represents a council's ability to meet short-term obligations as they fall due.</i>	> 1.5x	1.90x	1.92x	2.18x	2.16x	1.92x	1.72x	1.82x	1.89x	1.83x	1.95x	1.83x	1.84x	1.92x
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage <i>expressed as a percentage of total rates and charges available for collection in the financial year.</i>	< 5%	3.6%	3.6%	3.8%	3.9%	3.8%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cash Expense Cover Ratio <i>liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.</i>	> 3mths	5.6mths	6.1mths	6.4mths	4.9mths	4.1mths	4.0mths	4.0mths	4.2mths	3.9mths	3.9mths	4.0mths	3.9mths	3.9mths
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Liability and Debt Management														
Debt Service Cover Ratio <i>measures the availability of operating cash to service loan repayments.</i>	> 2x	7.3x	7.7x	6.9x	11.3x	8.5x	12.6x	13.7x	14.4x	15.9x	15.9x	16.6x	14.5x	19.2x
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Option 1: Reduce service  
Statement of performance measures (continued)

	OLG Benchmark	Result 2021/22	Result 2022/23	Result 2023/24	Forecast 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34
<b>Asset Management</b>														
<b>Building and Infrastructure Renewals Ratio</b>	> 100%	112.7%	130.8%	94.6%	95.1%	101.2%	94.0%	90.8%	91.9%	90.8%	88.8%	89.0%	87.2%	86.4%
<i>assesses the rate at which these assets are being renewed against the rate at which they are depreciating.</i>		✓	✓	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗
<b>Infrastructure Backlog Ratio</b>	< 2%	1.53%	1.49%	1.52%	1.61%	1.62%	1.63%	1.65%	1.66%	1.68%	1.70%	1.72%	1.73%	1.74%
<i>ratio shows what proportion the infrastructure backlog is against the total net carrying amount of a council's infrastructure.</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Asset Maintenance Ratio</b>	> 100%	100.6%	109.7%	98.1%	92.5%	93.5%	93.5%	93.6%	93.6%	93.6%	93.6%	93.6%	93.6%	93.6%
<i>ratio compares actual versus required annual asset maintenance. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing.</i>		✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
<b>Cost to bring assets to agreed service level</b>		1.26%	1.22%	1.17%	1.34%	1.35%	1.36%	1.38%	1.40%	1.41%	1.43%	1.44%	1.46%	1.47%
<i>ratio shows what proportion the infrastructure backlog is against the total gross replacement cost of a council's infrastructure.</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

## 10.2 Option 2: Maintain service

## Option 2: Maintain service Income statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Income from continuing operations</b>													
Rates and annual charges	225,941	234,424	246,432	259,515	282,404	303,794	327,524	337,354	347,373	357,655	368,392	379,805	391,831
User charges and fees	79,722	91,876	99,931	102,637	104,372	106,638	109,167	111,542	114,064	116,652	119,358	122,201	125,163
Other revenues	22,343	20,086	21,620	20,845	21,037	21,354	21,680	21,999	22,311	22,631	22,973	23,337	23,710
Grants and contributions provided for operating purposes	27,165	31,496	26,529	25,181	20,221	19,663	20,926	20,086	21,440	21,040	22,437	22,104	23,549
Grants and contributions provided for capital purposes	43,952	33,917	29,218	39,594	25,389	15,775	10,969	10,303	9,776	10,847	11,070	11,299	11,534
Interest and investment revenue	1,238	7,085	11,083	8,918	5,313	4,806	4,823	5,014	4,777	4,882	5,113	5,298	5,490
Other Income	6,736	6,392	6,915	6,946	6,976	7,151	7,329	7,505	7,678	7,855	8,043	8,244	8,450
Net gain from the disposal of assets	960	167	-	392	595	622	433	420	351	467	734	524	590
<b>Total income from continuing operations</b>	<b>408,057</b>	<b>425,443</b>	<b>441,728</b>	<b>464,029</b>	<b>466,306</b>	<b>479,804</b>	<b>502,851</b>	<b>514,223</b>	<b>527,770</b>	<b>542,027</b>	<b>558,119</b>	<b>572,812</b>	<b>590,317</b>
<b>Expenses from continuing operations</b>													
Employee benefits and on-costs	134,560	146,153	159,331	171,870	176,191	180,109	183,972	189,714	195,635	201,740	208,037	214,532	221,229
Materials and services	142,766	157,273	163,471	180,278	188,787	188,064	195,615	199,042	203,533	207,196	214,204	219,615	224,400
Borrowing costs	2,624	2,738	2,689	2,605	2,942	2,879	2,830	2,464	2,428	2,433	2,206	2,170	1,939
Depreciation, amortisation and impairment for non-financial assets	45,508	46,821	48,975	53,208	55,102	58,443	59,066	60,855	62,183	63,341	65,112	66,919	67,749
Other expenses	20,969	20,765	22,569	21,752	21,917	23,045	24,250	25,526	26,878	28,326	29,892	31,586	33,402
Net loss from the disposal of assets	-	-	545	-	-	-	-	-	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>346,427</b>	<b>373,750</b>	<b>397,580</b>	<b>429,713</b>	<b>444,940</b>	<b>452,539</b>	<b>465,733</b>	<b>477,602</b>	<b>490,657</b>	<b>503,037</b>	<b>519,451</b>	<b>534,821</b>	<b>548,718</b>
<b>Operating result - Surplus / (Deficit)</b>	<b>61,630</b>	<b>51,693</b>	<b>44,148</b>	<b>34,317</b>	<b>21,366</b>	<b>27,264</b>	<b>37,118</b>	<b>36,621</b>	<b>37,113</b>	<b>38,991</b>	<b>38,668</b>	<b>37,991</b>	<b>41,599</b>
<b>Operating result before grants and contributions provided for capital purposes</b>	<b>17,678</b>	<b>17,776</b>	<b>14,930</b>	<b>(5,278)</b>	<b>(4,023)</b>	<b>11,489</b>	<b>26,149</b>	<b>26,318</b>	<b>27,338</b>	<b>28,144</b>	<b>27,598</b>	<b>26,692</b>	<b>30,065</b>

Option 2: Maintain service  
Balance sheet

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>ASSETS</b>													
<b>Current assets</b>													
Cash and cash equivalents	6,697	6,605	17,541	8,975	10,849	11,672	12,447	13,140	13,942	14,614	15,313	16,366	17,171
Investments	150,625	175,623	182,096	156,764	130,830	127,768	130,637	140,376	136,489	144,123	151,353	156,959	162,772
Receivables	24,791	20,844	25,958	22,591	23,476	24,432	25,446	26,006	26,555	27,142	27,747	28,386	29,060
Inventories	397	372	392	405	416	427	437	448	458	469	480	492	504
Prepayments	2,975	3,364	4,984	5,143	5,293	5,425	5,561	5,694	5,825	5,959	6,102	6,255	6,411
<b>Total current assets</b>	<b>185,485</b>	<b>206,808</b>	<b>230,971</b>	<b>193,877</b>	<b>170,865</b>	<b>169,724</b>	<b>174,528</b>	<b>185,664</b>	<b>183,269</b>	<b>192,306</b>	<b>200,994</b>	<b>208,458</b>	<b>215,918</b>
<b>Non-Current Assets</b>													
Investments	760	678	577	435	293	148	4	-	-	-	-	-	-
Receivables	1,007	1,012	952	999	1,097	1,200	1,309	1,348	1,388	1,430	1,473	1,519	1,567
Infrastructure, property, plant and equipment	5,218,499	5,413,807	5,643,257	5,737,845	5,890,400	6,033,468	6,179,028	6,323,686	6,483,131	6,632,341	6,795,369	6,963,058	7,142,107
Investment property	6,155	6,320	6,565	6,810	7,055	7,300	7,545	7,790	8,035	8,280	8,525	8,770	9,015
Right of use assets	9,110	7,811	6,544	3,947	3,947	2,686	1,424	163	108	54	0	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>5,235,531</b>	<b>5,429,628</b>	<b>5,657,895</b>	<b>5,750,036</b>	<b>5,902,791</b>	<b>6,044,802</b>	<b>6,189,310</b>	<b>6,332,986</b>	<b>6,492,663</b>	<b>6,642,105</b>	<b>6,805,367</b>	<b>6,973,347</b>	<b>7,152,689</b>
<b>Total assets</b>	<b>5,421,016</b>	<b>5,636,436</b>	<b>5,888,866</b>	<b>5,943,913</b>	<b>6,073,656</b>	<b>6,214,525</b>	<b>6,363,838</b>	<b>6,518,650</b>	<b>6,675,932</b>	<b>6,834,412</b>	<b>7,006,361</b>	<b>7,181,804</b>	<b>7,368,607</b>

Option 2: Maintain service  
Balance sheet (continued)

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>LIABILITIES</b>													
<b>Current liabilities</b>													
Payables	45,393	47,806	55,607	56,813	57,847	58,916	60,022	60,958	61,896	62,857	63,870	64,940	66,043
Contract Liabilities	24,206	27,619	20,102	5,035	5,838	5,328	5,489	5,649	5,813	5,982	6,157	6,342	6,533
Lease Liabilities	1,238	1,241	1,279	1,307	1,347	1,388	1,430	63	66	70	-	-	-
Borrowings	4,770	3,340	2,178	2,596	1,594	1,684	1,782	1,513	1,591	1,673	2,227	1,500	1,572
Employee benefit provisions	35,553	34,754	35,901	38,015	39,006	40,218	41,468	42,756	44,085	45,456	46,869	48,327	49,830
Provisions	759	1,060	1,193	1,264	1,466	8,041	1,426	1,471	6,335	1,599	6,480	4,834	1,803
<b>Total current liabilities</b>	<b>111,919</b>	<b>115,820</b>	<b>116,260</b>	<b>105,030</b>	<b>107,098</b>	<b>115,575</b>	<b>111,617</b>	<b>112,410</b>	<b>119,786</b>	<b>117,637</b>	<b>125,603</b>	<b>125,942</b>	<b>125,780</b>
<b>Non-current liabilities</b>													
Payables	150	100	50	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	7,466	8,239	10,053	9,593	5,796	5,705	5,614	5,523	5,432	5,342	5,251	5,160	5,069
Lease Liabilities	8,237	6,996	5,717	4,365	3,018	1,630	200	137	70	-	-	-	-
Borrowings	12,538	9,185	6,984	15,134	13,540	11,856	10,074	8,561	6,971	5,298	3,071	1,572	0
Employee benefit provisions	761	1,843	2,001	2,120	2,175	2,243	2,313	2,386	2,460	2,537	2,616	2,698	2,782
Provisions	43,404	45,094	45,433	43,447	45,263	40,661	42,806	44,730	41,924	43,995	41,097	39,985	41,816
<b>Total non-current liabilities</b>	<b>72,556</b>	<b>71,457</b>	<b>70,238</b>	<b>74,659</b>	<b>69,792</b>	<b>62,095</b>	<b>61,007</b>	<b>61,337</b>	<b>56,857</b>	<b>57,171</b>	<b>52,035</b>	<b>49,415</b>	<b>49,668</b>
<b>Total liabilities</b>	<b>184,475</b>	<b>187,277</b>	<b>186,498</b>	<b>179,689</b>	<b>176,890</b>	<b>177,671</b>	<b>172,624</b>	<b>173,747</b>	<b>176,644</b>	<b>174,808</b>	<b>177,638</b>	<b>175,356</b>	<b>175,447</b>
<b>Net assets</b>	<b>5,236,541</b>	<b>5,449,159</b>	<b>5,702,368</b>	<b>5,764,225</b>	<b>5,896,766</b>	<b>6,036,855</b>	<b>6,191,214</b>	<b>6,344,904</b>	<b>6,499,288</b>	<b>6,659,604</b>	<b>6,828,723</b>	<b>7,006,448</b>	<b>7,193,160</b>
<b>EQUITY</b>													
Accumulated Surplus	4,928,924	4,980,559	5,024,590	4,894,608	5,049,416	5,077,690	5,115,852	5,153,513	5,192,437	5,233,527	5,274,812	5,315,514	5,360,447
IPP&E Revaluation Surplus	307,617	468,600	677,778	869,617	847,350	959,164	1,075,361	1,191,391	1,306,852	1,426,076	1,553,911	1,690,934	1,832,713
<b>Total equity</b>	<b>5,236,541</b>	<b>5,449,159</b>	<b>5,702,368</b>	<b>5,764,225</b>	<b>5,896,766</b>	<b>6,036,855</b>	<b>6,191,214</b>	<b>6,344,904</b>	<b>6,499,288</b>	<b>6,659,604</b>	<b>6,828,723</b>	<b>7,006,448</b>	<b>7,193,160</b>

## Option 2: Maintain service Cashflow statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Cash flows from operating activities</b>													
<b>Receipts:</b>													
Rates and annual charges	226,388	234,281	245,463	258,950	281,509	302,852	326,526	336,995	347,003	357,274	368,000	379,388	391,386
User charges and fees	84,398	96,268	104,315	108,572	110,503	112,905	115,582	118,100	120,769	123,509	126,373	129,377	132,512
Interest received	1,182	4,873	9,052	8,857	5,235	4,678	4,676	4,944	4,732	4,813	5,043	5,228	5,416
Grants and contributions	56,687	76,799	48,521	46,493	42,327	35,042	32,129	30,608	31,443	32,120	33,758	33,653	35,350
Bonds, deposits and retentions received	7,098	7,741	8,143	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742
Other	45,656	41,346	44,656	46,877	46,547	46,024	47,518	47,663	49,952	49,756	51,071	51,936	53,315
<b>Payments:</b>													
Payments to employees	(137,235)	(145,037)	(156,343)	(167,957)	(174,941)	(178,581)	(182,398)	(188,091)	(193,960)	(200,013)	(206,256)	(212,695)	(219,335)
Payments for materials and services	(158,507)	(176,928)	(182,311)	(209,976)	(211,559)	(210,769)	(225,877)	(222,788)	(229,664)	(237,306)	(239,948)	(250,583)	(254,013)
Borrowing costs	(1,142)	(1,064)	(924)	(696)	(1,084)	(932)	(798)	(656)	(536)	(452)	(364)	(243)	(156)
Bonds, deposits and retentions refunded	(5,466)	(5,571)	(5,867)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)
Other	(28,886)	(22,019)	(21,914)	(20,735)	(21,649)	(22,728)	(23,928)	(25,207)	(26,564)	(28,008)	(29,559)	(31,236)	(33,047)
<b>Net Cash flows from operating activities</b>	<b>90,173</b>	<b>110,689</b>	<b>92,791</b>	<b>70,385</b>	<b>76,888</b>	<b>88,490</b>	<b>93,430</b>	<b>101,567</b>	<b>103,175</b>	<b>101,694</b>	<b>108,118</b>	<b>104,824</b>	<b>111,429</b>

Option 2: Maintain service  
Cashflow statement (continued)

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Cash flows from investing activities</b>													
<b>Receipts:</b>													
Sale of investments	338,038	272,227	269,831	323,300	320,500	301,500	306,100	296,100	306,900	299,000	302,650	303,200	303,480
Proceeds from sale of PPE	3,734	2,167	2,513	2,183	2,778	2,847	3,238	2,900	2,177	2,857	4,138	2,902	3,095
<b>Payments:</b>													
Purchase of investment securities	(352,829)	(297,123)	(276,178)	(297,826)	(294,424)	(298,293)	(308,825)	(305,835)	(303,013)	(306,634)	(309,880)	(308,806)	(309,293)
Payments for PPE	(76,755)	(81,973)	(73,302)	(113,788)	(99,842)	(90,656)	(89,968)	(90,696)	(106,727)	(94,451)	(102,443)	(98,696)	(106,258)
<b>Net Cash flows from investing activities</b>	<b>(87,812)</b>	<b>(104,702)</b>	<b>(77,136)</b>	<b>(86,131)</b>	<b>(70,988)</b>	<b>(84,601)</b>	<b>(89,455)</b>	<b>(97,531)</b>	<b>(100,662)</b>	<b>(99,228)</b>	<b>(105,535)</b>	<b>(101,400)</b>	<b>(108,976)</b>
<b>Cash flows from financing activities</b>													
<b>Receipts:</b>													
Proceeds from borrowings	-	-	2,500	10,450	-	-	-	-	-	-	-	-	-
<b>Payments:</b>													
Repayment of borrowings	(5,018)	(4,783)	(5,863)	(1,882)	(2,596)	(1,594)	(1,684)	(1,782)	(1,513)	(1,591)	(1,673)	(2,227)	(1,500)
Lease liabilities (principal repayments)	(1,269)	(1,238)	(1,241)	(1,269)	(1,307)	(1,347)	(1,388)	(1,430)	(63)	(66)	(70)	-	-
Dividends paid to minority interest	(38)	(58)	(115)	(119)	(122)	(125)	(128)	(131)	(134)	(138)	(141)	(145)	(148)
<b>Net Cash flows from financing activities</b>	<b>(6,325)</b>	<b>(6,079)</b>	<b>(4,719)</b>	<b>7,180</b>	<b>(4,025)</b>	<b>(3,066)</b>	<b>(3,200)</b>	<b>(3,343)</b>	<b>(1,710)</b>	<b>(1,795)</b>	<b>(1,884)</b>	<b>(2,371)</b>	<b>(1,648)</b>
<b>Net change in cash and cash equivalents</b>	<b>(3,964)</b>	<b>(92)</b>	<b>10,936</b>	<b>(8,566)</b>	<b>1,875</b>	<b>822</b>	<b>775</b>	<b>693</b>	<b>802</b>	<b>671</b>	<b>699</b>	<b>1,053</b>	<b>805</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>10,661</b>	<b>6,697</b>	<b>6,605</b>	<b>17,541</b>	<b>8,975</b>	<b>10,849</b>	<b>11,672</b>	<b>12,447</b>	<b>13,140</b>	<b>13,942</b>	<b>14,614</b>	<b>15,313</b>	<b>16,366</b>
<b>Cash and cash equivalents at end of year</b>	<b>6,697</b>	<b>6,605</b>	<b>17,541</b>	<b>8,975</b>	<b>10,849</b>	<b>11,672</b>	<b>12,447</b>	<b>13,140</b>	<b>13,942</b>	<b>14,614</b>	<b>15,313</b>	<b>16,366</b>	<b>17,171</b>
<b>Investments at year end</b>	<b>151,385</b>	<b>176,301</b>	<b>182,673</b>	<b>157,199</b>	<b>131,123</b>	<b>127,916</b>	<b>130,641</b>	<b>140,376</b>	<b>136,489</b>	<b>144,123</b>	<b>151,353</b>	<b>156,959</b>	<b>162,772</b>
<b>Cash, cash equivalents and investments at end of year</b>	<b>158,082</b>	<b>182,906</b>	<b>200,214</b>	<b>166,174</b>	<b>141,972</b>	<b>139,588</b>	<b>143,088</b>	<b>153,516</b>	<b>150,431</b>	<b>158,737</b>	<b>166,666</b>	<b>173,325</b>	<b>179,943</b>
<b>Net change in cash, cash equivalents and investments</b>		<b>24,824</b>	<b>17,308</b>	<b>(34,040)</b>	<b>(24,201)</b>	<b>(2,385)</b>	<b>3,500</b>	<b>10,428</b>	<b>(3,085)</b>	<b>8,305</b>	<b>7,929</b>	<b>6,659</b>	<b>6,618</b>

Option 2: Maintain service

### Cash and investments statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Total Cash and Investments</b>	<b>158,082</b>	<b>182,906</b>	<b>200,214</b>	<b>166,174</b>	<b>141,972</b>	<b>139,588</b>	<b>143,088</b>	<b>153,516</b>	<b>150,431</b>	<b>158,737</b>	<b>166,666</b>	<b>173,325</b>	<b>179,943</b>
<b>Represented by:</b>													
<b>Externally Restricted</b>													
Developer Contributions	36,457	43,446	47,386	34,422	21,790	19,903	20,957	22,338	20,702	20,481	19,610	19,592	15,175
Unexpended Grants - not tied to liability	566	597	573	0	0	0	0	0	0	0	0	0	0
Domestic Waste Management	3,401	7,626	13,176	15,433	16,873	18,011	20,154	22,531	11,116	13,989	17,135	20,616	24,294
Other externally restricted reserves	722	618	1,130	1,243	1,383	379	495	623	764	919	557	740	938
<b>Total Externally Restricted</b>	<b>41,146</b>	<b>52,286</b>	<b>62,264</b>	<b>51,098</b>	<b>40,046</b>	<b>38,294</b>	<b>41,605</b>	<b>45,492</b>	<b>32,582</b>	<b>35,389</b>	<b>37,303</b>	<b>40,948</b>	<b>40,407</b>
<b>Internally Restricted</b>													
Deposits, Retentions & Bonds	15,380	17,550	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527
Employee Leave Entitlement	7,026	7,111	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580
Kimbriki Landfill Remediation	13,597	15,418	18,207	20,660	22,941	25,120	20,881	23,200	25,640	23,390	25,893	23,695	23,170
Unexpended Grants - tied to liability	28,600	31,960	26,118	10,333	7,356	7,420	7,491	7,566	7,647	7,733	7,826	7,924	8,034
Special variation - future works fund	-	-	-	-	79	297	813	1,607	2,673	3,980	5,479	7,154	9,054
Other	15,582	18,794	17,152	13,289	11,278	8,864	9,469	10,268	11,802	12,459	9,239	9,435	9,088
<b>Total Internally Restricted</b>	<b>80,184</b>	<b>90,833</b>	<b>88,585</b>	<b>71,389</b>	<b>68,761</b>	<b>68,809</b>	<b>65,761</b>	<b>69,748</b>	<b>74,869</b>	<b>74,669</b>	<b>75,544</b>	<b>75,316</b>	<b>76,452</b>
<b>Total Restricted Cash</b>	<b>121,330</b>	<b>143,119</b>	<b>150,849</b>	<b>122,487</b>	<b>108,807</b>	<b>107,103</b>	<b>107,366</b>	<b>115,240</b>	<b>107,452</b>	<b>110,059</b>	<b>112,846</b>	<b>116,264</b>	<b>116,859</b>
<b>Total Unrestricted Cash</b>	<b>36,752</b>	<b>39,787</b>	<b>49,365</b>	<b>43,687</b>	<b>33,165</b>	<b>32,484</b>	<b>35,722</b>	<b>38,276</b>	<b>42,980</b>	<b>48,678</b>	<b>53,819</b>	<b>57,061</b>	<b>63,084</b>
<b>Unrestricted cash breakdown:</b>													
Unrestricted - Northern Beaches	20,549	30,792	42,971	38,991	26,983	25,490	27,750	28,581	31,267	34,548	37,306	38,042	41,237
Unrestricted - Kimbriki	16,203	8,995	6,394	4,695	6,182	6,995	7,972	9,695	11,713	14,130	16,513	19,018	21,848

### Option 2: Maintain service

### Capital budget statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Capital Funding</b>													
Working Capital	7,785	16,118	5,645	6,107	3,038	2,544	2,550	1,557	1,564	1,571	1,578	1,397	1,400
Special Variation	-	-	-	-	6,182	15,090	24,044	25,920	26,026	26,322	26,396	27,398	28,505
Depreciation	22,098	32,322	31,876	33,206	41,581	42,990	43,154	44,545	45,272	45,470	46,727	47,917	48,950
<b>Capital grants and contributions</b>													
Grants and contributions	29,262	20,265	12,791	31,963	18,192	6,548	3,913	1,913	1,913	1,913	1,913	1,913	1,913
<b>Externally restricted reserves</b>													
- Developer contributions	8,038	8,088	14,527	21,943	18,567	11,469	6,503	7,529	10,028	9,636	10,490	9,848	14,413
- Domestic Waste	-	-	-	-	-	-	-	-	14,048	-	-	-	-
- Other	1,797	2,347	1,757	1,965	2,009	3,156	2,037	2,024	2,012	2,000	2,518	1,976	1,964
<b>Internally restricted reserves</b>													
- Merger savings fund	1,893	343	323	209	702	-	-	-	-	-	-	-	-
- Borrowings	-	-	-	9,935	515	-	-	-	-	-	-	-	-
- Other	4,005	1,260	3,817	6,277	6,278	6,012	4,529	4,307	3,688	4,682	8,684	5,345	6,020
<b>Income from sale of assets</b>													
- Plant and equipment	1,995	2,112	2,732	2,183	2,778	2,847	3,238	2,900	2,177	2,857	4,138	2,902	3,095
<b>Total funding</b>	<b>76,872</b>	<b>82,856</b>	<b>73,468</b>	<b>113,788</b>	<b>99,842</b>	<b>90,656</b>	<b>89,968</b>	<b>90,696</b>	<b>106,727</b>	<b>94,451</b>	<b>102,443</b>	<b>98,696</b>	<b>106,258</b>
<b>Capital Expenditure</b>													
Buildings	21,091	15,413	9,841	26,287	15,735	17,333	12,224	15,062	14,025	12,960	15,970	17,504	16,330
Community Land	-	838	-	2,740	-	-	-	-	-	-	-	-	-
Furniture & Fittings	730	74	65	178	36	36	36	36	36	36	36	36	36
Land Improvements	-	-	4,951	4,474	2,917	2,940	2,964	1,988	2,014	2,039	2,066	2,095	2,123
Library Books	868	685	707	799	752	771	790	809	829	849	870	892	914
Office Equipment	1,995	2,904	2,569	3,122	2,608	2,500	2,563	2,624	2,687	2,752	2,821	2,891	2,963
Open Space / Recreational	9,387	10,501	14,008	16,968	17,302	10,637	10,760	9,774	10,451	12,196	13,716	9,459	10,980
Other Assets	696	163	357	114	702	-	-	-	-	-	-	-	-
Other Structures	3,419	2,302	1,495	6,555	6,174	5,514	7,058	3,902	6,151	6,495	2,913	2,964	3,016
Plant & Equipment	3,545	3,275	6,673	8,264	8,809	8,956	7,809	7,601	20,118	7,478	12,943	8,401	9,105
Road, Bridges & Footpaths	26,574	24,323	23,496	33,980	31,785	26,999	26,998	29,741	30,671	31,216	31,886	34,597	36,475
Stormwater Drainage	5,505	8,485	8,686	8,497	12,001	12,583	15,670	16,795	16,969	16,763	16,746	17,318	21,711
Swimming Pools	345	1,109	620	1,811	1,020	2,388	3,097	2,364	2,777	1,667	2,477	2,540	2,606
Other Kimbriki Assets	2,718	12,785	-	0	-	-	-	-	-	-	-	-	-
<b>Total expenditure</b>	<b>76,872</b>	<b>82,856</b>	<b>73,468</b>	<b>113,788</b>	<b>99,842</b>	<b>90,656</b>	<b>89,968</b>	<b>90,696</b>	<b>106,727</b>	<b>94,451</b>	<b>102,443</b>	<b>98,696</b>	<b>106,258</b>

### Option 2: Maintain service

Statement of borrowings

The Long-Term Financial Plan recognises debt as an important source of funds for large capital projects.

New borrowings are anticipated over the 10 year period of the Long-Term Financial Plan to fund a major infrastructure project. Spreading these costs over a number of years facilitates inter-generational equity and smooths out long term expenditure peaks and troughs, where financially sustainable.

Proposed new borrowings

Financial year	Loan amount	Proposed term	Repayment funding source	Purpose of loan
2024/25 (Year 1)	\$10,450,000	10 years	The funding currently utilised to repay existing loans is sufficient to fund the repayment schedule for this loan as several existing loans are coming to the end of their term.	To assist with the construction of the Warriewood Community Centre.

Loans are proposed to be sourced from authorised financial institutions licensed by the Australian Prudential Regulatory Authority (APRA) to carry on banking business (Authorised Deposit Taking Institutions or NSW Treasury Corporation) and secured over rates income.

## Option 2: Maintain service

### Statement of performance measures

OLG Benchmark	Result	Result	Result	Forecast	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
Budget Performance														
Operating Performance Ratio <i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.</i>	> 0%	4.5%	4.5%	3.7%	(1.3%)	(1.0%)	2.4%	5.3%	5.2%	5.2%	5.2%	4.9%	4.7%	5.1%
		✓	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓
Own Source Operating Revenue Ratio <i>measures fiscal flexibility. It is the degree of reliance on external funding sources.</i>	> 60%	82.5%	84.6%	87.4%	86.0%	90.2%	92.6%	93.7%	94.1%	94.1%	94.1%	94.0%	94.2%	94.1%
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Operational Liquidity														
Unrestricted Current Ratio <i>represents a council's ability to meet short-term obligations as they fall due.</i>	> 1.5x	1.90x	1.92x	2.18x	2.16x	1.93x	1.74x	1.88x	1.98x	1.94x	2.10x	2.00x	2.06x	2.19x
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage <i>expressed as a percentage of total rates and charges available for collection in the financial year.</i>	< 5%	3.6%	3.6%	3.8%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cash Expense Cover Ratio <i>liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.</i>	> 3mths	5.6mths	6.1mths	6.4mths	4.9mths	4.1mths	4.0mths	3.9mths	4.1mths	3.9mths	4.0mths	4.1mths	4.1mths	4.2mths
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Liability and Debt Management														
Debt Service Cover Ratio <i>measures the availability of operating cash to service loan repayments.</i>	> 2x	7.3x	7.7x	6.9x	11.3x	9.8x	16.3x	19.5x	21.1x	23.3x	23.3x	24.5x	21.8x	29.0x
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Option 2: Maintain service  
Statement of performance measures (continued)

	OLG Benchmark	Result 2021/22	Result 2022/23	Result 2023/24	Forecast 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34
<b>Asset Management</b>														
<b>Building and Infrastructure Renewals Ratio</b>	> 100%	112.7%	130.8%	94.6%	95.1%	115.1%	125.8%	139.6%	142.1%	139.1%	135.8%	134.8%	133.0%	133.4%
<i>assesses the rate at which these assets are being renewed against the rate at which they are depreciating.</i>		✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Infrastructure Backlog Ratio</b>	< 2%	1.53%	1.49%	1.52%	1.61%	1.61%	1.62%	1.62%	1.63%	1.63%	1.64%	1.64%	1.64%	1.64%
<i>ratio shows what proportion the infrastructure backlog is against the total net carrying amount of a council's infrastructure.</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Asset Maintenance Ratio</b>	> 100%	100.6%	109.7%	98.1%	92.5%	96.9%	98.1%	100.5%	100.1%	100.1%	100.4%	100.3%	100.4%	100.4%
<i>ratio compares actual versus required annual asset maintenance. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing.</i>		✓	✓	✗	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓
<b>Cost to bring assets to agreed service level</b>		1.26%	1.22%	1.17%	1.34%	1.34%	1.36%	1.37%	1.38%	1.40%	1.41%	1.42%	1.43%	1.43%
<i>ratio shows what proportion the infrastructure backlog is against the total gross replacement cost of a council's infrastructure.</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

## 10.3 Option 3: Improve service

### Option 3: Improve service Income statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Income from continuing operations</b>													
Rates and annual charges	225,941	234,424	246,432	259,515	286,940	313,849	344,436	354,787	365,342	376,176	387,483	399,503	412,174
User charges and fees	79,722	91,876	99,931	102,637	104,372	106,638	109,167	111,542	114,064	116,652	119,358	122,201	125,163
Other revenues	22,343	20,086	21,620	20,845	21,037	21,356	21,683	22,001	22,314	22,634	22,975	23,340	23,713
Grants and contributions provided for operating purposes	27,165	31,496	26,529	25,181	20,221	19,663	20,926	20,086	21,440	21,040	22,437	22,104	23,549
Grants and contributions provided for capital purposes	43,952	33,917	29,218	39,594	25,389	15,775	10,969	10,303	9,776	10,847	11,070	11,299	11,534
Interest and investment revenue	1,238	7,085	11,083	8,918	5,489	5,292	5,785	6,304	5,849	6,261	6,807	6,323	5,726
Other income	6,736	6,392	6,915	6,946	6,976	7,151	7,329	7,505	7,678	7,855	8,043	8,244	8,450
Net gain from the disposal of assets	960	167		392	595	622	433	420	351	467	734	524	590
<b>Total income from continuing operations</b>	<b>408,057</b>	<b>425,443</b>	<b>441,728</b>	<b>464,029</b>	<b>471,019</b>	<b>490,346</b>	<b>520,728</b>	<b>532,948</b>	<b>546,814</b>	<b>561,931</b>	<b>578,907</b>	<b>593,538</b>	<b>610,898</b>
<b>Expenses from continuing operations</b>													
Employee benefits and on-costs	134,560	146,153	159,331	171,870	176,191	180,109	183,972	189,714	195,635	201,740	208,037	214,532	221,229
Materials and services	142,766	157,273	163,471	180,278	188,823	188,143	195,747	199,179	204,087	207,947	214,975	219,833	224,618
Borrowing costs	2,624	2,738	2,689	2,605	2,942	2,879	2,830	2,464	2,428	2,433	2,206	2,170	1,939
Depreciation, amortisation and impairment for non-financial assets	45,508	46,821	48,975	53,208	55,102	58,462	59,178	61,231	63,776	63,714	65,618	69,956	71,154
Other expenses	20,969	20,765	22,569	21,752	21,917	23,045	24,250	25,526	26,878	28,326	29,892	31,586	33,402
Net loss from the disposal of assets	-	-	545	-	-	-	-	-	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>346,427</b>	<b>373,750</b>	<b>397,580</b>	<b>429,713</b>	<b>444,976</b>	<b>452,637</b>	<b>465,978</b>	<b>478,115</b>	<b>492,803</b>	<b>504,160</b>	<b>520,729</b>	<b>538,076</b>	<b>552,341</b>
<b>Operating result - Surplus / (Deficit)</b>	<b>61,630</b>	<b>51,693</b>	<b>44,148</b>	<b>34,317</b>	<b>26,043</b>	<b>37,709</b>	<b>54,750</b>	<b>54,833</b>	<b>54,010</b>	<b>57,771</b>	<b>58,178</b>	<b>55,462</b>	<b>58,558</b>
<b>Operating result before grants and contributions provided for capital purposes</b>	<b>17,678</b>	<b>17,776</b>	<b>14,930</b>	<b>(5,278)</b>	<b>654</b>	<b>21,934</b>	<b>43,781</b>	<b>44,530</b>	<b>44,235</b>	<b>46,924</b>	<b>47,108</b>	<b>44,163</b>	<b>47,024</b>

**Option 3: Improve service**  
**Balance sheet**

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>ASSETS</b>													
<b>Current assets</b>													
Cash and cash equivalents	6,697	6,605	17,541	8,975	10,849	11,640	12,480	13,207	14,059	14,779	15,437	16,326	17,173
Investments	150,625	175,623	182,096	156,764	135,341	141,758	159,386	180,605	170,759	190,089	208,132	190,645	169,160
Receivables	24,791	20,844	25,958	22,591	23,639	24,803	26,082	26,688	27,250	27,885	28,536	29,159	29,810
Inventories	397	372	392	405	416	427	437	448	458	469	480	492	504
Prepayments	2,975	3,364	4,984	5,143	5,293	5,425	5,561	5,694	5,825	5,959	6,102	6,255	6,411
<b>Total current assets</b>	<b>185,485</b>	<b>206,808</b>	<b>230,971</b>	<b>193,877</b>	<b>175,539</b>	<b>184,053</b>	<b>203,946</b>	<b>226,642</b>	<b>218,351</b>	<b>239,180</b>	<b>258,687</b>	<b>242,876</b>	<b>223,058</b>
<b>Non-Current Assets</b>													
Investments	760	678	577	435	293	148	4	0	-	-	-	-	-
Receivables	1,007	1,012	952	999	1,119	1,250	1,394	1,436	1,479	1,524	1,569	1,618	1,670
Infrastructure, property, plant and equipment	5,218,499	5,413,807	5,643,257	5,737,845	5,890,400	6,034,014	6,181,491	6,331,723	6,513,543	6,668,508	6,838,666	7,047,202	7,271,777
Investment property	6,155	6,320	6,565	6,810	7,055	7,300	7,545	7,790	8,035	8,280	8,525	8,770	9,015
Right of use assets	9,110	7,811	6,544	3,947	3,947	2,686	1,424	163	108	54	0	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>5,235,531</b>	<b>5,429,628</b>	<b>5,657,895</b>	<b>5,750,036</b>	<b>5,902,814</b>	<b>6,045,398</b>	<b>6,191,858</b>	<b>6,341,112</b>	<b>6,523,165</b>	<b>6,678,366</b>	<b>6,848,760</b>	<b>7,057,590</b>	<b>7,282,462</b>
<b>Total assets</b>	<b>5,421,016</b>	<b>5,636,436</b>	<b>5,888,866</b>	<b>5,943,913</b>	<b>6,078,353</b>	<b>6,229,450</b>	<b>6,395,805</b>	<b>6,567,754</b>	<b>6,741,516</b>	<b>6,917,545</b>	<b>7,107,447</b>	<b>7,300,466</b>	<b>7,505,519</b>

Option 3: Improve service  
Balance sheet (continued)

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>LIABILITIES</b>													
<b>Current liabilities</b>													
Payables	45,393	47,806	55,607	56,813	57,903	59,038	60,227	61,170	62,114	63,082	64,102	65,179	66,290
Contract Liabilities	24,206	27,619	20,102	5,035	5,838	5,328	5,489	5,649	5,813	5,982	6,157	6,342	6,533
Lease Liabilities	1,238	1,241	1,279	1,307	1,347	1,388	1,430	63	66	70	-	-	-
Borrowings	4,770	3,340	2,178	2,596	1,594	1,684	1,782	1,513	1,591	1,673	2,227	1,500	1,572
Employee benefit provisions	35,553	34,754	35,901	38,015	39,006	40,218	41,468	42,756	44,085	45,456	46,869	48,327	49,830
Provisions	759	1,060	1,193	1,264	1,466	8,041	1,426	1,471	6,335	1,599	6,480	4,834	1,803
<b>Total current liabilities</b>	<b>111,919</b>	<b>115,820</b>	<b>116,260</b>	<b>105,030</b>	<b>107,153</b>	<b>115,698</b>	<b>111,822</b>	<b>112,622</b>	<b>120,004</b>	<b>117,862</b>	<b>125,835</b>	<b>126,181</b>	<b>126,027</b>
<b>Non-current liabilities</b>													
Payables	150	100	50	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	7,466	8,239	10,053	9,593	5,796	5,705	5,614	5,523	5,432	5,342	5,251	5,160	5,069
Lease Liabilities	8,237	6,996	5,717	4,365	3,018	1,630	200	137	70	-	-	-	-
Borrowings	12,538	9,185	6,984	15,134	13,540	11,856	10,074	8,561	6,971	5,298	3,071	1,572	0
Employee benefit provisions	761	1,843	2,001	2,120	2,175	2,243	2,313	2,386	2,460	2,537	2,616	2,698	2,782
Provisions	43,404	45,094	45,433	43,447	45,263	40,661	42,806	44,730	41,924	43,995	41,097	39,985	41,816
<b>Total non-current liabilities</b>	<b>72,556</b>	<b>71,457</b>	<b>70,238</b>	<b>74,659</b>	<b>69,792</b>	<b>62,095</b>	<b>61,007</b>	<b>61,337</b>	<b>56,857</b>	<b>57,171</b>	<b>52,035</b>	<b>49,415</b>	<b>49,668</b>
<b>Total liabilities</b>	<b>184,475</b>	<b>187,277</b>	<b>186,498</b>	<b>179,689</b>	<b>176,945</b>	<b>177,793</b>	<b>172,829</b>	<b>173,959</b>	<b>176,862</b>	<b>175,033</b>	<b>177,870</b>	<b>175,596</b>	<b>175,695</b>
<b>Net assets</b>	<b>5,236,541</b>	<b>5,449,159</b>	<b>5,702,368</b>	<b>5,764,225</b>	<b>5,901,408</b>	<b>6,051,658</b>	<b>6,222,975</b>	<b>6,393,795</b>	<b>6,564,655</b>	<b>6,742,512</b>	<b>6,929,577</b>	<b>7,124,870</b>	<b>7,329,825</b>
<b>EQUITY</b>													
Accumulated Surplus	4,928,924	4,980,559	5,024,590	4,894,608	5,054,058	5,092,474	5,147,526	5,202,111	5,256,711	5,314,908	5,373,597	5,430,147	5,491,091
IPP&E Revaluation Surplus	307,617	468,600	677,778	869,617	847,350	959,183	1,075,449	1,191,684	1,307,944	1,427,605	1,555,980	1,694,723	1,838,734
<b>Total equity</b>	<b>5,236,541</b>	<b>5,449,159</b>	<b>5,702,368</b>	<b>5,764,225</b>	<b>5,901,408</b>	<b>6,051,658</b>	<b>6,222,975</b>	<b>6,393,795</b>	<b>6,564,655</b>	<b>6,742,512</b>	<b>6,929,577</b>	<b>7,124,870</b>	<b>7,329,825</b>

**Option 3: Improve service**  
**Cashflow statement**

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Cash flows from operating activities</b>													
<b>Receipts:</b>													
Rates and annual charges	226,388	234,281	245,463	258,950	285,835	312,651	343,121	354,404	364,948	375,770	387,065	399,059	411,701
User charges and fees	84,398	96,268	104,315	108,572	110,503	112,905	115,582	118,100	120,769	123,509	126,373	129,377	132,512
Interest received	1,182	4,873	9,052	8,857	5,373	5,110	5,565	6,209	5,812	6,166	6,713	6,294	5,700
Grants and contributions	56,687	76,799	48,521	46,493	42,327	35,042	32,129	30,608	31,443	32,120	33,758	33,653	35,350
Bonds, deposits and retentions received	7,098	7,741	8,143	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742
Other	45,656	41,346	44,656	46,877	46,550	46,086	47,728	48,251	52,319	50,392	51,848	56,174	58,007
<b>Payments:</b>													
Payments to employees	(137,235)	(145,037)	(156,343)	(167,957)	(174,941)	(178,581)	(182,398)	(188,091)	(193,960)	(200,013)	(206,256)	(212,695)	(219,335)
Payments for materials and services	(158,507)	(176,928)	(182,311)	(209,976)	(211,515)	(211,071)	(226,787)	(224,792)	(233,797)	(240,356)	(243,593)	(256,651)	(259,860)
Borrowing costs	(1,142)	(1,064)	(924)	(696)	(1,084)	(932)	(798)	(656)	(536)	(452)	(364)	(243)	(156)
Bonds, deposits and retentions refunded	(5,466)	(5,571)	(5,867)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)
Other	(28,886)	(22,019)	(21,914)	(20,735)	(21,649)	(22,728)	(23,928)	(25,207)	(26,564)	(28,008)	(29,559)	(31,236)	(33,047)
<b>Net Cash flows from operating activities</b>	<b>90,173</b>	<b>110,689</b>	<b>92,791</b>	<b>70,385</b>	<b>81,399</b>	<b>98,482</b>	<b>110,215</b>	<b>118,827</b>	<b>120,434</b>	<b>119,130</b>	<b>125,986</b>	<b>123,731</b>	<b>130,872</b>

Option 3: Improve service  
Cashflow statement (continued)

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Cash flows from investing activities</b>													
<b>Receipts:</b>													
Sale of investments	338,038	272,227	269,831	323,300	320,500	301,500	306,100	296,100	306,900	299,000	302,650	303,200	303,480
Proceeds from sale of PPE	3,734	2,167	2,513	2,183	2,778	2,847	3,238	2,900	2,177	2,857	4,138	2,902	3,095
<b>Payments:</b>													
Purchase of investment securities	(352,829)	(297,123)	(276,178)	(297,826)	(298,935)	(307,772)	(323,584)	(317,315)	(297,054)	(318,330)	(320,693)	(285,713)	(281,995)
Payments for PPE	(76,755)	(81,973)	(73,302)	(113,788)	(99,842)	(91,201)	(91,928)	(96,442)	(129,895)	(100,142)	(109,539)	(140,861)	(152,957)
<b>Net Cash flows from investing activities</b>	<b>(87,812)</b>	<b>(104,702)</b>	<b>(77,136)</b>	<b>(86,131)</b>	<b>(75,499)</b>	<b>(94,626)</b>	<b>(106,174)</b>	<b>(114,757)</b>	<b>(117,872)</b>	<b>(116,615)</b>	<b>(123,444)</b>	<b>(120,471)</b>	<b>(128,377)</b>
<b>Cash flows from financing activities</b>													
<b>Receipts:</b>													
Proceeds from borrowings	-	-	2,500	10,450	-	-	-	-	-	-	-	-	-
<b>Payments:</b>													
Repayment of borrowings	(5,018)	(4,783)	(5,863)	(1,882)	(2,596)	(1,594)	(1,684)	(1,782)	(1,513)	(1,591)	(1,673)	(2,227)	(1,500)
Lease liabilities (principal repayments)	(1,269)	(1,238)	(1,241)	(1,269)	(1,307)	(1,347)	(1,388)	(1,430)	(63)	(66)	(70)	-	-
Dividends paid to minority interest	(38)	(58)	(115)	(119)	(122)	(125)	(128)	(131)	(134)	(138)	(141)	(145)	(148)
<b>Net Cash flows from financing activities</b>	<b>(6,325)</b>	<b>(6,079)</b>	<b>(4,719)</b>	<b>7,180</b>	<b>(4,025)</b>	<b>(3,066)</b>	<b>(3,200)</b>	<b>(3,343)</b>	<b>(1,710)</b>	<b>(1,795)</b>	<b>(1,884)</b>	<b>(2,371)</b>	<b>(1,648)</b>
<b>Net change in cash and cash equivalents</b>	<b>(3,964)</b>	<b>(92)</b>	<b>10,936</b>	<b>(8,566)</b>	<b>1,875</b>	<b>790</b>	<b>841</b>	<b>727</b>	<b>852</b>	<b>720</b>	<b>659</b>	<b>888</b>	<b>847</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>10,661</b>	<b>6,697</b>	<b>6,605</b>	<b>17,541</b>	<b>8,975</b>	<b>10,849</b>	<b>11,640</b>	<b>12,480</b>	<b>13,207</b>	<b>14,059</b>	<b>14,779</b>	<b>15,437</b>	<b>16,326</b>
<b>Cash and cash equivalents at end of year</b>	<b>6,697</b>	<b>6,605</b>	<b>17,541</b>	<b>8,975</b>	<b>10,849</b>	<b>11,640</b>	<b>12,480</b>	<b>13,207</b>	<b>14,059</b>	<b>14,779</b>	<b>15,437</b>	<b>16,326</b>	<b>17,173</b>
<b>Investments at year end</b>	<b>151,385</b>	<b>176,301</b>	<b>182,673</b>	<b>157,199</b>	<b>135,634</b>	<b>141,906</b>	<b>159,390</b>	<b>180,605</b>	<b>170,759</b>	<b>190,089</b>	<b>208,132</b>	<b>190,645</b>	<b>169,160</b>
<b>Cash, cash equivalents and investments at end of year</b>	<b>158,082</b>	<b>182,906</b>	<b>200,214</b>	<b>166,174</b>	<b>146,483</b>	<b>153,546</b>	<b>171,870</b>	<b>193,812</b>	<b>184,818</b>	<b>204,868</b>	<b>223,569</b>	<b>206,971</b>	<b>186,332</b>
<b>Net change in cash, cash equivalents and investments</b>		<b>24,824</b>	<b>17,308</b>	<b>(34,040)</b>	<b>(19,690)</b>	<b>7,062</b>	<b>18,325</b>	<b>21,942</b>	<b>(8,994)</b>	<b>20,050</b>	<b>18,702</b>	<b>(16,599)</b>	<b>(20,638)</b>

**Option 3: Improve service**  
**Cash and investments statement**

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Total Cash and Investments</b>	<b>158,082</b>	<b>182,906</b>	<b>200,214</b>	<b>166,174</b>	<b>146,483</b>	<b>153,546</b>	<b>171,870</b>	<b>193,812</b>	<b>184,818</b>	<b>204,868</b>	<b>223,569</b>	<b>206,971</b>	<b>186,332</b>
<b>Represented by:</b>													
<b>Externally restricted</b>													
Developer Contributions	36,457	43,446	47,386	34,422	21,790	19,903	20,957	22,338	20,702	20,481	19,610	19,592	15,175
Unexpended Grants - not tied to liability	566	597	573	0	0	0	0	0	0	0	0	0	0
Domestic Waste Management	3,401	7,626	13,176	15,433	16,873	18,011	20,154	22,531	11,116	13,989	17,135	20,616	24,294
Other externally restricted reserves	722	618	1,130	1,243	1,383	379	495	623	764	919	557	740	938
<b>Total Externally restricted</b>	<b>41,146</b>	<b>52,286</b>	<b>62,264</b>	<b>51,098</b>	<b>40,046</b>	<b>38,294</b>	<b>41,605</b>	<b>45,492</b>	<b>32,582</b>	<b>35,389</b>	<b>37,303</b>	<b>40,948</b>	<b>40,407</b>
<b>Internally restricted</b>													
Deposits, Retentions & Bonds	15,380	17,550	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527
Employee Leave Entitlement	7,026	7,111	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580
Kimbriki Landfill Remediation	13,597	15,418	18,207	20,660	22,941	25,120	20,881	23,200	25,640	23,390	25,893	23,695	23,170
Unexpended Grants - tied to liability	28,600	31,960	26,118	10,333	7,356	7,420	7,491	7,566	7,647	7,733	7,826	7,924	8,034
Special variation - future works fund	-	-	-	-	4,591	14,255	29,596	41,903	37,059	50,111	62,382	40,800	15,443
Other	15,582	18,794	17,152	13,289	11,278	8,864	9,469	10,268	11,802	12,459	9,239	9,435	9,088
<b>Total Internally restricted</b>	<b>80,184</b>	<b>90,833</b>	<b>88,585</b>	<b>71,389</b>	<b>73,272</b>	<b>82,768</b>	<b>94,543</b>	<b>110,044</b>	<b>109,256</b>	<b>120,800</b>	<b>132,447</b>	<b>108,962</b>	<b>82,841</b>
<b>Total restricted cash</b>	<b>121,330</b>	<b>143,119</b>	<b>150,849</b>	<b>122,487</b>	<b>113,318</b>	<b>121,061</b>	<b>136,149</b>	<b>155,536</b>	<b>141,838</b>	<b>156,190</b>	<b>169,750</b>	<b>149,910</b>	<b>123,248</b>
<b>Total unrestricted cash</b>	<b>36,752</b>	<b>39,787</b>	<b>49,365</b>	<b>43,687</b>	<b>33,165</b>	<b>32,484</b>	<b>35,722</b>	<b>38,276</b>	<b>42,980</b>	<b>48,678</b>	<b>53,819</b>	<b>57,061</b>	<b>63,084</b>
<b>Unrestricted cash breakdown:</b>													
Unrestricted - Northern Beaches	20,549	30,792	42,971	38,991	26,983	25,490	27,750	28,581	31,267	34,548	37,306	38,042	41,237
Unrestricted - Kimbriki	16,203	8,995	6,394	4,695	6,182	6,995	7,972	9,695	11,713	14,130	16,513	19,018	21,848

**Option 3: Improve service**  
**Capital budget statement**

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Capital Funding</b>													
Working Capital	7,785	16,118	5,645	6,107	3,038	2,544	2,550	1,557	1,564	1,571	1,578	1,397	1,400
Special Variation	-	-	-	-	6,182	15,635	26,004	31,666	49,194	32,013	33,491	69,562	75,204
Depreciation	22,098	32,322	31,876	33,206	41,581	42,990	43,154	44,545	45,272	45,470	46,727	47,917	48,950
<b>Capital grants and contributions</b>													
Grants and contributions	29,262	20,265	12,791	31,963	18,192	6,548	3,913	1,913	1,913	1,913	1,913	1,913	1,913
<b>Externally restricted reserves</b>													
- Developer contributions	8,038	8,088	14,527	21,943	18,567	11,469	6,503	7,529	10,028	9,636	10,490	9,848	14,413
- Domestic Waste	-	-	-	-	-	-	-	-	14,048	-	-	-	-
- Other	1,797	2,347	1,757	1,965	2,009	3,156	2,037	2,024	2,012	2,000	2,518	1,976	1,964
<b>Internally restricted reserves</b>													
- Merger savings fund	1,893	343	323	209	702	-	-	-	-	-	-	-	-
- Borrowings	-	-	-	9,935	515	-	-	-	-	-	-	-	-
- Other	4,005	1,260	3,817	6,277	6,278	6,012	4,529	4,307	3,688	4,682	8,684	5,345	6,020
<b>Income from sale of assets</b>													
- Plant and equipment	1,995	2,112	2,732	2,183	2,778	2,847	3,238	2,900	2,177	2,857	4,138	2,902	3,095
<b>Total funding</b>	<b>76,872</b>	<b>82,856</b>	<b>73,468</b>	<b>113,788</b>	<b>99,842</b>	<b>91,201</b>	<b>91,928</b>	<b>96,442</b>	<b>129,895</b>	<b>100,142</b>	<b>109,539</b>	<b>140,861</b>	<b>152,957</b>
<b>Capital Expenditure</b>													
Buildings	21,091	15,413	9,841	26,287	15,735	17,333	13,344	19,658	35,248	14,171	18,459	55,893	55,794
Community Land	-	838	-	2,740	-	-	-	-	-	-	-	-	-
Furniture & Fittings	730	74	65	178	36	36	36	36	36	36	36	36	36
Land Improvements	-	-	4,951	4,474	2,917	2,940	2,964	1,988	2,014	2,039	2,066	2,095	2,123
Library Books	868	685	707	799	752	771	790	809	829	849	870	892	914
Office Equipment	1,995	2,904	2,569	3,122	2,608	2,500	2,563	2,624	2,687	2,752	2,821	2,891	2,963
Open Space / Recreational	9,387	10,501	14,008	16,968	17,302	11,182	11,600	10,923	12,396	16,676	18,322	13,234	18,215
Other Assets	696	163	357	114	702	-	-	-	-	-	-	-	-
Other Structures	3,419	2,302	1,495	6,555	6,174	5,514	7,058	3,902	6,151	6,495	2,913	2,964	3,016
Plant & Equipment	3,545	3,275	6,673	8,264	8,809	8,956	7,809	7,601	20,118	7,478	12,943	8,401	9,105
Road, Bridges & Footpaths	26,574	24,323	23,496	33,980	31,785	26,999	26,998	29,741	30,671	31,216	31,886	34,597	36,475
Stormwater Drainage	5,505	8,485	8,686	8,497	12,001	12,583	15,670	16,795	16,969	16,763	16,746	17,318	21,711
Swimming Pools	345	1,109	620	1,811	1,020	2,388	3,097	2,364	2,777	1,667	2,477	2,540	2,606
Other Kimbriki Assets	2,718	12,785	-	-	-	-	-	-	-	-	-	-	-
<b>Total expenditure</b>	<b>76,872</b>	<b>82,856</b>	<b>73,468</b>	<b>113,788</b>	<b>99,842</b>	<b>91,201</b>	<b>91,928</b>	<b>96,442</b>	<b>129,895</b>	<b>100,142</b>	<b>109,539</b>	<b>140,861</b>	<b>152,957</b>

**Option 3: Improve service**  
**Statement of borrowings**

The Long-Term Financial Plan recognises debt as an important source of funds for large capital projects.

New borrowings are anticipated over the 10 year period of the Long-Term Financial Plan to fund a major infrastructure project. Spreading these costs over a number of years facilitates inter-generational equity and smooths out long term expenditure peaks and troughs, where financially sustainable.

**Proposed new borrowings**

Financial year	Loan amount	Proposed term	Repayment funding source	Purpose of loan
2024/25 (Year 1)	\$10,450,000	10 years	The funding currently utilised to repay existing loans is sufficient to fund the repayment schedule for this loan as several existing loans are coming to the end of their term.	To assist with the construction of the Warriewood Community Centre.

Loans are proposed to be sourced from authorised financial institutions licensed by the Australian Prudential Regulatory Authority (APRA) to carry on banking business (Authorised Deposit Taking Institutions or NSW Treasury Corporation) and secured over rates income.

**Option 3: Improve service**  
**Statement of performance measures**

	OLG Benchmark	Result 2021/22	Result 2022/23	Result 2023/24	Forecast 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34
Budget Performance														
Operating Performance Ratio <i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.</i>	> 0%	4.5%	4.5%	3.7%	(1.3%)	0.0%	4.5%	8.5%	8.5%	8.2%	8.5%	8.2%	7.5%	7.8%
		✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
Own Source Operating Revenue Ratio <i>measures fiscal flexibility. It is the degree of reliance on external funding sources.</i>	> 60%	82.5%	84.6%	87.4%	86.0%	90.3%	92.8%	93.9%	94.3%	94.3%	94.3%	94.2%	94.4%	94.3%
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Operational Liquidity														
Unrestricted Current Ratio <i>represents a council's ability to meet short-term obligations as they fall due.</i>	> 1.5x	1.90x	1.92x	2.18x	2.16x	2.00x	1.93x	2.29x	2.55x	2.39x	2.73x	2.70x	2.48x	2.27x
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage <i>expressed as a percentage of total rates and charges available for collection in the financial year.</i>	< 5%	3.6%	3.6%	3.8%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cash Expense Cover Ratio <i>liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.</i>	> 3mths	5.6mths	6.1mths	6.4mths	4.9mths	4.2mths	4.4mths	4.7mths	5.2mths	4.8mths	5.2mths	5.5mths	4.9mths	4.3mths
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Liability and Debt Management														
Debt Service Cover Ratio <i>measures the availability of operating cash to service loan repayments.</i>	> 2x	7.3x	7.7x	6.9x	11.3x	10.6x	18.6x	23.4x	25.5x	28.0x	28.1x	29.6x	26.5x	34.9x
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Option 3: Improve service  
Statement of performance measures (continued)

	OLG Benchmark	Result 2021/22	Result 2022/23	Result 2023/24	Forecast 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34
<b>Asset Management</b>														
<b>Building and Infrastructure Renewals Ratio</b>	> 100%	112.7%	130.8%	94.6%	95.1%	115.1%	127.0%	143.5%	153.0%	180.2%	145.9%	146.8%	199.3%	204.4%
<i>assesses the rate at which these assets are being renewed against the rate at which they are depreciating.</i>		✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Infrastructure Backlog Ratio</b>	< 2%	1.53%	1.49%	1.52%	1.61%	1.61%	1.62%	1.62%	1.62%	1.62%	1.62%	1.63%	1.61%	1.60%
<i>ratio shows what proportion the infrastructure backlog is against the total net carrying amount of a council's infrastructure.</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Asset Maintenance Ratio</b>	> 100%	100.6%	109.7%	98.1%	92.5%	96.9%	98.1%	100.5%	100.1%	100.1%	100.4%	100.3%	100.4%	100.4%
<i>ratio compares actual versus required annual asset maintenance. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing.</i>		✓	✓	✗	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓
<b>Cost to bring assets to agreed service level</b>		1.26%	1.22%	1.17%	1.34%	1.34%	1.36%	1.37%	1.38%	1.39%	1.41%	1.42%	1.42%	1.42%
<i>ratio shows what proportion the infrastructure backlog is against the total gross replacement cost of a council's infrastructure.</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

## 10.4 Option 4: Increase service

#### Option 4: Increase service Income statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Income from continuing operations</b>													
Rates and annual charges	225,941	234,424	246,432	259,515	290,293	321,415	356,955	367,691	378,643	389,887	401,616	414,085	427,233
User charges and fees	79,722	91,876	99,931	102,637	104,372	106,638	109,167	111,542	114,064	116,652	119,358	122,201	125,163
Other revenues	22,343	20,086	21,620	20,845	21,038	21,357	21,684	22,003	22,316	22,636	22,977	23,342	23,715
Grants and contributions provided for operating purposes	27,165	31,496	26,529	25,181	20,221	19,663	20,926	20,086	21,440	21,040	22,437	22,104	23,549
Grants and contributions provided for capital purposes	43,952	33,917	29,218	39,594	25,389	15,775	10,969	10,303	9,776	10,847	11,070	11,299	11,534
Interest and investment revenue	1,238	7,085	11,083	8,918	5,523	5,357	5,965	6,526	6,157	6,602	7,399	6,984	6,206
Other income	6,736	6,392	6,915	6,946	6,976	7,151	7,329	7,505	7,678	7,855	8,043	8,244	8,450
Net gain from the disposal of assets	960	167		392	595	622	433	420	351	467	734	524	590
<b>Total income from continuing operations</b>	<b>408,057</b>	<b>425,443</b>	<b>441,728</b>	<b>464,029</b>	<b>474,407</b>	<b>497,978</b>	<b>533,428</b>	<b>546,076</b>	<b>560,425</b>	<b>575,985</b>	<b>593,634</b>	<b>608,782</b>	<b>626,440</b>
<b>Expenses from continuing operations</b>													
Employee benefits and on-costs	134,560	146,153	159,331	171,870	176,191	180,109	183,972	189,714	195,635	201,740	208,037	214,532	221,229
Materials and services	142,766	157,273	163,471	180,278	189,086	188,688	196,602	200,056	204,987	208,872	215,926	220,811	225,624
Borrowing costs	2,624	2,738	2,689	2,605	2,942	2,879	2,830	2,464	2,428	2,433	2,206	2,170	1,939
Depreciation, amortisation and impairment for non-financial assets	45,508	46,821	48,975	53,208	55,287	58,950	60,090	62,312	64,809	64,657	66,120	70,940	72,819
Other expenses	20,969	20,765	22,569	21,752	21,917	23,045	24,250	25,526	26,878	28,326	29,892	31,586	33,402
Net loss from the disposal of assets	-	-	545	-	-	-	-	-	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>346,427</b>	<b>373,750</b>	<b>397,580</b>	<b>429,713</b>	<b>445,424</b>	<b>453,670</b>	<b>467,745</b>	<b>480,073</b>	<b>494,737</b>	<b>506,028</b>	<b>522,182</b>	<b>540,038</b>	<b>555,012</b>
<b>Operating result - Surplus / (Deficit)</b>	<b>61,630</b>	<b>51,693</b>	<b>44,148</b>	<b>34,317</b>	<b>28,984</b>	<b>44,308</b>	<b>65,684</b>	<b>66,004</b>	<b>65,688</b>	<b>69,957</b>	<b>71,453</b>	<b>68,744</b>	<b>71,429</b>
<b>Operating result before grants and contributions provided for capital purposes</b>	<b>17,678</b>	<b>17,776</b>	<b>14,930</b>	<b>(5,278)</b>	<b>3,595</b>	<b>28,532</b>	<b>54,715</b>	<b>55,700</b>	<b>55,913</b>	<b>59,110</b>	<b>60,383</b>	<b>57,444</b>	<b>59,895</b>

Option 4: Increase service  
Balance sheet

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>ASSETS</b>													
<b>Current assets</b>													
Cash and cash equivalents	6,697	6,605	17,541	8,975	10,849	11,655	12,413	13,130	13,931	14,617	15,321	16,286	17,009
Investments	150,625	175,623	182,096	156,764	136,061	143,161	164,036	186,734	179,923	200,697	227,354	212,169	184,445
Receivables	24,791	20,844	25,958	22,591	23,755	25,065	26,521	27,148	27,733	28,390	29,077	29,725	30,386
Inventories	397	372	392	405	416	427	437	448	458	469	480	492	504
Prepayments	2,975	3,364	4,984	5,143	5,293	5,425	5,561	5,694	5,825	5,959	6,102	6,255	6,411
<b>Total current assets</b>	<b>185,485</b>	<b>206,808</b>	<b>230,971</b>	<b>193,877</b>	<b>176,374</b>	<b>185,732</b>	<b>208,968</b>	<b>233,153</b>	<b>227,871</b>	<b>250,131</b>	<b>278,333</b>	<b>264,927</b>	<b>238,755</b>
<b>Non-Current Assets</b>													
Investments	760	678	577	435	293	148	4	0	-	-	-	-	-
Receivables	1,007	1,012	952	999	1,136	1,289	1,458	1,501	1,546	1,593	1,641	1,691	1,745
Infrastructure, property, plant and equipment	5,218,499	5,413,807	5,643,257	5,737,845	5,892,668	6,042,319	6,197,607	6,357,549	6,547,900	6,713,448	6,887,602	7,106,555	7,350,363
Investment property	6,155	6,320	6,565	6,810	7,055	7,300	7,545	7,790	8,035	8,280	8,525	8,770	9,015
Right of use assets	9,110	7,811	6,544	3,947	3,947	2,686	1,424	163	108	54	0	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>5,235,531</b>	<b>5,429,628</b>	<b>5,657,895</b>	<b>5,750,036</b>	<b>5,905,099</b>	<b>6,053,741</b>	<b>6,208,038</b>	<b>6,367,003</b>	<b>6,557,590</b>	<b>6,723,375</b>	<b>6,897,768</b>	<b>7,117,017</b>	<b>7,361,123</b>
<b>Total assets</b>	<b>5,421,016</b>	<b>5,636,436</b>	<b>5,888,866</b>	<b>5,943,913</b>	<b>6,081,473</b>	<b>6,239,474</b>	<b>6,417,006</b>	<b>6,600,157</b>	<b>6,785,461</b>	<b>6,973,506</b>	<b>7,176,101</b>	<b>7,381,943</b>	<b>7,599,878</b>

Option 4: Increase service  
Balance sheet (continued)

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>LIABILITIES</b>													
<b>Current liabilities</b>													
Payables	45,393	47,806	55,607	56,813	57,943	59,130	60,379	61,327	62,275	63,249	64,274	65,357	66,473
Contract Liabilities	24,206	27,619	20,102	5,035	5,838	5,328	5,489	5,649	5,813	5,982	6,157	6,342	6,533
Lease Liabilities	1,238	1,241	1,279	1,307	1,347	1,388	1,430	63	66	70	-	-	-
Borrowings	4,770	3,340	2,178	2,596	1,594	1,684	1,782	1,513	1,591	1,673	2,227	1,500	1,572
Employee benefit provisions	35,553	34,754	35,901	38,015	39,006	40,218	41,468	42,756	44,085	45,456	46,869	48,327	49,830
Provisions	759	1,060	1,193	1,264	1,466	8,041	1,426	1,471	6,335	1,599	6,480	4,834	1,803
<b>Total current liabilities</b>	<b>111,919</b>	<b>115,820</b>	<b>116,260</b>	<b>105,030</b>	<b>107,194</b>	<b>115,789</b>	<b>111,974</b>	<b>112,779</b>	<b>120,166</b>	<b>118,029</b>	<b>126,007</b>	<b>126,358</b>	<b>126,210</b>
<b>Non-current liabilities</b>													
Payables	150	100	50	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	7,466	8,239	10,053	9,593	5,796	5,705	5,614	5,523	5,432	5,342	5,251	5,160	5,069
Lease Liabilities	8,237	6,996	5,717	4,365	3,018	1,630	200	137	70	-	-	-	-
Borrowings	12,538	9,185	6,984	15,134	13,540	11,856	10,074	8,561	6,971	5,298	3,071	1,572	0
Employee benefit provisions	761	1,843	2,001	2,120	2,175	2,243	2,313	2,386	2,460	2,537	2,616	2,698	2,782
Provisions	43,404	45,094	45,433	43,447	45,263	40,661	42,806	44,730	41,924	43,995	41,097	39,985	41,816
<b>Total non-current liabilities</b>	<b>72,556</b>	<b>71,457</b>	<b>70,238</b>	<b>74,659</b>	<b>69,792</b>	<b>62,095</b>	<b>61,007</b>	<b>61,337</b>	<b>56,857</b>	<b>57,171</b>	<b>52,035</b>	<b>49,415</b>	<b>49,668</b>
<b>Total liabilities</b>	<b>184,475</b>	<b>187,277</b>	<b>186,498</b>	<b>179,689</b>	<b>176,986</b>	<b>177,885</b>	<b>172,981</b>	<b>174,115</b>	<b>177,023</b>	<b>175,200</b>	<b>178,042</b>	<b>175,773</b>	<b>175,878</b>
<b>Net assets</b>	<b>5,236,541</b>	<b>5,449,159</b>	<b>5,702,368</b>	<b>5,764,225</b>	<b>5,904,487</b>	<b>6,061,589</b>	<b>6,244,024</b>	<b>6,426,041</b>	<b>6,608,437</b>	<b>6,798,306</b>	<b>6,998,059</b>	<b>7,206,170</b>	<b>7,424,000</b>
<b>EQUITY</b>													
Accumulated Surplus	4,928,924	4,980,559	5,024,590	4,894,608	5,057,063	5,102,113	5,167,960	5,233,293	5,298,944	5,368,525	5,439,388	5,507,975	5,580,629
IPP&E Revaluation Surplus	307,617	468,600	677,778	869,617	847,424	959,476	1,076,065	1,192,748	1,309,493	1,429,782	1,558,671	1,698,195	1,843,371
<b>Total equity</b>	<b>5,236,541</b>	<b>5,449,159</b>	<b>5,702,368</b>	<b>5,764,225</b>	<b>5,904,487</b>	<b>6,061,589</b>	<b>6,244,024</b>	<b>6,426,041</b>	<b>6,608,437</b>	<b>6,798,306</b>	<b>6,998,059</b>	<b>7,206,170</b>	<b>7,424,000</b>

#### Option 4: Increase service Cashflow statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Cash flows from operating activities</b>													
<b>Receipts:</b>													
Rates and annual charges	226,388	234,281	245,463	258,950	289,033	320,022	355,411	367,291	378,231	389,463	401,179	413,620	426,738
User charges and fees	84,398	96,268	104,315	108,572	110,503	112,905	115,582	118,100	120,769	123,509	126,373	129,377	132,512
Interest received	1,182	4,873	9,052	8,857	5,384	5,146	5,706	6,426	6,112	6,503	7,286	6,947	6,189
Grants and contributions	56,687	76,799	48,521	46,493	42,327	35,042	32,129	30,608	31,443	32,120	33,758	33,653	35,350
Bonds, deposits and retentions received	7,098	7,741	8,143	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742
Other	45,656	41,346	44,656	46,877	46,811	46,765	48,642	49,362	53,305	51,562	52,330	57,321	60,067
<b>Payments:</b>													
Payments to employees	(137,235)	(145,037)	(156,343)	(167,957)	(174,941)	(178,581)	(182,398)	(188,091)	(193,960)	(200,013)	(206,256)	(212,695)	(219,335)
Payments for materials and services	(158,507)	(176,928)	(182,311)	(209,976)	(211,887)	(212,151)	(228,568)	(227,195)	(236,303)	(243,247)	(246,119)	(260,013)	(264,079)
Borrowing costs	(1,142)	(1,064)	(924)	(696)	(1,084)	(932)	(798)	(656)	(536)	(452)	(364)	(243)	(156)
Bonds, deposits and retentions refunded	(5,466)	(5,571)	(5,867)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)
Other	(28,886)	(22,019)	(21,914)	(20,735)	(21,649)	(22,728)	(23,928)	(25,207)	(26,564)	(28,008)	(29,559)	(31,236)	(33,047)
<b>Net Cash flows from operating activities</b>	<b>90,173</b>	<b>110,689</b>	<b>92,791</b>	<b>70,385</b>	<b>84,497</b>	<b>105,488</b>	<b>121,780</b>	<b>130,638</b>	<b>132,498</b>	<b>131,438</b>	<b>138,629</b>	<b>136,731</b>	<b>144,241</b>

Option 4: Increase service  
Cashflow statement (continued)

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Cash flows from investing activities</b>													
<b>Receipts:</b>													
Sale of investments	338,038	272,227	269,831	323,300	320,500	301,500	306,100	296,100	306,900	299,000	302,650	303,200	303,480
Proceeds from sale of PPE	3,734	2,167	2,513	2,183	2,778	2,847	3,238	2,900	2,177	2,857	4,138	2,902	3,095
<b>Payments:</b>													
Purchase of investment securities	(352,829)	(297,123)	(276,178)	(297,826)	(299,655)	(308,455)	(326,831)	(318,794)	(300,089)	(319,774)	(329,307)	(288,015)	(275,756)
Payments for PPE	(76,755)	(81,973)	(73,302)	(113,788)	(102,220)	(97,509)	(100,329)	(106,785)	(138,974)	(111,040)	(113,522)	(151,482)	(172,689)
<b>Net Cash flows from investing activities</b>	<b>(87,812)</b>	<b>(104,702)</b>	<b>(77,136)</b>	<b>(86,131)</b>	<b>(78,597)</b>	<b>(101,616)</b>	<b>(117,822)</b>	<b>(126,578)</b>	<b>(129,985)</b>	<b>(128,957)</b>	<b>(136,041)</b>	<b>(133,394)</b>	<b>(141,870)</b>
<b>Cash flows from financing activities</b>													
<b>Receipts:</b>													
Proceeds from borrowings	-	-	2,500	10,450	-	-	-	-	-	-	-	-	-
<b>Payments:</b>													
Repayment of borrowings	(5,018)	(4,783)	(5,863)	(1,882)	(2,596)	(1,594)	(1,684)	(1,782)	(1,513)	(1,591)	(1,673)	(2,227)	(1,500)
Lease liabilities (principal repayments)	(1,269)	(1,238)	(1,241)	(1,269)	(1,307)	(1,347)	(1,388)	(1,430)	(63)	(66)	(70)	-	-
Dividends paid to minority interest	(38)	(58)	(115)	(119)	(122)	(125)	(128)	(131)	(134)	(138)	(141)	(145)	(148)
<b>Net Cash flows from financing activities</b>	<b>(6,325)</b>	<b>(6,079)</b>	<b>(4,719)</b>	<b>7,180</b>	<b>(4,025)</b>	<b>(3,066)</b>	<b>(3,200)</b>	<b>(3,343)</b>	<b>(1,710)</b>	<b>(1,795)</b>	<b>(1,884)</b>	<b>(2,371)</b>	<b>(1,648)</b>
<b>Net change in cash and cash equivalents</b>	<b>(3,964)</b>	<b>(92)</b>	<b>10,936</b>	<b>(8,566)</b>	<b>1,875</b>	<b>806</b>	<b>758</b>	<b>717</b>	<b>802</b>	<b>686</b>	<b>704</b>	<b>965</b>	<b>723</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>10,661</b>	<b>6,697</b>	<b>6,605</b>	<b>17,541</b>	<b>8,975</b>	<b>10,849</b>	<b>11,655</b>	<b>12,413</b>	<b>13,130</b>	<b>13,931</b>	<b>14,617</b>	<b>15,321</b>	<b>16,286</b>
<b>Cash and cash equivalents at end of year</b>	<b>6,697</b>	<b>6,605</b>	<b>17,541</b>	<b>8,975</b>	<b>10,849</b>	<b>11,655</b>	<b>12,413</b>	<b>13,130</b>	<b>13,931</b>	<b>14,617</b>	<b>15,321</b>	<b>16,286</b>	<b>17,009</b>
<b>Investments at year end</b>	<b>151,385</b>	<b>176,301</b>	<b>182,673</b>	<b>157,199</b>	<b>136,354</b>	<b>143,309</b>	<b>164,040</b>	<b>186,734</b>	<b>179,923</b>	<b>200,697</b>	<b>227,354</b>	<b>212,169</b>	<b>184,445</b>
<b>Cash, cash equivalents and investments at end of year</b>	<b>158,082</b>	<b>182,906</b>	<b>200,214</b>	<b>166,174</b>	<b>147,203</b>	<b>154,964</b>	<b>176,453</b>	<b>199,864</b>	<b>193,854</b>	<b>215,314</b>	<b>242,675</b>	<b>228,455</b>	<b>201,454</b>
<b>Net change in cash, cash equivalents and investments</b>		<b>24,824</b>	<b>17,308</b>	<b>(34,040)</b>	<b>(18,970)</b>	<b>7,761</b>	<b>21,489</b>	<b>23,411</b>	<b>(6,009)</b>	<b>21,460</b>	<b>27,361</b>	<b>(14,220)</b>	<b>(27,001)</b>

Option 4: Increase service  
Cash and investments statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Total Cash and Investments</b>	<b>158,082</b>	<b>182,906</b>	<b>200,214</b>	<b>166,174</b>	<b>147,203</b>	<b>154,964</b>	<b>176,453</b>	<b>199,864</b>	<b>193,854</b>	<b>215,314</b>	<b>242,675</b>	<b>228,455</b>	<b>201,454</b>
<b>Represented by:</b>													
<b>Externally restricted</b>													
Developer Contributions	36,457	43,446	47,386	34,422	21,790	19,903	20,957	22,338	20,702	20,481	19,610	19,592	15,175
Unexpended Grants - not tied to liability	566	597	573	0	0	0	0	0	0	0	0	0	0
Domestic Waste Management	3,401	7,626	13,176	15,433	16,873	18,011	20,154	22,531	11,116	13,989	17,135	20,616	24,294
Other externally restricted reserves	722	618	1,130	1,243	1,383	379	495	623	764	919	557	740	938
<b>Total Externally restricted</b>	<b>41,146</b>	<b>52,286</b>	<b>62,264</b>	<b>51,098</b>	<b>40,046</b>	<b>38,294</b>	<b>41,605</b>	<b>45,492</b>	<b>32,582</b>	<b>35,389</b>	<b>37,303</b>	<b>40,948</b>	<b>40,407</b>
<b>Internally restricted</b>													
Deposits, Retentions & Bonds	15,380	17,550	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527	19,527
Employee Leave Entitlement	7,026	7,111	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580
Kimbriki Landfill Remediation	13,597	15,418	18,207	20,660	22,941	25,120	20,881	23,200	25,640	23,390	25,893	23,695	23,170
Unexpended Grants - tied to liability	28,600	31,960	26,118	10,333	7,356	7,420	7,491	7,566	7,647	7,733	7,826	7,924	8,034
Special variation - future works fund	-	-	-	-	5,310	15,674	34,178	47,955	46,096	60,558	81,488	62,285	30,564
Other	15,582	18,794	17,152	13,289	11,278	8,864	9,469	10,268	11,802	12,459	9,239	9,435	9,088
<b>Total Internally restricted</b>	<b>80,184</b>	<b>90,833</b>	<b>88,585</b>	<b>71,389</b>	<b>73,992</b>	<b>84,186</b>	<b>99,126</b>	<b>116,096</b>	<b>118,292</b>	<b>131,247</b>	<b>151,553</b>	<b>130,446</b>	<b>97,963</b>
<b>Total restricted cash</b>	<b>121,330</b>	<b>143,119</b>	<b>150,849</b>	<b>122,487</b>	<b>114,038</b>	<b>122,480</b>	<b>140,731</b>	<b>161,587</b>	<b>150,875</b>	<b>166,636</b>	<b>188,856</b>	<b>171,394</b>	<b>138,369</b>
<b>Total unrestricted cash</b>	<b>36,752</b>	<b>39,787</b>	<b>49,365</b>	<b>43,687</b>	<b>33,165</b>	<b>32,484</b>	<b>35,722</b>	<b>38,276</b>	<b>42,980</b>	<b>48,678</b>	<b>53,819</b>	<b>57,061</b>	<b>63,084</b>
<b>Unrestricted cash breakdown:</b>													
Unrestricted - Northern Beaches	20,549	30,792	42,971	38,991	26,983	25,490	27,750	28,581	31,267	34,548	37,306	38,042	41,237
Unrestricted - Kimbriki	16,203	8,995	6,394	4,695	6,182	6,995	7,972	9,695	11,713	14,130	16,513	19,018	21,848

Option 4: Increase service  
Capital budget statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Result 2023/24 \$ '000	Forecast 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
<b>Capital Funding</b>													
Working Capital	7,785	16,118	5,645	6,107	3,038	2,544	2,550	1,557	1,564	1,571	1,578	1,397	1,400
Special Variation	-	-	-	-	8,561	21,942	34,404	42,009	58,273	42,911	37,474	80,183	94,936
Depreciation	22,098	32,322	31,876	33,206	41,581	42,990	43,154	44,545	45,272	45,470	46,727	47,917	48,950
<b>Capital grants and contributions</b>													
Grants and contributions	29,262	20,265	12,791	31,963	18,192	6,548	3,913	1,913	1,913	1,913	1,913	1,913	1,913
<b>Externally restricted reserves</b>													
- Developer contributions	8,038	8,088	14,527	21,943	18,567	11,469	6,503	7,529	10,028	9,636	10,490	9,848	14,413
- Domestic Waste	-	-	-	-	-	-	-	-	14,048	-	-	-	-
- Other	1,797	2,347	1,757	1,965	2,009	3,156	2,037	2,024	2,012	2,000	2,518	1,976	1,964
<b>Internally restricted reserves</b>													
- Merger savings fund	1,893	343	323	209	702	-	-	-	-	-	-	-	-
- Borrowings	-	-	-	9,935	515	-	-	-	-	-	-	-	-
- Other	4,005	1,260	3,817	6,277	6,278	6,012	4,529	4,307	3,688	4,682	8,684	5,345	6,020
<b>Income from sale of assets</b>													
- Plant and equipment	1,995	2,112	2,732	2,183	2,778	2,847	3,238	2,900	2,177	2,857	4,138	2,902	3,095
<b>Total funding</b>	<b>76,872</b>	<b>82,856</b>	<b>73,468</b>	<b>113,788</b>	<b>102,220</b>	<b>97,509</b>	<b>100,329</b>	<b>106,785</b>	<b>138,974</b>	<b>111,040</b>	<b>113,522</b>	<b>151,482</b>	<b>172,689</b>
<b>Capital Expenditure</b>													
Buildings	21,091	15,413	9,841	26,287	17,586	22,557	16,704	24,830	39,021	23,252	20,575	64,595	73,552
Community Land	-	838	-	2,740	-	-	-	-	-	-	-	-	-
Furniture & Fittings	730	74	65	178	36	36	36	36	36	36	36	36	36
Land Improvements	-	-	4,951	4,474	2,917	2,940	2,964	1,988	2,014	2,039	2,066	2,095	2,123
Library Books	868	685	707	799	752	771	790	809	829	849	870	892	914
Office Equipment	1,995	2,904	2,569	3,122	2,608	2,500	2,563	2,624	2,687	2,752	2,821	2,891	2,963
Open Space / Recreational	9,387	10,501	14,008	16,968	17,302	11,182	11,600	10,923	12,396	16,676	18,322	13,234	18,215
Other Assets	696	163	357	114	702	-	-	-	-	-	-	-	-
Other Structures	3,419	2,302	1,495	6,555	6,174	5,514	7,058	3,902	6,151	6,495	2,913	2,964	3,016
Plant & Equipment	3,545	3,275	6,673	8,264	8,809	8,956	7,809	7,601	20,118	7,478	12,943	8,401	9,105
Road, Bridges & Footpaths	26,574	24,323	23,496	33,980	32,161	27,773	31,557	34,418	35,470	32,512	33,218	35,967	37,883
Stormwater Drainage	5,505	8,485	8,686	8,497	12,152	12,893	16,152	17,290	17,476	17,284	17,282	17,868	22,277
Swimming Pools	345	1,109	620	1,811	1,020	2,388	3,097	2,364	2,777	1,667	2,477	2,540	2,606
Other Kimbriki Assets	2,718	12,785	-	0	-	-	-	-	-	-	-	-	-
<b>Total expenditure</b>	<b>76,872</b>	<b>82,856</b>	<b>73,468</b>	<b>113,788</b>	<b>102,220</b>	<b>97,509</b>	<b>100,329</b>	<b>106,785</b>	<b>138,974</b>	<b>111,040</b>	<b>113,522</b>	<b>151,482</b>	<b>172,689</b>

Option 4: Increase service  
Statement of borrowings

The Long-Term Financial Plan recognises debt as an important source of funds for large capital projects.

New borrowings are anticipated over the 10 year period of the Long-Term Financial Plan to fund a major infrastructure project. Spreading these costs over a number of years facilitates inter-generational equity and smooths out long term expenditure peaks and troughs, where financially sustainable.

Proposed new borrowings

Financial year	Loan amount	Proposed term	Repayment funding source	Purpose of loan
2024/25 (Year 1)	\$10,450,000	10 years	The funding currently utilised to repay existing loans is sufficient to fund the repayment schedule for this loan as several existing loans are coming to the end of their term.	To assist with the construction of the Warriewood Community Centre.

Loans are proposed to be sourced from authorised financial institutions licensed by the Australian Prudential Regulatory Authority (APRA) to carry on banking business (Authorised Deposit Taking Institutions or NSW Treasury Corporation) and secured over rates income.

#### Option 4: Increase service Statement of performance measures

OLG Benchmark		Result 2021/22	Result 2022/23	Result 2023/24	Forecast 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34
<b>Budget Performance</b>														
<b>Operating Performance Ratio</b>	> 0%	4.5%	4.5%	3.7%	(1.3%)	0.7%	5.8%	10.4%	10.3%	10.1%	10.4%	10.3%	9.6%	9.7%
<i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.</i>		✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Own Source Operating Revenue Ratio</b>	> 60%	82.5%	84.6%	87.4%	86.0%	90.4%	92.9%	94.0%	94.4%	94.4%	94.5%	94.3%	94.5%	94.4%
<i>measures fiscal flexibility. It is the degree of reliance on external funding sources.</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Operational Liquidity</b>														
<b>Unrestricted Current Ratio</b>	> 1.5x	1.90x	1.92x	2.18x	2.16x	2.01x	1.95x	2.35x	2.63x	2.51x	2.87x	2.93x	2.74x	2.46x
<i>represents a council's ability to meet short-term obligations as they fall due.</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Rates, Annual Charges, Interest &amp; Extra Charges Outstanding Percentage</b>	< 5%	3.6%	3.6%	3.8%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
<i>expressed as a percentage of total rates and charges available for collection in the financial year.</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Cash Expense Cover Ratio</b>	> 3mths	5.6mths	6.1mths	6.4mths	4.9mths	4.2mths	4.4mths	4.8mths	5.3mths	5.0mths	5.4mths	5.9mths	5.3mths	4.6mths
<i>liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Liability and Debt Management</b>														
<b>Debt Service Cover Ratio</b>	> 2x	7.3x	7.7x	6.9x	11.3x	11.2x	20.2x	26.1x	28.4x	31.3x	31.4x	33.2x	29.7x	39.2x
<i>measures the availability of operating cash to service loan repayments.</i>		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Option 4: Increase service  
Statement of performance measures (continued)

	OLG Benchmark	Result 2021/22	Result 2022/23	Result 2023/24	Forecast 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34
<b>Asset Management</b>														
<b>Building and Infrastructure Renewals Ratio</b> <i>assesses the rate at which these assets are being renewed against the rate at which they are depreciating.</i>	> 100%	112.7%	130.8%	94.6%	95.1%	120.4%	139.8%	158.6%	170.7%	194.0%	164.1%	152.9%	214.1%	231.2%
		✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Infrastructure Backlog Ratio</b> <i>ratio shows what proportion the infrastructure backlog is against the total net carrying amount of a council's infrastructure.</i>	< 2%	1.53%	1.49%	1.52%	1.61%	1.61%	1.61%	1.61%	1.61%	1.61%	1.61%	1.61%	1.59%	1.57%
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Asset Maintenance Ratio</b> <i>ratio compares actual versus required annual asset maintenance. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing.</i>	> 100%	100.6%	109.7%	98.1%	92.5%	96.9%	98.1%	100.5%	100.1%	100.1%	100.4%	100.3%	100.4%	100.4%
		✓	✓	✗	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓
<b>Cost to bring assets to agreed service level</b> <i>ratio shows what proportion the infrastructure backlog is against the total gross replacement cost of a council's infrastructure.</i>		1.26%	1.22%	1.17%	1.34%	1.34%	1.36%	1.37%	1.38%	1.39%	1.40%	1.41%	1.42%	1.41%
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

## 11. Performance monitoring

Council monitors its performance against financial health check performance indicators. The statement of performance measures is in accordance with Local Government Code of Accounting Practice and Financial Reporting and the benchmarks set by the NSW Office of Local Government.

Indicator	Measure	Definition	Benchmarks
Operating Performance Ratio	Measures a council's ability to contain operating expenditure within operating revenue.	Operating revenue (excluding capital grants and contributions less operating expenses)/Operating revenue (excluding capital grants and contributions)	> 0% <sup>9</sup>
Own Source Operating Revenue Ratio	Measures the level of a council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.	Total operating revenue (inclusive of capital grants and contributions) / Total operating revenue	> 60%
Unrestricted Current Ratio	This ratio is specific to local government and is designed to assess the adequacy of working capital and the ability to satisfy obligations in the short term for unrestricted activities of council.	Current assets less all external restrictions/current liabilities less specific purpose liabilities	> 1.5x
Rates and Annual Charges Outstanding Percentage	To assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.	Rates, Annual and Extra Charges Outstanding / Rates, Annual and Extra Charges Collectible	< 5.0%

<sup>9</sup> While the OLG's benchmark for the Operating Performance Ratio is 0%, Northern Beaches Council requires a stronger ratio within a range of 4% to 6% to ensure adequate funds are available to respond to natural disasters, unexpected shocks, failure of infrastructure, unexpected cost shifting from other levels of government, and to set aside funding for future needs including the remediation of the Kimbriki landfill site. The Northern Beaches area is particularly vulnerable to natural hazards including bush fire, flooding, landslip, coastal erosion and storms. Additional funding above this level provides the capacity to investment in improvements to community infrastructure.

Indicator	Measure	Definition	Benchmarks
Cash Expense Cover Ratio	This liquidity ratio indicates the number of months a council can continue to pay for its immediate expenses without additional cash inflow.	Current year's cash and cash equivalents/Payments from cashflow of operating and financing activities multiplied by 12	> 3 months
Debt Service Cover Ratio	The availability of operating cash to service debt including interest, principal and lease payments.	Operating Result before capital grants excluding interest and depreciation / Principal Repayments (from the Statement of Cash Flows + Borrowing Interest Costs (from the Income Statement)	> 2x
Building and Infrastructure Renewals Ratio	Compares the proportion spent on infrastructure asset renewals and the assets deterioration.	Asset renewals/Depreciation of building and infrastructure assets	> 100%
Infrastructure Backlog Ratio	This ratio shows what proportion the backlog is against total value of a council's infrastructure.	Estimated cost to bring assets to a satisfactory condition/total infrastructure assets (carrying value)	< 2%
Asset Maintenance Ratio	Compares actual versus required annual asset maintenance.	Actual maintenance / Required asset maintenance	> 100%
Cost to Bring Assets to Agreed Service Level	This ratio shows what proportion the backlog is against total replacement value of a council's infrastructure.	Estimated cost to bring assets to a satisfactory condition/total infrastructure assets (replacement cost)	N/A



## **Preliminary Productivity Journey and Improvement Plan 2024**

As part of a submission to IPART



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## INTRODUCTION

Northern Beaches Council ("Council") has been on an improvement journey since its inception in 2016 and remains committed to continuing saving initiatives as part of its whole of organisation improvement plan.

While Council has achieved and continues to strive for organisational efficiency, Council has recently identified a future funding gap that will place its financial sustainability at risk unless action is taken.

Council's organisational improvement plan seeks to focus on cost containment strategies, service reviews, process and productivity improvements and funding opportunities as well as instilling a culture of improvement within Council employees. These methods of improvement have been utilised by Council in the past and will continue to underpin opportunities for improvement into the future.

The overall objectives of Council's organisational productivity and improvement plan are:

- Long-term financial sustainability across the organisation.
- A top down collaborative and organisation wide approach to solutions.
- Cultural focus on improvements to ensure future decision making embeds 'sustainability' in all decisions.
- Ensure that the Office of Local Government's (OLG) Integrated, Planning and Reporting requirements are met with Council facilitating a prioritised program of ongoing service reviews aimed at continuous improvement and optimisation of its services.
- To seek productivity improvements as a means of cost containment and efficiency in processes and practices.
- Additional funding opportunities to ensure income patterns support the community's expenditure and asset needs.

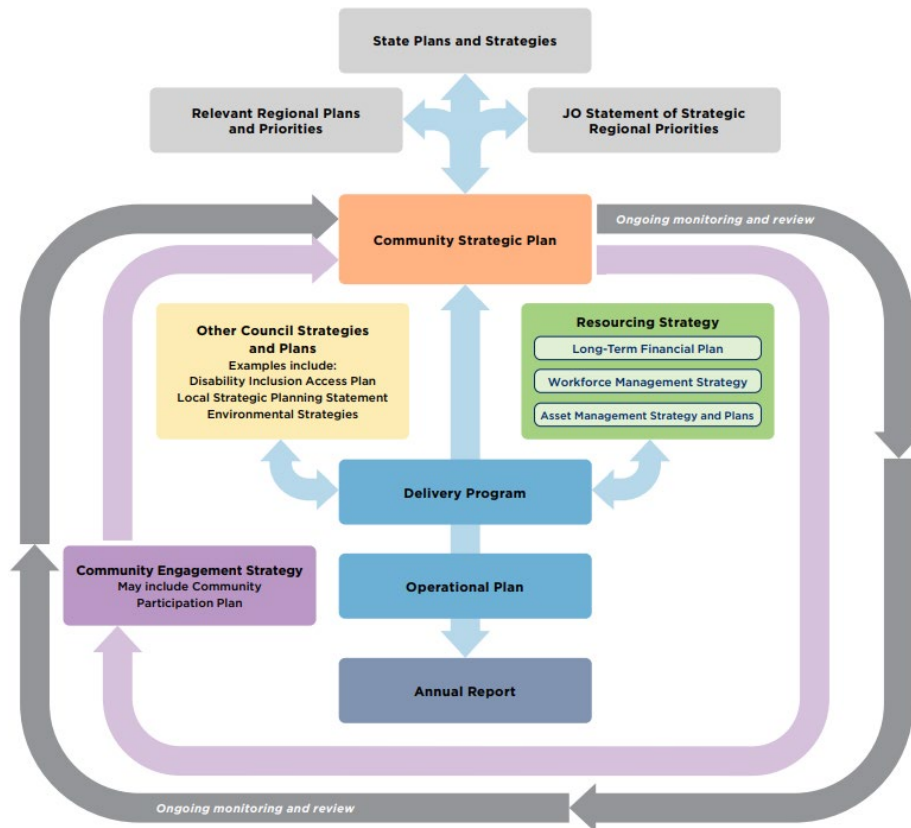
This report summarises the productivity journey that Council has undertaken to date as well as outlining the future improvement plans that Council will be facilitating moving forward.

## BACKGROUND

Organisational sustainability and continuous improvement are made up of a number of components that need to function as one. Financial sustainability is not the only component to provide organisational sustainability. For an organisation to be sustainable, its strategic direction, service delivery, knowledge base, capacity and resources must integrate to guide sustainable practices and decision-making. The Office of Local Government's Integrated Planning and Reporting (IP&R) framework aims to provide a pathway to facilitate such organisational sustainability.

The IP&R framework recognises that council plans and policies should not exist in isolation and are connected on many levels. The IP&R framework allows NSW councils to draw their various plans together, to understand how they interact and inform each other, and to get the maximum benefit from their efforts by planning holistically for the future.

Figure 1. OLG Integrated Planning & Reporting Framework



To support and build upon the IP&R Framework principles of coordinated planning and benefit maximisation, Council has gone beyond the core elements of the Framework and has integrated other programs of continuous improvement with the organisation. Improvement initiatives include financial efficiency gains, continuous improvement programs, service review framework and associated programs and awareness and training of staff in continuous improvement to ensure cultural change. Through these extensive and integrated improvement initiatives across Council, our journey of improvement has and will continue to support the main elements of organisational sustainability, being:

- planned strategic direction and decision making
- efficient service delivery based on community needs
- appropriate asset maintenance and renewal
- integrated and strategic resource delivery
- alignment of policies, strategies, systems, and processes to support organisational efficiency.

The following overview of Council's productivity journey to date and future improvement plans will demonstrate Council's past and future approach to organisational sustainability and efficiency.

## **PRODUCTIVITY JOURNEY**

Council has been on a productivity journey since its formation in May 2016 and remains committed to continuing with productivity and savings initiatives as part of its ongoing organisational improvement plan.

For the purpose of this Improvement Plan, productivity initiatives are categorised as follows:

- Amalgamation Initiatives - May 2016 to 30 June 2020
- Productivity Improvements (Post Amalgamation) – July 2020 to June 2024
- Forward Improvement Plan Initiatives - July 2024 Onwards

## **AMALGAMATION INITIATIVES – MAY 2016 TO 30 JUNE 2020**

### **Amalgamation Initiatives – Savings and Re-Investments**

As a result of the amalgamation of Warringah, Pittwater and Manly Councils in 2016, significant benefits were realised during the early stages of the Northern Beaches Council's development between May 2016 to June 2020.

An analysis in 2019/20, indicated that the newly formed Council more than doubled the NSW State Government's \$76.3 million estimated net present value (NPV) savings from amalgamation, with an estimated \$161.6 million (NPV) in savings over ten years.

As a snapshot of the above NPV estimate, in 2019/20, as a result of improved efficiencies and gains in productivity an annual recurrent benefit was estimated at \$29.5 million, with savings generated from the following:



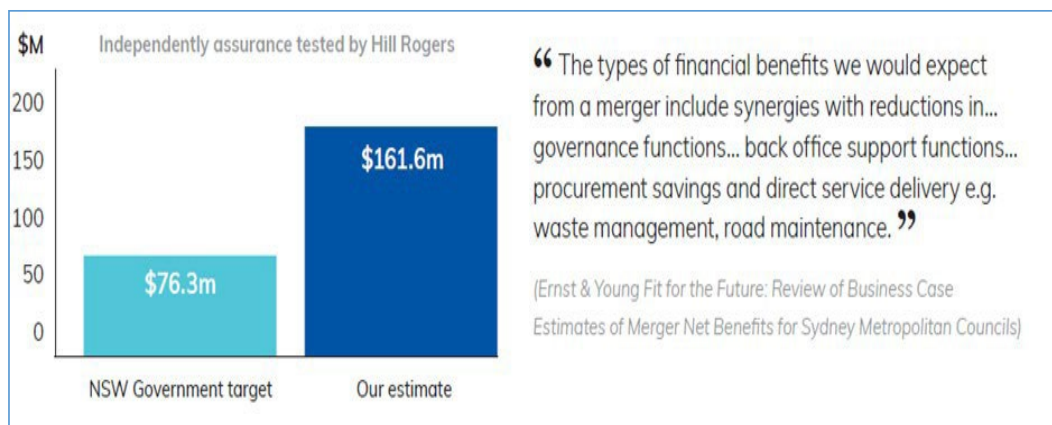
These savings allowed Council to invest back into the community through either the direct provision of additional services and infrastructure or in-directly through the re-investment/re-allocation in staff, reducing costs or changing service/infrastructure delivery based on community need.

These direct and indirect investments are outlined below:

- \$4.41 million in improved asset maintenance
- \$1.5 million in new footpaths programs
- \$1.03 million investment into a single Northern Beaches parking sticker
- \$0.65 million in proactive tree inspection and pruning programs

- \$1.24 million in increased public place cleaning
- \$0.18 million in increase cyber security of our networks
- \$2.94 million reduction in domestic waste charge delivering one of the lowest domestic waste charges in NSW
- \$2.77 million offsetting higher waste disposal costs and reinvesting in advance waste technology to reduce waste going to landfill
- \$1.84 million in the harmonisation of pre-amalgamated salary systems to ensure equitable rates of pay aligned to the market for employees
- \$1.49 million investment in enhancing Council's service delivery through an appropriate organisational structure that recognises the size and scale of the workforce, service complexity and infrastructure delivery requirements
- \$1.46 million reinvestment in services associated with restorations, road services, localised bus service, social support, event management and CCTV and public WI-FI
- \$9.99 million service uplift for the community enabled by reallocation of staff resources in the areas of:
  - Regional transport planning
  - Economic development and tourism
  - Local traffic planning
  - Place making
  - Village and town centre management
  - Customer call centre operations and expanded hours
  - Asset and open space planning.

To quality assure Council's assessment of amalgamation benefits, Hill Rogers Auditors were engaged to independently review Council's modelling and provide an assurance report on the savings. They concluded that Council's approach and modelling were reasonable and based on sound measurement principles in establishing our estimated NPV savings over 10 years.



#### **Amalgamation Initiatives – Service Uplift**

In addition to direct savings and service improvements based on the re-investment of such savings, post amalgamation, Council also in general adopted the highest level of service of the three former Councils across the LGA to ensure that there was no reduction in services

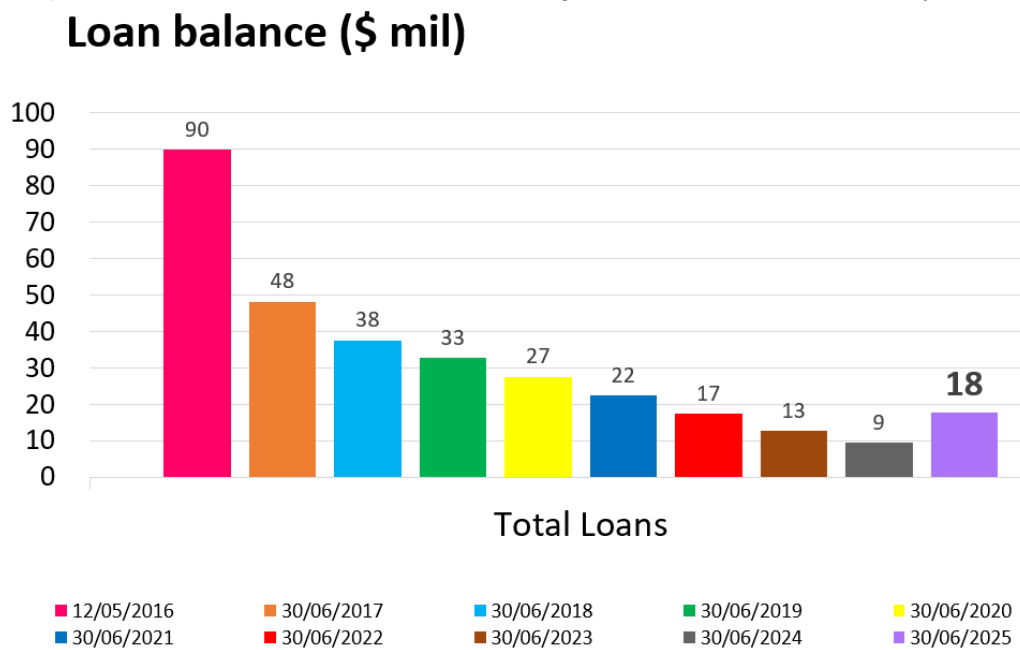
or service level for the community. Services such as internal urban design, creative space services, DA Pre-Lodgments, library borrowing programs and art programs are examples of where one former Council's level of service dictated that the new Council adopt a higher level of service to meet that threshold across the entire LGA.

Further to this adoption of the highest level of service, Council also began introducing new services to the community such as Public Place Coordinators (to activate town centres), Public Place Officers (to assist with the increased maintenance of public areas), Councillor support services, and Community Liaison Officers to expand on Council's already wide range of services to the community. For further details on the benefits of the amalgamation, see Council's Full Merger Report at Attachment B.

#### **Amalgamation Initiatives – Debt Management**

At amalgamation, the Northern Beaches Council inherited some \$90 million in outstanding loans. To ensure economies of scale were utilised, a path of debt and interest reduction was initiated to maximise Council's financial sustainability path. A reduction of some \$72 million in loans (to 2025/26) as outlined in Graph 1 below has been achieved representing a significant financial milestone.

Graph 1 – Northern Beaches Council – Post Amalgamation Loan Balance Summary

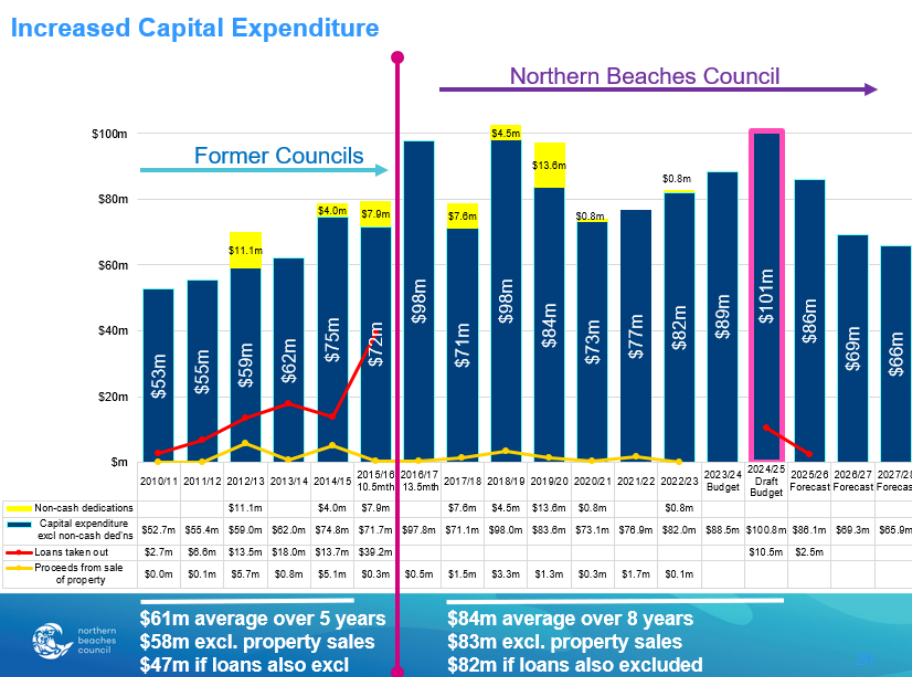


*Numbers presented may not sum precisely to the totals provided and percentages may not precisely reflect the absolute figures due to rounding.*

#### **Amalgamation Initiatives – Capital Investment**

A significant improvement since amalgamation was the increased delivery of capital expenditure to the community of the northern beaches. An uplift of over \$20 million per annum on average in capital expenditure, as outlined in Graph 2 below, has been delivered since amalgamation in 2016. The economies of scale of a larger Northern Beaches Council have enabled the delivery of larger capital investment into its asset base than was possible for the previous Council's, especially the smaller entities of Manly and Pittwater.

Graph 2 – Northern Beaches Council – Post Amalgamation Capital Expenditure Summary



### Amalgamation Initiatives – Final Resource Review

As a part of closing out the initial saving and re-investments associated with the amalgamation process, Council undertook a review of positions that were considered surplus to the organisation's efficient delivery of service and infrastructure to the community. This process saw an additional efficiency saving dividend of some \$2.75 million realised in 2019/20 with no impact to the quality and service levels of Council.

### PRODUCTIVITY IMPROVEMENTS (POST AMALGAMATION) – JULY 2020 TO JUNE 2024

#### Productivity Improvements (Post Amalgamation) – Savings Initiatives

Post amalgamation, Council has continued to seek ongoing productivity improvements as a part of its normal operations. In the 2020/21 budget, Council achieved another \$2.75 million in budget savings through initiatives in the following areas:

- Street lighting cost reductions – via energy efficient LED globe replacements
- Reduced agency costs
- Reduced bank fees
- Reduced insurance costs
- Reduced fuel costs
- Savings in employee costs due to system efficiencies
- Fee initiatives with regard to children's services.

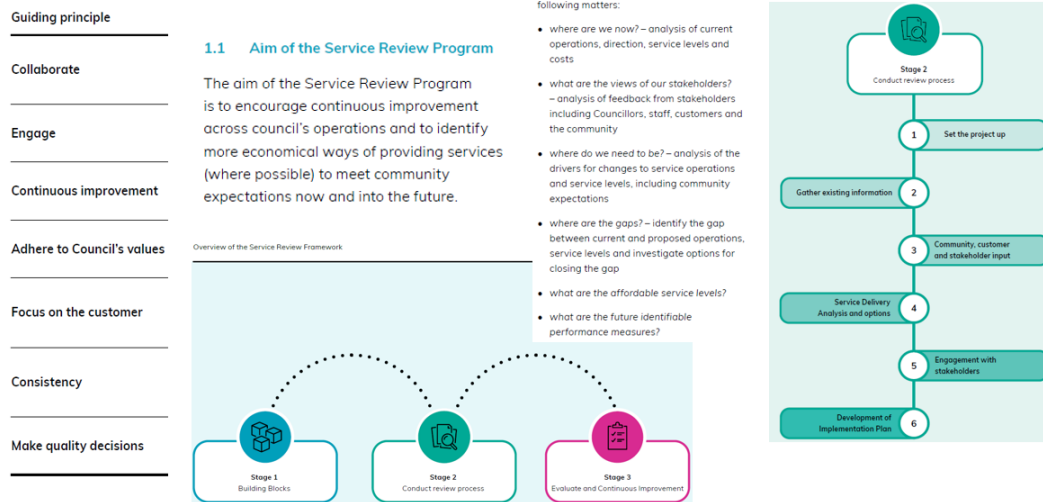
These savings were reinvested in priority services and infrastructure based on Council's ongoing budget process and Councillor and community requests.

### **Productivity Improvements (*Post Amalgamation*) – Service Review Framework and Ongoing Program of Reviews**

In 2020 and updated in 2024, Council has developed and implemented a Service Review Framework (see Attachment A) and associated program of reviews to proactively promote and drive productivity and organisational sustainability.

#### **Service Review Framework**

Northern Beaches Council May 2024



The aim of the service review program is to encourage continuous improvement across council's operations and to identify more economical ways of providing services to meet community needs now and into the future. The program's underlying objectives are:

- Assess the service's performance including efficiency (how well it uses its inputs) and effectiveness (how well it achieves its outcomes) to deliver current service levels.
- Develop an awareness and understanding of community and customer needs and the relative importance of the service.
- Ensure understanding of the financial impact of the service on rate subsidisation.
- Review the balance between the rate of subsidisation of the service against relative importance.
- Strive to improve our services by comparing with other high performing organisations and/or undertaking industry research (where feasible).

To date, the Service Review Program has led to over 230 service improvement initiatives that are currently in various stages of implementation. Improvements are being implemented organisational wide and include initiatives such as structural improvements, optimising trade panels to ensure diversity in contractor management, process and productivity improvements, improved data capture and management, introduction of mobile field technology, improved resourcing, financial assessment of services to facilitate a cost neutral

outcome, introduction of new innovations, introduction of performance dashboards to better understand service delivery and improved training to name a few.

The above improvement programs and reviews are demonstrative that Council has embedded and continues to seek organisational improvements in order to promote financial sustainability and minimise the burden on rates where possible.

### **Productivity Improvements (Post Amalgamation) – Continuous Improvement Programs**

Council continues to facilitate and drive a culture of continuous improvement through its long term program referred to as IGNITE – *Inspiring Great New Ideas Towards Excellence*. These smaller organisational wide improvement initiatives are in addition to Council's large scale improvements being implemented as part of Council's IP&R inspired Service Review Program. The program communicated via Council's intranet is designed to:

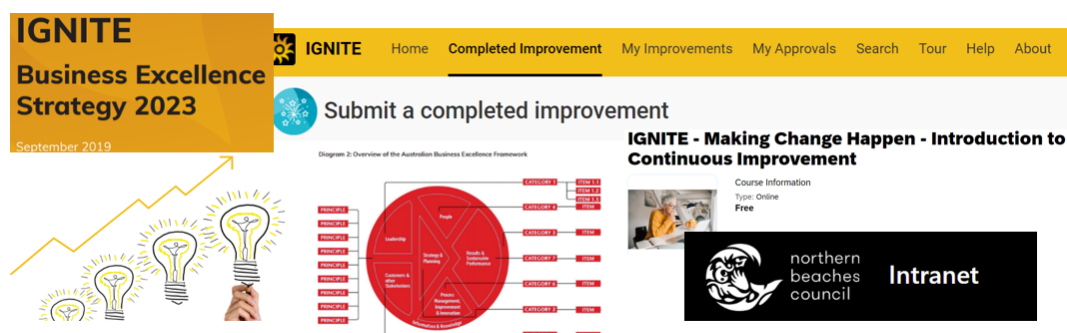
- Reduce waste i.e. remove duplication and double handling, remove blockages to streamline the system/process
- Improve quality by improving consistency, providing clarity and reducing complexity
- Improve customer service - external or internal
- Reduce risk
- Save time (hours)
- Provides an environmental benefit.

The program is considered significantly important as it drives a culture of continuous improvement throughout the organisation and has been praised by Council's independent Audit, Risk and Improvement Committee (ARIC) due to its grass roots improvement process.

The multifaceted continuous improvement program is industry leading and incorporates the following initiatives:

- Continuous improvement training, which educates staff in the principles of business excellence and continuous improvement.
- Process mapping training, to ensure processes can be designed and managed efficiently.
- Business Excellence Assessment Tools and Templates, to enable a self-assessment of how your business systems, practices, and processes rate against business excellence methodologies to enable further development of improvement initiatives.
- Change Management training, to ensure change and innovation is managed efficiently within Council.
- Communities of practice (improvement focus), that brings together like minded staff and other Council's to share improvement journeys and initiatives, and
- Council's Improvement Register that logs Council's ongoing improvement initiatives.

Since the program's inception in 2020, Council has trained over 1,000 staff and registered over 700 improvement initiatives that have either saved funds, improved processes, saved staff time and reduced organisational risk.



### Productivity Improvements (Post Amalgamation) - Workforce Management and Organisational Re-Design

Within any organisation, to ensure a sustainable level of efficiency is achieved, a balance between the strategic focus (management) and service delivery (workforce) must be optimised, including employee layers and direct reports and overall organisational design.

According to the Australian Public Service Commission (APSC) - *Optimal Management Structures Guidance 2023*, the optimal number of organisational layers should be between 5 and 7 depending on the type of work being conducted, the context and organisational model. Optimising the number of layers in an organisation should:

- provide the most effective way to make decisions and manage accountability
- enable decisions to be made at the lowest appropriate level
- place decision making authority with the functions or individuals closest to the issues to minimise unwieldy clearance processes
- avoid unnecessary reporting lines to reduce hierarchy complexity, while improving communication and efficiency.

Further to this, the APSC suggests that the number of direct reports to managers should range from 0 to approximately 15+ depending again on the type and complexity of work undertaken. This range is outlined in Table 1 below.

Table 1 - Number of Direct Reports by Work Type

Category A Taskforce and specialist	Category B Specialist policy	Category C Policy and program development Program delivery	Category D High level service delivery Case management	Category E High volume service delivery Regular and less complex tasks
Benchmark number of direct reports:  0-3	Benchmark number of direct reports:  3-7	Benchmark number of direct reports:  5-9	Benchmark number of direct reports:  6-9	Benchmark number of direct reports:  8-15+
<p>High level of influence in area of specialisation, including <a href="#">senior specialist roles</a>.</p> <p>Work is ambiguous, highly complex and decisions have significant risk, including reputational risk.</p> <p>Can be accountable for directing or coordinating the efforts of employees outside the direct reporting structure.</p> <p>Taskforces operate with considerable autonomy to quickly address complex and pressing needs.</p> <p>Substantial representation and new/complex stakeholder engagement.</p> <p>There may be high degrees of ministerial engagement and/or external scrutiny such as audit and parliamentary processes.</p>	<p>High level subject matter expertise.</p> <p>Decisions have significant risk, including reputational risk.</p> <p>High level of judgement and discretion.</p> <p>High degree of representation and stakeholder engagement.</p> <p>There may be moderate degrees of ministerial engagement and/or external scrutiny such as audit and parliamentary processes.</p>	<p>Distinct area of expertise with a level of specialisation.</p> <p>Broad policy advice across multiple areas within the same sphere of influence.</p> <p>Requirement to shape policy and develop methodologies.</p> <p>Responsible for promulgation of policy and revisions.</p> <p>High level of innovation.</p> <p>Design and delivery of complex programs.</p> <p>There may be some ministerial engagement and/or external scrutiny such as audit and parliamentary processes.</p>	<p>Tailored approaches to delivery of outcomes.</p> <p>High to medium complexity.</p> <p>Low number of routine application (one offs).</p> <p>Broad range of work and interactions.</p> <p>Fluid priorities and objectives.</p> <p>Regular stakeholder engagement, largely within established networks.</p>	<p>High volume of routine and repetitive tasks.</p> <p>Tasks easily grouped.</p> <p>Boundaries and frameworks for business processes and decision making are clearly defined and well tested.</p> <p>Processes are simple and replicated across multiple situations.</p> <p>Work is determined with minimal interaction required.</p> <p>High level of technology supports work processing.</p>

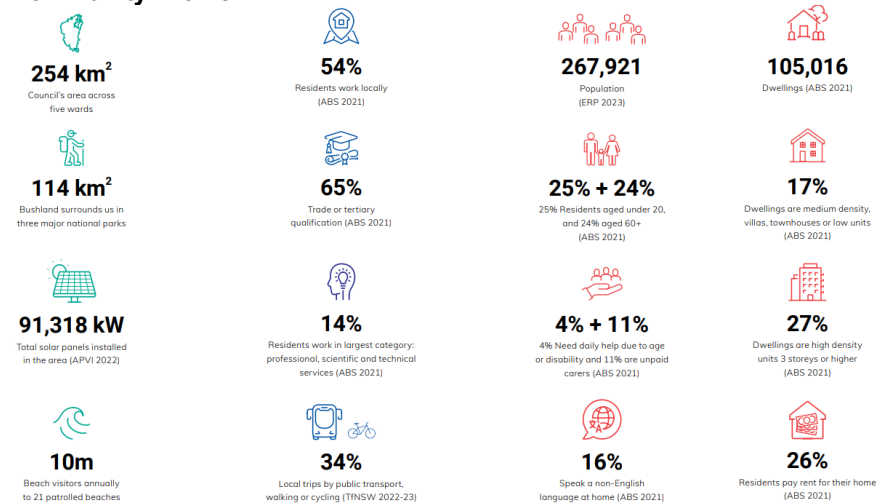
Source: Australian Public Service Commission - *Optimal Management Structures Guidance* 2023 - October 2023.

The balance of management to staff ratio will never be a one size fits all scenario especially within the industry of Local Government and it's 128 Councils due to the industry's diverse and complex nature. Each Local Government Area (LGA) has very different community, environmental, social and economic demands to meet all of which will determine the mix of management to staff layering and reporting.

The Northern Beaches Council consists of 6 workforce layers ranging from the CEO to field and operational staff. In addition, based on an estimated weighted average (incl. casual and estimated mix of indoor and outdoor staff), Council's number of direct reports would range from approximately 5 to 6, placing the workforce span of control consistent within the Australian Public Service Commission's recommended range of Category B through D (range 3 to 9) in Table 1 above. Categories B through D best reflect Council's diverse service delivery model.

Further consolidating Council's consistent approach to workforce management is the level of complexity that the Northern Beaches Council must manage in its delivery of service. The Northern Beaches Council is the 4<sup>th</sup> largest in NSW and one of the most complex councils (LGA) to manage. This complexity is demonstrated below by a snapshot of its environmental, social, economic and community profiles:

### Community Profile



### Environmental Profile



## Social Profile



**24**

Ocean beaches



**>790**

Environmental health food inspections annually



**6**

Gallery, art and performance venues



**36**

Community centres



**122**

Sportsfields



**219**

Playgrounds



**>2,200**

Volunteers



**20,190**

Meals on Wheels services annually



**2**

Aquatic centres



**>101,000**

Visits to gallery, art and performance venues annually



**6**

Libraries



**9**

Long day care/ preschool sites

## Economic Profile



**\$21.10b**

(GRP) Size of local economy (NIEIR 2023)



**32,905**

Local businesses (ABS 2023)



**116,671**

Local jobs (NIEIR 2023)



**\$1.06b**

Roads and transport infrastructure managed



**54%**

Residents also work in the area (ABS)



**>7,800**

Subscribers to Beaches Biz News emails



**>470**

Leases and licences over Council properties managed annually



**845km**

of local roads



**37**

Public wharves managed by Council – harbour and Pittwater



**115**

Public Wi-Fi access points supported



**>7,200**

Pay and display parking spaces managed



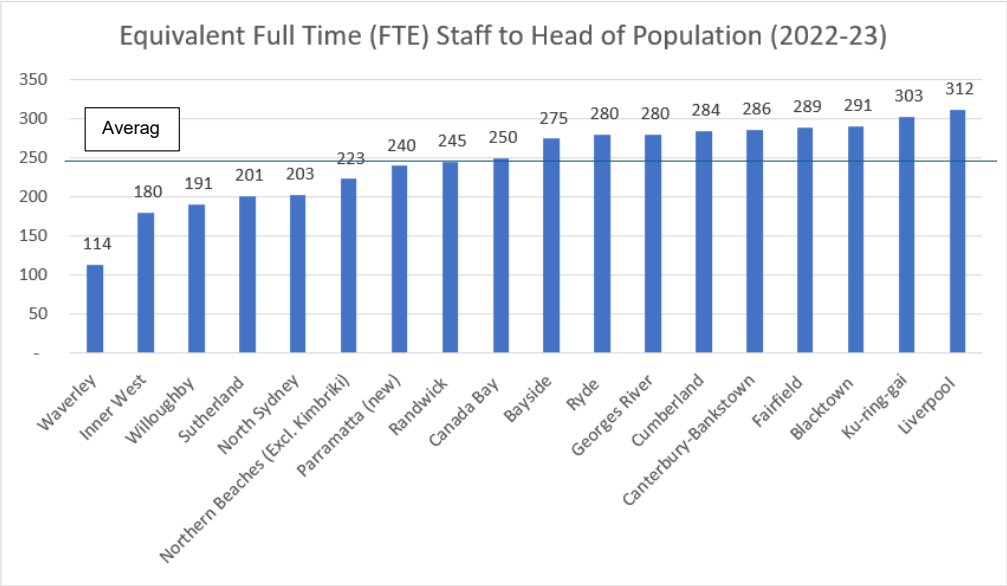
**>83,000**

public amenity cleaning services annually

Even with such complexity, size and depth of Council's required service delivery, the Northern Beaches Council has been able to meet or perform better than industry benchmarks (both sector wide and its own OLG Group Category) in its workforce ratios, once again demonstrating Council's dedication to organisational efficiency and organisational sustainability.

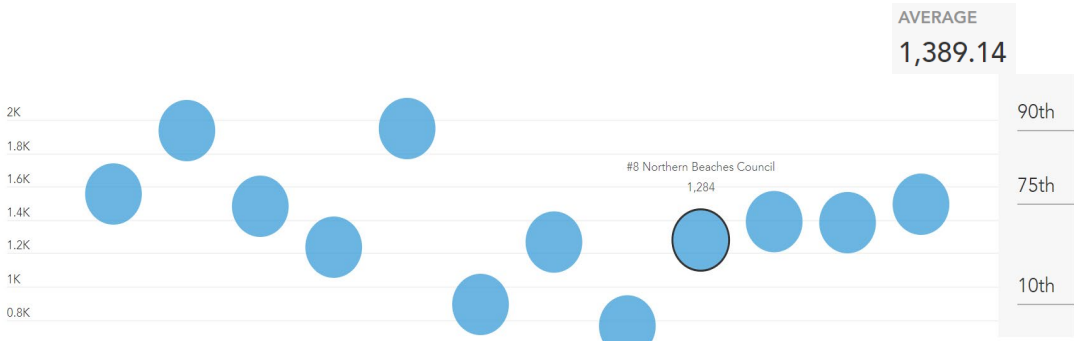
Council's full time equivalent (FTE) staff per head of population remains near average with the OLG's - NSW Medium to Large Metro Council Group, as demonstrated in Graph 3 below, as well as being better than average with the LGNSW - NSW Large Metro Council Group in the number of approved positions (FTE) within Council's establishment, as demonstrated in Graph 4 below.

Graph 3 - Equivalent Full Time (FTE) Staff to Head of Population – 2022/23



Source: Office of Local Government (OLG) Time Series Data 2022-23 (18 medium to large metro councils) – FTE excluding Kimbriki for NBC and budgeted vacant and seasonal positions.

Graph 4 - Establishment FTE Approved Positions (Very Large Urban Councils)

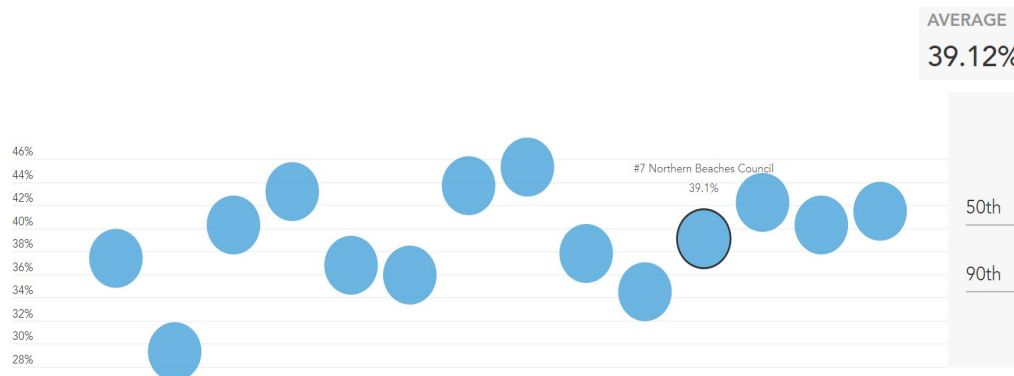


Source: Local Government Management Solution (LGNSW) 2022-23 (12 large metro councils - 2 no data supplied)

Another measure of workforce efficiency is the overall operating expenditure associated with workforce as a percentage of total operating expenditure, which is often considered a meaningful industry benchmark in term of workforce cost management. Council has

continued to maintain a percentage of 39.1% (2022/23) which is in line with the industry average of 39.12% (2022/23) for very large urban councils, as outlined in Graph 5 below.

Graph 5 - Staff Labour Cost % against Total Operating Expenditure (TOE) (Very Large Urban Councils)

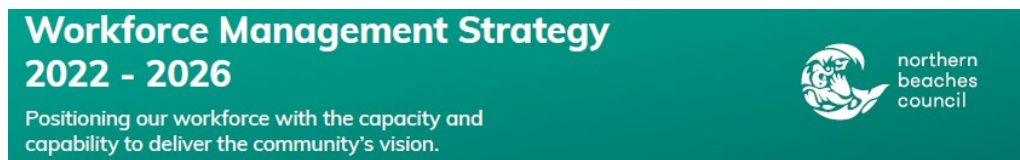


Source: Local Government Management Solution (LGNSW) 2022-23 (14 very large urban councils)

Finally, in addition to organisational layering and cost, Council constantly reviews its organisational design to ensure efficiency at a service and infrastructure delivery level.

As outlined in Council's Workforce Management Strategy 2022 -2026,

*"Our organisation structure is aligned to the community's goals and strategies within the Community Strategic Plan. As the largest workforce on the Northern Beaches the structure is designed to support the community's vision for the Northern Beaches. Council continues to invest in our employees, reshaping our workforce to meet the changing needs of the community and ensuring our workforce practices are comparable to the local government market. In support of this, Council also conducts annual remuneration benchmarking and metrics comparison against NSW councils to help inform decisions and the direction of our workforce."*



It is because of this proactive approach to workforce management; Council has been able to meet the changing needs of its community as well as facilitate an ongoing assessment of staff resourcing and workforce expenditure.

Council continually reviews and improves its organisational design to ensure it is cost effective, has an optimal structure to deliver efficient community services and infrastructure at the same time responding to natural attrition, innovation, and process improvements. As demonstrated in Table 2 below, Council has been able to reduce its overall establishment FTE positions since amalgamation in 2016, from a level of 1,315 FTE in 2016 to 1,287 (FTE) in 2024/2025. This net decrease of 28 positions or 2% is attributable to reductions in Council's back office operations due to efficiency gains (through innovation and improved processes and practices) and an increase in a number of community facing services. This

reduction is even more so significant recognising the fact that Council in its first 3 years of operation was bound legislatively to “no forced redundancies” as a protection for amalgamated staff. Accordingly, this overall reduction is a significant achievement and the change in workforce focus is a positive outcome for the community and has also been achieved even in the face of continued cost shift, a significant increase in infrastructure delivery and an increase in community demand for services.

Table 2 - Establishment FTE Approved Positions (Northern Beaches Council 2016 – 2025)

Full-time Equivalent Positions (FTE) by Service	2016	2024/25	No. Change	% Change
Environment and Sustainability Services	83	84	1	2%
Waste and Cleansing Services	88	82	-5	-6%
Strategic Land Use Planning	32	34	3	8%
Development Assessment	60	48	-12	-21%
Environmental Compliance	103	100	-3	-3%
Parks and Recreation Services	141	146	5	4%
Children Services	118	123	5	4%
Community, Arts and Culture Services	49	58	9	19%
Library Services	79	80	0	0%
Transport, Traffic and Active Travel Services	126	127	1	1%
Economic Development, Events and Engagement Services	40	52	12	31%
Property and Facilities Services	98	95	-3	-3%
Governance and Risk Services	40	23	-17	-42%
Customer Service	41	40	-1	-2%
Corporate Support Services	218	194	-24	-11%
<b>Totals</b>	<b>1,315</b>	<b>1,287</b>	<b>-28</b>	<b>-2%</b>

\* Excludes temporary core operating system replacement project team (15 FTE)

\* Figures have been rounded to the nearest whole number

*Northern Beaches Council FTE Data 2016 to 2025, excludes Kimbriki, Council's Core Operating Replacement Project and budgeted vacant and seasonal positions.*

### **Productivity Improvements (Post Amalgamation) - Employee Engagement**

Often the measure of productivity and innovation will correlate to the wellbeing and level of engagement of a workforce.

The achievement of the above productivity improvements as outlined above would not be possible without a committed, innovative, and engaged workforce. Council is the largest employer on the Northern Beaches, delivering through its people over 60 diverse services from multiple sites and field locations. It has in excess of 80% of its workforce living and working in our Local Government Area.

To demonstrate organisation workforce efficiency and wellbeing, Council's recent employee engagement results are as follows:

### **2019 – Employee Engagement Snapshot**

The 2019 engagement survey facilitated by an external party communicated a 76% engagement score representing a significant level of job satisfaction and commitment for an organisation that was only three years of age at that point in time.

The survey achieved an outstanding response rate of 85% excluding casuals.

An overview of staff responses are as follows:

- 76% said work gives them a feeling of accomplishment
- 88% like the kind of work that they do
- 74% are proud to tell people they work for Council
- 74% feel they have an opportunity to make a difference here
- 75% would recommend Council as a good place to work
- 78% would like to still be working at Council in the next two years

#### **2022 – Employee Engagement Snapshot**

In 2022, 72% (excluding casuals) took the opportunity to have a say in Council's Employee Engagement Survey with Council receiving a Change Champion Award by the independent assessor based on Council's results.

Council's overall engagement score rose to 78% indicating that employees felt even more engaged than the last survey in 2019.

#### **2024 – Employee Engagement Snapshot**

In 2024, Council's overall employee engagement score rose to 82%, up 4% from 2022. In addition, employees told management that they have experienced an improvement in how they feel at work (wellbeing), progress and success in delivering services and that they feel that as a collective Council is living the values.

Based on these results, Council won two independent provider engagement awards including the prestigious Best Workplace Award, and for the second time the Change Champion Award.

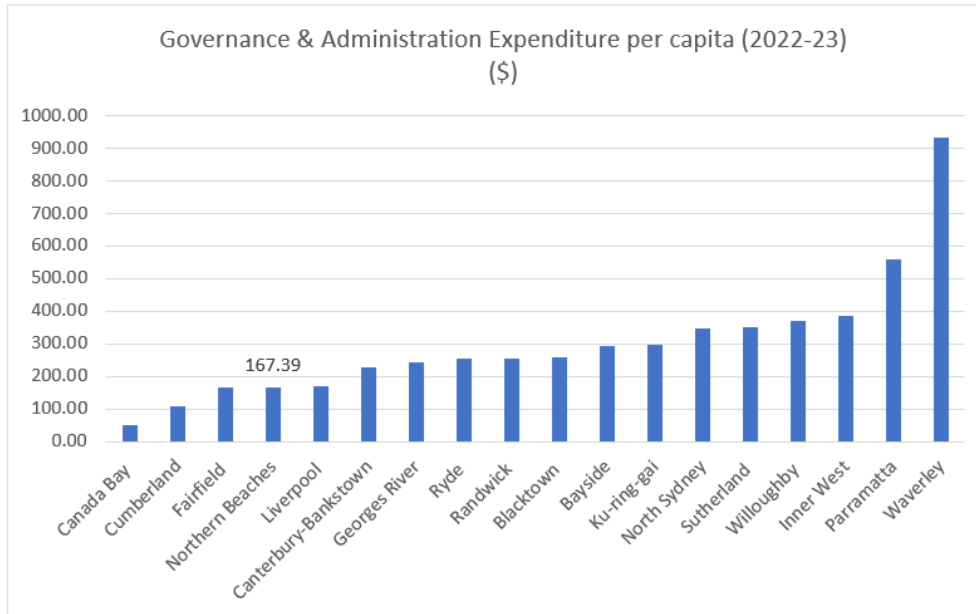
Fundamentally, as demonstrated above the Northern Beaches Council workforce is cost effective, committed and engaged thus creating a foundation for efficient delivery of service.

#### **Productivity Improvements (Post Amalgamation) - Governance and Administration Expenditure Containment**

The cost of the governance and administration per capita reflects the level of expenditure required to manage the Council per resident in the community. The lower the cost of governance and administrative indicates an efficiency in the administration of a council. The lower the costs associated with Council's administration allows greater level of funding that can be subsequently directed towards community facing services.

As outlined in Graph 6 below, in 2022/23 the Northern Beaches Council was one of the lowest Councils in the OLG's Medium to Large Metro Council Group with respect to expenditure on governance and administrative expenditure.

Graph 6 - Governance & Administration Expenditure per Resident 2022-23 (OLG Group 3 Councils - 18 medium to large metro councils)



Source: Office of Local Government (OLG) Time Series Data 2022-23 (18 medium to large metro councils)

#### Productivity Improvements - (Post Amalgamation) Other Cost Containment Initiatives

In recent years Council has analysed practices and the utilisation of materials and services to optimise their use and cost containment. Council has proactively improved and saved in the following areas:

- **Electricity cost containments strategies:** Council has completed the following initiatives:
  - undertaken energy efficient upgrades including lighting, HVAC upgrades and sports field lighting upgrades estimated to save over \$460,000 each year
  - Energy efficiency projects including the installation of over 480 kW of solar panels on Council buildings that has saved approximately \$80,000 each year
  - Entering into a new electricity contract for 100% renewables which has saved \$2.52 million since its inception in 2021.
- **Workers Compensation Self Insurance Management Practices:** Since amalgamation, Council has managed workers compensation under its own self insurance license. The immediate effect of this at the time of amalgamation was a premium savings of approximately \$1 million dollars. Council has maintained this license and management practice since amalgamation, saving on average approximately \$1.5 million dollars a year in premium costs as determined by an independent methodology review by ENSURE in 2021. ENSURE expressed, that *"After the comprehensive review of all premium options and resourcing models currently available to NBC it is our recommendation to continue with your current workers compensation arrangements – that is, maintain your Self-Insured program as well as continuing with the internal Injury Management Team structure."* NBC NSW Workers Compensation – Alternate Premium Methodology Review – 23<sup>rd</sup> March 2021.

- *Waste management strategies to reduce landfill:* In order to facilitate and maintain strategies to reduce waste going directly to landfill Council has in place a four (4) bin source separation system that separates collection of garden organics, paper/cardboard and containers that provides the optimal process to recycle and reuse household waste. Further to this separation system, Council has in place comprehensive and leading waste reduction programs, including reuse and recycle drop off events, supporting charity collections, and offering re-usable food and drink containers. The above waste reduction practices have led to high landfill diversion rates of household waste from landfill that has seen the rates increase from 49% in 2019 to 65% in 2022. These practices have extended the useful life of Council's waste facility and return kept long term costs as associated with domestic waste management contained.
- *Re-financing of Council loans:* Where possible, Council continues to review its loan portfolio to ensure that opportunities that may have presented themselves due to changes in market conditions have not been missed. In 2020, a refinancing analysis was undertaken of Council's loans that had a higher interest rate attached to them however no net financial advantages were able to be achieved by refinancing council's loan portfolio due to break costs. This process was again repeated in 2024 with a \$95,000 (over loan life) savings achieved in the re-financing of council's loans.

#### **FORWARD IMPROVEMENT PLAN INITIATIVES – JULY 2024 ONWARDS**

As a part of Council's forward improvement plan the following cost containment strategies and efficiency initiatives will be undertaken over the next 3 years and beyond:

- **Service Delivery to the Community – Optimisation through Service Review.**

Council is committed to the ongoing review of its services in an effort to efficiently meet the needs of its community as identified in the Community Strategic Plan. As a part of this commitment a review of the following services is to occur in 2024/25.

- Traffic and Transport
- Marketing And Communications
- Open Space Maintenance
- Community engagement

Further service reviews will be determined as a part of Council's Delivery and Operational Plan process and will be conducted year on year.

- **Workforce Management**

Council will continue to focus on workforce efficiency in the same manner that it has to date. Council will continue to review and where required improve its organisational design to ensure it is cost effective, has an optimal structure to deliver efficient community services and infrastructure in line with the Community Strategic Plan while at the same time responding to natural attrition, innovation, and process improvements.

- **Service and Associated Cost Rationalisation Plan**

Council will continue to focus on the rationalisation of discretionary services with a view to adjust the level of some services to meet both the Community Strategic Plan priorities and organisational financial sustainability. It is anticipated that an estimated \$2.7 million dollars could be realised with some moderate level of service reductions.

- **Property Rationalisation Plan**

Council will continue to focus on the rationalisation of its property portfolio to realise a transfer of assets from property to cash. It is estimated that \$2.5 million dollars could be realised over the next 3 years through the sale of Council property and land holdings. While it is acknowledged that such a cash injection will be one off, funds could be re-directed into either the renewal or new capital requirements therefore removing the pressure from rate income.

- **Fleet Optimisation Plan**

Council will continue to focus on the rationalisation of its vehicle fleet undertaking a net cost containment plan that will realise an estimated \$250,000 per annum though staff contribution increases, a reduction in council pool cars, purchasing rationalisation to lower cost vehicles and the move to novated leasing where practical.

- **Workers Compensation Self Insurance Continuation**

Council will continue to manage workers compensation under its own self insurance license to maintain the estimated annual savings of \$1.5 million dollars in premiums.

- **Energy Efficiency Plan**

Council will continue to focus on its energy efficiency and solar opportunities including the facilitation of:

- an additional 370kW of solar on Council facilities (including solar at Cromer Depot and Dee Why Civic Centre) expected to save around \$55,000 p.a. on energy bills.
- energy efficiency works such as HVAC and sports field lighting upgrades with estimated cost savings over \$100,000 p.a.
- an energy efficient heat pump upgrade at Manly Andrew 'Boy' Charlton Aquatic Centre which is expected to save \$550,000 in energy bills and over 1,600 tonnes in greenhouse gas emissions each year.
- additional transition from gas/electrification projects, including energy efficient electric hot water systems, gas cooking and heating upgrades, expected to save over \$50,000 p.a. in energy bills around 180 tonnes in greenhouse gas emissions each year.

Note: Planned solar projects are expected to deliver slightly less return in terms of \$/kW savings than completed projects. This is due in part to significantly lower electricity prices for our large sites since commencement of our PPA in 2021 together with project specifics such as larger systems that can accommodate potential future battery installation or EV charging.

- **Innovation and Information & Technology Investment**

Council will continue to focus on its information technology platform to ensure the efficient provision an enterprise resource platform (ERP) and associated infrastructure and software application systems. Over a three year period commencing in 2024/25, Council is investing in its ERP to ensure it has a modern and efficient technology platform. This platform will enable Council to operate in a protected cloud base environment ensuring optimisation of its organisations process and practices.

- **Community Satisfaction and Council's Customer Service Focus**

Council prides itself in the delivery of its services and strives to ensure our community is satisfied.

A recent Community Satisfaction Survey in 2024 by an independent provider indicated that despite the external stressors (e.g., flooding and economic recession) in recent years, residents' satisfaction with Council and their perceived quality of life have remained steady.

- 98% rated their quality of life as 'good' to 'excellent',
- 86% are at least somewhat satisfied with the performance of Council, and
- 78% of residents are at least somewhat satisfied with the performance of staff in dealing with the enquiries.

At a further granular level, Council continues to survey its customers who lodge a customer request with Council to gain their feedback. The survey seeks information on a number of customer service categories including, *felt valued as a customer, kept up to date through the process, ability of staff to complete request, time for request to be completed, satisfied with outcome of request and service experience met expectations*, to better understand their customer experience.

In 2023/24, from 21,159 surveyed customers, Council's Month on Month comparative satisfaction scores averaged from 3.82 to a peak in June 2024 of 4.17 (out of 5), indicating that our delivery of service in the main is satisfying the needs of the community.

It is the information gained from such surveys that allows Council to tailor our services and infrastructure delivery to meet the needs and satisfaction levels of our community.

- **Additional Funding Streams**

While Council will continue to promote effective budget principles and focus internally for productivity and cost containment initiatives it is recognised that these initiatives alone will not be enough to ensure financial sustainability of the Council now and into the future.

The Northern Beaches Council, like all NSW Councils, face the financial dilemma of ageing infrastructure, rising costs, limited ability to raise revenue and high community expectations. This imbalance in part can be addressed through Council's ability to raise from time to time a special variation in rates.

Accordingly, it is proposed that from the financial year 2025/26 (for 3 years), Council will seek a variation to its ordinary and business rate base to seek additional revenue to facilitate ongoing financial sustainability, allocation of funds to natural disaster management and to address Councils ageing infrastructure demands.

## **SUMMARY**

Post amalgamation and ongoing to date, Council has consistently demonstrated that it has continued to produce a high level of productivity improvements and cost containment initiatives that has provided the community of the northern beaches with a cost efficient and effective Council. This position was recognised, in 2022 with Council being awarded the AR Bluett Memorial Award by Local Government NSW that recognises the most progressive metropolitan and rural council out of 128 across NSW.

The Northern Beaches Council continues to look towards ongoing financial sustainability and strives to maintain the most cost effective practices, processes, and workforce it can in its delivery of service to the community.

While Council will continue to promote effective budget principles and focus internally for productivity and cost containment initiatives it is recognised that these initiatives alone will not be enough to ensure financial sustainability of the Council now and into the future.

**ATTACHMENTS**

- Attachment A - Service Review Framework 2024
- Attachment B - Northern Beaches Council Merger Performance Report – 28 July 2020 Council Report



## Council Policy **NB-P-XX** (numbering provided by Governance)

### Complaints ~~Management~~Resolution

#### Policy Statement

This policy sets out the approach that Northern Beaches Council (Council) takes to ensuring that all customers are given the opportunity to make a complaint about issues they may have regarding Council ~~our services and~~ potentially inappropriate, unethical or unfair behaviours or practices committed by Council Officials - including members of the elected Council (~~Mayer and Councillors~~), or ~~appointed~~ Council officers (~~employees staff and~~ contractors and volunteers), ~~and specifically in relation to the Code of Conduct.~~

~~Council will adopt this policy to be effective as at 24 October 2017 and the policy will be supported by a complaints management system, resourcing and procedures.~~

Council values our customers' rights to complain about our decisions and actions in regard to the way we conduct our business. We commit to treating complaints seriously and dealing with them promptly, fairly and genuinely. Complaints ~~and compliments~~ provide unique information about the quality of services from the perspective of our residents and customers.

Council commits to continuous improvement, view~~ing~~s complaints ~~and compliments~~ as an improvement opportunity, and uses the information gained from them to assist with identifying and improving policies, systems and services.

Effective management of complaints ensures that a complainant's issues are responded to in a consistent ~~and~~, timely ~~and cost-effective~~ manner.

Furthermore, a robust complaints management framework promotes transparency and builds community confidence.

All complaints (as defined in this policy) will be treated in accordance with this policy, ~~and the associated Complaints Resolution Guidelines.~~ Depending on the nature of the complaint, they may also be assessed in accordance with other relevant policies, as outlined.

Where Council is unable to resolve complaints internally, complainants will be provided information about their avenues for seeking resolution and/or appeal externally.

~~Code of Conduct complaints about the Councillors and the CEO are referred to an external Conduct Reviewer and managed under the Council's Procedures for the Administration of the Code of Conduct, and referred to an external Conduct reviewer.~~

Complaints that fall under the assessment criteria of the *Public Interest Disclosures Act 1994 2022* (PID Act) can be made directly to ~~Council's Disclosure Coordinator~~ any manager, or to ~~one of the other~~ a Nominated Disclosures Officers (refer to Council's *Public Interest Disclosures* (PID) Policy for further details).

#### Policy Principles

~~Council endorses the guiding principles set out in in Australian and New Zealand Standard (Guidelines for Complaint Management in Organisations) AS/NZS 10002:2014.~~

~~In particular,~~ Council:

- has a strong 'top down' senior management ownership approach for complaints management
- acknowledges that everyone has a right to make a complaint, and is responsive when liaising with complainants

NB-P-XX (Insert name of policy)

- is proactive in seeking feedback and complaints; and also makes it easy for complainants to get in touch
- respects all complainants, and ensures they do not experience reprisal;
- is objective, unbiased and consistent in how we receive, consider and resolve complaints
- resolves complaints in a transparent, timely and efficient manner, ~~and is as transparent with each complainant as is reasonably practical~~
- respects the privacy of complainants, particularly in relation to disclosure of their personal information; ~~and~~
- has in place the necessary suite of policies, procedures, suitably qualified personnel and ancillary resources to ensure that complaints are effectively and professionally managed.

#### **The ~~Office of Integrity & Complaints Resolution~~ Complaints Resolution Team**

The ~~Office of Integrity and Complaints Resolution~~ Complaints Resolution Team (the CRT) is Council's focal point for complaints in relation to matters concerning staff, councillors, contractors and volunteers, Council processes that have not been followed or Council services that have not been adequately provided, in addition to matters concerning allegations of corruption, maladministration and misconduct. ~~whether it is made by a staff member, a member of the elected Council, a member of the public or an external entity.~~

~~The CRT This Office does not deal with complaints regarding standards of service. The purpose of this Office is to deal with complaints about staff misconduct and matters of concern regarding probity of service or business process.~~

~~The CRT This Office~~ does not seek to substitute any complaint handling or investigative function by oversight agencies, such as the NSW Ombudsman, the Office of Local Government (OLG) or the Independent Commission Against Corruption (ICAC).

~~The CRT This Office~~ seeks to ensure that Council's dealings with the community are consistent with the principles set out above and associated Complaints Resolution Guidelines.

~~The CRT The Office~~ also seeks to identify opportunities for systemic improvements to Council's processes. ~~The~~ is Office CRT does not overturn operational decisions made by Council.

In accordance with this approach, ~~the CRT this Office~~ provides a professional complaint handling service and utilises the opportunity of investigation and complaint handling to enhance and develop best practice and education across Council.

#### **Scope and Application**

~~This policy deals with all complaints, and in particular those made in relation to potentially inappropriate, unethical or unfair behaviours or practices committed by Council Officials—particularly in relation to the Code of Conduct.~~

The guiding principles set out in this policy apply to how Council addresses complaints, including referring to general service requests and/or complaints regarding operational decisions, staff behaviour and services delivered by Council.

Service complaints ~~these~~ are managed by the individual business units in the first instance. ~~Similarly, s~~ Staff grievances are dealt with through internal Human Resources related procedures, and Public Interest Disclosures are dealt with via ~~the~~ Council's PID Policy.

~~Further, c~~Complainants who are considered to be unreasonable in their dealings with Council ~~can affect the overall success of the organisation, and~~ are specifically managed by ~~the~~ Council's Unreasonable Conduct by a Complainant Policy.

Council expects staff at all levels to be committed to fair, effective and efficient complaint handling.

#### References and Related Documents

- ~~• Australian and New Zealand Standard (Guidelines for Complaint Management in Organisations) AS/NZS 10002:2014~~
- Complaints Resolution Guidelines
- Code of Conduct
- Procedures for the Administration of the Code of Conduct
- Unreasonable Conduct by a Complainant Policy
- ~~Protected Information~~Public Interest Disclosure Policy
- Managing Unsatisfactory Conduct Guideline
- Privacy Management Plan

#### Definitions

##### *Complainant*

A person who makes a complaint.

##### *Complaint*

Expression of dissatisfaction made to or about Council, the probity of our services, the conduct of staff or the handling of a complaint; and where a response or resolution is explicitly or implicitly expected or legally required.

A complaint covered by this Policy can be distinguished from:

- staff grievances
- public interest disclosures made by our staff (refer to ~~our internal reporting~~the PID policy)
- responses to requests for feedback about the standard of our service provision (refer to the definition of 'feedback' below)
- reports of problems or wrongdoing merely intended to bring a problem to our notice with no expectation of a response (refer to definition of 'feedback')
- service requests (refer to definition of 'service request' below), and
- requests for information (refer to our access to information policy).

##### Complaint Management System

~~The systems and internal procedures supporting the implementation of the complaint management policy.~~

##### Conduct Reviewer

A person appointed by Council to review allegations of breaches of the Code of Conduct by councillors or the CEO.

##### *Dispute*

An unresolved complaint escalated either within or outside of our organisation.

### Feedback

Opinions, comments and expressions of interest or concern, made directly or indirectly, explicitly or implicitly, to or about us, about our services or complaint handling where a response is not explicitly or implicitly expected or legally required.

### Service Request

Includes:

- requests for approval
- requests for action or service
- routine inquiries about the organisation's business
- requests for the provision of services and assistance
- reports of failure to comply with laws regulated by the organisation
- requests for explanation of policies, procedures and decisions.

### Grievance

A clear, formal written statement by an individual staff member about another staff member or a work related problem.

### Policy

A statement of Council's position on an issue defining the guiding principles used to set the organisation direction, administer it's statutory requirements, address corporate risk and promote consistency of approach and administrative efficiency.

### Procedures and guidelines

Supports the Policies of the organisation by detailing what steps are to be taken to apply or implement Policy principles.

### Public Interest Disclosure

A report about serious wrong doing made by a public official in New South Wales that meets the requirements of the Public Interest Disclosures Act 1994/2022.

### Community Strategic Plan

This Council policy relates to the Community Strategic Plan Outcome of: (select all that are relevant from the drop down)

- Good governance - Goal 19 Our Council is transparent and trusted to make decisions that reflect the values of the community
- Good governance - Goal 20 Our Council is proactive, and efficiently and effectively responds to, and delivers on, the evolving needs of the community

### Responsible Officer

Chief Executive Officer Executive Manager Internal Audit & Complaints Resolution

### Review Date

Three 4 years from the date the policy is adopted.

### Revision History

Policy number	Date	Detail	TRIM #
Allocated by Governance	7 June 2017	First Internal draft	
	17 June 2017	Draft version for EMT Review, and endorsement	

Policy number	Date	Detail	TRIM #
		for Council place on public exhibition	
	3 July 2017	Draft version incorporating feedback from CET (previously EMT)	
	2 February 2018	Change effective date to 24 October 2017 as per 2017/414396	2018/176978
	2024	Policy review	2024/716491

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# Internal Audit Charter



Internal Audit Charter

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Internal Audit Charter

## Internal Audit Charter

Council has established the internal audit function as a key component of Council's governance and assurance framework, in compliance with the ~~OLG Departmental Chief Executive's Draft Guidelines for risk management and internal audit for local government in NSW~~ Local Government (General) Regulation 2021 and the Office of Local Government's Guidelines for risk management and internal audit for local government in NSW. This charter provides the framework for the conduct of the internal audit function in Council and has been approved by the elected Council taking into account the advice of Council's Audit, Risk and Improvement Committee.

### 1. Purpose of internal audit

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve Council's operations. It helps Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and Council processes<sup>1</sup>.

Internal audit provides an independent and objective review and advisory service to provide advice to the elected Council, Chief Executive Officer (CEO) and Audit, Risk and Improvement Committee about Council's governance processes, risk management and control frameworks and its external accountability obligations. It also assists Council to improve its business performance.

### 2. Independence

Council's internal audit function is to be independent of Council so it can provide an unbiased assessment of Council's operations and risk and control activities.

The internal audit function reports functionally to Council's Audit, Risk and Improvement Committee on the results of completed audits, and for strategic direction and accountability purposes, and reports administratively to the CEO to facilitate day-to-day operations. The CEO may formally delegate certain administrative responsibilities to the ~~Director, Corporate & Legal~~ Chief Operating Officer. Internal audit activities are not subject to direction by Council and Council's management has no role in the exercise of Council's internal audit activities.

The Audit, Risk and Improvement Committee is responsible for communicating any internal audit issues or information to the elected Council. Should the elected Council require additional information, a request for the information may be made to the chair by resolution. The chair is only required to provide the information requested by the elected Council where the chair is satisfied that it is reasonably necessary for the elected Council to receive the information for the purposes of performing its functions under the Local Government Act. Individual councillors/board members are not entitled to request or receive information from the committee.

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<sup>1</sup> As defined by the International Standards for the Professional Practice of Internal Auditing (2017)

## Internal Audit Charter

The CEO must consult with the chair of Council's Audit, Risk and Improvement Committee before appointing or making decisions affecting the employment of the head of the internal audit function (Executive Manager Internal Audit and Complaints Resolution (EM IA&CR)). ~~If the head of internal audit function is dismissed, the CEO must report the reasons for their dismissal to the governing body.~~

Where the chair of Council's Audit, Risk and Improvement Committee has any concerns about the treatment of the head of internal audit function, or any action taken that may compromise their ability to undertake their functions independently, they can report their concerns to the ~~governing body~~ elected Council.

The head of internal audit function (EM IA&CR) is to confirm at least annually to the Audit, Risk and Improvement Committee the independence of internal audit activities from Council.

### 3. Authority

Council authorises the internal audit function to have full, free and unrestricted access to all functions, premises, assets, personnel, records, digital and other documentation and information that the head of internal audit function considers necessary for the internal audit function to undertake its responsibilities.

All records, documentation and information accessed while undertaking internal audit activities are to be used solely for the conduct of those activities. The head of the internal audit function (EM IA&CR) and individual internal audit staff are responsible and accountable for maintaining the confidentiality of the information they receive when undertaking their work.

All internal audit documentation is to remain the property of Council, including where internal audit services are performed by an external third-party provider.

Information and documents pertaining to the internal audit function are not to be made publicly available. The internal audit function may only release Council's information to external parties that are assisting the internal audit function to undertake its responsibilities with the approval of the CEO, except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

### 4. Role

The internal audit function is to support Council's Audit, Risk and Improvement Committee to review and provide independent advice to Council in accordance with section 428A of the *Local Government Act 1993*. This includes conducting internal audits of Council and monitoring the implementation of corrective actions.

The internal audit function is to also play an active role in:

- developing and maintaining a culture of accountability and integrity
- facilitating the integration of risk management into day-to-day business activities and processes, and
- promoting a culture of high ethical standards.

## Internal Audit Charter

The internal audit function has no direct authority or responsibility for the activities it reviews. The internal audit function has no responsibility for developing or implementing procedures or systems and does not prepare records or engage in Council functions or activities (except in carrying out its own functions).

The Head of the audit function also manages the operations of the complaint resolution function, and Child safeguarding activities. Any audit activities carried out on the complaint resolution function, will be carried out by a third-party auditor.

### 5. Scope

The scope of services provided by Internal Audit encompasses:

- The examination and evaluation of the adequacy and effectiveness of systems of internal control, risk management, compliance, governance, improvement and the status of ethical behaviour, fraud and corruption and financial management.
- Ascertaining conformity with the goals and objectives of the Northern Beaches Council.
- Assessment of the economic and efficient use of Council's resources.
- The examination of compliance with policies, procedures, plans and legislation.
- Assessment of the reliability and integrity of information.
- Assessment of the safeguarding of assets.
- Any special investigations as directed by the Audit, Risk and Improvement Committee.
- All activities of Northern Beaches Council, whether financial or non-financial, manual or computerised.
- **Assurance services** – an objective examination of evidence for the purpose of providing an independent assessment on governance, risk management, and control processes for the organisation. Examples may include financial, performance, compliance, system security, and due diligence engagements, where Internal Audit reviews the adequacy and efficiency of the control systems and provides assurance that the controls are working and the risks are effectively managed.
- **Consulting services** – advisory and related client service activities, the nature and scope of which are agreed with the client, are intended to add value and improve an organisation's governance, risk management, and control processes without Internal Audit assuming management responsibility. Examples include counsel, advice, facilitation, and training, where Internal Audit advises management in the development of control systems to mitigate risks.
- **Probity audits** – for example, on the determination process of relevant Development Applications.
- **Audit support activities** – namely:
  - Assisting the Audit, Risk and Improvement Committee to discharge its responsibilities
  - Monitoring the implementation of agreed recommendations
  - Disseminating across the entity better practice and lessons learnt arising from audit activities.

Internal Audit Charter

## 6. Head of internal audit function

### In-house internal audit function

Council's internal audit function is to be led by a member of Council's staff with sufficient skills, knowledge and experience to ensure it fulfils its role and responsibilities to Council and the Audit, Risk and Improvement Committee. The head of internal audit function (EM IA&CR) must be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest.

Responsibilities of the head of internal audit function include:

- managing the day-to-day activities of the internal audit function
- managing Council's internal audit budget
- supporting the operation of Council's audit, risk and improvement committee
- approving internal audit project plans, conducting or supervising audits and assessments and providing independent advice to the audit, risk and improvement committee
- monitoring Council's implementation of corrective actions that arise from the findings of audits
- implementing the audit, risk and improvement committee's annual work plan and four-year strategic work plan
- ensuring Council's internal audit activities comply with the Guidelines for risk management and internal audit for local government in NSW, and
- contract management and oversight of supplementary external providers (where appropriate).

## 7. Internal audit team

A co-sourced delivery model is in operation at Northern Beaches Council. Internal Audit is managed by the Executive Manager, Internal Audit & Complaints Resolution, utilising Internal Audit contract services and in-house internal audit staff. The model capitalises on the combination of internal knowledge and understanding of the organisation and external subject matter expertise. It maximises the efficiency and effectiveness of Internal Audit – offering objective recommendations, strategic advice, assurance and a range of experience and skills that positively impact on the way the organisation delivers success and its ability to provide a progressive and responsive service.

Members of the internal audit function are responsible to the head of internal audit function (EM IA&CR). Individuals that perform internal audit activities for Council must have:

- an appropriate level of understanding of culture, systems and processes
- the skills, knowledge and experience necessary to conduct internal audit activities in the Council
- effective interpersonal and communication skills to ensure they can engage with Council staff effectively and collaboratively, and
- honesty, integrity and diligence.

The head of the internal audit function must ensure that external contractors:

- do not conduct any audits on specific Council operations or areas that they have worked on within the last two years

## Internal Audit Charter

- are not the same provider conducting the Council's external audit
- are not the auditor of any contractors of the Council that may be subject to the internal audit, and
- can meet the Council's obligations under the *Guidelines for risk management and internal audit for local government in NSW*.

The head of internal audit function (EM IA&CR) must consult with the Audit, Risk and Improvement Committee and CEO regarding the appropriateness of the skills, knowledge and experience of any external provider before they are engaged by the Council.

### 8. Performing internal audit activities

The work of the internal audit function is to be thoroughly planned and executed. Council's Audit, Risk and Improvement Committee must develop a strategic work plan every four years to ensure that the matters listed in the Scope section are reviewed by the committee and considered by the internal audit function when developing their risk-based program of internal audits. The strategic work plan must be reviewed at least annually to ensure it remains appropriate.

The committee must also develop an annual work plan to guide the work of the internal audit function over the forward year.

All internal audit activities are to be performed in a manner that is consistent with relevant professional standards including the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and Australian risk management standard ISO31000.

The head of internal audit function (EM IA&CR) is to provide the findings and recommendations of internal audits to the Audit, Risk and Improvement Committee at the end of each audit. Each report is to include a response from the relevant senior manager.

The head of internal audit function is to establish an ongoing monitoring system to follow up Council's progress in implementing corrective actions.

The CEO, in consultation with the Audit, Risk and Improvement Committee, is to develop and maintain policies and procedures to guide the operation of Council's internal audit function.

The head of internal audit function is to ensure that the Audit, Risk and Improvement Committee is advised at each of the committee's meetings of the internal audit activities completed during that quarter, progress in implementing the annual work plan and progress made implementing corrective actions.

### 9. Conduct

Internal audit personnel must comply with Council's Code of Conduct. Complaints about breaches of Council's Code of Conduct by internal audit personnel are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The CEO must consult with Council's Audit, Risk and Improvement Committee before any disciplinary action is taken against the head of internal audit function (EM IA&CR) in response to a breach of Council's code of conduct.

## Internal Audit Charter

Internal auditors must also comply with the Code of Ethics for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

### **10. Administrative arrangements**

#### **Audit, risk and improvement committee meetings**

The head of internal audit function:

- will attend Audit, Risk and Improvement Committee meetings as an independent non-voting observer
- can be excluded from meetings by the committee at any time
- must meet separately with the Audit, Risk and Improvement committee at least once per year
- can meet with the chair of the Audit, Risk and Improvement Committee at any time, as necessary, between committee meetings.

#### **External audit**

Internal and external audit activities will be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

Periodic meetings and contact between internal and external audit shall be held to discuss matters of mutual interest and to facilitate coordination.

External audit will have full and free access to all internal audit plans, working papers and reports.

#### **Dispute resolution**

The internal audit function should maintain an effective working relationship with Council and the Audit, Risk and Improvement Committee and seek to resolve any differences they may have in an amicable and professional way by discussion and negotiation.

In the event of a disagreement between the internal audit function and Council, the dispute is to be resolved by the CEO and/or the Audit, Risk and Improvement committee. Disputes between the internal audit function and the Audit, Risk and Improvement Committee are to be resolved by the elected Council.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Office of Local Government CEO in writing.

#### **Review arrangements**

The Council's Audit, Risk and Improvement Committee must review the performance of the internal audit function each year and report its findings to the elected Council. A strategic review of the performance of the internal audit function must be conducted each council term that considers the views of an external party with a strong knowledge of internal audit and reported to the elected Council.

This charter is to be reviewed annually by the committee and once each council term by the elected Council. Any substantive changes are to be approved by the governing body.

Internal Audit Charter

11. Document control

Version	Date	Approved By	Summary of Changes	Author
1.0	5 October 2016	Noted by Audit, Risk and Improvement Committee	New Draft Internal Audit Charter	Internal Auditor
2.0	13 February 2018	Audit, Risk and Improvement Committee	Revised Charter aligned to transformed model for Internal Audit	Executive Manager, Internal Audit & Complaints Resolution
3.0	15 July 2020	Audit Risk & Improvement Committee (Sep 2020)	Revised Charter re approval of extensions of time to implement audit recommendations. Update to reflect appointments of the Executive Manager, Internal Audit & Complaints Resolution and Internal Auditor	Executive Manager, Internal Audit & Complaints Resolution
4.0	15 February 2023	Audit Risk & Improvement Committee (Mar 2023)	New charter to align to new Draft LG Risk Management and Internal Audit Guidelines – Model Internal audit charter.	Executive Manager, Internal Audit & Complaints Resolution
<u>5.0</u>	<u>9 May 2024</u>	<u>Audit Risk &amp; Improvement Committee (Mar 2023)</u>	<u>Yearly review of the Internal Audit Charter.</u>	<u>Executive Manager, Internal Audit &amp; Complaints Resolution</u>



## **Council Policy NB-P-28**

### **Outdoor Dining and Footpath Merchandise Policy**

#### **Purpose**

~~This policy aims to support a vibrant streetscape that is safe and welcoming, attracting tourists and locals to visit, enjoy and return. The appropriate placement and regulation of outdoor dining furniture and display of footpath merchandise that ensures safe and equitable access to the footpath can be achieved whilst supporting local businesses.~~

This policy aims to create a vibrant streetscape that is safe and welcoming, encouraging tourists and locals to visit, enjoy, and return. By regulating the placement of outdoor dining furniture and footpath merchandise, the policy supports local businesses while ensuring safe and equitable access to public footpaths and spaces for all users.

#### **Policy Principles**

- Contributing to a vibrant and welcoming street environment while supporting local economic development.
- Maintaining the pedestrian thoroughfare as the primary purpose of the footpath and promoting accessibility by maintaining a consistent and predictable clear path of travel for all users.
- Ensuring street furniture, display stands, racks or containers are of a suitable standard and visually pleasing, contributing to the creation of an appealing streetscape.
- Fostering neighbourhood amenity through minimising additional noise, visual and other adverse impacts.
- Encouraging the use of sustainable materials and eco-friendly management practices.
- Minimising public liability risk through the issue of approvals considered against the Outdoor Dining and Footpath Merchandise Guide.
- Monitoring compliance with approvals and undertaking enforcement action when appropriate.
- Charging a fee for the use of the footpath as set out in Council's Fee and Charges.

#### **Scope and Application**

~~This policy applies to all employees, agents, officers, councillors and committee members of Northern Beaches Council. This policy is executed through the Outdoor Dining and Footpath Merchandise Guide.~~

This policy applies to the business use of land owned or managed by Council for outdoor dining and footpath merchandise within the Northern Beaches Local Government Area. Execution of this policy is guided by the Outdoor Dining and Footpath Merchandise Guide.

### **References and Related Documents**

- Policy Framework
- Outdoor Dining and Footpath Merchandise Guide
- Local Government Act 1993
- Environmental Planning & Assessment Act 2017 (as amended)
- State Environmental Planning Policy (Exempt & Complying Development Codes) 2008
- Building Code of Australia Crown Lands Act
- Food Act 2003

### **Definitions**

Clear path of travel	The area of the footpath maintained for safe and equitable pedestrian circulation which is free from obstructions and assists in wayfinding and navigation.
Outdoor dining	Dining on the public footpath which is associated with an approved restaurant, cafe or similar.
Footpath merchandise	The display of goods on the public footpath associated with an adjacent business premises.
Public footpath	The part of a road as is set aside or formed as a path or way for pedestrian traffic (whether or not it may also be used by bicycle traffic).
Street furniture	Removable tables and chairs or other approved furniture owned by restaurants, cafes or similar for use in the outdoor dining area.
Display stands, racks and containers	Removable items owned by the business premises used in the footpath merchandise display area.

### **Community Strategic Plan**

This Council policy relates to the Community Strategic Plan Outcome of: (select all that are relevant from the drop down)

- .....

### **Responsible Officer**

Executive Manager XXX

### **Review Date**

Insert year. Four years from the date of Council adoption (once per Council term).

**Revision History**

Policy number	Date	Detail	TRIM #
NB-P-28			



## Council Policy

### Development / Construction Security Deposit

#### Policy Statement

Council requires a security deposit, also referred to as a bond, from owners, developers and or builders to provide sufficient funds to complete works or repair any damage incurred within Council's road reserve or on Council Property during the construction of an approved development or works.

A security deposit relating to a Development Application or an Engineering Application is to be reasonably determined by Council in accordance with the Local Government Act 1993, Roads Act 1993 and the Environmental Planning and Assessment Act 1979.

The security deposit relating to a Complying Development Certificate is fixed in accordance with Council's Annual Fees and Charges as required by the Environment Planning and Assessment Regulation 2000.

The security deposit(s) is to be paid in accordance with the conditions of approved development consent for Development Applications and Engineering Applications or prior to the issue of a Complying Development Certificate when applicable.

As part of a Development Consent, Council may levy a number of security deposits to protect Council's interest, including but not limited to

- Asset protection – ensure Council assets are not damaged
- Construction – ensure the construction of public infrastructure is completed
- Maintenance – ensure public infrastructure meets Council's specifications
- Defects – non-conformances are rectified following the construction of public infrastructure

Council's Development/Construction Security Deposit Policy Guidelines (*the Guidelines*) serve to streamline the administration process to handle the security deposit.

#### Principles

Council will administer the Development/Construction Security Deposits policy in accordance with the following legislative framework and principles:

##### 1) Legislative framework

- Local Government Act 1993 – S97
- Roads Act 1993 – S138 and S139
- Environmental Planning and Assessment Act 1979 – S4.17
- Environmental Planning and Assessment Regulation 2000 – S136 M

##### 2) Determining a security deposit

Council determines the security deposit as appropriate for the development as prescribed by legislation relevant for the approved development and any provisions contained in the Guidelines:

##### 3) Receiving a security deposit

The security deposit will be provided to Council prior to works commencing in a form (e.g. bank guarantee or cash) permitted by the legislation under which the application is being made.



#### **4) Assessing existing condition**

The existing condition of Council infrastructure to which a security deposit relates will be documented, submitted and retained by Council as prescribed by the Guidelines prior to works commencing and may be relied upon when assessing a request to return the security deposit.

#### **5) Returning a security deposit**

The security deposit is refunded less the cost of repairs for any damage, subject to Council's satisfaction that there are no remaining works under the approved development that may cause damage to Council's infrastructure. Council may also utilise the security deposit to complete unfinished works relating to Council infrastructure that were required as part of the approved development if the applicant fails to do so within a reasonable time frame.

Procedures for refunding security deposits are prescribed in the Guidelines.

#### **6) Developers and Builders Compliance**

The property owner/developer/builder must comply with the conditions of approved development consent where applicable. Failure to comply may result in the property owner/developer/builder forfeiting the security deposit.

#### **Scope and application**

This policy applies to all approved developments in the Northern Beaches Council local government area. The terms of this policy do not restrict Council's rights pertaining to security as outlined in relevant legislation.

#### **References and related documents**

- Council's Fees and Charges (as issued annually)
- Local Government Act 1993 – S97
- Roads Act 1993 – S138 & S139
- Environmental Planning and Assessment Act 1979 – S4.17
- Environmental Planning and Assessment Regulation 2000 – S136 M
- Development/Construction Security Deposit Policy Guidelines

#### **Definitions**

**Approved Development:** all development as defined in the Environmental Planning and Assessment Act 1979 approved by Council, Complying Development described within the SEPP (Exempt and Complying Development Codes) 2008 or approved works as defined in the Local Government Act 1993 including works requiring approval under the Roads Act 1993.

**Engineering Application:** Application to do works in Council's road reserve or works that impact Council's infrastructure.

**Council's Infrastructure:** Infrastructure, such as footpaths, kerbs, gutters, street trees, street furniture, staircases, roads, stormwater pipes and pits, that is owned, maintained, controlled or operated by Council for a public purpose within road reserves and on Council property.

#### **Responsible Officer**

Executive Manager, Environment & Climate Change

#### **Review Date**

December 2023



### Revision History

Revision	Date	Status	TRIM Ref
1	17 December 2019	First draft Development/Construction Security Deposits policy	2019/680936
2	11 March 2020	Second Draft	2019/680936
3	10 June 2020	Third Draft	2019/680936
4	14 September 2020	Fourth Draft	2019/680936
5	18 September 2020	Fifth Draft	2019/680936
6	6 October 2020	Sixth Draft	2019/680936
7	13 October 2020	Seventh Draft	2019/680936
8	23 March 2021	Policy Adopted by Council	2019/680936



## Council Policy

### Placing of Hoardings and Scaffolding at Construction or Demolition Sites

#### Policy Statement

This policy is to ensure a suitable temporary hoarding and or scaffolding ("*hoarding*") is erected within the road reserve to protect the public from the hazards of building construction, alteration or demolition as such, across the Northern Beaches Local Government Area.

This policy aims to give force to Council's Hoarding Guidelines that prescribe the design, installation and maintenance criteria which are used by Council in assessing hoarding applications. Council's Hoarding Guidelines serve to ensure minimal impact to pedestrians, vehicles and street trees in addition to ensuring the public is protected from the hazards of construction.

#### Principles

Council will administer the Placing of Hoardings and Scaffolding at Construction or Demolition Sites policy ("the Policy") in accordance with the following principles:

##### 1) Hoarding Permit Application

A Hoarding Permit Application must be lodged to seek approval to erect a hoarding on the road reserve, as required by the Local Government Act 1993 and s138 of the Roads Act 1993. An appropriate fee is to be paid with the application in accordance with the Council's Annual Fees and Charges.

Council may require the relevant documents and supporting information demonstrating compliance with Council's Hoarding Guidelines to be submitted with the application as prescribed on the Hoarding Permit Application form.

##### 2) Granting an approval

An approval to erect a temporary hoarding may be granted under s94 of the Local Government Act 1993 and s138 and s139 of the Roads Act 1993. The approval must be read in conjunction with any conditions of an approved development consent if applicable.

In addition to the Hoarding Guidelines requirements, all hoardings must be erected and installed in accordance with relevant Codes of Practice, including but not necessarily limited to the Code of Practice – Overhead Protective Structures from SafeWork NSW, Construction Work – Code of Practice from Safe Work Australia and the specifications of Council.

##### 3) Amending and extending an approval

Before an application for approval is determined, an applicant for approval may make a minor amendment to the application or any matter accompanying the application in accordance with s 87 of the Local Government Act 1993.

An approval may be extended or renewed under s107 of the Local Government Act 1993 if Council has good reason to do so and whereby the hoarding in question has been erected and maintained in accordance with the approval and all other ongoing requirements are to Council's satisfaction including but not limited to structural adequacy and insurance coverage.

##### 4) Enforcement of approval

When a breach of a hoarding approval does occur, an officer delegated by Council to issue directions under the Roads Act 1993 or the Local Government Act 1993 may issue penalty notices, give orders and undertake other compliance actions.



### **5) Revoking the approval**

Council may revoke an approval under s 108 & s109 of the Local Government Act 1993 if the approval was obtained by fraud or misrepresentation, if a reason arises after an approval is granted which would have caused Council not to have originally granted the approval, for a failure to comply with a requirement of the Local Government Act 1993 relating to the approval or for a failure to comply with a condition of the approval. An approval granted under the Roads Act 1993 may be revoked under s 140 for any reason.

### **6) Cost recovery**

Council reserves the right to recover the cost if there is any damage of Council's infrastructure during the course of the erection/demolition of the hoarding.

### **Scope and application**

This policy applies to every hoarding in Northern Beaches Local Government Area.

### **References and related documents**

Council's Fees and Charges (as issued annually)

Local Government Act 1993- s94, s108 and s109

Roads Act 1993 – s138, s139 and s140

Code of Practice – Overhead Protective Structures, SafeWork NSW

Construction Work – Code of Practice, Safe Work Australia

### **Definitions**

**Hoarding:** a temporary structure including a scaffolding placed on the footway that provides an overhead protective barrier to protect the public by separating construction or demolition sites from the footway

**Footway:** the part of road as is set aside or formed as a path or way for pedestrian traffic

### **Responsible Officer**

Executive Manager, Environment & Climate Change

### **Review Date**

March 2024

### **Revision History**

Revision	Date	Status	TRIM Ref
1	17/12/2019	First draft Hoardings – placing of Hoarding at Construction or Demolition Sites policy	2019/681334
2	24/07/2020	Second draft - Hoardings & Scaffolding – Placing of Hoardings and Scaffolding at Construction or Demolition Sites	2019/681334
3	04/09/2020	Third draft - Placing of Hoardings and Scaffolding at Construction or Demolition Sites	2019/681334
4	14/09/2020	Fourth draft - Placing of Hoardings and Scaffolding at Construction or Demolition Sites	2019/681334
5	17/03/2021	Fifth draft – Placing of Hoardings and Scaffolding at Construction or Demolition Sites	2019/681334



<b>Council Policy – No 88</b>	<b>Adopted:</b>	<b>OM.11.09.00</b>
	<b>Reviewed:</b>	
	<b>Amended:</b>	<b>OM 09.04.01, OM14.05.01 OM12.07.04, OM 09.10.2006, OM:17.10.2011</b>
	<b>Revoked</b>	<b>All sections except 1 &amp; 2 revoked by Northern Beaches Council 24 September 2019</b>

<b>TITLE:</b>	<b>Beach and Rockpool Management</b>
<b>STRATEGY:</b>	<b>Beach &amp; Coastal Recreation Management</b>
<b>BUSINESS UNIT:</b>	<b>Reserves, Recreation &amp; Building Services</b>
<b>RELEVANT LEGISLATION:</b>	<b>Local Government Act, Workcover Authority of NSW</b>
<b>RELATED POLICIES:</b>	<b>None</b>

### **Objective**

To provide guidelines for the structured use of Council beaches, beach reserves and rockpools within the Pittwater LGA giving due consideration to the impact on the regular users of the areas.

### **Policy Statement**

#### **1. Beach and Beach Reserves**

Council will permit approved operators to occupy Council's beaches/ beach reserves and rockpools in accordance with adopted Plans of Management and statutory requirements, subject to permits/ licence agreements.

Charity organisations may be exempt from fees and charges at the discretion of the Council's General Manager upon application and subject to written evidence being provided by the Charity being represented.

#### **2. Beach Rockpools and Baths**

- (a) Groups wishing to use beach rockpools and baths must book in advance in accordance with Council's reserves booking practice, and pay a fee as determined by Council from time to time and contained within the fees and charges schedule within Council's adopted Delivery Plan.

- (b) An area must always be made available to the general public.
- (c) Bookings will not take precedence over the cleaning timetable.
- (d) All organisations wishing to use Council rockpools and beaches must have approved water safety plans in place that are approved by Council.

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## Interim Policy on the Management of the Commercial Use of Beaches, Reserves & Buildings/Facilities in Warringah

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### 1 Policy Statement

This policy provides a framework for the management of commercial use of Warringah's beaches, reserves and buildings/facilities, having regard to the natural environment whilst enhancing recreation opportunities for residents and visitors.

#### 1.1 Policy Background

This policy has been prepared to manage the commercial use of open space. The Warringah Local Environmental Plan permits commercial use subject to other legislative restrictions. A policy framework is required to appropriately manage proposed commercial uses of Warringah's open space network.

#### 1.2 The Purpose of this Policy

The purpose of this policy is to:

- provide a framework for the equitable, efficient and effective management of Warringah's beaches, reserves and open space buildings/facilities in respect to commercial activities.
- provide a process for the assessment of applications to Council for the use of Warringah's beaches, reserves and open space buildings/facilities for commercial purposes.

#### 1.3 Scope of this Policy

This policy refers to commercial use of Community Land and of Crown Land, under Council's trusteeship. It is applicable to all public open space and buildings/facilities located on the public open space, and includes bushland reserves, waterways, neighbourhood parks, sports grounds, coastal open space and land designated for community use and mapped as public open space in Council's Local Environmental Plan.

It should be noted that many activities captured by this policy will require authorisation in a plan of management and are subject to standard development assessment and approvals under the LEP. **In addition, where conflict exists between this policy and state government policies that relate to Crown Lands, the state government policies take precedence over this policy.**

#### **1.4 Objectives of this Policy**

The objectives of this policy are to:

- provide a management framework which enables Council to manage the use of beaches, reserves and buildings/facilities for commercial purposes in an equitable, efficient and effective manner.
- enhance the recreation experience of beach and reserve users through the approval of commercial recreation activities while conserving the natural character and environment of the beaches, coastline, bushland and reserves.
- ensure broad community access to Warringah's public open spaces.
- fulfil the requirements of State Government and Council policies in relation to the management of Community Land and Crown Land under Council's trusteeship.
- achieve a financial return to Council which, at a minimum, covers the cost of administration and any costs associated with use of the open space by a commercial operator.
- provide Council, the community and commercial operators with a clear, open and accountable process for the assessment of applications for the use of open space and associated facilities for commercial activities.

#### **1.5 Policy Management Principles**

- Commercial use of Warringah's open space will be managed with regard to the natural environment, cultural and heritage values of the area. Where conflict exists between commercial use and protection of these values, the protection of the natural environment, cultural and heritage values will take precedence over recreational use.
- Protection of public safety and Council's risk exposure will be a paramount consideration in the assessment of applications for commercial use of Warringah's open space and associated facilities.
- Short and long term commercial use of the open space will be managed to ensure that the open space is not overused to the detriment of the environment or public amenity.
- Only those activities that are ancillary to the public recreation purpose of the land, do not unreasonably alienate the reserve and have a reasonable degree of community benefit, whether social or economic, will be considered.
- Council will aim to achieve a financial return from commercial use of open space, which recoups at a minimum the costs associated with administration, use of the reserves and additional maintenance.
- The use of beaches, reserves and buildings/facilities will comply with relevant Plans of Management.
- The principle of shared multi-use of community facilities will be applied in considering commercial activities.
- Allocation of commercial use opportunities will follow appropriate competitive selection procedures.

- To appropriately manage commercial use of open space by community organisations ensuring mutual benefit to the community groups, Council and the wider community.

### 1.5.1 Appropriate Commercial Activities

All commercial activities will be subject to the model conditions of use, which are outlined in Appendix A.

In general only those activities that have a clear link between the recreational use, reservation or categorisation and values of the open space area will be considered. That is, the activity must be an **ancillary activity** to the public recreational purpose of the open space. The following sections guide both the plan of management process and lease/licensing process as to what activities may be considered appropriate for inclusion within a plan of management and allowed on area of open space at any one time. **Again, any proposals on Crown Land must be acceptable under the relevant state government legislation and policies.**

### 1.5.2 Prohibited Uses

Specific activities that Council will not consider are documented below. In addition Council reserves the right to refuse any application.

- **Gaming** as described in the definitions.
- **Regular Merchandise sales** (except within approved organised markets and the sale of event-specific memorabilia not otherwise regularly available).
- Major fast food operations that essentially service a passing trade rather than the reserve users and cannot be regarded as ancillary to the reserve.
- Registered clubs as described in the Registered Clubs Act.
- Advertising not in accordance with Warringah LEP 2000 and State Environmental Planning Policy No. 64.
- Sale of tobacco products.
- **Amusement rides/infrastructure** (except in the case of designated community events.)

### Restricted Areas

Due to environmental sensitivity, Plan of Management restrictions, or high levels of passive recreational use some open space areas, adjacent reserves and buildings/facilities will not be available for commercial activities. Only privately provided educational activities will be considered in these areas consistent with a plan of management. These areas are:

- Intertidal Protected Areas (such as Dee Why headland)
- Dee Why Headland (areas of bushland)

- Areas of Long Reef Headland shown as environmentally sensitive in the Griffith Park Plan of Management
- Dee Why Lagoon Wildlife Refuge (excluding the developed area of James Meehan Reserve)
- Manly and Curl Curl Lagoon water bodies
- Watercourses and wetland areas
- High conservation bushland (eg supporting threatened species)
- Manly Warringah War Memorial Park
- Allenby Park
- Areas of sensitive coastal open space
- Areas of Cultural & heritage significance (eg Aboriginal sites)

Other areas may be added at a later date in response to changing circumstances or as further defined in a plan of management.

### **1.5.3 Length of Use Conditions**

The following section outlines what activities are considered appropriate for approval through a short-term casual licence or a longer-term agreement. This is to be used as a **guide** in preparing plans of management and assessing proposals.

#### Short term, casual use

Short term, casual use is defined in the Local Government Act and associated regulations and shown in the Definitions. All short term, casual use of open space will be managed according to these regulations.

In keeping with the above principles, the following types of short-term activities are considered appropriate for Warringah's public open space:

#### Beaches and adjoining reserves

Activities where there is a clear nexus between the activity and the beach/coastline/waterway. Whilst not a comprehensive list, these could include beach related sport, recreation and community based events such as multicultural festivals, beach volleyball, environmental awareness activities, surf and swimming carnivals, triathlons and other endurance events, fun runs/walks, food & beverage outlets and markets.

#### All other Open Space

Sport, recreation, cultural and social activities and other events, which are in keeping with the values of the area of open space and the principles of this policy.

Examples of activities that may be considered for short-term use within a plan of management would include:

- Corporate sports/recreational events
- Personal trainers
- Sports clinic

- Open air cinemas/concerts

**Longer- term use**

For uses of the reserve that exceed a short-term casual basis the provisions for publicly advertising and assessing lease/licenses required for community land shall apply for all public open space managed by Council (in addition to any requirements for Crown Lands). This is to ensure a consistent approach across all public open space.

In general longer-term activities must be appropriately authorised in a plan of management.

Activities that may be considered for longer-term commercial use within a plan of management would include:

- Food & beverage outlets, such as kiosks, cafes & restaurants
- Markets
- Recreational equipment hire, such as bicycles, watercraft or similar
- Recreational instruction/lessons such as surf schools, personal training and water safety
- Locker storage equipment

**Usage Levels**

Each beach, reserve and associated building/facility will have usage levels outlined in the relevant plan of management based on the system outlined in Appendix B. It is intended that this policy will guide the consideration of activities to be authorised in a plan of management. In the absence of a plan of management where the Local Environmental Plan allows only recreational facilities then Appendix C may be used to assist in this assessment.

**Revenue Generated**

Revenue generated from commercial use of beaches and reserves are to be allocated to the appropriate cash Reserve. Council's current Reserves are listed in note 6 of the Annual Financial Report and as of 30 June 2001, relevant reserves included 'Brookvale Oval Redevelopment' Reserve and 'Tennis Court Improvements' Reserve.

In addition Council with the adoption of this Policy established two new reserves. One is to be known as the Coastal Improvements and Maintenance Reserve. The second is to be known as the Parks and Bushland Improvements and Maintenance Reserve.

Further, Council through the adoption of this Policy, undertakes to expend revenue raised on Crown Land only on Crown Land.

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**1.6 Context****1.6.1 Relationship to Council's Strategies, Plans of Management and Strategic Plans**

Existing related policies include:

CCS-PL 610 Beach Services  
CCS-PL 410 Community Facilities Management and Subsidies  
ENV-PL 640 Allocation of Canteen Usage Rights on Playing Fields  
ENV-PL 630 Approval for Circus performances  
ENV-PL 620 Helicopter Landings on Council owned and controlled property  
3.5.29 Reserves Booking Team/ Reserves Booking Policy  
3.8.03 Filming Permits Council Land  
3.5.23 Special Events Area - Playing Fields, Fitzpatrick Ave, Frenchs Forest  
CCS – PL 310 Community Centres Policy

**1.7 Evaluation Criteria**

- Number of commercial activities approved that adhere to this policy.
- Number of applications received for the use of the beaches, reserves and buildings/facilities for commercial purposes that adhere to this policy, measured over time.
- Level of community satisfaction with approved commercial activities on beaches, reserves and buildings/facilities, measured over time.

**1.8 Amendments**

This policy should be reviewed two years from the date of adoption or when deemed necessary due to changes in the environmental sensitivity of the beaches, reserves and buildings/facilities.

Last amended on 7.8.06

**1.9 Document Owner**

Manager Strategy and Policy

**1.10 Policy Register And File Number**

The policy register number for this policy is:  
CCS-PL-612

**1.11 Authorisation**

This policy was authorised by Council on 6 August 2002.

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## **2 Policy Implementation**

### **2.1 Implementation Responsibility**

Manager Assets

### **2.2 Assessment Criteria**

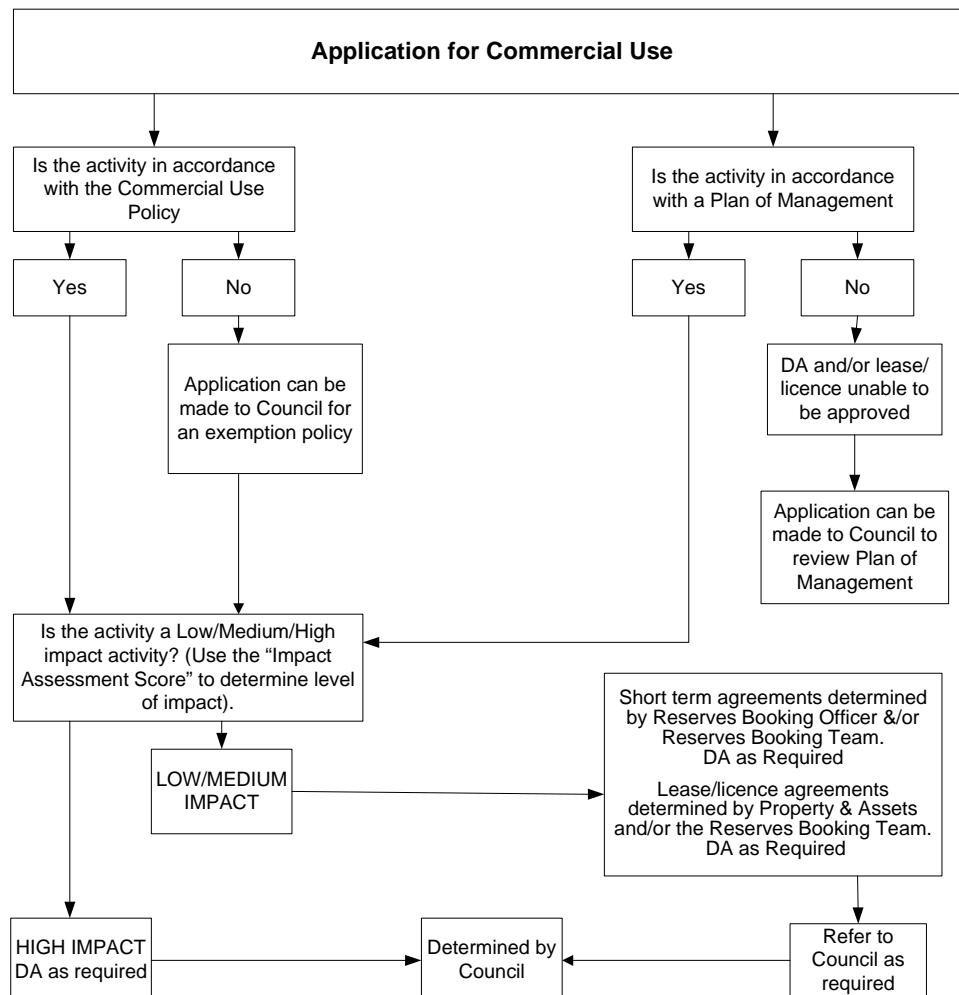
In preparing a plan of management or when determining an application for commercial use, proposals will be assessed by the reserves booking team and interim approval will be granted if the activity meets the following criteria.

1. That there is significant public benefit either in providing recreational opportunities or meeting a perceived community need.
2. That there is an identified gap in current service provision opportunities within the Warringah community. This includes non-profit or volunteer service providers.
3. That community access and unstructured use of the beach/reserve is minimally impacted.
4. That the level of risk associated with an activity, both for participants and community members in the vicinity, can be assessed and managed. This includes the adequate provision of public liability insurance coverage.
5. That it is assessed as having manageable social and environmental impact.
6. That it will provide economic and tourism benefit for the Warringah Community.
7. That the activity is ancillary to the public recreation purpose of the land.

Applications will be assessed as low, medium or high impact according to the criteria outlined in Appendix B.

Council maintains the right to approve other short-term events that may impact the commercial activity. Activities managed under a lease or licence will have an agreed level of exclusivity defined in the lease or licence agreement.

### 2.3 Assessment Process



See Appendix D for criteria used to assess the appropriate approval process.



**CCS-PL 612**

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## **2.4 Exemptions**

Voluntary community organisations (such as surf life saving clubs) are not subject to the commercial return principles under this Policy. However, the principles established in Section 1.5 apply insofar as Council is not to be financially penalised from commercial activities conducted by voluntary organisations.

Any other group may seek to gain exemption from this policy upon application in writing to Council. Exemptions will only be granted where extenuating circumstances can be demonstrated.

Only Council can grant exemptions and this authority cannot be delegated.



## Definitions

**Amusement rides/infrastructure:** refers to establishment of permanent structures for the operation of rides (including with use of animals), bungee, trampoline or the like.

**Ancillary activities:** refers to activities that are compatible with or supplement the public recreation purposes of the land.

**Café:** is a refreshment room or coffee shop which serves snacks, light meals and beverages to take away or be consumed on the premises or immediately adjacent seating.

**Coastal open space:** Refers to areas of open space managed in the Coastal Lands, Griffith Park and Dee Why Lagoon Wildlife Refuge Plan of Management.

**Commercial use/activity:** A commercial use's principle purpose is to derive profit to an individual(s) or (registered) company. For the purposes of this policy activities that occur in partnership, through agreement or otherwise, with a not-for-profit organisation are subject to the policy unless otherwise stated. In addition, fund raising by not-for-profit groups not associated with a Council sanctioned event are subject to this policy for the purpose of managing open space use only - that is, the revenue generating aspects of the policy do not apply. (Therefore a fund raising activity by not-for-profit groups at a surf carnival, or sporting competition or the like, are exempt for the purposes of this policy).

**Gaming:** any game of chance that is conducted for commercial return, including (but not limited to) poker machines, sale of lottery items and related products and totaliser operations.

**Kiosk:** an establishment that provides snacks, packaged and prepared light foods with non-alcoholic beverages to take away.

**Regular Merchandise sales:** Merchandise sales are those that essentially aim to sell goods or products to the general public on a regular basis. This may include souvenirs, clothing, household items etc. Infrequent one-off events that may be characterised as 'clearance sales' in community buildings are permitted.

**Short-term (casual basis):** The definition of a short-term activity is derived from the general regulations to the Local Government Act and is an activity where:

- (a) the use or occupation does not involve the erection of any building or structure of a permanent nature, and
- (b) in the case of any use or occupation that occurs only once, it does not continue for more than 3 consecutive days, and
- (c) in the case of any use or occupation that occurs more than once, each occurrence is for no more than 3 consecutive days, not including Saturday and Sunday, and the period from the first occurrence until the last occurrence is not more than 12 months.

**Longer-term use:** Any use that requires a lease, licence or other estate.

**Recreation:** Recreation is the participation in active and passive leisure and sporting activities. See Warringah LEP for a definition of recreational facilities.



## **Council Policy**

### **Moveable Heritage Management Policy**

(as adopted by Council on 28 May 2019)

#### **Policy Statement**

This Policy supports Council's role of identifying and protecting objects of heritage significance to the Northern Beaches. It assists in the collection, documentation and interpretation of objects of moveable heritage which can provide historical information about the Northern Beaches, its development and the people and their stories which are integral to understanding its past.

#### **Principles**

This Policy adopts the Movable Heritage Principles issued by the NSW Heritage Office:

1. Movable heritage relates to places and people.
2. Educating the community about how to identify and manage moveable heritage, assists in conserving items and collections.
3. Assess the heritage significance of movable items and collections before making decisions on managing them.
4. Recognise the significance of indigenous moveable heritage to indigenous communities and its unique role in cultural maintenance, cultural renewal and community esteem.
5. Retain moveable heritage within its relationship to places and people, unless there is no prudent or feasible alternative to its removal.
6. Remove moveable heritage from its relationship to places and people only when the items and collections are under threat and this is the only means of safeguarding or investigating significance.
7. Provide community access to moveable heritage and encourage interpretation.
8. Document moveable heritage.
9. Acquire movable heritage where there is no alternative to removal, where this serves clearly defined collecting policies.
10. Reinstate or return items and collections to places and people when circumstances change.

#### **Scope and application**

This policy applies to all employees, agents and officers of Northern Beaches Council, as well as members of the Places for People Strategic Reference Group and all Councillors.

#### **References and related documents**

*Objects in their Place - An Introduction to Moveable Heritage*, NSW Heritage Office, 1999

*Moveable Heritage Principles*, NSW Heritage Office and Ministry for the Arts Moveable Heritage Project, Sydney 1999

*The Illustrated Burra Charter*, Australia, ICOMOS, Marquis-Kyle, P and Walker, M, 1994

#### **Definitions**

This Policy adopts the NSW Heritage Office definition of moveable heritage:



**moveable heritage** is a term used to define any natural or manufactured object of heritage significance (but excludes archaeological relics found underground or underwater).

An **object of movable heritage** is not a **heritage item**, as defined in Council's Local Environmental Plans (Manly LEP 2013, Warringah LEP 2011 and Pittwater LEP 2014).

For this reason, the term **object** is used in this Policy to refer to items and objects of movable heritage and this term covers **all types** of movable heritage (including paper-based and 3D objects). **Object** is also the term used by the NSW Heritage Office in the definition of movable heritage.

#### Responsible Officer

Executive Manager – Strategic & Place Planning

#### Review Date

Two (2) years from date of adoption, then every four (4) years on-going.

#### Revision History

Revision	Date	Change	TRIM Ref
1			
2			

### POLICY DETAIL

#### Establishment of Movable Heritage Register

A Movable Heritage Register will be established which provides photographs and information on objects which have been assessed as being of heritage significance to the Northern Beaches. This Register will be created with a view to it being made available on-line, thereby providing increased community access to information on the heritage and history of the Northern Beaches.

The initial focus of this Register will be to record:

- moveable heritage objects, which are not yet documented in an existing collection; and
- moveable heritage objects which are in Council ownership.

The Register will not be limited by these initial priorities, being designed so that it can record and document all manner of moveable heritage, whether in Council's ownership or not.

This Register will be created in consultation with Council's Local Studies unit, to ensure compatibility with documentation of the Northern Beaches Local Studies collection.

One of the main aims of the Register is to have it available for the community to access. The Moveable Heritage Register, as a collection of objects of moveable heritage significance to the Northern Beaches, should be made available by Council as an on-line searchable database (similar to the current historic photographs database, currently provided by Local Studies).

#### Determining Significance to the Northern Beaches

An object of moveable heritage must be assessed against criteria to determine whether it is of heritage significance to the Northern Beaches area. The basis for this assessment will be the Northern Beaches Thematic History (to be completed 2019) along with the Northern Beaches Historical Themes which will result from this study.



To be listed and recorded in Council's Moveable Heritage Register, the object must be able to show or represent a particular period of development, particular event or other link with the past history and development of the Northern Beaches area.

The identification of Northern Beaches historical themes will guide this determination of local heritage significance. An example of this is the current museum policy adopted by the Manly Art Gallery & Museum (MAG&M), which collects museum pieces which specifically reflect the historic theme of beach culture. While this is currently focussed on Manly, the beach theme is prevalent throughout the whole Northern Beaches area and is only one of the historic themes important in the development of this area.

### **Relationship to Existing Moveable Heritage Collections**

The Moveable Heritage Register will complement existing collections of moveable heritage managed by Council. These include the Museum Objects collection managed by MAG&M and the paper based collections (e.g. photographs, maps, plans, books, documents, memorabilia) managed by Local Studies units within Manly, Dee Why and Mona Vale Libraries.

### **Relationship to Collection Management and Gift Policy**

The Moveable Heritage Register will sit under the general Northern Beaches Collection Management and Gift Policy, which contains detailed guidelines for collection development, acquisitions, gifts, preservation and care and collection access. The establishment of the Moveable Heritage Register will be guided by these Collection Management and Gift Policy guidelines, which provide more detailed consideration of these aspects of collection management.

### **On-going Management of Register**

The Register of Moveable Heritage will require on-going management. After initial set-up, the addition of existing objects in Council ownership will be an on-going process of documentation and inclusion in the Register.

As new objects are offered to Council, acquired by Council or otherwise come to Council's attention for addition to the Register, they will need to be assessed to determine if they meet the heritage significance criteria for addition to the Register.

Once fully established, with an on-line presence, there will be on-going management related to the assessment and documentation of potential new objects to be added to the Register. While assessment of new objects will need to be done by Council, there are significant opportunities to utilise volunteers for the documentation and addition of movable heritage objects onto the Register.

### **Guidelines for future acquisitions**

Moveable heritage objects considered for acquisition by Council will first be assessed to determine if the object meets the criteria for heritage significance (i.e. does it possess heritage significance in the context of the Northern Beaches). Also considered will be the rarity of the object, with priority being given to objects which fill gaps in Council's moveable heritage collection.

Cost will also be a factor, along with practical issues such as storage considerations. In some instances, Council may consider photographically recording the object for the Register, without purchasing it.

### **Guidelines for future donations**

Donations from individuals and organisations are encouraged, however they will also need to be assessed as to whether they meet the criteria for listing on the Moveable Heritage Register. If a donated object is determined not to meet the heritage significance criteria, or at some time in the future is considered to no longer be needed on the Register, then Council may dispose of such objects appropriately.

### **Storage**



Objects identified in the Moveable Heritage Register, if not displayed in a Council building, should be stored in a controlled environment appropriate for objects of heritage significance.

#### **Display of Moveable Heritage Objects**

Where possible, Council should celebrate moveable heritage in its custodianship, by placing them on display in Council owned buildings. Where this is not possible, Council should investigate allocation of a building space for the permanent storage and display of Northern Beaches moveable heritage. In doing so, Council will increase community access to history and heritage resources and increase community awareness of the importance of remembering the past history of an area.

#### **Budget allocation**

To assist in the on-going enhancement of Council's moveable heritage collection, a budget allocation should be made available each year for the acquisition of important objects which reflect the past history and development of the Northern Beaches.

#### **On-going review and reporting**

This Policy should be reviewed two (2) years after its adoption, to ensure that it is achieving its stated purpose. After the initial period, this Policy should be reviewed every four (4) years or sooner, should the need be identified.

# DRAFT

XX November 2024

Strategic Policy Unit  
Office of Local Government  
Locked Bag 3015  
NOWRA NSW 2541

C/- [councillorconduct@olg.nsw.gov.au](mailto:councillorconduct@olg.nsw.gov.au)

Our Ref: 2024/751399

Dear Strategic Policy Unit

## **Feedback regarding Councillor Conduct Framework Review**

Thank you for the opportunity to comment on the Office of Local Government's (OLG) discussion paper entitled *Councillor conduct and meeting practices – A new framework* dated September 2024 (discussion paper).

This letter constitutes the submission of Northern Beaches Council.

Northern Beaches Council supports transparency of Council decision making and initiatives to appropriately recognise the status of local government (and role of councillors). It also welcomes opportunities to increase complaints handling efficiencies, in particular, those that deliver cost savings for local government. However, as set out in this submission, there are various suggested initiatives which are considered to be unclear, misconceived or unhelpful.

Council understands Local Government NSW (LGNSW) is submitting a sector-wide response that takes into account the views of elected representatives. Council is aware of the direction of the LGNSW submission and is supportive of this.

Council notes the concepts in the discussion paper are high-level and further detail will no doubt be available in due course which may address some of the matters raised and help councils to provide more feedback in relation to the specific questions posed in the consultation paper. This submission includes some general comments and issues of particular interest to the Council (being the proposed changes to briefings, the code of conduct and the role of the mayor).

## **General comments**

The premise in the discussion paper, that how councillors 'behave, how they should deliberate and the responsibilities they hold should be modelled on how members of Parliament are expected to behave and act', does not take into consideration some key differences between the two tiers of government. Some pertinent points include:

- Local government operates and is regulated under the settings established by the State.
- State members of Parliament benefit from parliamentary privilege which provides certain powers and immunities to individual members of Parliament. These powers and immunities do not ordinarily apply to councillors. For example, the privilege of freedom of speech in Parliament does not extend to councillors during Council meetings. Whilst 'freedom of

speech' is listed as a 'principle' of the proposed changes, there is no corresponding legislative protections proposed for councillors in this forum. This may leave councillors exposed to civil action and is why more comprehensive guidance, rather than 'aspirational' guidance may be more beneficial for local political representatives.

- The role of a member of Parliament is quite different to the role of a councillor. The role of Ministers, as members of cabinet within the government, who are appointed to portfolios that oversee government agencies is also different. Local councillors, as a collective of up to 15 individuals, with varying political persuasions, oversee the strategic direction of their council, which is a body politic. This, coupled with local government being the level of government closest to the community, makes for very different political contexts.

As such, any attempts to model the operations of councils on State government must tread cautiously.

### **Briefings**

The change proposed in the discussion paper in relation to briefings is not supported by Northern Beaches Council. The driver of this proposed change is not clear and not directly relevant to matters subject of the code of conduct. At Northern Beaches Council decisions are appropriately made at Council meetings and we do not have widespread 'reports or concerns that council decision making is not transparent'.

The briefing practices in local government, are said on page 18 of the discussion paper to have 'recently developed'. The practice of briefing councillors has been in place for many years and cannot be said to be a recent development. Briefings occur to ensure council staff can provide elected officials with the opportunity to obtain background advice and ask questions before they make significant and binding decisions in a public forum that impact the community.

The practice also reflects an increased desire from councillors to be more fully engaged, knowledgeable and professional in their decision making. Just as local communities are more engaged with the advent of social media and new technologies, it is important that councillors also have the opportunity for greater engagement. As such, councillors seek greater information to inform their strategic decision making. The practice is likely also linked to the increased professional capabilities of councillors that are enshrined in the NSW Government's capability framework for councillors and councillor professional development.

It is important to provide a forum where councillors can ask detailed questions, including those that may be relevant for their professional development. Councillors have expressed the concern that they may be impeded in seeking advice and asking questions if they are unable to have briefings. They have also identified that the absence of such opportunity will result in less efficient and less robust decision making, which would decrease the confidence of the community in local government.

The proposition that all information provided to councillors should be provided in a public meeting also does not acknowledge the size, scale and complexity of the operations of local government organisations. For context, Northern Beaches Council is a large organisation with an income of \$425 million. It provides a broad mix of services including management of 80 kilometres of coastline, 39 beaches, 122 sportsfields, 254 playgrounds, 2 aquatic centres, 5 art galleries, 9 day care centres, 39 community centres, 600 kilometres of stormwater assets and 844 kms of local roads. It would be challenging to provide the level of information required to support councillors to undertake their very broad functions all in a public environment. It would also add a significant administrative burden and cost through the additional resources required associated with the public briefing of councillors.

In any event, there are already significant protections enshrined in legislation to ensure that councils operate in a transparent manner. Among other things, the provisions of the *Local Government Act 1993* and the *Government Information (Public Access) Act 2009* (GIPA Act) oblige councils to operate transparently. Significant decisions may only be made by the governing body of a council in a public meeting under the *Local Government Act 1993* including as a result of the limitations contained in section 377. These meetings are required to be open to the public and

may only be closed in very limited circumstances as set out in Part 1 of Chapter 4 of the *Local Government Act 1993*.

Further the GIPA Act establishes a proactive, open approach to gaining access to government information in NSW and these provisions already apply to briefing materials.

It is noted that the proposed changes with regards to briefings are inconsistent with the practices of State government. Members of parliament and ministers regularly receive information and briefings from public servants in closed environments outside the public meetings and deliberations of Parliament. This includes receiving oral briefings, the holding of meetings with constituents and stakeholders and internal meetings between offices. As such, the proposed changes with respect to briefings are not line with the premise that how councillors 'behave, how they should deliberate and the responsibilities they hold should be modelled on how members of Parliament are expected to behave and act'. Indeed, local government is already more transparent than State government.

It is also not clear how the proposed banning of briefings may impact councils receiving briefings from NSW Government department representatives as happens currently on key issues. It does not also consider how engagement with local State or Federal MPs should occur. This may lead to a degradation of clear communication between the tiers of government and their representatives.

The proposal to allow briefings of mayors is incongruous with the proposal to otherwise prohibit the briefing of councillors and is dealt with in more detail below (see 'Role and powers of mayor').

#### **Code of conduct**

Council has some reservations with respect to the proposed changes to the code of conduct.

Councillors, as leaders of the organisation, set the tone from the top. This is a pillar of good governance and supports positive organisational culture. This responsibility requires councillors to be held to standards higher than that of the community.

It is not unreasonable to expect councillors to adhere to clear and unambiguous behavioural standards to council staff.

An aspirational code of conduct would result in uncertainties as to the standard of conduct expected of councillors. A more prescriptive code, as is in place now, provides clarity as to the behaviours expected including for new councillors. The current code of conduct provisions have developed as a result of real issues experienced in the industry. To abolish those learnings would leave an undesirable vacuum.

The aspirational proposal is inconsistent with the approach taken by the OLG over many years which has seen the need to introduce various model policies to guide councillor behaviour in even greater detail than is set out in the code of conduct. The Model Councillor and Staff Interaction policy and the Model Social Media Policy are examples of this. The introduction of such documents has been driven by, among things, the desire to manage corruption risks.

Limiting concepts of councillor misconduct to misbehaviour related to conflicts of interest and misbehaviour in public office, does not take into account the potential impact of councillor behaviour on staff and may reduce opportunities for staff to raise legitimate concerns. The following comments are made in this regard:

- At Northern Beaches Council we consider ensuring safe workplaces, free of psychosocial hazards, as an important consideration. Whilst it is noted SafeWork regulates this space and has taken action at some councils, needless to say, ensuring there are avenues for early action is critical.
- With the bar effectively set lower for complaints, this may over time lead to an increase in behaviours that do not meet the threshold, however which are still undesirable and could lead to psychosocial hazards.
- Currently, the Model Code of Conduct and Model Councillor and Staff Interaction Policy cover the provisions of information to councillors. Some additional detail is required for us

to consider how this would be addressed in a new 'aspirational code' context. At a minimum an abbreviated aspirational code should be supported with clear examples, definitions and case studies of behavioural expectations to ensure there is clear guidance regarding the benchmark for matters to be taken to either OLG or the Privileges Committee.

- Council foresees some challenges with the concept of administering two codes of conduct, one for councillors and one for staff. Staff, councillors and the community all interact in Council meetings. Having two rules may be challenging. It may also be challenging to communicate the two settings, if the concepts are markedly different.

Council notes OLG would require significantly increased resources to transition to become directly responsible for dealing with pecuniary sanctions and supporting an appropriate tribunal or body. Council would not support the costs associated with the implementation of this new approach to be borne by the local government sector. It is unclear how the funding and support of both the expanded OLG functions and the investigative, reporting and administrative requirements of a Privileges Committee would be met.

Council supports measures which would reduce the costs associated with managing complaints. However, it is not apparent with the information available at present, that the proposed changes will minimise complaints.

With regards to establishing the Privileges Committee, it is not clear this would prevent matters being used for political gain, resolve matters more swiftly or maintain confidentiality. It is unclear how the Committee, consisting of mayors and ex-mayors would be supported, however it is recommended a person with experience in procedural fairness and complaints would be appropriate to manage and support the process.

There are also concerns that the proposal that mayors and ex-mayors would sit on the Privileges Committee would not provide the necessary level of independence and expertise for the role to be appropriately discharged.

Consideration should also be given to what support or legal representation councillors subject to investigation or hearing by either the OLG or the Privileges Committee should be available under the Model Councillor Expenses and Facilities Policy. Further details of what is proposed are required.

### **Role and powers of mayor**

The proposal to increase the powers of the mayor to preside over council meetings may assist in the smooth running of a council meeting. However, this may also lead to potential for mayors to use, or be perceived to use, this power for political advantage. Further clarity in relation to the processes for an evicted councillor's right of review, including the expediency of that process, would be beneficial to include in the next round of information released. Should a review not uphold the decision of a mayor, the potential sanctions associated with that should also be known, as well as whether any decisions made while the councillor was expelled need to be recommitted to a vote in circumstances where that vote may be determinative.

Previously in this submission the shortcomings with the proposal to abolish briefings were addressed. It is incongruous that the mayor should be entitled to briefings and not all councillors. Decisions by resolution can only be made by the governing body as a whole and accordingly all councillors should be entitled to receive briefings. The proposal could lead to the weaponisation of information. Further, the provision of briefing materials to mayors and not councillors, may create an increase in requests from other councillors seeking to get access to information provided to the mayor. More information on whether the mayor may share any briefing information with other councillors at their discretion is necessary.

Thank you again for the opportunity to share Council's views, I look forward with interest to hearing more following the outcome of the consultation process.

Yours sincerely



# **MINUTES**

## **AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING**

held in the Flannel Flower, Civic Centre, Dee Why on

**TUESDAY 11 JUNE 2024**

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING - 11 JUNE 2024

**Minutes of the Audit, Risk and Improvement Committee meeting  
held on Tuesday 11 June 2024  
in the Flannel Flower, Civic Centre, Dee Why**

**ATTENDANCE – In camera – commencing at 1:35 pm:**

**Voting Members of the Committee**

Stephen Horne (Chair)  
Mark McCoy  
Julie Walton  
Robert Lagaida  
Cr Bianca Crvelin  
Cr Sarah Grattan

**Guest**

Mayor Sue Heins

**Council Officers (non-voting)**

Todd Dickinson	Acting Chief Executive Officer
Sally Hall	Executive Manager Internal Audit & Complaints Resolution

**Council Auditors (non-voting)**

Ms Susan Prichard (*left at 1:44 pm*) Director of Financial Audit Services, Audit Office of NSW

**ATTENDANCE – Ordinary meeting – commencing at 2:16 pm**

**Voting Members of the Committee**

Chair Stephen Horne (Chair)  
Mark McCoy  
Julie Walton  
Robert Lagaida  
Cr Bianca Crvelin  
Cr Sarah Grattan

**Guest**

Mayor Sue Heins

**Council Officers (non-voting)**

Todd Dickinson	Acting Chief Executive Officer
Eskil Julliard	Acting Director Corporate & Legal
Mark Jones	Acting Director Workforce & Technology
David Walsh	Chief Financial Officer
Caroline Foley	Executive Manager Financial Planning & Systems
Sally Hall	Executive Manager Internal Audit & Complaints Resolution
Sarah Dunstan	Executive Manager Governance & Risk
Aline Fernandes	Internal Auditor
Lesley Milbourne	Manager Governance

**Council Auditors (non-voting)**

Ms Susan Prichard Director of Financial Audit Services, Audit Office of NSW

**External Visitors**

Susan Leahy Centium

**Visiting Staff**

Richard van Laar-Veth	Program Director – ERP Transformation
David Griffiths	Chief Information Security Officer
Michael McDermid	A/Executive Manager Strategy & Performance
Tonya Burrowes	Manager Organisational Performance
Craig Sawyer	Executive Manager Transport & Civil Infrastructure
Louise Kerr	Director Planning & Place
Azmeena Kelly	Executive Manager Environmental Compliance

**MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING - 11 JUNE 2024**

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MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING - 11 JUNE 2024

## 1.0 APOLOGIES

No apologies were received.

## 2.0 DISCLOSURES OF INTEREST

Robert Lagaida advised he is now a member of NSW Crime Commission's Audit, Risk and Improvement Committee (ARIC).

## 3.0 CONFIRMATION OF MINUTES

### 3.1 MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 13 MARCH 2024

#### OUTCOME

The minutes of the ARIC meeting held on 13 March 2024, copies of which were previously circulated to all members, were confirmed as a true and correct record of the proceedings of that meeting.

## 4.0 ITEMS RESOLVED BY EXCEPTION

No items were dealt with by exception.

## 5.0 ACTION ITEMS FROM MINUTES

### 5.1 ACTION ITEMS UPDATE

#### PURPOSE

The purpose of this report is to provide the ARIC with a progress update on the actions arising from the minutes of previous meetings of the ARIC and those actions completed since the previous meeting.

#### DISCUSSION

It was noted some items are ongoing and not due. Regarding the action in relation to Item 6.3 – ERP project update – governance arrangements were discussed during the meeting and it was noted a report on the project will be provided as a standing item for future meetings.

#### OUTCOME

The Audit, Risk and Improvement Committee noted progress on actions arising from the minutes of previous meetings.

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING - 11 JUNE 2024

## 6.0 STANDING ITEMS

### 6.1 VERBAL UPDATE BY THE CHIEF EXECUTIVE OFFICER

#### PURPOSE

The purpose of this report is to provide the ARIC with a brief update on current issues, particularly those relating to areas of potential risk for Council.

#### DISCUSSION

The Acting Chief Executive Officer's (A/CEO) verbal report included the following:

- ICAC is conducting Operation Mantis which concerns contracting and sub-contracting arrangements at Canterbury Bankstown Council
- A report was presented to the May Council meeting to provide demerger costings
- Councillors attending a workshop to discuss financial sustainability
- Council made submissions to the inquiry by the NSW Parliament's Legislative Council Standing Committee on State Development into the ability of local governments to fund infrastructure and services, and an inquiry by the Parliament of Australia's House of Representatives Standing Committee on Regional Development, Infrastructure and Transport into local government sustainability.

---

#### OUTCOME

The Audit, Risk and Improvement Committee noted the Chief Executive Officer's update.

---

### 6.2 ENTERPRISE RESOURCE PLANNING PROJECT (ERP) UPDATE

#### PURPOSE

The purpose of this report is to provide the Audit Risk and Improvement Committee (ARIC) an update on Council's Enterprise Resource Planning Project (ERP/COSMO).

#### DISCUSSION

Richard van Laar-Veth, Program Director – ERP Transformation, attended the meeting to update the committee on the project.

A committee member noted the need for contingencies given the interdependencies in the various programs and timelines; financial reporting against milestones, matching of scope with budget and time; keeping up to date with the market; and ensuring subject matter experts (SMEs) have been identified and engaged before KPMG starts its work on data collection. Richard confirmed actions are in place on these aspects and that SMEs will be complemented with business analysts.

In response to a question from a committee member, Richard undertook to note a risk and related mitigations for running parallel systems and ensuring integrity of the system.

A question was asked about reporting flexibility. Richard advised we have access to TechOne University and a training environment to explore. If the business has particular needs that are different to the standard TechOne setup, these requests can be considered by the steering committee.

Richard confirmed the governance processes and steering committee are working appropriately.

The Chair asked Caroline Foley and David Walsh to join the meeting (at 3:14pm) to seek their views about the 1 July start date. Caroline confirmed Finance asked for a 1 July commencement;

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MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING - 11 JUNE 2024

David advised this worked when the 3 councils amalgamated.

The committee thanked Richard for his time.

---

**COMMITTEE RESOLUTION**

The Audit Risk and Improvement Committee noted the report and information provided during the discussion.

---

**6.3 FINANCE UPDATE**

**PURPOSE**

The purpose of this report is to provide an update on the financial performance of the Council as at 31 March 2024.

**DISCUSSION**

Caroline Foley and David Walsh attended for this item.

Committee members asked questions about the emergency service levy, fines, development contributions, workers compensation claims, and waste charge calculations in the long term financial plan. Return on investment was noted and commended.

It was noted Council made submissions to the inquiry by the NSW Parliament's Legislative Council Standing Committee on State Development into the ability of local governments to fund infrastructure and services, and an inquiry by the Parliament of Australia's House of Representatives Standing Committee on Regional Development, Infrastructure and Transport into local government sustainability.

The committee thanked Caroline and David for their work on these submissions, assisting other councils with their submissions, and attending the NSW inquiry.

---

**OUTCOME**

The Audit, Risk and Improvement Committee noted the finance update as at 31 March 2024.

---

**7.0 IMPROVEMENT**

**7.1 BUSINESS EXCELLENCE AND CONTINUOUS IMPROVEMENT UPDATE - CARRIED FORWARD FROM MARCH 2024 MEETING**

**PURPOSE**

The purpose of this report is to provide an update on Council's continuous improvement program for the period July to December 2023 and the launch of the IGNITE Continuous Improvement dashboard.

**DISCUSSION**

Michael McDermid and Tonya Burrowes attended for this item.

There was discussion about the service review program, the service review framework and the impact of and connection with the COSMO project.

It was noted the improvements register is current to December 2023 and since then adjustments have been made to reflect interaction with COSMO, while ensuring continuous progress outside of this project continues.

---

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING - 11 JUNE 2024

The Chair noted the Office of Local Government's focus on service reviews and that not many councils have a program like this one. Continuous improvement is important as service reviews are not continuously underway. Having both a continuous improvement focus and program as well as the service review framework is mutually supportive and effective.

---

**OUTCOME**

The ARIC noted the progress of the continuous improvement programs.

---

**7.2 PERFORMANCE REPORTING UPDATE - DECEMBER 2023 - CARRIED FORWARD FROM MARCH 2024 MEETING**

**PURPOSE**

The purpose of this report is to advise the ARIC of Council's performance as of December 2023 against measures in Council's Operational Plan 2023/24.

**DISCUSSION**

The drop in volunteer participation was noted. COVID had a significant impact; services are continuing to adjust.

In the context of the child care measures, the committee suggested Council draw attention to the 'excellent' rating which Council's child care services routinely receive from the Australian Children's Education & Care Quality Authority (ACECQA) under the National Quality Framework. This is the highest rating possible and should be highlighted to demonstrate the quality of the child care services Council provides.

**ACTIONS**

Michael McDermid undertook to include ACECQA National Quality Framework rating information on Council's child care services in the future performance result reporting.

---

**OUTCOME**

The ARIC noted the report.

---

**7.3 ROAD MAINTENANCE SERVICE REVIEW - ADDITIONAL INFORMATION**

**PURPOSE**

The purpose of this report is to consider the additional information requested by the ARIC on the Road Maintenance Service Review.

**DISCUSSION**

Craig Sawyer attended for this item.

The committee thanked staff for the report and associated work. Staff took on the feedback provided by the committee.

---

**OUTCOME**

The ARIC noted the additional information provided on the Road Maintenance Service Review and that \$4.6 million per annum is needed to address the maintenance and renewal funding gap.

---

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING - 11 JUNE 2024

#### 7.4 REVISED SERVICE REVIEW FRAMEWORK

##### PURPOSE

The purpose of this report is to endorse Northern Beaches Council's revised Service Review Framework.

##### DISCUSSION

The committee discussed the Service Review Framework change which involves the role of elected members who will now be notified when a review commences, asked to provide input into the review, will be invited to attend the ARIC meeting when a review is being presented and will be notified of the outcomes of each review post ARIC meeting.

It was noted the ARIC's role is to consider the efficiency and effectiveness of the process, not budget decisions of Council.

---

##### OUTCOME

The ARIC endorsed the revised Service Review Framework at Attachment 1.

---

#### 7.5 ENVIRONMENTAL COMPLIANCE SERVICE REVIEW

##### PURPOSE

The purpose of this report is to present the findings and recommendations of the Service Review of Environmental Compliance.

##### DISCUSSION

Louise Kerr and Azmeena Kelly attended for this item.

The committee thanked staff for the report and their work.

It was noted this is a complex area in which to work.

The committee asked that the font used for this type of report be larger in future reports.

---

##### OUTCOME

The ARIC noted the findings and recommendations of the Service Review for Environmental Compliance.

---

#### 8.0 FRAUD AND RISK MANAGEMENT

##### 8.1 CYBER SECURITY PREPAREDNESS

##### PURPOSE

The purpose of this report is to present the ARIC with an overview of Council's preparedness against cyber and information security incidents, and the work underway to continuously improve it.

##### DISCUSSION

David Griffiths attended for this item and provided an update on Council's security landscape.

---

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING - 11 JUNE 2024

The committee discussed the oversight mechanisms for the Information Management Steering Committee and provided feedback for staff consideration.

The committee commented that leveraging identification of sensitive information via the COSMO project will help reduce risk.

The committee also commented that effective external communications are critical to our incident response plan. It was noted that the Incident Management Team has a well-established communications function and David will work with this team.

---

**OUTCOME**

The ARIC:

1. Noted the progress made to date on previously reported initiatives.
  2. Noted the findings regarding the current state of Council's cyber protection capability.
  3. Noted the work to align security governance and management processes to global industry standards.
- 

**8.2 GOVERNANCE & RISK MANAGEMENT UPDATE**

**PURPOSE**

The purpose of this report is to provide an update to the ARIC on governance and risk management activities.

**DISCUSSION**

Sarah Dunstan advised that the ARIC will be compliant from 1 July with the Guidelines for Risk Management and Internal Audit for Local Government in NSW via the ARIC's new charter.

The results of the Chief Executive Team's (CET) workshop on Council's risk appetite statement will be provided to a future ARIC meeting for review and feedback.

A committee member suggested looking at the Department of Health's risk tools, in particular the rating scale, as nuanced risk management is important in the local government context. There was a reminder too that opportunities as well as risks are an important element of a successful risk management framework.

**ACTIONS**

Staff to add a conclusion to the draft ARIC annual report. Committee members to provide feedback, if required, out of session.

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**OUTCOME**

The ARIC noted the update and approved the draft ARIC Annual Report for tabling at a future Council meeting, subject to the addition of a conclusion to be circulated out of session.

---

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING - 11 JUNE 2024

## 9.0 SPECIAL AGENDA ITEMS

### 10.0 EXTERNAL AUDIT

#### 10.1 NSW AUDITOR GENERAL'S REPORT ON LOCAL GOVERNMENT 2023

##### PURPOSE

The purpose of this report is to consider the NSW Auditor-General's Report on Local Government 2023.

##### DISCUSSION

Sue Prichard advised the Audit Office's interim management letter has been drafted and all is progressing well for final audit.

The Auditor General's report on Local Government identified a number of issues for the sector; most do not apply to the Northern Beaches Council.

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##### OUTCOME

The ARIC noted the Auditor-General's Report on Local Government 2023.

---

### 11.0 INTERNAL AUDIT

#### 11.1 INTERNAL AUDIT UPDATE REPORT

##### PURPOSE

The purpose of this report is to provide an update to the ARIC on all aspects of Internal Audit work since the last ARIC meeting.

##### DISCUSSION

Sally Hall provided an overview of the audit schedule. Following ARIC's previous feedback, it was decided to reduce the plan from 15 to 10 audits. As an overlap with the service reviews and budget reductions was also noted, the final plan will include 8-10 audits.

The committee asked to be kept informed of any changes to the audit plan.

The committee noted it will be important to ensure the induction program for new councillors explains in detail the conflict of interest process and framework, for example, where to find information about gifts and benefits in the code of conduct.

The committee asked that in future reports more detail is provided on overdue actions, to report on timing to complete, and how the risk is being addressed. In the meantime, if an overdue action is not suitably responded to, the issue needs to be escalated to management and/or accounted for by the relevant executive manager in person during an ARIC meeting.

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##### OUTCOME

The ARIC:

1. Noted the status of internal audit recommendations, opportunities and actions.
-

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING - 11 JUNE 2024

- 
2. Noted the status of the current 2023-24 and previous 2022-23 internal audit plans.
  3. Noted the outcomes of ICAC's Paragon review and follow up on the Recruitment review.
  4. Endorsed the draft 4-year strategic internal audit plan for 2024-28.
  5. Endorsed the yearly review and minor amendments to the adopted 2023 Internal Audit Charter.
- 

## 11.2 COMPLAINTS RESOLUTION TEAM UPDATE REPORT

### PURPOSE

The purpose of this report is to present to the ARIC information relating to complaints received, including alleged breaches of the Code of Conduct and referrals to or from the Independent Commission Against Corruption (ICAC) and the NSW Ombudsman.

---

### OUTCOME

The ARIC noted the report.

---

## 12.0 FEATURE TOPIC

## 13.0 GENERAL BUSINESS

### 13.1 AGENDA ITEMS FOR NEXT MEETING

#### PURPOSE

The purpose of this report is to present to the ARIC the proposed agenda items for the ordinary September 2024 meeting.

#### DISCUSSION

The committee thanked Cr Grattan and Cr Crvelin for their commitment and contribution to the ARIC during their tenure on the committee.

Under the new Guidelines for Risk Management and Internal Audit for Local Government in NSW, only one councillor is permitted on an ARIC from 1 July 2024.

It was noted there needs to be good dialogue between ARIC and Council and effective reporting from ARIC to Council. Cr Grattan will keep the Chair informed as to how this is working.

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### OUTCOME

The ARIC discussed the proposed September 2024 agenda.

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## 14.0 NEXT MEETING

**Tuesday 10 September 2024**

The meeting closed at 5:34pm



# PLANNING PROPOSAL

29-31 Moore Rd (Harbord Hotel) & 64 Undercliff Rd, Freshwater

*Amendments to Warringah Local Environmental Plan 2011:*

- Add “hotel or motel accommodation” as a permitted land use under Schedule 1 (Additional Permitted Uses) for part of 29-31 Moore Rd & 64 Undercliff Rd.
- Permit basement carparking, servicing and access associated with “hotel or motel accommodation” and “pub” uses.

Council reference: PEX2024/0005

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## Background

### Site location and description



*Figure 1 Aerial image of the site*

The site is located on part of 29-31 Moore Rd and 64 Undercliff Rd, Freshwater, in the Northern Beaches local government area.

The site is located in low-density residential area within walking distance to a number of points of interest including Freshwater Beach (220m), Pilu Restaurant (180m), Freshwater Life Saving Club (290m) and Freshwater Reserve (100m). Freshwater local centre is a 220m walk away and is bustling village with restaurants/cafes, shops, services, pre-schools and a community library.

Bus stops are located next to the site and are serviced by buses with connections to Warringah Mall, Manly, South Curl Curl, Wynyard, Cremorne, Queenscliff and Fairlight. Active transport connections include shared paths and on-road marked cycle ways with connections to Warringah Mall, Curl Curl, Dee Why, Balgowlah and Manly. The site is also located on the popular Coast Walk which stretches from Manly to Palm Beach.



*Figure 2 Aerial image of the site*

The subject site is located on part of 29-31 Moore Road and 64 Undercliff Road, Freshwater and comprises 4 separate allotments (Lots 1, 2, 6 and 13 Section 1, DP 7022). The site has an overall area of approximately 1623 m<sup>2</sup>, with a 56m wide frontage to Charles Street (north-west), 22m wide frontage to Undercliff Road (south-west) and 14m wide frontage to Moore Rd (north-east). The site is steeply sloping from Undercliff Rd towards Moore Rd and comprises:

- Lot 1 and 2, Section 1, DP 7022 which describes the at-grade car park located on the south-eastern portion of the Harbord Hotel site (29-31 Moore Rd). The neighbouring Lots 3-5, Section 1, DP 7022 contains the Harbord Hotel building and vehicular access servicing the drive-through bottle shop at Lot 13, Section 1, DP 7022.
- Lot 6, Section 1, DP 7022 which is the lot description of 64 Undercliff Road, comprising a three-storey residential flat building containing three dwellings, with vehicular access at Undercliff Road.
- Lot 13, Section 1, DP 7022 which is the lot description of 31 Moore Rd, comprising a one storey building containing the bottle shop.

The south-east adjoining properties comprise a two-storey dwelling fronting Undercliff Road and a two-storey dual occupancy development fronting Moore Road.

An aerial image of the site is provided at Figure 2, with the subject site shaded in red.

Planning controls

The site is zoned R2 Low Density Residential under the Warringah Local Environmental Plan 2011 (WLEP 2011), as shown in Figure 3 below.



Figure 3 WLEP 2011 Land Zoning Map overlay

Most of the site excluding 64 Undercliff Rd, is identified as Area 14 on the Additional Permitted Uses Map, as shown in Figure 4 below, which permits pubs as an additional permitted use.



Figure 4 WLEP 2011 Additional Permitted Use Map overlay

The Harbord Hotel, located on part of the subject site is a local heritage item, listed in Schedule 5 of WLEP 2011 (item no. 174). Refer to Figure 5 below.



Figure 5 WLEP 2011 Heritage Map overlay

Other development standards that apply to the site include the following:

- Maximum building height of 8.5m.
- Minimum lot size of 450m<sup>2</sup>.

There is no Floor Space Ratio applying to the site under the WLEP 2011.

### Application history

A Planning Proposal application (PP-2024-1593) was submitted via the NSW Planning Portal by Boston Blythe Fleming on behalf of Harbord Hotel Operations Pty Ltd (the owners) on 18 July 2024 for land at 29-31 Moore Rd (Harbord Hotel) and 64 Undercliff Rd, Freshwater. Supporting documents were provided at the time of lodgement and included:

- Site Survey (Annexure 1 of PP-2024-1593)
- Concept Architectural Plans (Annexure 2 of PP-2024-1593)
- Stormwater and Overland Flow Report (Annexure 3 of PP-2024-1593)
- Transport Study (Annexure 4 of PP-2024-1593)
- Heritage Impact Statement (Annexure 5 of PP-2024-1593)
- Aboriginal Heritage Due Diligence Assessment (Annexure 6 of PP-2024-1593)
- Economic Impact Assessment (Annexure 7 of PP-2024-1593)

The applicant's proposal includes amendments to permit '*hotel or motel accommodation*' as an additional permitted use for all of 29-31 Moore Rd and 64 Undercliff Rd and extend the existing additional permitted use of '*pubs*' to one additional lot being 64 Undercliff Rd. The intended outcomes of the applicant's proposed amendments are to facilitate the development of a hotel accommodation building with 37 rooms on the south-eastern portion of the site, including basement carparking to be shared with the existing pub and bottle shop.



Figure 6 Applicant's proposed amendments to the WLEP2011 Additional Permitted Uses Map

The applicant's proposal has been assessed and found to have strategic and site-specific merit, with some required amendments to address impacts on the neighbouring residential properties. These amendments are outlined below and reflected in this Planning Proposal Report:

- retain 'pubs' as a land use that is permissible with consent on Lots 1–5 and 13, Section 1, DP 7022.
- permit 'hotel or motel accommodation' with consent only on Lots 1, 2, 6 and 13, Section 1, DP 7022.
- permit basement carparking, servicing, access associated with both the 'pub' and 'hotel or motel accommodation' uses across Lots 1-6 and 13, Section 1, DP 7022

The proposed amendment to the applicant's Planning Proposal will still achieve the applicant's intended outcomes for the proposal and prevent the unnecessary extension of 'pubs' as an additional permitted use to 64 Undercliff Rd and limit the proposed hotel accommodation use to a portion of the site where it can act as a buffer between neighbouring residential properties and the existing pub use.

Additionally, it is proposed that basement carparking, servicing, access associated with both the 'pub' and 'hotel or motel accommodation' uses is explicitly allowed across Lots 1-6 and 13, Section 1, DP 7022.

## Part 1 – Objectives or Intended Outcomes

The planning proposal seeks to amend Schedule 1 Additional permitted uses under the WLEP 2011, to facilitate the development of hotel accommodation integrated with the existing Harbord Hotel and bottle shop at 29-31 Moore Road and 64 Undercliff Road, Freshwater.

Concept Architectural Plans (Annexure B of PP-2024-1593) prepared by Hot Housing Architects illustrate the landowner's indicative designs for the site and:

- include a three-storey hotel in the southern portion of the site, comprising 37 hotel rooms, reception/lobby, guest lounge, gym and swimming pool
- include basement carparking with 72 car parking spaces, inclusive of the 33 spaces associated with the existing Harbord Hotel and 39 spaces associated with the proposed hotel accommodation
- be integrated with and managed as part of the existing Harbord Hotel.



*Figure 7 Perspective of proposed development from the intersection of Charles Street and Undercliff Road.*



Figure 8 Excerpt from architectural plans; Indicative ground floor plan.

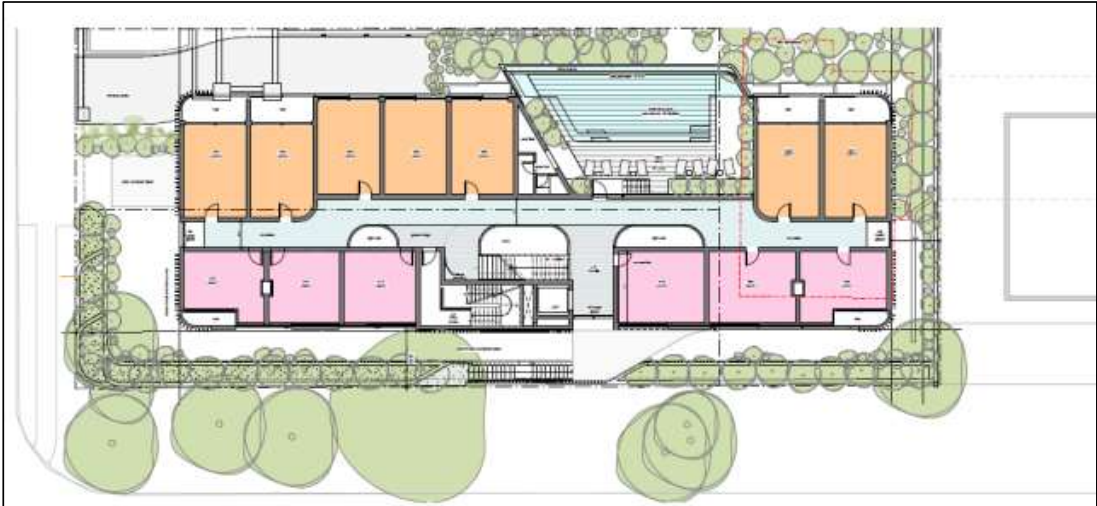


Figure 9 Excerpt from architectural plans; Indicative level 01 and 02 floor plan.



Figure 10 Excerpt from architectural plans; Indicative east and west elevations.

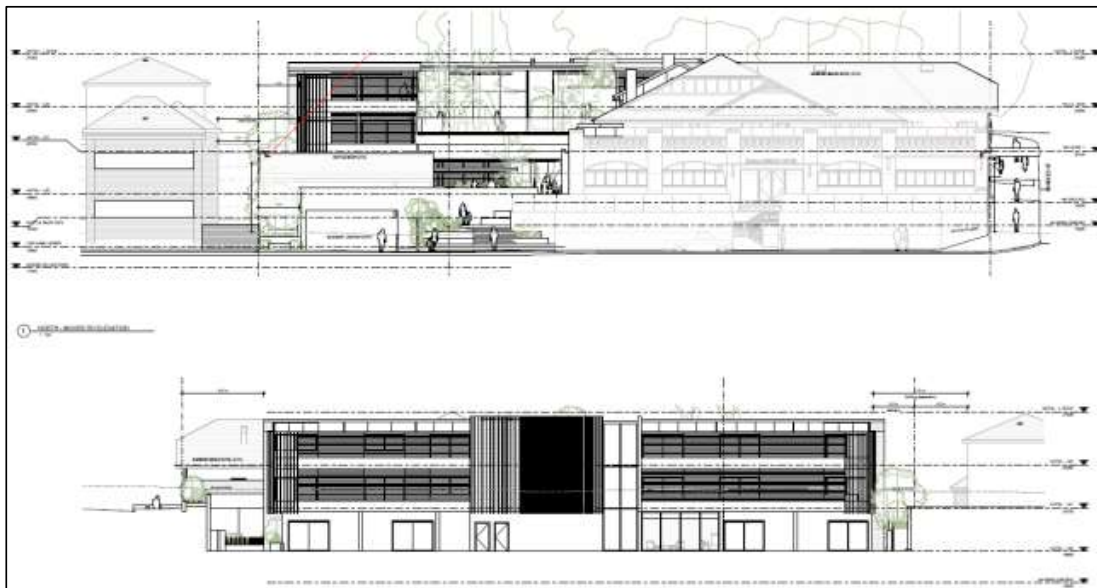


Figure 11 Excerpt from architectural plans; Indicative north and south elevations.

## Part 2 – Explanation of Provisions

The proposed outcome will be achieved by amending Schedule 1 Additional Permitted Uses in WLEP2011 to retain the current application of *'pub'* as a land use that is permissible with consent, and permit the following with consent:

- *'hotel or motel accommodation'* at part of 29-31 Moore Road, Freshwater, being Lots 1 & 2, 6 and 13, Section 1, DP 7022.
- basement carparking, servicing and access associated with the *'pub'* and *'hotel or motel accommodation'* across all of 29-31 Moore Rd, Freshwater, being Lots 1-6 and 13, Section 1, DP 7022.

## Part 3 – Justification

### Section A – Need for the Planning Proposal

**1. Is the Planning Proposal a result of an endorsed Local Strategic Planning Statement, strategic study or report?**

No, the planning proposal aims to give effect to the following priorities in the Northern Beaches Local Strategic Planning Statement (*Towards 2040*):

- Priority 17 – Centres and neighbourhoods designed to reflect local character, lifestyle and demographic changes
- Priority 18 – Protected, conserved and celebrated heritage
- Priority 22 – Jobs that match the skills and needs of the community.

**2. Is the Planning Proposal the best means of achieving the objectives or intended outcomes, or is there a better way?**

Yes, the best way of permitting hotel or motel accommodation, and associated basement carparking for the whole on the site is by amending Schedule 1 Additional Permitted Uses of WLEP2011.

This is preferable to rezoning the site to a zone that permits '*hotel or motel accommodation*' such as E1 Local Centre which is inappropriate in terms of permissible land uses, location and objectives.

### Section B – Relationship to Strategic Planning Framework

**3. Will the Planning Proposal give effect to the objectives and actions of the applicable regional, or district plan or strategy (including any exhibited draft plans or strategies)?**

Yes, the proposal is consistent with the following relevant strategic documents and policies:

- *Greater Sydney Region Plan – A Metropolis of Three Cities*

The proposed use on the site would provide well-designed accommodation in a suitable location within walkable distance to public recreation, centres and amenities, contributing to a more diverse tourism economy. The hotel accommodation building can also be designed to respect the heritage significance of the existing Harbord Hotel building and would create local jobs.

The proposal is consistent with the following objectives of the *Greater Sydney Region Plan*:

- Objective 12: Great places that bring people together
- Objective 13: Environmental heritage is identified, conserved and enhanced.
- Objective 24: Economic sectors are targeted for success.

- *North District Plan*

The proposal is consistent with the *North District Plan* and would:

- be required to incorporate a building design that suitably responds to the heritage significance of the site and be consistent with Planning Priority N6: Creating And renewing great places and local centres and respecting the District's heritage.
- provide well-located accommodation, consistent with Planning Priority N13: Supporting growth of targeted industry sectors

**4. Is the planning proposal consistent with a council LSPS that has been endorsed by the Planning Secretary or GCC, or another endorsed local strategy or strategic plan?**

Yes, the proposal is consistent with the following relevant strategic documents and policies:

- Northern Beaches Local Strategic Planning Statement – Towards 2040

The proposal is consistent with *Towards 2040* and would:

- allow for future buildings on the site to be used and designed to respect and enhance local character, consistent with Priority 17: Centres and neighbourhoods designed to reflect local character, lifestyle and demographic changes
- allow for future buildings on the site to be designed to respect the heritage significance of the site, consistent with Priority 18 - protected, conserved and celebrated heritage
- create jobs for the local community consistent with Priority 22: Jobs that match the skills and needs of the community
- contribute to the diversity of accommodation offerings on the Northern Beaches close to amenities and attracts such as the Coast Walk, consistent with Priority 29: A thriving, sustainable tourism economy.

- Northern Beaches Destination Management Plan – Destination Northern Beaches

The proposal is consistent with *Destination Northern Beaches* as it would support economic challenges identified in the Destination Management Plan, as domestic and international visitor overnight stays are currently lagging significantly behind Greater Sydney and provides additional accommodation on the Northern Beaches which is expected to increase visitor spend.

- Northern Beaches Destination Management Plan – Destination Northern Beaches

The proposal would increase the number of jobs and leverage a strong visitor economy to support business growth, consistent with the directions in *Business on the Beaches*.

**5. Is the planning proposal consistent with any other applicable State and regional studies or strategies?**

NSW 2021: A Plan to Make NSW Number One

The proposal would create jobs and positively contribute to the NSW economy, supporting the tourism and hospitality sectors, consistent with the *A Plan to Make NSW Number One*.

NSW Visitor Economy Strategy 2030

The proposal would provide accommodation in a well-serviced location close to iconic attractions including Freshwater Beach and the Coast Walk, consistent with the *NSW Visitor Economy Strategy 2030*.

NSW 2040 Economic Blueprint

The proposal would contribute to the number of jobs in the NSW economy and increase access to a wider range of jobs for the local community, consistent with the *NSW 2040 Economic Blueprint*.

NSW 24-hour Economy Strategy

The proposal would contribute to a support the diversity of the 24-hour Economy but providing visitor accommodation in a well-located position close to amenities and attractions, consistent with the *NSW 24-hour Economy Strategy*.

**6. Is the planning proposal consistent with applicable SEPPs?**

The Planning Proposal is considered consistent with applicable State Environmental Planning Policies (as shown in Table 1), namely:

- **SEPP (Biodiversity and Conservation) 2021** – The site has limited existing biodiversity values and potential impacts on surrounding biodiversity. Therefore, the proposal is unlikely to have impacts on flora or fauna and is consistent with the aims and provisions of the SEPP.
- **SEPP (Exempt and Complying Development Codes) 2008** – The proposal to permit ‘hotel or motel accommodation’ on the site and associated basement carparking does not contravene the provisions of the SEPP.
- **SEPP (Housing) 2021** – The proposal is consistent with the principles of the policy. No new housing is proposed, and the proposal is not associated with any loss of existing affordable rental housing. The proposal does not involve the loss of any residential land, as it does not seek to prohibit any residential uses on the site.
- **SEPP (Resilience and Hazards) 2021** – The site is located in the ‘Coastal Use Area’ and ‘Coastal Environment’ maps under the *SEPP (Resilience & Hazards) 2021*. Council’s Coast & Catchments team (see Appendix A) confirms that the proposal is consistent with Clauses 2.10, 2.11 and 2.12 of the SEPP.
- **SEPP (Resources and Energy) 2021** – The site is not related to the management or development of mineral, petroleum or extractive material resources and the proposal does not contravene any provisions in the SEPP.
- **SEPP (Sustainable Buildings) 2022** – The proposal would not affect the ability for new development on the site to be designed in accordance with *SEPP (Sustainable Buildings) 2022*.

**Table 1: Compliance with State Environmental Planning Policies (SEPPs)**

SEPPs (as at September 2024)	Applicable	Consistent
SEPP (Biodiversity and Conservation) 2021	Yes	Yes
SEPP (Exempt and Complying Development Codes) 2008	Yes	Yes
SEPP (Housing) 2021	Yes	Yes

SEPPs (as at September 2024)	Applicable	Consistent
SEPP (Industry and Employment) 2021	No	N/A
SEPP (Planning Systems) 2021	No	N/A
SEPP (Precincts – Central River City) 2021	No	N/A
SEPP (Precincts – Eastern Harbour City) 2021	No	N/A
SEPP (Precincts –Regional) 2021	No	N/A
SEPP (Precincts – Western Parkland City) 2021	No	N/A
SEPP (Primary Production) 2021	No	N/A
SEPP (Resilience and Hazards) 2021	Yes	Yes
SEPP (Resources and Energy) 2021	Yes	Yes
SEPP (Sustainable Buildings) 2022	Yes	Yes
SEPP (Transport and Infrastructure) 2021	No	N/A

#### 7. Is the Planning Proposal consistent with applicable Ministerial Directions (s9.1 directions)?

The Planning Proposal is consistent with applicable Ministerial Directions (as shown in Table 2) including:

- **Direction 1.1: Implementation of Regional Plans** – The proposal is consistent with the *Greater Sydney Region Plan*.
- **Direction 1.3: Approval and Referral Requirements** – The proposal does not include provisions that require concurrence, consultation or referral of a Minister or public authority, nor identify the development as designated development.
- **Direction 1.4: Site Specific Provisions** – The proposal allows particular land uses on the relevant land without imposing any development standards or requirements in addition to those already contained in the WLEP 2011. It does not contain or refer to drawings that show details of the proposed development.
- **Direction 3.1: Conservation Zones** – The proposal does not impact on environmentally sensitive areas, conservation zones or land otherwise identified for environment conservation/protection purposes in a LEP.
- **Direction 3.2: Heritage Conservation** – The heritage significance of the item can be conserved by the existing provisions in the WLEP 2011 and draft Northern Beaches LEP.
- **Direction 3.5: Recreation Vehicle Areas** – The proposal does not relate to land to be developed for the purpose of a recreation vehicle area.
- **Direction 3.7: Public Bushland** – The subject site has limited biodiversity values, and the proposal is unlikely to impact on the preservation of bushland and biodiversity.
- **Direction 4.2: Coastal Management** – The subject site has been identified as being within the coastal zone under the *Coastal Management Act 2016*.

The proposal does propose any rezoning and is consistent with the objects of the *Coastal Management Act 2016*, the *NSW Coastal Management Manual* and associated Toolkit, section 3.2 of the *NSW Coastal Design Guidelines 2023* and any relevant Coastal Management Programs.

- **Direction 5.2: Reserving Land for Public Purposes** – The proposal does not involve the creation, alteration or reduction of land reserved for public purposes.

- **Direction 6.1: Residential Zones** – This direction applies as the planning proposal affects land within an existing residential zone.
- **Direction 6.2: Caravan Parks and Manufactured Home Estates** – This direction does not relate to caravan parks and/or manufactured home estates.

**Table 2: Compliance with Ministerial Directions (s9.1 directions)**

<b>Directions (September 2024)</b>		<b>Applicable</b>	<b>Consistent</b>
<b>Focus area 1</b>	<b>Employment and Resources</b>		
1.1	Implementation of Regional Plans	Yes	Yes
1.2	Development of Aboriginal Land Council land	No	N/A
1.3	Approval and Referral Requirements	Yes	Yes
1.4	Site Specific Provisions	Yes	Yes
1.4A	Exclusion of Development Standards from Variation	No	N/A
<b>Focus area 1</b>	<b>Planning Systems – Place-based</b>		
	Directions 1.5 – 1.22 are not applicable to the site.		
<b>Focus area 2</b>	<b>Design and Place</b>		
	This focus area was blank when the directions were made.		
<b>Focus area 3</b>	<b>Biodiversity and Conservation</b>		
3.1	Conservation Zones	Yes	Yes
3.2	Heritage Conservation	Yes	Yes
3.3	Sydney Drinking Water Catchments	No	N/A
3.4	Application of C2 and C3 Zones and Environmental Overlays in Far North Coast LEPs	No	N/A
3.5	Recreation Vehicle Areas	Yes	Yes
3.6	Strategic Conservation Planning	No	N/A
3.7	Public Bushland	Yes	Yes
3.8	Willandra Lakes Region	No	N/A
3.9	Sydney Harbour Foreshores and Waterways Area	No	N/A
3.10	Water Catchment Protection	No	N/A
<b>Focus area 4</b>	<b>Resilience and Hazards</b>		
4.1	Flooding	No	N/A
4.2	Coastal Management	Yes	Yes
4.3	Planning for Bushfire Protection	No	Yes
4.4	Remediation of Contaminated Land	No	N/A
4.5	Acid Sulfate Soils	No	N/A
4.6	Mine Subsidence and Unstable Land	No	N/A
<b>Focus area 5</b>	<b>Transport and Infrastructure</b>		
5.1	Integrating Land Use and Transport	No	N/A
5.2	Reserving Land for Public Purposes	Yes	Yes
5.3	Development Near Regulated Airports and Defence Airfields	No	N/A
5.4	Shooting Ranges	No	N/A
5.5	High pressure dangerous goods pipelines	No	N/A
<b>Focus area 6</b>	<b>Housing</b>		
6.1	Residential Zones	Yes	Yes
6.2	Caravan Parks and Manufactured Home Estates	Yes	Yes
<b>Focus area 7</b>	<b>Industry and Employment</b>		
7.1	Employment Zones	No	N/A
7.2	Reduction in non-hosted short-term rental accommodation period	No	N/A
7.3	Commercial and Retail Development along the Pacific Highway, North Coast	No	N/A
<b>Focus area 8</b>	<b>Resources and Energy</b>		
	Direction 8.1 is not applicable to the site.		
<b>Focus area 9</b>	<b>Primary Production</b>		
	Directions 9.1 – 9.4 are not applicable to the site.		

## Section C – Environmental, Social and Economic Impact

**8. Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?**

The site has limited biodiversity values and does not contain, nor is likely to impact critical habitat or threatened species populations, or ecological communities, or their habitats

**9. Are there any other likely environmental effects as a result of the Planning Proposal and how are they proposed to be managed?**

Yes, an outlined of potential environmental effects is provided under the headings below:

### Visual impact

Although no built form controls are proposed to be changed under the WLEP 2011, concern is raised that the future hotel use will be subject to setback and building envelope controls developed specifically for a residential development. The following are applicable setback controls of Controls B5, B7 and B9 in the *Warringah Development Control Plan 2011* (WDCP 2011):

- Front: 6.m
- Side 0.9m
- Rear: 6m

To better integrate the future non-residential development with the surrounding low-density residential context, it is prudent for the setback and building envelope controls to be examined specifically for the site. As such, site-specific built form controls will be developed by Council and will assist in:

- addressing concerns raised in the submissions regarding privacy and the built form
- providing an adequate buffer between the proposed hotel accommodation use and neighbouring residential properties
- providing certainty to the community regarding the design of future development on the site.

These new site-specific built form controls will be an amendment to the Warringah DCP and is anticipated to be exhibited with the Planning Proposal following receipt of a Gateway Determination.

### Traffic

Council's Traffic Engineering team (Appendix A) advises that the supporting Transport Study (Annexure 4 of PP-2024-1593) adequately addresses the potential traffic and parking impacts of the proposed use on the site.

*The 37 hotel accommodation rooms would generate approx. 15 additional evening peak hour vehicle trips and approximately 111 vehicle trips per day if it were a standalone development (using rates from the TfNSW guide to traffic generating developments for a motel). As some of those staying at the hotel would also be pub patrons these numbers would be slightly lower although the 5-10 trips in peak periods as quoted in the Transport impact report is probably lower than I'd anticipate. Compared to the traffic generation arising from the pub traffic generation from the hotel rooms is not a significant concern.*

*There are existing traffic and parking congestion issues in summer peak periods and additional traffic volumes will add to that congestion, but I don't believe this is of sufficient magnitude to warrant refusal of any DA. Similarly provided the parking demands are accommodated off-street in line with DCP requirements (including off-street loading facilities) I don't see parking as a reason for refusal either.*

A future development application for this proposal would need to address improvements to walking and cycling facilities, make adequate provision for safe access to/from the site and parking in compliance with DCP requirements.

#### Noise

Council's Environmental Health team (Appendix A) supports the proposal, and any noise or acoustic impacts from hotel accommodation on the south-eastern portion of the site can be managed in the development application stage.

The proposed hotel accommodation is a desirable buffer between noise sources from the existing pub operations and nearby receiver properties on Undercliff Rd.

#### Non- Aboriginal Heritage.

The Harbord Hotel is a local heritage item, being Item I74 - Harbord Beach Hotel at 29 Moore Street, Freshwater, listed in Schedule 5 of Warringah Local Environmental Plan 2011. Details of the item, as contained in the Warringah Heritage Inventory are:

##### *Item I74 - Harbord Beach Hotel*

##### Statement of Significance

*A rare example of an inter-war hotel building which shows influences of the Californian bungalow style. Historically provides evidence of the early development of social and recreational facilities to serve the growing population. Local landmark.*

##### Physical Description

*Two storey building with rendered masonry walls. Tiled hipped, jerkin headed and gabled roof. Terrace on first floor supported by arcaded verandah. A number of modifications include surrounding wall, beer garden, bottle shop extension and window modifications.*

Council's Heritage team (Appendix A) advised that there are "no objections to the intended use of the site as hotel accommodation, as it is considered to be complimentary to the former use of the site as a hotel." and that "although future new design in this heritage context can accommodate a rich variety of interpretation and architectural expression, considerations should be given to a sympathetic scale and built-form with articulated façade treatment that reflects the street subdivision patterns and setbacks, and use of sympathetic materials and colour scheme. Respectfully combining history and heritage with modern design achieves an urban environment that demonstrates shared

### Aboriginal Heritage

Any potential impacts of the proposal on Aboriginal Heritage are likely to be acceptably mitigated. The Aboriginal Heritage Office (AHO) (Appendix A) agreed with the following recommendations outlined in the supporting Aboriginal Heritage Due Diligence Assessment (Annexure 6 of PP-2024-1593):

- *Development work in the study area proceed, subject to relevant personnel being advised of their obligations under the NPW Act.*
- *If unexpected Aboriginal objects are discovered during development, all works in the vicinity of the discovery site should cease and the services of an archaeologist obtained. The archaeologist will advise on the necessary process, which may include a permit application. There are severe penalties for the disturbance or destruction of an Aboriginal object or place.*
- *If human skeletal material less than 100 years old is discovered, the Coroners Act 2009 requires that all works should cease and the NSW Police and the NSW Coroner's Office should be contacted. Traditional Aboriginal burials (older than 100 years) are protected under the NPW Act and must not be disturbed. Interpreting the age and nature of skeletal remains is a specialist field, and therefore, an appropriately skilled archaeologist or physical anthropologist should be contacted to inspect the discovery site and recommend an appropriate course of action. Aboriginal ancestral human remains must be managed according to strict protocols. If any were encountered during the development, the services of an experienced heritage practitioner should be engaged to advise on the process, including the involvement of relevant Aboriginal parties.*

## **10. Has the Planning Proposal adequately addressed any social and economic effects?**

### Economic impacts

The proposal is likely to result in positive economic flow-on effects for the local area by creating more local jobs, attracting new visitors to the area, increasing visitor spending and diversifying the accommodation offerings on the Northern Beaches. The supporting Economic Impact Assessment (Annexure 7 of PP-2024-1593) found that:

*"During the construction phase of the project, the Hotel will:*

- *Directly support approximately 28 full-time equivalent jobs in the Northern Beaches economy.*
- *When flow-on effects are incorporated the development will support approximately 64 jobs in the Northern Beaches economy, and the local region will gain \$12.0 million in value-added (e.g. wages and profits) from this construction activity.*

*Ongoing operation of the expanded Hotel facility will:*

- *Directly support approximately 76 full-time equivalent jobs in the Northern Beaches local economy by attracting new tourists to the LGA.*
- *When flow-on effects are incorporated the development will support approximately 94 jobs in the local Northern Beaches economy, and the local region will gain \$9.5 million in value-added per annum from accommodation, food and retail services."*

### Social impacts

The proposal is likely to create social benefits for the community including:

- facilitating a non-alcohol related use on the site.
- providing a buffer between the pub operations and neighbouring residential properties.
- preserving the heritage significance of the site and allowing more people to appreciate it's history.
- providing a form of small-scale accommodation that allows for social interaction and access to the area's recreational attractions.

## **Section D – Infrastructure (Local, State and Commonwealth)**

### **11. Is there adequate public infrastructure for the planning proposal?**

No, the planning proposal would not result in any need for additional public infrastructure due to the relatively small scale of the proposal within an urban, well-serviced area. The proposal is not expected to require any significant additional upgrades to public transport, roads, utilities, waste management and recycling services, nor essential services.

Some upgrades/works related in the immediate vicinity of the site are likely to be required at the development application stage including the:

- Diversion of the current Council-owned stormwater pipe - Council's Development Engineering team (Appendix A) has advised that any future development on the site would need to demonstrate that Council's stormwater infrastructure located within the site can be upgraded and or diverted within the subject site to facilitate future development if required in accordance with Councils Water Management for Development Policy.
- Provision of a footpath along Undercliff Road, installation of a shared path along Moore Road and upgrades to the roundabout intersection on Charles St and Moore Rd, as identified by Council's Transport Network team (Appendix A).

## **Section E - State and Commonwealth Interests**

### **12. What are the views of State and Commonwealth public authorities consulted in accordance with the Gateway determination?**

The Planning Proposal is being prepared in accordance with consultation guidelines and provisions prepared by the Department of Planning, Industry and Environment and all statutory consultation will occur in accordance with the requirements of any future Gateway Determination, including any relevant State or Commonwealth authorities.

## Part 4 – Maps

The proposed outcome will be achieved by amending Schedule 1 Additional Permitted Uses in WLEP 2011 to retain the coverage of 'pubs' as a land use that is permissible with consent, and permit the following with consent:

- 'hotel or motel accommodation' at part of 29-31 Moore Rd and 64 Undercliff Rd, Freshwater, being Lots 1, 2, 6 and 13, Section 1, DP 7022.

It is also proposed that the relevant clause in Schedule 1 Additional Permitted Uses in WLEP 2011 be amended to allow any basement carparking, servicing and access associated with both 'pub' and 'hotel or motel accommodation' uses. This is illustrated in Figure 12 below.

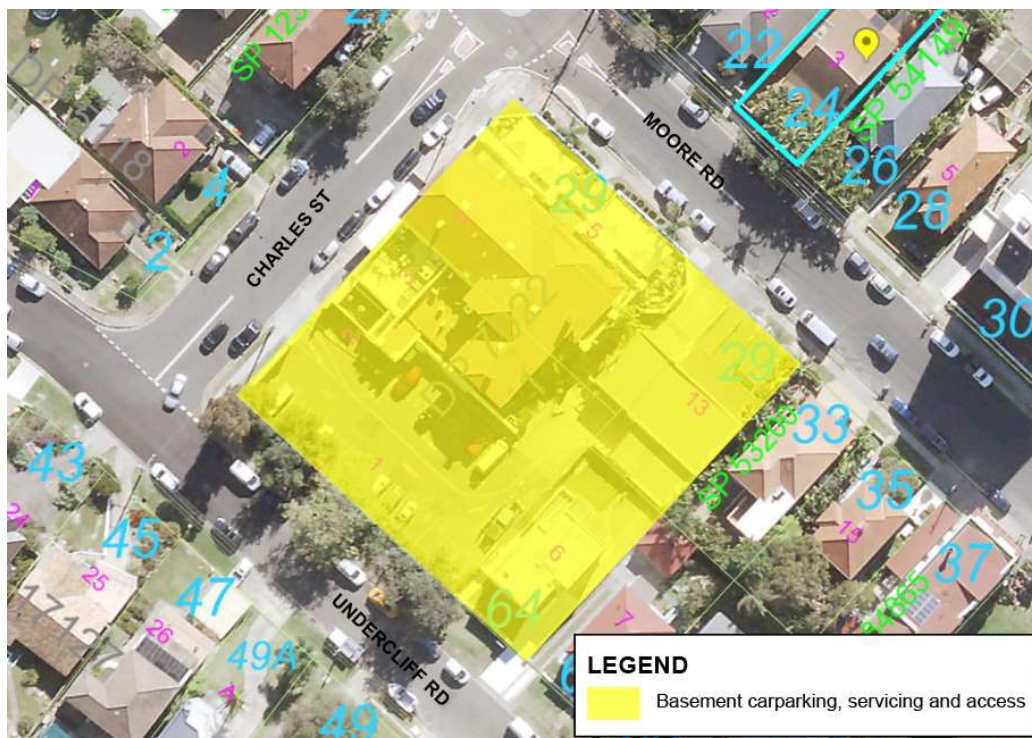


Figure 12 Proposed area for permissible basement carparking, servicing and access

Although the determination of how the amendment is to be mapped and drafted is left to the Department of Housing, Infrastructure and Environment, the map below illustrates the proposed land use.



Figure 13 Proposed land uses to be achieved by amending Schedule 1 Additional Permitted Uses in WLEP 2011

A map of the existing WLEP 2011 Additional Permitted Uses overlay over the site is found in Figure 4 of this report.

Part 5 – Community Consultation

Council placed the Applicant’s Planning Proposal on non-statutory public exhibition in accordance with the Northern Beaches Community Participation Plan from 9 August 2024 – 25 August 2024 for a total of 17 days.

Notification included:

- a notice in Council’s weekly email newsletter on the 9<sup>th</sup>, 16<sup>th</sup> and 23<sup>rd</sup> of August
- letters were sent to land owners and occupiers adjacent to and across the road from the property (see Figure 14 below for map of notified properties)
- electronic copies of the exhibition material on Council’s website.

In response to requests from the community, additional residents were advised in writing on 3 September 2024 that submissions will be accepted by Council so long as the written comments are provided by 19 September 2024.

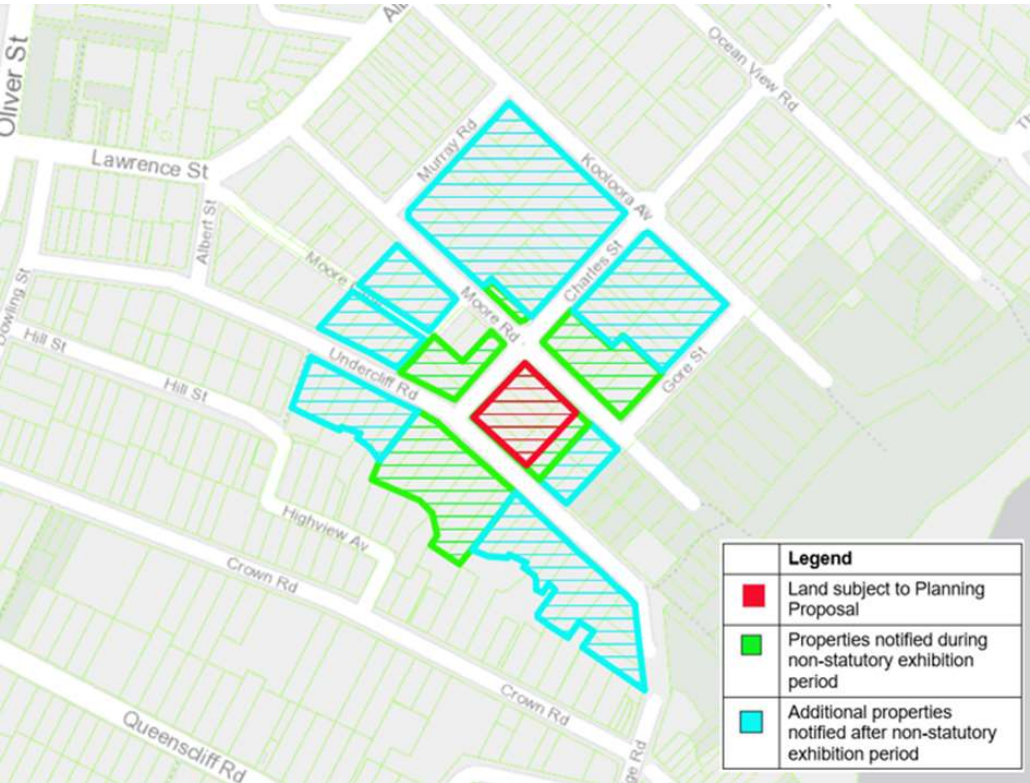


Figure 14 Map of properties notified by mail during the non-statutory preliminary notification period

57 unique submissions were received by 25 August 2024. Another 39 unique submissions were received between 25 August 2024 and 19 September 2024.

No matters raised in the submissions were of such significance that should prevent the proposal proceeding to Gateway determination. The key themes and Council’s responses are outlined in the table below.

<b>Key themes from submissions</b>	<b>Council response</b>
<i>The public notification period was too short, and the notification area was inadequate.</i>	<p>The non-statutory (pre-gateway) public exhibition of the applicant's Planning Proposal was conducted in accordance with Council's adopted Community Participation Plan. A sign was erected on the land on 8 August notifying of the application. Additionally, the application appeared in Council's weekly newsletter sent out on the 9<sup>th</sup>, 16<sup>th</sup> and 23<sup>rd</sup> of August.</p> <p>Regardless, the consultation period was extended, and a broader area of properties were notified. A total 96 unique submissions were received during a total 35-day consultation period.</p>
<i>The proposed use is not consistent with the quiet, family-friendly, relaxed and residential character of the area.</i>	<p>The proposed hotel accommodation is compatible with the existing pub use, being on the same land and of the same ownership. The use will not detract from the surrounding character of the street - being a popular route between the local centre and Freshwater beach, Coast Walk and parks.</p> <p>The proposal would not prevent future development on the site from being designed to be visually compatible with the surrounding streetscape.</p>
<i>Freshwater is not suitable for and does not need tourist accommodation.</i>	<p>Freshwater is an accessible and attractive neighbourhood centre with access to the Coast Walk and Freshwater Beach.</p> <p>Recognising that there are limited accommodation options on the beaches, Council's <i>Destination Northern Beaches</i> identified the need for opportunities to "support development of boutique small-scale accommodation".</p>
<i>The proposal adversely impacts on the heritage qualities of the existing pub.</i>	<p>The Harbord Hotel is a local heritage item, being Item 174 - Harbord Beach Hotel at 29 Moore Street, Freshwater, listed in Schedule 5 of Warringah Local Environmental Plan 2011. Details of the item, as contained in the Warringah Heritage Inventory are:</p> <p>Item 174 - Harbord Beach Hotel</p> <p><u><i>Statement of Significance</i></u></p> <p><i>A rare example of an inter-war hotel building which shows influences of the Californian bungalow style. Historically provides evidence of the early development of social and recreational facilities to serve the growing population. Local landmark.</i></p> <p><u><i>Physical Description</i></u></p>

Key themes from submissions	Council response
	<p><i>Two storey building with rendered masonry walls. Tiled hipped, jerkin headed and gabled roof. Terrace on first floor supported by arcaded verandah. A number of modifications include surrounding wall, beer garden, bottle shop extension and window modifications.</i></p> <p>Council's Heritage team (Appendix A) advised that there are "no objections to the intended use of the site as hotel accommodation, as it is considered to be complimentary to the former use of the site as a hotel." and that "although future new design in this heritage context can accommodate a rich variety of interpretation and architectural expression, considerations should be given to a sympathetic scale and built-form with articulated façade treatment that reflects the street subdivision patterns and setbacks, and use of sympathetic materials and colour scheme. Respectfully combining history and heritage with modern design achieves an urban environment that demonstrates shared values and contributes to a sense of place and identity."</p> <p>This advice is more relevant for any future development application on the land since this planning proposal is not seeking any changes to the built form controls in WLEP 2011.</p>
<p><i>The design of the proposed development is too visually imposing and bulky.</i></p> <p><i>The proposed hotel overlooks onto neighbouring properties.</i></p>	<p>The supporting Concept Architectural Plans (Annexure 2 of PP-2024-1593) are indicative only and the design of future development on the site is subject to a Development Application.</p> <p>It is considered that the proposal will not prevent the design of future buildings on the site from being visually compatible with the streetscape, however Council will investigate the development of site-specific DCP built form controls and exhibit any potential DCP amendments during the statutory public exhibition period to:</p> <ul style="list-style-type: none"> <li>• address concerns raised in the submissions regarding privacy and the built form</li> <li>• provide an adequate buffer between the proposed hotel accommodation use and neighbouring residential properties</li> <li>• provide certainty to the community regarding the design of future development on the site.</li> </ul>
<i>Existing Pub Operations - Local residents are impacted by anti-social</i>	Council is satisfied that the proposed use of hotel accommodation would attract less anti-social

<b>Key themes from submissions</b>	<b>Council response</b>
<i>behaviour, violence, and litter associated with the pub.</i>	<p>behaviour compared to an alternative scenario where the existing pub use is extended across the whole site under existing Additional Permitted Uses clause in Schedule 1 of WLEP 2011.</p> <p>Existing anti-social behaviour, violence, and litter concerns are managed via Council's Compliance team, NSW Liquor &amp; Gaming and NSW Police.</p> <p>Future development on the site would also be subject to a development application and the conditions of consent.</p>
<i>The proposal would exacerbate noise impacts of the existing pub operations e.g. air conditioning units, machinery, collection of glass bottles, and create new noise sources e.g. hotel guests on balconies, swimming pool.</i>	<p>Council's Environmental Health team (Appendix A) has not raised any noise concerns regarding the proposal. Any development on the site is subject to a development application where an Acoustic Report would be required.</p> <p>The proposed hotel accommodation is a desirable buffer between noise sources from the existing pub operations and nearby residential receivers on Moore Rd and Undercliff Rd.</p>
<i>The proposal would exacerbate existing traffic congestion impacts</i>	Council's Transport Network team (Appendix A) has advised that the proposal's traffic generation impacts are not a significant concern, and the proposed hotel accommodation use is likely to generate less car trips than from the already permissible pub use.
<i>There is not enough on-street parking for local residents, especially on Undercliff Rd and the proposal would exacerbate existing parking issues.</i>	Council is satisfied that the site can accommodate sufficient off-street parking requirements under the WDCP 2011.

At its meeting of 16 October 2024, the Northern Beaches Local Planning Panel was presented with the Council's assessment of Planning Proposal. The Panel's advice to Council (see Appendix B) has been considered and where appropriate, incorporated in the finalisation of this Planning Proposal.

Council will undertake a statutory public exhibition period in accordance with any requirements outlined in the Gateway Determination.

## **Part 6 – Project Timeline**

If supported by Council the Planning Proposal will be submitted to DPHI, seeking a Gateway Determination. Tasks associated with the progress of the Planning Proposal are tabled below.

<b>Task</b>	<b>Anticipated timeframe</b>
Anticipated commencement date (Gateway determination)	February 2025
Anticipated timeframe for the completion of required technical information (if required by Gateway determination)	March 2025
Timeframe for government agency consultation (pre and post exhibition as required by Gateway determination)	March 2025
Commencement and completion dates for public exhibition period	April 2025
Timeframe for consideration of submissions	June 2025
Timeframe for the consideration of a proposal post exhibition	June 2025
Date of submission to the Department to finalise the LEP	July 2025
Anticipated date the local plan-making authority will make the plan (if authorised)	September 2025
Anticipated date the local plan-making authority will forward to the PCO for publication	September 2025

Council will be required to formally exhibit the Planning Proposal in accordance with any requirements outlined in the Gateway Determination. The Planning Proposal will be exhibited with the new site-specific built form controls for the site (as an amendment to the Warringah DCP). The matter will be reported back to Council for final consideration following exhibition.

## Appendix A - Council Internal Referral Comments

### Place & Economic Development

The proposal meets the following strategic vision and key outcomes of the Economic Development Strategy 'Business on the Beaches' and the Destination Northern Beaches strategic plan:

- Local Centre Employment Precincts:
  - Offers convenient services and provides employment opportunities near where people live.
  - Supports thriving local centers, which are crucial for people working from home and the LGA's growing professional network.
- Dining and Entertainment:
  - A key category of employment on the Northern Beaches, accounting for over 20% of total spend.
  - Creates opportunities to support the nighttime economy.
- Strategic Direction and Actions:
  - Direction 1: Diverse Economy:
    - Increases the number of local jobs.
  - Direction 3: Vibrant Economy:
    - Encourages businesses to participate in the nighttime economy.
    - Leverages a strong visitor economy to support business growth.
- Increase Overnight Stays for Domestic and International Visitors:
  - Supports economic challenges identified in the Destination Management Plan, as domestic and international visitor overnight stays currently lagging significantly behind Greater Sydney.
  - Provides additional accommodation on the Northern Beaches, which is expected to increase visitor spend.

Based on the 2024 528685 Planning Proposal - PEX2024 0005 - Annexure 7 - Economic Impact Assessment - 29-31 Moore Rd (Harbord Hotel) & 64 Undercliff Rd, Freshwater document, I generally agree with the findings. The assessment shows that the proposed hotel will bring economic benefits. My only question is around the methodology it says it has used ABS data using 'region' can they define 'region' is that Northern Beaches LGA? However, given they have used industry at an LGA level in their methodology this should provide an indicative estimate.

#### Construction Phase

During construction, the hotel will:

- Directly create about 28 full-time jobs in the Northern Beaches economy.
- When including flow-on effects, it will support around 64 jobs and add \$12.0 million in value to the local economy.

#### Operational Phase

Once the hotel is operational, it will:

- Directly create about 76 full-time jobs by attracting new tourists to the area.
- When including flow-on effects, it will support around 94 jobs and add \$9.5 million in value per year from accommodation, food, and retail services.

### Methodology

The Economic Impact Assessment (EIA) measures the total economic impact of a project on a region by combining the direct impacts of the project with the indirect impacts. These indirect impacts are triggered by the direct impact and relate to the multiple rounds of buyer-supplier transactions that ensue in the region after the initial impact has occurred. Economic impacts are measured in terms of output (\$ millions), value added (\$ millions), and additional full-time equivalent (FTE) jobs.

The key steps in undertaking an assessment of indirect impacts involve:

1. Isolating how the project stimulates the regional economy (direct impacts).
2. Generating region-specific econometric models and deriving economic multipliers by major industry groups.
3. Applying these multipliers to the direct impacts to estimate indirect regional impacts.
4. Calculating total regional impacts by combining direct and indirect impacts.

The results of this scaling process are a set of regional industry-specific multipliers which estimate how spending in a specific regional industry flows through to total output, total regional value added, and total FTE jobs.

#### Data Sources

The data sources used in the economic impact study include:

- Australian Bureau of Statistics: The inter-industry relationships (buyer-supplier transactions) measured by the Australian Bureau of Statistics in the National Accounts were used to scale down to a state and regional level<sup>1</sup>.
- SGS Analysis into Airbnb Accommodation in Greater Sydney: This analysis was used to understand the short supply of formal short-term accommodation facilities in the Northern Beaches LGA<sup>1</sup>.

#### Impact on Other Commercial/Hotel Centres

The document doesn't specifically mention the impact on other commercial or hotel centres. However, it's likely that a new hotel could change the local market dynamics. It might increase competition, but it could also boost overall economic activity and attract more visitors, benefiting the broader commercial sector.

#### **Stormwater Engineering**

The proposed two options to divert Council's existing 450mm stormwater line around the development site are not supported for the following reasons:

- Option one diverts the current stormwater system to a different catchment/downstream stormwater system overloading the current council stormwater system. This is not in accordance with section 6.1 of Council's Water Management for Development Policy. Also there is unacceptable impacts including construction and potential damage to Council's road and footpath infrastructure in Undercliffe Road. There also will be impacts with existing utility services which will be very costly and may be impossible to move.
- Option two is not supported because of the unacceptable impacts including construction impacts and potential damage to Council's road and footpath infrastructure in Undercliff Road, Moore and Charles Roads. There also will be impacts with existing utility services which will be very costly and may be impossible to move.

Councils Warringah LEP and Water Management for Development Policy aims to limit the impacts on Council stormwater infrastructure. Its Councils position that any Council stormwater line redivision occur with the development site and the relocated line be located outside the line of the basement footprint. There is to be no structures located over the rediverted drainage line/easement. The minimum easement width is to be 3 m to accommodate an overland flow path to the 1/100 AEP event. Freeboards of 500mm above the 1/100 AEP water surface level are to be provided for all habitable floors.

An amended hydrological /hydraulic study is to be provided to support the rediverted 450mm stormwater line within the site with the DRAINS model submitted to Council for review. The minimum capacity of any rediverted stormwater line is to a minimum 5/100 AEP capacity.

On site stormwater detention is to be provided for the development in accordance with Councils Water Management for Development Policy. A Drains model is to be prepared to support the site discharge and storage volume calculations.

### **Transport Network**

The proposal will be required to incorporate improvements to walking and cycling facilities, make adequate provision for safe access to/from the site and parking in compliance with DCP requirements. The following matters will need to be addressed in the assessment of any resultant DA

#### Walking and Cycling Connectivity

The proposal will increase walking and cycling activity particularly to/from the nearby beachfront reserve areas and to ensure adequate facilities are present to accommodate this and to improve safety and amenity for cycling and walking connectivity in the general area the implementation of the following will be required.

- Shared path along Moore Road between the site and the beachside public reserve to connect the hotel to the existing cycling network at the beachfront reserve in compliance with the NBC Bike Plan.
- Provision of 1.5m wide footpath along the southern (Undercliff Road) frontage and upgrade/reconstruction of the existing footpath on the western (Charles St) frontage to a 1.5m wide footpath in accordance with the Council's requirements.
- Reconstruction of the roundabout splitter islands and any associated intersection redesign works on Charles Street and Moore Road on the hotel frontages so that they become a compliant pedestrian refuge islands (2m wide with 3m opening) and catering for HRV turning movements in compliance with Austroads Guidelines and the TfNSW technical direction TDT2011/01a.

#### Site access

The proposed car park and vehicular accesses are to be designed in compliance with Australian Standards including swept path analysis to demonstrate access to/from critically located parking spaces, turning/passing of B85 and B99 vehicles at carpark entry/exit points and conflict areas and demonstrating with longitudinal clearance plots that access between street and the off-street loading bay by the largest anticipated loading/service vehicle is achievable.

#### Parking

Provision of car and bicycle parking facilities in compliance with the DCP or other relevant guidelines. It is noted that the concept plans propose to provide 41 additional parking spaces

with 2 accessible spaces to support the 37 rooms in the hotel and 4 employees. The DCP requires 39 additional parking spaces comprised of 1 space per hotel room plus 1 space for every two employees and additional parking for an associated restaurant. No new restaurant is proposed in conjunction with the planning proposal however the pub will provide food and beverage for hotel guests will parking for that component of the development already addressed by past approvals. The 31 spaces already approved means the development would require 70 off-street car parking spaces. The 72 car parking spaces currently proposed would be adequate. In addition parking for the loading and unloading of service, delivery and emergency vehicles (clause c2(6) of the Warringah DCP) and for bicycle parking (clause C3(A) at the Tourist and Visitor Accommodation rates will also be required. Parking that is consistent with DCP requirements will be required.

#### Deliveries and Servicing

All deliveries and servicing of the new accommodation are to be facilitated off-street. Provision is to be made for the largest anticipated service and waste collection vehicles to be accommodated within the site with no adverse impact on the road at the site frontages. In this respect it is noted that a SRV Loading Bay is marked on the plans, The adequacy of a loading bay of this size is questioned with a bay capable of being accessed by at least a MRV considered more appropriate. The adequacy of a SRV bay to cater for all laundry, waste and delivery needs of this development would need to be further reviewed at DA stage. If a SRV bay is proposed it MUST have min 3.5m of overhead clearance and a path of travel to/from the bay which provides 3.5m of clearance to ensure it caters for SRV deliveries. It is noted that the concept plans appear to allow only for 3m of clearance at the Moore Road entry point to the basement carpark. This is unacceptable.

It will not be acceptable to propose that the delivery and servicing needs of the Hotel can be facilitated by the use of B99 white vans. It will also be unacceptable to suggest that deliveries by trucks will be accommodated within the Loading Zone on Charles Street. That Loading Zone is present for the specific purpose of keg deliveries which cannot be accommodated off-street. This arrangement is necessary due to the placement of the Hotels keg door inappropriately adjacent to the Charles St footpath. All other delivery and servicing needs must be accommodated off-street and details of the proposed waste collection arrangements including intended sizing of waste collection vehicles and demonstrating access/to/from the bin room will be required for lodgement at DA Stage .

#### Shuttle bus

It is noted that the existing approval for the site requires the operation of shuttle bus from the site to and from Manly CBD and other locations as required. Provision must be made for the retention of this service and the identification of a suitably located off-street parking bay and off street drop off/pick up bay for shuttle bus operations.

Do you agree with the Transport Study accompanying the application (TRIM 2024/569448) that traffic generation from a hotel accommodation building would not have noticeable effects on the operation of the road network and that the traffic generation of what is allowed there (pubs) would be similar to what is proposed (hotel accommodation) (page 9 of the Transport Study)?

The 37 hotel accommodation rooms would generate approx. 15 additional evening peak hour vehicle trips and approx. 111 vehicle trips per day if it were a standalone development (using rates from the TfNSW guide to traffic generating developments for a motel). As some of those staying at the hotel would also be pub patrons these numbers would be slightly lower although the 5-10 trips in peak periods as quoted in the Transport impact report is probably lower than I'd anticipate. Compared to the traffic generation arising from the pub traffic generation from the hotel rooms is not a significant concern

Has the Transport Study considered a sufficient catchment area to properly address the impacts of the proposal (add hotel accommodation and pubs as additional permitted uses on 64 Undercliff Road, and add hotel accommodation as an additional permitted use on 29-31 Moore Road, note that pubs are already allowed as an additional permitted use on 29-31 Moore Rd)?

I don't follow what you're asking here. The impacts of the development will be largely confined to Charles Street, Moore Road and Undercliff Road and I didn't feel the Transport Study wasn't sufficiently detailed.

Are there existing traffic concerns with the site being close to the beach i.e. are you satisfied that traffic generation resulting from the proposed uses would be acceptable even in seasonal peak periods of traffic?

There are existing traffic and parking congestion issues in summer peak periods and additional traffic volumes will add to that congestion, but I don't believe this is of sufficient magnitude to warrant refusal of any DA. Similarly provided the parking demands are accommodated off-street in line with DCP requirements (including off-street loading facilities) I don't see parking as a reason for refusal either.

The pub is already approved and can have bands/events. This does not relate to any planning proposal for the Hotel rooms. Similarly, it's a beachside area and does get busy in summer. As stated previously the 37 hotel rooms will not add large volumes of traffic to the road network and I don't believe there is sufficient justification to oppose it on traffic generation grounds.

Should the planning proposal be approved and result in a development application being received for a significantly larger hotel development we may then form a different view but for the relatively modest proposal currently on the table traffic generation is not considered a major factor.

### **Urban Design**

This advice is provided as an internal referral from the Urban Design Unit to the Strategic Planning Officer for consideration and coordination with the overall assessment.

The planning proposal seeks to amend Schedule 1 (Additional permitted uses) under the Warringah 2011 LEP, to facilitate the development of hotel accommodation integrated with the existing Harbord Hotel and bottle shop.

Urban Design raises no objection to the proposed amendment.

Please note: Regarding any view impacts and any impacts on solar amenity and overshadowing, these matters will be dealt with under the evaluation of Council Planning Officer. Any impacts of non-compliances regarding heritage will be dealt with under the evaluation of Council Heritage Officer, and any Landscape non-compliances will be dealt with under the evaluation of Council Landscape Officer.

### **Landscape Architecture**

#### General comments specific to Planning Proposal

The proposal is for amendment to Warringah Local Environmental Plan 2011 to include hotel accommodation as an Additional Permitted Use at the site.

The existing properties the subject of the Planning Proposal consist of predominantly hardstand or otherwise grassed area. The site does not contain any significant trees, however trees on adjoining sites and within the road reserve are found in proximity.

Generally, the existing landscape setting is not prominent and is rather dominated by built form and hardstand. Therefore it is expected that any proposed development will be able to improve the landscape setting.

Key issues / other considerations for any future development application

- The proposed landscape setting is interpreted from the issued preliminary documents as providing landscape planters on structure to the perimeters and other areas as shown, and such intent does not provide a strong landscape setting, and the built form prominence of the site remains.
- Under the Warringah DCP, development on the land is required to achieve 40% landscaped area. It is noted that the existing landscaped area across the proposed development properties is substantially less than this quantity and the Planning Proposal increases the landscaped area, albeit all on structure.
- Existing trees within the road reserve verge and within adjoining properties shall be preserved in the design process.
- Some rock outcrops are present on the site which may require assessment for sites of potential Aboriginal significance. Where possible, natural rock outcrops should be retained and integrated into design to express the natural environmental features of the locality.
- Landscape buffer zones, at natural ground level, shall be provided to the adjoining residential property at 66 Undercliff Road and likewise a landscape buffer shall be provided along the southern boundary at Undercliff Road to provide a visual and physical transition and to assist with the integration of the development into the streetscape. It is suggested that the landscape buffer zones should at a minimum be at least 3.0 metres in width.
- The interface with Charles Street includes landscape planters on structure within the site and it is suggested that street tree planting within the road reserve verge will assist in the integration of the proposal with the streetscape.

Concerns

- The proposed basement along the southern boundary at Undercliff Road will impact upon the existing street trees located within the road reserve and this is not supported. The excavation for basement will be required to be setback at an estimated distance of at least 3 metres. This will assist in achieving a transition to the streetscape and an increase to the landscape area.
- Deep excavation at nil setback to both Charles Street and adjoining the residential neighbour at 66 Undercliff Road may not be physically achievable, without a clear understanding of excavation / piling techniques, as well as the requirement for a

drainage void. It is noted that as above the excavation for basement along Undercliff Street is not supported.

Suggestions to improve the landscape setting

- Provide landscape zones of adequate width at natural ground to support a landscape transition to adjoining residential properties and to Undercliff Road streetscape to allow for the establishment of small trees, shrubs and other planting,
- Include tree planting in front setback of accommodation along Charles Street,
- All existing trees located within the road reserve verge shall be retained,
- Remove stair access to Undercliff Rd,
- Where excavation occurs as part of new development, levels shall be terraced to site edges to minimise the extent of retaining walls, and any terracing shall not compromise the viability to support tree planting in deep soil,
- On slab landscape planters shall support adequate soil volume and minimum soil depths,
- Where possible, natural rock outcrops should be retained and integrated into design to express the natural environmental features of the locality,
- Public domain upgrades in consideration of Council's Public Domain Guidelines - Public Space Vision & Design Guidelines shall be considered for Moore Road and Charles Road in term of street tree planting and pavements,
- All development proposals shall include a landscape plan prepared by a suitably qualified landscape architect, and in accordance with Northern Beaches Council's Development Application Lodgement Requirements.

**Aboriginal Heritage Office**

Reference is made to the proposed development at the above area and Aboriginal heritage.

Extent – People Centred Heritage completed an Aboriginal Heritage Due Diligence Assessment in November 2021. Extent Heritage assessed the Aboriginal archaeological potential of the study area as low. Recommendations made in the report:

- Development work in the study area proceed, subject to relevant personnel being advised of their obligations under the NPW Act.
- If unexpected Aboriginal objects are discovered during development, all works in the vicinity of the discovery site should cease and the services of an archaeologist obtained. The archaeologist will advise on the necessary process, which may include a permit application. There are severe penalties for the disturbance or destruction of an Aboriginal object or place.
- If human skeletal material less than 100 years old is discovered, the Coroners Act 2009 requires that all works should cease and the NSW Police and the NSW Coroner's Office should be contacted. Traditional Aboriginal burials (older than 100 years) are protected under the NPW Act and must not be disturbed. Interpreting the age and nature of skeletal remains is a specialist field, and therefore, an appropriately skilled archaeologist or physical anthropologist should be contacted to inspect the discovery site and recommend an appropriate course of action. Aboriginal ancestral human remains must be managed according to strict protocols. If any were encountered during the

development, the services of an experienced heritage practitioner should be engaged to advise on the process, including the involvement of relevant Aboriginal parties.

The Aboriginal Heritage Office agrees with the recommendations outlined in the Aboriginal Heritage Due Diligence Assessment.

Under the National Parks and Wildlife Act 1974 (NPW Act) all Aboriginal objects are protected. Should any Aboriginal Cultural Heritage items be uncovered during earthworks, works should cease in the area and the Aboriginal Heritage Office assess the finds. Under Section 89a of the NPW Act should the objects be found to be Aboriginal, Heritage NSW and the Metropolitan Local Aboriginal Land Council (MLALC) should be contacted.

### **Coast**

This proposal has been assessed in consideration of:

- Coastal Management Act 2016;
- State Environmental Planning Policy (Resilience and Hazards) 2021 and
- Relevant LEP and DCP clauses

#### Coastal Management Act 2016

The subject site has been identified as being within the coastal zone and therefore the Coastal Management Act 2016 is applicable to this proposal. The proposal is considered to be consistent with the objects, as set out under Part 1 Section 3 of the Coastal Management Act 2016.

#### State Environmental Planning Policy (Resilience & Hazards) 2021

The subject land has been included on the 'Coastal Use Area' and 'Coastal Environment' maps under the State Environmental Planning Policy (Resilience & Hazards) 2021 (SEPP). Hence, Clauses 2.10, 2.11 and 2.12 of apply for this proposal. On internal assessment the proposal satisfies requirements under clauses 2.0, 2.11 and 2.12 of the SEPP R&H.

#### Warringah LEP 2011 and Warringah DCP 2011

No coastal related issues identified. As such, it is considered that the proposal does comply with the requirements of the relevant coastal clauses of the Warringah LEP 2011 and Warringah DCP 2011.

The proposal is therefore supported

### **Catchments**

There is scope to amend the 2020 pre-lodgement advice with :

- The water quality targets must meet at a minimum the General Stormwater Quality Requirements stated in the Council's Water Management for Development Policy for pollutant and hydrology.
- Water Sensitive Urban Design (WSUD) principles need to be considered in the proposed stormwater management strategy for operation stage including ongoing maintenance.
- Due to the sensitivity of the receiving waters the construction stage must comply with Erosion, Sediment and Pollution Controls requirements as well as dewatering controls (note that Un-tanked structures are unlikely to be supported).

- The policy can be found in the following link:  
<https://files.northernbeaches.nsw.gov.au/sites/default/files/documents/policies-register/water-management/water-management-developmentpolicy/water-management-development-policy-aug2020.pdf>

The catchment team has no unusual concern for the Planning Proposal at that location, subject to LEP/DCP controls and water policy.

### **Environmental Health**

I have reviewed the documentation referenced under container PEX2024/0005 for the Planning Proposal at 28-31 Moore Rd (Harbord Hotel) & 64 Undercliff Rd, Freshwater.

In principle, Environmental Health supports the proposal for the adoption of additional permitted uses as described.

Despite this, it should be noted that Environmental Health will hope to provide valuable input in the future should the planning proposal be approved, and the applicant seeks the intended development outcome by the lodging of a development application.

Environmental Health would seek to provide referral comments with the recommendation of appropriate conditions of consent (in relation to potential impact to relevant stakeholders), should they become apparent during the assessment of any future development application.

### **Heritage**

#### Summary

Heritage can generally support the proposed planning amendments to rezone the site, the construction of hotel accommodation in the southern portion of the site, to be integrated and managed in association with the existing Harbord Hotel and bottle shop is generally considered to be consistent with the heritage building on the subject site and the character of Freshwater as a beach side suburb.

Heritage also considers that the Planning Proposal mostly meets the objectives and priorities of the Metropolitan and North District plans, as well as Council's Local Strategic Planning Statement, in relation to conservation of items and places of environmental heritage significance.

However, to ensure the Planning Proposal appropriately considers the heritage significance of the site and any future development responds well to its context, Heritage makes a number of recommendations and will require a number of additional reports. This will ensure that where Heritage has concerns around matters such as future bulk and scale, materiality, curtilage issues.

Heritage recommends that the built form of the future hotel accommodation be amended before being presented to Council to implement the guidelines in "*Better Placed: An integrated design policy for the built environment of New South Wales*" by the Office of the NSW Government Architect. Whilst a future new design in this heritage context can accommodate a rich variety of interpretation and architectural expression, considerations should be given to a sympathetic scale and built-form with articulated façade treatment that reflects the street subdivision patterns and setbacks, and use of sympathetic materials and colour scheme. Respectfully combining history and heritage with modern design achieves an urban environment that demonstrates shared values and contributes to a sense of place and identity.

Heritage also recommends that at the Gateway Determination stage the Department of Planning and Environment condition the preparation of a Conservation Management Plan (CMP) and potential future development outcomes.

#### Heritage Listings

The Harbord Hotel is a local heritage item, being Item I74 - Harbord Beach Hotel at 29 Moore Street, Freshwater, listed in Schedule 5 of Warringah Local Environmental Plan 2011. The site is also located in close proximity to another heritage item, being Item I76 - "Freshwater" Restaurant at 80 Undercliff Road, Freshwater, now known as Pilu Restaurant. Details of the item, as contained in the Warringah Heritage Inventory are:

##### **Item I74 - Harbord Beach Hotel**

##### *Statement of Significance*

A rare example of an inter-war hotel building which shows influences of the Californian bungalow style. Historically provides evidence of the early development of social & recreational facilities to serve the growing population. Local landmark.

##### *Physical Description*

Two storey building with rendered masonry walls. Tiled hipped, jerkin headed & gabled roof. Terrace on first floor supported by arcaded verandah. A number of modifications include surrounding wall, beer garden, bottle shop extension & window modifications.

#### The Proposal

The Planning Proposal seeks to amend the Schedule 1 – Additional Permitted Uses, Clause 14 of the Warringah Local Environmental Plan 2011 to include Lot 6 DP 7022 - the land at 64 Undercliff Road, Freshwater. Clause 14 in Schedule 1 – Additional Permitted Uses currently is as follows:

##### *14 Use of certain land at 29 Moore Road, Freshwater*

*(1) This clause applies to land at 29 Moore Road, Freshwater, being Lots 1–5, Section 1, DP 7022 and Lot 13, Section 1, DP 7022, shown as "Area 14" on the Additional Permitted Uses Map.*

*(2) Development for the purposes of pubs is permitted with consent.*

No other amendments to the written instrument or the maps are proposed. This Planning Proposal relates to proposed changes to the planning controls only, to include hotel accommodation as an Additional Permitted Use at the southern portion of the site, and no physical works are proposed. However, it is stated in the submitted documents that a future Development Application will be prepared for the site for demolition, site amalgamation and detailed design. Architectural drawings by Hot House Architects have been submitted with this application to support the Planning Proposal to demonstrate the intended use of the site and the potential impact of a future Development Application upon the significance of the heritage item, and the streetscape.

#### Comment

While a number of reports and architectural drawings have been developed to support the Planning Proposal, at this stage the only confirmed matter is to include Lot 6 DP 7022 – (64 Undercliff Road, Freshwater) in Schedule 1 – Additional Permitted Uses, Clause 14 of the Warringah Local Environmental Plan 2011. Heritage raises no objections to the proposed amendment and intended use of the site as hotel accommodation, as it is considered to be complimentary to the former use of the site as a hotel.

However, Heritage is concerned regarding the future built form of the hotel accommodation at the southern portion of the site and how it responds to the context of the site, which will be the

determinative factor on Heritage and whether it improves or detracts from the heritage item and its significance and the character of the existing streetscape.

Assessment against Metropolitan Plan, District Plan and LSPS responses

- *North District Plan*

Planning Priority N6 – Creating and renewing great places and local centres, and respecting the District's heritage

The subject site contains a heritage item that is listed for its local significance and the heritage report submitted with the Planning Proposal has identified the heritage significance of the site. A future development application must be prepared considering the guidelines in "*Better Placed: An integrated design policy for the built environment of New South Wales*" by the Office of the NSW Government Architect. Sympathetic built-form controls and adaptive re-use of heritage are important ways to manage the conservation of heritage significance and new development. Respectfully combining history and heritage with modern design achieves an urban environment that demonstrates shared values and contributes to a sense of place and identity. It is considered that, there is potential on this site for a well-designed built form outcome that respects the site's heritage through the development of a Conservation Management Plan (CMP) that then informs a Development Control Plan.

- *Northern Beaches Local Strategic Planning Statement – Towards 2040*

Priority 18 – Protected, conserved and celebrated heritage

The subject site contains one listed heritage item and the heritage report submitted with the Planning Proposal has identified the heritage significance of the item that is to be retained. The Planning Proposal is considered to be broadly consistent with this priority. Further, a Conservation Management Plan would be required to guide the management of the heritage item on the site. Heritage recommends that this CMP be required as a Gateway Determination condition.

Ministerial Directions

*3.2 Heritage Conservation*

The objective of this direction is to conserve items, areas, objects and places of environmental heritage significance and indigenous heritage significance. This direction applies when the relevant planning authority prepares a planning proposal and specifies that the proposal must contain provisions that facilitate the conservation of heritage items. The Planning Proposal has included a heritage report which has identified a heritage item on the site. Therefore, the Planning Proposal is considered consistent with this direction.

Heritage Recommendations

*Recommended Gateway Determination Conditions*

It is recommended that the Department of Planning and Environment apply the following Gateway Determination conditions to ensure that the heritage values and significance of the site are better identified and protected before the redevelopment of the site progresses. Heritage recommends the following conditions:

1. Preparation of Conservation Management Plan

Currently the site contains 1 listed heritage item being Harbord Beach Hotel. Therefore, a Conservation Management Plan (CMP) be prepared for the site to inform and guide the future development proposals. This CMP must:

2. Be prepared by a suitably qualified and experience heritage consultant;
3. Assess the internal and external fabric of all heritage elements and provide guidelines for future management;
4. Address curtilage issues to ensure new development in the vicinity of the heritage item will not have an adverse impact on their setting;
5. Address views to and from significant heritage building;
6. Scale and built form of new building/s in any future Development Application

Considerations must be given to the scale and built form of any new building/s, that the character of a building or group of buildings is shaped by its form and mass, the relationship between solid to void, the play of light and shadow on the facades, the proportions of openings, materiality, detail and colour. Heritage recommends the guidelines in *"Better Placed: An integrated design policy for the built environment of New South Wales"* by the Office of the NSW Government Architect, for a better design approach. Sympathetic built-form controls are important ways to manage the conservation of heritage significance and new development. Respectfully combining history and heritage with modern design achieves an urban environment that demonstrates shared values and contributes to a sense of place and identity. It is considered that, there is potential on this site for a well-designed built form outcome that respects the site's heritage. The new design must comply with the controls of Warringah DCP 2011 – Part G5 Freshwater Village and G5 – 18. Development in the vicinity of heritage items.

7. Preparation of Heritage Impact Statement

A Heritage Impact Statement, assessing the impact of the new building/s upon the significance of the heritage item - Harbord Beach Hotel is required with any future DA.

## **Appendix B – Northern Beaches Local Planning Panel Recommendation**

### **4.0 PUBLIC MEETING ITEMS 4.1 PEX2024/0005 - PART 29-31 MOORE ROAD (HARBORD HOTEL) AND 64 UNDERCLIFF ROAD, FRESHWATER - AMENDMENT TO WARRINGAH LOCAL ENVIRONMENTAL PLAN 2011 TO ALLOW HOTEL OR MOTEL ACCOMMODATION, AND PUBS AS ADDITIONAL PERMITTED USES ON THE SITE PROCEEDINGS IN BRIEF**

The Proposal is for an amendment to the Warringah Local Environmental Plan 2011 to allow hotel or motel accommodation, and pubs as additional permitted use on the site.

At the public meeting which followed the Panel was addressed by four neighbours and one representative of the applicant.

The Panel received five late submissions dated 11th, 13th, 14th & 15th October 2024.

#### **RECOMMENDATION OF PLANNING PANEL**

That the Northern Beaches Local Planning Panel recommends that Council **progress** the Planning Proposal set out in Attachment 1 to the Council Assessment Report to the Local Planning Panel to amend the Warringah Local Environmental Plan 2011 to allow hotel or motel accommodation, as an additional permitted use on part of the site on 29 Moore Road (Lot 1 and 2, Section 1, DP 7002) and 64 Undercliff Road, (Lot 6, Section 1, DP 7002), Freshwater for the reasons presented in the Assessment Report, with the following additional recommendations:

1. The additional permitted use of hotel or motel accommodation be extended to Lot 13, Section 1, DP 7022.
2. An additional permitted use of pub related car parking and associated access at a basement level be permissible over Lot 6, Section 1, DP 7022.
3. An additional permitted use of hotel and motel accommodation related car parking, waste storage, plant and associated access at a basement level be permissible over Lots 3, 4 and 5, Section 1, DP 7002.
4. The Panel strongly supports the rapid development of the draft built form controls in the form of a DCP amendment for the site.
5. The draft built form controls in the form of a DCP amendment be exhibited at the same time as the Planning Proposal.

#### **REASONS FOR RECOMMENDATION**

The Panel agrees generally with the Assessment Report. The Panel is of the view that the inclusion in the Planning Proposal of hotel or motel accommodation as an additional permitted use on Lot 13 allows for additional design flexibility and increases the potential buffer from the pub to residential areas. The Panel is also of the view that additional flexibility needs to be provided at a basement level so that a practical outcome can be achieved, which is why some limited additional uses are being recommended at that level.

The Panel believes that the built form controls included in a draft DCP will assist in increasing understanding of the Planning Proposal and in delivering more certainty in relation to an acceptable development outcome. This is why the Panel recommends the concurrent exhibition of the draft DCP and Planning Proposal.

Vote: 4/0

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- B. Provides any advice it considers appropriate for Council's consideration in determining whether to submit the Planning Proposal to the Minister for Planning and Public Spaces for issue of a Gateway Determination.

<b>Reporting manager</b>	Manager, Strategic & Place Planning
<b>TRIM file ref</b>	2024/673386
<b>Attachments</b>	<a href="#">1</a> Draft Planning Proposal Report for submission to DPHI seeking a Gateway Determination

## BACKGROUND

On 18 July 2024, a Planning Proposal application was submitted by Boston Blythe Fleming (the applicant) on behalf of Harbord Hotel Operations Pty Ltd (the owners) via the NSW Government Planning Portal. Various supporting technical studies were submitted with the application.

### Pre-Lodgement Meeting

On 30 September 2020, a pre-lodgement meeting (PLM2020/0221) was held between the applicant, their client (owners of the land), a consultant architect, and Council staff to discuss the proposal. On 2 November 2020, formal notes were issued specifying the requirements to address strategic planning context, development engineering, stormwater engineering, heritage, biodiversity, urban design, economic development, traffic and the necessary components of justifying strategic and site-specific merit for a Planning Proposal.

### Site Description

The subject site is located at 29-31 Moore Road and 64 Undercliff Road, Freshwater and comprises 7 separate allotments (Lots 1-6 and 13, Section 1, DP 7022). The site has an overall area of approximately 3,041m<sup>2</sup>, with a 54m wide frontage to Moore Road (north-east), a 56m wide frontage to Charles Street (north-west) and a 54m wide frontage to Undercliff Road (south-west).

Currently, development at:

- 29-31 Moore Road comprises the Harbord Hotel, a drive-through bottle-shop and an at-grade car park, with vehicular access from both Charles Street and Moore Road.
- 64 Undercliff Road comprises a three-storey residential flat building consisting of three dwellings, with vehicular access along Undercliff Road.

The south-east adjoining properties comprise a two-storey dwelling fronting Undercliff Road and a two-storey dual occupancy development fronting Moore Road.

An aerial image of the site is provided at Figure 1, with the subject site outlined in red.

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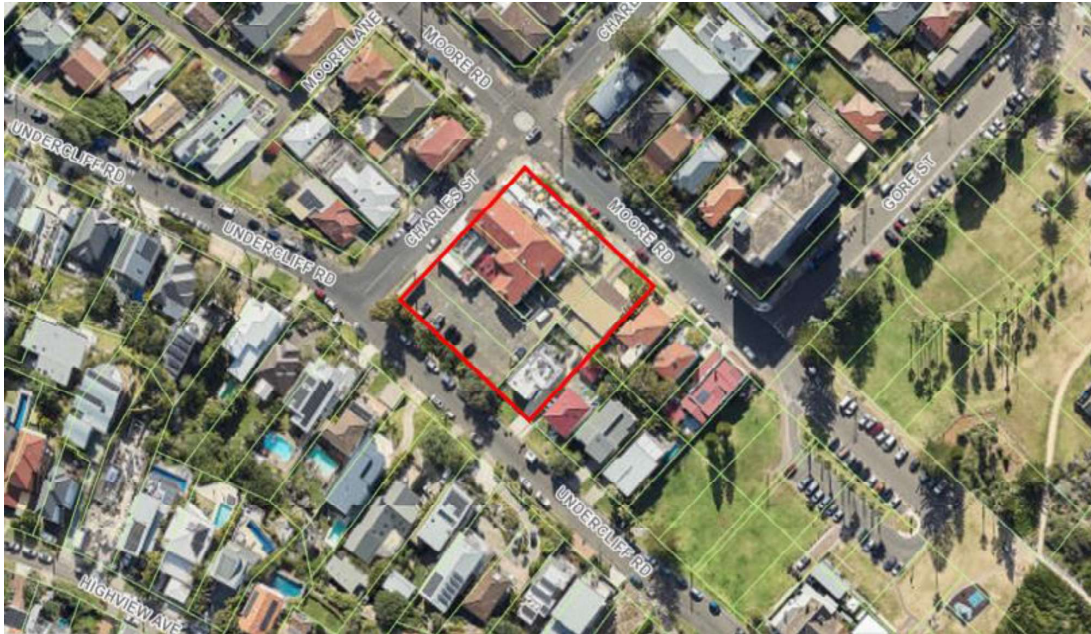


Figure 1 Aerial image of the site

### Planning controls

#### ***Warringah Local Environmental Plan (WLEP 2011)***

The site is zoned R2 Low Density Residential under WLEP 2011, as shown in Figure 2 below.



Figure 2 Site aerial with WLEP 2011 Land Zoning Map overlay

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The majority of the site, being 29-31 Moore Road (Lots 1-5 and 13, Section 1, DP 7022), is identified as Area 14 on the Additional Permitted Uses Map, as shown in Figure 3 below, which permits pubs as an additional permitted use.

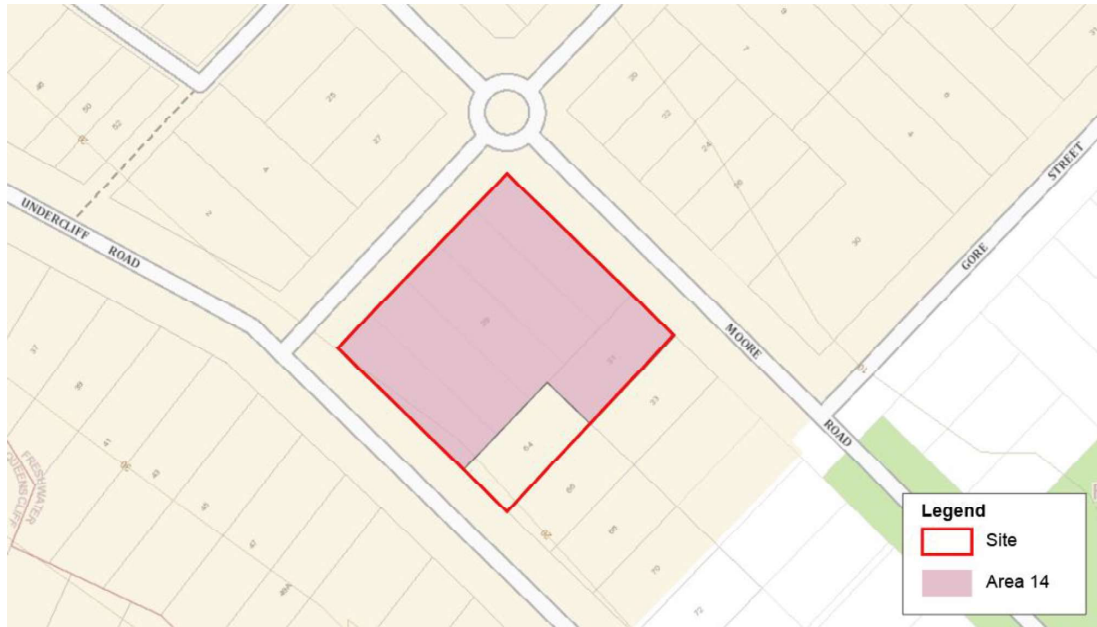


Figure 3 Site aerial with WLEP 2011 Additional Permitted Use Map overlay

The Harbord Hotel, located on part of the subject site is a local heritage item, listed as Item No. 174 in Schedule 5 of WLEP 2011. Refer to Figure 4 below.



Figure 4 Site aerial with WLEP 2011 Heritage Map overlay

Other development standards that apply to the site include the following:

- Maximum building height of 8.5m.
- Minimum lot size of 450m<sup>2</sup>.

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There is no Floor Space Ratio applying to the site under the WLEP 2011.

### The Applicant's Planning Proposal

The Planning Proposal application seeks to amend Schedule 1 under WLEP 2011 for land at 29-31 Moore Road and 64 Undercliff Road, Freshwater, to:

- permit 'hotel or motel accommodation' as an additional permitted use for the whole site, and
- extend the existing additional permitted use of 'pubs' to one additional lot being 64 Undercliff Road (Lot 6 Sec 1 DP 7022).



Existing Additional Permitted Uses map

Proposed Additional Permitted Uses map

Figure 5 Proposed changes to the WLEP2011 Additional Permitted Uses map

The Planning Proposal application states that the proposed hotel accommodation development will:

- include a three-storey hotel in the southern portion of the site, comprising 37 hotel rooms, reception/lobby, guest lounge, gym and swimming pool
- include basement carparking with 72 car parking spaces, inclusive of the 33 spaces associated with the existing Harbord Hotel and 39 spaces associated with the proposed hotel accommodation
- be integrated with and managed as part of the existing Harbord Hotel.

Refer to excerpts from the Concept Architectural Plans prepared by Hot House Architects in Figures 6-10 below.

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Figure 6 Perspective of proposed development from the intersection of Charles Street and Undercliff Road.



Figure 7 Excerpt from architectural plans; Indicative ground floor plan.

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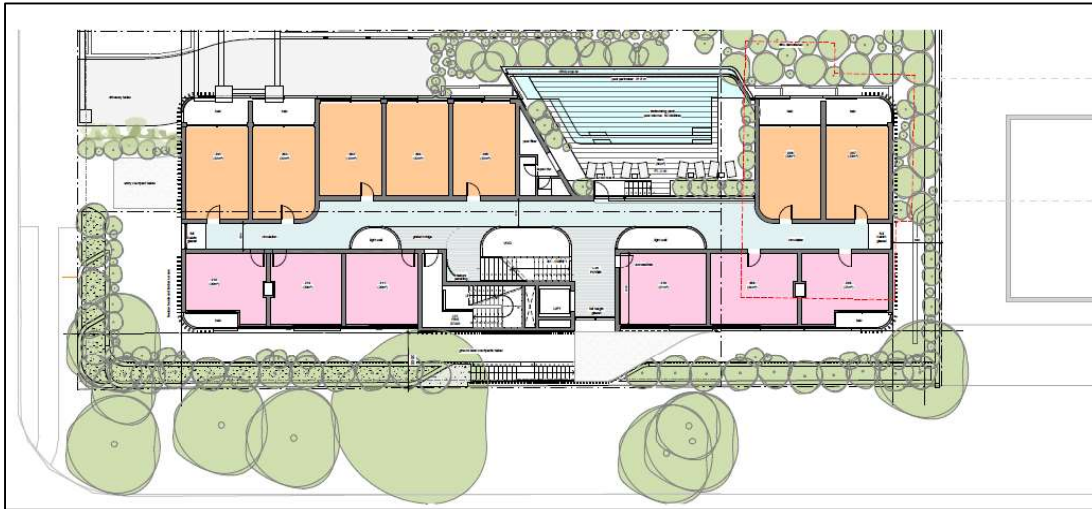


Figure 8 Excerpt from architectural plans; Indicative level 01 and 02 floor plan.

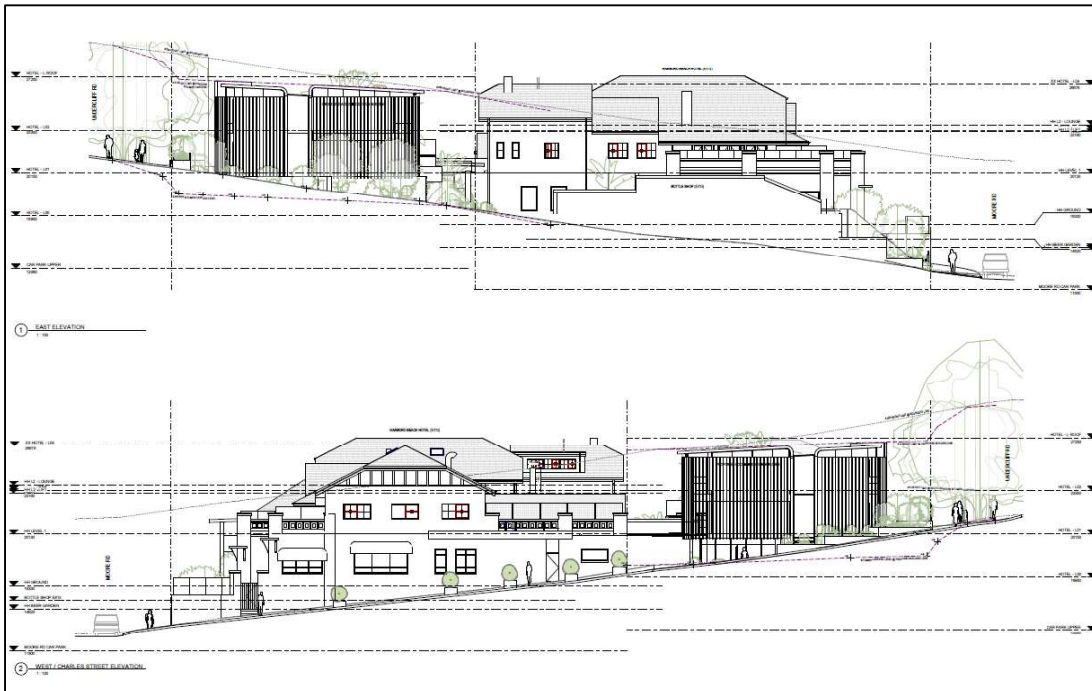


Figure 9 Excerpt from architectural plans; Indicative east and west elevations.

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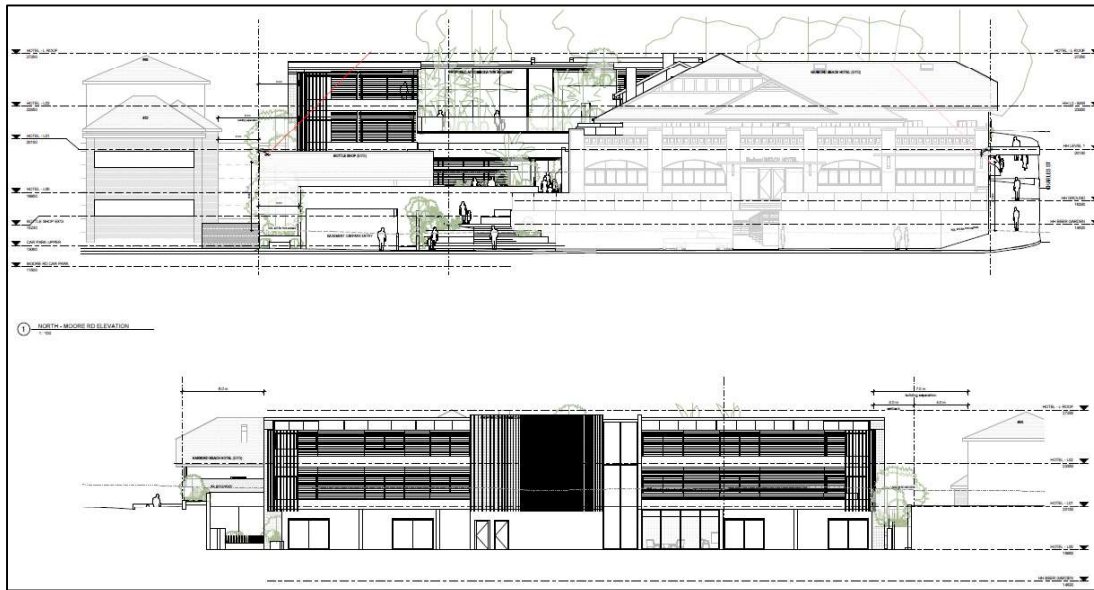


Figure 10 Excerpt from architectural plans; Indicative north and south elevations.

## ASSESSMENT OF PLANNING PROPOSAL

The following assessment is set out in accordance with the NSW Government *Local Environmental Plan Making Guideline* (August 2023).

### Part 1 Objectives or Intended Outcomes

The applicant has stated that the objective of the Planning Proposal is to amend WLEP 2011 to permit hotel accommodation on the site, and that the intended outcomes of the Planning Proposal are to:

Applicant's intended outcomes	Council Response
<ul style="list-style-type: none"> <li>enable the orderly and economic use and development of the land</li> </ul>	<p>Council is satisfied that the proposal would “enable the orderly and economic use and development of the land” through the facilitation of compatible land uses adjacently sited and sharing access to the proposed underground parking. Considering the historical use of the Harbord Hotel site as a pub with associated accommodation rooms, the proposed hotel accommodation is complementary to the pub and suitably located next to a popular beach and the Freshwater neighbourhood centre.</p>
<ul style="list-style-type: none"> <li>provide hotel accommodation on a site that is ideally suited for such use</li> </ul>	<p>Council also considers the proposed hotel accommodation on the south-eastern portion of the site as a desirable transitional use between the existing Harbord Hotel and associated bottle shop buildings and neighbouring residential properties on Undercliff Rd.</p>
<ul style="list-style-type: none"> <li>enable the lodgement of a separate development application, seeking consent for the construction of hotel accommodation in the</li> </ul>	<p>Council notes that the applicant is proposing to construct the proposed hotel accommodation on the south-eastern portion of the site, being Lots 1, 2 and 6, Section 1, DP 7022. As illustrated in the supporting Architectural Concept Plans, the existing pub and bottle shop, and</p>

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<b>Applicant's intended outcomes</b>	<b>Council Response</b>
<i>southern portion of the site, to be integrated and managed in association with the existing Harbord Hotel and bottle shop.</i>	future hotel accommodation building will share underground parking facilities.

**Part 2 Explanation of Provisions**

The applicant's report states the proposed amendments to WLEP 2011 seek to:

- *amend Schedule 1 Clause 14 of WLEP 2011*
- *amend the Additional Permitted Uses Map of WLEP 2011 to include the land at 64 Undercliffe Road, Freshwater.*

The applicant has stated that:

*A portion of the site, being 29-31 Moore Road, is identified within Area 14 on the Additional Permitted Uses Map of WLEP 2011 which facilitates the ongoing use of the existing "pub" at the R2 Low Density Residential zoned site. Clause 14 of Schedule 1 of WLEP 2011 currently reads:*

*14 Use of certain land at 29 Moore Road, Freshwater*

- 1) This clause applies to land at 29 Moore Road, Freshwater, being Lots 1–5, Section 1, DP 7022 and Lot 13, Section 1, DP 7022, shown as "Area 14" on the Additional Permitted Uses Map.*
- 2) Development for the purposes of pubs is permitted with consent.*

*This Planning Proposal seeks to amend Clause 14 of Schedule 1 of WLEP 2011, to read:*

*14 Use of certain land at Moore Road and Undercliffe Road, Freshwater*

- 1) This clause applies to the following land identified as "Area 14" on the Additional Permitted Uses Map:*
  - a. 29 Moore Road, Freshwater, being Lots 1–5, Section 1, DP 7022*
  - b. 31 Moore Road, Freshwater, being Lot 13, Section 1, DP 7022, and 64 Undercliffe Road, Freshwater, being Lot 6, Section 1, DP7022.*
- 2) Development for the purposes of pubs and hotel accommodation is permitted with consent.*

*The intent of the amendments is to enable the orderly and economic use and development of the site. The inclusion of "hotel accommodation" in clause 14 of Schedule 1 provides for the lodgement of a future development application for the construction of hotel accommodation at the site. The inclusion of the land at 64 Undercliffe Road allows for a more functional building area for the future hotel, and for the site to be managed as one entity, such that the basement carpark can be shared by users of both the existing "pub" and the proposed hotel accommodation.*

*The future development application for the hotel accommodation building will rely upon the existing provisions of WLEP 2011 and Warringah Development Control Plan 2011 (WDCP 2011) for buildings within the R2 Low Density Residential zone, which remain applicable despite the land use proposed.*

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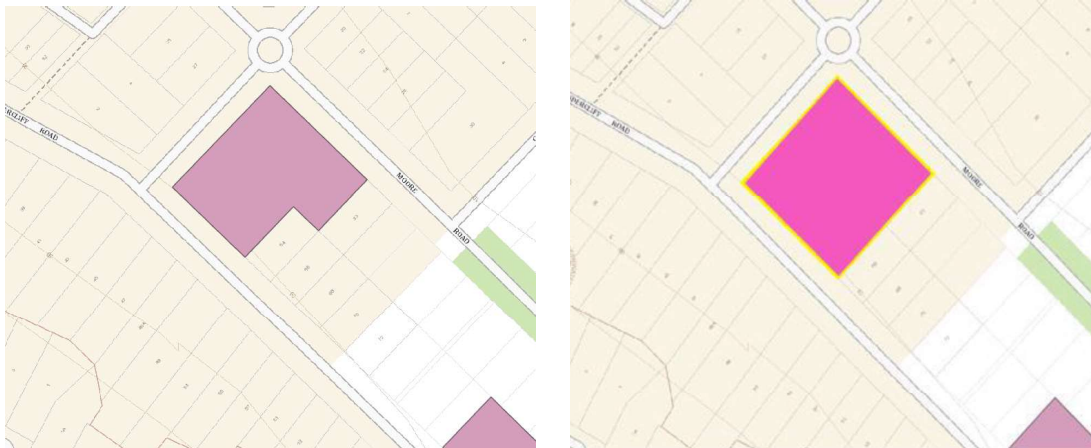


Figure 11 Existing (left) and proposed (right) WLEP 2011 Additional Permitted Uses Map

Council response

A pub is an additional permissible use for part of this site under Schedule 1 of the WLEP 2011, and is a land use that is defined as follows:

*“ ‘pub’ means licensed premises under the Liquor Act 2007 the principal purpose of which is the retail sale of liquor for consumption on the premises, whether or not the premises include hotel or motel accommodation and whether or not food is sold or entertainment is provided on the premises.”*

Currently ‘hotel or motel accommodation’ is a prohibited use in the R2 zone under WLEP 2011 and is not included as an additional permitted use in Schedule 1 of WLEP 2011. As a land use, ‘hotel or motel accommodation’ is defined under WLEP 2011 as follows:

*“ ‘hotel or motel accommodation’ means a building or place (whether or not licensed premises under the Liquor Act 2007) that provides temporary or short-term accommodation on a commercial basis and that—*  
*(a) comprises rooms or self-contained suites, and*  
*(b) may provide meals to guests or the general public and facilities for the parking of guests’ vehicles,*  
*but does not include backpackers’ accommodation, a boarding house, bed and breakfast accommodation or farm stay accommodation.”*

No existing use rights related to hotel accommodation apply to the site as it has not recently been used for accommodation.

It is necessary to amend Schedule 1 of WLEP 2011 to allow ‘hotel or motel accommodation’ on the site to meet the proposal’s objectives. Notwithstanding, the following matters consider the extent of the hotel use on the site, namely:

- The accompanying Concept Architectural Plans demonstrate that the proposed hotel accommodation is constrained to the south-eastern portion of the site (Lots 1, 2 and 6 in Section 1, DP 7022), and that although the hotel accommodation building would share access to shared underground parking across the whole site, the proposed accommodation is not integrated with nor ancillary to the existing pub use.
- As the proposed hotel building is separate to the ‘pub’ use and constrained to the south-eastern portion of the site, Council does not accept that it is necessary for ‘hotel or motel accommodation’ to be added as an additional permitted use on Lots 4, 5 and 13, Section DP 7022 to achieve the intended outcome of providing hotel accommodation on the site.

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- Additionally, it is not necessary for 'pub' use to be added as an additional permitted use on Lot 6, Section 1, DP 7022.
- There are additional benefits to constraining the hotel accommodation use to the south-eastern portion of the site and to retain the existing boundary of the 'pub' use, including the establishment of a buffer between the impacts of the pub operations on residential amenity on Undercliff Rd. This also addresses concerns raised in the submissions received during the public consultation period, related to noise impacts from the existing pub operations. See the Consultation section of this report for further discussion.

The proposed outcome will be achieved by amending Schedule 1 Additional Permitted Uses in WLEP 2011 to retain 'pubs' as a land use that is permissible with consent and permit the following with consent: 'pubs' and 'hotel or motel accommodation' at 29 Moore Road, Freshwater, being Lots 1 and 2, Section 1, DP 7022, and 'hotel or motel accommodation' at 64 Undercliff Rd, Freshwater, being Lot 6, Section 1, DP 7022. See Figure below:

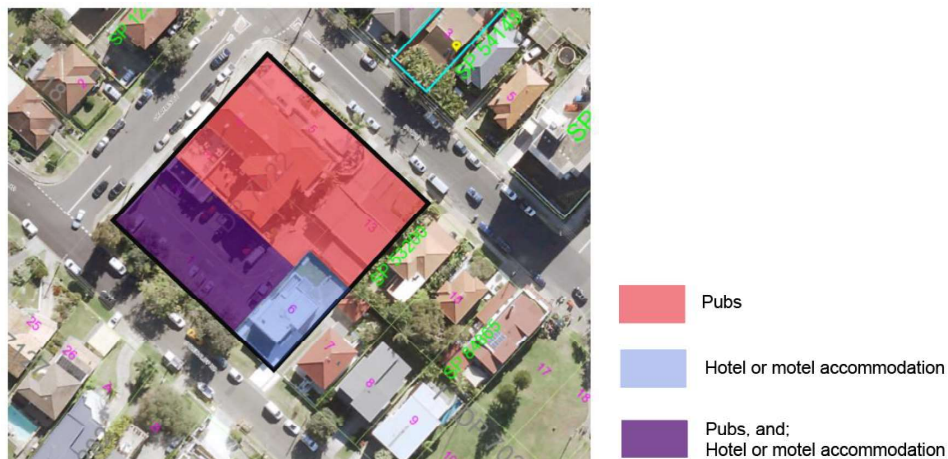


Figure 12 Council's proposed amendment to Schedule 1 Additional Permitted Uses in WLEP2011

This is reflected in the Planning Proposal to be submitted to the Department of Planning, Housing and Infrastructure for a Gateway Determination and found in Attachment 1. It still achieves the applicant's intended outcomes for the proposal and:

- prevents the unnecessary extension of 'pubs' as an additional permitted use to 64 Undercliff Road,
- limits the proposed hotel accommodation use to the south-eastern portion of the site where it can act as a buffer between the properties on Undercliff Rd and the existing pub use.

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**Part 3 Justification - Strategic Merit**

***Section A – Need for the Planning Proposal***

Q1. Is the planning proposal a result of an endorsed LSPS, strategic study or report?

<b>Applicant's response</b>	<b>Council Assessment</b>
<p>The proposal is not the result of an endorsed LSPS, strategic study or report, however, is consistent with relevant provisions of the:</p> <ul style="list-style-type: none"> <li>• Greater Sydney Region Plan – A Metropolis of Three Cities - Connecting People,</li> <li>• North District Plan,</li> <li>• Northern Beaches Local Strategic Planning Statement – Beyond 2040,</li> <li>• Shape 2028 Northern Beaches Community Strategic Plan, and</li> <li>• Northern Beaches Destination Management Plan.</li> </ul>	<p>The planning proposal is not the result of any endorsed Local Strategic Planning Statement, strategic study or report, but the need for additional visitor accommodation is set out in various strategic documents including the Northern Beaches Destination Management Plan.</p>

Q2. Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?

<b>Applicant's response</b>	<b>Council Assessment</b>
<p>The proposed amendments to the Additional Permitted Uses provisions of WLEP 2011 is the best means of achieving the intended outcomes.</p> <p>The alternate would be to rezone the site to a zone that permits pubs and hotel accommodation, such as the E1 Local Centre Zone. However, this would facilitate alternate land uses well beyond those currently permitted on the site and would alter the applicable built form controls under WDCP 2011.</p> <p>The proposed amendment to the Additional Permitted Uses provisions maintains the current R2 Low Density Residential zoning and applicable built form controls, whilst permitting one additional type of development that is appropriate in light of the existing use of the land and the context of the site.</p>	<p>Amending Schedule 1 of WLEP2011 is the best means to achieve the proposal's intended outcomes so long as to:</p> <ul style="list-style-type: none"> <li>• 'pubs' and 'hotel or motel accommodation' being limited to 29 Moore Road, Freshwater, being Lots 1 and 2, Section 1, DP 7022, and</li> <li>• 'hotel or motel accommodation' is permitted only on 64 Undercliff Rd, Freshwater, being Lot 6, Section 1, DP 7022.</li> </ul>

***Section B – Relationship to strategic planning framework***

Q3. Will the planning proposal give effect to the objectives and actions of the applicable regional, or district plan or strategy?

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<b>Applicant's response</b>	<b>Council Assessment</b>
<i>Greater Sydney Region Plan – A Metropolis of Three Cities</i>	
<p>The provision of hotel accommodation in conjunction with the existing pub (Harbord Hotel) is consistent with the following objectives and strategies of this Plan:</p> <ul style="list-style-type: none"> <li>• Objective 9: Celebrate the arts and celebrate creative industries and innovation, in so far as the proposed hotel accommodation aims to meet the social and recreational needs of tourists and visitors to the existing hotel and to the wider Freshwater area, and to stimulate the night-time economy.</li> <li>• Objective 12: Great places that bring people together, in so far as the proposed hotel accommodation will provide much needed accommodation within Freshwater for tourists and visitors to the existing hotel and to the wider Freshwater area.</li> <li>• Strategy 24.2: Tourism, in so far as the proposed hotel accommodation aligns with the strategies that seek to encourage the development of well-designed and located tourism facilities, enhance town centres, support the development of places for artistic and cultural activities and the growth of the night-time economy.</li> </ul>	<p>The proposed use on the site would provide well-designed accommodation in a suitable location within walkable distance to public recreation, Freshwater centre and amenities, contributing to a more diverse tourism economy. The hotel accommodation building can also be designed to respect the heritage significance of the existing Harbord Hotel building and would create local jobs.</p> <p>The proposal is consistent with the following objectives of the <i>Greater Sydney Region Plan</i>:</p> <ul style="list-style-type: none"> <li>- Objective 12: Great places that bring people together</li> <li>- Objective 13: Environmental heritage is identified, conserved and enhanced.</li> <li>- Objective 24: Economic sectors are targeted for success.</li> </ul>
<i>North District Plan</i>	
<p>The North District Plan identified Freshwater as a Local Centre. The provision of hotel accommodation at the site is consistent with the following priorities and actions of this plan:</p> <ul style="list-style-type: none"> <li>• Planning Priority N13: Supporting growth of targeted industry sectors, in so far as the proposed hotel accommodation is consistent with the expressed need to plan for tourism and visitation activities.</li> <li>• Action 59, in so far as the proposed hotel accommodation will enhance tourist and visitor economy in the Freshwater Local Centre, with a specific coordinated approach that integrates the proposed accommodation with the existing pub (Harbord Hotel) which hosts events and activities.</li> </ul>	<p>The proposal is consistent with the <i>North District Plan</i> and would:</p> <ul style="list-style-type: none"> <li>- be required to incorporate a building design that suitably responds to the heritage significance of the site and be consistent with Planning Priority N6: Creating And renewing great places and local centres and respecting the District's heritage.</li> <li>- provide well-located accommodation, consistent with Planning Priority N13: Supporting growth of targeted industry sectors.</li> </ul>

Q4. Is the planning proposal consistent with a council LSPS that has been endorsed by the Planning Secretary or GSC, or another endorsed local strategy or strategic plan?

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Applicant's response	Council Assessment
<i>Northern Beaches Local Strategic Planning Statement – Towards 2040</i>	
<p>The provision of hotel accommodation at the site is consistent with:</p> <ul style="list-style-type: none"> <li>• Priority 29: A thriving, sustainable tourism economy of the LSPS which seeks to diversify tourist offerings beyond Manly and Palm Beach. In particular, the proposal is consistent with the Principles of this Priority, which seek to: <ul style="list-style-type: none"> <li>○ Enable a strong tourism economy while maintaining quality of life and protecting the environment.</li> <li>○ Ensure a range of well-designed tourist accommodation in appropriate locations.</li> <li>○ Promote and integrate coastal walks with centres, transport and accommodation.</li> </ul> </li> </ul> <p>The stimulation of the night-time economy and the direct integration of the existing pub (Harbord Hotel) is also consistent with:</p> <ul style="list-style-type: none"> <li>• Priority 7 – A low carbon community, with high energy, water and waste efficiency (sustainability through building design), in so far as the new building will be energy, water and waste efficient and designed to support smart technology.</li> <li>• Priority 14 – A community enriched through the arts and connected through creativity, in so far as the proposed hotel accommodation serves as an extension of the existing hotel that provides a performance space and promotes local musicians</li> <li>• Priority 17 – Centres and neighbourhoods designed to reflect local character, lifestyle and demographic changes, in so far as the proposed hotel serves to promote night-time activity in Freshwater and as the development as a whole appropriately recognises the heritage and cultural significance of the site.</li> <li>• Priority 18 – Protected, conserved and celebrated heritage, in so far as the proposed development recognises and</li> </ul>	<p>The proposal is consistent with <i>Towards 2040</i> and would:</p> <ul style="list-style-type: none"> <li>- allow for future buildings on the site to be used and designed to respect and enhance local character, consistent with Priority 17: Centres and neighbourhoods designed to reflect local character, lifestyle and demographic changes .</li> <li>- allow for future buildings on the site to be designed to respect the heritage significance of the site, consistent with Priority 18 - protected, conserved and celebrated heritage.</li> <li>- create jobs for the local community consistent with Priority 22: Jobs that match the skills and needs of the community.</li> <li>- contribute to the diversity of accommodation offerings on the Northern Beaches close to amenities and attractions such as the Coast Walk, consistent with Priority 29: A thriving, sustainable tourism economy.</li> </ul>

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<b>Applicant's response</b>	<b>Council Assessment</b>
<p>appropriately responds to the heritage and cultural significance of the site.</p> <ul style="list-style-type: none"> <li>• Priority 22 – Jobs that match the skills and needs of the community, in so far as the proposed hotel will increase local job opportunities in Freshwater.</li> <li>• Priority 30 – A diverse night-time economy, in so far as the proposed development will broaden the range of night-time activities in Freshwater and foster a diverse live music culture (as the proposed accommodation serves as an extension of the existing hotel that provides a performance space and promotes local musicians)</li> </ul> <p>Further, Council can be satisfied that the proposed development is not inconsistent with any of the 30 Priorities of the LSPS, or any of the specific principles.</p>	
<b>Northern Beaches Destination Management Plan - <i>Destination Northern Beaches</i></b>	
<p>The Planning Proposal is consistent with the Goals and Focus Areas of Destination Northern Beaches, specifically in relation to:</p> <ul style="list-style-type: none"> <li>• Goal 1, in so far as the proposed hotel accommodation will increase visitor expenditure in the Freshwater Local Centre and the wider Northern Beaches area, and that it provides the opportunity to convert domestic day trippers to overnight visitors.</li> </ul>	<p>The proposal is consistent with <i>Destination Northern Beaches</i> as it would support economic challenges identified in the <i>Destination Northern Beaches</i>, as domestic and international visitor overnight stays are currently lagging significantly behind Greater Sydney and provides additional accommodation on the Northern Beaches which is expected to increase visitor spend.</p>
<b>Northern Beaches Economic Development Strategy – <i>Business on the Beaches</i></b>	
<p>No response.</p>	<p>The proposal would increase the number of jobs and leverage a strong visitor economy to support business growth, consistent with the directions in <i>Business on the Beaches</i>.</p>

**Q5. Is the planning proposal consistent with any other applicable State and regional studies or strategies?**

<b>Applicant's response</b>	<b>Council Assessment</b>
<b>NSW 2021: <i>A Plan to Make NSW Number One</i></b>	
<p>The Planning Proposal is consistent with the Goals and of NSW 2021, specifically in relation to:</p>	<p>The proposal would create jobs and positively contribute to the NSW economy, supporting the tourism and hospitality sectors, consistent with the <i>A Plan to Make NSW Number One</i>.</p>

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<b>Applicant's response</b>	<b>Council Assessment</b>
<ul style="list-style-type: none"> <li>Goal 1, insofar as the proposed hotel will positively contribute to the NSW economy (See Annexure 7). In particular, the proposed hotel will contribute to the provision of tourist accommodation, which is targeted for a significant increase.</li> <li>Goal 27, insofar as the proposed hotel will enhance cultural, creative and recreation opportunities.</li> </ul>	
<i>NSW Visitor Economy Strategy 2030</i>	
<p>The Planning Proposal is consistent with the vision for the NSW Visitor Economy to 2030 as expressed in the NSW Visitor Economy Strategy, specifically in relation to:</p> <ul style="list-style-type: none"> <li>Strategic Pillar 3: Showcase our Strengths, in so far as the site is ideally suited to showcase the beauty of the Northern Beaches and the soul of Freshwater, with direct integration with music and live performance provided at the existing hotel.</li> <li>Strategic Pillar 5: Facilitate Growth, in so far as the proposed hotel will provide much needed visitor infrastructure which is identified as having a higher impact on the visitor economy.</li> </ul>	<p>The proposal would provide accommodation in a well-serviced location close to iconic attractions including Freshwater Beach and the Coastal Walk, consistent with the <i>NSW Visitor Economy Strategy 2030</i>.</p>
<i>NSW 2040 Economic Blueprint</i>	
<p>The Planning Proposal is consistent with the direction of the NSW 2040 Economic Blueprint, in so far as it is consistent with the intent to strengthen tourism, which is identified as a strong industry that is vital to the success of the NSW economy.</p>	<p>The proposal would contribute to the number of jobs in the NSW economy and increase access to a wider range of jobs for the local community, consistent with the <i>NSW 2040 Economic Blueprint</i>.</p>
<i>NSW 24-hour Economy Strategy</i>	
<p>The Planning Proposal is consistent with the intent of the NSW 24-hour Economy Strategy, in so far as hotel accommodation is identified as a key supporting business for core night-time businesses.</p>	<p>The proposal would contribute to a support the diversity of the 24-hour Economy and providing visitor accommodation in a well-located position close to amenities and attractions, consistent with the <i>NSW 24-hour Economy Strategy</i>.</p>

Q6. Is the planning proposal consistent with applicable SEPPs?

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<b>Applicant's response</b>	<b>Council Assessment</b>
<p><i>SEPP (Biodiversity and Conservation) 2021</i> Consistent</p> <ul style="list-style-type: none"> <li>Chapter 2: Vegetation in non-rural areas - No tree removal is anticipated in association with the proposed development. Nonetheless, development consent for tree removal can be obtained via any future development application for the building works.</li> </ul>	<p>Consistent - The site has limited existing biodiversity values and potential impacts on surrounding biodiversity. Therefore, the proposal is unlikely to have impacts on flora or fauna.</p>
<p><i>SEPP (Exempt and Complying Development Codes) 2008</i> N/A</p>	<p>This SEPP will apply to the land. The proposal to permit 'hotel or motel accommodation' on the site does not contravene the provisions of the SEPP.</p>
<p><i>SEPP (Housing) 2021</i> N/A</p>	<p>Consistent - The proposal is consistent with the principles of the policy. No new housing is proposed, and the proposal is not associated with any loss of existing affordable rental housing. The proposal does not involve the loss of any residential land, as it does not seek to prohibit any residential uses on the site.</p>
<p><i>SEPP (Industry and Employment) 2021</i> N/A</p>	<p>The SEPP is not relevant to the proposal.</p>
<p><i>SEPP (Planning Systems) 2021</i> N/A</p>	<p>The SEPP is not relevant to the proposal.</p>
<p><i>SEPP (Precincts – Central River City) 2021</i> N/A</p>	<p>This SEPP is not relevant to the proposal.</p>
<p><i>SEPP (Precincts – Eastern Harbour City) 2021</i> N/A</p>	<p>This SEPP is not relevant to the proposal.</p>
<p><i>SEPP (Precincts –Regional) 2021</i> N/A</p>	<p>This SEPP is not relevant to the proposal.</p>
<p><i>SEPP (Precincts – Western Parkland City) 2021</i> N/A</p>	<p>This SEPP is not relevant to the proposal.</p>
<p><i>SEPP (Primary Production) 2021</i> N/A</p>	<p>This SEPP is not relevant to the proposal.</p>
<p><i>SEPP (Resilience and Hazards) 2021</i> Consistent</p> <ul style="list-style-type: none"> <li>Chapter 2: Coastal Management - The site is located within the Coastal Environment Area, as identified on the Coastal Environment Area Map of this policy. The Planning Proposal will not result in any adverse impacts upon the matters prescribed by clause 2.10 of this policy.</li> </ul>	<p>Consistent - The site is located in the 'Coastal Use Area' and 'Coastal Environment' maps under the SEPP (Resilience &amp; Hazards) 2021. Council's Coast &amp; Catchments team confirms that the proposal is consistent with Clauses 2.10, 2.11 and 2.12 of the SEPP.</p>

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<b>Applicant's response</b>	<b>Council Assessment</b>
<ul style="list-style-type: none"> <li>Chapter 4: Remediation of Land - The site is not identified as a contaminated site on the NSW EPA's list of notified sites, nor is it in the vicinity of any listed sites. However, this can be addressed in further detail as part of any future development application.</li> </ul>	
<p><i>SEPP (Resources and Energy) 2021</i></p> <p>This policy commences on 1 October 2023 and will be applicable in relation to the proposed hotel accommodation building.</p> <p>Any future development application for the building will need to demonstrate the obtainment of a 4-star NABERS energy rating.</p>	Consistent - The site is not related to the management or development of mineral, petroleum or extractive material resources and the proposal does not contravene any provisions in the SEPP.
<p><i>SEPP (Sustainable Buildings) 2022</i> N/A</p>	Consistent - The proposal would not affect the ability for new development on the site to be designed in accordance with SEPP (Sustainable Buildings) 2022.
<p><i>SEPP (Transport and Infrastructure) 2021</i> N/A</p>	This SEPP is not relevant to the proposal.

**Q7. Is the planning proposal consistent with applicable Ministerial Directions (s.9.1 directions)?**

The table below is based on the latest version of the Ministerial Directions issued on 1 August 2024.

<b>Applicant's response</b>	<b>Council Assessment</b>
<b>Focus Area 1: Planning Systems</b>	
<p><i>1.1 Implementation of Regional Plans</i> Consistent</p> <p>The Planning Proposal is consistent with the Greater Sydney Region Plan, as identified in Part 3.3.1 of the document.</p>	Consistent – The proposal is consistent with the <i>Greater Sydney Region Plan</i> .
<p><i>1.2 Development of Aboriginal Land Council land</i> No response.</p>	The direction is not applicable to the site.
<p><i>1.3 Approval and Referral Requirements</i> Consistent</p> <p>The Planning Proposal is substantially consistent with the terms of this direction.</p>	Consistent – The proposal does not include provisions that require concurrence, consultation or referral of a Minister or public authority, nor identify the development as designated development.
<p><i>1.4 Site Specific Provisions</i> Consistent</p>	Consistent - The proposal allows particular land uses on the relevant land without imposing any development standards or

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<b>Applicant's response</b>	<b>Council Assessment</b>
The Planning Proposal is consistent with the terms of this direction, in that it will allow particular development to be carried out without imposing development standards or requirements in addition to those already contained in WLEP 2011. Further, it does not contain or refer to drawings that show details of the proposed development.	requirements in addition to those already contained in the WLEP 2011.  It does not contain or refer to drawings that show details of the proposed development.
1.4A Exclusion of Development Standards from Variation No response.	The direction is not applicable to the site.
<b>Focus area 1: Planning Systems – Place-based</b> Directions 1.5 – 1.22 are not applicable to the site.	
<b>Focus area 2: Design and Place</b> This focus area was blank when the directions were made.	
<b>Focus area 3: Biodiversity and Conservation</b>	
3.1 Conservation Zones N/A	Consistent - The proposal does not impact on environmentally sensitive areas, conservation zones or land otherwise identified for environment conservation/protection purposes in a LEP.
3.2 Heritage Conservation Consistent	Consistent – The heritage significance of the item can be conserved by the existing provisions in the WLEP 2011.
3.3 Sydney Drinking Water Catchments N/A	The direction is not applicable to the site.
3.4 Application of C2 and C3 Zones and Environmental Overlays in Far North Coast LEPs N/A	The direction is not applicable to the site.
3.5 Recreation Vehicle Areas N/A	Consistent - The proposal does not relate to land to be developed for the purpose of a recreation vehicle area.
3.6 Strategic Conservation Planning N/A	The direction is not applicable to the site.
3.7 Public Bushland N/A	Consistent – The subject site has limited biodiversity values, and the proposal is unlikely to impact on the preservation of bushland and biodiversity.
3.8 Willandra Lakes Region N/A	The direction is not applicable to the site.
3.9 Sydney Harbour Foreshores and Waterways Area	The direction is not applicable to the site.

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<b>Applicant's response</b>	<b>Council Assessment</b>
N/A	
3.10 Water Catchment Protection N/A	The direction is not applicable to the site.
<b>Focus area 4: Resilience and Hazards</b>	
4.1 Flooding N/A	The direction is not applicable to the site.
4.2 Coastal Management Consistent  The Planning Proposal does not detract from the application of the Coastal Management Act 2016 or the provisions of Chapter 2 of SEPP (Resilience and Hazards) 2021 and does not seek to amend the site's inclusion on the Coastal Environment Area Map of this policy.	Consistent - The subject site has been identified as being within the coastal zone under the <i>Coastal Management Act 2016</i> .  The proposal does not propose any rezoning and is consistent with the objects of the <i>Coastal Management Act 2016</i> , the <i>NSW Coastal Management Manual</i> and associated Toolkit, section 3.2 of the <i>NSW Coastal Design Guidelines 2023</i> and any relevant Coastal Management Programs.
4.3 Planning for Bushfire Protection N/A	The site is not bushfire prone land. The direction is not applicable to the site.
4.4 Remediation of Contaminated Land Consistent  The Planning Proposal does not relate to land within an investigation area or land that is known/identified as being contaminated. Further, the Planning Proposal does not seek to rezone land or to carry out development.	The direction is not applicable to the site.
4.5 Acid Sulfate Soils N/A	The direction is not applicable to the site.
4.6 Mine Subsidence and Unstable Land N/A	The direction is not applicable to the site.
<b>Focus area 5: Transport and Infrastructure</b>	
5.1 Integrating Land Use and Transport N/A	The direction is not applicable to the site
5.2 Reserving Land for Public Purposes N/A	Consistent - The proposal does not involve the creation, alteration or reduction of land reserved for public purposes.
5.3 Development Near Regulated Airports and Defence Airfields N/A	The direction is not applicable to the site.
5.4 Shooting Ranges N/A	The direction is not applicable to the site.

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<b>Applicant's response</b>	<b>Council Assessment</b>
<i>5.5 High pressure dangerous goods pipelines</i> No response.	The direction is not applicable to the site.
<b>Focus area 6: Housing</b>	
<i>6.1 Residential Zones</i> Consistent  The Planning Proposal will make efficient use of existing infrastructure and services and will be of good design. Further, the Planning Proposal does not contain provisions which will reduce the permissible residential density of land.	Consistent - This direction applies as the planning proposal affects land within an existing residential zone.
<i>6.2 Caravan Parks and Manufactured Home Estates</i> N/A	Consistent - This direction does not relate to caravan parks and/or manufactured home estates.
<b>Focus area 7: Industry and Employment</b>	
<i>7.1 Employment Zones</i>	The direction is not applicable to the site.
<i>7.2 Reduction in non-hosted short-term rental accommodation period</i>	The direction is not applicable to the site.
<i>7.3 Commercial and Retail Development along the Pacific Highway, North Coast</i>	The direction is not applicable to the site.
<b>Focus area 8: Resources and Energy</b> Direction 8.1 is not applicable to the site.	
<b>Focus area 9: Primary Production</b> Directions 9.1 – 9.4 are not applicable to the site.	

**Section C – Environmental, Social and Economic Impact**

Q8. Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected because of the proposal?

<b>Applicant's response</b>	<b>Council Assessment</b>
The site does not contain critical habitat or threatened species, populations or ecological communities.	The site has limited biodiversity values, and the proposal is not likely to adversely impact on critical habitat, threatened species, populations, or ecological communities.

Q9. Are there any other likely environmental effects as a result of the planning proposal and how "are they proposed to be managed?"

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<p><b>Stormwater</b></p> <p>The site is bisected by a stormwater pipe and an associated easement. The Planning Proposal is supported by a Stormwater and Overland Flow Assessment by Stellen Consulting, which recommends the relocation of the stormwater pipe to the adjacent road reserve for better maintenance access and to upgrade the pipes and pits to carry anticipated flows and to accommodate appropriate blockage factors. Further detail can be provided to accompany the future development application for the physical works.</p>	<p>Council's Development Engineering team advised that the proposed two options to divert Council's stormwater line around the site are not supported and provided the following comments:</p> <ul style="list-style-type: none"> <li>- <i>Option one diverts the current stormwater system to a different catchment/downstream stormwater system overloading the current council stormwater system. This is not in accordance with section 6.1 of Council's Water Management for Development Policy. Also there is unacceptable impacts including construction and potential damage to Council's road and footpath infrastructure in Undercliff Road. There also will be impacts with existing utility services which will be very costly and may be impossible to move.</i></li> <li>- <i>Option two is not supported because of the unacceptable impacts including construction impacts and potential damage to Council's road and footpath infrastructure in Undercliff Road, Moore and Charles Roads. There also will be impacts with existing utility services which will be very costly and may be impossible to move.</i></li> </ul> <p>Notwithstanding the above, Council's Senior Development Engineer has since advised that for a Development Application to proceed, <i>'... Council's stormwater infrastructure located within the site can be upgraded and or rediverted within the subject site to facilitate future development if required in accordance with Councils Water Management for Development Policy.'</i></p> <p>As this is required at the DA phase, rather than now or for the Planning Proposal, it is appropriate for the applicant being advised this requirement associated with the redevelopment of the site in the future.</p>
<p><b>Traffic</b></p> <p>The Planning Proposal is supported by a Transport Study by Colston Budd Rogers &amp; Kafes (Annexure 4) which considers the potential traffic impacts associated with hotel accommodation on the site, comprising up to 37 rooms and associated facilities. The Transport Study confirms that:</p>	<p>Council's Traffic Engineering team advises that the applicant and accompanying Transport Study adequately addresses the potential traffic and parking impacts of the proposed use on the site.</p> <p><i>The 37 hotel accommodation rooms would generate approx. 15 additional evening peak hour vehicle trips and approximately 111 vehicle trips per day if it were a standalone development (using rates from the TfNSW</i></p>

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Applicant's response	Council Assessment
<ul style="list-style-type: none"> <li>the site can accommodate sufficient off-street parking, consistent with the requirements of WDCP 2011,</li> <li>access, internal circulation and layout can be provided in accordance with Australian Standards,</li> </ul> <p>Traffic generation would be very low, and such low traffic generation would not have noticeable effects on the operation of the surrounding road network.</p>	<p><i>guide to traffic generating developments for a motel). As some of those staying at the hotel would also be pub patrons these numbers would be slightly lower although the 5-10 trips in peak periods as quoted in the Transport impact report is probably lower than I'd anticipate. Compared to the traffic generation arising from the pub traffic generation from the hotel rooms is not a significant concern.</i></p> <p><i>There are existing traffic and parking congestion issues in summer peak periods and additional traffic volumes will add to that congestion, but I don't believe this is of sufficient magnitude to warrant refusal of any DA. Similarly provided the parking demands are accommodated off-street in line with DCP requirements (including off-street loading facilities) I don't see parking as a reason for refusal either.</i></p> <p>A future development application for this proposal would need to address improvements to walking and cycling facilities, make adequate provision for safe access to/from the site and parking in compliance with DCP requirements.</p>
<p><b>Noise</b></p> <p>The hotel accommodation use, specifically the individual hotel rooms, are not considered to result in any adverse acoustic impacts within the existing residential setting. Nonetheless, the hotel accommodation building can be designed to mitigate any impacts that may arise through skillful design techniques and by minimising openings adjacent to residential buildings.</p> <p>If anything, the incorporation of a building at the rear of the site and the undergrounding of the carpark and loading zone should reduce acoustic impacts associated with the existing use of the site as a pub, as the proposed building will act as a buffer to residential receivers to the south of the site and as noises associated with carparking and loading will be internalised.</p> <p>Any future development application will be accompanied by an acoustic report.</p>	<p>Council's Environmental Health team supports the proposal as described. It is accepted that any noise or acoustic impacts from the additional permitted use of hotel accommodation on the south-eastern portion of the site can be managed in the development application stage.</p>
<p><b>Visual Impact</b></p> <p>The Planning Proposal is supported by Architectural Plans by Hot House Architects that demonstrate a high-quality development</p>	<p>The proposal does not seek a change to the existing height control, issues such as bulk and scale, overshadowing and view loss can be</p>

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Applicant's response	Council Assessment
<p>that integrates with and complements the existing development at the site. The Planning Proposal does not seek to alter the built form controls applicable to the site, and as such, the future building will be assessed against the controls that currently apply to the R2 Low Density Residential site to ensure consistency with the desired character of the locality.</p> <p>In this regard, we note that the concept architectural plans provide for a building which is compliant with the applicable 8.5 metre building height standard and which will be compatible in a streetscape and broader urban built form context.</p> <p>Future development will be subject to the submission and approval of a development application.</p>	<p>addressed at the development application. Council's Urban Designer advised as follows:</p> <p><i>No objections to the proposal and that due to the site's low topography, there is minimal risk of view loss or overshadowing for neighboring properties.</i></p> <p>Although no built form controls are proposed to be changed under the WLEP, concern is raised that the future hotel use will be subject to setback and building envelope controls developed specifically for a residential development. These being:</p> <p>The applicable setback controls (controls B5, B7 and B9 of WDCP) of:</p> <ul style="list-style-type: none"> <li>• Front: 6.m</li> <li>• Side 0.9m</li> <li>• Rear: 6m</li> </ul> <p>The building envelope is 5m (control B3 under WDCP).</p> <p>To better integrate the future non-residential development with the surrounding low-density residential context, it is prudent for the setback and building envelope controls to be examined specifically for the site. As such, site-specific built form controls will be developed by Council and will assist in:</p> <ul style="list-style-type: none"> <li>- address concerns raised in the submissions regarding privacy and the built form</li> <li>- provide an adequate buffer between the proposed hotel accommodation use and neighbouring residential properties</li> <li>- provide certainty to the community regarding the design of future development on the site.</li> </ul> <p>These new site-specific built form controls will be an amendment to the Warringah DCP and is anticipated to be exhibited with the Planning Proposal following receipt of Gateway Determination.</p>
<p><i>Heritage Impact</i></p> <p>The Planning Proposal is supported by a Heritage Impact Statement by Weir Phillips (Annexure 5) which confirms that the architectural, historic and/or social significance of the Harbord Hotel will not be impacted upon by the proposed amendments to WLEP 2011.</p>	<p>Council's Heritage team generally supports the additional use being permitted on the site. Insofar as the concept submitted, advised that potential bulk and scale, materiality and curtilage issues will need to be addressed:</p> <ul style="list-style-type: none"> <li>- <i>Heritage recommends that the built form of the future hotel accommodation be</i></li> </ul>

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Applicant's response	Council Assessment
<p>Rather, it identifies that the Hotel previously provided accommodation on the site and as such, the proposal is in keeping with the original and historical use of the site.</p> <p>The Heritage Impact Statement also confirms that the proposed amendments to WLEP 2011 and the use of the site for hotel accommodation will not impacts upon other heritage items in the vicinity of the site.</p>	<p><i>amended before being presented to Council to implement the guidelines in "Better Placed: An integrated design policy for the built environment of New South Wales" by the Office of the NSW Government Architect. Whilst a future new design in this heritage context can accommodate a rich variety of interpretation and architectural expression, considerations should be given to a sympathetic scale and built-form with articulated façade treatment that reflects the street subdivision patterns and setbacks, and use of sympathetic materials and colour scheme. Respectfully combining history and heritage with modern design achieves an urban environment that demonstrates shared values and contributes to a sense of place and identity.</i></p> <p>The advice regarding amending the building design is noted. The Concept Architectural Plans submitted with the planning proposal are indicative only and demonstrate how an additional use (in this case, a hotel) can be developed on the land in terms of a development footprint. As this concept plan will not be referred to in the amended WLEP 2011 provisions, there is no need to require amended concept plans for the Planning Proposal to be progressed.</p> <p>The applicant will be advised that designing the future development on the site will need to consider the heritage significance and built form fabric, at the Development Application phase.</p>
<p><b>Aboriginal Heritage Impact</b></p> <p>The Planning Proposal is supported by an Aboriginal Heritage Due Diligence Assessment prepared by Extent Heritage (Annexure 6) with such report concluding that the potential for Aboriginal objects to be present in the study area is low.</p>	<p>It is accepted that the proposal's potential impacts to Aboriginal Heritage are adequately addressed. The Aboriginal Heritage Office (AHO) agreed with the following recommendations outlined in the Aboriginal Heritage Due Diligence Assessment:</p> <ul style="list-style-type: none"> <li>- <i>Development work in the study area proceed, subject to relevant personnel being advised of their obligations under the National Parks and Wildlife Act 1974 (NPW Act)</i></li> <li>- <i>If unexpected Aboriginal objects are discovered during development, all works in the vicinity of the discovery site should cease and the services of an archaeologist</i></li> </ul>

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Applicant's response	Council Assessment
	<p><i>obtained. The archaeologist will advise on the necessary process, which may include a permit application. There are severe penalties for the disturbance or destruction of an Aboriginal object or place.</i></p> <p>- <i>If human skeletal material less than 100 years old is discovered, the Coroners Act 2009 requires that all works should cease and the NSW Police and the NSW Coroner's Office should be contacted. Traditional Aboriginal burials (older than 100 years) are protected under the NPW Act and must not be disturbed. Interpreting the age and nature of skeletal remains is a specialist field, and therefore, an appropriately skilled archaeologist or physical anthropologist should be contacted to inspect the discovery site and recommend an appropriate course of action. Aboriginal ancestral human remains must be managed according to strict protocols. If any were encountered during the development, the services of an experienced heritage practitioner should be engaged to advise on the process, including the involvement of relevant Aboriginal parties.</i></p> <p>The AHO also advises that under the NPW Act all Aboriginal objects are protected. Should any Aboriginal Cultural Heritage items be uncovered during earthworks, works should cease in the area and the Aboriginal Heritage Office assess the finds. Under Section 89a of the NPW Act should the objects be found to be Aboriginal, Heritage NSW and the Metropolitan Local Aboriginal Land Council (MLALC) should be contacted.</p> <p>The above advice is noted and more appropriate for when the land is the subject of a Development Application.</p>

Q10. Has the planning proposal adequately addressed any social and economic effects?

Applicant's response	Council Assessment
<p>The Planning Proposal is supported by an Economic Impact Assessment by SGS Economics &amp; Planning which confirms that the construction of hotel accommodation at the site will:</p>	<p>Council's Place and Economic Development team advised that the proposal meets the following strategic vision and key outcomes of Council's Economic Development Strategy – 'Business on the Beaches' and the Destination Management Plan – 'Destination Northern Beaches'.</p>

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<b>Applicant's response</b>	<b>Council Assessment</b>
<ul style="list-style-type: none"> <li>• Directly support approximately 28 full-time equivalent jobs in the Northern Beaches economy, and</li> <li>• When flow-on effects are incorporated, the development will support approximately 64 jobs in the Northern Beaches economy, and the local region will gain \$12 million in value-added from this construction activity.</li> <li>• Further, the on-going operation of the site (inclusive of the pub, bottle shop and hotel accommodation) will:</li> <li>• Directly support approximately 59 full-time equivalent jobs in the Northern Beaches local economy by attracting new tourists to the LGA.</li> <li>• When flow-on effects are incorporated, the development will support approximately 117 jobs in the Northern Beaches economy, and the local region will gain \$11.9 million in value-added per annum from accommodation, food and retail service.</li> </ul>	<p>Council is satisfied that the proposal will result in positive economic flow-on effects for the local area by creating more local jobs, attracting new visitors to the area, increasing visitor spending and diversifying the accommodation offerings on the Northern Beaches.</p>
<p><u>Social impact</u> No response</p>	<p>Council is satisfied that the proposal will create social benefits for the community including:</p> <ul style="list-style-type: none"> <li>- facilitating a non-alcohol related use on the site.</li> <li>- providing a buffer between the pub operations and neighbouring residential properties.</li> <li>- preserving the heritage significance of the site and allowing more people to appreciate it's history.</li> <li>- providing a form of small-scale accommodation that allows for social interaction and access to the area's recreational attractions.</li> </ul>

**Section D – Infrastructure (Local, State and Commonwealth)**

Q11. Is there adequate public infrastructure for the planning proposal?

<b>Applicant's response</b>	<b>Council Assessment</b>
<p>The site has access to all essential services.</p> <p>The accompanying Transport Study by Colston Budd Rogers &amp; Kafes confirms that traffic generation would not have noticeable effects on the operation of the surrounding road network. The site is serviced by a regular bus</p>	<p>The land is in an existing residential, well serviced area including a regular bus service.</p> <p>Any increase in demand for utility services and additional transport arrangements generated by a development on this land is subject to</p>

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<b>Applicant's response</b>	<b>Council Assessment</b>
<p>service, with bus stops within 40m of the site. The site is also located in close proximity to a number of public carparks, with sufficient on-site parking also provided.</p> <p>The site is in immediate proximity to Freshwater Local Centre and Freshwater Beach, with footpaths on both sides of Moore Road. The site is also within comfortable walking distance from Manly Town Centre.</p>	<p>consideration at the development application phase.</p>

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**Section E - State and Commonwealth interests**

Q12. What are the views of state and federal public authorities and government agencies consulted in order to inform the Gateway determination?

Applicant's response	Council Assessment
<i>Relevant public authorities will be consulted following the Gateway determination.</i>	<p>During the non-statutory consultation phase, the application was not forwarded to any public authorities or government agencies for comment.</p> <p>Council will consult with relevant agencies as part of the statutory public exhibition if gateway determination is issued.</p>

**Part 4 Maps**

The proposed outcome will be achieved by amending Schedule 1 Additional Permitted Uses in WLEP 2011 to retain 'pubs' as a land use that is permissible with consent, and permit the following with consent:

- 'pubs' and 'hotel or motel accommodation' at 29 Moore Road, Freshwater, being Lots 1 & 2, Section 1, DP 7022.
- 'hotel or motel accommodation' at 64 Undercliff Rd, Freshwater, being Lot 6, Section 1, DP 7022.

The determination of how the amendment is to be mapped and drafted is left to the Department of Housing, Infrastructure and Environment. A map of the proposed land uses to be achieved by amending Schedule 1 Additional Permitted Uses in WLEP 2011 is found in Figure 12 of this report.

A map of the existing WLEP 2011 Additional Permitted Uses overlay over the site is found in Figure 4 of this report.

**Part 5 Community Consultation**

A non-statutory (pre-gateway) public exhibition of the Planning Proposal was undertaken from 9 to 25 August 2024 for a total of 17 days in accordance with the requirements of the Community Participation Plan.

Notification included:

- a notice in Council's weekly email newsletter on the 9<sup>th</sup>, 16<sup>th</sup> and 23<sup>rd</sup> of August
- letters were sent to landowners and occupiers adjacent to and across the road from the property (see Figure below for map of notified properties)
- electronic copies of the exhibition material on Council's website.

This consultation period was then extended to 19 September 2024 in response to requests from the community. The extension of the consultation period included a broader area being invited to comment via letter drop on 4 September 2024, illustrated in the figure below.

ITEM 4.1 NORTHERN BEACHES LOCAL PLANNING PANEL MEETING - 16 OCTOBER 2024

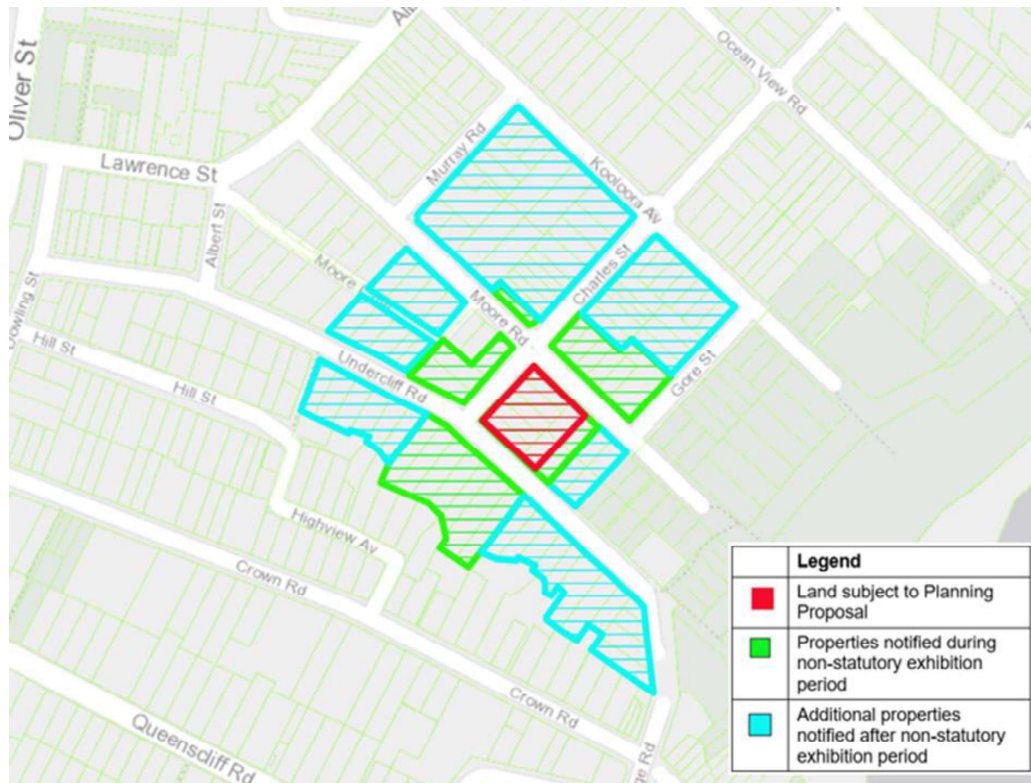


Figure 13 Map of properties notified

57 submissions were received up to 25 August, and a further 39 submissions received thereafter. The key themes from submissions have been distinguished between concerns on the additional use proposed on the land and those arising from the existing pub operations. Council's response to each key theme is outlined in the table below.

Key themes from submissions	Council response
<i>The public notification period was too short, and the notification area was inadequate.</i>	<p>The non-statutory (pre-gateway) public exhibition of the applicant's Planning Proposal was conducted in accordance with Council's adopted Community Participation Plan. A sign was erected on the land on 8 August notifying of the application. Additionally, the application appeared in Council's weekly newsletter sent out on 9, 16 and 23 of August.</p> <p>Regardless, the consultation period was extended, and a broader area of properties were notified. A total 96 unique submissions were received during a total 35-day consultation period.</p>
<i>The proposed use is not consistent with the quiet, family-friendly, relaxed and residential character of the area.</i>	<p>The proposed hotel accommodation is compatible with the existing pub use, being on the same land and of the same ownership. The use will not detract from the surrounding character of the street - being a popular route between the local centre and Freshwater beach, Coast Walk and parks.</p>

ITEM 4.1 NORTHERN BEACHES LOCAL PLANNING PANEL MEETING - 16 OCTOBER 2024

Key themes from submissions	Council response
	The proposal would not prevent future development on the site from being designed to be visually compatible with the surrounding streetscape.
<i>Freshwater is not suitable for and does not need tourist accommodation.</i>	<p>Freshwater is an accessible and attractive neighbourhood centre with access to the Coast Walk and Freshwater Beach.</p> <p>Recognising that there are limited accommodation options on the beaches, Council's Destination Northern Beaches identified the need for opportunities to "support development of boutique small-scale accommodation". The Planning Proposal is consistent with the goals of the Destination Management Plan to increase supply of small scale visitor accommodation.</p>
<i>The proposal adversely impacts on the heritage qualities of the existing pub.</i>	<p>The Harbord Hotel is a local heritage item, being Item 174 - Harbord Beach Hotel at 29 Moore Street, Freshwater, listed in Schedule 5 of Warringah Local Environmental Plan 2011. According to the Warringah Heritage Inventory, Item 174 - Harbord Beach Hotel reads as follows:</p> <p><u>Statement of Significance</u>  <i>A rare example of an inter-war hotel building which shows influences of the Californian bungalow style. Historically provides evidence of the early development of social and recreational facilities to serve the growing population. Local landmark.</i></p> <p><u>Physical Description</u>  <i>Two storey building with rendered masonry walls. Tiled hipped, jerkin headed and gabled roof. Terrace on first floor supported by arcaded verandah. A number of modifications include surrounding wall, beer garden, bottle shop extension and window modifications.</i></p> <p>Council's Heritage team advised that there are "no objections to the intended use of the site as hotel accommodation, as it is considered to be complimentary to the former use of the site as a hotel." and that "although future new design in this heritage context can accommodate a rich variety of interpretation and architectural expression, considerations should be given to a sympathetic scale and built-form with articulated façade treatment that reflects the street subdivision patterns and setbacks, and use of sympathetic materials and colour scheme. Respectfully combining history and heritage with modern design achieves an urban environment that demonstrates shared values and contributes to a sense of place and identity."</p> <p>This advice is more relevant for any future development application on the land since this planning proposal is</p>

ITEM 4.1 NORTHERN BEACHES LOCAL PLANNING PANEL MEETING - 16 OCTOBER 2024

Key themes from submissions	Council response
	not seeking any changes to the built form controls in WLEP 2011.
<p><i>The design of the proposed development is too visually imposing and bulky.</i></p> <p><i>The proposed hotel overlooks onto neighbouring properties.</i></p>	<p>The supporting Concept Architectural Plans are indicative only and the design of future development on the site is subject to a Development Application.</p> <p>It is considered that the proposal will not prevent the design of future buildings on the site from being visually compatible with the streetscape, however Council will investigate the development of site-specific DCP built form controls and exhibit any potential DCP amendments during the statutory public exhibition period to:</p> <ul style="list-style-type: none"> <li>• address concerns raised in the submissions regarding privacy and the built form;</li> <li>• provide an adequate buffer between the proposed hotel accommodation use and neighbouring residential properties; and</li> <li>• provide certainty to the community regarding the design of future development on the site.</li> </ul>
<p><i>Existing Pub Operations - Local residents are impacted by anti-social behavior, violence, and litter associated with the pub.</i></p>	<p>Council is satisfied that the proposed use of hotel accommodation would attract less anti-social behaviour compared to an alternative scenario where the existing pub use is extended across the whole site under existing Additional Permitted Uses clause in Schedule 1 of WLEP 2011.</p> <p>Any complaints related to the current operations of the pub such as anti-social behavior, violence, and litter concerns should be directed to NSW Liquor &amp; Gaming, NSW Police and Council as appropriate.</p> <p>Any existing complaints related to the operations of the hotel are not relevant matters for consideration in the Planning Proposal.</p> <p>Any future development on the site would also be subject to a development application and the conditions of consent.</p>
<p><i>The proposal would exacerbate noise impacts of the existing pub operations e.g. air conditioning units, machinery, collection of glass bottles, and create new noise sources e.g. hotel guests on balconies, swimming pool.</i></p>	<p>Council's Environmental Health team has not raised any noise concerns regarding the proposal. Any development on the site is subject to a development application where an Acoustic Report would be required.</p> <p>The proposed hotel accommodation is a desirable buffer between noise sources from the existing pub operations and nearby receiver properties on Undercliff Rd. Council has amended the applicant's proposal to constrain 'hotel or motel accommodation' to the south-eastern portion of the site, and to remove the applicant's proposal to add 'pubs' as an additional permitted use on 64 Undercliff Rd. This change is</p>

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<b>Key themes from submissions</b>	<b>Council response</b>
	included in Council's Planning Proposal Report to be submitted for a Gateway Determination (Attachment 1).
<i>The proposal would exacerbate existing traffic congestion impacts</i>	Council's Transport Network team has advised that the proposal's traffic generation impacts are not a significant concern, and the proposed hotel accommodation use is likely to generate less car trips than from the already permissible pub use.
<i>There is not enough on-street parking for local residents, especially on Undercliff Rd and the proposal would exacerbate existing parking issues.</i>	Council is satisfied that the site can accommodate sufficient off-street parking requirements under the WDCP 2011.

### **Part 6 Timing**

If supported by Council the Planning Proposal will be submitted to DPHI, seeking a Gateway Determination. Tasks associated with the progress of the Planning Proposal are tabled below.

<b>Task</b>	<b>Anticipated timeframe</b>
Anticipated commencement date (Gateway Determination)	February 2025
Anticipated timeframe for the completion of required technical information (if required by Gateway Determination)	March 2025
Timeframe for government agency consultation (pre and post exhibition as required by Gateway Determination)	March 2025
Commencement and completion dates for public exhibition period	April 2025
Timeframe for consideration of submissions	June 2025
Timeframe for the consideration of a proposal post exhibition	June 2025
Date of submission to the Department to finalise the LEP	July 2025
Anticipated date the local plan-making authority will make the plan (if authorised)	September 2025
Anticipated date the local plan-making authority will forward to the PCO for publication	September 2025

Council will be required to formally exhibit the Planning Proposal in accordance with any requirements outlined in the Gateway Determination. The Planning Proposal will be exhibited with the new site-specific built form controls for the site (as an amendment to the Warringah DCP). The matter will be reported back to Council for final consideration following exhibition.

### **Conclusion**

The applicant's proposal has been assessed and found to have strategic and site-specific merit, in line with the NSW Government's *Local Environmental Plan Making Guideline* (August 2023). During Council's assessment, it was also found that potential environmental and social impacts of the proposal could be appropriately mitigated and managed. Some changes to the applicant's

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proposal are recommended to address amenity impacts and community concerns, and outlined below:

- retain '*pubs*' as a land use that is permissible with consent on Lots 1–5 and 13, Section 1, DP 7022;
- permit '*hotel or motel accommodation*' with consent only on the south-eastern portion of the site, being Lots 1, 2 and 6, Section 1, DP 7022.

Accordingly, attachment 1 is Council's Planning Proposal that is before this Panel for a recommendation to Council.



## PLANNING PROPOSAL

29 Moore Rd (Harbord Hotel) & 64 Undercliff Rd,  
Freshwater

*Amendments to Warringah Local Environmental Plan 2011:*

- Add “hotel or motel accommodation” as a permitted land use under Schedule 1 (Additional Permitted Uses) for part of 29 Moore Rd & 64 Undercliff Rd.

Council reference: PEX2024/0003

Planning Portal reference: PP-2024-1593

October 2024

ATTACHMENT 1 : DRAFT PLANNING PROPOSAL REPORT FOR SUBMISSION TO DPHI SEEKING A GATEWAY  
DETERMINATION - ITEM 4.1 - NORTHERN BEACHES LOCAL PLANNING PANEL - 16 OCTOBER 2024

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## Background

### Site location and description



Figure 1 Aerial image of the site

The site is located on part of 29 Moore Rd and 64 Undercliff Rd, Freshwater, in the Northern Beaches local government area.

The site is located in low-density residential area within walking distance to a number of points of interest including Freshwater Beach (220m), Pilu Restaurant (180m), Freshwater Life Saving Club (290m) and Freshwater Reserve (100m). Freshwater local centre is a 220m walk away and is bustling village with restaurants/cafes, shops, services, pre-schools and a community library.

Bus stops are located next to the site and are serviced by buses with connections to Warringah Mall, Manly, South Curl Curl, Wynyard, Cremorne, Queenscliff and Fairlight. Active transport connections include shared paths and on-road marked cycle ways with connections to Warringah Mall, Curl Curl, Dee Why, Balgowlah and Manly. The site is also located on the popular Coast Walk which stretches from Manly to Palm Beach.

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Figure 2 Aerial image of the site

The subject site is located on part of 29 Moore Road and 64 Undercliff Road, Freshwater and comprises 3 separate allotments (Lots 1, 2 and 6, Section 1, DP 7022). The site has an overall area of approximately 1286 m<sup>2</sup>, with a 56m wide frontage to Charles Street (north-west) and a 22m wide frontage to Undercliff Road (south-west). The site is steeply sloping from Undercliff Rd towards Moore Rd and comprises:

- Lot 1 and 2, Section 1, DP 7022 which describes the at-grade car park located on the south-eastern portion of the Harbord Hotel site (29-31 Moore Rd). The neighbouring Lots 3-5, Section 1, DP 7022 contains the Harbord Hotel building and vehicular access servicing the drive-through bottle shop at Lot 13, Section 1, DP 7022.
- Lot 6, Section 1, DP 7022 which is the lot description of 64 Undercliff Road, comprising a three-storey residential flat building containing three dwellings, with vehicular access at Undercliff Road.

The south-east adjoining properties comprise a two-storey dwelling fronting Undercliff Road and a two-storey dual occupancy development fronting Moore Road.

An aerial image of the site is provided at Figure 2, with the subject site outlined in red.

#### Planning controls

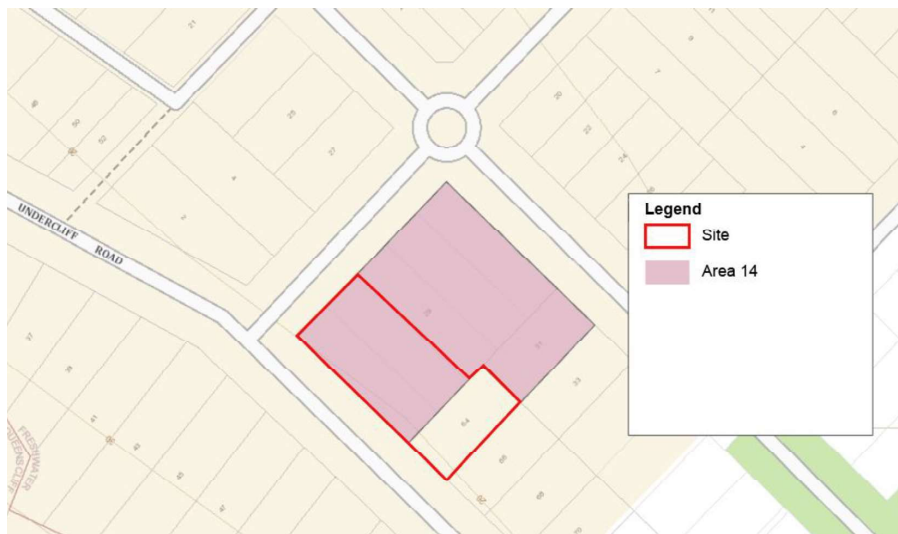
The site is zoned R2 Low Density Residential under the Warringah Local Environmental Plan 2011 (WLEP 2011), as shown in Figure 3 below.

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*Figure 3 WLEP 2011 Land Zoning Map overlay*

The majority of the site, being 29-31 Moore Road (Lots 1-5 and 13, Section 1, DP 7022), is identified as Area 14 on the Additional Permitted Uses Map, as shown in Figure 3 below, which permits pubs as an additional permitted use.



*Figure 4 WLEP 2011 Additional Permitted Use Map overlay*

The Harbord Hotel, located on part of the subject site is a local heritage item, listed in Schedule 5 of WLEP 2011 (item no. 174). Refer to Figure 5 below.

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Figure 5 WLEP 2011 Heritage Map overlay

Other development standards that apply to the site include the following:

- Maximum building height of 8.5m.
- Minimum lot size of 450m<sup>2</sup>.

There is no Floor Space Ratio applying to the site under the WLEP 2011.

#### Application history

A Planning Proposal application (PP-2024-1593) was submitted via the NSW Planning Portal by Boston Blythe Fleming on behalf of Harbord Hotel Operations Pty Ltd (the owners) on 18 July 2024 for land at 29-31 Moore Rd (Harbord Hotel) and 64 Undercliff Rd, Freshwater. Supporting documents were provided at the time of lodgement and included:

- Site Survey (Annexure 1 of PP-2024-1593)
- Concept Architectural Plans (Annexure 2 of PP-2024-1593)
- Stormwater and Overland Flow Report (Annexure 3 of PP-2024-1593)
- Transport Study (Annexure 4 of PP-2024-1593)
- Heritage Impact Statement (Annexure 5 of PP-2024-1593)
- Aboriginal Heritage Due Diligence Assessment (Annexure 6 of PP-2024-1593)
- Economic Impact Assessment (Annexure 7 of PP-2024-1593)

The applicant's proposal included amendments to permit 'hotel or motel accommodation' as an additional permitted use for the whole site and extend the existing additional permitted use of 'pubs' to one additional lot being 64 Undercliff Road. The intended outcomes of the applicant's proposed amendments are to facilitate the development of a hotel accommodation building with 37 rooms on the south-eastern portion of the site, including basement carparking to be shared with the existing pub and bottle shop.

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Figure 6 Applicant's proposed amendments to the WLEP2011 Additional Permitted Uses Map

The applicant's proposal has been assessment and found to have strategic and site-specific merit, with some required amendments to address impacts on the neighbouring residential properties. These amendments are outlined below and reflected in this Planning Proposal Report:

- retain 'pubs' as a land use that is permissible with consent on Lots 1–5 and 13, Section 1, DP 7022.
- permit 'hotel or motel accommodation' with consent only on the south-eastern portion of the site, being Lots 1, 2 and 6, Section 1, DP 7022.

The proposed amendment to the applicant's Planning Proposal will still achieve the applicant's intended outcomes for the proposal and prevent the unnecessary extension of 'pubs' as an additional permitted use to 64 Undercliff Rd and limit the proposed hotel accommodation use to the south-eastern portion of the site where it can act as a buffer between the properties on Undercliff Rd and the existing pub use.

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## Part 1 – Objectives or Intended Outcomes

The planning proposal seeks to amend Schedule 1 Additional permitted uses under the WLEP 2011, to facilitate the development of hotel accommodation integrated with the existing Harbord Hotel and bottle shop at 29 Moore Road and 64 Undercliff Road, Freshwater.

Concept Architectural Plans (Annexure B of PP-2024-1593) prepared by Hot Housing Architects illustrate the landowner's indicative designs for the site and:

- include a three-storey hotel in the southern portion of the site, comprising 37 hotel rooms, reception/lobby, guest lounge, gym and swimming pool
- include basement carparking with 72 car parking spaces, inclusive of the 33 spaces associated with the existing Harbord Hotel and 39 spaces associated with the proposed hotel accommodation
- be integrated with and managed as part of the existing Harbord Hotel.



Figure 6 Perspective of proposed development from the intersection of Charles Street and Undercliff Road.

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Figure 7 Excerpt from architectural plans; Indicative ground floor plan.

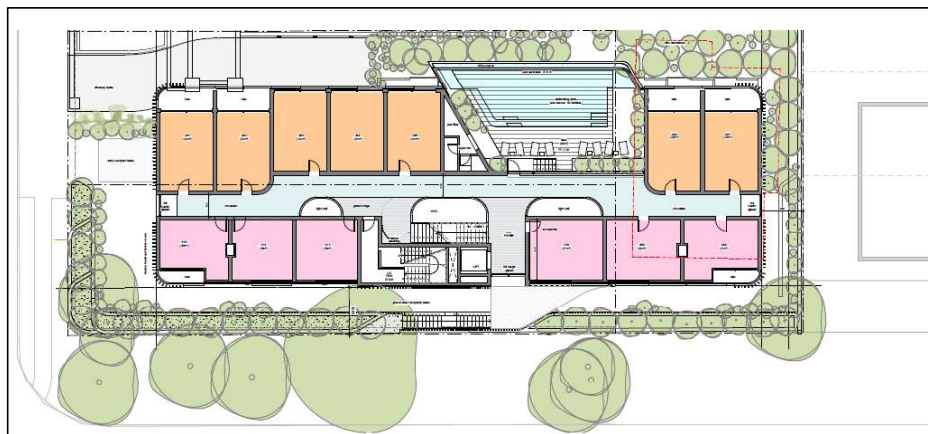


Figure 8 Excerpt from architectural plans; Indicative level 01 and 02 floor plan.

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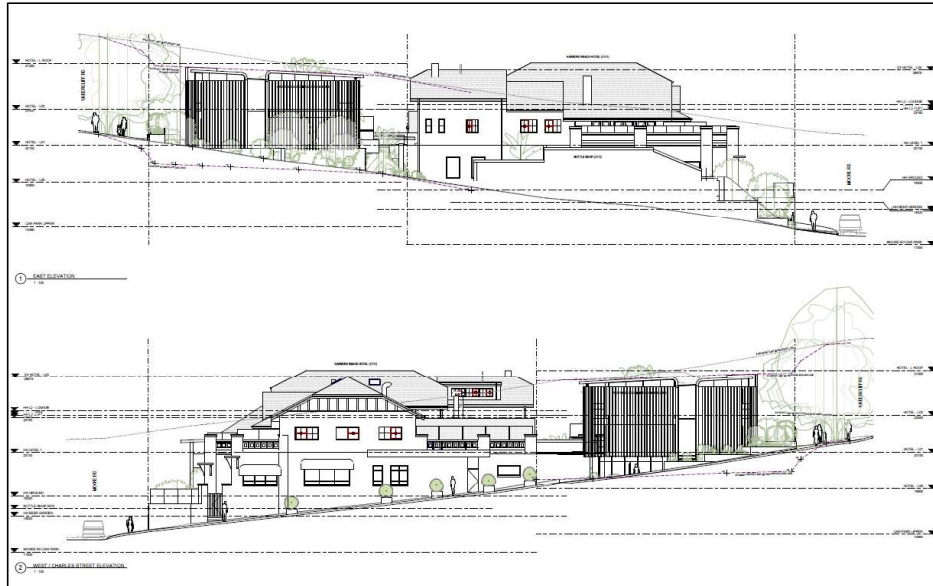


Figure 9 Excerpt from architectural plans; Indicative east and west elevations.

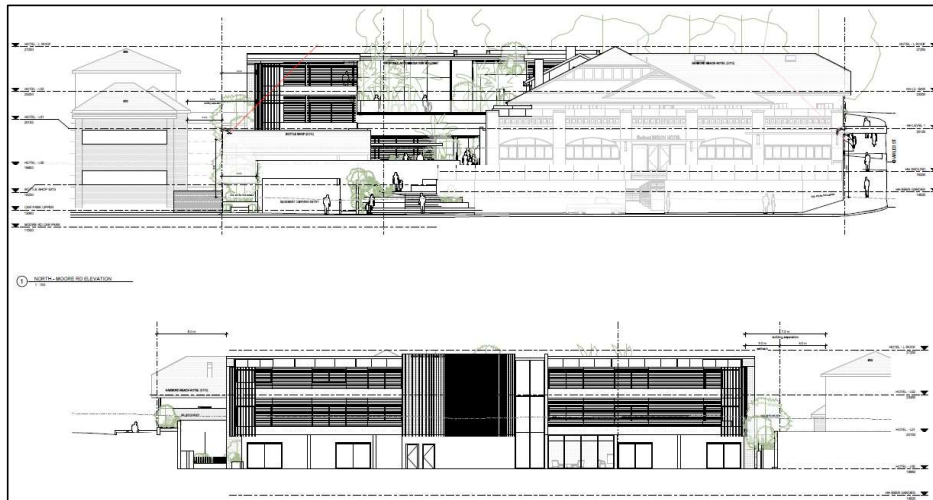


Figure 10 Excerpt from architectural plans; Indicative north and south elevations.

## Part 2 – Explanation of Provisions

The proposed outcome will be achieved by amending Schedule 1 Additional Permitted Uses in WLEP2011 to retain '*pubs*' as a land use that is permissible with consent, and permit the following with consent:

- '*pubs*' and '*hotel or motel accommodation*' at 29 Moore Road, Freshwater, being Lots 1 & 2, Section 1, DP 7022.
- '*hotel or motel accommodation*' at 64 Undercliff Rd, Freshwater, being Lot 6, Section 1, DP 7022.

## Part 3 – Justification

### Section A – Need for the Planning Proposal

**1. Is the Planning Proposal a result of an endorsed Local Strategic Planning Statement, strategic study or report?**

No, the planning proposal aims to give effect to the following priorities in the Northern Beaches Local Strategic Planning Statement (*Towards 2040*):

- Priority 17 – Centres and neighbourhoods designed to reflect local character, lifestyle and demographic changes
- Priority 18 – Protected, conserved and celebrated heritage
- Priority 22 – Jobs that match the skills and needs of the community.

**2. Is the Planning Proposal the best means of achieving the objectives or intended outcomes, or is there a better way?**

Yes, the best way of permitting hotel or motel accommodation on the site is by amending Schedule 1 Additional Permitted Uses of WLEP2011.

This way is preferable to rezoning the site to a zone that permits 'hotel or motel accommodation' such as E1 Local Centre which is inappropriate in terms of permissible land uses, location and objectives.

### Section B – Relationship to Strategic Planning Framework

**3. Will the Planning Proposal give effect to the objectives and actions of the applicable regional, or district plan or strategy (including any exhibited draft plans or strategies)?**

Yes, the proposal is consistent with the following relevant strategic documents and policies:

- Greater Sydney Region Plan – A Metropolis of Three Cities

The proposed use on the site would provide well-designed accommodation in a suitable location within walkable distance to public recreation, centres and amenities, contributing to a more diverse tourism economy. The hotel accommodation building can also be designed to respect the heritage significance of the existing Harbord Hotel building and would create local jobs.

The proposal is consistent with the following objectives of the *Greater Sydney Region Plan*:

- Objective 12: Great places that bring people together
- Objective 13: Environmental heritage is identified, conserved and enhanced.
- Objective 24: Economic sectors are targeted for success.

- North District Plan

The proposal is consistent with the *North District Plan* and would:

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- be required to incorporate a building design that suitably responds to the heritage significance of the site and be consistent with Planning Priority N6: Creating And renewing great places and local centres and respecting the District's heritage.
- provide well-located accommodation, consistent with Planning Priority N13: Supporting growth of targeted industry sectors

4. **Is the planning proposal consistent with a council LSPS that has been endorsed by the Planning Secretary or GCC, or another endorsed local strategy or strategic plan?**

Yes, the proposal is consistent with the following relevant strategic documents and policies:

- Northern Beaches Local Strategic Planning Statement – Towards 2040

The proposal is consistent with *Towards 2040* and would:

- allow for future buildings on the site to be used and designed to respect and enhance local character, consistent with Priority 17: Centres and neighbourhoods designed to reflect local character, lifestyle and demographic changes allow for future buildings on the site to be designed to respect the heritage significance of the site, consistent with Priority 18 - protected, conserved and celebrated heritage
- create jobs for the local community consistent with Priority 22: Jobs that match the skills and needs of the community.
- contribute to the diversity of accommodation offerings on the Northern Beaches close to amenities and attracts such as the Coastal Walk, consistent with Priority 29: A thriving, sustainable tourism economy.

- Northern Beaches Destination Management Plan – Destination Northern Beaches

The proposal is consistent with *Destination Northern Beaches* as it would support economic challenges identified in the Destination Management Plan, as domestic and international visitor overnight stays are currently lagging significantly behind Greater Sydney and provides additional accommodation on the Northern Beaches which is expected to increase visitor spend.

- Northern Beaches Destination Management Plan – Destination Northern Beaches

The proposal would increase the number of jobs and leverage a strong visitor economy to support business growth, consistent with the directions in *Business on the Beaches*.

5. **Is the planning proposal consistent with any other applicable State and regional studies or strategies?**

NSW 2021: A Plan to Make NSW Number One

The proposal would create jobs and positively contribute to the NSW economy, supporting the tourism and hospitality sectors, consistent with the *A Plan to Make NSW Number One*.

NSW Visitor Economy Strategy 2030

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The proposal would provide accommodation in a well-serviced location close to iconic attractions including Freshwater Beach and the Coastal Walk, consistent with the *NSW Visitor Economy Strategy 2030*.

NSW 2040 Economic Blueprint

The proposal would contribute to the number of jobs in the NSW economy and increase access to a wider range of jobs for the local community, consistent with the *NSW 2040 Economic Blueprint*.

NSW 24-hour Economy Strategy

The proposal would contribute to a support the diversity of the 24-hour Economy but providing visitor accommodation in a well-located position close to amenities and attractions, consistent with the *NSW 24-hour Economy Strategy*.

**6. Is the planning proposal consistent with applicable SEPPs?**

The Planning Proposal is considered consistent with applicable State Environmental Planning Policies (as shown in Table 1), namely:

- **SEPP (Biodiversity and Conservation) 2021** – The site has limited existing biodiversity values and potential impacts on surrounding biodiversity. Therefore, the proposal is unlikely to have impacts on flora or fauna and is consistent with the aims and provisions of the SEPP.
- **SEPP (Exempt and Complying Development Codes) 2008** – The proposal to permit 'hotel or motel accommodation' on the site does not contravene the provisions of the SEPP.
- **SEPP (Housing) 2021** – The proposal is consistent with the principles of the policy. No new housing is proposed, and the proposal is not associated with any loss of existing affordable rental housing. The proposal does not involve the loss of any residential land, as it does not seek to prohibit any residential uses on the site.
- **SEPP (Resilience and Hazards) 2021** – The site is located in the 'Coastal Use Area' and 'Coastal Environment' maps under the *SEPP (Resilience & Hazards) 2021*. Council's Coast & Catchments team (see Appendix A) confirms that the proposal is consistent with Clauses 2.10, 2.11 and 2.12 of the SEPP.
- **SEPP (Resources and Energy) 2021** – The site is not related to the management or development of mineral, petroleum or extractive material resources and the proposal does not contravene any provisions in the SEPP.
- **SEPP (Sustainable Buildings) 2022** – The proposal would not affect the ability for new development on the site to be designed in accordance with *SEPP (Sustainable Buildings) 2022*.

**Table 1: Compliance with State Environmental Planning Policies (SEPPs)**

<b>SEPPs (as at September 2024)</b>	<b>Applicable</b>	<b>Consistent</b>
SEPP (Biodiversity and Conservation) 2021	Yes	Yes
SEPP (Exempt and Complying Development Codes) 2008	Yes	Yes
SEPP (Housing) 2021	Yes	Yes
SEPP (Industry and Employment) 2021	No	N/A

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<b>SEPPs (as at September 2024)</b>	<b>Applicable</b>	<b>Consistent</b>
SEPP (Planning Systems) 2021	No	N/A
SEPP (Precincts – Central River City) 2021	No	N/A
SEPP (Precincts – Eastern Harbour City) 2021	No	N/A
SEPP (Precincts –Regional) 2021	No	N/A
SEPP (Precincts – Western Parkland City) 2021	No	N/A
SEPP (Primary Production) 2021	No	N/A
SEPP (Resilience and Hazards) 2021	Yes	Yes
SEPP (Resources and Energy) 2021	Yes	Yes
SEPP (Sustainable Buildings) 2022	Yes	Yes
SEPP (Transport and Infrastructure) 2021	No	N/A

**7. Is the Planning Proposal consistent with applicable Ministerial Directions (s9.1 directions)?**

The Planning Proposal is consistent with applicable Ministerial Directions (as shown in Table 2) including:

- **Direction 1.1: Implementation of Regional Plans** – The proposal is consistent with the Greater Sydney Region Plan.
- **Direction 1.3: Approval and Referral Requirements** – The proposal does not include provisions that require concurrence, consultation or referral of a Minister or public authority, nor identify the development as designated development.
- **Direction 1.4: Site Specific Provisions** – The proposal allows particular land uses on the relevant land without imposing any development standards or requirements in addition to those already contained in the WLEP 2011.

It does not contain or refer to drawings that show details of the proposed development.

- **Direction 3.1: Conservation Zones** – The proposal does not impact on environmentally sensitive areas, conservation zones or land otherwise identified for environment conservation/protection purposes in a LEP.
- **Direction 3.2: Heritage Conservation** – The heritage significance of the item can be conserved by the existing provisions in the WLEP 2011 and draft Northern Beaches LEP.
- **Direction 3.5: Recreation Vehicle Areas** – The proposal does not relate to land to be developed for the purpose of a recreation vehicle area.
- **Direction 3.7: Public Bushland** – The subject site has limited biodiversity values, and the proposal is unlikely to impact on the preservation of bushland and biodiversity.
- **Direction 4.2: Coastal Management** – The subject site has been identified as being within the coastal zone under the *Coastal Management Act 2016*.

The proposal does propose any rezoning and is consistent with the objects of the *Coastal Management Act 2016*, the *NSW Coastal Management Manual* and associated Toolkit, section 3.2 of the *NSW Coastal Design Guidelines 2023* and any relevant Coastal Management Programs.

- **Direction 5.2: Reserving Land for Public Purposes** – The proposal does not involve the creation, alteration or reduction of land reserved for public purposes.

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- **Direction 6.1: Residential Zones** – This direction applies as the planning proposal affects land within an existing residential zone.
- **Direction 6.2: Caravan Parks and Manufactured Home Estates** – This direction does not relate to caravan parks and/or manufactured home estates.

**Table 2: Compliance with Ministerial Directions (s9.1 directions)**

<b>Directions (September 2024)</b>		<b>Applicable</b>	<b>Consistent</b>
<b>Focus area 1</b>	<b>Employment and Resources</b>		
1.1	Implementation of Regional Plans	Yes	Yes
1.2	Development of Aboriginal Land Council land	No	N/A
1.3	Approval and Referral Requirements	Yes	Yes
1.4	Site Specific Provisions	Yes	Yes
1.4A	Exclusion of Development Standards from Variation	No	N/A
<b>Focus area 1</b>	<b>Planning Systems – Place-based</b>		
	Directions 1.5 – 1.22 are not applicable to the site.		
<b>Focus area 2</b>	<b>Design and Place</b>		
	This focus area was blank when the directions were made.		
<b>Focus area 3</b>	<b>Biodiversity and Conservation</b>		
3.1	Conservation Zones	Yes	Yes
3.2	Heritage Conservation	Yes	Yes
3.3	Sydney Drinking Water Catchments	No	N/A
3.4	Application of C2 and C3 Zones and Environmental Overlays in Far North Coast LEPs	No	N/A
3.5	Recreation Vehicle Areas	Yes	Yes
3.6	Strategic Conservation Planning	No	N/A
3.7	Public Bushland	Yes	Yes
3.8	Willandra Lakes Region	No	N/A
3.9	Sydney Harbour Foreshores and Waterways Area	No	N/A
3.10	Water Catchment Protection	No	N/A
<b>Focus area 4</b>	<b>Resilience and Hazards</b>		
4.1	Flooding	No	N/A
4.2	Coastal Management	Yes	Yes
4.3	Planning for Bushfire Protection	No	Yes
4.4	Remediation of Contaminated Land	No	N/A
4.5	Acid Sulfate Soils	No	N/A
4.6	Mine Subsidence and Unstable Land	No	N/A
<b>Focus area 5</b>	<b>Transport and Infrastructure</b>		
5.1	Integrating Land Use and Transport	No	N/A
5.2	Reserving Land for Public Purposes	Yes	Yes
5.3	Development Near Regulated Airports and Defence Airfields	No	N/A
5.4	Shooting Ranges	No	N/A
5.5	High pressure dangerous goods pipelines	No	N/A
<b>Focus area 6</b>	<b>Housing</b>		
6.1	Residential Zones	Yes	Yes
6.2	Caravan Parks and Manufactured Home Estates	Yes	Yes
<b>Focus area 7</b>	<b>Industry and Employment</b>		
7.1	Employment Zones	No	N/A
7.2	Reduction in non-hosted short-term rental accommodation period	No	N/A
7.3	Commercial and Retail Development along the Pacific Highway, North Coast	No	N/A
<b>Focus area 8</b>	<b>Resources and Energy</b>		
	Direction 8.1 is not applicable to the site.		
<b>Focus area 9</b>	<b>Primary Production</b>		
	Directions 9.1 – 9.4 are not applicable to the site.		

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## Section C – Environmental, Social and Economic Impact

**8. Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?**

The site has limited biodiversity values and does not contain, nor is likely to impact critical habitat or threatened species populations, or ecological communities, or their habitats

**9. Are there any other likely environmental effects as a result of the Planning Proposal and how are they proposed to be managed?**

Yes, an outlined of potential environmental effects is provided under the headings below:

### Visual impact

Although no built form controls are proposed to be changed under the WLEP 2011, concern is raised that the future hotel use will be subject to setback and building envelope controls developed specifically for a residential development. These being the following applicable setback controls of Controls B5, B7 and B9 in the *Warringah Development Control Plan 2011* (WDCP 2011):

- Front: 6.m
- Side 0.9m
- Rear: 6m

To better integrate the future non-residential development with the surrounding low-density residential context, it is prudent for the setback and building envelope controls to be examined specifically for the site. As such, site-specific built form controls will be developed by Council and will assist in:

- addressing concerns raised in the submissions regarding privacy and the built form
- providing an adequate buffer between the proposed hotel accommodation use and neighbouring residential properties
- providing certainty to the community regarding the design of future development on the site.

These new site-specific built form controls will be an amendment to the Warringah DCP and is anticipated to be exhibited with the Planning Proposal following receipt of a Gateway Determination.

### Traffic

Council's Traffic Engineering team (Appendix A) advises that the supporting Transport Study (Annexure 4 of PP-2024-1593) adequately addresses the potential traffic and parking impacts of the proposed use on the site.

*The 37 hotel accommodation rooms would generate approx. 15 additional evening peak hour vehicle trips and approximately 111 vehicle trips per day if it were a standalone development (using rates from the TfNSW guide to traffic generating developments for a motel). As some of those staying at the hotel would also be pub patrons these numbers would be slightly lower although the 5-10 trips in peak periods as quoted in the Transport impact report is probably lower than I'd anticipate. Compared to the traffic generation arising from the pub traffic generation from the hotel rooms is not a significant concern.*

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*There are existing traffic and parking congestion issues in summer peak periods and additional traffic volumes will add to that congestion, but I don't believe this is of sufficient magnitude to warrant refusal of any DA. Similarly provided the parking demands are accommodated off-street in line with DCP requirements (including off-street loading facilities) I don't see parking as a reason for refusal either.*

A future development application for this proposal would need to address improvements to walking and cycling facilities, make adequate provision for safe access to/from the site and parking in compliance with DCP requirements.

Noise

Council's Environmental Health team (Appendix A) supports the proposal, and any noise or acoustic impacts from hotel accommodation on the south-eastern portion of the site can be managed in the development application stage.

The proposed hotel accommodation is a desirable buffer between noise sources from the existing pub operations and nearby receiver properties on Undercliff Rd.

Non- Aboriginal Heritage.

The Harbord Hotel is a local heritage item, being Item 174 - Harbord Beach Hotel at 29 Moore Street, Freshwater, listed in Schedule 5 of Warringah Local Environmental Plan 2011. Details of the item, as contained in the Warringah Heritage Inventory are:

*Item 174 - Harbord Beach Hotel*

Statement of Significance

*A rare example of an inter-war hotel building which shows influences of the Californian bungalow style. Historically provides evidence of the early development of social and recreational facilities to serve the growing population. Local landmark.*

Physical Description

*Two storey building with rendered masonry walls. Tiled hipped, jerkin headed and gabled roof. Terrace on first floor supported by arcaded verandah. A number of modifications include surrounding wall, beer garden, bottle shop extension and window modifications.*

Council's Heritage team (Appendix A) advised that there are "no objections to the intended use of the site as hotel accommodation, as it is considered to be complimentary to the former use of the site as a hotel." and that "although future new design in this heritage context can accommodate a rich variety of interpretation and architectural expression, considerations should be given to a sympathetic scale and built-form with articulated façade treatment that reflects the street subdivision patterns and setbacks, and use of sympathetic materials and colour scheme. Respectfully combining history and heritage with modern design achieves an urban environment that demonstrates shared

Aboriginal Heritage

Any potential impacts of the proposal on Aboriginal Heritage are likely to be acceptably mitigated. The Aboriginal Heritage Office (AHO) (Appendix A) agreed with the following recommendations outlined in the supporting Aboriginal Heritage Due Diligence Assessment (Annexure 6 of PP-2024-1593):

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- *Development work in the study area proceed, subject to relevant personnel being advised of their obligations under the NPW Act.*
- *If unexpected Aboriginal objects are discovered during development, all works in the vicinity of the discovery site should cease and the services of an archaeologist obtained. The archaeologist will advise on the necessary process, which may include a permit application. There are severe penalties for the disturbance or destruction of an Aboriginal object or place.*
- *If human skeletal material less than 100 years old is discovered, the Coroners Act 2009 requires that all works should cease and the NSW Police and the NSW Coroner's Office should be contacted. Traditional Aboriginal burials (older than 100 years) are protected under the NPW Act and must not be disturbed. Interpreting the age and nature of skeletal remains is a specialist field, and therefore, an appropriately skilled archaeologist or physical anthropologist should be contacted to inspect the discovery site and recommend an appropriate course of action. Aboriginal ancestral human remains must be managed according to strict protocols. If any were encountered during the development, the services of an experienced heritage practitioner should be engaged to advise on the process, including the involvement of relevant Aboriginal parties.*

**10. Has the Planning Proposal adequately addressed any social and economic effects?**

Economic impacts

The proposal is likely to result in positive economic flow-on effects for the local area by creating more local jobs, attracting new visitors to the area, increasing visitor spending and diversifying the accommodation offerings on the Northern Beaches. The supporting Economic Impact Assessment (Annexure 7 of PP-2024-1593) found that:

*"During the construction phase of the project, the Hotel will:*

- *Directly support approximately 28 full-time equivalent jobs in the Northern Beaches economy.*
- *When flow-on effects are incorporated the development will support approximately 64 jobs in the Northern Beaches economy, and the local region will gain \$12.0 million in value-added (e.g. wages and profits) from this construction activity.*

*Ongoing operation of the expanded Hotel facility will:*

- *Directly support approximately 76 full-time equivalent jobs in the Northern Beaches local economy by attracting new tourists to the LGA.*
- *When flow-on effects are incorporated the development will support approximately 94 jobs in the local Northern Beaches economy, and the local region will gain \$9.5 million in value-added per annum from accommodation, food and retail services."*

Social impacts

The proposal is likely to create social benefits for the community including:

- *facilitating a non-alcohol related use on the site.*
- *providing a buffer between the pub operations and neighbouring residential properties.*
- *preserving the heritage significance of the site and allowing more people to appreciate it's history.*

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- providing a form of small-scale accommodation that allows for social interaction and access to the area's recreational attractions.

**Section D – Infrastructure (Local, State and Commonwealth)**

**11. Is there adequate public infrastructure for the planning proposal?**

No, the planning proposal would not result in any need for additional public infrastructure due to the relatively small scale of the proposal within an urban, well-serviced area. The proposal is not expected to require any significant additional upgrades to public transport, roads, utilities, waste management and recycling services, nor essential services.

Some upgrades/works related in the immediate vicinity of the site are likely to be required at the development application stage including the:

- Diversion of the current Council-owned stormwater pipe - Council's Development Engineering team (Appendix A) has advised that any future development on the site would need to demonstrate that Council's stormwater infrastructure located within the site can be upgraded and or rediverted within the subject site to facilitate future development if required in accordance with Council's Water Management for Development Policy.
- Provision of a footpath along Undercliff Road, installation of a shared path along Moore Road and upgrades to the roundabout intersection on Charles St and Moore Rd, as identified by Council's Transport Network team (Appendix A).

**Section E - State and Commonwealth Interests**

**12. What are the views of State and Commonwealth public authorities consulted in accordance with the Gateway determination?**

The Planning Proposal is being prepared in accordance with consultation guidelines and provisions prepared by the Department of Planning, Industry and Environment and all statutory consultation will occur in accordance with the requirements of any future Gateway Determination, including any State or Commonwealth authorities.

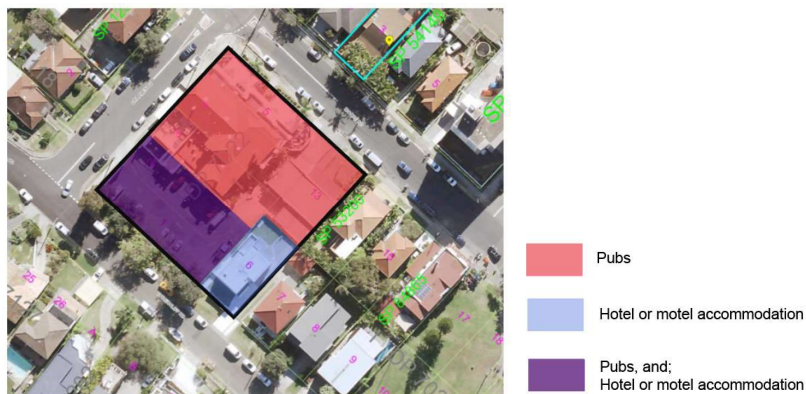
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## Part 4 – Maps

The proposed outcome will be achieved by amending Schedule 1 Additional Permitted Uses in WLEP 2011 to retain 'pubs' as a land use that is permissible with consent, and permit the following with consent:

- 'pubs' and 'hotel or motel accommodation' at 29 Moore Road, Freshwater, being Lots 1 & 2, Section 1, DP 7022.
- 'hotel or motel accommodation' at 64 Undercliff Rd, Freshwater, being Lot 6, Section 1, DP 7022.

Although the determination of how the amendment is to be mapped and drafted is left to the Department of Housing, Infrastructure and Environment, the map below illustrates the proposed land uses.



*Figure 11 Proposed land uses to be achieved by amending Schedule 1 Additional Permitted Uses in WLEP 2011.*

A map of the existing WLEP 2011 Additional Permitted Uses overlay over the site is found in Figure 4 of this report.

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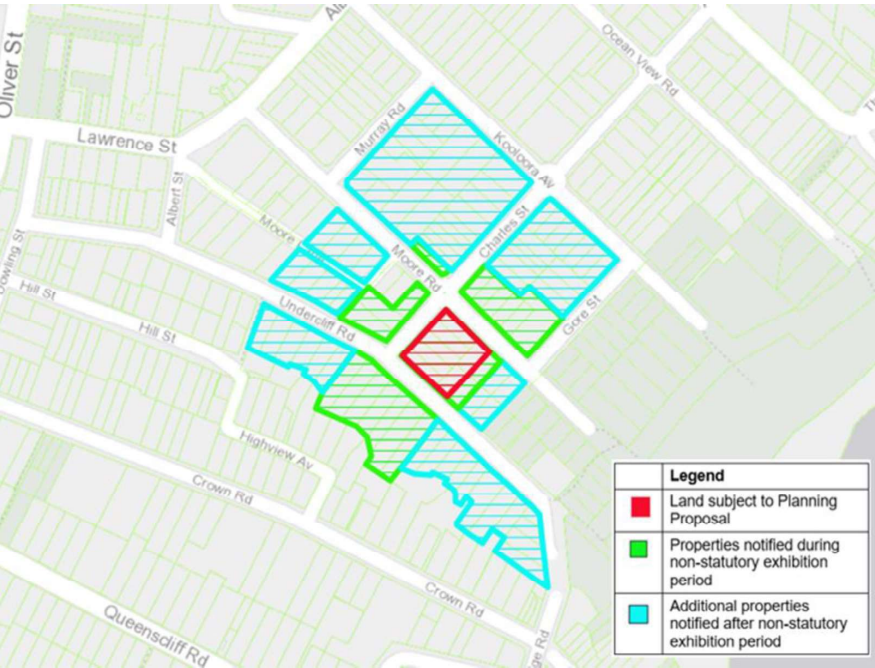
Part 5 – Community Consultation

Council placed the Applicant's Planning Proposal on non-statutory public exhibition in accordance with the Northern Beaches Community Participation Plan from 9 August 2024 – 25 August 2024 for a total of 17 days.

Notification included:

- a notice in Council's weekly email newsletter on the 9<sup>th</sup>, 16<sup>th</sup> and 23<sup>rd</sup> of August
- letters were sent to land owners and occupiers adjacent to and across the road from the property (see Figure below for map of notified properties)
- electronic copies of the exhibition material on Council's website.

In response to requests from the community, additional residents were advised in writing on 3 September 2024 that submissions will be accepted by Council so long as the written comments are provided by 19 September 2024.



57 unique submissions were received by 25 August 2024. Another 39 unique submissions were received 25 August 2024.

No matters raised in the submissions were of such significance that should prevent the proposal proceeding to Gateway determination. The key themes and Council's responses are outlined in the table below.

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Key themes from submissions	Council response
<i>The public notification period was too short, and the notification area was inadequate.</i>	<p>The non-statutory (pre-gateway) public exhibition of the applicant's Planning Proposal was conducted in accordance with Council's adopted Community Participation Plan. A sign was erected on the land on 8 August notifying of the application. Additionally, the application appeared in Council's weekly newsletter sent out on the 9<sup>th</sup>, 16<sup>th</sup> and 23<sup>rd</sup> of August.</p> <p>Regardless, the consultation period was extended, and a broader area of properties were notified. A total 96 unique submissions were received during a total 35-day consultation period.</p>
<i>The proposed use is not consistent with the quiet, family-friendly, relaxed and residential character of the area.</i>	<p>The proposed hotel accommodation is compatible with the existing pub use, being on the same land and of the same ownership. The use will not detract from the surrounding character of the street - being a popular route between the local centre and Freshwater beach, Coast Walk and parks.</p> <p>The proposal would not prevent future development on the site from being designed to be visually compatible with the surrounding streetscape.</p>
<i>Freshwater is not suitable for and does not need tourist accommodation.</i>	<p>Freshwater is an accessible and attractive neighbourhood centre with access to the Coast Walk and Freshwater Beach.</p> <p>Recognising that there are limited accommodation options on the beaches, Council's <i>Destination Northern Beaches</i> identified the need for opportunities to "support development of boutique small-scale accommodation".</p>
<i>The proposal adversely impacts on the heritage qualities of the existing pub.</i>	<p>The Harbord Hotel is a local heritage item, being Item I74 - Harbord Beach Hotel at 29 Moore Street, Freshwater, listed in Schedule 5 of Warringah Local Environmental Plan 2011. Details of the item, as contained in the Warringah Heritage Inventory are:</p> <p>Item I74 - Harbord Beach Hotel</p> <p><u>Statement of Significance</u></p> <p><i>A rare example of an inter-war hotel building which shows influences of the Californian bungalow style. Historically provides evidence of the early development of social and recreational facilities to serve the growing population. Local landmark.</i></p> <p><u>Physical Description</u></p>

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Key themes from submissions	Council response
	<p><i>Two storey building with rendered masonry walls. Tiled hipped, jerkin headed and gabled roof. Terrace on first floor supported by arcaded verandah. A number of modifications include surrounding wall, beer garden, bottle shop extension and window modifications.</i></p> <p>Council's Heritage team (Appendix A) advised that there are "no objections to the intended use of the site as hotel accommodation, as it is considered to be complimentary to the former use of the site as a hotel." and that "although future new design in this heritage context can accommodate a rich variety of interpretation and architectural expression, considerations should be given to a sympathetic scale and built-form with articulated façade treatment that reflects the street subdivision patterns and setbacks, and use of sympathetic materials and colour scheme. Respectfully combining history and heritage with modern design achieves an urban environment that demonstrates shared values and contributes to a sense of place and identity."</p> <p>This advice is more relevant for any future development application on the land since this planning proposal is not seeking any changes to the built form controls in WLEP 2011.</p>
<p><i>The design of the proposed development is too visually imposing and bulky.</i></p> <p><i>The proposed hotel overlooks onto neighbouring properties.</i></p>	<p>The supporting Concept Architectural Plans (Annexure 2 of PP-2024-1593) are indicative only and the design of future development on the site is subject to a Development Application.</p> <p>It is considered that the proposal will not prevent the design of future buildings on the site from being visually compatible with the streetscape, however Council will investigate the development of site-specific DCP built form controls and exhibit any potential DCP amendments during the statutory public exhibition period to:</p> <ul style="list-style-type: none"> <li>• address concerns raised in the submissions regarding privacy and the built form</li> <li>• provide an adequate buffer between the proposed hotel accommodation use and neighbouring residential properties</li> <li>• provide certainty to the community regarding the design of future development on the site.</li> </ul>
<i>Existing Pub Operations - Local residents are impacted by anti-social</i>	Council is satisfied that the proposed use of hotel accommodation would attract less anti-social

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<b>Key themes from submissions</b>	<b>Council response</b>
<i>behaviour, violence, and litter associated with the pub.</i>	<p>behaviour compared to an alternative scenario where the existing pub use is extended across the whole site under existing Additional Permitted Uses clause in Schedule 1 of WLEP 2011.</p> <p>Existing anti-social behaviour, violence, and litter concerns are managed via Council's Compliance team, NSW Liquor &amp; Gaming and NSW Police.</p> <p>Future development on the site would also be subject to a development application and the conditions of consent.</p>
<i>The proposal would exacerbate noise impacts of the existing pub operations e.g. air conditioning units, machinery, collection of glass bottles, and create new noise sources e.g. hotel guests on balconies, swimming pool.</i>	<p>Council's Environmental Health team (Appendix A) has not raised any noise concerns regarding the proposal. Any development on the site is subject to a development application where an Acoustic Report would be required.</p> <p>The proposed hotel accommodation is a desirable buffer between noise sources from the existing pub operations and nearby receiver properties on Undercliff Rd.</p>
<i>The proposal would exacerbate existing traffic congestion impacts</i>	<p>Council's Transport Network team (Appendix A) has advised that the proposal's traffic generation impacts are not a significant concern, and the proposed hotel accommodation use is likely to generate less car trips than from the already permissible pub use.</p>
<i>There is not enough on-street parking for local residents, especially on Undercliff Rd and the proposal would exacerbate existing parking issues.</i>	<p>Council is satisfied that the site can accommodate sufficient off-street parking requirements under the WDCP 2011.</p>

Council will undertake a statutory public exhibition period in accordance with any requirements outlined in the Gateway Determination.

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## **Part 6 – Project Timeline**

If supported by Council the Planning Proposal will be submitted to DPHI, seeking a Gateway Determination. Tasks associated with the progress of the Planning Proposal are tabled below.

<b>Task</b>	<b>Anticipated timeframe</b>
Anticipated commencement date (Gateway determination)	February 2025
Anticipated timeframe for the completion of required technical information	March 2025
Timeframe for government agency consultation (pre and post exhibition as required by Gateway determination)	March 2025
Commencement and completion dates for public exhibition period	April 2025
Timeframe for consideration of submissions	June 2025
Timeframe for the consideration of a proposal post exhibition	June 2025
Date of submission to the Department to finalise the LEP	July 2025
Anticipated date the local plan-making authority will make the plan (if authorised)	September 2025
Anticipated date the local plan-making authority will forward to the PCO for publication	September 2025

Council will be required to formally exhibit the Planning Proposal in accordance with any requirements outlined in the Gateway Determination. The Planning Proposal will be exhibited with the new site-specific built form controls for the site (as an amendment to the Warringah DCP). The matter will be reported back to Council for final consideration following exhibition.

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## Appendix A - Council Internal Referral Comments

### Place & Economic Development

The proposal meets the following strategic vision and key outcomes of the Economic Development Strategy 'Business on the Beaches' and the Destination Northern Beaches strategic plan:

- Local Centre Employment Precincts:
  - Offers convenient services and provides employment opportunities near where people live.
  - Supports thriving local centers, which are crucial for people working from home and the LGA's growing professional network.
- Dining and Entertainment:
  - A key category of employment on the Northern Beaches, accounting for over 20% of total spend.
  - Creates opportunities to support the nighttime economy.
- Strategic Direction and Actions:
  - Direction 1: Diverse Economy:
    - Increases the number of local jobs.
  - Direction 3: Vibrant Economy:
    - Encourages businesses to participate in the nighttime economy.
    - Leverages a strong visitor economy to support business growth.
- Increase Overnight Stays for Domestic and International Visitors:
  - Supports economic challenges identified in the Destination Management Plan, as domestic and international visitor overnight stays currently lagging significantly behind Greater Sydney.
  - Provides additional accommodation on the Northern Beaches, which is expected to increase visitor spend.

Based on the 2024 528685 Planning Proposal - PEX2024 0005 - Annexure 7 - Economic Impact Assessment - 29-31 Moore Rd (Harbord Hotel) & 64 Undercliff Rd, Freshwater document, I generally agree with the findings. The assessment shows that the proposed hotel will bring economic benefits. My only question is around the methodology it says it has used ABS data using 'region' can they define 'region' is that Northern Beaches LGA? However, given they have used industry at an LGA level in their methodology this should provide an indicative estimate.

#### Construction Phase

During construction, the hotel will:

- Directly create about 28 full-time jobs in the Northern Beaches economy.
- When including flow-on effects, it will support around 64 jobs and add \$12.0 million in value to the local economy.

#### Operational Phase

Once the hotel is operational, it will:

- Directly create about 76 full-time jobs by attracting new tourists to the area.
- When including flow-on effects, it will support around 94 jobs and add \$9.5 million in value per year from accommodation, food, and retail services.

#### Methodology

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The Economic Impact Assessment (EIA) measures the total economic impact of a project on a region by combining the direct impacts of the project with the indirect impacts. These indirect impacts are triggered by the direct impact and relate to the multiple rounds of buyer-supplier transactions that ensue in the region after the initial impact has occurred. Economic impacts are measured in terms of output (\$ millions), value added (\$ millions), and additional full-time equivalent (FTE) jobs.

The key steps in undertaking an assessment of indirect impacts involve:

1. Isolating how the project stimulates the regional economy (direct impacts).
2. Generating region-specific econometric models and deriving economic multipliers by major industry groups.
3. Applying these multipliers to the direct impacts to estimate indirect regional impacts.
4. Calculating total regional impacts by combining direct and indirect impacts.

The results of this scaling process are a set of regional industry-specific multipliers which estimate how spending in a specific regional industry flows through to total output, total regional value added, and total FTE jobs.

#### Data Sources

The data sources used in the economic impact study include:

- Australian Bureau of Statistics: The inter-industry relationships (buyer-supplier transactions) measured by the Australian Bureau of Statistics in the National Accounts were used to scale down to a state and regional level<sup>1</sup>.
- SGS Analysis into Airbnb Accommodation in Greater Sydney: This analysis was used to understand the short supply of formal short-term accommodation facilities in the Northern Beaches LGA<sup>1</sup>.

#### Impact on Other Commercial/Hotel Centres

The document doesn't specifically mention the impact on other commercial or hotel centres. However, it's likely that a new hotel could change the local market dynamics. It might increase competition, but it could also boost overall economic activity and attract more visitors, benefiting the broader commercial sector.

#### **Stormwater Engineering**

The proposed two options to divert Council's existing 450mm stormwater line around the development site are not supported for the following reasons:

- Option one diverts the current stormwater system to a different catchment/downstream stormwater system overloading the current council stormwater system. This is not in accordance with section 6.1 of Council's Water Management for Development Policy. Also there is unacceptable impacts including construction and potential damage to Council's road and footpath infrastructure in Undercliffe Road. There also will be impacts with existing utility services which will be very costly and may be impossible to move.
- Option two is not supported because of the unacceptable impacts including construction impacts and potential damage to Council's road and footpath infrastructure in Undercliffe Road, Moore and Charles Roads. There also will be impacts with existing utility services which will be very costly and may be impossible to move.

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Councils Warringah LEP and Water Management for Development Policy aims to limit the impacts on Council stormwater infrastructure. Its Councils position that any Council stormwater line redivision occur with the development site and the relocated line be located outside the line of the basement footprint. There is to be no structures located over the rediverted drainage line/easement. The minimum easement width is to be 3 m to accommodate an overland flow path to the 1/100 AEP event. Freeboards of 500mm above the 1/100 AEP water surface level are to be provided for all habitable floors.

An amended hydrological /hydraulic study is to be provided to support the rediverted 450mm stormwater line within the site with the DRAINS model submitted to Council for review. The minimum capacity of any rediverted stormwater line is to a minimum 5/100 AEP capacity.

On site stormwater detention is to be provided for the development in accordance with Councils Water Management for Development Policy. A Drains model is to be prepared to support the site discharge and storage volume calculations.

### **Transport Network**

The proposal will be required to incorporate improvements to walking and cycling facilities, make adequate provision for safe access to/from the site and parking in compliance with DCP requirements. The following matters will need to be addressed in the assessment of any resultant DA

#### Walking and Cycling Connectivity

The proposal will increase walking and cycling activity particularly to/from the nearby beachfront reserve areas and to ensure adequate facilities are present to accommodate this and to improve safety and amenity for cycling and walking connectivity in the general area the implementation of the following will be required.

- Shared path along Moore Road between the site and the beachside public reserve to connect the hotel to the existing cycling network at the beachfront reserve in compliance with the NBC Bike Plan.
- Provision of 1.5m wide footpath along the southern (Undercliff Road) frontage and upgrade/reconstruction of the existing footpath on the western (Charles St) frontage to a 1.5m wide footpath in accordance with the Council's requirements.
- Reconstruction of the roundabout splitter islands and any associated intersection redesign works on Charles Street and Moore Road on the hotel frontages so that they become a compliant pedestrian refuge islands (2m wide with 3m opening) and catering for HRV turning movements in compliance with Austroads Guidelines and the TfNSW technical direction TDT2011/01a.

#### Site access

The proposed car park and vehicular accesses are to be designed in compliance with Australian Standards including swept path analysis to demonstrate access to/from critically located parking spaces, turning/passing of B85 and B99 vehicles at carpark entry/exit points and conflict areas and demonstrating with longitudinal clearance plots that access between street and the off-street loading bay by the largest anticipated loading/service vehicle is achievable.

#### Parking

Provision of car and bicycle parking facilities in compliance with the DCP or other relevant guidelines. It is noted that the concept plans propose to provide 41 additional parking spaces

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with 2 accessible spaces to support the 37 rooms in the hotel and 4 employees. The DCP requires 39 additional parking spaces comprised of 1 space per hotel room plus 1 space for every two employees and additional parking for an associated restaurant. No new restaurant is proposed in conjunction with the planning proposal however the pub will provide food and beverage for hotel guests will parking for that component of the development already addressed by past approvals. The 31 spaces already approved means the development would require 70 off-street car parking spaces. The 72 car parking spaces currently proposed would be adequate. In addition parking for the loading and unloading of service, delivery and emergency vehicles (clause c2(6) of the Warringah DCP) and for bicycle parking (clause C3(A) at the Tourist and Visitor Accommodation rates will also be required. Parking that is consistent with DCP requirements will be required.

Deliveries and Servicing

All deliveries and servicing of the new accommodation are to be facilitated off-street. Provision is to be made for the largest anticipated service and waste collection vehicles to be accommodated within the site with no adverse impact on the road at the site frontages. In this respect it is noted that a SRV Loading Bay is marked on the plans, The adequacy of a loading bay of this size is questioned with a bay capable of being accessed by at least a MRV considered more appropriate. The adequacy of a SRV bay to cater for all laundry, waste and delivery needs of this development would need to be further reviewed at DA stage. If a SRV bay is proposed it MUST have min 3.5m of overhead clearance and a path of travel to/from the bay which provides 3.5m of clearance to ensure it caters for SRV deliveries. It is noted that the concept plans appear to allow only for 3m of clearance at the Moore Road entry point to the basement carpark. This is unacceptable.

It will not be acceptable to propose that the delivery and servicing needs of the Hotel can be facilitated by the use of B99 white vans. It will also be unacceptable to suggest that deliveries by trucks will be accommodated within the Loading Zone on Charles Street. That Loading Zone is present for the specific purpose of keg deliveries which cannot be accommodated off-street. This arrangement is necessary due to the placement of the Hotels keg door inappropriately adjacent to the Charles St footpath. All other delivery and servicing needs must be accommodated off-street and details of the proposed waste collection arrangements including intended sizing of waste collection vehicles and demonstrating access/to/from the bin room will be required for lodgement at DA Stage .

Shuttle bus

It is noted that the existing approval for the site requires the operation of shuttle bus from the site to and from Manly CBD and other locations as required. Provision must be made for the retention of this service and the identification of a suitably located off-street parking bay and off street drop off/pick up bay for shuttle bus operations.

Do you agree with the Transport Study accompanying the application (TRIM 2024/569448) that traffic generation from a hotel accommodation building would not have noticeable effects on the operation of the road network and that the traffic generation of what is allowed there (pubs) would be similar to what is proposed (hotel accommodation) (page 9 of the Transport Study)?

The 37 hotel accommodation rooms would generate approx. 15 additional evening peak hour vehicle trips and approx. 111 vehicle trips per day if it were a standalone development (using rates from the TfNSW guide to traffic generating developments for a motel). As some of those staying at the hotel would also be pub patrons these numbers would be slightly lower although the 5-10 trips in peak periods as quoted in the Transport impact report is probably lower than I'd anticipate. Compared to the traffic generation arising from the pub traffic generation from the hotel rooms is not a significant concern

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Has the Transport Study considered a sufficient catchment area to properly address the impacts of the proposal (add hotel accommodation and pubs as additional permitted uses on 64 Undercliff Road, and add hotel accommodation as an additional permitted use on 29-31 Moore Road, note that pubs are already allowed as an additional permitted use on 29-31 Moore Rd)?

I don't follow what you're asking here. The impacts of the development will be largely confined to Charles Street, Moore Road and Undercliff Road and I didn't feel the Transport Study wasn't sufficiently detailed.

Are there existing traffic concerns with the site being close to the beach i.e. are you satisfied that traffic generation resulting from the proposed uses would be acceptable even in seasonal peak periods of traffic?

There are existing traffic and parking congestion issues in summer peak periods and additional traffic volumes will add to that congestion, but I don't believe this is of sufficient magnitude to warrant refusal of any DA. Similarly provided the parking demands are accommodated off-street in line with DCP requirements (including off-street loading facilities) I don't see parking as a reason for refusal either.

The pub is already approved and can have bands/events. This does not relate to any planning proposal for the Hotel rooms. Similarly, it's a beachside area and does get busy in summer. As stated previously the 37 hotel rooms will not add large volumes of traffic to the road network and I don't believe there is sufficient justification to oppose it on traffic generation grounds.

Should the planning proposal be approved and result in a development application being received for a significantly larger hotel development we may then form a different view but for the relatively modest proposal currently on the table traffic generation is not considered a major factor.

#### **Urban Design**

This advice is provided as an internal referral from the Urban Design Unit to the Strategic Planning Officer for consideration and coordination with the overall assessment.

The planning proposal seeks to amend Schedule 1 (Additional permitted uses) under the Warringah 2011 LEP, to facilitate the development of hotel accommodation integrated with the existing Harbord Hotel and bottle shop.

Urban Design raises no objection to the proposed amendment.

Please note: Regarding any view impacts and any impacts on solar amenity and overshadowing, these matters will be dealt with under the evaluation of Council Planning Officer. Any impacts of non-compliances regarding heritage will be dealt with under the evaluation of Council Heritage Officer, and any Landscape non-compliances will be dealt with under the evaluation of Council Landscape Officer.

#### **Landscape Architecture**

##### General comments specific to Planning Proposal

The proposal is for amendment to Warringah Local Environmental Plan 2011 to include hotel accommodation as an Additional Permitted Use at the site.

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The existing properties the subject of the Planning Proposal consist of predominantly hardstand or otherwise grassed area. The site does not contain any significant trees, however trees on adjoining sites and within the road reserve are found in proximity.

Generally, the existing landscape setting is not prominent and is rather dominated by built form and hardstand. Therefore it is expected that any proposed development will be able to improve the landscape setting.

Key issues / other considerations for any future development application

- The proposed landscape setting is interpreted from the issued preliminary documents as providing landscape planters on structure to the perimeters and other areas as shown, and such intent does not provide a strong landscape setting, and the built form prominence of the site remains.
- Under the Warringah DCP, development on the land is required to achieve 40% landscaped area. It is noted that the existing landscaped area across the proposed development properties is substantially less than this quantity and the Planning Proposal increases the landscaped area, albeit all on structure.
- Existing trees within the road reserve verge and within adjoining properties shall be preserved in the design process.
- Some rock outcrops are present on the site which may require assessment for sites of potential Aboriginal significance. Where possible, natural rock outcrops should be retained and integrated into design to express the natural environmental features of the locality.
- Landscape buffer zones, at natural ground level, shall be provided to the adjoining residential property at 66 Undercliff Road and likewise a landscape buffer shall be provided along the southern boundary at Undercliff Road to provide a visual and physical transition and to assist with the integration of the development into the streetscape. It is suggested that the landscape buffer zones should at a minimum be at least 3.0 metres in width.
- The interface with Charles Street includes landscape planters on structure within the site and it is suggested that street tree planting within the road reserve verge will assist in the integration of the proposal with the streetscape.

Concerns

- The proposed basement along the southern boundary at Undercliff Road will impact upon the existing street trees located within the road reserve and this is not supported. The excavation for basement will be required to be setback at an estimated distance of at least 3 metres. This will assist in achieving a transition to the streetscape and an increase to the landscape area.
- Deep excavation at nil setback to both Charles Street and adjoining the residential neighbour at 66 Undercliff Road may not be physically achievable, without a clear understanding of excavation / piling techniques, as well as the requirement for a

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drainage void. It is noted that as above the excavation for basement along Undercliff Street is not supported.

Suggestions to improve the landscape setting

- Provide landscape zones of adequate width at natural ground to support a landscape transition to adjoining residential properties and to Undercliff Road streetscape to allow for the establishment of small trees, shrubs and other planting,
- Include tree planting in front setback of accommodation along Charles Street,
- All existing trees located within the road reserve verge shall be retained,
- Remove stair access to Undercliff Rd,
- Where excavation occurs as part of new development, levels shall be terraced to site edges to minimise the extent of retaining walls, and any terracing shall not compromise the viability to support tree planting in deep soil,
- On slab landscape planters shall support adequate soil volume and minimum soil depths,
- Where possible, natural rock outcrops should be retained and integrated into design to express the natural environmental features of the locality,
- Public domain upgrades in consideration of Council's Public Domain Guidelines - Public Space Vision & Design Guidelines shall be considered for Moore Road and Charles Road in term of street tree planting and pavements,
- All development proposals shall include a landscape plan prepared by a suitably qualified landscape architect, and in accordance with Northern Beaches Council's Development Application Lodgement Requirements.

**Aboriginal Heritage Office**

Reference is made to the proposed development at the above area and Aboriginal heritage.

Extent – People Centred Heritage completed an Aboriginal Heritage Due Diligence Assessment in November 2021. Extent Heritage assessed the Aboriginal archaeological potential of the study area as low. Recommendations made in the report:

- Development work in the study area proceed, subject to relevant personnel being advised of their obligations under the NPW Act.
- If unexpected Aboriginal objects are discovered during development, all works in the vicinity of the discovery site should cease and the services of an archaeologist obtained. The archaeologist will advise on the necessary process, which may include a permit application. There are severe penalties for the disturbance or destruction of an Aboriginal object or place.
- If human skeletal material less than 100 years old is discovered, the Coroners Act 2009 requires that all works should cease and the NSW Police and the NSW Coroner's Office should be contacted. Traditional Aboriginal burials (older than 100 years) are protected under the NPW Act and must not be disturbed. Interpreting the age and nature of skeletal remains is a specialist field, and therefore, an appropriately skilled archaeologist or physical anthropologist should be contacted to inspect the discovery site and recommend an appropriate course of action. Aboriginal ancestral human remains must be managed according to strict protocols. If any were encountered during the

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development, the services of an experienced heritage practitioner should be engaged to advise on the process, including the involvement of relevant Aboriginal parties.

The Aboriginal Heritage Office agrees with the recommendations outlined in the Aboriginal Heritage Due Diligence Assessment.

Under the National Parks and Wildlife Act 1974 (NPW Act) all Aboriginal objects are protected. Should any Aboriginal Cultural Heritage items be uncovered during earthworks, works should cease in the area and the Aboriginal Heritage Office assess the finds. Under Section 89a of the NPW Act should the objects be found to be Aboriginal, Heritage NSW and the Metropolitan Local Aboriginal Land Council (MLALC) should be contacted.

### **Coast**

This proposal has been assessed in consideration of:

- Coastal Management Act 2016;
- State Environmental Planning Policy (Resilience and Hazards) 2021 and
- Relevant LEP and DCP clauses

#### Coastal Management Act 2016

The subject site has been identified as being within the coastal zone and therefore the Coastal Management Act 2016 is applicable to this proposal. The proposal is considered to be consistent with the objects, as set out under Part 1 Section 3 of the Coastal Management Act 2016.

#### State Environmental Planning Policy (Resilience & Hazards) 2021

The subject land has been included on the 'Coastal Use Area' and 'Coastal Environment' maps under the State Environmental Planning Policy (Resilience & Hazards) 2021 (SEPP). Hence, Clauses 2.10, 2.11 and 2.12 of apply for this proposal. On internal assessment the proposal satisfies requirements under clauses 2.0, 2.11 and 2.12 of the SEPP R&H.

#### Warringah LEP 2011 and Warringah DCP 2011

No coastal related issues identified. As such, it is considered that the proposal does comply with the requirements of the relevant coastal clauses of the Warringah LEP 2011 and Warringah DCP 2011.

The proposal is therefore supported

### **Catchments**

There is scope to amend the 2020 pre-lodgement advice with :

- The water quality targets must meet at a minimum the General Stormwater Quality Requirements stated in the Council's Water Management for Development Policy for pollutant and hydrology.
- Water Sensitive Urban Design (WSUD) principles need to be considered in the proposed stormwater management strategy for operation stage including ongoing maintenance.

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- Due to the sensitivity of the receiving waters the construction stage must comply with Erosion, Sediment and Pollution Controls requirements as well as dewatering controls (note that Un-tanked structures are unlikely to be supported).
- The policy can be found in the following link:  
<https://files.northernbeaches.nsw.gov.au/sites/default/files/documents/policies-register/water-management/water-management-developmentpolicy/water-management-development-policy-aug2020.pdf>

The catchment team has no unusual concern for the Planning Proposal at that location, subject to LEP/DCP controls and water policy.

#### Environmental Health

I have reviewed the documentation referenced under container PEX2024/0005 for the Planning Proposal at 28-31 Moore Rd (Harbord Hotel) & 64 Undercliff Rd, Freshwater.

In principle, Environmental Health supports the proposal for the adoption of additional permitted uses as described.

Despite this, it should be noted that Environmental Health will hope to provide valuable input in the future should the planning proposal be approved, and the applicant seeks the intended development outcome by the lodging of a development application.

Environmental Health would seek to provide referral comments with the recommendation of appropriate conditions of consent (in relation to potential impact to relevant stakeholders), should they become apparent during the assessment of any future development application.

#### Heritage

##### Summary

Heritage can generally support the proposed planning amendments to rezone the site, the construction of hotel accommodation in the southern portion of the site, to be integrated and managed in association with the existing Harbord Hotel and bottle shop is generally considered to be consistent with the heritage building on the subject site and the character of Freshwater as a beach side suburb.

Heritage also considers that the Planning Proposal mostly meets the objectives and priorities of the Metropolitan and North District plans, as well as Council's Local Strategic Planning Statement, in relation to conservation of items and places of environmental heritage significance.

However, to ensure the Planning Proposal appropriately considers the heritage significance of the site and any future development responds well to its context, Heritage makes a number of recommendations and will require a number of additional reports. This will ensure that where Heritage has concerns around matters such as future bulk and scale, materiality, curtilage issues.

Heritage recommends that the built form of the future hotel accommodation be amended before being presented to Council to implement the guidelines in "*Better Placed: An integrated design policy for the built environment of New South Wales*" by the Office of the NSW Government Architect. Whilst a future new design in this heritage context can accommodate a rich variety of interpretation and architectural expression, considerations should be given to a sympathetic scale and built-form with articulated façade treatment that reflects the street subdivision patterns and setbacks, and use of sympathetic materials and colour scheme. Respectfully combining

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history and heritage with modern design achieves an urban environment that demonstrates shared values and contributes to a sense of place and identity.

Heritage also recommends that at the Gateway Determination stage the Department of Planning and Environment condition the preparation of a Conservation Management Plan (CMP) and potential future development outcomes.

Heritage Listings

The Harbord Hotel is a local heritage item, being Item I74 - Harbord Beach Hotel at 29 Moore Street, Freshwater, listed in Schedule 5 of Warringah Local Environmental Plan 2011. The site is also located in close proximity to another heritage item, being Item I76 - "Freshwater" Restaurant at 80 Undercliff Road, Freshwater, now known as Pilu Restaurant. Details of the item, as contained in the Warringah Heritage Inventory are:

Item I74 - Harbord Beach Hotel

*Statement of Significance*

A rare example of an inter-war hotel building which shows influences of the Californian bungalow style. Historically provides evidence of the early development of social & recreational facilities to serve the growing population. Local landmark.

*Physical Description*

Two storey building with rendered masonry walls. Tiled hipped, jerkin headed & gabled roof. Terrace on first floor supported by arcaded verandah. A number of modifications include surrounding wall, beer garden, bottle shop extension & window modifications.

The Proposal

The Planning Proposal seeks to amend the Schedule 1 – Additional Permitted Uses, Clause 14 of the Warringah Local Environmental Plan 2011 to include Lot 6 DP 7022 - the land at 64 Undercliffe Road, Freshwater. Clause 14 in Schedule 1 – Additional Permitted Uses currently is as follows:

*14 Use of certain land at 29 Moore Road, Freshwater*

*(1) This clause applies to land at 29 Moore Road, Freshwater, being Lots 1–5, Section 1, DP 7022 and Lot 13, Section 1, DP 7022, shown as "Area 14" on the Additional Permitted Uses Map.*

*(2) Development for the purposes of pubs is permitted with consent.*

No other amendments to the written instrument or the maps are proposed. This Planning Proposal relates to proposed changes to the planning controls only, to include hotel accommodation as an Additional Permitted Use at the southern portion of the site, and no physical works are proposed. However, it is stated in the submitted documents that a future Development Application will be prepared for the site for demolition, site amalgamation and detailed design. Architectural drawings by Hot House Architects have been submitted with this application to support the Planning Proposal to demonstrate the intended use of the site and the potential impact of a future Development Application upon the significance of the heritage item, and the streetscape.

Comment

While a number of reports and architectural drawings have been developed to support the Planning Proposal, at this stage the only confirmed matter is to include Lot 6 DP 7022 – (64 Undercliffe Road, Freshwater) in Schedule 1 – Additional Permitted Uses, Clause 14 of the Warringah Local Environmental Plan 2011. Heritage raises no objections to the proposed amendment and intended of use of the site as hotel accommodation, as it is considered to be complimentary to the former use of the site as a hotel.

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However, Heritage is concerned regarding the future built form of the hotel accommodation at the southern portion of the site and how it responds to the context of the site, which will be the determinative factor on Heritage and whether it improves or detracts from the heritage item and its significance and the character of the existing streetscape.

Assessment against Metropolitan Plan, District Plan and LSPS responses

- *North District Plan*

Planning Priority N6 – Creating and renewing great places and local centres, and respecting the District's heritage

The subject site contains a heritage item that is listed for its local significance and the heritage report submitted with the Planning Proposal has identified the heritage significance of the site. A future development application must be prepared considering the guidelines in *"Better Placed: An integrated design policy for the built environment of New South Wales"* by the Office of the NSW Government Architect. Sympathetic built-form controls and adaptive re-use of heritage are important ways to manage the conservation of heritage significance and new development. Respectfully combining history and heritage with modern design achieves an urban environment that demonstrates shared values and contributes to a sense of place and identity. It is considered that, there is potential on this site for a well-designed built form outcome that respects the site's heritage through the development of a Conservation Management Plan (CMP) that then informs a Development Control Plan.

- *Northern Beaches Local Strategic Planning Statement – Towards 2040*

Priority 18 – Protected, conserved and celebrated heritage

The subject site contains one listed heritage item and the heritage report submitted with the Planning Proposal has identified the heritage significance of the item that is to be retained. The Planning Proposal is considered to be broadly consistent with this priority. Further, a Conservation Management Plan would be required to guide the management of the heritage item on the site. Heritage recommends that this CMP be required as a Gateway Determination condition.

Ministerial Directions

*3.2 Heritage Conservation*

The objective of this direction is to conserve items, areas, objects and places of environmental heritage significance and indigenous heritage significance. This direction applies when the relevant planning authority prepares a planning proposal and specifies that the proposal must contain provisions that facilitate the conservation of heritage items. The Planning Proposal has included a heritage report which has identified a heritage item on the site. Therefore, the Planning Proposal is considered consistent with this direction.

Heritage Recommendations

*Recommended Gateway Determination Conditions*

It is recommended that the Department of Planning and Environment apply the following Gateway Determination conditions to ensure that the heritage values and significance of the site are better identified and protected before the redevelopment of the site progresses. Heritage recommends the following conditions:

1. Preparation of Conservation Management Plan

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Currently the site contains 1 listed heritage item being Harbord Beach Hotel. Therefore, a Conservation Management Plan (CMP) be prepared for the site to inform and guide the future development proposals. This CMP must:

2. Be prepared by a suitably qualified and experience heritage consultant;
3. Assess the internal and external fabric of all heritage elements and provide guidelines for future management;
4. Address curtilage issues to ensure new development in the vicinity of the heritage item will not have an adverse impact on their setting;
5. Address views to and from significant heritage building;
6. Scale and built form of new building/s in any future Development Application

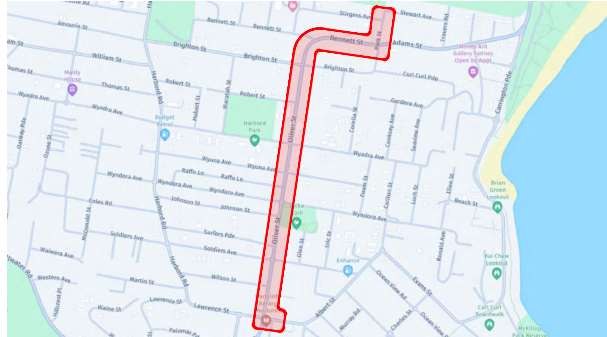
Considerations must be given to the scale and built form of any new building/s, that the character of a building or group of buildings is shaped by its form and mass, the relationship between solid to void, the play of light and shadow on the facades, the proportions of openings, materiality, detail and colour. Heritage recommends the guidelines in *"Better Placed: An integrated design policy for the built environment of New South Wales"* by the Office of the NSW Government Architect, for a better design approach. Sympathetic built-form controls are important ways to manage the conservation of heritage significance and new development. Respectfully combining history and heritage with modern design achieves an urban environment that demonstrates shared values and contributes to a sense of place and identity. It is considered that, there is potential on this site for a well-designed built form outcome that respects the site's heritage. The new design must comply with the controls of Warringah DCP 2011 – Part G5 Freshwater Village and G5 – 18. Development in the vicinity of heritage items.

7. Preparation of Heritage Impact Statement

A Heritage Impact Statement, assessing the impact of the new building/s upon the significance of the heritage item - Harbord Beach Hotel is required with any future DA.



## CONNECTIVITY & STREETSCAPE UPGRADE CURL CURL & FRESHWATER



LOCALITY PLAN  
NOT TO SCALE

### PAVEMENT LEGEND

	CONCRETE FOOTPATH 400mm WIDE MIN. 25MPa COMPRESSIVE STRENGTH 130mm THICK UNREINFORCED BROOM FINISHED
	CONCRETE FOOTPATH 2500mm WIDE MIN. 25MPa COMPRESSIVE STRENGTH 130mm THICK UNREINFORCED BROOM FINISHED
	CONCRETE DRIVEWAY (RESIDENTIAL) MIN. 25MPa COMPRESSIVE STRENGTH 150mm THICK UNREINFORCED BROOM FINISHED
	CONCRETE DRIVEWAY (MULTI-RESIDENTIAL) MIN. 25MPa COMPRESSIVE STRENGTH 150mm THICK UNREINFORCED BROOM FINISHED
	CONCRETE DRIVEWAY (COMMERCIAL) MIN. 25MPa COMPRESSIVE STRENGTH 180mm THICK UNREINFORCED BROOM FINISHED
	ASPHALT ADJUSTMENT, TRANSITION OR RE-SHEET COURSE (AC10, AC14). PAVEMENT COMPOSITION TO BE SPECIFIED
	TURF (BUFFALO OR EQUIVALENT) OR LANDSCAPING AS SPECIFIED
	EXISTING CONCRETE, PAVERS OR BITUMEN PAVEMENT TO BE DEMOLISHED/REMOVED
	NEW BITUMEN PAVEMENT OR TRANSITION ASPHALT TYPE (AC10, AC14) 50mm THICK ON 150mm THICK D8020 OR DEFLUT
	BATTER TURF OR LANDSCAPING AS SPECIFIED. GRAVEL OR FINE CRUSHED ROCK IN MIN. LAYERS OF 100mm

### EDGING LEGEND

	MOUNTABLE KERB AND GUTTER MIN. 25MPa COMPRESSIVE STRENGTH STEEL TROWEL FINISHED
	STANDARD 150mm HIGH CONCRETE KERB AND GUTTER MIN. 25MPa COMPRESSIVE STRENGTH STEEL TROWEL FINISHED
	CONCRETE ROLLED KERB AND GUTTER MIN. 25MPa COMPRESSIVE STRENGTH STEEL TROWEL FINISHED
	CONCRETE ROLLED KERB AND TOE MIN. 25MPa COMPRESSIVE STRENGTH STEEL TROWEL FINISHED
	MOUNTABLE KERB ONLY MIN. 25MPa COMPRESSIVE STRENGTH STEEL TROWEL FINISHED
	CONCRETE DISH DRAIN 900mm WIDE MIN. 25MPa COMPRESSIVE STRENGTH STEEL TROWEL FINISHED
	CONCRETE FLUSH KERB MIN. 25MPa COMPRESSIVE STRENGTH STEEL TROWEL FINISHED
	CONCRETE EDGE STRIP MIN. 25MPa COMPRESSIVE STRENGTH STEEL TROWEL FINISHED
	CONCRETE KERB ONLY MIN. 25MPa COMPRESSIVE STRENGTH STEEL TROWEL FINISHED
	CONCRETE KERB WITH TOE MIN. 25MPa COMPRESSIVE STRENGTH STEEL TROWEL FINISHED
	CONCRETE KERB BARRIER (SM) MIN. 25MPa COMPRESSIVE STRENGTH STEEL TROWEL FINISHED
	MEDIAN KERB (SF) MIN. 25MPa COMPRESSIVE STRENGTH STEEL TROWEL FINISHED
	INTEGRAL KERB MIN. 25MPa COMPRESSIVE STRENGTH STEEL TROWEL FINISHED
	BRICK EDGING
	CONCRETE DRIVEWAY LAYBACK MIN. 25MPa COMPRESSIVE STRENGTH STEEL TROWEL FINISHED

### CAUTION – EXCAVATING NEAR TREES TO BE RETAINED

- CAREFULLY EXCAVATE WITH A TRENCHING MACHINE UP TO 2.0 METERS FROM THE BASE OF THE TREE. A SPOTTER IS TO BE USED TO GUIDE THE MACHINE AND AVOID DAMAGE TO THE TREE. THE EXCAVATOR IS TO USE A FLAT BLADE BUCKET WITH NO TEETH.
- EXCAVATION BY HAND DIGGING SHALL BE EMPLOYED WITHIN 2.0 METERS ON EITHER SIDE OF THE TREE AND WITHIN 2.0 METERS OF THE TREE TRUNK.
- NO TREE ROOT GREATER THAN 40mm IN DIAMETER ARE TO BE CUT WITHOUT PRIOR INSPECTION AND APPROVAL BY COUNCIL'S TREE SERVICES.
- TREE ROOTS LESS THAN 40mm IN DIAMETER ARE TO BE CLEAN CUT WITH A SHARP IMPLEMENT.
- NO MATERIAL IS TO BE STORED UNDER TREES TO BE RETAINED OR AGAINST THE TREE'S TRUNK. GROUND PROTECTION MAY NEED TO BE EMPLOYED AS PER AS 4970-2009.
- WHERE INSTRUCTED BY COUNCIL'S TREE SERVICES, TREE PROTECTION BATONS ARE TO BE PLACED AROUND THE TREE TRUNK AS PER AS 4970-2009, SECTION 4.5.2 AND FIGURE 4.
- WHERE THERE IS DISCREPANCY BETWEEN THE CONSTRUCTION DRAWINGS OR A LIKELY PHYSICAL CONSTRAINT ENCOUNTERED BETWEEN THE TREE TO BE RETAINED AND THE INFRASTRUCTURE THAT IS TO BE INSTALLED, AN ALTERNATIVE DESIGN MAY NEED TO BE EMPLOYED. IN THIS SITUATION, STOP ALL WORK IN PROXIMITY OF THE TREE TO BE RETAINED AND CONSULT WITH COUNCIL'S PROJECT ENGINEER IMMEDIATELY. TREE SERVICES IN COLLABORATION WITH THE DESIGNER WILL THEN PROVIDE ADVICE ON THE MODIFICATIONS REQUIRED.
- IF IN DOUBT – PLEASE SEEK ADVICE FROM COUNCIL'S TREE SERVICES BEFORE PROCEEDING WITH WORKS.
- FAILURE TO ADHERE TO ANY OF THESE REQUIREMENTS WILL RESULT IN THE CONTRACTOR TO BEAR ALL COSTS ASSOCIATED WITH THE REMEDIATION OR EQUIVALENT REPLACEMENT OF THE TREE TO BE RETAINED.

### CAUTION – SERVICES!!!!



- THE POSITION OF SERVICES SHOWN ON THE DRAWING ARE INDICATIVE ONLY AND HAVE BEEN PLOTTED FROM PLANS SUPPLIED BY THE RELEVANT UTILITY AUTHORITIES.
- PITS, POLES, MARKER POSTS, SIGNS, ETC. HAVE BEEN PLOTTED ON THE DRAWINGS WHERE SIGHTED AT THE TIME OF SURVEY BUT A SURVEY DOES NOT INCLUDE DETAILED INVESTIGATION OR PHYSICAL LOCATION OF UNDERGROUND INFRASTRUCTURE.
- IT IS THE RESPONSIBILITY OF THE CONTRACTOR PRIOR TO ANY DEMOLITION, EXCAVATION OR CONSTRUCTION ACTIVITY ON OR ADJACENT TO THE SITE TO OBTAIN UPDATED SERVICES DIAGRAMS THROUGH A DIAL-BEFORE-YOU-DIG SEARCH AND PHYSICAL SEARCH TO ESTABLISH AND CONFIRM THE EXACT LOCATION/S AND DEPTH/S OF ALL UNDERGROUND SERVICES, PRIOR TO COMMENCEMENT.

### REFERENCE LEGEND

	ALIGNMENT CHANGE (STRAIGHT ALIGNMENT)
	ALIGNMENT CHANGE (AT TANGENT POINT)
	ALIGNMENT CHANGE (AT INTERSECTION POINT)
	DESIGN CONTOUR AT 0.2m INTERVALS
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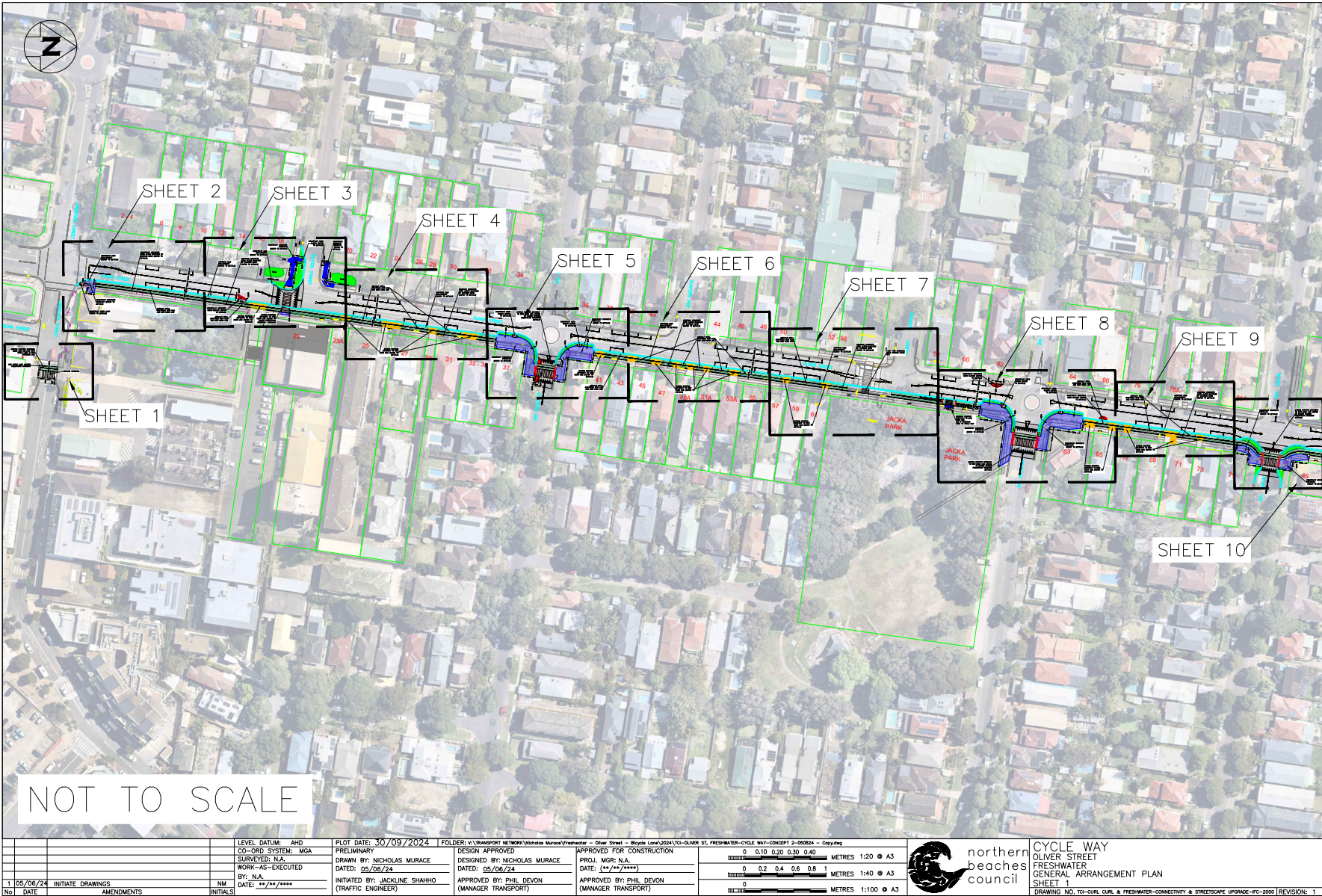
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200	GENERAL ARRANGEMENT PLAN 2
3000	KERB REALIGNMENT SET-OUT SCHEDULES
3001	CIVIL WORKS & SET-OUT PLAN SHEET 1
3002	CIVIL WORKS & SET-OUT PLAN SHEET 2
3003	CIVIL WORKS & SET-OUT PLAN SHEET 3
3004	CIVIL WORKS & SET-OUT PLAN SHEET 4
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4002	LONG & CROSS SECTIONS SHEET 2
5000	LONG & CROSS SECTIONS SHEET 3
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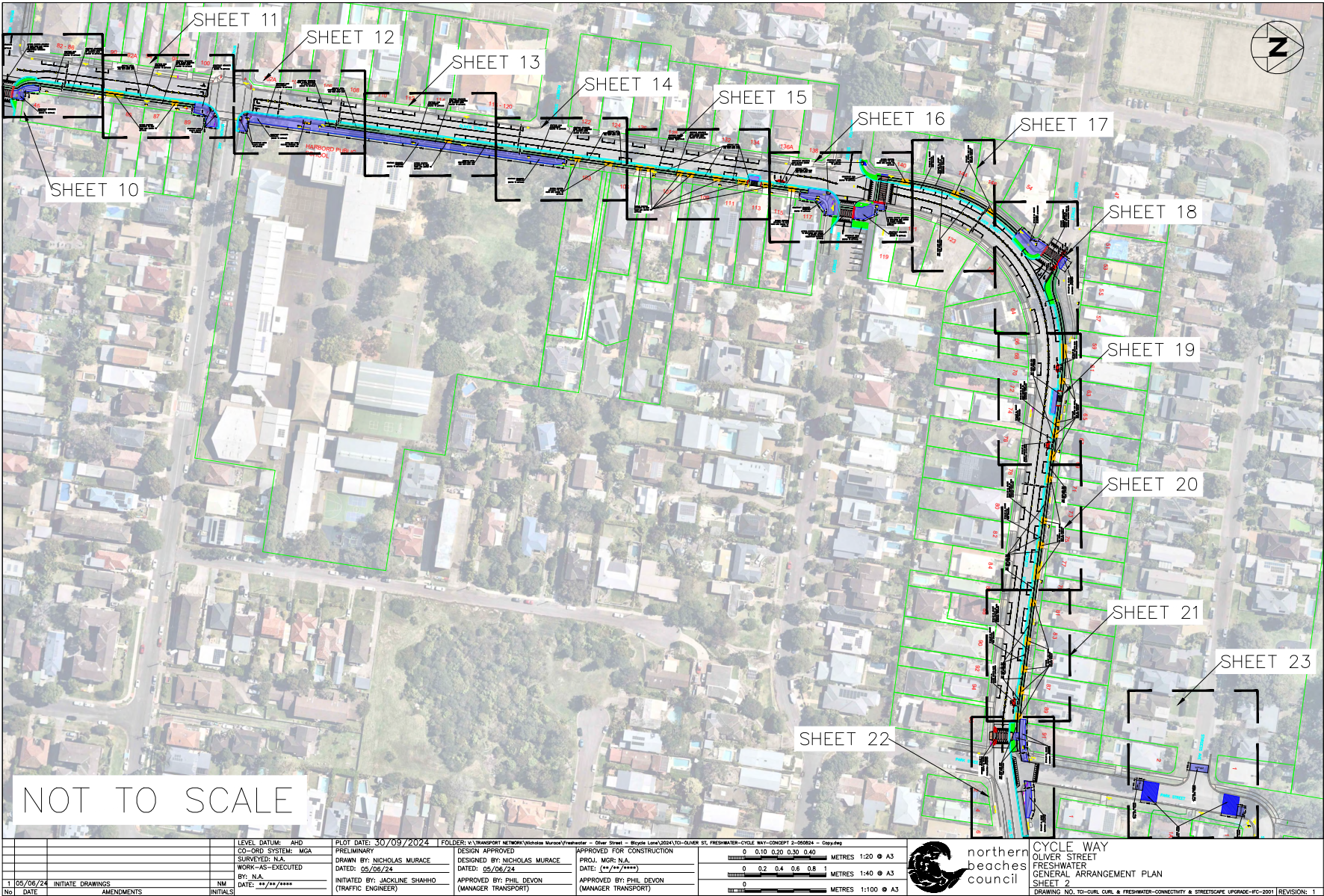
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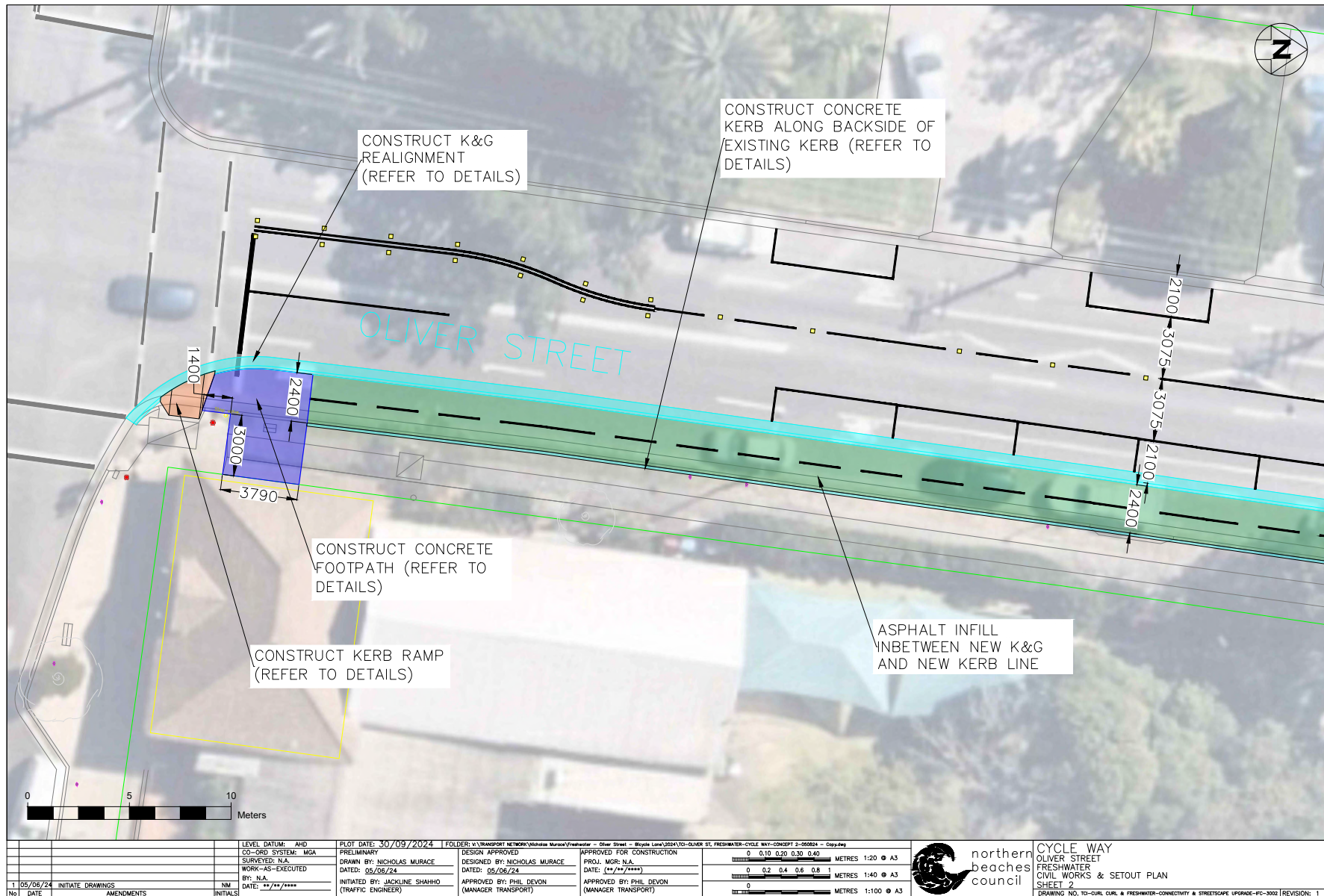
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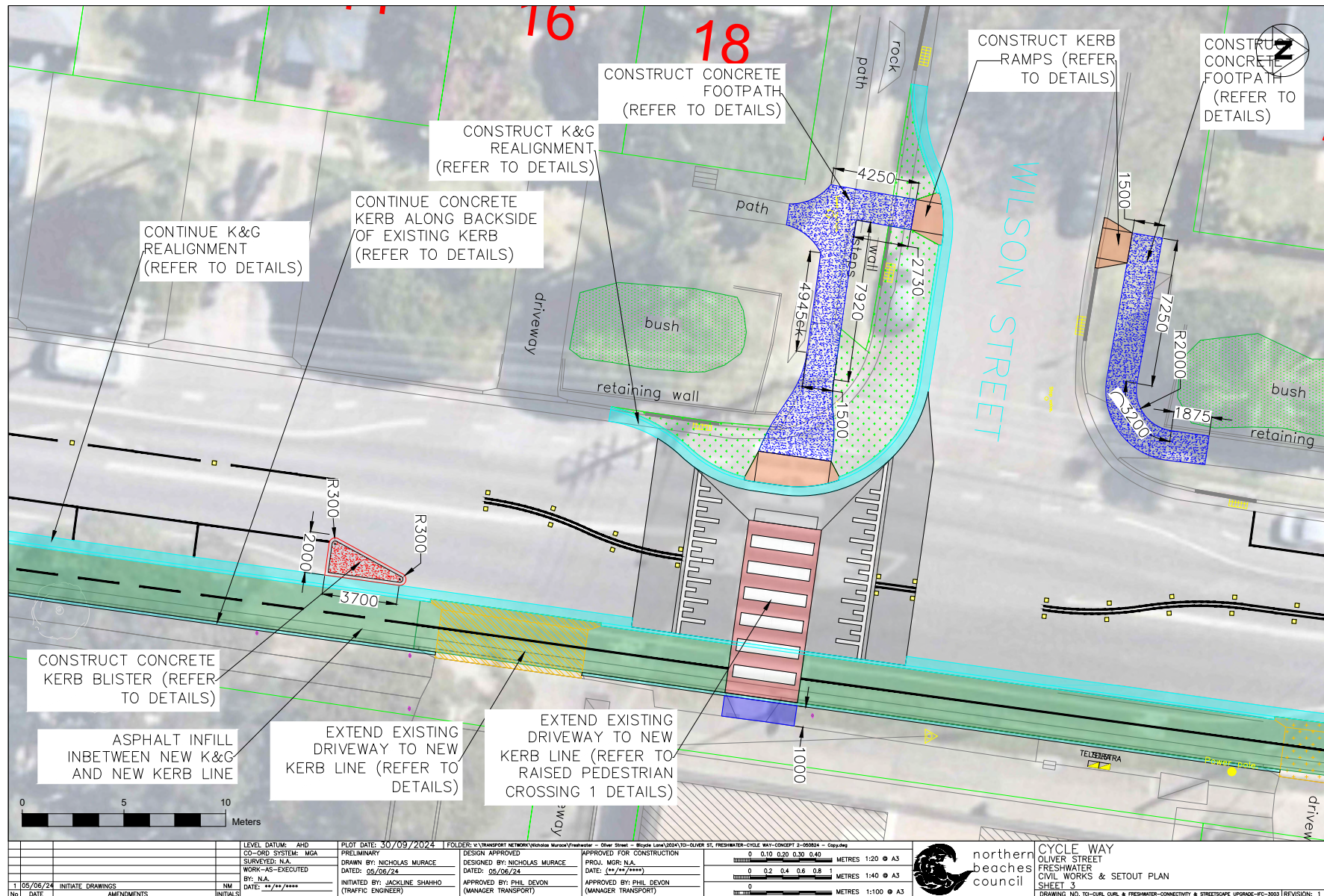
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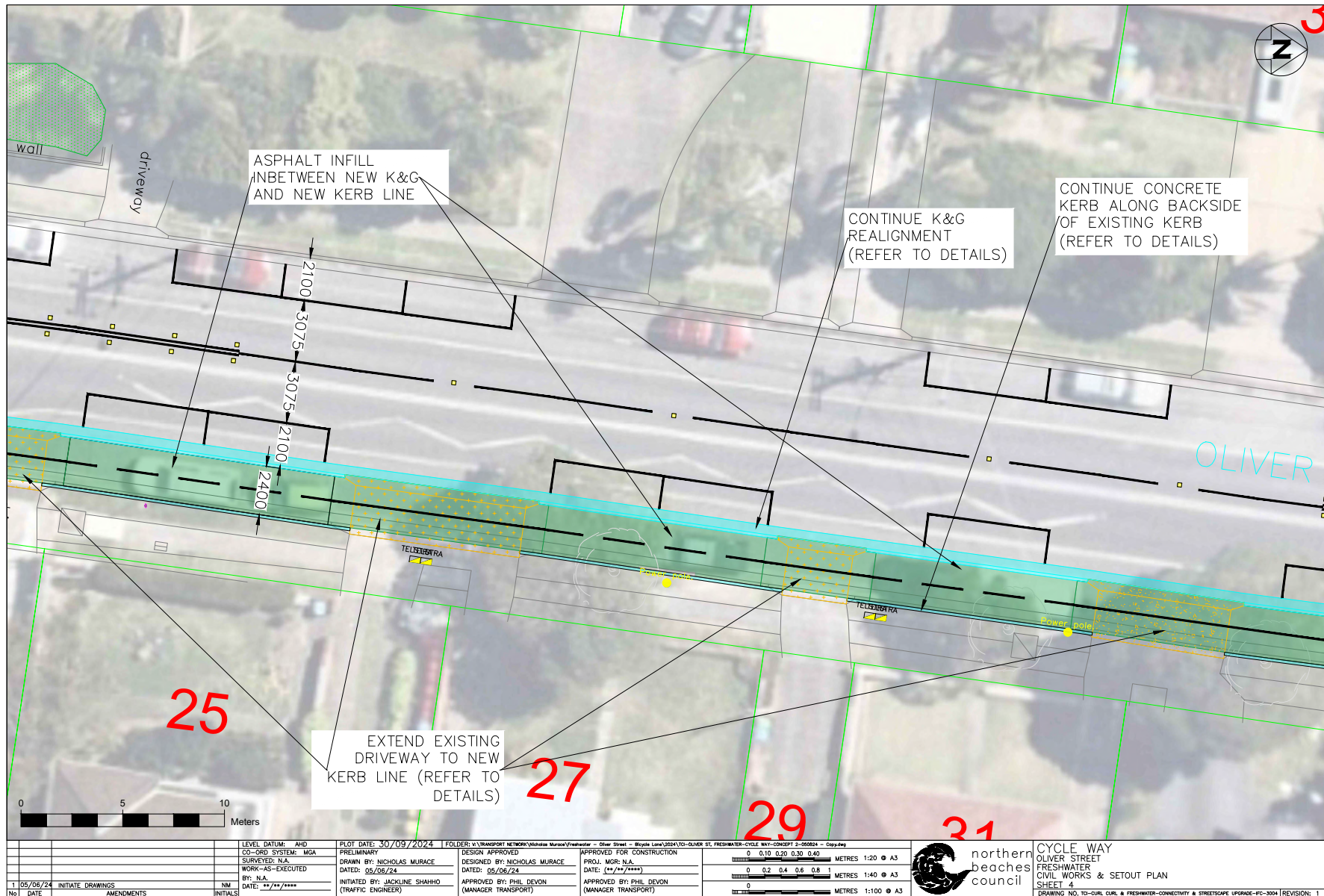


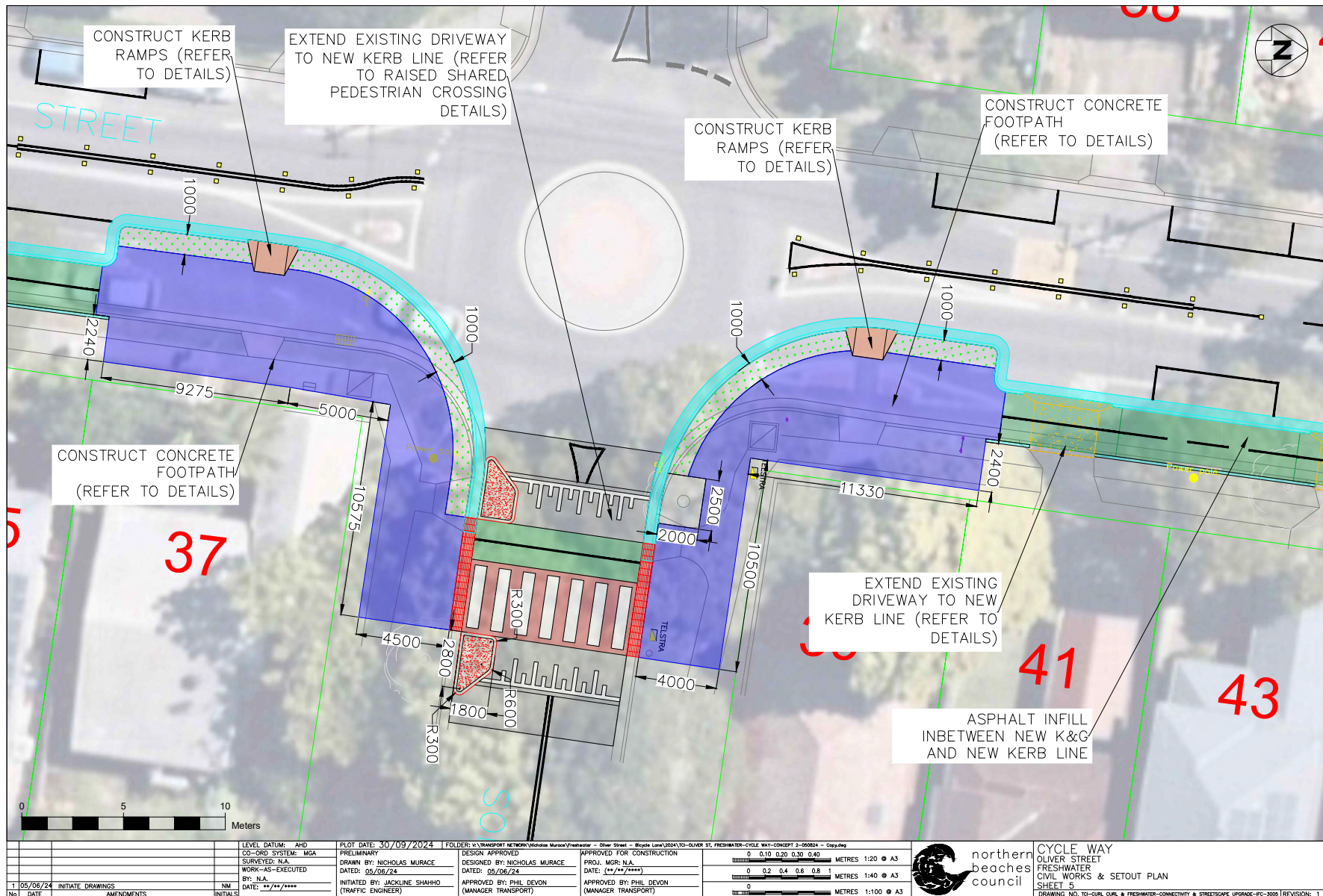


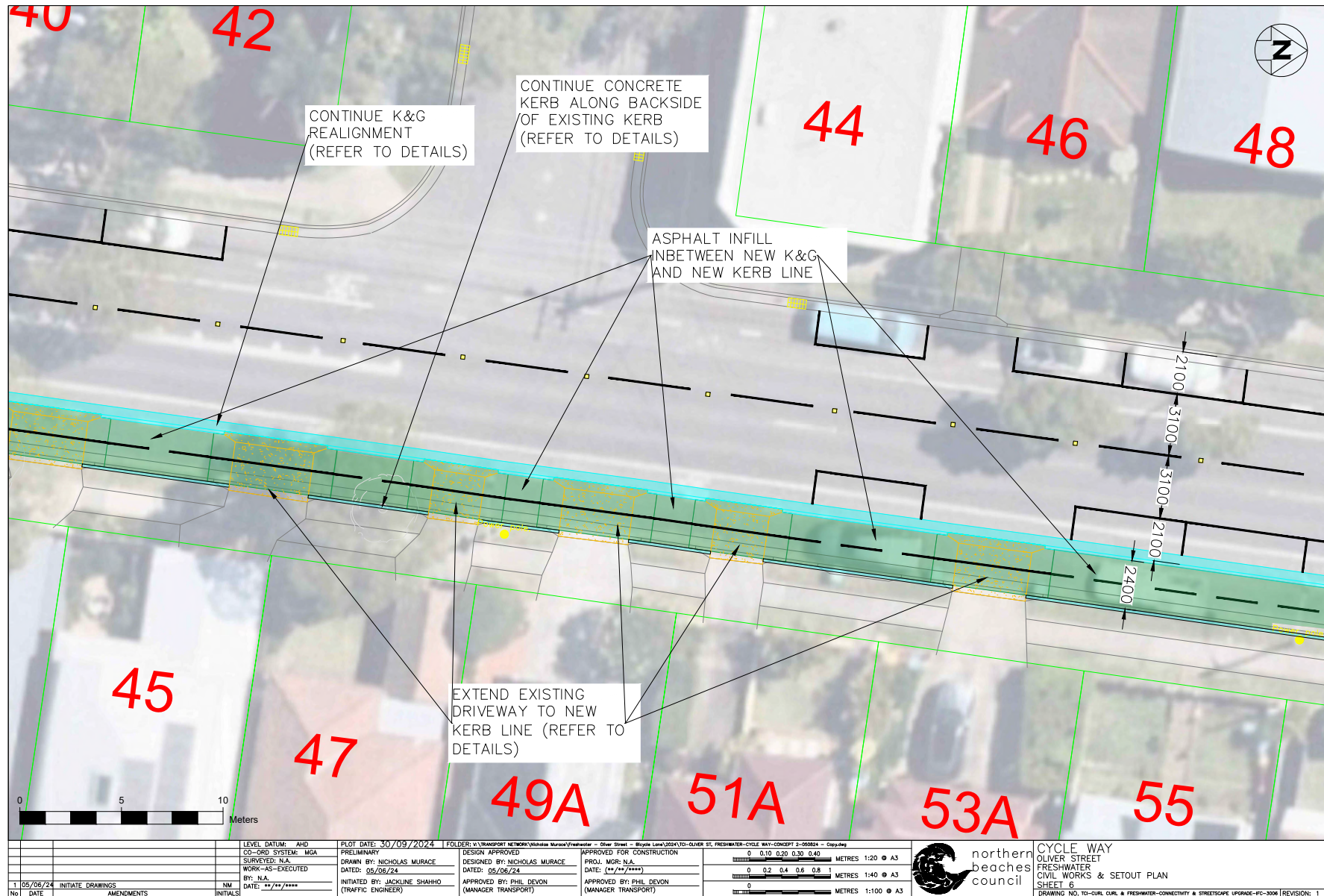


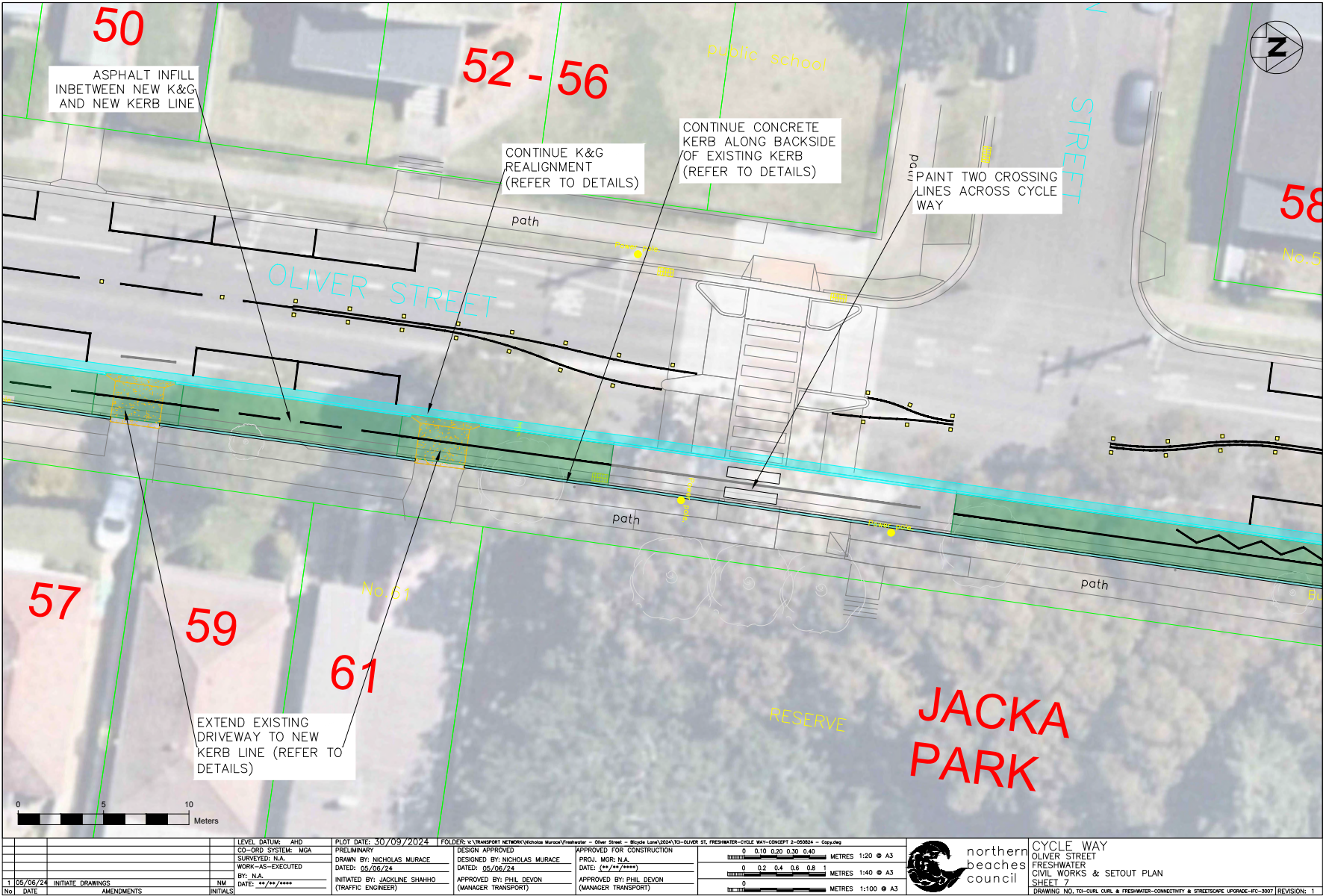


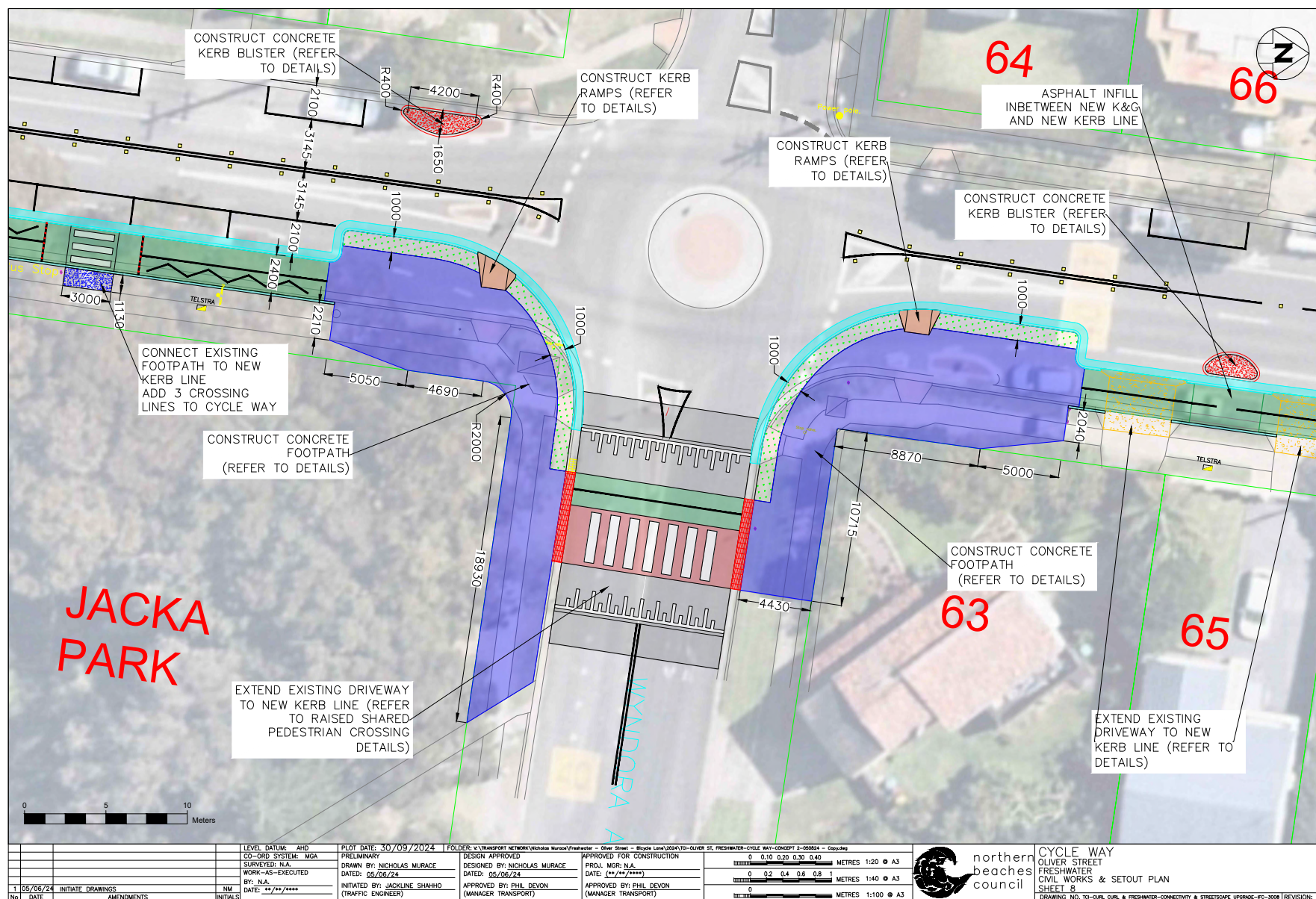




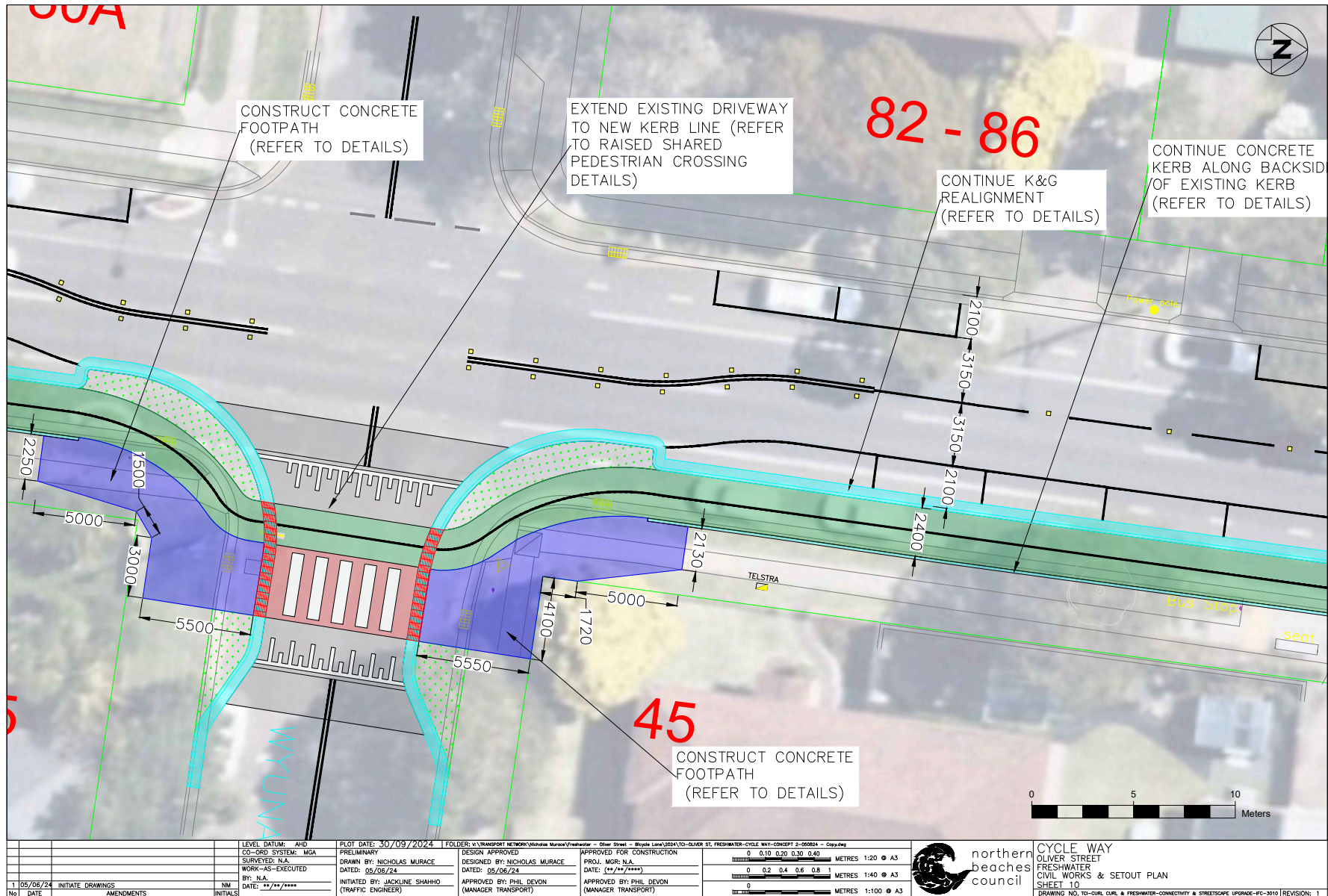






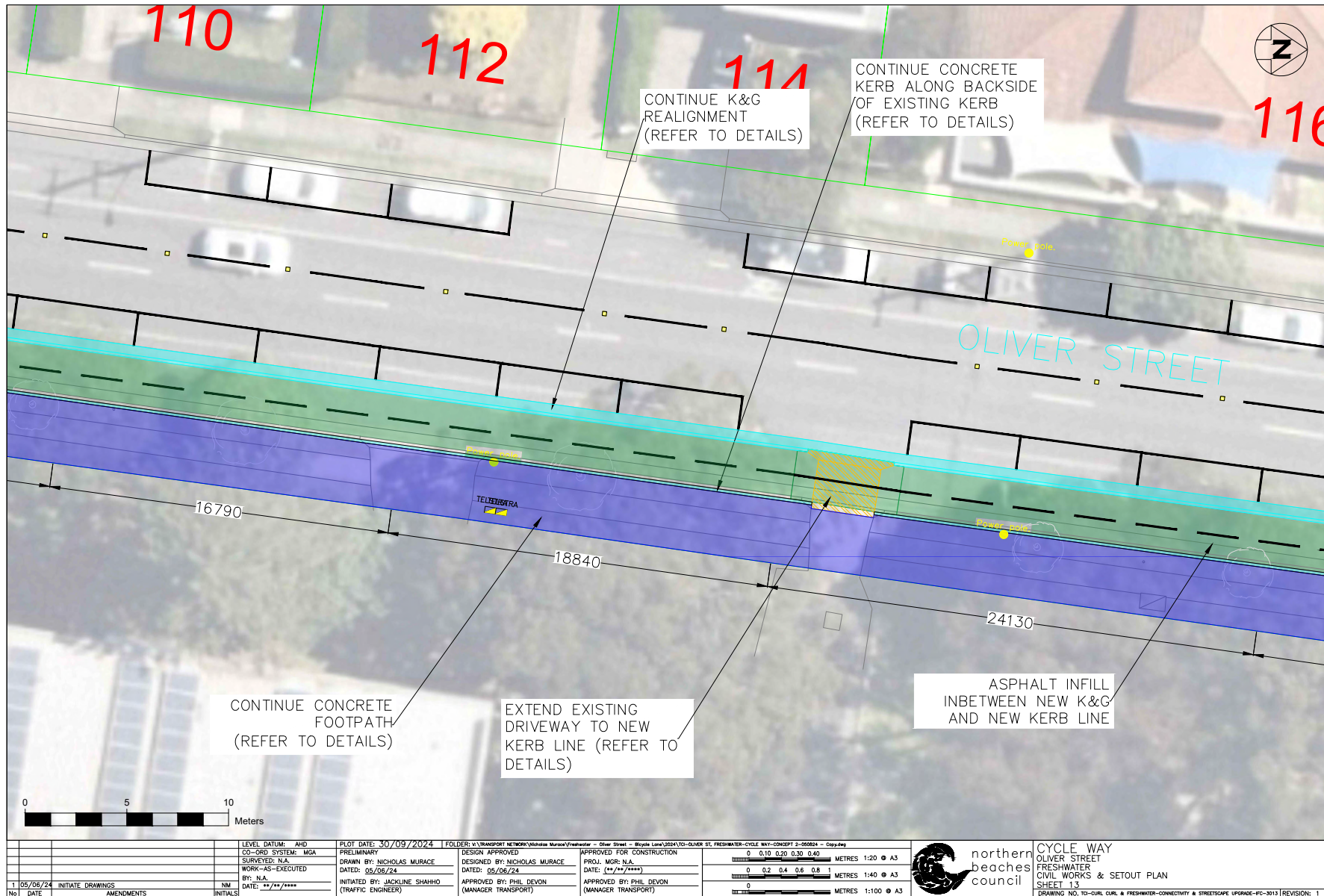


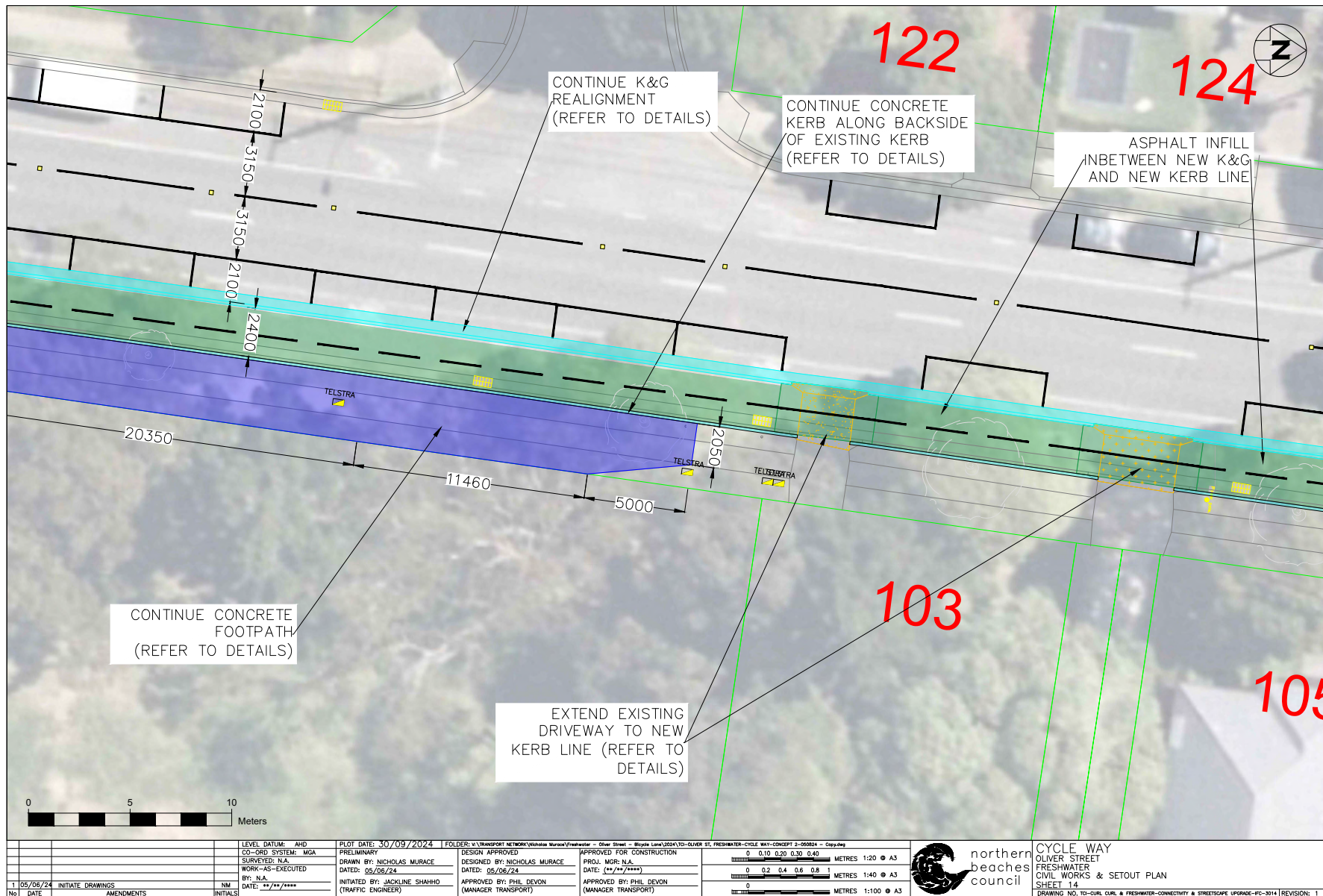


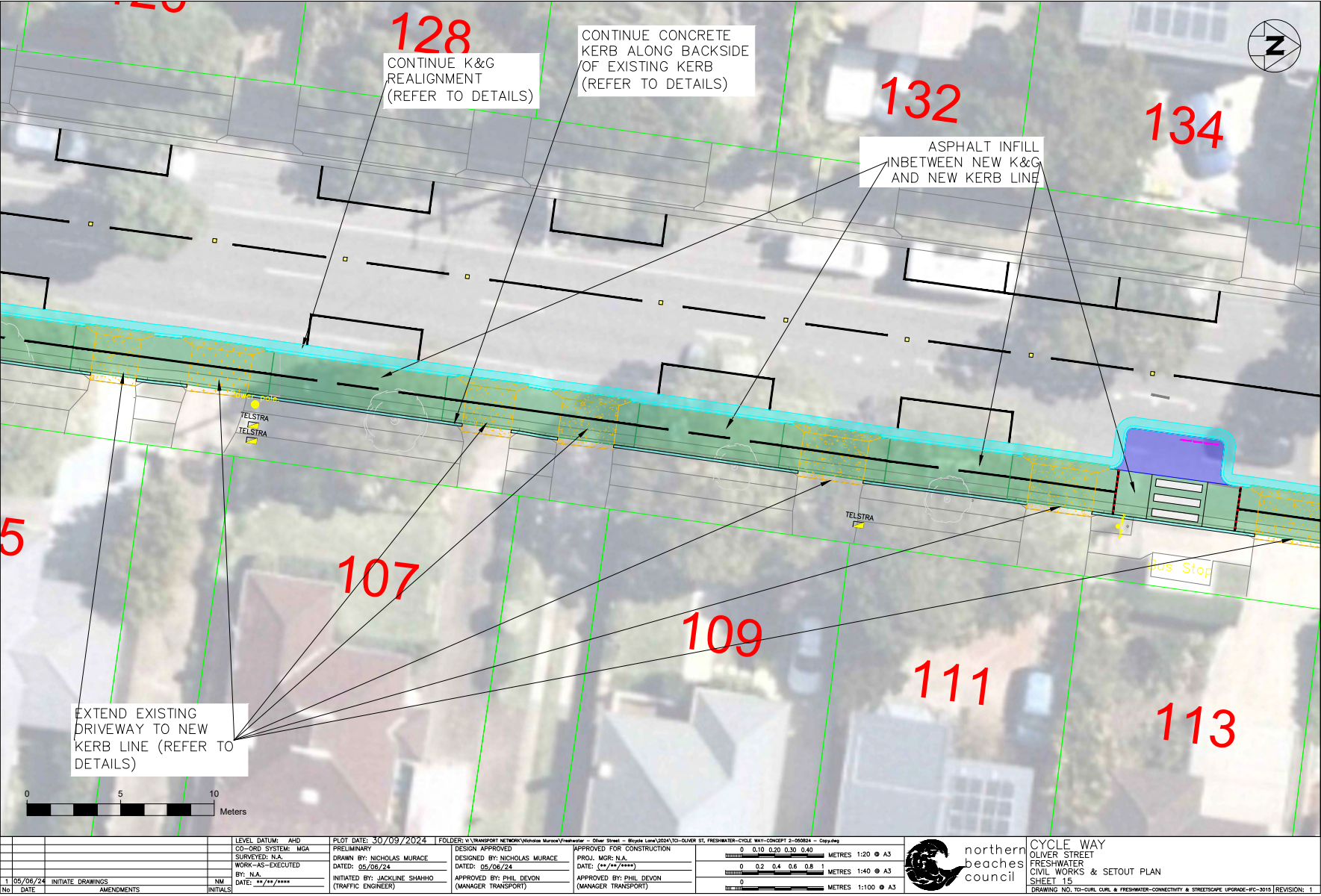


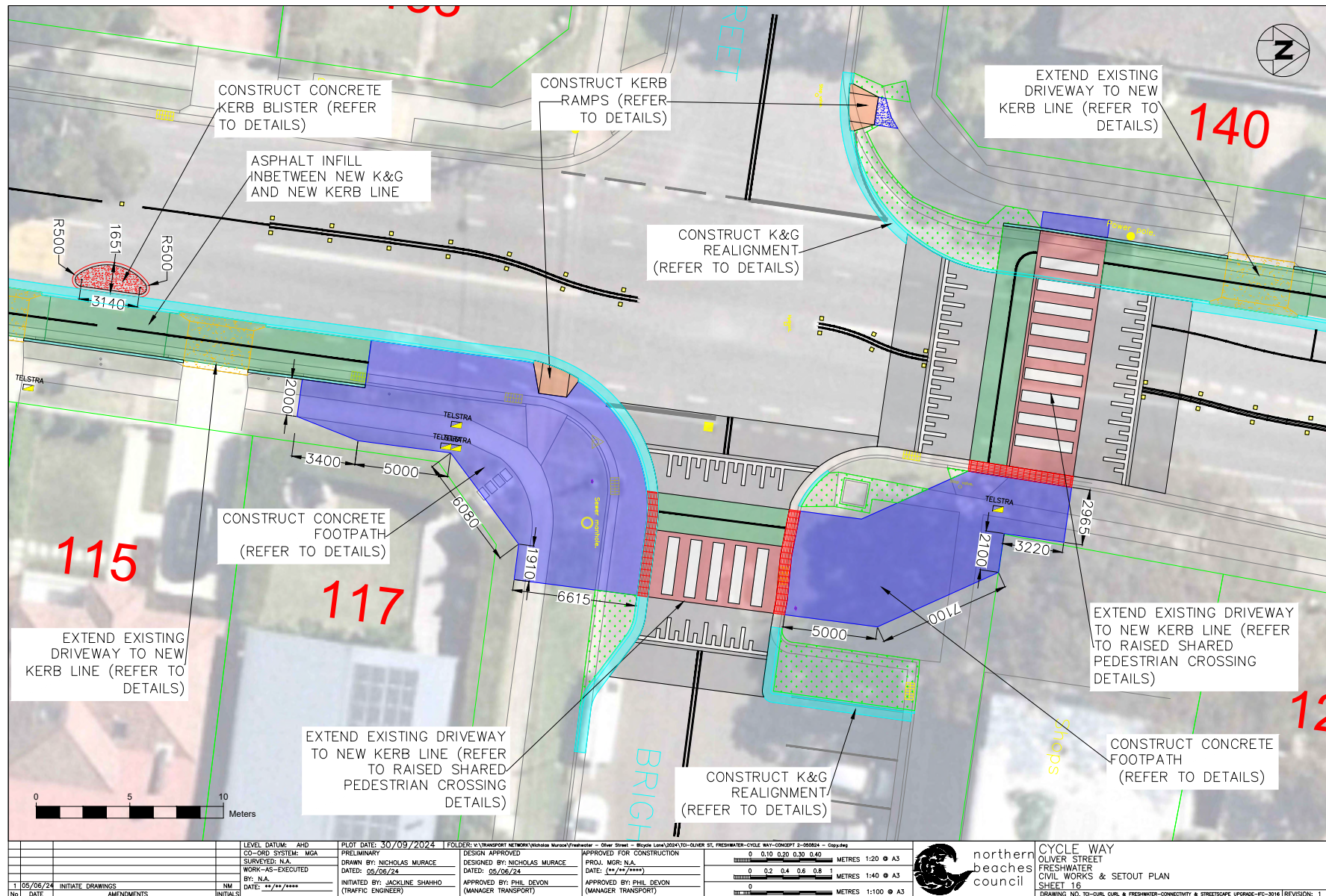


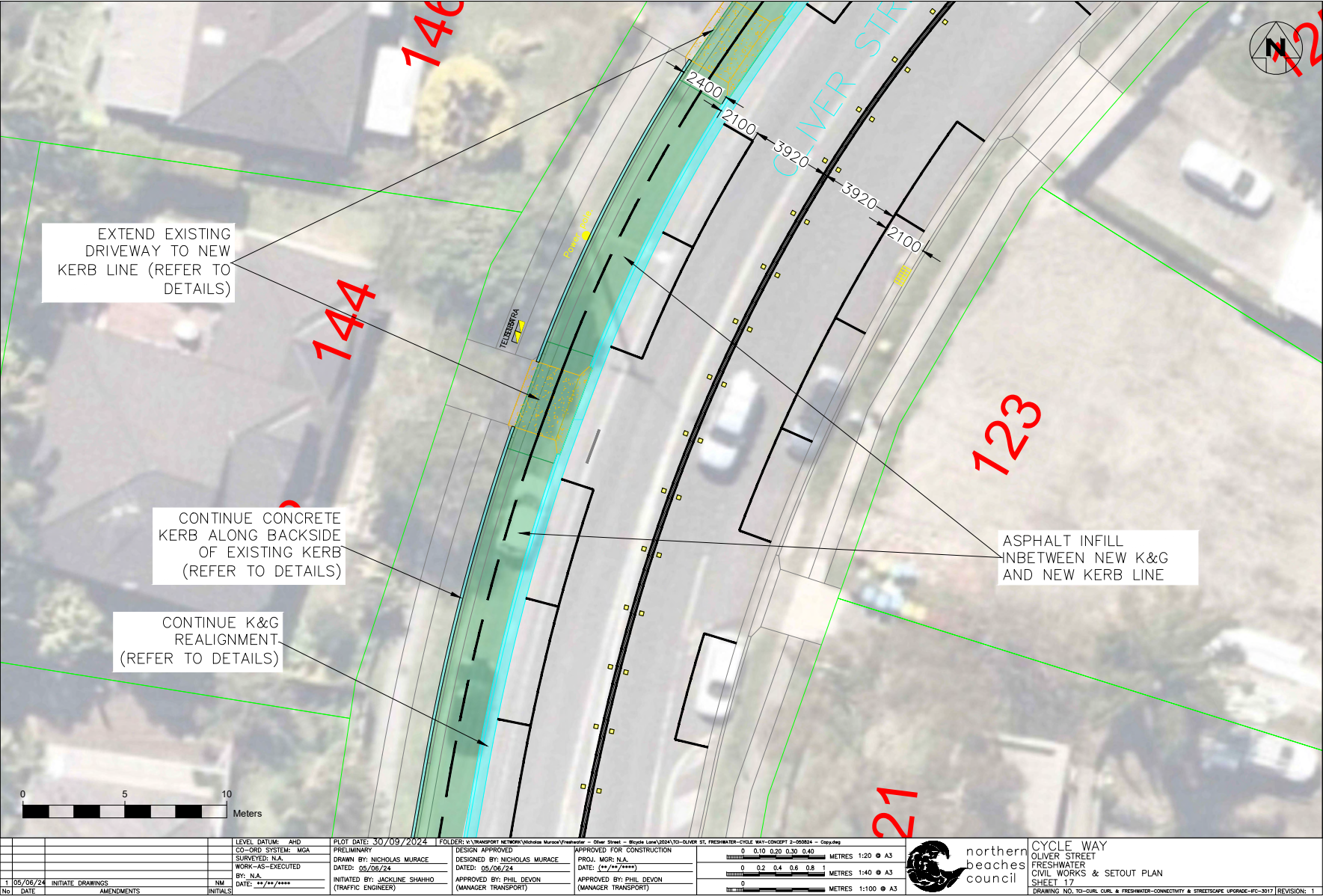


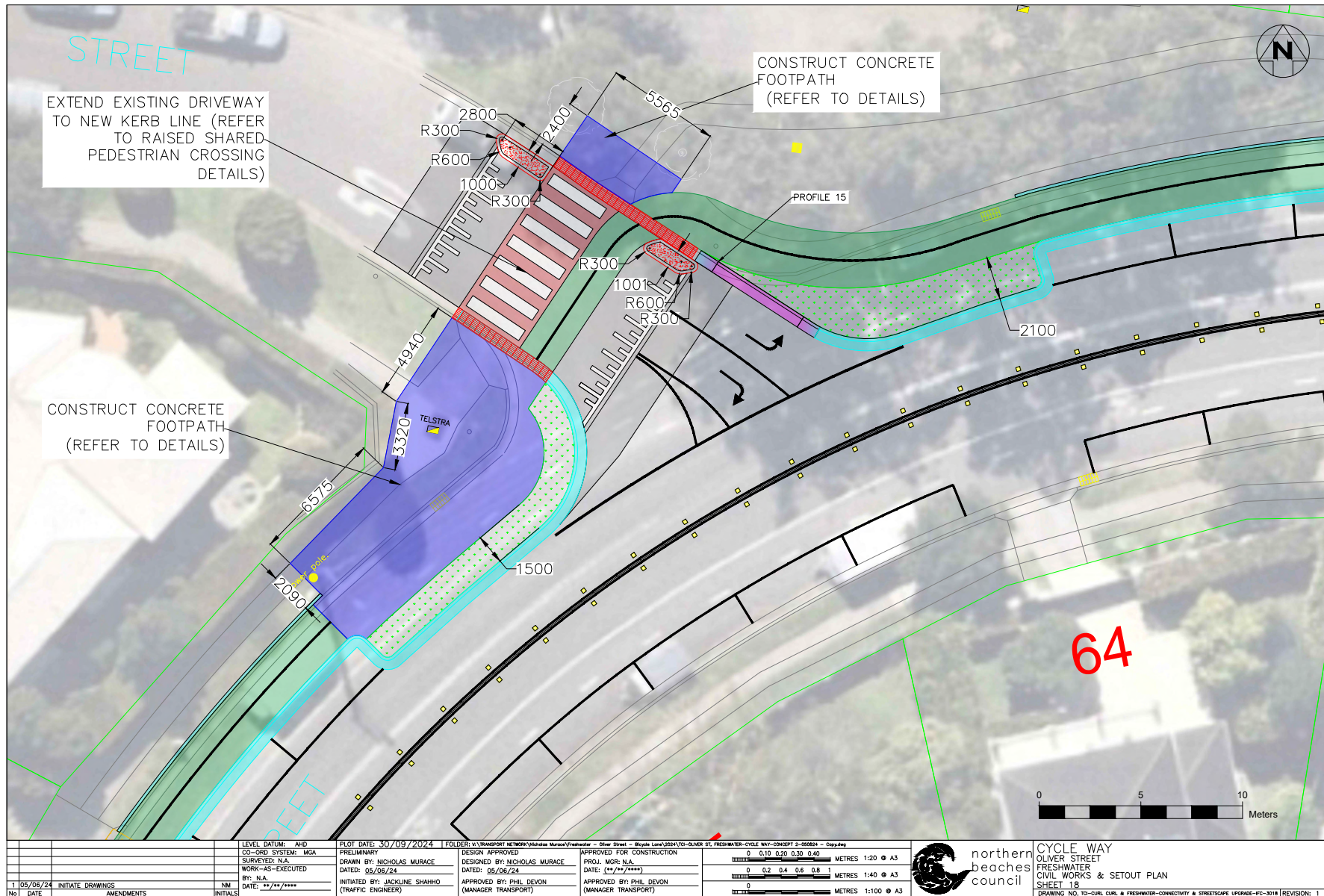


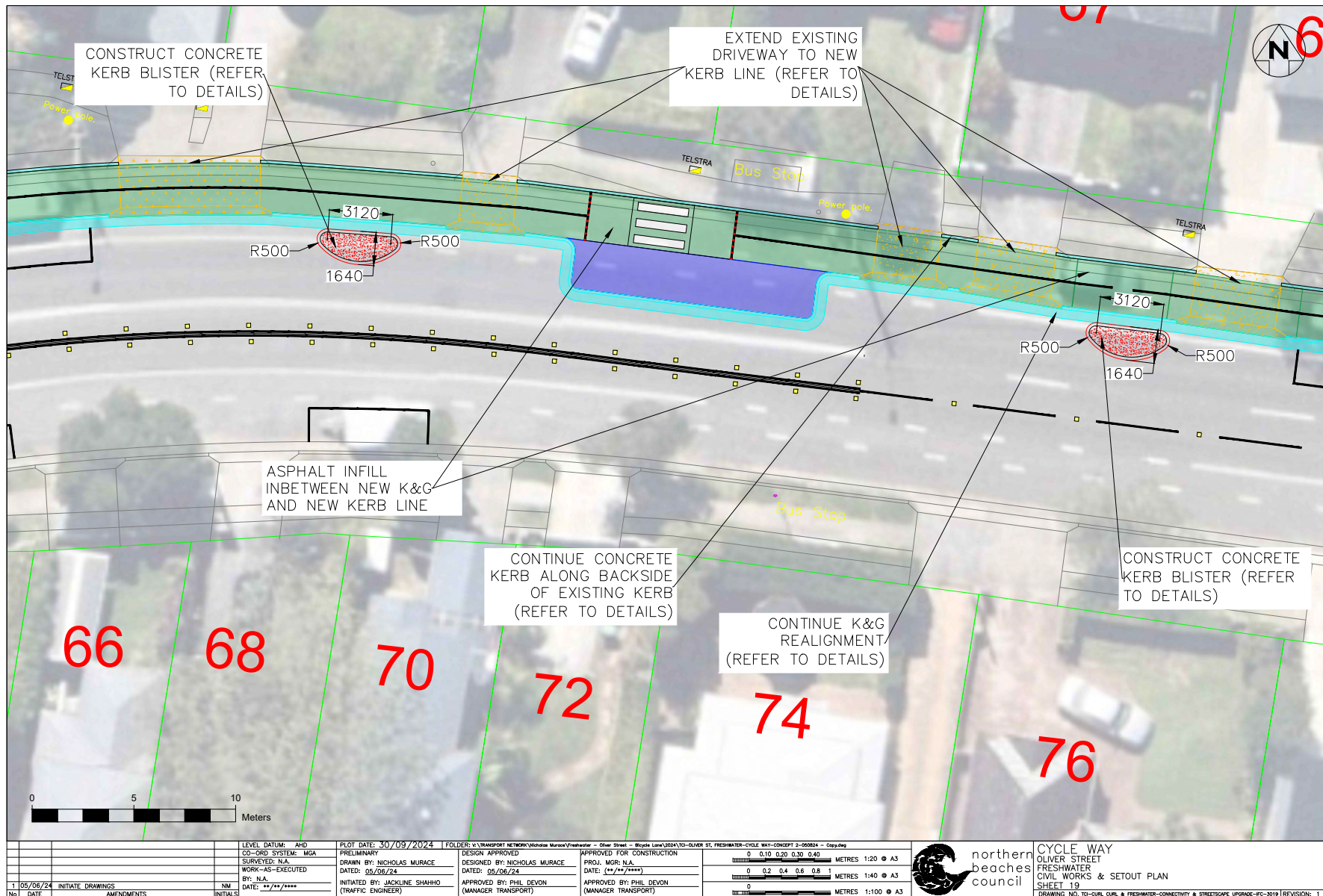


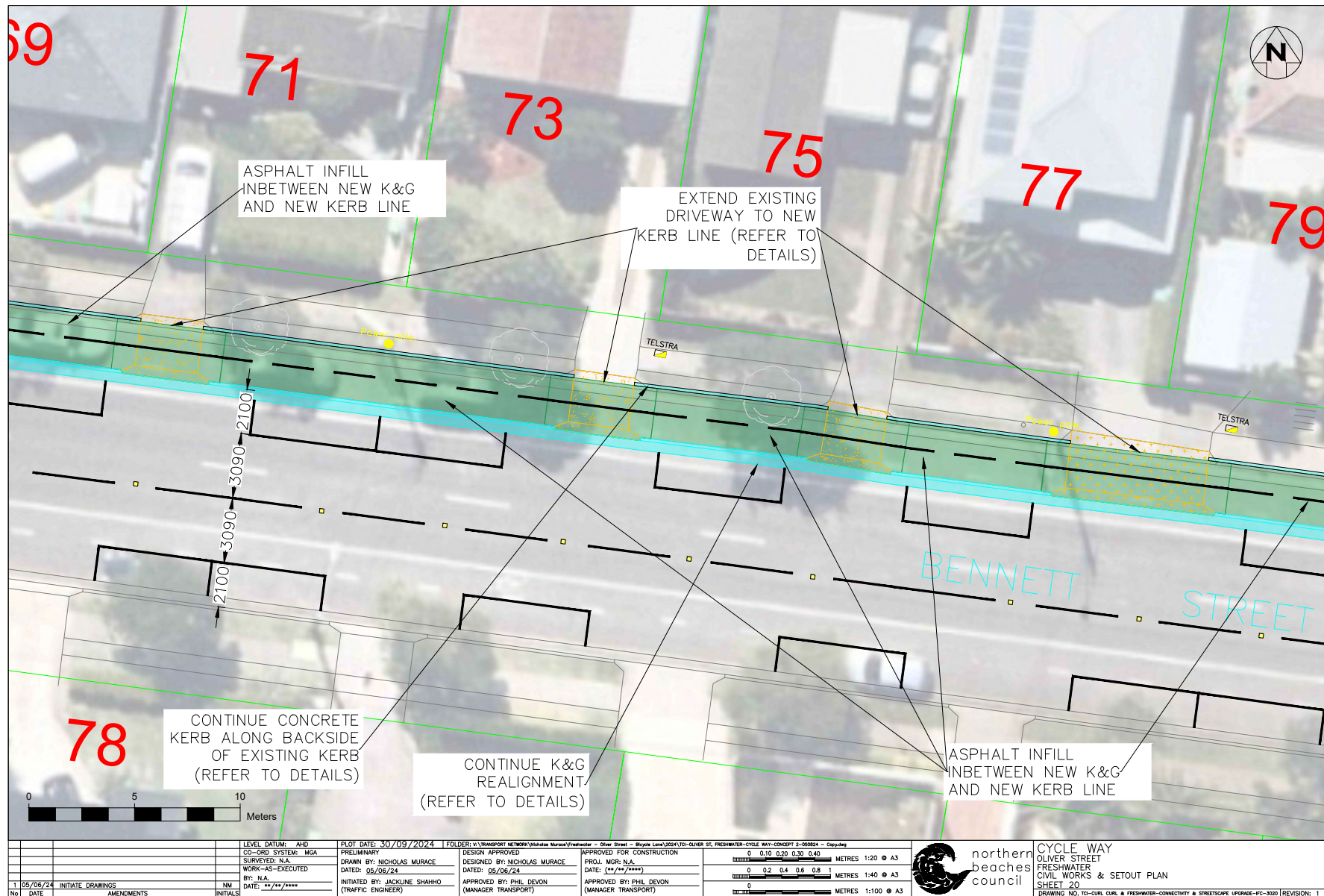


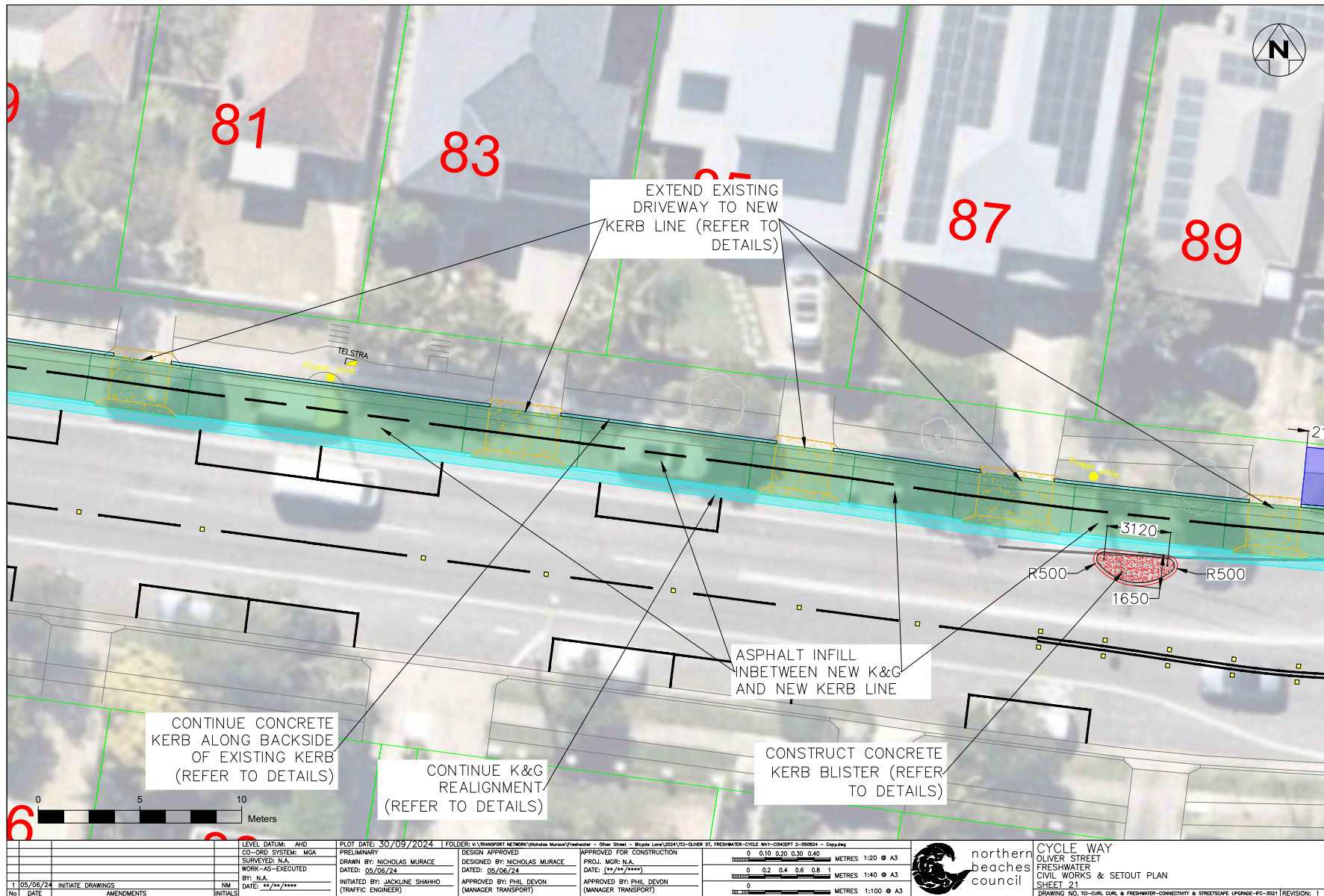


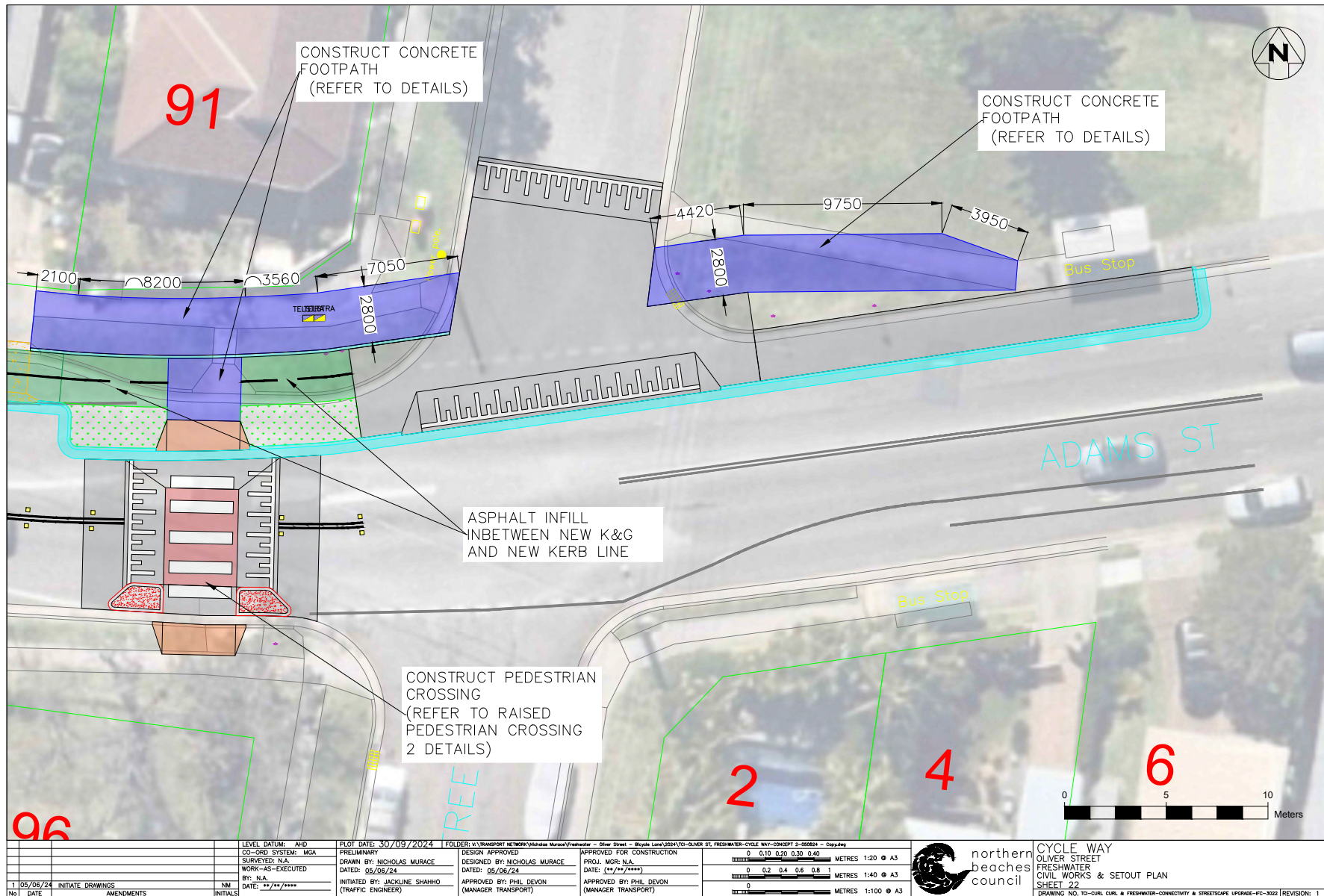


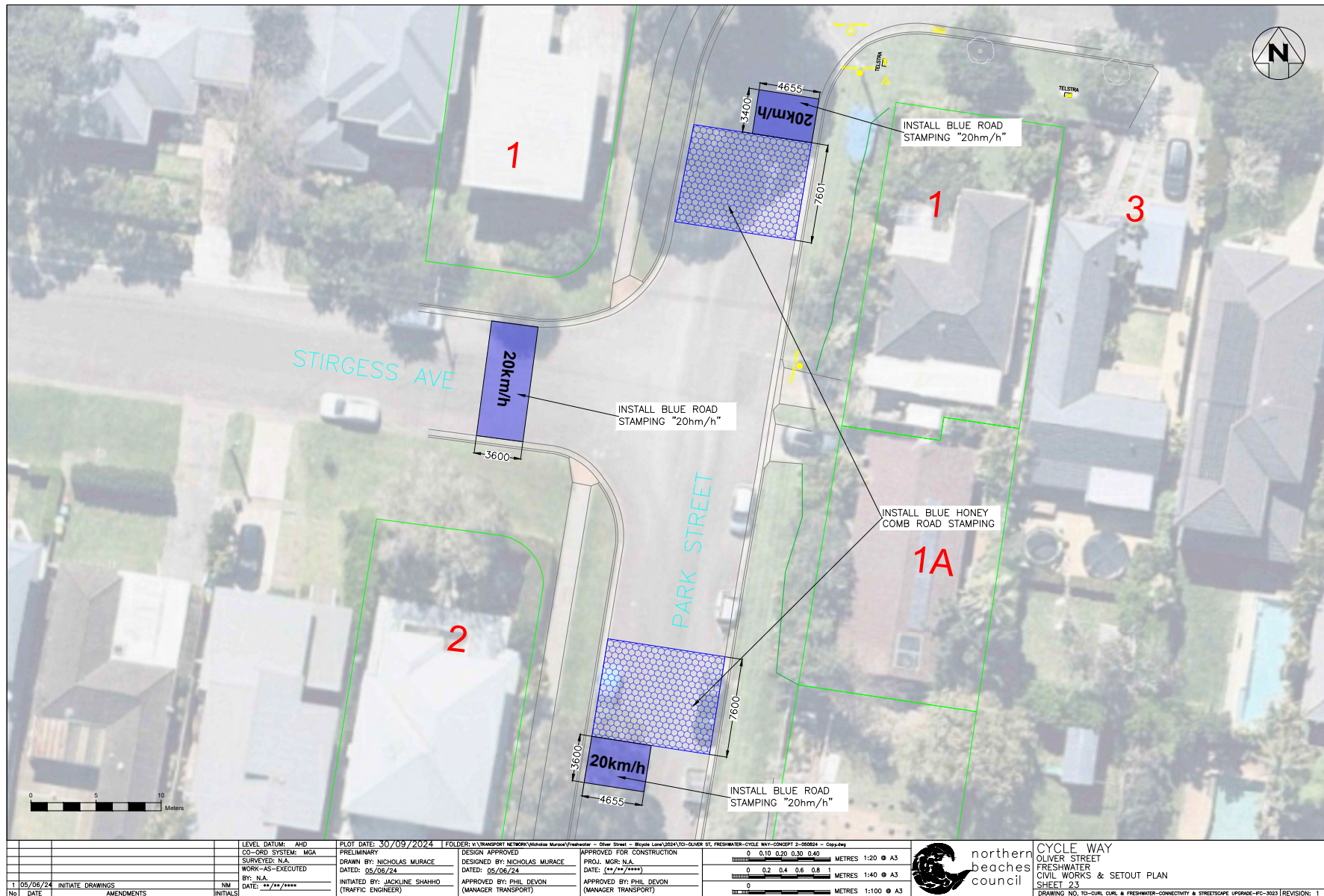


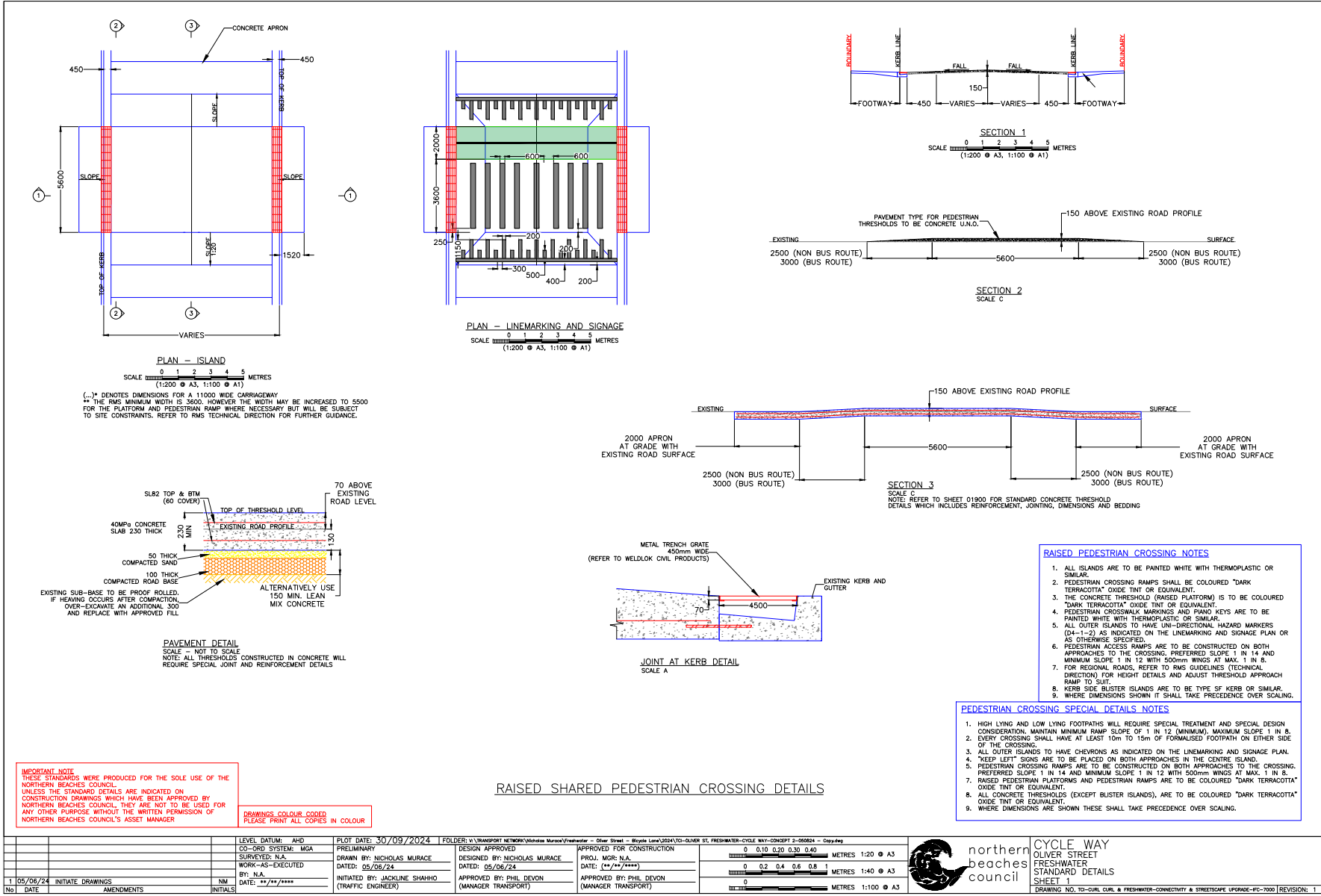


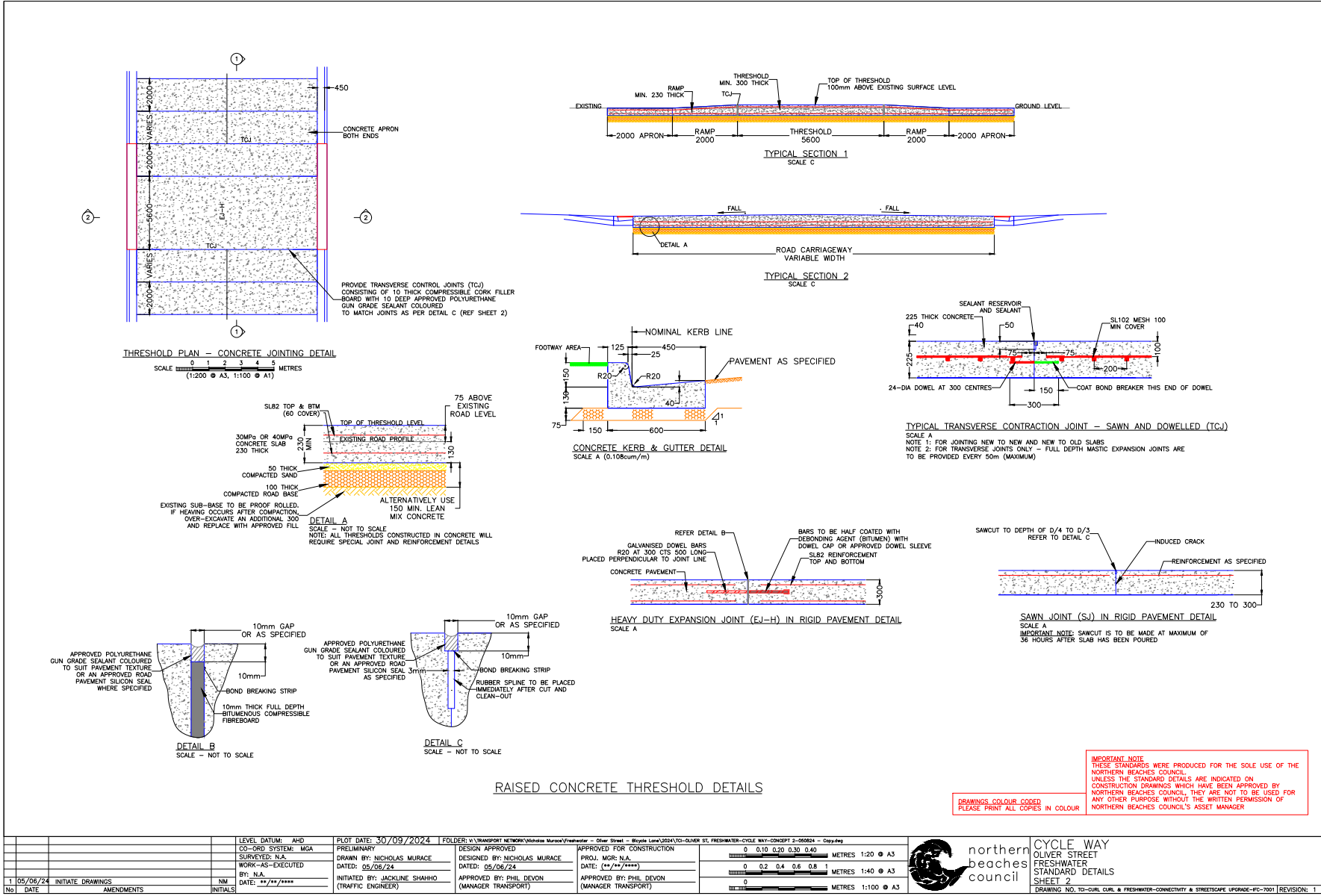





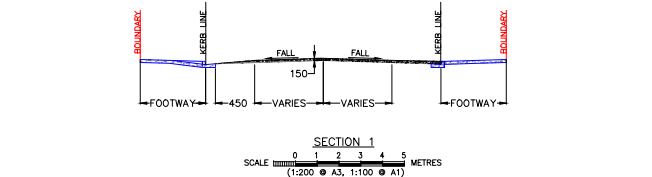








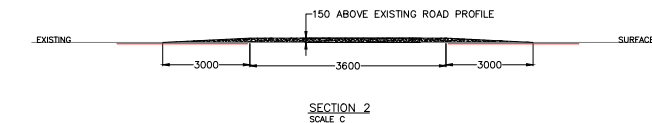
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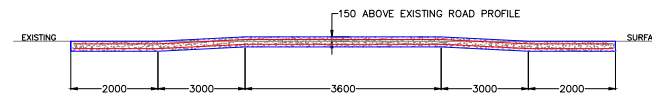
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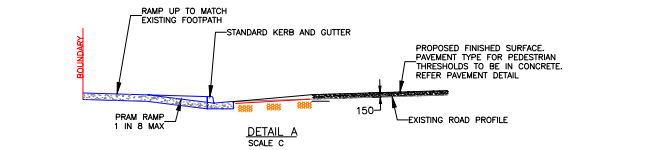


SECTION 2  
SCALE C



SECTION 3

SCALE C  
NOTE: REFER TO SHEET 01900 FOR STANDARD CONCRETE THRESHOLD  
DETAILS WHICH INCLUDES REINFORCEMENT, JOINTING, DIMENSIONS AND BEDDING



DETAIL  
SCALE C

- 7. ALL ISLANDS ARE TO BE PAINTED WHITE WITH THERMOPLASTIC OR SIMILAR.
- 8. PEDESTRIAN CROSSING RAMPS SHALL BE COLOURED "DARK TERRACOTTA" OXIDE TINT OR EQUIVALENT.
- 9. THE CONCRETE THRESHOLD (RAISED PLATFORM) IS TO BE COLOURED "TERRACOTTA" OXIDE TINT OR EQUIVALENT.
- 10. PEDESTRIAN CROSSWALK MARKINGS AND PANO KEYS ARE TO BE PAINTED WHITE WITH THERMOPLASTIC OR SIMILAR.
- 11. ALL ISLANDS TO HAVE YELLOW CONCAVE TRIANGULAR HAZARD MARKERS (D4-1-2) AS INDICATED ON THE LANE MARKING AND SIGNAGE PLAN AND SPECIFICATIONS.
- 12. PEDESTRIAN CROSSING RAMPS ARE TO BE CONSTRUCTED ON BOTH SIDES OF THE CROSSING, PREFEREDLY SLOPE IN 14 AND 8 MINIMUM SLOPE 1 IN 12. IF NOT POSSIBLE, MAY BE 1 IN 8.
- 13. FOR REGIONAL ROADS, REFER TO RMS GUIDELINES IN TECHNICAL SPECIFICATIONS FOR HIGHWAY CROSSINGS AND SIDEWALKS AND CROSSWALK RAMP TO SLUIT.
- 14. KERBSIDE BOLLARDS ARE TO BE TYPE SF KERB OR SIMILAR.
- 15. WHERE DIMENSIONS SHOWN IT SHALL TAKE PRECEDENCE OVER SCALING.

## PEDESTRIAN CROSSING SPECIAL DETAILS NOTES

1. HIGH LYING AND LOW LYING FOOTPATHS WILL REQUIRE SPECIAL TREATMENT AND SPECIAL DESIGN CONSIDERATION. MAXIMUM MINIMUM RAMP SLOPE OF 1 IN 12 (MINIMUM), MAXIMUM SLOPE 1 IN 8.
2. EVERY CROSSING SHALL HAVE AT LEAST 10m TO 15m OF FORMALISED FOOTPATH ON EITHER SIDE OF THE CROSSING.
3. ALL ISLANDS TO HAVE CHEVRONS AS INDICATED ON THE LANE MARKING AND SIGNAGE PLAN.
4. "KEEP LEFT" SIGNS ARE TO BE PLACED ON BOTH APPROACHES IN THE CENTRE ISLAND.
5. PEDESTRIAN CROSSING RAMPS ARE TO BE CONSTRUCTED ON BOTH APPROACHES TO THE CROSSING.
6. PREFERRED SLOPE OF 1 IN 14 AND MINIMUM SLOPE 1 IN 12 WITH 500mm WINGS MINIMUM 1 IN 8.
7. MAJOR PEDESTRIAN PLATFORMS AND PEDESTRIAN RAMPS ARE TO BE COLOURED "DARK TERRACOTTA" BASED ON TONE OR EQUIVALENT.
8. ALL CONCRETE THRESHOLDS (EXCEPT BLISTER SHALERS), ARE TO BE COLOURED "DARK TERRACOTTA" BASED ON TONE OR EQUIVALENT.
9. WHERE DIMENSIONS ARE SHOWN THESE SHALL TAKE PRECEDENCE OVER SCALING.

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						CO-ORD SYSTEM: MGA
						SURVEYED: N.A.
						WORK-AS-EXECUTED
						BY: N.A.
1	05/06/24	INITIATE DRAWINGS			NM	DATE: **/**/****
No	DATE	AMENDMENTS			INITIALS	

PLOT DATE: 30/09/2024
PRELIMINARY
DRAWN BY: NICHOLAS MURACE
DATED: 05/06/24
INITIATED BY: JACKLINE SHAH (TRAFFIC ENGINEER)

FOLDER: W:\TRANSPORT NETWORK\Nicholas Muraos\VF	DESIGN APPROVED
	DESIGNED BY: NICHOLAS MURACE
	DATED: 05/06/24
NO	APPROVED BY: PHIL DEVON (MANAGER TRANSPORT)

APPROVED FOR CONSTRUCTION  
PROJ. MGR: N.A.  
DATE: (\*\*/\*\*/\*\*\*\*)  
APPROVED BY: PHIL DEVON  
(MANAGER TRANSPORT)

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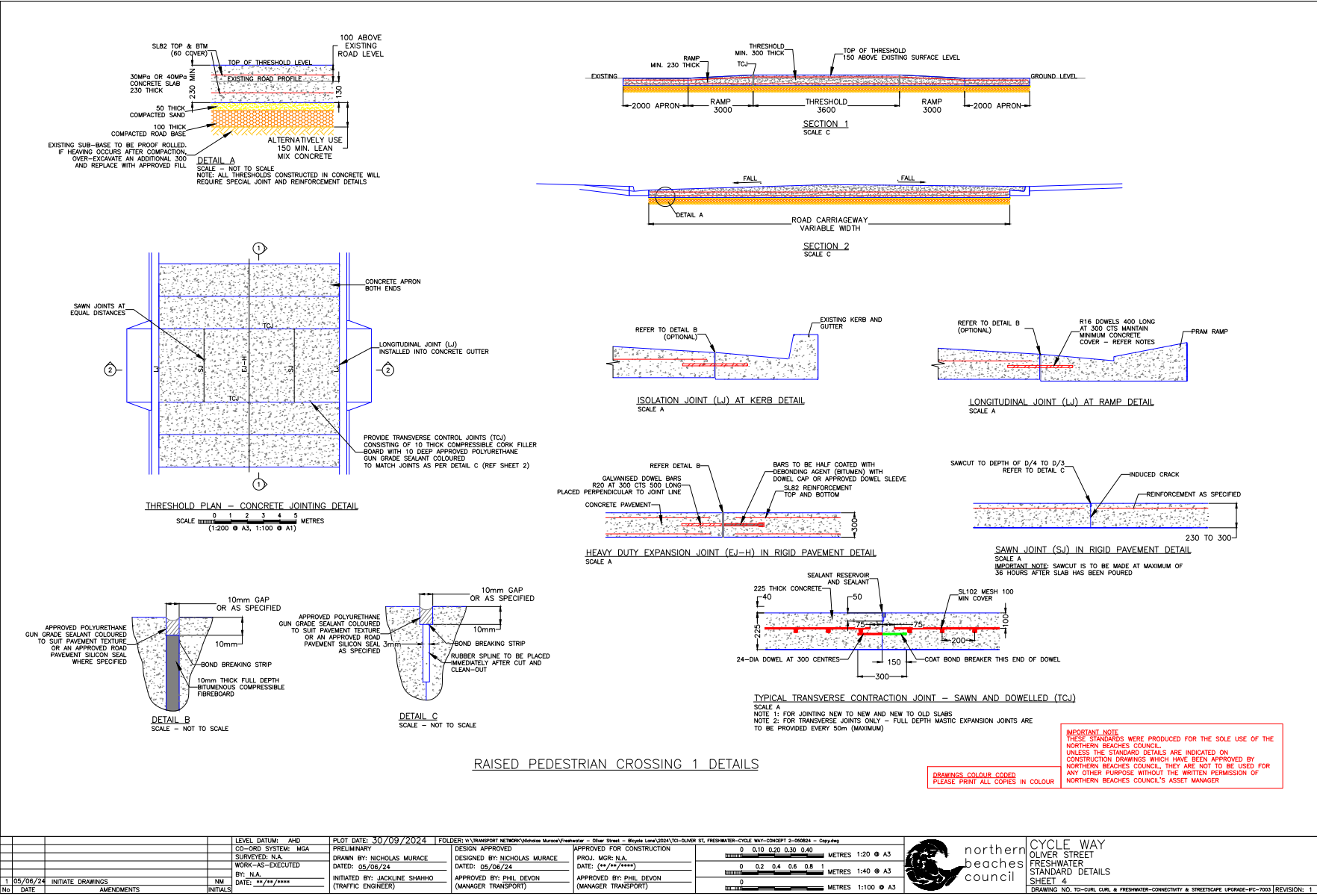
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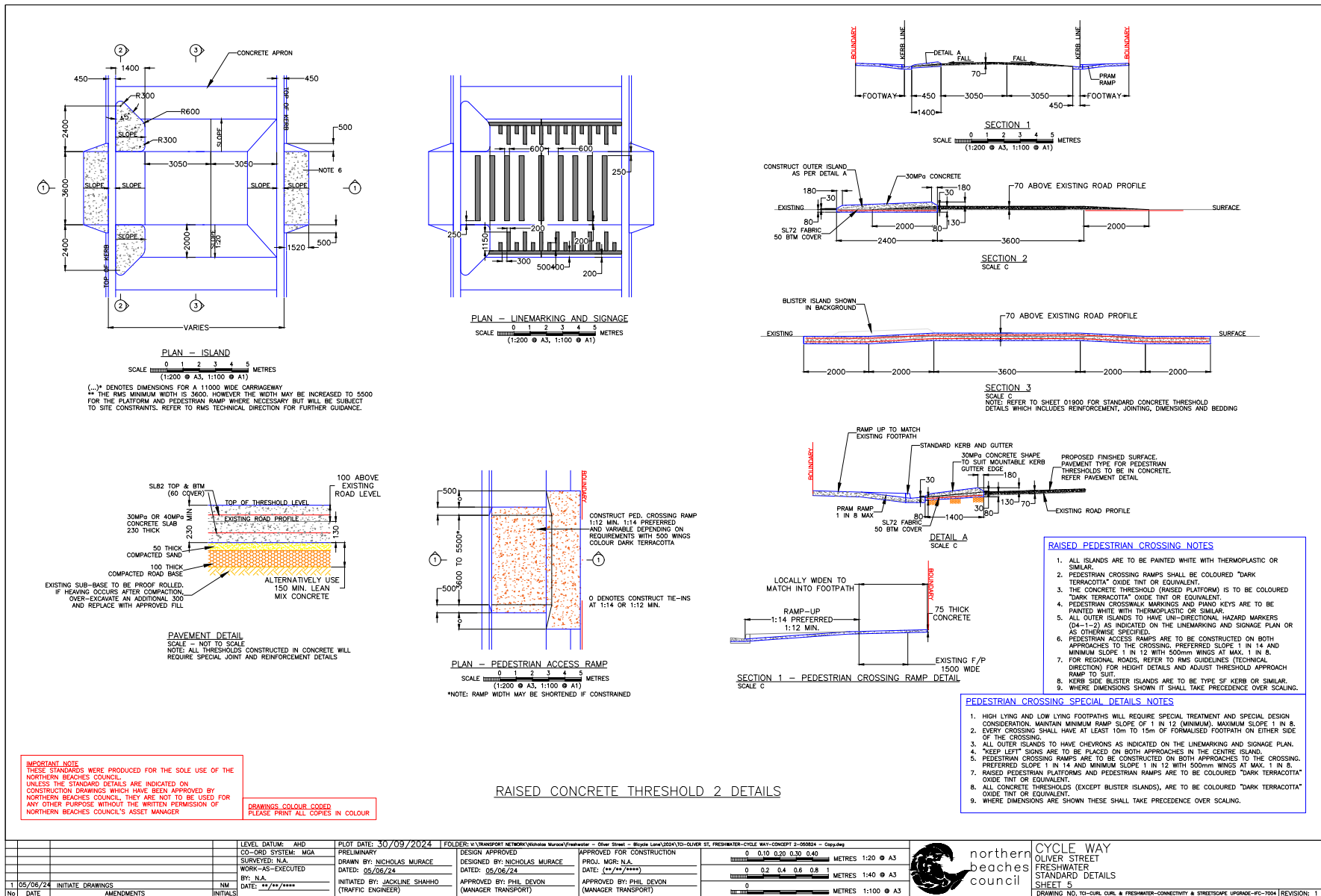


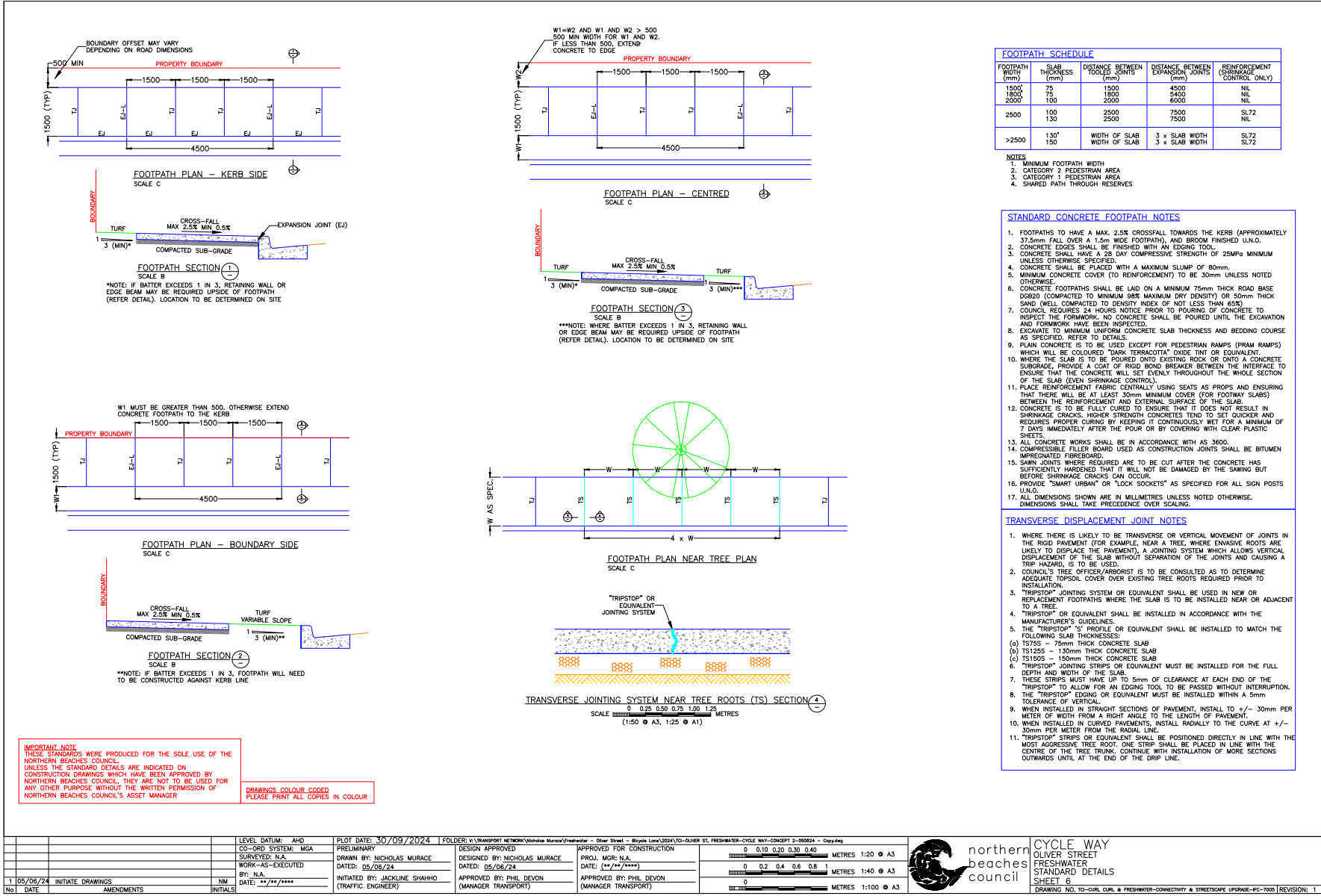
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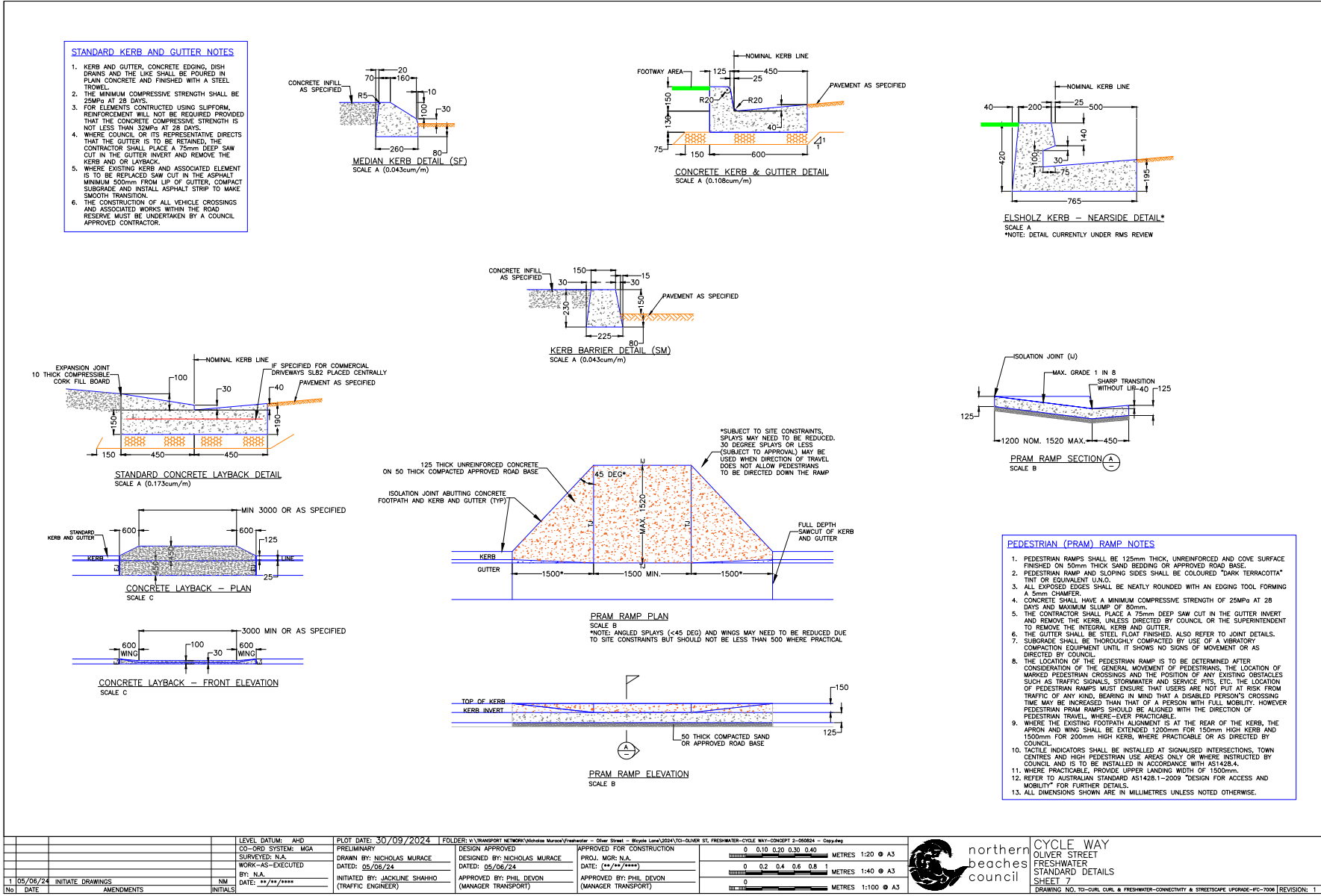
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SHEET 3  
DRAWING NO. TCI-CURL CURL

DRAWING NO. TCI-CURL CURL & FRESHWATER-CONNECTIVITY & STREETScape UPGRADE-IFC-7002		REVISION: 1
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# INDEPENDENT SAFETY BY DESIGN REVIEW

Curl Curl - Freshwater  
Connectivity and Streetscape Upgrade

August 2024

Prepared for

**NORTHERN BEACHES COUNCIL**



**URBIS STAFF RESPONSIBLE FOR THIS REPORT WERE:**

Director	Tim Sullivan
Consultant	James Ramm
Project Code	P0054779
Report Number	P0054779 Curl Curl to Freshwater – Safety By Design Review - Final

**Urbis acknowledges the important contribution that  
Aboriginal and Torres Strait Islander people make in  
creating a strong and vibrant Australian society.**

**We acknowledge, in each of our offices, the Traditional  
Owners on whose land we stand.**

All information supplied to Urbis in order to conduct this research has been treated in the strictest confidence.

It shall only be used in this context and shall not be made available to third parties without client authorisation.

Confidential information has been stored securely and data provided by respondents, as well as their identity, has been treated in the strictest confidence and all assurance given to respondents have been and shall be fulfilled.

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## EXECUTIVE SUMMARY

Urbis has undertaken an independent Safety by Design review of the Curl Curl to Freshwater Connectivity and Streetscape Upgrade. The aim of this review is to provide a holistic assessment of the road safety outcomes achieved by the project when compared to what exists on the ground today. Where further enhancements can be made to the road safety, amenity or cycling attractiveness of the design, these have been provided as recommendations.

The Safety by Design review undertaken by Urbis has been peer reviewed by Safe System Solutions to ensure completeness, thoroughness and impartiality.

Overall, the proposed cycleway and streetscape upgrades result in a net positive outcome for road users. Bike riders and other 'wheelers' are fully separated from vehicular traffic along the majority of the corridor, and enhanced crossing opportunities are provided for both pedestrians and bike riders at side streets and across Oliver Street and Bennett Street via provision of raised shared user crossings. Level of service and safety for bus users is typically maintained or improved via provision of concrete pedestrian platforms or retention of standard kerbside boarding. Where bus patrons need to cross the proposed cycleway, raised and zebra pavement markings are typically provided, mitigating any risk of conflict between patrons and bike riders. Road safety for commercial and waste collection vehicles, and private cars, is also considered to improve overall. This is due to the provision of additional road infrastructure such as kerb blisters, localised traffic lane narrowing and tight radius horizontal deflection near intersections.

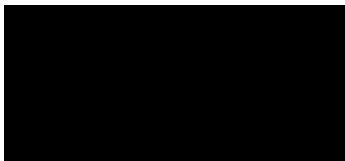
As part of the Safety by Design review, a number of recommendations were identified that would further enhance the road safety outcomes of the streetscape upgrade, as well as improve wider road-user related aspects of the project such as amenity or cycleway comfort. It should be noted that these recommendations are not considered to be critical to the outcomes of the project. Council staff will need to take a view as to whether the recommendations are practicable from the perspective of cost, constructability, timeframe, roadway capacity or other factors.

Key recommendations include provision of additional traffic calming and pavement markings on Park Street to reduce motor vehicle speeds, ensuring users of the separated cycleway facility have direct and safe access to the Curl Curl Lagoon off-road path. Various minor changes to cycleway and kerb line alignments are also recommended, particularly relating to kerb build-outs and shared user crossings, in order to improve the road safety outcomes of the proposed design. It is noted that Council's desired design speed for Oliver Street and Bennett Street is 40km/h. This is considered appropriate along the length of the corridor to improve safety for all users, particularly vulnerable road users.

A major design change considered during the review is the potential for provision of a raised cycleway flush with the footpath level, as opposed to the currently proposed arrangement where the cycleway is provided at road level. This would address a number of design comments including providing a wider effective cycleway by removing kerb, drainage grates or crossover elements and reducing the likelihood of accumulation of debris and leaves along the cycleway. However, implementation of a footpath-level cycleway would remove the road safety benefit arising from raising the cycleway near bus stops or pedestrian crossing points to reduce bike rider speeds. It would also place cyclists and pedestrians in closer proximity and without grade separation, potentially leading to increased risk of pedestrian and bike rider conflict. It is relevant to consider the scale of the works, in particular the adjustment of stormwater infrastructure, and the potential opportunity cost and reputational risk to Council arising from this potential design change.

It is recommended to retain the existing design whereby the cycleway is provided at road level, particularly if the concrete separator is made mountable on the bike rider side (as recommended in the assessment).

On the balance of the assessment, the proposed design provides a major improvement in road safety outcomes when compared to existing conditions, which extend beyond bike riders to other 'wheelers' and pedestrians as well. The proposed design first and foremost improves safety for all road users. It also improves comfort, amenity and streetscape which will encourage active transport usage.



Tim Sullivan (Project Lead)  
Director  
Urbis



Max McCardel (Peer Review)  
Active Transport Lead  
Safe System Solutions

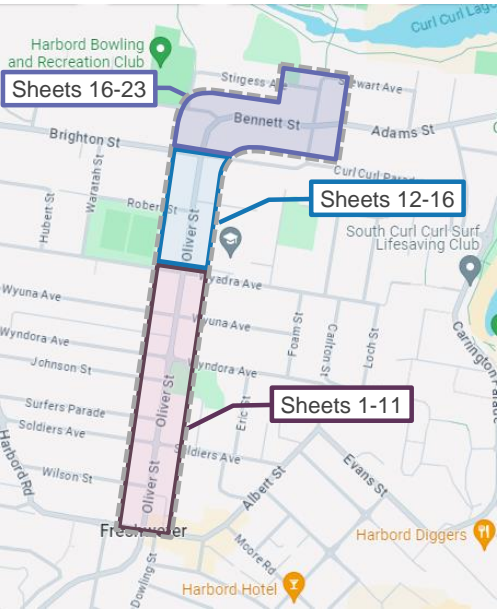
# PURPOSE

Urbis has been engaged by Northern Beaches Council to undertake an independent Safety by Design assessment of the proposed Curl Curl to Freshwater Connectivity & Streetscape Upgrade project.

The project area spans an approximate 1.5km section of Oliver Street and Bennett Street, and a short section of Park Street between Bennett Street and Stewart Avenue, in Curl Curl and Freshwater. The corridor represents a critical north-south cycling link, with existing bike rider volumes of 50-100 riders during 3-hour peak periods, a heavily pedestrianised area (100-1,000 peds during 3-hour peak periods) interfacing with key attractors including Harbord Public School, St John the Baptist Catholic Primary School, Harbord Park and Jacka Park, a key bus corridor and high vehicle traffic volumes (approximately 10,000 vehicles per day).

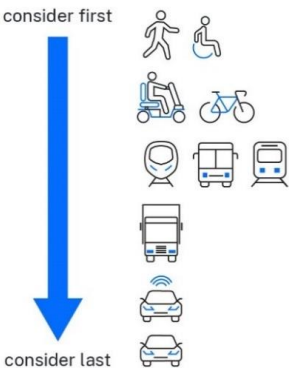
A map of the survey area is provided in **Figure 1**. For the purposes of the Safety by Design assessment, the corridor was separated in to three sections roughly based on the design configuration and existing conditions including road alignment and land uses interfaces. Review comments applicable to the entirety of the corridor were provided separately.

Figure 1: Curl Curl-Freshwater Connectivity and Streetscape Upgrade Project Area



The assessment was conducted under a road user hierarchy model illustrated in **Figure 2**, whereby road safety implications affecting pedestrians were considered first, and road safety implications affecting private motor vehicles were considered last. A holistic assessment was then undertaken for each section to ensure appropriate consideration of all road users on an integrated basis.

Figure 2: Road User Hierarchy



URBIS

The plans reviewed as part of the Safety by Design assessment are Drawing No. *TCI-Curl Curl & Freshwater – Connectivity & Streetscape Upgrade-IFC-1000* (Plot Date 26/07/2024).

Review comments have been categorised as follows:



Comment provides an assessment of existing vs project case and finds the proposed design to result in a positive road safety outcome with no further recommendation.



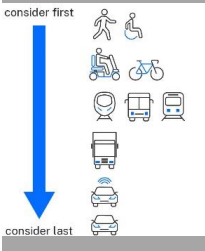


Comment provides an assessment of existing vs project case and provides a very minor recommendation to enhance the road safety outcome of the proposed design.






Comment provides an assessment of existing vs project case and provides a recommendation to enhance the road safety outcomes of the proposed design that may merit redesign work.




## SAFETY BY DESIGN ASSESSMENT

**TABLE 1: CORRIDOR-WIDE ASSESSMENT**

<b>User Hierarchy</b> 	<b>Existing Case</b>	<b>Project Case</b>	<b>Comment/s</b>	<b>Comment Type</b>
<b>Pedestrians</b>	Pedestrians crossing Oliver Street or boarding/alighting parked vehicles must navigate standard kerb and channel to access footpath.	Pedestrians crossing Oliver Street or boarding/alighting the drivers' side of parked vehicles must also navigate a 200mm wide raised delineator between the bicycle path and parking spaces/traffic lane.	<p>The project case presents a potential tripping hazard for pedestrians crossing the road and would particularly inhibit mobility-impaired pedestrians.</p> <p>Despite this, it is noted that the existing kerb and channel already presents a tripping hazard and barrier for mobility impaired pedestrians, and therefore the project case does not lead to poorer road safety outcomes in this regard.</p> <p>Mobility-impaired pedestrians will still be able to cross the road at pram ramps or by using vehicle crossings, which will remain clear of the proposed delineator. It is recommended that the proposed delineator be retained.</p> <p>Alternatively, the bicycle path could be elevated to footpath level to mitigate this concern (although as noted the kerb and channel would still present a potential tripping hazard).</p>	
	No formal pedestrian crossing facilities are provided on side streets along Oliver St (except for pram ramps).	Project case includes raised shared user crossing and kerb built-outs at side street crossings.	The project case represents a significant improvement in road safety outcomes in alignment with safe systems principles by providing clear priority to pedestrians, reducing vehicle speeds and reducing the required crossing distance for pedestrians.	

User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
Riders / wheelers	No formal on-road bicycle lanes currently provided. Bike riders able to ride between lane edge line and parked vehicles within door-opening zone.	Separated bicycle facility provided via bidirectional cycleway.	<p>Overall, the project case is conducive to enhanced safety outcomes for bike riders given they are now separated from traffic on Oliver Street, which presents 85<sup>th</sup> percentile vehicle speeds close to or exceeding the posted speed limit of 50km/h and substantial average daily volumes of approximately 10,000 vehicles.</p> <p>These operating speeds and traffic volumes are not suitable for mixed bike rider-vehicle traffic and lead to a high likelihood of a serious crash outcome. This is indicated in Figure 3.2 of Bicycle NSW's "Summary of Design Principles for Good Bicycle Infrastructure":</p> <p>Figure 3.2: Separation of bicycles and motor vehicles according to traffic speed and volume.</p>	






User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
	No formal on-road bicycle lanes currently provided. Bike riders able to ride between lane edge line and parked vehicles within door-opening zone.	Separated bicycle facility provided via bidirectional cycleway, separated from vehicle traffic by 200mm wide concrete separator.	<p>The details of the proposed concrete separator are unclear based on the plans provided. It is recommended that the bike rider side of the separator is semi-mountable and the parking lane side is a barrier kerb as per below schematic from City of Melbourne's Bike Lane Design Guidelines.</p> 	
	No formal on-road bicycle lanes currently provided. Bike riders able to ride between lane edge line and parked vehicles within door-opening zone.	Proposed cycleway is provided along the kerbside at road carriageway level.	<p>Locating the cycleway at road level likely reduces the perceived/effective width of the kerbside bike lane due to the kerb and gutter. In addition, design elements such as driveway treatments and drain grates, and accumulation of roadside debris and leaves may further restrict the cycleway width when provided at road level. It also makes the facility less forgiving for errant bike riders, particularly for school children who may be more prone to loss of control, and would also direct bike riders closer to the centreline.</p> <p>However, the grade separation of the cycling facility from footpath level provides clear segregation between the footpath and bicycle path, leading to reduced likelihood of pedestrian-bike rider conflict and improved cycleway operation.</p> <p>Locating the cycleway at road level is therefore considered appropriate given it will not lead to negative road safety outcomes and will likely improve the operation of the facility via clear segregation of users.</p> <p>An alternative solution of raising the cycleway to footpath level would likely provide a greater perceived cycleway width and be a more forgiving facility.</p>	



User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
	No formal on-road bicycle lanes currently provided. Bike riders able to ride between lane edge line and parked vehicles within door-opening zone.	Proposed cycleway is frequently intersected by private crossovers.	<p>Overall, conflicts between the cycleway and private crossovers are adequately managed from a user safety perspective via provision of green pavement treatments at conflict points and relatively narrow openings in the concrete separator to reduce vehicle turning speeds.</p> <p>An alternative solution could be to raise the cycleway to footpath level and provide sharp, right angled interfaces between the road and crossovers to reduce vehicle speeds.</p>	
	No formal on-road bicycle lanes currently provided. Bike riders able to ride between lane edge line and parked vehicles within door-opening zone.	Separated bicycle facility provided on kerb side of car parking spaces with 200mm wide concrete separator.	<p>The proposed cycleway arrangement could lead to shying behaviour from bike riders (where bike riders may subconsciously deviate away from obstructions in close proximity to their path of travel) due to the proximity to parked vehicles.</p> <p>Section 3.2.3 of the NSW Cycleway Design Toolbox specifies an ideal buffer of 1m and a minimum buffer of 0.4m between a two-way bicycle path and adjacent parking lane. The proposed design does not meet these buffer dimensions.</p> <p>It is noted that the proposed 200mm wide separator is in accordance with the minimum bike rider envelope requirements specified in the TfNSW Cycleway Design Toolbox, therefore ensuring sufficient clearance between bike handlebars and adjacent parked vehicles from a clearance perspective.</p> <p>As such, the proposed cycleway and buffer to adjacent car parking is considered appropriate.</p> <p>An alternative solution could be to raise the cycleway to footpath level, which would provide a slightly wider facility (due to the back of kerb width) and also likely increase the perceived width of the facility for users.</p>	
	Bike riders mixed with traffic could be subject to driver-side dooring.	Northbound bike riders on cycleway could be subject to passenger-side dooring.	<p>The project case is conducive to better safety outcomes. Northbound bike riders could be subject to dooring from the passenger side, however it is noted that vehicle occupants would be facing the direction of northbound bike riders when parked, which would improve visibility and reduce the likelihood of a dooring incident.</p> <p>This arrangement also makes it much more likely for 'glancing' type impacts and significantly reduces the risk of secondary collisions as a result of cyclists spilling in to vehicular traffic following a dooring incident. Thus both the likelihood and severity of dooring collisions are reduced in the project case.</p>	

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SAFETY BY DESIGN ASSESSMENT

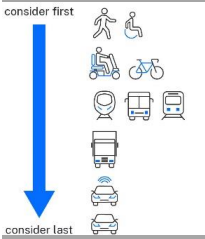

User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
	Bike riders mixed with traffic and clear of permanent obstructions.	Some power poles located within desirable 500mm buffer specified in TfNSW Cycleway Design Toolbox.	<p>The project case is conducive to improved safety outcomes over existing conditions given bike riders are fully separated from vehicular traffic.</p> <p>Moreover, power poles and other obstructions generally appear to be outside the minimum 200mm buffer specified in TfNSW Cycleway Design Toolbox.</p> <p>To reduce the risk posed by these obstructions, it is recommended that mitigating treatments are provided e.g. retroreflective markers on power pole.</p>	
<b>Bus users</b>	Bus user comments included in Tables 2, 3 and 4			
<b>Commercial/waste collection vehicles</b>	Typical mid-block traffic lane width of 3.0m.	Appears to maintain typical mid-block traffic lane width of 3.0m.	The proposed design is not envisaged to impact the safety or operation of heavy vehicles mid-block, given typical lane widths are maintained.	
	Minimal change to traffic lane alignment at most intersections.	Localised traffic lane narrowings and tight radius horizontal deflection near intersections.	<p>Project case delivers a safer outcome as it will encourage reduced heavy vehicle speeds at intersections.</p> <p>This is particularly beneficial given observed 85<sup>th</sup> percentile speeds along this section of Oliver Street are close to or exceeding the posted speed limit of 50km/h, leading to poor road safety outcomes and significantly higher chance of fatal or serious injury crashes for pedestrians and bike riders.</p>	
	Traffic lanes are centrally located within carriageway and tree canopy generally appears to be clear of heavy vehicle envelopes.	Traffic lanes are typically shifted to the west – potential for some tree canopies to be within heavy vehicle height envelopes.	The benefits of shifting of traffic lanes to the west (e.g. allows for establishment of safer and more attractive cycling facility on Oliver St) outweighs the potential increase in ongoing maintenance requirements that may arise as a result of increased tree canopy pruning to ensure safe and efficient waste collection and commercial vehicle operation.	
<b>Private car</b>	Typical mid-block traffic lane width of 3.0m.	Appears to maintain typical mid-block traffic lane width of 3.0m.	The proposed design is not envisaged to impact the safety or operation of private vehicles mid-block, given typical lane widths are maintained.	


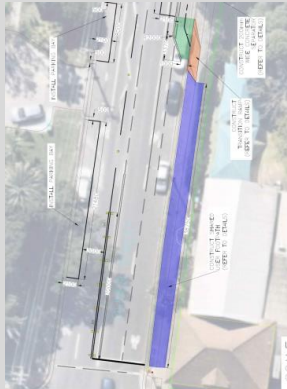




User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
	Minimal change to traffic lane alignment at most intersections.	Localised traffic lane narrowings and tight radius horizontal deflection near intersections.	<p>Project case safer outcome as it will encourage reduced private vehicle speeds at intersections.</p> <p>This is particularly beneficial given observed 85<sup>th</sup> percentile speeds along Oliver Street are close to or exceeding the posted speed limit of 50km/h, leading to poor road safety outcomes and higher chance of fatal or serious injury crashes, particularly for pedestrians and bike riders.</p>	
	On-street car parking occurs informally within dedicated parking lane between vehicle crossovers and side street intersections.	Proposed layout requires the formalisation of on-street car parking via linemarking to allow for installation of traffic devices such as kerb blisters, ensure access to vehicle crossovers is sufficient, and adequate area is provided for bin presentation.	<p>The project case results in a minor reduction of on-street car parking provision along Oliver Street and Bennett Street as a result of consolidation/formalisation of spaces adjacent to the cycleway.</p> <p>It is noted that this change has no foreseeable impact on road safety outcomes.</p>	


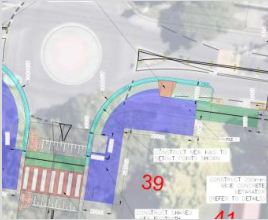


**TABLE 2: SHEETS 1-11 (LAWRENCE STREET TO WYADRA AVENUE) ASSESSMENT**





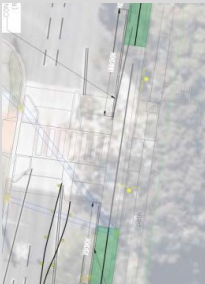

Oliver Street between Lawrence Street and Wyadra Avenue comprises a typical carriageway width of approximately 12.8m comprising one traffic lane and a separated parking lane in each direction. A 1.2m wide footpath is typically provided on both sides of the street. Along this section of the corridor, Oliver Street is subject to a posted speed limit of 50km/h south of Soldiers Avenue, and a 40km/h School Zone speed limit north of Soldiers Avenue in effect during school drop-off and pick-up times (with a speed limit of 50km/h at other times). Kerbside bus stops are provided periodically on both sides of the street.





The proposed streetscape upgrade in this area typically comprises one traffic lane in each direction, separated parking bays, a 2.4m wide bidirectional cycleway on the eastern side of the road and retention of 1.2m wide footpaths on both sides. Short sections of shared user path are provided on the eastern side of Oliver Street near Lawrence Street and at side street intersections. Raised shared user crossings are provided on side street crossings on the eastern side of Oliver Street.



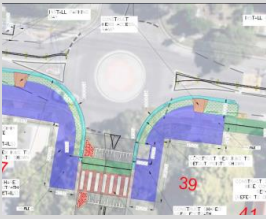


<b>User Hierarchy</b> 	<b>Existing Case</b>	<b>Project Case</b>	<b>Comment/s</b>	<b>Comment Type</b>
<b>Pedestrians</b>	<p>Continuous footpath along eastern side of Oliver Street catering to pedestrians.</p> <p>It is noted that bike riders under 16 are permitted to utilise the footpath. Given the proximity of the corridor to schools, it is envisaged that a proportion of footpath users are bike riders who currently mix with pedestrians.</p>	<p>Footpath is converted to shared user path at side street intersections, increasing conflict between pedestrians and bike riders</p>	<p>It is noted that the sections of shared user path are minimal (approximately 100m) reducing potential areas of conflict between bike riders and pedestrians and hence mitigating any negative road safety outcomes</p> <p>Recommended to reinforce pedestrian priority on sections of shared user paths by providing appropriate signage and linemarking. Recommended that this includes a coloured pavement treatment and/or markings to differentiate between footpath and shared user path environment.</p>	


User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
	<p>Continuous footpath along eastern side of Oliver Street catering to pedestrians.</p> <p>It is noted that bike riders under 16 are permitted to utilise the footpath. Given the proximity of the corridor to schools, it is envisaged that a proportion of footpath users are bike riders who currently mix with pedestrians.</p> 	<p>Footpath is converted to shared user path on eastern side of Oliver Street for approximate 40m length to the north of Lawrence Street</p> 	<p>It is noted that this section of shared user path borders the Harbord Community Library on the corner of Oliver Street and Lawrence Street. As such, the prevalence of conflict between pedestrians and bike riders may be more significant in this section of shared user path.</p> <p>To assist in mitigating this risk, consideration could be given to reallocating lane space on the northern leg of the Oliver Street / Lawrence Street intersection to maximise the width allocated to the shared user path facility. This could include provision of a single approach lane on the northern approach.</p> <p>In lieu of this road space reallocation, it is recommended to reinforce pedestrian priority on sections of shared user paths by providing appropriate signage and linemarking. This could comprise a coloured pavement treatment and/or markings to differentiate between footpath and shared user path environment.</p>	
	<p>At-grade zebra crossing with median to south of Oliver St / Wilson St</p> 	<p>Raised wombat crossing to south of Oliver St / Wilson St</p> 	<p>Project case represents a better safety outcome as it encourages lower vehicle speeds to reduce the likelihood and severity of pedestrian-related crashes. This is particularly beneficial given the relatively high pedestrian volumes observed in the area (over 100 pedestrians during peak times)</p>	

User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
	<p>Footpath only on north-eastern corner of Oliver St / Soldiers Ave</p> 	<p>Designated shared path on north-eastern corner of Oliver St / Soldiers Ave with constrained width.</p> <p>Sightlines may be inhibited by fence line.</p> 	<p>The project case directs bike riders to utilise a portion of shared path with constrained width, located on a corner where sightlines may be inhibited by the fence line. It is noted that this width is constrained by an established street tree, and that removal is beyond the scope of this project and not conducive to good environmental or placemaking outcomes. This constraint reduces run-off space for bike riders to divert and avoid other path users when navigating the corner, and may lead to poorer safety outcomes for pedestrians.</p> <p>A potential future arrangement that could be retrofitted to the current design is a modal filter on the eastern leg of Soldiers Avenue (i.e. closing the eastern side of the intersection to vehicle traffic but allowing bike riders and pedestrians) and converting the intersection to an unsignalised 'T' configuration. This would allow the cycleway to continue on a straight alignment and avoid this constraint. Consideration of traffic calming on Oliver Street should be made under this arrangement due to the removal of the roundabout. This could comprise horizontal deflection through the intersection or provision of speed humps or a raised wombat crossing to the north of Soldiers Avenue.</p> <p>This alteration would require further analysis and community engagement and could be considered as a future stage of works, if required.</p>	
	<p>Limited sight distance is provided between northbound vehicles on Oliver St and pedestrians crossing from the south-western corner of the Oliver St / Soldiers Ave roundabout, due to vehicles being permitted to park right up to the pram ramp.</p>	<p>No change to existing sight distance.</p>	<p>Recommended to remove at least one on-street car parking space on western side of Oliver St to the south of Soldiers Ave to improve sight distance to crossing pedestrians and reduce the likelihood of a vehicle-pedestrian crash.</p>	

User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
	<p>Pedestrian refuge islands are provided on all legs of the Oliver St / Wyndora Ave roundabout .</p> 	<p>The refuge islands on the northern and southern legs are removed due to the proposed reallocation.</p> 	<p>Recommended to provide kerb build-outs on the western side of the northern leg if practical. This will reduce the crossing distance required for pedestrians, given no refuge island is provided under the project case.</p> <p>It is noted that the existing kerb build-out achieves this on the southern leg.</p>	
	<p>Existing raised wombat crossing across Oliver St south of Johnson St.</p> 	<p>Bike rider/pedestrian priority is unclear on the eastern side of the crossing under the project case.</p> 	<p>Recommended to extend zebra line marking to footpath to ensure bike riders give way to crossing pedestrians.</p>	

User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
<b>Riders / wheelers</b>	Bike riders mixed with traffic on carriageway with sufficient headroom clearance.	Headroom appears to be limited on shared path section on north-eastern corner of Oliver St / Soldiers Ave due to tree branches encroaching 2.4m head clearance envelope specified in TfNSW Cycleway Design Toolbox.	<p>Despite the tree branches appearing to inhibit headroom clearance on the shared path section, it is considered to result in improved safety outcomes when compared to the existing arrangement where bike riders are mixed when vehicular traffic. It is recommended that tree-trimming be conducted where practical to maximise compliance with the 2.4m head clearance envelope.</p> <p>Given the site constraints of the remnant street tree and the likely low bike rider speeds in this area due to the shared user path being offset from the typical alignment of the cycleway, the arrangement is considered suitable and an overall net benefit to bike riders.</p>	
<b>Bus users</b>	Buses pull up direct to kerb at the school bus stop located on eastern side of Oliver St to the south of Wyndora Avenue.	School buses pull up adjacent to cycleway, which is raised to footpath level adjacent to the bus stop.	Recommended that mitigation measures to alert bike riders of school bus patrons crossing the cycleway in this area be made. This could include pavement markings (e.g. zebra) or a distinctly coloured pavement treatment.	
	Buses pull up direct to kerb at stop located on eastern side of Oliver St to north of Wyuna Avenue, with patrons able to directly board/alight from the footpath.	Bus stop is proposed to be removed under project case.	<p>The bus stop north of Wyuna Ave is being removed, which is currently serviced by Route 167. We note that the closest southbound stop is located 100m to the north at Harbord Public School.</p> <p>Even after the removal of the stop north of Wyuna Avenue, the distance between southbound stops is approximately 300m, which is within the typical 400m spacing guideline.</p> <p>This will maintain an acceptable level of service for bus users.</p>	
<b>Commercial/waste collection vehicles</b>	Southern approach leg and eastern departure leg of Oliver St / Soldiers Avenue appears to provide sufficient width to support commercial/waste collection movements.	Project case proposes a narrowing of southern approach leg and eastern departure leg of Oliver St / Soldiers Ave, leading to a more constrained environment and potentially requiring large commercial vehicles or waste collection vehicles to cross the centreline to navigate the roundabout.	The arrangement of linemarking on the southern and eastern legs of Oliver St / Soldiers Ave under the project case is considered appropriate. The benefits of lane narrowing in reducing vehicle speeds outweighs the potential for some heavy vehicles being required to cross the centreline to navigate the roundabout from a road safety perspective.	

User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
Private car	The existing zebra crossing south of Wilson St is located too close to the intersection to allow for a vehicle turning right out of Wilson St to store in the southbound traffic lane.	The project case does not change the location of the crossing or road centreline on Oliver Street to the north of the crossing.	The road safety risk associated with a vehicle propping across the northbound traffic lane at the wombat crossing is considered negligible given northbound traffic would also be stopped to the south of the crossing facility.	
	<p>The Oliver St / Soldiers Ave roundabout island is relatively centrally aligned within the intersection, maximising its effectiveness and driver compliance.</p> 	<p>Due to the realignment of traffic lanes and narrowing of approach lanes near the roundabout, the island is no longer centrally aligned and legs are offset.</p> 	<p>The misalignment of roundabout legs and the central island, particularly for the northern and southern legs, may lead to lower driver compliance at the roundabout therefore reducing its effectiveness and potentially leading to driver confusion.</p> <p>This is mitigated by the narrowing of approach traffic lanes, hence leading to reduced vehicle speeds and lower severity crashes in alignment with safe system principles.</p> <p>Therefore any road safety implications as a result of the proposed arrangement are considered acceptable.</p>	
	The eastern leg of the Oliver St / Soldiers Ave intersection does not have kerb build-outs.	The project case proposed kerb build-outs on the southern side of Soldiers Ave near the eastern leg of the roundabout.	<p>The proposed kerb build-outs, whilst effective at reducing vehicle speeds and reducing pedestrian and bike rider crossing distance, may lead to poor road safety outcomes for eastbound drivers exiting the roundabout due to them being directed into parked vehicles along the kerbside of Soldiers Ave.</p> <p>It is recommended that the kerb build-outs be redistributed and placed on both sides of Soldiers Ave to reduce this potential road safety implication. Alternatively if this is not feasible, parking should be banned along the northern side of Soldiers Ave for approximately 30m to allow for suitable sight distance for drivers (as per stopping sight distance in Austroads Guide to Road Design Part 3).</p>	


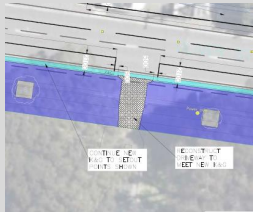



User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
	On-street car parking occurs informally within dedicated parking lane between vehicle crossovers and side street intersections.	<p>Proposed layout requires the formalisation of on-street car parking via linemarking to allow for installation of traffic devices such as kerb blisters, ensure access to vehicle crossovers is sufficient, and adequate area is provided for bin presentation.</p> <p>This surmounts to a net reduction of approximately 6 spaces on the eastern side of Oliver Street and 7 spaces on side streets.</p>	<p>The proposed loss of on-street car parking spaces is relatively negligible when considering the significant improvements in road safety outcomes for all road users as a result of the provision of intersection upgrades and other traffic devices such as kerb blisters.</p> <p>The majority of properties that currently have on-street kerbside parking adjacent to their boundary will still retain this under the proposed streetscape upgrade.</p>	
<b>Summary</b>	<p>The proposed streetscape upgrade between Lawrence Street to Wyndora Avenue results in an aggregate improvement in road safety outcomes for all road users, particularly bike riders and pedestrians.</p> <p>Whilst some sections of the cycleway may lead to increased likelihood of bike rider-pedestrian conflict (e.g. along shared paths and at the existing wombat pedestrian crossing near Johnson Street), this arrangement is only for approximately 150m and conflict risk can be mitigated via engineering controls such as pavement markings. Noting that the footpath is likely already utilised by school-aged bike riders under existing conditions, any increase in risk of pedestrian conflict is outweighed by the vastly improved road safety outcomes as a result of separating bike riders from vehicular traffic, and reducing the likelihood of bike rider dooring incidents.</p> <p>Further, provision of pedestrian priority at intersections along the corridor and improvement of existing pedestrian crossing facilities on Oliver Street will result in reduced likelihood of fatal or serious injury crashes involving pedestrians.</p> <p>Mitigating measures are recommended on the cycleway adjacent to the school bus stop located on the eastern side of Oliver St to the south of Wyndora Avenue to alert bike riders of school bus patrons crossing the cycleway in this location. This could include pavement markings (e.g. zebra) or a distinctly coloured pavement treatment.</p> <p>There are minimal road safety implications to commercial, waste collection or private passenger vehicles along the section of proposed cycleway. Additional maintenance requirements relating to tree canopy pruning may be required on the western side of Oliver St given the shift in traffic lane alignment in order to maintain safe and efficient waste collection and heavy vehicle operation.</p> <p>The constraining of the road environment near intersections via lane narrowing or changes in horizontal alignment and introduction of vertical deflection via raised crossings will lead to reduced vehicle speeds, overall leading to reduced likelihood and severity of crashes for all road user groups.</p> <p>Based on these considerations, the proposed cycleway layout and road space allocation between Lawrence Street and Wyadra Avenue provides appropriate safety outcomes for all road users, and greatly enhanced safety for bike riders compared to existing conditions. The comfortable and attractive cycling facility will also encourage sustainable and healthy travel along the corridor. Overall, the proposed design in this section strikes an appropriate balance between the safety of respective road user groups.</p>			

**TABLE 3: SHEETS 12-16 (NORTH OF WYADRA AVENUE TO SOUTH OF BRIGHTON STREET) ASSESSMENT**

Oliver Street north of Wyadra Avenue and south of Brighton Street comprises a typical carriageway width of approximately 12.8m comprising one traffic lane and a separated parking lane in each direction. A 1.2m wide footpath is typically provided on both sides of the street. Along this section of the corridor, Oliver Street is subject to a 40km/h School Zone speed limit in effect during school drop-off and pick-up times (with a speed limit of 50km/h at other times). Kerbside bus stops are provided periodically on both sides of the street.

The proposed streetscape upgrade in this area typically retains one traffic lane in each direction and separated parking bays. A shared user path with a width of approximately 6.0m is provided on the eastern side of Oliver Street adjacent to Harbord Public School. To the north of the school, a 2.4m wide bidirectional cycleway and 1.2m wide footpath is provided on the eastern side of Oliver Street. The existing footpath on the western side of Oliver Street is retained under the streetscape upgrade.

<b>User Hierarchy</b> 	<b>Existing Case</b>	<b>Project Case</b>	<b>Comment/s</b>	<b>Comment Type</b>
<b>Pedestrians</b>	<p>Continuous footpath along eastern side of Oliver Street catering to pedestrians.</p> <p>It is noted that bike riders under 16 are permitted to utilise the footpath. Given the proximity of the corridor to schools, it is envisaged that a proportion of footpath users are bike riders whom currently mix with pedestrians.</p>	<p>Footpath is converted to continuous shared user path adjacent to school frontage (approx. 150m long continuous section).</p> 	<p>The project case increases the likelihood of pedestrian-bike rider conflict, given the proportion of bike riders using the shared path is likely to increase.</p> <p>It is recommended that this be addressed and appropriately managed given the likely high proportion of school children along this section of the path (being adjacent to Harbord Public School). This should include reinforcement of pedestrian priority along the shared user path section by providing appropriate signage and linemarking.</p> <p>This could comprise a distinctive coloured pavement treatment and/or markings to differentiate between footpath and shared user path environment, particularly for southbound bike riders.</p> <p>The location of street trees centrally located along this section of shared path is envisaged to reduce bike rider speeds by generating an 'edge friction' effect, leading to improved safety outcomes for pedestrians.</p>	

User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
<b>Riders / wheelers</b>	No formal on-road bicycle lanes currently provided. Bike riders able to ride between lane edge line and parked vehicles within door-opening zone. Bike riders under 16 currently able to ride on footpath.	Proposed arrangement directs bike riders on to a shared path adjacent to Harbord Public School with street trees centrally located.	Based on a desktop review of street trees in the area it appears that some branches may encroach the minimum 2.4m overhead clearance stipulated in the TfNSW Cycleway Design Toolbox. The proposed width of this section of shared path is considered appropriate for bike riders to navigate high pedestrian volumes (100-1,000 pedestrians during peak periods).  It is recommended that this is investigated and rectified post-implementation via pruning if required. It is noted that this will require ongoing maintenance by Council.	
	No formal on-road bicycle lanes currently provided. Bike riders able to ride between lane edge line and parked vehicles within door-opening zone.	Reconstructed crossover between school and Oliver St now traverses shared path. 	Sight distance between egressing vehicles from the school crossover and bike riders may be inhibited by the trees located centrally in the shared path.  Recommended that this risk be minimised. This could be via provision of pavement markings or a change in pavement treatment near the crossover to alert bike riders of the potential of emerging vehicles.  As previously noted, the retention of street trees located centrally within the shared path is likely to reduce bike rider speeds which will also assist in mitigating this risk.	
<b>Bus users</b>	Buses pull up direct to kerb along designated footpath at stop located on eastern side of Oliver St to the north of Wyadra Ave.	Buses pull up adjacent to kerb, which is now designated as a shared path. New glass slimline bus shelter proposed offset 1.5m from kerb. 	The placement of the new bus shelter minimises potential conflict between bike riders and boarding/alighting bus passengers, considering that bike riders will likely be more inclined to ride on the eastern (property) side of the shelter. The project case is therefore considered appropriate from a road safety outcome perspective.	

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User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
	<p>Buses pull up direct to kerb along designated footpath at stop located on eastern side of Oliver St to south of Brighton St.</p>	<p>Proposed to construct a concrete pedestrian platform to the east of the cycleway.</p> 	<p>The proposed pedestrian platform will retain the existing kerbside boarding arrangement. The cycleway is raised to footpath level adjacent to the bus stop and zebra line marking is proposed, mitigating potential conflict between bike riders and boarding/alighting bus passengers.</p>	
Commercial/waste collection vehicles	<p>Two departure traffic lanes on northern leg of Oliver St / Wyadra Ave.</p> 	<p>Reduced to one departure traffic lane on northern leg of Oliver St / Wyadra Ave.</p> 	<p>The reduction to a single departure lane will restrict commercial/waste collection vehicles turning left from the western leg of Wyadra Avenue, potentially requiring them to cross the centreline on Oliver St which may not be possible if there is another vehicle stored within the approach lane.</p> <p>Recommended to reduce lane widths on northern approach leg to maximise width of departure lane to accommodate the swept paths of turning heavy vehicles.</p>	
Private car	<p>On-street car parking occurs informally within dedicated parking lane between vehicle crossovers and side street intersections.</p>	<p>Proposed layout requires the formalisation of on-street car parking via linemarking to allow for installation of traffic devices such as kerb blisters, ensure access to vehicle crossovers is sufficient, and</p>	<p>The proposed loss of on-street car parking spaces is relatively negligible when considering the significant improvements in road safety outcomes for all road users as a result of the provision of intersection upgrades and other traffic devices such as kerb blisters.</p>	

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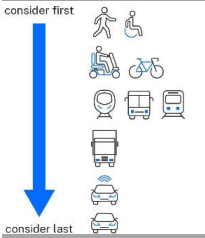


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User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
		adequate area is provided for bin presentation.  This surmounts to a net reduction of approximately 2 spaces on the eastern side of Oliver Street.	The majority of properties that currently have on-street kerbside parking adjacent to their boundary will still retain this under the proposed streetscape upgrade.  It is noted that buses will stop in the through traffic lane, which may result in increased risk of rear-end crashes with buses, or head-on crashes between private cars as a result of overtaking manoeuvres around stationary buses. However, this risk will be substantially offset by the desired design speed of 40km/h on Oliver Street and the inherent traffic calming effect as a result of stationary buses.	
<b>Summary</b>	<p>The proposed streetscape upgrade between Wyadra Avenue and Brighton Street comprises a section of footpath-level shared user path adjacent to Harbord Public School, and a section of road-level separated cycleway between the school and Brighton Street. Overall the proposed design in this section results in an aggregate improvement in road safety outcomes for all road users, particularly bike riders and pedestrians.</p> <p>The proposed section of shared user path adjacent to the Harbord Public School will lead to an increased risk in conflict between bike riders and pedestrians, however it is noted that this section of existing footpath is likely already utilised by school-aged bike riders. The project case implements a wider facility than the existing footpath, representing a greater level of service for both pedestrians and bike riders by providing additional space for passing and manoeuvring. It is noted that the existing street trees are proposed to be retained down the centre of the shared path, which is considered an appropriate arrangement given it will contribute to reduced bike riders speeds along the shared path and therefore improved road safety outcomes for both bike riders and pedestrians.</p> <p>The proposed arrangements for bus users between Wyadra Avenue and Brighton Street are considered appropriate and increase amenity and comfort for boarding, alighting and waiting passengers. Conflicts between bus passengers and bike riders are appropriately managed via provision of linemarking and raising the cycleway to kerb level in the vicinity of bus stops to reduce bike rider speeds, whilst still maintaining an improved road safety outcomes for bike riders via separation from motor vehicle traffic. In addition, buses stopping in the through traffic lane may increase the likelihood of rear-end or head-on crashes, however this is mitigated by the desired design speed of 40km/h for Oliver Street and the inherent traffic calming effect as a result of stationary buses.</p> <p>The proposed arrangement of the Oliver St / Wyadra Ave intersection may be restrictive to heavy vehicle movements turning left from the western leg of Wyadra Avenue on to Oliver Street. This should be able to be readily mitigated via a re-balancing of lane widths to minimise any negative road safety outcomes as a result of heavy vehicle swept paths encroaching opposing traffic lanes.</p> <p>There are no foreseeable specific road safety impacts to private cars as a result of the proposed design in this section of the corridor.</p> <p>Based on these considerations, the proposed cycleway and road space allocation along Oliver Street between Wyadra Avenue and Brighton Street is considered to be a significant improvement in road safety outcomes from the existing configuration, particularly for bike riders and pedestrians. The proposed alignment for bike riders is safe and attractive whilst still resulting in net positive road safety outcomes for other road users. The re-balancing of lane widths on the northern leg of Oliver St / Wyadra Ave should be a minor amendment to maintain appropriate clearance for heavy vehicle swept paths through the intersection.</p>			


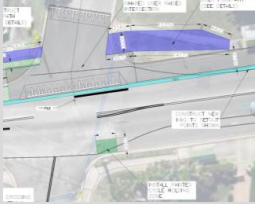



**TABLE 4: SHEETS 16-23 (BRIGHTON STREET TO PARK STREET & PARK STREET NORTH OF BENNETT STREET) ASSESSMENT**





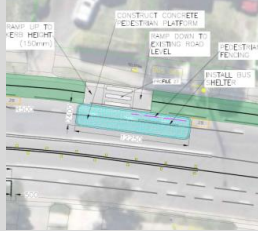

Oliver Street and Bennett Street between Brighton Street and Park Street comprises a typical carriageway width of approximately 12.8m comprising one traffic lane and a separated parking lane in each direction. A 1.2m wide footpath is typically provided on both sides of the street. Along this section of the corridor, Oliver Street and Bennett Street are subject to a posted speed limit of 50km/h. This section is also characterised by a 90-degree horizontal curve just north of Brighton Street. Kerbside bus stops are provided periodically on both sides of the street.


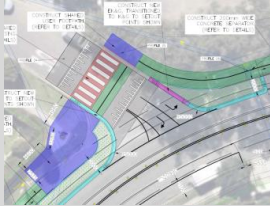


The proposed streetscape upgrade in this area typically retains one traffic lane in each direction and separated parking bays. A 2.4m wide bidirectional cycleway and 1.2m wide footpath is provided on the western side of Oliver Street and northern side of Bennett Street. The existing footpaths on the eastern side of Oliver Street and southern side of Bennett Street are retained under the streetscape upgrade.

<b>User Hierarchy</b> 	<b>Existing Case</b>	<b>Project Case</b>	<b>Comment/s</b>	<b>Comment Type</b>
<b>Pedestrians</b>	<p>Continuous footpath along eastern side of Oliver Street catering to pedestrians.</p> <p>It is noted that bike riders under 16 are permitted to utilise the footpath. Given the proximity of the corridor to schools, it is envisaged that a proportion of footpath users are bike riders whom currently mix with pedestrians.</p>	<p>Provision of shared path on eastern side of Oliver St north of Brighton St.</p> 	<p>The consolidation of pedestrians and bike riders in this location will increase the likelihood of pedestrian-bike rider conflict, noting that this conflict already exists given school-aged children (under 16) are able to ride on the footpath.</p> <p>Recommended that the section of shared user path to the north of the shared user crossing on Brighton St be widened as far as possible. This will assist in reducing potential conflict between pedestrians and bike riders, increasing user comfort.</p>	

User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
	<p>Existing pedestrian refuge across Oliver St with kerb ramps and a median refuge island.</p> 	<p>Proposed raised shared user crossing across Oliver St. The arrangement of the crossing results in a significant conflict point between pedestrians and bike riders occurring on western side of wombat crossing.</p> 	<p>The proposed arrangement results in poor road safety outcomes for both pedestrians and bike riders.</p> <p>Bike riders are directed to cross the pedestrian walkway whilst negotiating the shared user crossing and within the traffic carriageway.</p> <p>Recommended that the cycleway linemarking be provided on the northern side of the zebra linemarking on the shared user crossing, and the shared path area to the east of the crossing be widened as much as possible to allow more space for bike riders to negotiate pedestrians.</p>	
Riders / wheelers	<p>No formal on-road bicycle lanes currently provided. Bike riders able to ride between lane edge line and parked vehicles within door-opening zone.</p> 	<p>Proposed alignment between cycleway and shared user crossing forms sharp 90-degree bend at Oliver St / Bennett St.</p> 	<p>Recommended to realign proposed cycleway to smooth out 90-degree kerb on the raised crossing located on Bennett St near Oliver St to increase rider comfort, if possible. This could be achieved by aligning the south-eastern side of the raised crossing with Bennett St, providing a larger 'flat top' area at the eastern side of the crossing for bike riders to navigate the corner.</p> 	

User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
	<p>No formal on-road bicycle lanes currently provided. Bike riders able to ride between lane edge line and parked vehicles within door-opening zone.</p> 	<p>Proposed to provide bike rider holding box on eastern approach leg of Adams St / Park St.</p> 	<p>The proposed bike rider holding box leads to improved road safety outcomes by allowing bike riders turning right in to Park St a designated area to prop clear of vehicle traffic and perform a 'hook turn' manoeuvre.</p> <p>It is recommended that consideration be given to converting the raised pedestrian-only crossing to the west of Park Street to cater for bike riders too. This would provide an opportunity for westbound on-road cyclists to cross at a safer facility, particularly if provision is made for them to access the footpath prior to the crossing facility.</p>	
	<p>No formal on-road bicycle lanes currently provided. Bike riders able to ride between lane edge line and parked vehicles within door-opening zone.</p>	<p>Proposed cycleway terminates at Park Street, however there is no convenient way for bike riders to continue on-street to the east of the facility.</p> 	<p>Recommended to extend shared path to east of bus stop and provide kerb ramp to road level to allow eastbound bike riders to transition from the cycleway to on-street bike lanes in a safe and efficient manner.</p>	

User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
	<p>Park Street north of Bennett Street is an existing standard residential street with approx. 10m wide carriageway.</p> 	<p>Park Street north of Bennett Street is proposed to be a 'quiet street' with 20km/h pavement markings and 'honey comb road stamping'.</p> 	<p>The connection between Park Street and Bennett Street forms a critical connection between the proposed cycleway and the Curl Curl Lagoon off-road path.</p> <p>It is recommended that Park Street be reconfigured to a full quietway in alignment with TfNSW Cycleway Design Toolbox.</p> <p>This could comprise retention of existing intersection/threshold treatments, provision of kerb build-outs near Stirgess Avenue to reduce vehicle speeds, provision of pavement surfaces and bicycle markings at regular intervals along the street, and marking of 2.1m wide parking lanes and 2.9m wide traffic lanes to further encourage reduced vehicle speeds.</p>	
Bus users	<p>Buses pull up direct to kerb along designated footpath at stop located on northern side of Bennett St west of Park St.</p> 	<p>Proposed to construct concrete pedestrian platform on outside of cycleway for bus passengers.</p> 	<p>Proposed outcome maintains existing kerbside boarding/alighting for bus passengers. Provision of kerb blister to west of platform ensures eastbound vehicles are delineated from the platform. Provision of raised cycleway to footpath level and zebra linemarking mitigates conflict between pedestrians and bus patrons.</p>	
Commercial/waste collection vehicles	No comments under this category			

User Hierarchy	Existing Case	Project Case	Comment/s	Comment Type
Private car	<p>Single approach lane on western leg of Oliver St / Bennett St.</p> 	<p>Two approach lanes on western leg of Oliver St / Bennett St facilitating simultaneous left/right turning movements.</p> 	<p>The proposed arrangement may lead to poor road safety outcomes for motor vehicles. Vehicles turning on to Oliver St or Bennett Street would have their sight lines inhibited, particularly for left turning vehicles if a right-turning vehicle is also waiting at the hold line.</p> <p>It is recommended that the kerb on the northern side of the intersection be further extended to reduce to one approach lane for the western leg of the intersection. It is noted that heavy vehicle movements should still be supported.</p> <p>It is noted that buses will stop in the through traffic lane, which may result in increased risk of rear-end crashes with buses, or head-on crashes between private cars as a result of overtaking manoeuvres around stationary buses. However, this risk will be substantially offset by the desired design speed of 40km/h on Oliver Street and the inherent traffic calming effect as a result of stationary buses.</p>	
	<p>On-street car parking occurs informally within dedicated parking lane between vehicle crossovers and side street intersections.</p>	<p>Proposed layout requires the formalisation of on-street car parking via linemarking to allow for installation of traffic devices such as kerb blisters, ensure access to vehicle crossovers is sufficient, and adequate area is provided for bin presentation.</p> <p>This surmounts to a net reduction of approximately 7 spaces on the eastern side of Oliver Street and northern side of Bennett Street and 2 spaces on side streets.</p>	<p>The proposed loss of on-street car parking spaces is relatively negligible when considering the significant improvements in road safety outcomes for all road users as a result of the provision of intersection upgrades and other traffic devices such as kerb blisters.</p> <p>The majority of properties that currently have on-street kerbside parking adjacent to their boundary will still retain this under the proposed streetscape upgrade.</p>	

Summary	<p>The proposed streetscape upgrade between Brighton Street and Park Street, and the proposed changes to Park Street north of Bennett Street, provide an overall net positive road safety outcome, however a number of recommendations could be considered for improvements.</p> <p>The proposed arrangement to the north of Brighton Street should be improved via widening of the proposed shared path, given that sufficient space is available. Moreover the shared user crossing on Oliver St north of Brighton St should be reconfigured so that bike riders are directed to the northern side of the crossing, to remove a significant conflict point between pedestrians and bike riders. Implementation of these design changes will further enhance road safety outcomes for pedestrians and bike riders in this area of the corridor.</p> <p>Whilst the proposed cycleway is considered safe in this section of the corridor, some changes could be made to increase the comfort and attractiveness of the facility for bike riders. The alignment of the cycleway across the shared user crossing on Bennett Street at Oliver Street should be smoothed out to reduce the risk of bike rider loss of control, and greater consideration should be provided for bike riders continuing eastbound after Park Street via provision of a kerb ramp connecting to the on-road bicycle lane to the east of the intersection. In addition, there is opportunity for provision of a more substantial quietway arrangement on Park Street, including traffic lane narrowing, kerb build-outs and additional pavement markings, to improve the safety and attractiveness of the link between the proposed cycleway and the Curl Curl Lagoon off-road path to the north.</p> <p>The safety of bus patrons is suitably considered via the proposed concrete platform adjacent to the bus stop on Bennett St. Bike rider conflict with boarding/alighting passengers is appropriately managed via raising of the cycleway to footpath level (reducing the speed of bike riders) and provision of zebra linemarking to highlight pedestrian priority.</p> <p>The proposed introduction of an additional approach lane at Bennett St / Oliver St is considered unnecessary and will likely contribute to negative road safety outcomes via restriction of sight distance for motorists. It is recommended that a single departure lane be provided and the kerb build-out to the west be widened (if possible whilst still supporting heavy vehicle swept paths) to create better outcomes for bike riders and pedestrians.</p> <p>Overall the proposed arrangement between Brighton Street and Park Street, and on Park Street north of Bennett Street, represents an overall net improvement in road safety outcomes and will greatly improve the attractiveness of cycling along the corridor. Nevertheless, there are a number of recommendations which could be implemented to further enhance road safety outcomes and improve the amenity and comfort of the facility, particularly for bike riders.</p>
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<b>Project</b>	Curl Curl-Freshwater Connectivity and Streetscape Upgrade
<b>Reference</b>	FWC-AAP-TP-MEM-0001B
<b>Date:</b>	9 August 2024
<b>Issued to:</b>	Northern Beaches Council
<b>Prepared by:</b>	Bailey Byrnes, Principal Transport Planner
<b>Approved by:</b>	Nicole Vukic, Business Leader – Transport Planning and Advisory
<b>Subject:</b>	Technical Review

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## 1 Introduction

### 1.1 Background

Northern Beaches Council (Council) is looking to finalise plans for a new cycling connection along Oliver Street, Bennett Street and Park Street, Freshwater, between Freshwater Village and Curl Curl Lagoon (the Project). The connection aims to improve the safety and amenity of vulnerable road users by providing new raised crossings, and a separated two-way bicycle path along the eastern side of Oliver Street between Lawrence Street and Brighton Street and the northern side of Bennett Street between Brighton Street and Park Street.

Council has developed updated plans following extensive community consultation which looks to address concerns raised through the engagement process. To augment the design process, a technical review of the design has been completed to provide an independent, high-level review of the latest design with regards to road space reallocation, overall feasibility of the scheme and identify opportunities to improve overall project outcomes.

### 1.2 Scope

To prepare this advice the following tasks were undertaken:

- A technical **kick-off meeting** was held to confirm the objectives, scope, and available information to support the review process.
- A **site visit** of the corridor was made in the afternoon of 6 June 2024 with observations of the existing road environment, road layout, intersection arrangements, land use developments and regional context (completed as part of the Freshwater Central Traffic Study).
- Desktop **street environment assessment** of the proposed design with consideration of both the high-level strategic movement and place classification, the nominated road cross section and design elements.

This memo summarises the key findings of the above study tasks and proposes planning considerations for future modelling and option testing.

### 1.3 Reference documents

The following documents were considered in the preparation of this technical note:

- Connectivity and Streetscape Upgrade - Curl Curl and Freshwater drawings (Rev 1) – Northern Beaches Council, 26 July 2024
- Freshwater Central Precinct - Speed zone review assessment report (Draft) – Arcadis, 12 July 2024
- Cycleway Design Toolbox – Transport for NSW, December 2020
- Guide to Road Design Part 6A: Paths for Walking and Cycling – Austroads, 2021
- AS 1428 Design for access and mobility
- Advisory Note on streetscape, public outdoor areas, fixtures, fittings and furniture - Australian Human Rights Commission (2013).

## 2 Design review

### 2.1 Alignment with Standards and guidelines

A strategic alignment review of the Project has been completed to understand how the design performs against the relevant standards and guidelines as well as NSW government policy.

A summary of the requirements and the assessment findings is provided in Table 1. The key for Table 1 is as follows:

✓ Generally aligns      • Neutral/ unclear outcome      ✗ Does not align

Table 1 Design review

Element	Requirements	Assessment
<b>Separated bicycle path design</b>		
Bicycle path widths	Austroads requires a minimum width of 2.5 m for regionally significant bicycle paths.	✓ The design generally provides a minimum width of 2.6 m.
Horizontal curvature	Austroads provides guidance on the minimum acceptable curve radius for bicycle paths and shared paths, depending on the design speed. Based on a design speed of 20 km/h, a radius of 10 m is required to be provided.  Sharper curves can be considered at intersections. The Transport for NSW (TfNSW) Cycling toolkit recommends smooth alignments preventing 90-degree turns for riders for ease of manoeuvring	<ul style="list-style-type: none"> <li>● The design does not detail the radius at corners along the bicycle path, or at intersections where shared path transitions are used to cross intersecting roads.</li> <li>● At the roundabouts along the route, the bicycle connection across the intersecting streets (Wyndora Avenue, Soldiers Avenue) will likely require cyclists to make a sharp 90 degree turn when travelling along the corridor. If space permits, consideration should be given to smoothing out the approach and departure for cyclists on the approach to these intersections.</li> </ul>
Path gradients	Austroads recommends gradients of less than 3 per cent be provided for bicycle paths. Shared paths are required to comply with AS 1428.1:2009 and AS 1428.2:1992, which has specific requirements for pedestrians.	✓ The design does not indicate gradients along the corridor. However, a site visit visually identified the topography along the corridor as being relatively flat, and is generally considered to meet the required gradients.
Clearances	Austroads requires: <ul style="list-style-type: none"> <li>- A minimum lateral clearance of 0.5 m between opposing bicycle operating spaces (higher for cyclist speeds of 30km/h or greater)</li> <li>- A minimum 0.2 m clearance between the edge of the bicycle path and a parked car. A clear width of 1m is recommended to avoid car doors swinging across the cycle path.</li> </ul> Austroads also recommends paths be located 1.5 m from property boundaries where high fences and/ or dense vegetation exists.	<ul style="list-style-type: none"> <li>✓ The width of the proposed cycling path at least 0.5 m clearance between cyclists travelling in opposing directions, allowing two cyclists to travel in opposite directions with sufficient space</li> <li>● The clearance between the parking lane and the bicycle path is 0.2 m, achieving the minimum clearance required. No buffer is provided for car doors encroaching onto the path.</li> </ul>
Changes in Level	There is no specific guidance on whether bicycle paths should be provided at street level, footpath level, or an intermediate level.	<ul style="list-style-type: none"> <li>● The proposed design currently aligns with observed best practice in NSW with a street level bicycle path with a kerb separator, and localised raised sections adjacent to schools and on the approach to crossing and intersections.</li> </ul>
Surface Treatments	The TfNSW Cycling toolkit recommends, where bicycle paths and footpaths are at the same level, different surface treatments be used to clearly demarcate the paths of travel for pedestrians and cyclists.  Surface treatments should be stable, firm, even, relatively smooth but slip resistant.	<ul style="list-style-type: none"> <li>● It is unclear on the designs provided as to whether coloured pavement is proposed for the bicycle paths.</li> <li>✗ The current design of the shared path areas (on the approaches to intersections and along the school frontage) do not provide clear delineation for cyclists and/ or pedestrians, leading to increased chances of conflict in these locations.</li> </ul>
<b>Key</b>		
✓	Generally aligns	● Neutral/unclear outcome ✗ does not align

Element	Requirements	Assessment
<b>DDA considerations</b>		
Accessibility	AS1428.4.1 requires Tactile Ground Surface Indicators (TGSIs) to be provided to indicate the location of kerbs, crossing and bus stops. This should include directional TGSIs where crossing points are not in the direct continuous path of travel, and warning TGSIs at crossing entry points across the full width of the travel path.	<p>✗ TGSIs are not shown on the plans. Given the proposed deviation of the continuous pedestrian path of travel at the intersections along the corridor, TGSIs should be provided to highlight where the crossing point is located.</p> <ul style="list-style-type: none"> <li>• TGSIs should also be considered at bus stops along the corridor.</li> </ul>
<b>Other considerations</b>		
Street cross section	Transport for NSW requires lanes carrying buses to be at least 3.2 m wide.	✓ The through lanes are 3.2m wide, which is sufficient to accommodate buses.
<b>Key</b>		
✓	Generally aligns	• Neutral/unclear outcome ✗ does not align

## 2.2 Alignment with Movement and Place characteristics

The Movement and Place classification study completed as part of the *Freshwater Central Precinct - Speed zone review assessment (July 2024)* identifies Oliver Street as having a Connector Avenue (Main Street) typology, with a recommended speed limit of 40 km/h. In line with Transport for NSW guidance, Connector Avenues are “street[s] with moderate place intensity and movement function that connects neighbourhoods, urban centres or enterprise areas”.

These streets are typically found in urban centre, urban and suburban areas, and require balancing movement and place functions to support both accessing work, education and recreational opportunities, and allowing for high levels of through movement. The design of these streets needs to:

- Improve place qualities
- Provide safe and comfortable conditions for walking and cycling
- Allow for the efficient movement of people and freight.

The Project and proposed cross section aligns with the overall design direction for Connector Avenues in the Transport for NSW Design of Roads and Streets guide, and supports a 40km/h speed limit along Oliver Street. The provision of a separated bicycle path also aligns with similarly classified roads across Sydney, including Bourke Road, Alexandria (shown in Figure 1).



Figure 1 An example of a Connector Avenue in Bourke Road, Alexandria

### 3 Functionality and response to design challenges

#### 3.1 Suitability of the proposed design

When considering the design of the Project against the broader context and aspirations, the scheme provides an overall improvement to existing conditions. With regards to benefits, the design:

- Provides a dedicated bicycle connection between Freshwater Village and Curl Curl that generally aligns with the principles identified in the TfNSW Cycleway Design Toolbox.
- Aligns with the Movement and Place road classification for Oliver Street, providing a design response that supports the overall design direction for Connector Avenues in balancing movement and place.
- Encourages reduced vehicle speeds by narrowing the road corridor, supporting self-enforcement of vehicle speeds and changes in driver behaviour to provide a safer environment for all road users.
- Provides for the growing use of micromobility devices while maintaining separation from pedestrians and vehicles.

The general configuration proposed provides the most appropriate balance of access for people who walk and people who ride and use micromobility devices, while also responding to the local constraints (such as maintaining on-street parking and street trees). Alternative arrangements would likely result in a loss of parking, street trees and/ or reduced provisions for pedestrians and cyclists.

There are elements of the design that are inconsistent with current guidelines. The design response to different intersections, bus stops, and shared path transitions along the corridor differs from location to location and may create uncertainty for both cyclists and pedestrians as they traverse the corridor. However, the design and the cross section is feasible, with recommendations to address these inconsistencies provided in the following section.

There are also opportunities to strengthen pedestrian and cyclist amenity through integration of kerbside planting and selection of surface treatments, which will also support an improved place response along the identified Connector Avenue corridor. While maintaining movement is a priority, the corridor also needs to contribute positively to the neighbourhood character and provide a high-quality public realm.




A summary of key findings is identified below:

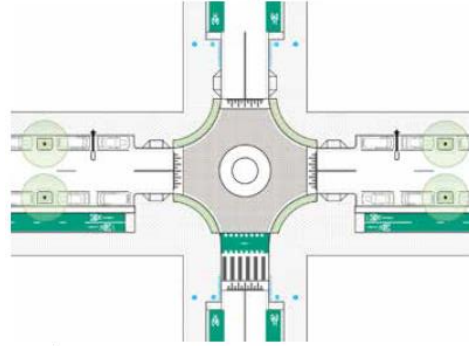


- The nominated on-street parking areas are generally inconsistent with Australian Standards. Parking bays are either too long or too short, encouraging parking of vehicles that don't fit the space
- The design of the bicycle path at pedestrian crossings may encourage cyclists to continue without giving way to pedestrians
- There is an inconsistent approach to the design of bus stops and intersections along the corridor, with some approaches using road narrowing through kerb outstands and others allowing for an indented bus bay
- The design may encourage cyclists turning off/ joining the separated bicycle path to a connecting street travel on the wrong side of the road to access the bicycle path
- Transitions between the bicycle path and shared path do not provide clear direction for cyclists, particularly on approach to roundabouts
- The adoption of the shared path adjacent to Harbord Public School is consistent to the rest of the corridor and may lead to confusion between cyclists and pedestrians.



#### 3.2 Challenges and opportunities for value-add

Table 2 provides a summary of the challenges identified in the preceding section, recommendations on potential resolution to these challenges (including similar treatments in NSW) and their relative priority to address.

Table 2 Challenges and recommended approach

Element	Challenge	Recommendation	Priority	Example treatment
On-street parking	Parking bays are either too long or too short, encouraging parking of vehicles that do not fit the space	Use parking line delineation lines (i.e., inverted 'L' or 'T' lines) to show where vehicles can park.  This approach is used in similar locations around NSW (see image right) and ensures vehicles park without overhanging driveways.	Nice to have	
Pedestrian crossing	The design of bicycle path at pedestrian crossing may encourage cyclists to continue without giving way to pedestrians	Provide a minor diversion in bicycle path as per the Transport for NSW cycling toolbox on the approach to pedestrian crossings along the corridor.  This approach is recommended by TfNSW to highlight pedestrian priority across the corridor to cyclists (see image right)	Nice to have	
Bus stops	Inconsistent approach to bus stops along the bicycle path	Apply consistent approaches at bus stops by providing pedestrian crossings and islands for passengers to board and alight from buses stopping in the through lane.  Consider planting and other approaches to improve place/ amenity (see image right)	Nice to have	

Element	Challenge	Recommendation	Priority	Example treatment
Intersection design	Inconsistent approaches used at intersections – some approaches use road narrowing through kerb outstands	Provide a consistent approach to space allocation on the approach to intersections.  Consider providing additional space to allow a smooth transition for cyclists within the shared space surrounding roundabouts (see TfNSW Cycleway Design Toolbox example right).	Nice to have	
Roundabout approaches	The design to ensure cyclists turning off/ joining the bicycle path are able to connect to adjacent street without travelling on the wrong side of the road	Maintain the bicycle path level with the road and provides gaps in the separator to allow cyclists to depart/ join bicycle path as required.  If the bicycle path is flush with the footpath, kerb ramps should be positioned to allow a similar movement.	Nice to have	
Kerb outstands	There is inconsistent use of kerb stands and buildouts along the corridor.	If outstands are to be used to restrict parking locations, ensure the approach is consistent along the corridor. Consider integrating kerb outstands with bicycle kerbs with planting.  Kerb buildouts also assist with reducing vehicle speed, reducing crossing distance for pedestrians, and increased visibility.	Nice to have	

Element	Challenge	Recommendation	Priority	Example treatment
Shared path transition	The transitions between the bicycle path and shared path do not provide clear direction for cyclists, particularly on approach to roundabouts	Clearly demarcate transition areas between shared areas and the bicycle path to show the path of travel for pedestrians and cyclists.  Include clear linemarking to show path has transitioned from a bicycle path and is now shared between pedestrians and cyclists (see image right).	Required	
School interface	The shared path along the Harbord Public School frontage is inconsistent with the rest of the corridor, and may lead to confusion between cyclists and pedestrians	Consider providing a raised, separated bicycle path alongside the school.  A similar approach has been used on the bicycle path on Ridge Street, North Sydney, outside St Mary's Catholic Primary School.	Nice to have	

### 3.3 Design considerations for two-way bicycle paths

For bicycle paths to be effective, they require physical separation from both traffic and pedestrians through the use of barriers, line marking and/ or vertical separation. Identifying the appropriate level of the bicycle path, such as being flush with the kerb (at footpath level) or at street level, will depend on the local context and the physical constraints the bicycle path needs to respond to.

Benefits of each approach, as well as design considerations for each, are outlined in Table 3.

*Table 3 Design considerations for two-way bicycle paths*

	Bicycle path flush with kerb	Bicycle path at street level
Benefits	<ul style="list-style-type: none"> <li>Provides vertical separation from traffic</li> <li>Reduces trip hazards between the kerbside parking lane and the footpath</li> <li>Allows some flexibility for bicycle path location.</li> </ul>	<ul style="list-style-type: none"> <li>Provides clear separation from pedestrians</li> <li>Allows reinforcement of pedestrian priority at crossings (raised crossing treatment)</li> <li>Follows the longitudinal profile of the kerb and is therefore generally cheaper to construct because of reduced earthworks</li> <li>Provides a physically separated space for micromobility devices away from the footpath.</li> </ul>
Considerations	<ul style="list-style-type: none"> <li>Placement of residential bins for collection</li> <li>Separation between the footpath and bicycle path may be required to reduce likelihood of people riding using the footpath to overtake</li> <li>May lead to confusion between people riding and people walking at pedestrian crossings, and between people accessing public transport at bus stops.</li> </ul>	<ul style="list-style-type: none"> <li>Level differences between a roadway and an adjacent pedestrian path pose difficulties for pedestrians</li> <li>Should separate road drainage is not provided, breaks in the separating median should be provided to divert run-off to existing drainage pits</li> <li>May require additional maintenance to manage leaf litter and debris.</li> </ul>

## 4 Findings and recommendations

The following findings have been concluded from the technical review of the Curl Curl-Freshwater Connectivity and Streetscape Upgrade:

- An improved cycling connection between Freshwater and Curl Curl is desired.
- The current design for the Project provides an overall improvement to existing conditions by:
  - Providing a dedicated bicycle link between Freshwater Village and Curl Curl that generally aligns with the principles identified in the TfNSW Cycleway Design Toolbox.
  - Aligning with the Movement and Place road classification for Oliver Street, providing a design response that supports the overall design direction for Connector Avenues in balancing movement and place.
  - Encouraging reduced vehicle speeds by narrowing the road corridor, supporting self-enforcement of vehicle speeds and changes in driver behaviour to provide a safer environment for all road users.
  - Providing for the growing use of micromobility devices while maintaining separation from pedestrians and vehicles.
- The current design generally complies with current standards and guidelines, with the following exceptions:
  - The current design of the shared path areas do not provide clear delineation for cyclists and/or pedestrians, leading to increased chances of conflict in these locations.

- While separation is provided between the bicycle path and parked vehicles, there no buffer for car doors encroaching onto the bicycle path.
- TGSIs are not shown on the plans.

The following alterations are recommended to address the critical design challenges identified:

- Provide gaps in the bicycle path separators to allow cyclists to depart/ join the bicycle path
- Clearly demarcate transition areas between shared areas and the bicycle path.

The following recommendations should be considered:

- Use parking line delineation lines (i.e. inverted 'L' or 'T' lines) show where vehicles can park
- Provide minor diversion for cyclists at pedestrian crossings as per the TfNSW Cycleway Design Toolbox
- Apply consistent approaches at bus stops
- Provide opportunities for planting and other approaches to improve place/amenity, including integrating kerb outstands with planting
- Provide a consistent approach to roundabouts by providing additional space to allow a smooth transition for cyclists
- Providing a consistent corridor cross-section by providing a raised, separated bicycle path alongside the school.

The assessed design is an appropriate solution for the corridor, responding to the local context and providing a safer road environment for all road users.