ATTACHMENT BOOKLET

NORTHERN BEACHES COUNCIL MEETING

TUESDAY 21 OCTOBER 2025

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DRAFT FINAL DESIGNATED POSITIONS LIST FY25/26

Position Title	Business Unit	Division
Chief Executive Officer	CEO	CEO
Branch Manager Library Services	Library Services	Community & Recreation
Branch Manager Library Services	Library Services	Community & Recreation
Branch Manager Library Services	Library Services	Community & Recreation
Branch Manager Library Services	Library Services	Community & Recreation
Branch Manager Library Services	Library Services	Community & Recreation
Customer Service Manager	Customer Services	Community & Recreation
Customer Service Operations Manager	Customer Services	Community & Recreation
Digital Services Manager	Library Services	Community & Recreation
Director Community & Recreation	Community & Recreation	Community & Recreation
Director Glen Street Theatre	Community, Arts & Culture	Community & Recreation
Executive Manager Community, Arts & Culture	Community, Arts & Culture	Community & Recreation
Executive Manager Customer Service	Customer Services	Community & Recreation
Executive Manager Early Learning	Childrens Services	Community & Recreation
Executive Manager Library Services	Library Services	Community & Recreation
Executive Manager Sports & Recreation	Recreation Business	Community & Recreation
Manager Engagement & Partnerships	Library Services	Community & Recreation
Manager, Arts & Culture / Gallery Director	Community, Arts & Culture	Community & Recreation
Manager, Community Centres	Community Centres	Community & Recreation
Manager, Community Development	Community Development	Community & Recreation
Manager, Early Learning Centres	Childrens Services	Community & Recreation
Manager, Family Day Care	Childrens Services	Community & Recreation
Manager, Social Planning & Services	Social Planning & Services	Community & Recreation
Service Capability Manager	Library Services	Community & Recreation
Chief Financial Officer	Finance	Corporate Services
Chief Information Officer	Information & Digital Technology	Corporate Services
Chief Information Security Officer	Information & Digital Technology	Corporate Services
Chief Operating Officer	Corporate Services	Corporate Services
Chief Technology & Operations Officer	Information & Digital Technology	Corporate Services

Position Title	Business Unit	Division
Contracts Officer	Finance	Corporate Services
Deputy CFO Transactional Accounting	Finance	Corporate Services
ERP Vendor Operations Manager	Information & Digital Technology	Corporate Services
Executive Manager Community Engagement & Communications	Community Engagement & Communications	Corporate Services
Executive Manager Governance & Risk	Governance & Risk	Corporate Services
Executive Manager Human Resources	Human Resources	Corporate Services
Executive Manager Strategy, Performance & Records	Strategy, Performance & Records	Corporate Services
General Counsel	Office of General Counsel	Corporate Services
ICT Vendor Manager	Information & Digital Technology	Corporate Services
Internal Ombudsman	Internal Audit & Complaints Resolution	Corporate Services
Legal Counsel	Office of General Counsel	Corporate Services
Legal Counsel	Office of General Counsel	Corporate Services
Manager, Talent & Learning & Development	Human Resources	Corporate Services
Manager, Corporate Strategy	Strategy, Performance & Records	Corporate Services
Manager, HR Partnerships and Services	Human Resources	Corporate Services
Manager, HR Services & Systems	Human Resources	Corporate Services
Manager, Infrastructure Operations	Information & Digital Technology	Corporate Services
Manager, IT Projects & Improvement	Information & Digital Technology	Corporate Services
Manager, Procurement	Finance	Corporate Services
Manager, Service Delivery	Information & Digital Technology	Corporate Services
Manager, Spatial Information	Information & Digital Technology	Corporate Services
Manager, Systems Development & Support	Information & Digital Technology	Corporate Services
Principal Governance Officer	Governance & Risk	Corporate Services
Procurement Specialist	Finance	Corporate Services
Procurement Specialist	Finance	Corporate Services
Procurement Specialist	Finance	Corporate Services
Program Director - ERP Transformation	Information & Digital Technology	Corporate Services
Senior Contract Specialist	Finance	Corporate Services
Specialist Stakeholder Engagement	Information & Digital Technology	Corporate Services

Position Title	Business Unit	Division
Team Leader - WHS	Human Resources	Corporate Services
Team Leader Complaints Resolution	Internal Audit & Complaints Resolution	Corporate Services
Team Leader, Organisational Performance	Strategy, Performance & Records	Corporate Services
Workers Compensation Team Leader	Human Resources	Corporate Services
Manager Financial Planning & Systems	Finance	Corporate Services
Principal Advisor, Insurance & Claims	Governance & Assurance Services	Corporate Services
Asset Management Officer	Parks & Open Space	Environment & Open Space
Asset Management Officer	Parks & Open Space	Environment & Open Space
Asset Management Officer	Parks & Open Space	Environment & Open Space
Asset Management Officer	Parks & Open Space	Environment & Open Space
Asset Planning Officer	Parks & Open Space	Environment & Open Space
Business Operations & Engagement Leader	Waste Management & Cleansing	Environment & Open Space
Commercial Centres Supervisor	Parks & Open Space	Environment & Open Space
Coordinator Horticultural Maintenance	Parks & Open Space	Environment & Open Space
Coordinator Parks	Parks & Open Space	Environment & Open Space
Coordinator Reserves & Sportsfields	Parks & Open Space	Environment & Open Space
Coordinator Reserves & Sportsfields Site Supervisor South	Parks & Open Space	Environment & Open Space
Coordinator Waste Operations	Waste Management & Cleansing	Environment & Open Space
Coordinator, Contract Services	Waste Management & Cleansing	Environment & Open Space
Coordinator, Education & Strategic Programs	Waste Management & Cleansing	Environment & Open Space
Coordinator, Illegal Dumping Investigations	Waste Management & Cleansing	Environment & Open Space
Coordinator, Recreation Planning	Parks & Open Space	Environment & Open Space
Director Environment & Open Space	Environment & Open Space	Environment & Open Space
Environmental Health Officer	Environmental Health	Environment & Open Space
Executive Manager Environment & Resilience	Environment & Resilience	Environment & Open Space
Executive Manager Parks & Open Space	Parks & Open Space	Environment & Open Space
Executive Manager Waste Management & Cleansing	Waste Management & Cleansing	Environment & Open Space

Position Title	Business Unit	Division
Field Officer, Street Tree Planting	Parks & Open Space	Environment & Open Space
Gardens Supervisor	Parks & Open Space	Environment & Open Space
Infrastructure Maintenance Supervisor	Parks & Open Space	Environment & Open Space
Infrastructure Maintenance Supervisor	Parks & Open Space	Environment & Open Space
Infrastructure Maintenance Supervisor	Parks & Open Space	Environment & Open Space
Landscape Advisor	Parks & Open Space	Environment & Open Space
Landscape Architect	Parks & Open Space	Environment & Open Space
Landscape Assessment & Design Officer	Parks & Open Space	Environment & Open Space
Landscape Construction Supervisor	Parks & Open Space	Environment & Open Space
Manager Domestic Waste	Waste Management & Cleansing	Environment & Open Space
Manager Park Operations	Parks & Open Space	Environment & Open Space
Manager, Beach Safety	Parks & Open Space	Environment & Open Space
Manager, Bushland & Biodiversity	Environment & Resilience	Environment & Open Space
Manager, Coast & Catchments	Environment & Resilience	Environment & Open Space
Manager, Development, Engineering & Certification	Environment & Resilience	Environment & Open Space
Manager, Environment Resilience & Climate Change	Environment & Resilience	Environment & Open Space
Manager, Open Space Planning	Parks & Open Space	Environment & Open Space
Manager, Park Assets - Planning Design & Delivery	Parks & Open Space	Environment & Open Space
Manager, Public Waste & Cleansing	Waste Management & Cleansing	Environment & Open Space
Manager, Stormwater Engineering	Environment & Resilience	Environment & Open Space
Manager, Tree Services	Parks & Open Space	Environment & Open Space
Manager, Waste Services	Waste Management & Cleansing	Environment & Open Space
Principal Engineer - Major Developments	Environment & Resilience	Environment & Open Space
Recreation Planning Specialist	Parks & Open Space	Environment & Open Space
Reserves & Sportsfields Supervisor	Parks & Open Space	Environment & Open Space
Reserves & Sportsfields Supervisor South	Parks & Open Space	Environment & Open Space
Resilience and Climate Change Officer	Environment & Resilience	Environment & Open Space
Resilience and Emergency Management Coordinator	Environment & Resilience	Environment & Open Space

Position Title	Business Unit	Division
Senior Asset Management Officer	Parks & Open Space	Environment & Open Space
Senior Asset Management Officer	Parks & Open Space	Environment & Open Space
Senior Asset Management Officer	Parks & Open Space	Environment & Open Space
Senior Asset Planning Officer	Parks & Open Space	Environment & Open Space
Senior Development Engineer	Environment & Resilience	Environment & Open Space
Senior Development Engineer	Environment & Resilience	Environment & Open Space
Senior Development Engineer	Environment & Resilience	Environment & Open Space
Senior Development Engineer	Environment & Resilience	Environment & Open Space
Senior Landscape Architect	Parks & Open Space	Environment & Open Space
Senior Landscape Architect	Parks & Open Space	Environment & Open Space
Senior Project Officer	Parks & Open Space	Environment & Open Space
Senior Tree Management Officer - Private	Parks & Open Space	Environment & Open Space
Senior Tree Management Officer Public Trees	Parks & Open Space	Environment & Open Space
Sportground & Open Space Coordinator	Parks & Open Space	Environment & Open Space
Team Leader, Biodiversity & Planning	Environment & Resilience	Environment & Open Space
Tree Assessment Officer	Parks & Open Space	Environment & Open Space
Tree Assessment Officer	Parks & Open Space	Environment & Open Space
Tree Assessment Officer	Parks & Open Space	Environment & Open Space
Tree Assessment Officer	Parks & Open Space	Environment & Open Space
Tree Services Officer	Parks & Open Space	Environment & Open Space
Business & Administration Coordinator	Environmental Compliance	Planning & Place
Business & Administration Coordinator	Environmental Compliance	Planning & Place
Business & Administration Coordinator	Environmental Compliance	Planning & Place
Companion Animals Education Officer	Environmental Compliance	Planning & Place
Essential Services Officer - Fire Safety	Environmental Compliance	Planning & Place
Aboriginal Heritage Archaeologist	Strategic & Place Planning	Planning & Place
Aboriginal Heritage Manager	Strategic & Place Planning	Planning & Place
Aboriginal Heritage Officer	Strategic & Place Planning	Planning & Place
Building Compliance Liaison Officer	Environmental Compliance	Planning & Place

Position Title	Business Unit	Division
Building Compliance Liaison Officer	Environmental Compliance	Planning & Place
Building Compliance Officer	Environmental Compliance	Planning & Place
Building Compliance Officer	Environmental Compliance	Planning & Place
Building Compliance Officer	Environmental Compliance	Planning & Place
Manager, Business Support	Environmental Compliance	Planning & Place
Building Compliance Officer	Environmental Compliance	Planning & Place
Building Compliance Officer	Environmental Compliance	Planning & Place
Building Compliance Officer	Environmental Compliance	Planning & Place
Building Surveyor	Environmental Compliance	Planning & Place
Building Surveyor	Environmental Compliance	Planning & Place
Building Surveyor	Environmental Compliance	Planning & Place
Building Surveyor	Environmental Compliance	Planning & Place
Building Surveyor	Environmental Compliance	Planning & Place
Building Surveyor	Environmental Compliance	Planning & Place
Building Surveyor	Environmental Compliance	Planning & Place
Contractor - Building Control Liasion Officer	Environmental Compliance	Planning & Place
Contractor - Building Control Officer	Environmental Compliance	Planning & Place
Contractor - Environmental Health Officer	Finance	Planning & Place
Contractor Parking Officer	Environmental Compliance	Planning & Place
Director Planning & Place	Planning & Place	Planning & Place
Economic Development Advisor	Place & Economic Development	Planning & Place
Environmental Compliance Liaison Officer	Environmental Compliance	Planning & Place
Environmental Health Compliance Liaison Officer	Environmental Compliance	Planning & Place
Environmental Health Officer	Environmental Compliance	Planning & Place
Environmental Health Officer	Environmental Compliance	Planning & Place
Environmental Health Officer	Environmental Compliance	Planning & Place
Environmental Health Officer	Environmental Compliance	Planning & Place
Environmental Health Officer	Environmental Compliance	Planning & Place
Environmental Health Officer	Environmental Compliance	Planning & Place
Environmental Health Officer	Environmental Compliance	Planning & Place
Environmental Health Officer	Environmental Compliance	Planning & Place
Environmental Health Officer	Environmental Compliance	Planning & Place

Position Title	Business Unit	Division
Environmental Health Officer	Environmental Compliance	Planning & Place
Environmental Health Officer	Environmental Compliance	Planning & Place
Environmental Health Officer	Environmental Compliance	Planning & Place
Environmental Health Officer	Environmental Compliance	Planning & Place
Environmental Health Officer	Environmental Compliance	Planning & Place
Environmental Health Officer	Environmental Compliance	Planning & Place
Executive Manager Development Assessment	Development Assessment	Planning & Place
Executive Manager Environmental Compliance	Environmental Compliance	Planning & Place
Executive Manager Strategic & Place Planning	Strategic & Place Planning	Planning & Place
Heritage Advisor	Strategic & Place Planning	Planning & Place
Heritage Advisor	Strategic & Place Planning	Planning & Place
Heritage Planner	Strategic & Place Planning	Planning & Place
Manager, Building Control	Environmental Compliance	Planning & Place
Manager, Business Systems & Administration	Development Assessment	Planning & Place
Manager, Development Assessments	Development Assessment	Planning & Place
Manager, Development Assessments	Development Assessment	Planning & Place
Manager, Development Assessments	Development Assessment	Planning & Place
Manager, Development Assessments	Development Assessment	Planning & Place
Manager, Environmental Health	Environmental Compliance	Planning & Place
Manager, Place & Economic Development	Place & Economic Development	Planning & Place
Manager, Rangers	Environmental Compliance	Planning & Place
Manager, Regulatory Support	Environmental Compliance	Planning & Place
Manager, Strategic & Place Planning	Strategic & Place Planning	Planning & Place
Manager, Strategic & Place Planning	Strategic & Place Planning	Planning & Place
Manager, Strategic & Place Planning	Strategic & Place Planning	Planning & Place
Manager, Strategic & Place Planning	Strategic & Place Planning	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place

Position Title	Business Unit	Division
Parking Officer	Environmental Compliance	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place
Parking Officer	Environmental Compliance	Planning & Place
Principal Development Infrastructure Officer	Strategic & Place Planning	Planning & Place
Principal Planner	Development Assessment	Planning & Place
Principal Planner	Development Assessment	Planning & Place
Principal Planner	Development Assessment	Planning & Place
Principal Planner	Development Assessment	Planning & Place
Principal Planner	Development Assessment	Planning & Place
Principal Planner	Development Assessment	Planning & Place
Principal Planner	Development Assessment	Planning & Place
Principal Planner	Development Assessment	Planning & Place
Principal Planner	Strategic & Place Planning	Planning & Place
Principal Planner	Strategic & Place Planning	Planning & Place
Principal Planner	Strategic & Place Planning	Planning & Place
Principal Planner	Strategic & Place Planning	Planning & Place
Principal Planner	Strategic & Place Planning	Planning & Place
Principal Planner	Strategic & Place Planning	Planning & Place
Principal Planner	Strategic & Place Planning	Planning & Place
Principal Planner	Strategic & Place Planning	Planning & Place
Principal Planner	Strategic & Place Planning	Planning & Place

Position Title	Business Unit	Division
Principal Planner	Strategic & Place Planning	Planning & Place
Principal Planner	Strategic & Place Planning	Planning & Place
Principal Planner	Strategic & Place Planning	Planning & Place
Principal Planner	Strategic & Place Planning	Planning & Place
Principal Planner	Strategic & Place Planning	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
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Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger	Environmental Compliance	Planning & Place
Ranger (Ordinance)	Environmental Compliance	Planning & Place
Ranger (Ordinance)	Environmental Compliance	Planning & Place
Ranger (Ordinance)	Environmental Compliance	Planning & Place
Ranger (Ordinance)	Environmental Compliance	Planning & Place
Ranger (Ordinance)	Environmental Compliance	Planning & Place
Ranger Coordinator	Environmental Compliance	Planning & Place
Ranger Coordinator	Environmental Compliance	Planning & Place
Ranger Coordinator	Environmental Compliance	Planning & Place

Position Title	Business Unit	Division
Ranger Coordinator	Environmental Compliance	Planning & Place
Ranger Triage Officer	Environmental Compliance	Planning & Place
Senior Building Surveyor	Environmental Compliance	Planning & Place
Senior Building Surveyor	Environmental Compliance	Planning & Place
Senior Compliance Officer	Environmental Compliance	Planning & Place
Senior Urban Designer	Strategic & Place Planning	Planning & Place
Senior Urban Designer	Strategic & Place Planning	Planning & Place
Senior Urban Designer	Strategic & Place Planning	Planning & Place
Senior Urban Designer	Strategic & Place Planning	Planning & Place
Swimming Pool Certifier	Environmental Compliance	Planning & Place
Swimming Pool Certifier	Environmental Compliance	Planning & Place
Team Leader Building Control	Environmental Compliance	Planning & Place
Team Leader Building Control	Environmental Compliance	Planning & Place
Team Leader Building Control	Environmental Compliance	Planning & Place
Team Leader Environmental Health	Environmental Compliance	Planning & Place
Team Leader Environmental Health	Environmental Compliance	Planning & Place
Team Leader Environmental Health	Environmental Compliance	Planning & Place
Team Leader Placemaking	Place & Economic Development	Planning & Place
Team Leader Rangers	Environmental Compliance	Planning & Place
Facilities Officer	Property, Buildings & Beach Services	Transport & Assets
Facilities Officer	Property, Buildings & Beach Services	Transport & Assets
Facilities Officer	Property, Buildings & Beach Services	Transport & Assets
Capital Works Project Manager	Capital Projects	Transport & Assets
Capital Works Project Manager	Capital Projects	Transport & Assets
Capital Works Project Manager	Capital Projects	Transport & Assets
Cleaning Services Coordinator	Property, Building & Beach Services	Transport & Assets
Contracts Administration Officer	Property, Building & Beach Services	Transport & Assets
Director Transport & Assets	Transport & Assets	Transport & Assets
Dispatch Administration Officer	Property, Building & Beach Services	Transport & Assets
Engineer - Construction & Maintenance	Transport & Civil Infrastructure	Transport & Assets

Position Title	Business Unit	Division
Engineer - Construction & Maintenance	Transport & Civil Infrastructure	Transport & Assets
Engineer - Projects	Capital Projects	Transport & Assets
Executive Manager Capital Projects	Capital Projects	Transport & Assets
Executive Manager Property, Building & Beach Services	Property, Building & Beach Services	Transport & Assets
Executive Manager Transport & Civil Infrastructure	Transport & Civil Infrastructure	Transport & Assets
Finance Officer - Property	Property, Building & Beach Services	Transport & Assets
Finance Property Officer	Property, Building & Beach Services	Transport & Assets
Fleet Coordinator	Transport & Civil Infrastructure	Transport & Assets
Hospitality Services Coordinator	Property, Building & Beach Services	Transport & Assets
Infrastructure Funding Officer	Capital Projects	Transport & Assets
Land Dealings Officer	Property, Building & Beach Services	Transport & Assets
Manager Business Operations	Transport & Civil Infrastructure	Transport & Assets
Manager, Asset Strategy & Planning	Transport & Assets	Transport & Assets
Manager, Asset Strategy, Planning & Performance	Transport & Civil Infrastructure	Transport & Assets
Manager, Building Assets - Planning, Design & Delivery	Property, Building & Beach Services	Transport & Assets
Manager, Business Operations	Transport & Civil Infrastructure	Transport & Assets
Manager, Community Transport, Parking & Fleet	Transport & Civil Infrastructure	Transport & Assets
Manager, Construction & Maintenance	Transport & Civil Infrastructure	Transport & Assets
Manager, Facilities Management & Services	Property, Building & Beach Services	Transport & Assets
Manager, Major Projects	Capital Projects	Transport & Assets
Manager, Major Infrastructure Projects	Capital Projects	Transport & Assets
Manager, Property, Commercial & Tourist Assets	Property, Building & Beach Services	Transport & Assets
Manager, Transport & Civil Infrastructure Assets	Transport & Civil Infrastructure	Transport & Assets
Manager, Transport Network	Transport & Civil Infrastructure	Transport & Assets
Principal Architectural Designer	Property, Building & Beach Services	Transport & Assets

Position Title	Business Unit	Division
Principal Engineer	Capital Projects	Transport & Assets
Principal Planner	Property, Building & Beach Services	Transport & Assets
Project Manager - Capital Works	Capital Projects	Transport & Assets
Project Manager - Capital Works	Capital Projects	Transport & Assets
Project Manager - Civil Works	Capital Projects	Transport & Assets
Project Manager - Civil Works	Capital Projects	Transport & Assets
Project Officer	Capital Projects	Transport & Assets
Project Officer	Property, Building & Beach Services	Transport & Assets
Property & Building Projects	Property, Building & Beach Services	Transport & Assets
Property Administration Officer	Property, Building & Beach Services	Transport & Assets
Property Administration Officer	Property, Building & Beach Services	Transport & Assets
Property Officer	Property, Building & Beach Services	Transport & Assets
Property Officer	Property, Building & Beach Services	Transport & Assets
Property Officer	Property, Building & Beach Services	Transport & Assets
Property Officer	Property, Building & Beach Services	Transport & Assets
Property Officer	Property, Building & Beach Services	Transport & Assets
Property Officer	Property, Building & Beach Services	Transport & Assets
Property Officer	Property, Building & Beach Services	Transport & Assets
Property Officer	Property, Building & Beach Services	Transport & Assets
Property Officer - Finance	Property, Building & Beach Services	Transport & Assets
Restorations Officer	Transport & Civil Infrastructure	Transport & Assets
Roads Restoration Officer	Transport & Civil Infrastructure	Transport & Assets
Supervisor - Building Trades	Property, Buildings & Beach Services	Transport & Assets
Supervisor - Carpentry	Property, Buildings & Beach Services	Transport & Assets
Supervisor - Carpentry	Property, Buildings & Beach Services	Transport & Assets
Supervisor - Electrical	Property, Buildings & Beach Services	Transport & Assets

Position Title	Business Unit	Division
Supervisor - Maintenance	Property, Buildings & Beach Services	Transport & Assets
Supervisor - Painting	Property, Buildings & Beach Services	Transport & Assets
Supervisor - Plumbing	Property, Buildings & Beach Services	Transport & Assets
Senior Asset Officer	Property, Building & Beach Services	Transport & Assets
Senior Design & Surveyor	Capital Projects	Transport & Assets
Senior Engineer - Asset Projects	Capital Projects	Transport & Assets
Senior Engineer - Civil Works	Capital Projects	Transport & Assets
Senior Engineer - Construction and Maintenance	Transport & Civil Infrastructure	Transport & Assets
Senior Facilities Officer	Property, Building & Beach Services	Transport & Assets
Senior Facilities Officer	Property, Building & Beach Services	Transport & Assets
Senior Project Manager	Capital Projects	Transport & Assets
Senior Project Manager	Capital Projects	Transport & Assets
Senior Project Manager - Capital Works	Capital Projects	Transport & Assets
Senior Project Officer	Property, Building & Beach Services	Transport & Assets
Senior Project Officer	Property, Building & Beach Services	Transport & Assets
Senior Project Officer	Property, Building & Beach Services	Transport & Assets
Senior Project Officer	Property, Building & Beach Services	Transport & Assets
Senior Project Officer - Capital Projects	Capital Projects	Transport & Assets
Senior Project Officer - Capital Projects	Capital Projects	Transport & Assets
Senior Property Officer	Property, Building & Beach Services	Transport & Assets
Senior Property Officer	Property, Building & Beach Services	Transport & Assets
Senior Property Officer	Property, Building & Beach Services	Transport & Assets
Strategic Transport Coordinator	Transport & Civil Infrastructure	Transport & Assets
Team Leader, Cemeteries	Property, Building & Beach Services	Transport & Assets

Position Title	Business Unit	Division
Team Leader, Land Dealings	Property, Building & Beach Services	Transport & Assets
Team Leader, Property	Property, Building & Beach Services	Transport & Assets
Team Leader, Property	Property, Building & Beach Services	Transport & Assets

External Officials
ARIC Members
Northern Beaches Local Planning Panel Members
Councillors

New Positions

Position Title	Business Unit
Facilities Officer	Property, Buildings & Beach Services
Facilities Officer	Property, Buildings & Beach Services
Facilities Officer	Property, Buildings & Beach Services
Manager Financial Planning & Systems	Finance
Principal Advisor, Insurance & Claims	Governance & Assurance Services
Supervisor - Building Trades	Property, Buildings & Beach Services
Supervisor - Carpentry	Property, Buildings & Beach Services
Supervisor - Carpentry	Property, Buildings & Beach Services
Supervisor - Electrical	Property, Buildings & Beach Services
Supervisor - Maintenance	Property, Buildings & Beach Services
Supervisor - Painting	Property, Buildings & Beach Services
Supervisor - Plumbing	Property, Buildings & Beach Services
Business & Administration Coordinator	Environmental Compliance
Business & Administration Coordinator	Environmental Compliance
Business & Administration Coordinator	Environmental Compliance
Companion Animals Education Officer	Environmental Compliance
Essential Services Officer – Fire Safety	Environmental Compliance
Manager, Business Support	Environmental Compliance

Positions Removed

Position Title	Business Unit
Manager, Service Improvement	Library Services
Contractor – Planner	Development Assessment
Planner	Development Assessment
Planner	Development Assessment
Planner	Development Assessment
Planner	Development Assessment
Planner	Development Assessment
Planner	Development Assessment
Planner	Development Assessment
Planner	Development Assessment
Planner	Development Assessment
Planner	Development Assessment
Planner	Development Assessment
Planner	Development Assessment
Planner	Development Assessment
Planner	Development Assessment
Planner	Development Assessment
Planner	Development Assessment
Planning Officer	Development Assessment

Planning Officer	Development Assessment
Student Planner	Development Assessment
Student Planner	Development Assessment
Student Planner	Development Assessment
Student Planner	Development Assessment
Manly Mainstreet Coordinator	Place & Economic Development
Place Coordinator	Place & Economic Development
Place Coordinator	Place & Economic Development
Place Coordinator	Place & Economic Development
Place Coordinator	Place & Economic Development
Planner	Strategic & Place Planning
Planner	Strategic & Place Planning
Planner	Strategic & Place Planning
Planner	Strategic & Place Planning
Planner	Strategic & Place Planning
Planner	Strategic & Place Planning
Student Planner	Strategic & Place Planning

MINUTES

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING

held in the Flannel Flower Room, Civic Centre, Dee Why on

TUESDAY 10 JUNE 2025

Minutes of the Audit, Risk and Improvement Committee meeting held on Tuesday 10 June 2025 in the Flannel Flower Room, Civic Centre, Dee Why Commencing at 2:11pm

ATTENDANCE:

Members of the Committee

Chair Stephen Horne (Chair)
Member Mark McCoy
Member Robert Lagaida
Member Sarah Grattan

Council Officers (attendees)

Scott Phillips	Chief Executive Officer
Kelly Loveridge	Chief Operating Officer
Sally Hall	Internal Ombudsman
Sarah Dunstan	Executive Manager Governance & Risk
Aline Fernandes	Internal Auditor
Lauren Reti	Senior Advisor Governance

Council Auditors (attendee)

Karthik Krishnamoorthy	Associate Director – Financial Audit, Audit Office of NSW

Guest Attendees

Sue Heins	Mayor *joined at 2:55pm and left at 4:00pm*

Visiting Staff

Caroline Foley	Chief Financial Officer
Michael Turner	Chief Information Officer
David Griffiths	Chief Information Security Officer

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1.0 APOLOGIES

Apologies were received from Sue Prichard, with Karthik Krishnamoorthy attending in her place.

2.0 DISCLOSURES OF INTEREST

Robert Lagaida disclosed that he has been appointed as Chair of the Tamworth Regional Council Audit, Risk and Improvement Committee (ARIC).

3.0 CONFIRMATION OF MINUTES

3.1 MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 4 MARCH 2025

OUTCOME

That the minutes of the Audit, Risk and Improvement Committee Meeting held on 4 March 2025, copies of which were previously circulated to all members, are hereby confirmed as a true and correct record of the proceedings of that meeting subject to minor edits.

4.0 ITEMS RESOLVED BY EXCEPTION

Nil

5.0 ACTION ITEMS FROM MINUTES

5.1 ACTION ITEMS UPDATE

PURPOSE

The purpose of this report is to provide the Audit, Risk and Improvement Committee (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

ARIC members noted that all action items listed were either not due yet, or being resolved in reports presented at this meeting.

ARIC members enquired about the statistics provided for Item 8.3 Service Review – Information Access & Privacy and if the figures were out of a total of 5 and if context could be provided. The Chief Operating Officer confirmed the figures related to Council's Self Assessment against the State Government Records Management Assessment Tool.

OUTCOME

The Audit, Risk and Improvement Committee noted the progress on actions arising from the minutes of previous meetings.

6.0 STANDING ITEMS

6.1 VERBAL UPDATE BY THE CHIEF EXECUTIVE OFFICER

PURPOSE

The purpose of this report is to to provide the Audit, Risk and Improvement Committee with a brief update on current issues, particularly those relating to areas of potential risk for Council.

DISCUSSION

The Chief Executive Officer's (CEO) report included the following:

- An update on the IPART Process
- An update on the Strategic Planning Workshop weekend that was held with Councillors at the Cromer Depot training centre. A further planning weekend will be held towards the end of the year to focus on the 4 year strategy.
- An upcoming program commencing in August .
- Resignation of Louise Kerr, Director Planning and Place. Louise has been appointed the General Manager, Lane Cove Council.

The CEO invited the Chief Operating Officer (COO) to provide an update on the recruitment of a new ARIC Independent Member. Council adopted the recommendation of the evaluation panel for the role of independent member of ARIC at its May meeting. The new member has accepted the position and will commence at the September 2025 meeting.

Council also resolved at the May 2025 meeting to retain a 4th ARIC independent member. The recruitment panel has selected a preferred candidate from the candidate pool and will put forward a report to the July 2025 Council meeting for its consideration.

OUTCOME

The Audit, Risk and Improvement Committee noted the Chief Executive Officer's verbal update.

6.2 FINANCE UPDATE INCLUDING 2025/26 DRAFT BUDGET

PURPOSE

The purpose of this report is to provide an update on the financial performance of the Council as at 31 March 2025 and an update on the draft 2025/26 budget.

DISCUSSION

The Chief Financial Officer (CFO) provided an overview of the Council's financial performance as at 31 March 2025. It was confirmed the commentary in the report relates to the draft budget and draft long term financial plan before the Independent Pricing and Regulatory Tribunal of NSW (IPART) decision was received.

The ARIC discussed the report and commended staff on their report providing great insights and depth of information.

OUTCOME

The Audit, Risk and Improvement Committee noted the finance update for the quarter end 31 March 2025 and the draft 2025/26 budget.

6.3 ENTERPRISE RESOURCE PLANNING (ERP) - PROGRAM COSMO UPDATE - JUNE 2025 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 – Program COSMO.

DISCUSSION

The COO and Chief Investment Officer (CIO) updated the committee on this item. They highlighted the current focus of the project being staff training, defect management, communications and post rollout support for staff. The project is on track for the rollout of phase one on 1 July.

The members asked questions on defect management, preparation work for cutover to the new system and contingency planning.

The members also asked the Audit Office to confirm if they are aware of any accounting treatment issues that have not yet been resolved. The Audit Office confirmed at a high level they have not found any issues so far and will be looking at a more detailed level during the interim phase.

ACTIONS

COO to circulate risk register to ARIC.

Audit Office to report back to ARIC Members out of session, with any issues found relating to accounting treatment during their detailed review in interim phase.

OUTCOME

The Audit Risk and Improvement Committee noted the report.

7.0 INTERNAL AUDIT

7.1 COMPLAINTS RESOLUTION TEAM UPDATE REPORT

PURPOSE

The purpose of this report is to present to the Audit, Risk and Improvement Committee information relating to complaints received, including alleged breaches of the Code of Conduct and referrals to or from external agencies such as the Independent Commission Against Corruption (ICAC) and the NSW Ombudsman.

DISCUSSION

The Internal Ombudsman provided an update on complaints with emphasis in recent trends. In line with an action item from the December meeting the team are now analysing unsubstantiated complaints.

The ARIC discussed the potential for using complaints as a source for improvements.

The Chair discussed the Fraud and Corruption Control Committee (FACC) and how that is progressing.

OUTCOME

The Audit, Risk and Improvement Committee noted the report.

7.2 INTERNAL AUDIT UPDATE REPORT

PURPOSE

The purpose of this report is to provide an update to the Audit, Risk and Improvement Committee (ARIC) on all aspects of Internal Audit work since the last ARIC meeting.

DISCUSSION

The Internal Ombudsman updated the ARIC on the progress of the 2024/25 audit plan, the Coastal Audit completed by the Audit Office NSW and the recently completed audits for Leisure Facilities and a follow up of audit recommendations from previous audits.

In response to a question from the ARIC regarding the audit recommendations from the Leisure Facilities audit the Internal Ombudsman confirmed that now the audit has been reported to the ARIC, the recommendations will be included in the regular quarterly Audit Recommendation Status Tracking report from the September 2025 meeting onwards until they are completed.

The follow up of audit recommendations from previous audits found that each of the recommendations had been appropriately closed with the exception of 4 recommendations that were reopened due to being partially implemented.

ACTIONS

1. Leisure Facilities Audit Management Action Plan – 8. Physical Access Control – The ARIC agree with the management response but would like to understand if there is an alternative option?
2. Follow up of Internal Audit Recommendations – Procurement – Vendor Information – The Committee would like to understand how ABNs are categorised when they are reviewed for example, Supplier can't be identified, ABN isn't active or registered. Internal Ombudsman to confirm back to the ARIC.
3. Follow up of Internal Audit Recommendations – Internal Ombudsman to provide some statistics on the audit recommendation reopen rate.
4. The ARIC noted there has been a change of layout on the Centium Report – Internal Ombudsman to Liaise with Centium to understand why the format has changed and report back to ARIC.
5. The ARIC have requested for the full year audit plan to be included in each Internal Audit report.

OUTCOME

The Audit, Risk and Improvement Committee noted:

1. The status of the 2024-25 internal audit plan.
2. The outcomes of the internal audit reports completed since the March 2025 ARIC.
3. The status of audit recommendations and opportunities, generated in previous internal audits.
4. The revised 2025-26 internal audit plan.

9.0 FRAUD AND RISK MANAGEMENT

9.1 CYBER SECURITY REPORT

PURPOSE

This report presents the Audit, Risk and Improvement Committee with an overview of Council's current security posture, likely threats, known risks, controls, and the actions being taken.

DISCUSSION

The CIO and Chief Information Security Officer (CISO) updated the ARIC on this report.

It was confirmed that an Information Security Steering Committee has been stood up and risk management processes are being implemented.

A notable achievement is the implementation of the classification labelling capability, which provides the ability to identify, distinguish and treat sensitive information differently.

The ARIC commended Council on putting resources towards cyber security to reduce the risk, and implementing the Information Security Steering Committee.

The ARIC discussed the following topics with the CIO and CISO:

- Cyber security risk targets.
- Financial implications of cyber security.
- Cyber risk maturity.
- Review of legacy systems.

ACTIONS

The ARIC requested the amount Council is investing in cyber security now, and if there is a gap in investment that needs to be addressed.

The CIO will pull this information together and report back to the ARIC.

OUTCOME

The Audit, Risk and Improvement Committee noted:

1. The progress made to date to improve the culture and preparedness of Council in relation to information and cyber security.
2. The achievements and planned activities to monitor and maintain agreed risk tolerance
3. The discovered and emerging cyber threats and the increasing maturity of Council's planning for, and response to them.

9.2 GOVERNANCE & RISK MANAGEMENT UPDATE

PURPOSE

The purpose of this report is to provide an update to the Audit, Risk and Improvement Committee (ARIC) on governance and risk management activities.

DISCUSSION

The Executive Manager Governance & Risk and Principal Governance Officer updated the ARIC on this item. The topics of discussion were:

- The Interim Annual Report covers the period January to June 2024. The ARIC agreed to the realignment of the annual report from calendar year to financial year, noting this will bring reporting into line with the Guidelines for Risk Management and Internal Audit for Local Government in NSW (Guidelines).
- The draft Annual Attestation Statement has been based on the template provided in the Guidelines, and will be included in Council's annual report.
- The ARIC commended staff on the detail included in the 4 year strategic plan. The Council Focus Areas will evolve as further strategic planning is undertaken with Councillors. The document will be a working document that can be amended by ARIC as required.
- The Legislative Compliance policy is due for review. There have been some updates with current practice, and no major edits. The ARIC were in agreement with the amendments made to the policy.

ACTIONS

Interim ARIC Annual Report:

1. the ARIC have requested a conclusion to be added after the Activities of the ARIC that confirms the functions completed in line with the ARIC Charter.
2. Councillor Grattan will provide an amendment to her profile.

4-year Strategic Plan:

1. a footnote is to be added to the Council Focus Areas that further change is to come in line with Council's strategic planning.
2. The COO and Executive Manager Governance & Risk to review the idea of splitting the document into a high level document, and internal detailed workplan.

OUTCOME

The Audit, Risk and Improvement Committee:

1. Approved the Interim ARIC Annual Report for the period January – June 2024.
2. Approved the draft ARIC 4-year Strategic Plan.
3. Noted the draft CEO Attestation Statement to be presented in the Council's Annual Report.
4. Supported the revised draft Legislative Compliance Policy.
5. Noted the report and program updates.

11.0 EXTERNAL AUDIT

11.1 AUDITOR GENERAL'S REPORT ON LOCAL GOVERNMENT 2024

PURPOSE

The purpose of this report is to consider the NSW Auditor-General's Report on Local Government 2024.

DISCUSSION

The Associate Director – Financial Audit, Audit Office of NSW presented to the ARIC on this report with the Chief Financial Officer.

The Audit Office of NSW completed the planning phase of the financial audit in March and are due to commence interim audit work in the week starting 7 July. The team will look at the fair value adjustment of stormwater drainage that is occurring instead of the comprehensive revaluation that is unable to be undertaken due to the financial system migration (COSMO project) and asses the implications and compliance aspects.

The Audit Office of NSW has sent the draft Coastal Management report to management with extract relevant to Council on 26 May, with the full draft version including all other Councils and agencies on 2 June.

The Local Government 2024 Auditor Generals report to parliament was tabled on 31 March 2025. Key highlights from the report:

- The majority of Councils received unqualified audit opinions
- Disclaimers of opinion were issued for 2 Councils
- Qualified audit opinions were issued for 2 Councils
- The timeliness of the audited financial statements being lodged by the 31 October deadline improved from 67% in 2023 to 88% in 2024.
- Financial sustainability is a concern for about 35 councils, who did not meet or met just one of the 3 key financial sustainability ratio.

The ARIC made a suggestion to the Audit Office of NSW to include trend analysis to show the progression of the financial sustainability issue over the last 3 - 10 years. The Associate Director agreed to take this suggestion on board to consider it for next years report.

OUTCOME

The Audit, Risk and Improvement Committee noted the Auditor-General's Report on Local Government 2024.

13.0 GENERAL BUSINESS

13.1 AGENDA ITEMS FOR NEXT MEETING

PURPOSE

The purpose of this report is to present to the Audit, Risk and Improvement Committee (ARIC) the proposed agenda items for the ordinary September 2025 meeting.

DISCUSSION

The ARIC had no further reports to add to the September agenda.

OUTCOME

The Audit, Risk and Improvement Committee discussed the proposed September 2025 agenda.

14.0 NEXT MEETING

Tuesday 9 September 2025

Meeting closed 5:11pm



Audit, Risk and Improvement Committee
Annual Report 2024-2025

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Acknowledgement of Country

We acknowledge the traditional owners of this land and elders past, present and future. We recognise Aboriginal people as the original custodians of the Northern Beaches.

About this report

A Council's ARIC must provide an annual assessment to the governing body each year. This ensures the governing body of the Council is fully informed of the ARIC's work and its opinion on how Council is performing.

This 2024/2025 report provides an assessment of the work ARIC have undertaken during the year, an overview and assessment of the work of the internal audit function, progress against key performance indicators, review of the ARIC Terms of Reference, review of the risk function and activities, and ARIC's assessment of the matters considered by the Committee.

The ARIC

The Northern Beaches Council Audit, Risk and Improvement Committee (ARIC) was established to promote good corporate governance at Northern Beaches Council (Council). Good corporate governance supports Council's vision of delivering the highest quality service, valued and trusted by the community in an effective and efficient manner and with transparency and accountability.

The ARIC has an important role in the governance framework by providing Council with:

- independent oversight
- objective assurance and monitoring of Council's audit processes
- internal controls, including fraud and corruption control
- external reporting
- risk management activities
- compliance of and with Council's policies and procedures
- governance processes
- continuous improvement activities.

Pursuant to section 428A of the *Local Government Act 1993*, the ARIC must keep under review the following aspects of the Council's operations:

(a) compliance
(b) risk management
(c) fraud control
(d) financial management
(e) governance
(f) implementation of the strategic plan, delivery program and strategies
(g) service reviews
(h) collection of performance measurement data by Council
(i) any other matters prescribed by the regulations.

As part of this objective, the ARIC will assess and advise whether there are adequate and effective systems of internal control in place throughout Council and will assist in the implementation of the internal and external audit plans. The ARIC is also to provide information to Council for the purpose of improving Council's performance of its functions.

Chair's message

Notwithstanding the extraordinary scope defined by law for Council Audit Risk & Improvement Committees (ARICs), our lens must always have regard to risk, with our points of emphasis continuously evolving to reflect Council's risk landscape.

Here at Northern Beaches Council, in recent years declared weather-emergency events and long-term financial sustainability became increasingly pronounced as significant and enduring risk vectors. It became clear that responding to such risks reactively and episodically would not be sufficient. In response, Council undertook complex and careful analysis of root causes, with a view to building long-term resilience through strategic approaches.

Financial sustainability was showing signs of tension with stress on Council's ability to fund maintenance of assets at the levels desired. Analysis indicated that intervention was needed before the situation deteriorated to a point where recovery would be difficult.

Following extensive review and analysis, Council demonstrated courage in proposing a Special Rate Variation (SRV) to the Independent Pricing and Regulatory Authority, which was approved in part. Such actions are difficult electorally, and the process itself is robust and demanding. Whilst difficult, Council's intervention has reduced the level of financial sustainability risk for the present, particularly in relation to the area of asset maintenance.

The ARIC notes that Council has developed a governance framework to oversight and report upon the disposition and effect of the increased funding from the SRV.

The ARIC also notes that that there are a number of funding, accounting and responsibility issues impacting the long-term financial sustainability of Councils across the sector which remain unresolved.

Another significant emerging risk for this Council in recent years is the approaching end-of-life for software supporting most of Council's operating and corporate functions. In response, a very significant Enterprise Resource Planning system project was embarked upon. Whilst essential, such projects require considerable investment and are notoriously complex, high risk and difficult to deliver effectively and within budget. Accordingly, the ARIC has received regular, detailed reporting on the project delivery and risk management arrangements put in place, and their efficacy. These arrangements are very comprehensive and ARIC is satisfied that the project is being soundly governed and tracking well.

Finally, as for all organisations, cyber security continues to escalate as a difficult risk to mitigate. The ARIC receives regular, detailed insights into Council's endeavours in this area. We commend Council for the level of resources being committed to this task.

In seeking to gain sufficient insight and assurance over the wide range of matters within the ARIC's ambit, I would be remiss not to acknowledge the vigorous diligence of all ARIC Members, and to provide our strong acclaim to the Governance Secretariat and all senior staff of Council for the exceptionally high-quality materials, support and co-operation provided to us. We could not do our work efficiently and effectively without this support and assistance.

Finally, Council's responsibilities in this area are prescribed by the Local Government Act 1993 and the Local Government (General) Regulation 2021, and are further supported by the 2023 Internal Audit and Risk Management Guidelines (issued by the Office of Local Government). This framework requires each council in NSW to have an ARIC, a robust risk management framework, and an effective internal audit function, and this reporting period marks the first in which Council has a legal obligation to make a formal attestation. I am pleased to note that as a consequence of the concerted effort of all concerned, over a period of years, in their Annual Report for this period Northern Beaches Council will report full conformance to the mandated requirements.

This ARIC Annual Report provides further detail of our activity during this reporting period.

ARIC Structure

The Northern Beaches Council ARIC membership for 2024/2025 included 4 independent members and 1 Councillor member. The term of independent member Julie Walton ceased in February 2025, and a recruitment process commenced in March 2025 to find a replacement member. A new independent member was endorsed by Council in May 2025, to commence in September 2025.

ARIC profiles



Stephen Horne
Committee Chair
PFIIA-Aus, CIA, CGAP, CRMA, FGIA, GAICD, BBus, GradCertMgtComm, GradCertFraudControl, CertPublicAdmin, MIPAA,

Stephen had a 38-year career in the NSW public sector. His executive roles included Assistant Auditor-General for NSW, looking after performance audits, and Chief Executive of IAB, a Government Trading Enterprise undertaking internal audits and misconduct investigations for NSW State Government and local government bodies.

In 2015 Stephen established himself as a professional non-executive director, trainer and probity adviser. In that role Stephen has developed extensive experience serving on many local government and state government Audit Risk & Improvement Committees and running ARIC training across NSW.

Stephen was Australian President of the Institute of Internal Auditors 2013-2015; Australia's delegate on the IIA Global Board 2015-2019, and Global Chair of the IIA's Public Sector Guidance Committee 2016-2019.

Mark McCoy
Independent Member
BCom MBA FCA FFin FGIA FCIS FAICD

Mark is a business, governance and investment advisor, an experienced non-executive director in the banking, hospital, aged care and software sectors, an experienced chair of board committees, a casual academic and author. His career includes auditing (for over a decade with KPMG) and risk management experience (Chief Manager, Risk Management for a major bank for 6 years), and Chief Financial Officer and Chief Operating Officer roles in other organisations.



Julie Walton
Independent Member (Until February 2025)

Julie has qualifications in both law and urban planning. During her career she held senior positions in the fields of probity, governance and corruption prevention. She has board level experience in the areas of public transport, property services, museum governance and consumer protection, and is a member of the Australian Institute of Company Directors NSW. She has a background in local government and is a former councillor of the City of Sydney.

She is the author of "The Ways of the World: implications of political donations for planning systems", published by the Henry Halloran Trust (University of Sydney) in November 2015.



Robert Lagaida PSM
Independent Member
Bec, MComm, FCPA, GAICD PSM

Robert previously worked as a senior executive within NSW Health. He currently serves as board member, chair or member of audit and risk management committees for government agencies, local government councils and not-for-profit organisations. Robert was awarded a Public Service Medal and holds degrees in economics, commerce and information systems. He is a fellow with CPA Australia, and a graduate and member of the Australian Institute of Company Directors.



Cr Sarah Grattan
Councillor Member

Sarah is a Manly Ward Councillor who previously chaired Council's Transport and Travel Strategic Reference Group (SRG) and has been an active member of the ARIC since 2018.

In November 2023 Sarah was appointed Chief Executive Officer of Lifeline Northern Beaches. Previously, she was the Chief Operating Officer of UNICEF Australia responsible for finance, legal, risk, governance, strategy, IT, cyber-security and operations. She was also appointed to UNICEF's global committee on good governance and its National Committee - Finance & Operations Community.

Sarah ran a strategic and management consultancy after a number of years working with LEK Consulting and Sydney Airport.

Sarah is a graduate of the Australian Institute of Company Directors and graduated from UNSW with a Bachelor of Economics (Hons) with the University Medal and a Bachelor of Laws.

DRAFT

Report card – Terms of Reference

Committee Requirements	Compliance	Status
Terms of Reference	The Northern Beaches Council ARIC Terms of Reference are reviewed annually. The Terms of Reference commenced on 1 July 2024 and have been in effect for one year.	✓
Committee meetings	The ARIC met 5 times, including an additional meeting to review the draft 2023/24 financial statements and support them as suitable for consideration by Council for referral to external audit. A quorum was maintained at every meeting.	✓
Composition	Four (4) independent members One (1) Councillor member	✓
Independence and Eligibility Criteria	All committee members meet the independence and eligibility criteria prescribed under the Local Government (General) Regulation 2021.	✓
Broad range of personal qualities, skills and experience	ARIC members have a diverse skill set, with extensive experience across local government, financial management, audit, risk management, legal, governance, business management and performance improvement.	✓
Functional separation	The ARIC is established in accordance with section 355 of the *Local Government Act 1993* (Act). The Committee has no executive powers and recognises that at all times primary responsibility for management of Council rests with Council and the Chief Executive Officer, in accordance with the Act.	✓
Responsibilities per the requirements of Part 4A (428A) of the Act	Pursuant to the requirements of the Act, the ARIC kept under review the following aspects of Council's operations, as further detailed on pages 9-13: * compliance * risk management * fraud control * financial management * governance * implementation of the strategic plan, delivery program and strategies * service reviews * collection of performance measurement data by Council * implementation of internal and external audit plans * performance improvement.	✓
Code of Conduct	Members comply with the Northern Beaches Council Code of Conduct and declare any conflicts of interest as/if they arise.	✓
In-camera meetings	The ARIC met, in-camera, during the following sessions: • December 2024 – with the CEO • March 2025 – with the CEO • June 2025 – with the CEO and Internal Ombudsman	✓
Annual Assessment	Annual assessment provided to Council, informing Council of ARIC's work undertaken and opinion on how Council is performing	✓
Action items register	The ARIC monitored management's progress with addressing and finalising action items raised by the Committee in a timely manner.	✓

Internal Audit	Audits were undertaken as part of the agreed Audit Plan. The ARIC monitored the implementation of internal audit recommendations. The Internal Audit Charter was presented to ARIC and adopted by Council. The ARIC received and discussed reports on the following internal audits: Events, RMS Drives, follow up of internal audit recommendations, volunteer management, Councillor and CEO expenses, and leisure facilities.	✓
External Audit	The ARIC has continued to review, provide input and feedback on Council's financial position. An extraordinary meeting was held on 10 September 2024 to review financial statements.	✓
Risk Management	Risk management key activities are reported at each meeting of the ARIC. The ARIC maintains interest in Council's Enterprise Risk Management Framework and risk registers that have been developed to help inform business planning and decision making.	✓
Internal Controls	The ARIC effectively reviewed the controls, policies and procedures through audit reports and staff reports received.	✓
Compliance	The legislative compliance program was monitored by the ARIC and biannual reports on Council's compliance with OLG obligations were considered. ARIC reviewed and provided advice on compliance reviews undertaken as part of the scope of internal audit projects.	✓
Fraud and corruption	The Fraud and Corruption Control Plan was reviewed and updated in line with the Policy. The ARIC received and discussed meeting minutes of the Fraud and Corruption Control Committee.	✓
Financial management	A 6 monthly finance update report provided the ARIC with an overview of the financial management activities during each 6 monthly period. A main focus of these reports has been financial sustainability with regular updates on Council's IPART submission and outcome being provided to the ARIC.	✓
Improvement	ARIC reviewed, assessed and provided advice on Council's continuous improvement program. Service reviews were reported, reviewed and discussed at each meeting. An Annual Performance Report for the period 2023/24 was presented for the ARIC's review.	✓

Target achieved or completed ✓

Performance

Committee members' participation in 2024-2025 meetings

The ARIC's Terms of Reference require the committee to meet at least 4 times per year (quarterly). If necessary, an additional meeting may be held to review and endorse the annual audited financial reports and external audit opinion.

Five meetings were held in the period July 2024 to June 2025, including an additional meeting to review the financial statements. Meeting attendance for the period was as follows:

Name	Role	Eligible	Attended	Rate
Stephen Horne	Chair	5	5	100%
Mark McCoy	Independent external member	5	5	100%
Julianna Walton	Independent external member	3	3	100%
Robert Lagaida	Independent external member	5	5	100%
Cr Sarah Grattan*	Councillor	5	3	60%
			Average Attendance Rate	92%

*As local government elections were held in September 2024, Councillor Grattan was unable to attend both the Ordinary and Extraordinary meetings in September.

Progress against Key Performance Indicators

	Committee performance	Baseline	Target	Achieved
M1	Number of meetings held	5	5	5
M2	Terms of reference are compliant with OLG model terms of reference	New	100%	100%
M3	Annual workplan reviewed at each ordinary ARIC meeting for forward planning	4	4	4
M4	Audit actions presented and reviewed at each ordinary ARIC meeting	4	4	4
M5	Annual assessment of Internal Audit performance	1 per year	1 per year	1 per year
M6	In-camera closed session held with internal and/or external auditor	1	1	1
M7	Internal Auditor attends each ordinary ARIC meeting	4	4	4
M8	Annual ARIC self-assessment conducted	1 per year	1 per year	1 per year
M9	ARIC meets annually to review self-assessment and discuss areas for enhancement	1 per year	1 per year	1 per year
M10	End of Council term independent assessment conducted	1 per term	1 per term	Due 2028**
M11	ARIC responds to emerging risks	***	***	Achieved
M12	ARIC responds to unanticipated requests	***	***	Achieved
M13	Member attendance at ARIC meetings	80%	80%	92%

** '… the committee can meet privately at any time with the internal audit coordinator and/or external auditor without the general manager present. At least one private meeting must occur annually' p30 Guidelines for Risk Management and Internal Audit.*
*** End of term assessment due in 2028*
**** Emerging risks and unanticipated requests responded to by the ARIC are noted in the Annual Assessment of Work*

Annual Assessment of Work

Governance, Compliance and Risk Management

Governance and risk management updates are presented bi-annually at ARIC meetings and covered the following areas:

- Legislative compliance obligations with zero non-compliances reported during the period.
- Review of the Legislative Compliance Policy, noted with only minor changes
- Annual insurance renewal program and updates on claims for the 2023/2024 period
- Business Continuity Plans (BCPs), including a business continuity exercise that identified improvement opportunities which will be rolled into the 2024/2025 annual review of BCPs
- Update on the adoption of the revised Risk Appetite Statement, which incorporated feedback from the ARIC and was adopted by Council
- Review and approval of the ARIC 4-year Strategic Plan
- Chair's consideration of the Chief Executive Officer's Annual Attestation for inclusion in Council's Annual Report
- Review and approval of the ARIC Interim Annual Report which covered the period January to June 2024

	Report Presented at Meeting			
Topic / task	**Sep-24**	**Dec-24**	**Mar-25**	**Jun-25**
Governance & Risk Management update (**GR**)		✓		✓
• Enterprise Risk Management Framework		**GR**		
• Risk Registers		**GR**		
• Risk Appetite Statement		**GR**		**GR**
• Insurance renewal		**GR**		
• Insurance claims against Council		**GR**		
• Business Continuity Planning		**GR**		
• Disclosure management		**GR**		
• Legislative compliance update		**GR**		**GR**
• Legislative compliance policy review				**GR**
ARIC Interim Annual Report				**GR**
ARIC 4-year Strategic Plan				**GR**
CEO Annual Attestation				**GR**

GR = topic was part of the Governance & Risk update

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ARIC membership

Under the new Guidelines for Risk Management and Internal Audit for Local Government in NSW, Audit, Risk and Improvement Committees require a minimum of 3 independent members with one councillor permitted. With a member coming to the end of their term in early 2025 the ARIC received the following reports to keep the committee across the recruitment requirements and process:

- December 2024 - the ARIC was updated on membership requirements, the terms of the current members and the recruitment process resolved by Council at its November 2024 meeting.
- March 2025 - the Chief Executive Officer provided a progress update on the recruitment expression of interest.
- June 2025 - the ARIC was advised that Council resolved at its May 2025 meeting to appoint the new independent member, Tiffany Roxburgh and retain 4 independent members on the ARIC.

	Report Presented at Meeting			
Topic / task	**Sep-24**	**Dec-24**	**Mar-25**	**Jun-25**
ARIC recruitment		**GR**		**GR**
CEO verbal update	✓	✓	✓	✓

GR = topic was part of the Governance & Risk update

Fraud control

The ARIC received bi-annual update reports from the Complaints Resolution Team update, assessing and providing advice on the following topics covered in the reports:

- Complaints statistics covering number received, categories, findings and outcomes
- An update of complaints and matters reported to or received from oversight agencies including the Independent Commission Against Corruption (ICAC), NSW Ombudsman, Office of Local Government (OLG) and Office of the Childrens Guardian (OCG) - the update includes the current status of open matters and findings of completed matters
- Public Interest Disclosures received, including the current status if open, finding and outcome
- Reporting of meeting minutes of the Fraud and Corruption Control Committee, including matters reviewed and considered by the committee.
- Review and update of the Fraud and Corruption Control Plan which considered the Australian Standard (AS) on Fraud and Corruption Control 8001:2021 and recommendations made by KPMG, in its Council-wide fraud and corruption risk assessment, completed in 2023.

	Report Presented at Meeting			
Topic / task	**Sep-24**	**Dec-24**	**Mar-25**	**Jun-25**
Complaints Resolution Team update		✓		✓
Fraud and Corruption Control Plan review	**IA**			

IA = topic was part of the Internal Audit update

Financial management

The ARIC received regular updates from the Chief Financial Officer, including the review of 2023/2024 draft financial statements and presentation of the draft 2025/26 budget and Long-Term Financial Plan 2025-2035. Discussions included acknowledgment that Council had undertaken extensive service reviews and efficiency initiatives, as well as benchmarking exercises that demonstrated financial efficiency. Despite these efforts, cost pressures remained, making a Special Variation to rates essential for ensuring long-term financial sustainability.

The ARIC outlined its position in a memo to Councillors, which was included with Council's submission to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Variation. The ARIC was kept updated on the IPART process and outcome.

As per clause 3.8 of Council's Investment Policy (Policy), the Policy was reviewed by Council's Investment Advisors, Laminar Capital Pty Ltd. It was confirmed that the policy aligned with the Ministerial Investment Order and guidelines issued by the Chief Executive (Local Government), Department of Premier and Cabinet. No changes were proposed to the policy.

	Report Presented at Meeting			
Topic / task	**Sep-24**	**Dec-24**	**Mar-25**	**Jun-25**
Draft 2023/24 Financial Statements*	✓			
Finance Update		✓		
Annual Investment Policy		✓		
Quarterly Review – December 2024			✓	
Finance Update including 2025/26 draft budget				✓

** Report presented at the Extraordinary ARIC Meeting in September 2024*

External audit

An update on management's implementation of recommendations raised by the Audit Office of NSW was provided and the Committee assessed these updates and provided advice.

The ARIC reviewed and commented on the NSW Audit Office's Annual Engagement Plan for the audit of the Northern Beaches Council Financial Statements for the year ending 30 June 2024.

A report was provided for the ARIC's review which provided an update on the Auditor General's report on local government 2024, covering 2023/24 financial audits of councils and joint organisations.

	Report Presented at Meeting			
Topic / task	**Sep-24**	**Dec-24**	**Mar-25**	**Jun-25**
Audit Office Management Letter on the Interim Phase of the Audit for the 2023/24 Financial Year*	✓			
Review Audit Office closing report and management letter for financial year		✓		
Audit Office Annual Engagement Plan 2025			✓	
Auditor General's Report on Local Government 2024				✓

** Report presented at the Extraordinary ARIC Meeting in September 2024 when Draft Financial Statements for 2023/24 were presented.*

Internal audit

The ARIC monitored the status of internal audit activity undertaken in relation to the approved 4-Year Strategic Internal Audit Plan and Annual Internal Audit Plan. Internal Audit presented an update report at each meeting of the ARIC; those reports included:

- Status update of the 2023-24 audit plan and follow up of a sample of internal audit recommendations from audits conducted in the previous audit cycle (2022-23) which confirmed all selected recommendations were verified as implemented, as intended.
- Internal audit plan 2024-25 status updates each quarter.
- An overview of each internal audit undertaken since the previous meeting, including the findings and recommendations; full internal audit reports for each audit were circulated in the ARIC business papers.
- Management's progress implementing internal audit recommendations (reported at each ARIC meeting) was assessed and advice provided.
- Council's adoption of the Internal Audit Charter at its November 2024 meeting (the charter was reviewed and endorsed by the ARIC in June 2024).

	Report Presented at Meeting			
Topic / task	**Sep-24**	**Dec-24**	**Mar-25**	**Jun-25**
Internal audit update (**IA**)	✓	✓	✓	✓
• Status of 2023-24 Audit Plan	**IA**			
• Status of 2024-25 Audit Plan	**IA**	**IA**	**IA**	**IA**
• Internal audits completed	**IA**	**IA**	**IA**	**IA**
• Implementation of audit recommendations	**IA**	**IA**	**IA**	**IA**
• Annual follow up of completed recommendations	**IA**			**IA**
• Internal Audit Charter adopted by Council Nov 24		**IA**		
• Review of 2025-26 Internal Audit Plan				**IA**
Internal Audits				
Events	**IA**			
RMS Drives	**IA**			
Volunteer management		**IA**		
Councillor and CEO expense review			**IA**	
Leisure facilities				**IA**

IA = topic was part of the Internal Audit update

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Continuous Improvement and Integrated Planning Framework

With respect to continuous improvement, the ARIC reviewed Council's ongoing programs and was provided data on staff training numbers as well as improvement opportunities, including the registration and celebration of ongoing improvements within the IGNITE improvement register.

ARIC assessed and provided advice on Council's continuous improvement programs, including IGNITE (Inspiring Great New Ideas Towards Excellence) and the Service Review Program.

The ARIC also reviewed ongoing progress of Council's service review program, reviewing 6 Service Reviews (listed below) which altogether resulted in 47 improvement recommendations.

The Annual Performance Report allowed ARIC to monitor the progress of implementation of the Operational Plan 2023/24. The report showed progress as at 30 June 2024 on 70 performance and 8 workload measures. ARIC considered the robustness of reporting including the reasons why measures did not achieve target for that period.

	Report Presented at Meeting			
Topic / task	**Sep-24**	**Dec-24**	**Mar-25**	**Jun-25**
Improvement:				
• Continuous improvement update	✓		✓	
• Benchmarking program report	✓			
• Annual performance report	✓			
Service reviews				
Service review program progress and implementation status report	✓		✓	
Community Engagement	✓			
Maintenance of open spaces and related infrastructure (Parks Operations)	✓			
Hop, Skip and Jump Bus Service		✓		
Early Learning		✓		
Information Access & Privacy			✓	
Beach Services			✓	

Other items brought to the ARIC

The ARIC assessed and provided advice on special report items, including:

- Special Variation to rates process and outcome
- Regular updates on the Enterprise Resource Planning System Project
- Management of Conflicts of Interests – Kimbriki Environmental Enterprises
- Cyber Security Preparedness
- Safety, Wellbeing and Injury Management

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Conclusion

We would like to thank the ARIC members, management and staff, and the internal and external auditors for their commitment to the work of the ARIC. The ARIC has been well supported, functioned effectively and is satisfied with management's responses to the areas under ARIC's remit.

This year has been one of significant change and focus for Council as it navigates a major upgrade to most of its technological systems through the Enterprise Resource Planning (ERP) system project and successful application to the Independent Pricing and Regulatory Tribunal for a Special Variation to rates to ensure Council's long-term financial sustainability.

The ARIC appreciated focussed reports and presentations on cyber security preparedness, the ERP system project, waste management, including management of conflicts of interest with Kimbriki Environmental Enterprises, Work Health & Safety and Workers Compensation, and of course, preparation of the draft 2023/24 Financial Statements prior to submission to Council.

The ARIC's assessment is that Council's management has processes in place to ensure it is monitoring and reviewing Council's operations. ARIC considers management has provided detailed reports, information, analysis and insights to enable the ARIC to effectively undertake its responsibilities.

The ARIC anticipates working collaboratively with management and staff, and the internal and external auditors in the 2025/2026 period.

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Green text – Northern Beaches Council supplementary
Black text – OLG Mandatory
Red text – OLG Optional

DRAFT NORTHERN BEACHES COUNCIL CODE OF MEETING PRACTICE

2025

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1 INTRODUCTION

The Northern Beaches Council Code of Meeting Practice (Meeting Code) is based on the Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code) which is prescribed under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

The Meeting Code applies to all meetings of Council and Committees of Council of which all the members are Councillors (Committees of Council). Council committees whose members include persons other than Councillors may adopt their own rules for meetings unless the Council determines otherwise.

This Meeting Code incorporates the mandatory provisions of the Model Meeting Code.

2 MEETING PRINCIPLES

2.1 Council and committee meetings should be:

Transparent: Decisions are made in a way that is open and accountable.

Informed: Decisions are made based on relevant, quality information.

Inclusive: Decisions respect the diverse needs and interests of the local community.

Principled: Decisions are informed by the principles prescribed under Chapter 3 of the Act.

Trusted: The community has confidence that Councillors and staff act ethically and make decisions in the interests of the whole community.

Effective: Meetings are well organised, effectively run and skilfully chaired.

Orderly: Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

Note: The Office of Local Government has issued a guideline on free speech in local government in NSW. The Guideline provides practical guidance to Councils on what free speech means in the context of NSW local government, including in relation to Council meetings. The Guidelines have been issued under section 23A of the Act meaning Councils must consider them when exercising their functions at meetings.

2.2 Council acknowledges:

(a) it has obligations with respect to the health and safety of employees, Councillors and members of the public who attend a Council meeting in accordance with the *Work Health and Safety Act 2011* and related regulations, and

(b) employees, Councillors and others who attend a Council meeting have obligations under the *Work Health and Safety Act 2011* and related regulations including that:

(i) they must take reasonable care that their acts or omissions do not

adversely affect the health and safety of others, and

(ii) they must comply, so as far as they are reasonably able, with any reasonable instruction that is given by Council to allow Council to comply with the Act.

2.3 Council is committed to ensuring:

(a) its meetings are conducted in a manner that satisfies its obligations under the *Work Health and Safety Act 2011* and related regulations, and

(b) it promotes a culture of safety and respect for all attendees at Council meetings.

3 BEFORE THE MEETING

Timing of ordinary Council meetings

3.1 Council shall, by resolution, set the frequency, time, date and place of its ordinary meetings.

Note: Under section 365 of the Act, Councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a Council is required to meet each year under section 365A.

Extraordinary meetings

3.2 If the Mayor receives a request in writing, signed by at least 2 Councillors, the Mayor must call an extraordinary meeting of the Council to be held as soon as practicable, but in any event, no more than 14 days after receipt of the request. The Mayor can be one of the 2 Councillors requesting the meeting.

3.3 The Mayor may call an extraordinary meeting without the need to obtain the signature of 2 Councillors.

Notice to the public of Council meetings

3.4 The Council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings, and of each meeting of committees of the Council.

3.5 For the purposes of clause 3.4, notice of a meeting of the Council and of a committee of Council must be published before the meeting takes place. The notice must be published on the Council's website, and in such other manner that the Council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.

3.6 For the purposes of clause 3.4, notice of more than one meeting may be given in the same notice.

Notice to Councillors of ordinary Council meetings

3.7 The Chief Executive Officer must send to each Councillor, at least 3 days before each meeting of the Council, a notice specifying the time, date and

place at which the meeting is to be held, and the business proposed to be considered at the meeting.

3.8 The notice and the agenda for, and the business papers relating to, the meeting may be given to Councillors in electronic form, unless the Council determines otherwise, but only if all Councillors have facilities to access the notice, agenda and business papers in that form.

Notice to Councillors of extraordinary meetings

3.9 Notice of less than 3 days may be given to Councillors of an extraordinary meeting of the Council in cases of emergency.

Giving notice of business to be considered at Council meetings

3.10 A Councillor may give notice of any business they wish to be considered by the Council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted by 12 noon, 14 days before the meeting is to be held.

Note: If a Councillor wishes to include a photograph or image in the business papers with their notice of motion, the Councillor must provide appropriate evidence supporting copyright approval for use of the images to the Chief Executive Officer or their delegate.

3.11 A Councillor may, in writing to the Chief Executive Officer, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

Questions with notice

3.12 A Councillor may, by way of a notice submitted under clause 3.10, ask a question for response by the Chief Executive Officer about the performance or operations of the Council.

3.13 A Councillor is not permitted to ask a question with notice under clause 3.12 that would constitute an act of disorder.

3.14 The Chief Executive Officer or their nominee may respond to a question with notice submitted under clause 3.12 by way of a report included in the business papers for the relevant meeting of the Council or verbally at the meeting.

Note: If the preparation of a response is likely to divert significant time and resources of staff the Chief Executive Officer will notify the Councillor.

Agenda and business papers for ordinary meetings

3.15 The Chief Executive Officer must cause the agenda for a meeting of the Council or a committee of the Council to be prepared as soon as practicable before the meeting.

3.16 The Chief Executive Officer must ensure that the agenda for an ordinary meeting of the Council states:

(a) all matters to be dealt with arising out of the proceedings of previous meetings of the Council, and
(b) if the Mayor is the chairperson – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
(c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
(d) any business of which due notice has been given under clause 3.10.

3.17 Nothing in clause 3.16 limits the powers of the Mayor to put a Mayoral minute to a meeting without notice under clause 9.7.

3.18 The Chief Executive Officer must not include in the agenda for a meeting of the Council any business of which due notice has been given if, in the opinion of the Chief Executive Officer, the business is, or the implementation of the business would be, unlawful. The Chief Executive Officer must report, without giving details of the item of business, any such exclusion to the next meeting of the Council.

3.19 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the Chief Executive Officer, is likely to take place when the meeting is closed to the public, the Chief Executive Officer must ensure that the agenda of the meeting:

(a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
(b) states the grounds under section 10A(2) of the Act relevant to the item of business.

Note: Section 10A(2) of the Act provides for a meeting to be closed to the public in various circumstances including in relation to the discussion of:
(a) personnel matters concerning particular individuals (other than Councillors), and

(b) in certain circumstances, advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on grounds of legal professional privilege.

3.20 The Chief Executive Officer must ensure that the details of any item of business which, in the opinion of the Chief Executive Officer, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to Councillors for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a Councillor or by any other person to another person who is not authorised to have that information.

Availability of the agenda and business papers to the public

3.21 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the Council and committees of Council, are to be published on the Council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the Council, at the relevant meeting and at such other venues determined by the Council.

3.22 Clause 3.21 does not apply to the business papers for items of business identified under clause 3.19 as being likely to be considered when the meeting is closed to the public.

3.23 For the purposes of clause 3.21, copies of agendas and business papers must be published on the Council's website and made available to the public at a time that is as close as possible to the time they are available to Councillors.

3.24 A copy of an agenda, or of an associated business paper made available under clause 3.21, may in addition be given or made available in electronic form unless the Council determines otherwise.

Agenda and business papers for extraordinary meetings

3.25 The Council must ensure that the agenda for an extraordinary meeting of the Council deals only with the matters stated in the notice of the meeting.

3.26 Nothing in clause 3.25 limits the powers of the Mayor to put a Mayoral minute to an extraordinary meeting without notice under clause 9.7.

3.27 Despite clause 3.25, business may be considered at an extraordinary meeting of the Council at which all Councillors are present, even though due notice has not been given of the business, if the Council resolves to deal with the business on the grounds that it is urgent and requires a decision by the Council before the next scheduled ordinary meeting of the Council. A resolution adopted under this clause must state the reasons for the urgency.

3.28 A motion moved under clause 3.27 can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with. Despite any other provision of this code, only the mover of a motion moved under clause 3.27, and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

3.29 If all Councillors are not present at the extraordinary meeting, the Council may only deal with business at the meeting that Councillors have not been given due notice of, where a resolution is adopted in accordance with clause 3.27 and the chairperson also rules that the business is urgent and requires a decision by the Council before the next scheduled ordinary meeting.

3.30 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.29 on whether a matter is urgent.

Prohibition of pre-meeting briefing sessions

3.31 Briefing sessions must not be held to brief Councillors on business listed on the agenda for meetings of the Council or committees of the Council.

Note: The prohibition on the holding of briefing sessions under clause 3.31 reflects the intent of Chapter 4, Part 1 of the Act which requires business of the Council to be conducted openly and transparently at a formal meeting of which due notice has been given and to which the public has access. Pre-meeting briefing sessions are inconsistent with the principles of transparency, accountability and public participation and have the potential to undermine confidence in the proper and lawful decision-making processes of the Council.

3.32 Nothing in clause 3.31 prevents a Councillor from requesting information from the Chief Executive Officer about a matter to be considered at a meeting, provided the information is also available to the public. Information requested under this clause must be provided in a way that does not involve any discussion of the information.

4 PUBLIC FORUMS

4.1 The Council may hold a public forum prior to meetings of the Council and committees of the Council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to meetings of other committees of the Council.

4.2 The Council may determine the rules under which public forums are to be conducted and when they are to be held.

4.3 The provisions of this code requiring the livestreaming of meetings also apply to public forums.

Note: The rules for conducting the public forum are provided in Appendix 1.

5 COMING TOGETHER

Attendance by Councillors at meetings

5.1 All Councillors must make reasonable efforts to attend meetings of the Council and of committees of the Council of which they are members.

Note: A Councillor may not attend a meeting as a Councillor (other than the first meeting of the Council after the Councillor is elected or a meeting at which the Councillor takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.

5.2 The Council may determine standards of dress for Councillors when attending meetings.

5.3 A Councillor cannot participate in a meeting of the Council or of a committee of the Council unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this code.

5.4 Where a Councillor is unable to attend one or more meetings of the Council or committees of the Council, the Councillor should submit an apology for the

meetings they are unable to attend, state the reasons for their absence from the meetings and request that the Council grant them a leave of absence from the relevant meetings.

5.5 The Council must not act unreasonably when considering whether to grant a Councillor's request for a leave of absence.

5.6 Where a Councillor makes an apology under clause 5.4, the Council must determine by resolution whether to grant the Councillor a leave of absence for the meeting for the purposes of section 234(1)(d) of the Act. If the Council resolves not to grant a leave of absence for the meeting, it must state the reasons for its decision in its resolution.

5.7 A Councillor's civic office will become vacant if the Councillor is absent from 3 consecutive ordinary meetings of the Council without prior leave of the Council, or leave granted by the Council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the Council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

The quorum for a meeting

5.8 The quorum for a meeting of the Council is a majority of the Councillors of the Council who hold office at that time and are not suspended from office.

5.9 Clause 5.8 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the Council.

5.10 A meeting of the Council must be adjourned if a quorum is not present:

(a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
(b) within half an hour after the time designated for the holding of the meeting, or
(c) at any time during the meeting.

5.11 In either case, the meeting must be adjourned to a time, date, and place fixed:

(a) by the chairperson, or
(b) in the chairperson's absence, by the majority of the Councillors present, or
(c) failing that, by the Chief Executive Officer.

5.12 The Chief Executive Officer must record in the Council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the Council, together with the names of the Councillors present.

Note: If the meeting is to resume on another day, any decisions of the Council made prior to the lapsing of the meeting are to be implemented by the Chief Executive Officer and do not need to await the resumption

of the adjourned meeting. Unless urgent or resolved otherwise, it is the Council's practice not to implement decisions of the Council until 12 noon on the working day following the day on which the meeting was adjourned. The outstanding items are to be resubmitted to the adjourned meeting for determination.

5.13 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety or welfare of Councillors, Council staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the Mayor may, in consultation with the Chief Executive Officer and, as far as is practicable, with each Councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the Council's website and in such other manner that the Council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.

5.14 Where a meeting is cancelled under clause 5.13, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the Council or at an extraordinary meeting called by the Mayor under clause 3.3.

Meetings held by audio-visual link

5.15 A meeting of the Council or a committee of the Council may be held by audio-visual link where the Mayor determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The Mayor may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of Councillors and staff at risk. The Mayor must make a determination under this clause in consultation with the Chief Executive Officer and, as far as is practicable, with each Councillor.

5.16 Where the Mayor determines under clause 5.15 that a meeting is to be held by audio-visual link, the Chief Executive Officer must:

(a) give written notice to all Councillors that the meeting is to be held by audio-visual link, and
(b) take all reasonable steps to ensure that all Councillors can participate in the meeting by audio-visual link, and
(c) cause a notice to be published on the Council's website and in such other manner the Chief Executive Officer is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.

5.17 This code applies to a meeting held by audio-visual link under clause 5.15 in the same way it would if the meeting was held in person.

Note: Where a Council holds a meeting by audio-visual link under clause 5.15, it is still required under section 10 of the Act to provide a physical venue for members of the public to attend in person and observe the meeting.

Attendance by Councillors at meetings by audio-visual link

5.18 Councillors may attend and participate in meetings of the Council and committees of the Council by audio-visual link with the approval of the Council or the relevant committee where they are prevented from attending the meeting in person because of ill-health or other medical reasons or because of unforeseen caring responsibilities.

Note: The chairperson of the meeting must be personally present in order to chair the meeting where there are Councillors participating in person and by remote audio visual link.

5.19 Clause 5.18 does not apply to meetings at which a Mayoral election is to be held.

5.20 A request by a Councillor for approval to attend a meeting by audio-visual link must be made in writing to the Chief Executive Officer prior to the meeting in question and must provide reasons why the Councillor will be prevented from attending the meeting in person.

5.21 Councillors may request approval to attend more than one meeting by audio-visual link. Where a Councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.20.

5.22 The Council must comply with the Health Privacy Principles prescribed under the *Health Records and Information Privacy Act 2002* when collecting, holding, using and disclosing health information in connection with a request by a Councillor to attend a meeting by audio-visual link.

5.23 A Councillor who has requested approval to attend a meeting of the Council or a committee of the Council by audio-visual link may participate in the meeting by audio-visual link until the Council or committee determines whether to approve their request and is to be taken as present at the meeting. The Councillor may participate in a decision in relation to their request to attend the meeting by audio-visual link.

5.24 A decision whether to approve a request by a Councillor to attend a meeting of the Council or a committee of the Council by audio-visual link must be made by a resolution of the Council or the committee concerned. The resolution must state the meetings the resolution applies to.

5.25 If the Council or committee refuses a Councillor's request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.

5.26 A decision whether to approve a Councillor's request to attend a meeting by audio-visual link is at the Council's or the relevant committee's discretion. The Council and committees of the Council must act reasonably when considering requests by Councillors to attend meetings by audio-visual link.

5.27 The Council and committees of the Council may refuse a Councillor's request to attend a meeting by audio-visual link where the Council or committee is satisfied that the Councillor has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with this code on one

or more previous occasions they have attended a meeting of the Council or a committee of the Council by audio-visual link.

5.28 This code applies to a Councillor attending a meeting by audio-visual link in the same way it would if the Councillor was attending the meeting in person. Where a Councillor is permitted to attend a meeting by audio-visual link under this code, they are to be taken as attending the meeting in person for the purposes of the code and will have the same voting rights as if they were attending the meeting in person.

5.29 A Councillor must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The Councillor's camera must be on at all times during the meeting except as may be otherwise provided for under this code.

5.30 A Councillor must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring the Council or the committee into disrepute.

Entitlement of the public to attend Council meetings

5.31 Everyone is entitled to attend a meeting of the Council and committees of the Council. The Council must ensure that all meetings of the Council and committees of the Council are open to the public.

5.32 Clause 5.31 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.

5.33 A person (whether a Councillor or another person) is not entitled to be present at a meeting of the Council or a committee of the Council if expelled from the meeting:

(a) by a resolution of the meeting, or
(b) by the person presiding at the meeting if the Council has, by resolution, authorised the person presiding to exercise the power of expulsion.

5.34 On the adoption of this code and at the commencement of each Council term, the Council must determine whether to authorise the person presiding at a meeting to exercise a power of expulsion.

Livestreaming of meetings

5.35 Each meeting of the Council or a committee of the Council is to be recorded by means of an audio-visual device.

5.36 At the start of each meeting of the Council or a committee of the Council, the chairperson must inform the persons attending the meeting that:

(a) the meeting is being recorded and made publicly available on the Council's website, and
(b) persons attending the meeting should refrain from making any defamatory statements.

5.37 The recording of a meeting is to be made publicly available on the Council's website at the same time as the meeting is taking place.

5.38 The recording of a meeting is to be made publicly available on the Council's website for at least 12 months after the meeting or for the balance of the Council's term, whichever is the longer period.

5.39 Clauses 5.35 - 5.38 do not apply to any part of a meeting that has been closed to the public in accordance with section 10A of the Act.

5.40 Recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

Attendance of the Chief Executive Officer and other staff at meetings

5.41 The Chief Executive Officer is entitled to attend, but not to vote at, a meeting of the Council or a meeting of a committee of the Council of which all of the members are Councillors.

5.42 The Chief Executive Officer is entitled to attend a meeting of any other committee of the Council and may, if a member of the committee, exercise a vote.

5.43 The Chief Executive Officer may be excluded from a meeting of the Council or a committee while the Council or committee deals with a matter relating to the standard of performance of the Chief Executive Officer or the terms of employment of the Chief Executive Officer.

5.44 The attendance of other Council staff at a meeting, (other than as members of the public) shall be determined by the Chief Executive Officer in consultation with the Mayor.

Note: In relation to clauses 14.13 and 14.14, Council staff may remain in a meeting when it is closed to the public if so determined in accordance with clause 5.44.

6 THE CHAIRPERSON

The chairperson at meetings

6.1 The Mayor, or at the request of or in the absence of the Mayor, the deputy Mayor (if any) presides at meetings of the Council.

6.2 If the Mayor and the deputy Mayor (if any) are absent, a Councillor elected to chair the meeting by the Councillors present presides at a meeting of the Council.

Election of the chairperson in the absence of the Mayor and deputy Mayor

6.3 If no chairperson is present at a meeting of the Council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.

6.4 The election of a chairperson must be conducted:

(a) by the Chief Executive Officer or, in their absence, an employee of the Council designated by the Chief Executive Officer to conduct the election, or
(b) by the person who called the meeting or a person acting on their behalf if neither the Chief Executive Officer nor a designated employee is present at the meeting, or if there is no Chief Executive Officer or designated employee.

6.5 If, at an election of a chairperson, 2 or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.

6.6 For the purposes of clause 6.5, the person conducting the election must:

(a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
(b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.

6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.

6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

6.9 When the chairperson rises or speaks during a meeting of the Council:

(a) any Councillor then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and
(b) every Councillor present must be silent to enable the chairperson to be heard without interruption.

7 MODES OF ADDRESS

7.1 Where physically able to, Councillors and staff should stand when the Mayor enters the chamber and when addressing the meeting.

Note: The Mayor may excuse Councillors and staff from standing at any meeting.

7.2 If the chairperson is the Mayor, they are to be addressed as ‘Mr Mayor’, ‘Madam Mayor’ or ‘Mayor’.

7.3 If the chairperson is the Deputy Mayor, they are to be addressed as ‘Mr Deputy Mayor’, or ‘Madam Deputy Mayor’ or ‘Deputy Mayor’.

7.4 Where the chairperson is not the Mayor or deputy Mayor, they are to be addressed as either ‘Mr Chairperson’ or ‘Madam Chairperson’ or ‘Chair’.

7.5 A Councillor is to be addressed as ‘Councillor [surname]’.

7.6 A Council officer is to be addressed by their official designation or as Mr/Ms/Mx [surname]**.**

8 ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS

8.1 At a meeting of the Council, the general order of business is as fixed by resolution of the Council.

NOTE: For the purposes of Clause 8.1 the order of business for an ordinary Council meeting is as follows (Council resolution 25/TBA):

1. Acknowledgement of Country
2. Apologies and applications for leave of absence and remote attendance by councillors
3. Confirmation of minutes
4. Disclosures of interests
5. Presentations
6. Items resolved by exception
7. Mayoral minutes
8. Reports to council
9. Confidential matters
10. Notices of motions
11. Matters of urgency
12. Notices of rescission
13. Questions with notice
14. Responses to questions with notice

8.2 The order of business as fixed under clause 8.1 may be altered for a particular meeting of the Council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

8.3 Despite any other provision of this code, only the mover of a motion referred to in clause 8.2 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

Note: The chairperson will have regard to attendance of members of the public and may, where the chairperson considers appropriate, move a motion to change the order of business so as not to unreasonably delay the consideration of matters of interest to members of the public attending in the gallery.

9 CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS

Business that can be dealt with at a Council meeting

9.1 The Council must not consider business at a meeting of the Council:

(a) unless a Councillor has given notice of the business, as required by clause 3.10, and
(b) unless notice of the business has been sent to the Councillors in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.

9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:

(a) is already before, or directly relates to, a matter that is already before the Council, or
(b) is the election of a chairperson to preside at the meeting, or
(c) is a matter or topic put to the meeting by way of a Mayoral minute, or
(d) is a motion for the adoption of recommendations of a committee of the Council.

9.3 Despite clause 9.1, business may be considered at a meeting of the Council at which all Councillors are present even though due notice has not been given of the business to Councillors, if the Council resolves to deal with the business on the grounds that it is urgent and requires a decision by the Council before the next scheduled ordinary meeting. A resolution adopted under this clause must state the reasons for the urgency.

9.4 A motion moved under clause 9.3 can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 9.3 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

9.5 If all Councillors are not present at a meeting, the Council may only deal with business at the meeting that Councillors have not been given due notice of, where a resolution is adopted in accordance with clause 9.3, and the chairperson also rules that the business is urgent and requires a decision by the Council before the next scheduled ordinary meeting.

9.6 A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.5.

Mayoral minutes

9.7 The Mayor may, by minute signed by the Mayor, put to the meeting without notice any matter or topic that the Mayor determines should be considered at the meeting.

9.8 A Mayoral minute, when put to a meeting, takes precedence over all business on the Council's agenda for the meeting. The Mayor may move the adoption of a Mayoral minute without the motion being seconded.

9.9 A recommendation made in a Mayoral minute put by the Mayor is, so far as it is adopted by the Council, a resolution of the Council.

Staff reports

9.10 A recommendation made in a staff report is, so far as it is adopted by the Council, a resolution of the Council.

Reports of committees of Council

9.11 The recommendations of a committee of the Council are, so far as they are adopted by the Council, resolutions of the Council.

9.12 If in a report of a committee of the Council distinct recommendations are made, the Council may make separate decisions on each recommendation.

Questions

9.13 A question must not be asked at a meeting of the Council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.12, unless the Council determines otherwise in accordance with this code.

9.14 A Councillor may, through the chairperson, ask another Councillor about a matter on the agenda.

Note: The Council may move into closed session where a question will involve the discussion or receipt of matters referred to in clause 14.1.

9.15 A Councillor may, through the Mayor, ask the Chief Executive Officer about a matter on the agenda. The Chief Executive Officer may request another Council employee to answer the question.

Note: To avoid any potential for the perception of politicising staff, Councillors are discouraged from asking questions of staff that are more appropriately a matter for debate.

9.16 A Councillor or Council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to information. Where a Councillor or Council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the Council.

9.17 Councillors must ask questions directly, succinctly, and without argument.

9.18 A Councillor is not permitted to ask a question under clause 9.14 or 9.15 that would constitute an act of disorder.

9.19 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a Councillor or Council employee. This includes questions with notice asked in accordance with clause 3.12, put to a Councillor or Council employee.

9.20 To ensure all matters on the agenda of the meeting can be dealt with, the chairperson may limit the time available for questions by Councillors on any one matter on the agenda, prior to debate of the motion, to 10 minutes. The chairperson is to ensure there is equitable opportunity amongst Councillors to ask questions within the 10 minute window.

10 RULES OF DEBATE

Motions to be seconded

10.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

Notices of motion

10.2 A Councillor who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.

Note: The Chief Executive Officer may prepare a report/comment in relation to a notice of motion, where it is considered there may be legal, strategic, financial or policy implications which should be taken into consideration, for inclusion in the business papers for the meeting at which the notice of motion is to be considered by the Council.

Note: Where a notice of motion is adopted under 13.1, the Councillor/s that submitted the notice of motion will be noted in the minutes for that item.

Note: Where multiple Councillors have submitted a joint notice of motion, only one mover and one seconder will be recorded in the minutes.

10.3 If a Councillor who has submitted a notice of motion under clause 3.10 wishes to withdraw it, they may request its withdrawal at any time. If the notice of motion is withdrawn after the agenda and business paper for the meeting at which it is to be considered have been sent to Councillors, the chairperson is to note the withdrawal of the notice of motion at the meeting unless the Council determines to consider the notice of motion at the meeting.

10.4 In the absence of a Councillor who has placed a notice of motion on the agenda for a meeting of the Council:

(a) any other Councillor may, with the leave of the chairperson, move the motion at the meeting, or
(b) the chairperson may defer consideration of the motion until the next meeting of the Council.

Chairperson's duties with respect to motions

10.5 It is the duty of the chairperson at a meeting of the Council to receive and put to the meeting any lawful motion that is brought before the meeting.

10.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.

10.7 Before ruling out of order a motion or an amendment to a motion under clause 10.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.

Amendments to motions

10.8 An amendment to a motion must be moved and seconded before it can be debated.

10.9 An amendment to a motion must relate to the matter being dealt with in the original motion before the Council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.

10.10 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.

10.11 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one motion and one proposed amendment can be before Council at any one time.

10.12 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.

10.13 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.

10.14 An amendment may become the motion without debate or a vote where it is accepted by the Councillor who moved the original motion.

Note: Where possible, it is helpful for proposed amendments to be circulated in advance of the meeting to allow the Chief Executive Officer to consider any legal, strategic, financial or policy implications to support Councillors in their consideration of the amendment.

Note: Councillors are encouraged to submit amendments to the minute taker prior to meetings to ensure the exact motion is captured and for the efficiency of the meeting. The Chief Executive Officer may request large or complex amendments to be sent in writing to the minute taker prior to the amendment being displayed at the meeting.

Limitations on the number and duration of speeches

10.15 A Councillor who, during a debate at a meeting of the Council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.

10.16 A Councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.

10.17 A Councillor must not, without the consent of the Council, speak more than once on a motion or an amendment, or for longer than 5 minutes at any one time.

Note: Councillors are not obligated to speak for 5 minutes and are encouraged to self-moderate debate time based on the size of the business agenda.

10.18 Despite clause 10.17, the chairperson may permit a Councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than 5 minutes on that motion or

amendment to enable the Councillor to make a statement limited to explaining the misrepresentation or misunderstanding.

10.19 Despite clauses 10.15 and 10.16, a Councillor (including the chairperson) may move that a motion or an amendment be now put:

(a) if the mover of the motion or amendment has spoken in favour of it and no Councillor expresses an intention to speak against it, or
(b) if at least 2 Councillors have spoken in favour of the motion or amendment and at least 2 Councillors have spoken against it.

10.20 The chairperson must immediately put to the vote, without debate, a motion moved under clause 10.19. A seconder is not required for such a motion.

10.21 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 10.15.

10.22 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.

10.23 All Councillors must be heard without interruption and all other Councillors must, unless otherwise permitted under this code, remain silent while another Councillor is speaking.

10.24 Once the debate on a matter has concluded and a matter has been dealt with, the chairperson must not allow further debate on the matter.

10.25 Clause 10.24 does not prevent a further motion from being moved on the same item of business where the original motion is lost provided the motion is not substantially the same as the one that is lost.

Note: Rules of debate process guide

1. Call for mover
2. Call for seconder
3. Questions to staff
4. Call for any dissent
If no dissent, the chairperson may declare the item carried

5. Mover to speak
6. Seconder to speak
7. First dissent speaker
8. Second dissent speaker
9. Ask whether Councillors seek for the item to be put
If item is not requested to be put, the chairperson will call for other speakers/amendments

10. Invite original mover to have right of reply
11. Vote on item

11 VOTING

Voting entitlements of Councillors

11.1 Each Councillor is entitled to one vote.

11.2 The person presiding at a meeting of the Council has, in the event of an equality of votes, a second or casting vote.

11.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

Voting at Council meetings

11.4 A Councillor who is present at a meeting of the Council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.

11.5 If a Councillor who has voted against a motion put at a Council meeting so requests, the Chief Executive Officer must ensure that the Councillor's dissenting vote is recorded in the Council's minutes.

11.6 The decision of the chairperson as to the result of a vote is final unless the decision is immediately challenged and not fewer than 2 Councillors rise and call for a division.

11.7 When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The Chief Executive Officer must ensure that the names of those who vote for the motion and those who vote against it are recorded in the Council's minutes for the meeting.

11.8 When a division on a motion is called, any Councillor who fails to vote will be recorded as having voted against the motion in accordance with clause 11.4 of this code.

11.9 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system as determined by the chairperson). However, the Council may resolve that the voting in any election by Councillors for Mayor or Deputy Mayor is to be by secret ballot.

Voting on planning decisions

11.10 The Council or a Council committee must not make a final planning decision without receiving a staff report containing an assessment and recommendation in relation to the matter put before the Council for a decision.

11.11 Where the Council or a Council committee makes a planning decision that is inconsistent with the recommendation made in a staff report, it must provide reasons for its decision and why it did not adopt the staff recommendation.

11.12 The Chief Executive Officer must keep a register containing, for each planning decision made at a meeting of the Council or a Council committee (including, but not limited to a committee of the Council), the names of the Councillors

who supported the decision and the names of any Councillors who opposed (or are taken to have opposed) the decision.

11.13 For the purpose of maintaining the register, a division is taken to have been called whenever a motion for a planning decision is put at a meeting of the Council or a Council committee.

11.14 Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.

11.15 Clauses 11.12–11.14 apply also to meetings that are closed to the public.

Note: The requirements of clause 11.12 may be satisfied by maintaining a register of the minutes of each planning decision.

12 COMMITTEE OF THE WHOLE

12.1 The Council may resolve itself into a committee to consider any matter before the Council.

12.2 All the provisions of this code relating to meetings of the Council, so far as they are applicable, extend to and govern the proceedings of the Council when in committee of the whole, except the provisions limiting the number and duration of speeches and encouraging Councillors and staff to stand when addressing the meeting.

Note: Clauses 10.15 – 10.25 limit the number and duration of speeches.

12.3 The Chief Executive Officer or, in the absence of the Chief Executive Officer, an employee of the Council designated by the Chief Executive Officer, is responsible for reporting to the Council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full, but any recommendations of the committee must be reported.

12.4 The Council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the Council's minutes. However, the Council is not taken to have adopted the report until a motion for adoption has been made and passed.

13 DEALING WITH ITEMS BY EXCEPTION

13.1 The Council or a committee of Council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution where it considers it necessary to expedite the consideration of business at a meeting.

13.2 Before the Council or committee resolves to adopt multiple items of business on the agenda together under clause 13.1, the chairperson must list the items of business to be adopted and ask Councillors to identify any individual items of business listed by the chairperson that they intend to vote against the recommendation made in the business paper or that they wish to speak on.

13.3 The Council or committee must not resolve to adopt any item of business under clause 13.1 that a Councillor has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.

13.4 Where the consideration of multiple items of business together under clause 13.1 involves a variation to the order of business for the meeting, the Council or committee must resolve to alter the order of business in accordance with clause 8.2.

13.5 A motion to adopt multiple items of business together under clause 13.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.

13.6 Items of business adopted under clause 13.1 are to be taken to have been adopted unanimously.

13.7 Councillors must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 13.1.

13.8 Where a Councillor wishes to commend Council staff on an item of business due to be adopted under clause 13.1 a notation in the minutes can be included at the discretion of the Chief Executive Officer. If Councillors wish to include specific wording this must be submitted to the Chief Executive Officer by 12 noon on the working day following the meeting.

14 CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC

Grounds on which meetings can be closed to the public

14.1 The Council or a committee of the Council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:

(a) personnel matters concerning particular individuals (other than Councillors),
(b) the personal hardship of any resident or ratepayer,
(c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business,
(d) commercial information of a confidential nature that would, if disclosed:
    (i) prejudice the commercial position of the person who supplied it, or
    (ii) confer a commercial advantage on a competitor of the Council, or
    (iii) reveal a trade secret,
(e) information that would, if disclosed, prejudice the maintenance of law,
(f) matters affecting the security of the Council, Councillors, Council staff or Council property,
(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
(h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,

(i) alleged contraventions of the Council's code of conduct.

14.2 The Council or a committee of the Council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

Matters to be considered when closing meetings to the public

14.3 A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:

(a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
(b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the Council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

14.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:

(a) are substantial issues relating to a matter in which the Council or committee is involved, and
(b) are clearly identified in the advice,
(c) are fully discussed in that advice, and
(d) are subject to legal professional privilege.

14.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.

14.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:

(a) a person may misinterpret or misunderstand the discussion, or
(b) the discussion of the matter may:
    (i) cause embarrassment to the Council or committee concerned, or to Councillors or to employees of the Council, or
    (ii) cause a loss of confidence in the Council or committee.

14.7 In deciding whether part of a meeting is to be closed to the public, the Council or committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

Notice of likelihood of closure not required in urgent cases

14.8 Part of a meeting of the Council, or of a committee of the Council, may be closed to the public while the Council or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.19 as a matter

that is likely to be considered when the meeting is closed, but only if:

(a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and
(b) the Council or committee, after considering any representations made under clause 14.9, resolves that further discussion of the matter:
    (i) should not be deferred (because of the urgency of the matter), and
    (ii) should take place in a part of the meeting that is closed to the public.

Note: Clause 14.8 reflects section 10C of the Act.

Representations by members of the public

14.9 The Council, or a committee of the Council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

Note: Clause 14.9 reflects section 10A(4) of the Act.

14.10 A representation under clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.

14.11 Despite clauses 14.9 and 14.10, the Council may resolve to close the meeting to the public in accordance with this Part to hear a representation from a member of the public as to whether the meeting should be closed to consider an item of business where the representation involves the disclosure of information relating to a matter referred to in clause 14.1.

14.12 Where the matter has been identified in the agenda of the meeting under clause 3.19 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 14.9, members of the public must first make an application to the Council in a manner determined by the Council.

Expulsion of non-Councillors from meetings closed to the public

14.13 If a meeting or part of a meeting of the Council or a committee of the Council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a Councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.

14.14 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the Council or person presiding, may, by using such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

Obligations of Councillors attending meetings by audio-visual link

14.15 Councillors attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

Information to be disclosed in resolutions closing meetings to the public

14.16 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:

(a) the relevant provision of section 10A(2) of the Act,
(b) the matter that is to be discussed during the closed part of the meeting,
(c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

Resolutions passed at closed meetings to be made public

14.17 If the Council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.

14.18 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 14.17 during a part of the meeting that is livestreamed where practicable.

14.19 The Chief Executive Officer must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on the Council's website as soon as practicable after the information contained in the business papers ceases to be confidential.

14.20 The Chief Executive Officer must consult with the Council and any other affected persons before publishing information on the Council's website under clause 14.19 and provide reasons for why the information has ceased to be confidential.

15 KEEPING ORDER AT MEETINGS

Points of order

15.1 A Councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.

15.2 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the Councillor raising the

point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

Questions of order

15.3 The chairperson, without the intervention of any other Councillor, may call any Councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.

15.4 A Councillor who claims that another Councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.

15.5 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the Council.

15.6 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

15.7 A Councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.

15.8 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.

15.9 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of disorder

15.10 A Councillor commits an act of disorder if the Councillor, at a meeting of the Council or a committee of the Council:

(a) contravenes the Act, the Regulation or this code, or
(b) assaults or threatens to assault another Councillor or person present at the meeting, or
(c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the Council or the committee, or addresses or attempts to address the Council or the committee on such a motion, amendment or matter, or
(d) uses offensive or disorderly words, or
(e) makes gestures or otherwise behaves in a way that is sexist, racist, homophobic or otherwise discriminatory, or, if the behaviour occurred in the Legislative Assembly, would be considered disorderly, or

(f) imputes improper motives to or unfavourably personally reflects upon any other Council official, or a person present at the meeting, except by a motion, or
(g) says or does anything that would promote disorder at the meeting or is otherwise inconsistent with maintaining order at the meeting.

Note: The Legislative Assembly's Speaker's Guidelines state that "Members are not to use language, make gestures, or behave in any way in the Chamber that is sexist, racist, homophobic or otherwise exclusionary or discriminatory. Such conduct may be considered offensive and disorderly, in accordance with Standing Order 74".

Note: Standing Order 74 'Quarrels not permitted' states that "74. The Speaker may intervene: 1. When offensive or disorderly words are used by a Member. 2. To prevent a quarrel between Members arising out of debates or proceedings in the House."

Note: Councillors must be mindful of their own and Council's obligations under the *Work Health and Safety Act 2011* and related regulations.

15.11 The chairperson may require a Councillor:

(a) to apologise without reservation for an act of disorder referred to in clauses 15.10(a), (b), (d), (e), or (g), or
(b) to withdraw a motion or an amendment referred to in clause 15.10(c) and, where appropriate, to apologise without reservation, or
(c) to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 15.10(d), (e), (f) or (g).

15.12 A failure to comply with a requirement under clause 15.11 constitutes a fresh act of disorder for the purposes of clause 15.10.

15.13 Where a Councillor fails to take action in response to a requirement by the chairperson to remedy an act of disorder under clause 15.11 at the meeting at which the act of disorder occurred, the chairperson may require the Councillor to take that action at each subsequent meeting until such time as the Councillor complies with the requirement. If the Councillor fails to remedy the act of disorder at a subsequent meeting, they may be expelled from the meeting under clause 15.18.

How disorder at a meeting may be dealt with

15.14 If disorder occurs at a meeting of the Council, the chairperson may adjourn the meeting for a period of not more than 15 minutes and leave the chair. The Council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of Councillors.

Expulsion from meetings

15.15 All chairpersons of meetings of the Council and committees of the Council are authorised under this code to expel any person, including any Councillor, from

a Council or committee meeting, for the purposes of section 10(2)(b) of the Act.

15.16 Clause 15.15 does not limit the ability of the Council or a committee of the Council to resolve to expel a person, including a Councillor, from a Council or committee meeting, under section 10(2)(a) of the Act.

15.17 A Councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the Council for having failed to comply with a requirement under clause 15.11 or clause 15.13. The expulsion of a Councillor from the meeting for that reason does not prevent any other action from being taken against the Councillor for the act of disorder concerned.

15.18 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the Council for engaging in or having engaged in disorderly conduct at the meeting.

15.19 Members of the public attending a meeting of the Council:

(a) must remain silent during the meeting unless invited by the chairperson to speak,
(b) must not bring flags, signs or protest symbols to the meeting, and
(c) must not disrupt the meeting.

15.20 Without limiting clause 15.18, a contravention of clause 15.19 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.18. Members of the public may, as provided by section 10(2) of the Act, be expelled from a meeting for a breach of clause 15.19.

15.21 Where a Councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.

15.22 If a Councillor or a member of the public fails to leave the place where a meeting of the Council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the Council or person presiding, may, by using such force as is reasonably necessary, remove the Councillor or member of the public from that place and, if necessary, restrain the Councillor or member of the public from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

How disorder by Councillors attending meetings by audio-visual link may be dealt with

15.23 Where a Councillor is attending a meeting by audio-visual link, the chairperson or a person authorised by the chairperson may mute the Councillor's audio link to the meeting for the purposes of enforcing compliance with this code.

15.24 If a Councillor attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the chairperson of the meeting or a person

authorised by the chairperson, may terminate the Councillor's audio-visual link to the meeting.

Use of mobile phones and the unauthorised recording of meetings

15.25 Councillors, Council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the Council and committees of the Council.

15.26 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording (including a photograph) within the Council chambers, immediately before, during or directly after the proceedings of a meeting of the Council or a committee of the Council without the prior authorisation of the Council or the committee. Authorisation requires a resolution of the Council or committee on the request, and the Council or committee shall consider the implications for the privacy of residents or other individuals who may be recorded when considering whether to pass such as resolution.

Note: Clause 15.26 does not apply to circumstances where the Chief Executive Officer or delegate arranges for photographs of Councillors and/or the chambers for record keeping purposes.

Note: Clause 15.26 does not apply to media organisations where prior approval from the Chief Executive Officer or delegate in consultation with the chairperson is granted.

15.27 Without limiting clause 15.18, a contravention of clause 15.26 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.18. Any person who contravenes or attempts to contravene clause 15.26, may, as provided for under section 10(2) of the Act, be expelled from the meeting.

15.28 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the Council or person presiding, may, by using such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

16 CONFLICTS OF INTEREST

16.1 All Councillors and, where applicable, all other persons, must declare and manage conflicts of interest they have in matters being considered at meetings of the Council and committees of the Council in accordance with the Council's code of conduct. All declarations of conflicts of interest must be recorded in the minutes of the meeting at which the declaration was made.

16.2 Councillors attending a meeting by audio-visual link must declare and manage

any conflicts of interest they have in matters being considered at the meeting in accordance with the Council's code of conduct. Where a Councillor has declared a conflict of interest in a matter being discussed at the meeting, the Councillor's audio-visual link to the meeting must be suspended or terminated and the Councillor must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by the Council or committee, or at any time during which the Council or committee is voting on the matter.

17 DECISIONS OF THE COUNCIL

Council decisions

17.1 A decision supported by a majority of the votes at a meeting of the Council at which a quorum is present is a decision of the Council.

17.2 Decisions made by the Council must be accurately recorded in the minutes of the meeting at which the decision is made.

Rescinding or altering Council decisions

17.3 A resolution passed by the Council may not be altered or rescinded except by a motion to that effect of which notice has been given in accordance with this code.

17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

17.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with this code.

17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by 3 Councillors if less than 3 months has elapsed since the resolution was passed, or the motion was lost.

Note: Where a notice of rescission that was submitted without a replacement motion is carried, a new replacement motion cannot be considered unless prior notice has been given in accordance with clause 3.10.

Note: The provisions of clause 9.2 and 9.3 have no effect in respect of a replacement motion given without notice in accordance with clause 3.10, where clause 17.6 applies.

17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within 3 months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

17.8 The provisions of clauses 17.5–17.7 concerning lost motions do not apply to motions of adjournment.

17.9 A notice of motion submitted in accordance with clause 17.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.

17.10 A motion to alter or rescind a resolution of the Council may be moved on the report of a committee of the Council and any such report must be recorded in the minutes of the meeting of the Council.

17.11 Subject to clause 17.7, in cases of urgency, a motion to alter or rescind a resolution of the Council may be moved at the same meeting at which the resolution was adopted, where:

(a) a notice of motion signed by 3 Councillors is submitted to the chairperson at the meeting, and
(b) the Council resolves to deal with the motion at the meeting on the grounds that it is urgent and requires a decision by the Council before the next scheduled ordinary meeting of the Council.

17.12 A motion moved under clause 17.11(b) can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 17.12(b) and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

17.13 A resolution adopted under clause 17.11(b) must state the reasons for the urgency.

Recommitting resolutions to correct an error

17.14 Despite the provisions of this Part, a Councillor may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:

(a) to correct any error, ambiguity or imprecision in the Council's resolution, or
(b) to confirm the voting on the resolution.

17.15 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 17.14(a), the Councillor is to propose alternative wording for the resolution.

17.16 The chairperson must not grant leave to recommit a resolution for the purposes of clause 17.14(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.

17.17 A motion moved under clause 17.14 can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 17.14 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

17.18 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.14.

17.19 A motion moved under clause 17.14 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

18 TIME LIMITS ON COUNCIL MEETINGS

18.1 Meetings of the Council and committees of the Council are to conclude no later than 10pm.

18.2 A short break of not less than 10 minutes is to be taken within the first 2 hours at each ordinary and extraordinary meeting of Council and committees of the Council.

18.3 If the business of the meeting is unlikely to be finished by, or is unfinished at 10pm, the Council or the committee of Council may by resolution extend the time of the meeting by one 30-minute interval for the purpose of dealing with the remaining items on the agenda. If at 10.30pm the business of the meeting is not concluded, an automatic extension will occur to enable the completion of debate and voting on the current matter (where the matter under consideration has already been moved and seconded).

Note: Clause 18.3 provides for the welfare and safety of Councillors and staff attending meetings.

18.4 If the business of the meeting is unfinished at 10pm and the Council does not resolve to extend the meeting or at the conclusion of any extensions in accordance with clause 18.3, the chairperson must following conclusion of debate and voting on the current matter (where the matter under consideration has already been moved and seconded) then either:

(a) defer consideration of the remaining items of business on the agenda to the next ordinary meeting of the Council, or
(b) adjourn the meeting to a time, date and place fixed by the chairperson.

18.5 Clause 18.4 does not limit the ability of the Council or a committee of the Council to resolve to adjourn a meeting at any time. The resolution adjourning the meeting must fix the time, date and place that the meeting is to be adjourned to.

18.6 Where a meeting is adjourned under clause 18.4 or 18.5, the Chief Executive Officer must:

(a) individually notify each Councillor of the time, date and place at which the meeting will reconvene, and
(b) publish the time, date and place at which the meeting will reconvene on the Council's website and in such other manner that the Chief Executive Officer is satisfied is likely to bring notice of the time, date and place of the reconvened meeting to the attention of as many people as possible.

Note: If the meeting is to resume on another day, any decisions of the Council made prior to the lapsing of the meeting are to be implemented by the Chief Executive Officer and do not need to await the resumption of the adjourned meeting. Unless urgent or resolved otherwise, it is the

Council's practice not to implement decisions of the Council until 12 noon on the working day following the day on which the meeting was adjourned. The outstanding items are to be resubmitted to the adjourned meeting for determination.

19 AFTER THE MEETING

Minutes of meetings

19.1 The Council is to keep full and accurate minutes of the proceedings of meetings of the Council.

Note: Clause 19.1 reflects section 375(1) of the Act.

19.2 At a minimum, the Chief Executive Officer must ensure that the following matters are recorded in the Council's minutes:

(a) the names of Councillors attending a Council meeting and whether they attended the meeting in person or by audio-visual link,
(b) details of each motion moved at a Council meeting and of any amendments moved to it,
(c) the names of the mover and seconder of the motion or amendment,
(d) whether the motion or amendment was passed or lost, and
(e) such other matters specifically required under this code.

Note: The wording of motions ruled out of order by the Mayor/ chairperson will not be included in the minutes (in this case only the Mayor's ruling will be included).

19.3 Notations in minutes requested by individual Councillors, except those identified in clause 13.8, will only be included following a resolution of Council approving their inclusion.

19.4 The minutes of a Council meeting must be confirmed at a subsequent meeting of the Council.

19.5 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

19.6 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

19.7 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

19.8 The confirmed minutes of a Council meeting, when the meeting was open to the public, must be published on the Council's website. This clause does not prevent the Council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a

meeting

19.8 The Council and committees of the Council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

19.9 Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

19.10 Clause 19.8 does not apply if the Council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

19.11 Correspondence or reports to which clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of the Council

19.12 The Chief Executive Officer is to implement, without undue delay, lawful decisions of the Council.

20 COUNCIL COMMITTEES

Application of this Part

20.1 This Part only applies to committees of the Council whose members are all Councillors.

Council committees whose members are all Councillors

20.2 The Council may, by resolution, establish such committees as it considers necessary.

20.3 A committee of the Council is to consist of the Mayor and such other Councillors as are elected by the Councillors or appointed by the Council.

20.4 The quorum for a meeting of a committee of the Council is to be:

(a) such number of members as the Council decides, or
(b) if the Council has not decided a number – a majority of the members of the committee.

Functions of committees

20.5 The Council must specify the functions of each of its committees when the committee is established but may from time to time amend those functions.

Notice of committee meetings

20.6 The Chief Executive Officer must send to each Councillor, regardless of whether they are a committee member, at least 3 days before each meeting of the committee, a notice specifying:

(a) the time, date and place of the meeting, and
(b) the business proposed to be considered at the meeting.

20.7 Notice of less than 3 days may be given of a committee meeting called in an emergency.

Non-members entitled to attend committee meetings

20.8 A Councillor who is not a member of a committee of the Council is entitled to attend, and to speak at a meeting of the committee. However, the Councillor is not entitled:

(a) to give notice of business for inclusion in the agenda for the meeting, or
(b) to move or second a motion at the meeting, or
(c) to vote at the meeting.

Chairperson and deputy chairperson of Council committees

20.9 The chairperson of each committee of the Council must be:

(a) the Mayor, or
(b) if the Mayor does not wish to be the chairperson of a committee, a member of the committee elected by the Council, or
(c) if the Council does not elect such a member, a member of the committee elected by the committee.

20.10 The Council may elect a member of a committee of the Council as deputy chairperson of the committee. If the Council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.

20.11 If neither the chairperson nor the deputy chairperson of a committee of the Council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.

20.12 The chairperson is to preside at a meeting of a committee of the Council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting. If neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

Procedure in committee meetings

20.13 Subject to any specific requirements of this code, each committee of the Council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the Council.

20.14 Whenever the voting on a motion put to a meeting of the committee is equal,

the chairperson of the committee is to have a casting vote as well as an original vote unless the Council or the committee determines otherwise in accordance with clause 20.13.

20.15 Voting at a Council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

Mayoral minutes

20.16 The provisions of this code relating to Mayoral minutes also apply to meetings of committees of the Council in the same way they apply to meetings of the Council.

Closure of committee meetings to the public

20.17 The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the Council to the public in the same way they apply to the closure of meetings of the Council to the public.

20.18 If a committee of the Council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended and report the resolution or recommendation to the next meeting of the Council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.

20.19 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 20.18 during a part of the meeting that is livestreamed where practicable.

20.20 The Chief Executive Officer must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on the Council's website as soon as practicable after the information contained in the business papers ceases to be confidential.

20.21 The Chief Executive Officer must consult with the committee and any other affected persons before publishing information on the Council's website under clause 20.20 and provide reasons for why the information has ceased to be confidential.

Disorder in committee meetings

20.22 The provisions of the Act, the Regulation, and this code relating to the maintenance of order in Council meetings apply to meetings of committees of the Council in the same way they apply to meetings of the Council.

Minutes of Council committee meetings

20.23 Each committee of the Council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:

(a) the names of Councillors attending a meeting and whether they attended

the meeting in person or by audio-visual link,
(b) details of each motion moved at a meeting and of any amendments moved to it,
(c) the names of the mover and seconder of the motion or amendment,
(d) whether the motion or amendment was passed or lost, and
(e) such other matters specifically required under this code.

20.24 The minutes of meetings of each committee of the Council must be confirmed at a subsequent meeting of the committee.

20.25 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

20.26 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

20.27 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

20.28 The confirmed minutes of a meeting of a committee of the Council must be published on the Council's website. This clause does not prevent the Council from also publishing unconfirmed minutes of meetings of committees of the Council on its website prior to their confirmation.

21 IRREGULARITES

21.1 Proceedings at a meeting of a Council or a Council committee are not invalidated because of:

(a) a vacancy in a civic office, or
(b) a failure to give notice of the meeting to any Councillor or committee member, or
(c) any defect in the election or appointment of a Councillor or committee member, or
(d) a failure of a Councillor or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a Council or committee meeting in accordance with the Council's code of conduct, or
(e) a failure to comply with this code.

22 DEFINITIONS

the Act	means the *Local Government Act 1993*
act of disorder	means an act of disorder as defined in clause 15.10 of this code
amendment	in relation to an original motion, means a motion moving an amendment to that motion
audio recorder	any device capable of recording speech
audio-visual link	means a facility that enables audio and visual communication between persons at different places
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	in relation to a meeting of the Council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.9 of this code
Chief Executive Officer	Refers to the statutory General Manager as defined by the *Local Government Act 1993*
this code	means the Council's adopted code of meeting practice
committee of the Council	means a committee established by the Council in accordance with clause 20.2 of this code (being a committee consisting only of Councillors) or the Council when it has resolved itself into committee of the whole under clause 12.1
Council official	includes Councillors, members of staff of a Council, administrators, Council committee members, delegates of Council and any other person exercising functions on behalf of the Council
day	means calendar day
division	means a request by two Councillors under clause 11.7 of this code requiring the recording of the names of the Councillors who voted both for and against a motion
livestream	a video broadcast of a meeting transmitted across the internet concurrently with the meeting
open voting	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means
planning decision	means a decision made in the exercise of a function of a Council under the *Environmental Planning and Assessment Act 1979* including any decision relating to a development application, an environmental planning instrument, a development control plan, a planning agreement or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act

performance improvement order	means an order issued under section 438A of the Act
quorum	means the minimum number of Councillors or committee members necessary to conduct a meeting
the Regulation	means the *Local Government (General) Regulation 2021*
year	means the period beginning 1 July and ending the following 30 June

APPENDIX 1 – CONDUCTING THE PUBLIC FORUM

A1.1 A public forum will be conducted prior to each ordinary meeting of the Council for the purpose of hearing oral submissions from members of the public on mayoral minutes, reports to council and notices of motion (collectively, items of business), to be considered at the meeting.

A1.2 The public forum will be held in Council Chambers from 6.00pm 7 days prior to an ordinary meeting of the Council.

A1.3 The Mayor or their nominee will preside as chairperson at the forum with all Councillors invited to attend.

Note: As the forum is not part of the Council meeting, a quorum is not required.

A1.4 For each forum a person may apply to speak on no more than 2 items of business on the agenda of the Council meeting.

A1.5 No more than 2 speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the Council meeting. The order of speakers for each item is determined by the order of receipted 'for' and 'against' applications.

A1.6 To speak at a public forum, a person must first make an application to the Council in the approved form. Applications to speak open when the business papers are published and must be received by 5pm on the business day prior to the date on which the public forum is to be held. Applications must identify the item of business on the agenda of the Council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.

Note: The Chief Executive Officer or their delegate may refuse an application to speak at a public forum where the application does not meet the outlined requirements or there is a genuine and demonstrable concern relating to the applicant or their dealings with the Council or their intentions.

A1.7 To speak at a public forum, a speaker must attend in person.

A1.8 Legal representatives acting on behalf of others must identify their status as a legal representative when applying to speak.

A1.9 When speaking at the forum, speakers will be granted 3 minutes each to address the forum and this time limit is to be managed by the chairperson.

A1.10 The chairperson may permit a speaker an extension of one minute where time permits, and, in consideration of the impact on the remaining speakers.

A1.11 Speakers must not digress from the item of business on which they applied to speak. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If the speaker fails to observe a direction from the chairperson, the chairperson may immediately require the person to stop speaking and they will not be further heard.

A1.12 A public forum should not be used to raise questions or complaints. Such matters should be forwarded in writing to the council where they will be responded to by appropriate council officers.

A1.13 Any Councillors in attendance must disclose and manage any conflicts of interest they may have in relation to any item of business at public forum.

A1.14 Speakers must comply with this code and all other relevant Council codes, policies and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the Council's Code of Conduct or making other potentially defamatory statements.

A1.15 If the chairperson considers that a speaker has engaged in conduct of the type referred to in clause A1.14, the chairperson may direct the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the chairperson's direction, the chairperson may immediately require the person to stop speaking.

A1.16 Clause A1.15 does not limit the ability of the chairperson to deal with disorderly conduct by speakers in accordance with the provisions of Part 15 of the Code of Meeting Practice.

A1.17 Where a speaker engages in conduct of the type referred to in clause A1.16, the Chief Executive Officer or their delegate may refuse further applications from that person to speak at public forums for such a period as the Chief Executive Officer or their delegate considers appropriate.

A1.18 Where, prior to the commencement of the public forum, it becomes apparent that the health, safety or welfare of Councillors, Council staff and members of the public may be put at risk by attending the forum, the chairperson may, in consultation with the Chief Executive Officer, cancel the forum. Where a forum is cancelled, notice of the cancellation must be published on the Council's website and in such other manner that the council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.

Department of Planning,
Housing and Infrastructure
Office of Local Government

NSW GOVERNMENT

The model code of meeting practice for local councils in NSW

August 2025

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1 Introduction

This Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code) is prescribed under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

The Model Meeting Code applies to all meetings of councils and committees of councils of which all the members are councillors (committees of council). Council committees whose members include persons other than councillors may adopt their own rules for meetings unless the council determines otherwise.

Councils must adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code.

A council's adopted code of meeting practice may also incorporate the non-mandatory provisions of the Model Meeting Code and other supplementary provisions. However, a code of meeting practice adopted by a council must not contain provisions that are inconsistent with the mandatory provisions of this Model Meeting Code.

The provisions of the Model Meeting Code that are not mandatory are indicated in red font.

A council and a committee of the council of which all the members are councillors must conduct its meetings in accordance with the code of meeting practice adopted by the council.

The Model Meeting Code also applies to meetings of the boards of joint organisations and county councils. The provisions that are specific to meetings of boards of joint organisations are indicated in blue font.

In adopting the Model Meeting Code, joint organisations should adapt it to substitute the terms "board" for "council", "chairperson" for "mayor", "voting representative" for "councillor" and "executive officer" for "general manager".

In adopting the Model Meeting Code, county councils should adapt it to substitute the term "chairperson" for "mayor" and "member" for "councillor".

2 Meeting principles

2.1 Council and committee meetings should be:

Transparent: Decisions are made in a way that is open and accountable.

Informed: Decisions are made based on relevant, quality information.

Inclusive: Decisions respect the diverse needs and interests of the local community.

Principled: Decisions are informed by the principles prescribed under Chapter 3 of the Act.

Trusted: The community has confidence that councillors and staff act ethically and make decisions in the interests of the whole community.

Effective: Meetings are well organised, effectively run and skilfully chaired.

Orderly: Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

Note: The Office of Local Government has issued a guideline on free speech in local government in NSW. The Guideline provides practical guidance to councils on what free speech means in the context of NSW local government, including in relation to council meetings. The Guidelines have been issued under section 23A of the Act meaning councils must consider them when exercising their functions at meetings.

3 Before the meeting

Timing of ordinary council meetings

3.1 The council shall, by resolution, set the frequency, time, date and place of its ordinary meetings.

Note: Under section 365 of the Act, councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a council is required to meet each year under section 365A.

Note: Under section 396 of the Act, county councils are required to meet at least four (4) times each year.

Note: Under section 400T of the Act, boards of joint organisations are required to meet at least four (4) times each year, each time in a different quarter of the year.

Note: Under clause 13 of Schedule 11 of the Act, councils that have been designated as a rural and remote council under the Regulation are required to meet at least four (4) times each year, each time in a different quarter of the year.

Extraordinary meetings

3.2 If the mayor receives a request in writing, signed by at least two (2) councillors, the mayor must call an extraordinary meeting of the council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The mayor can be one of the two councillors requesting the meeting.

Note: Clause 3.2 reflects section 366 of the Act.

3.3 The mayor may call an extraordinary meeting without the need to obtain the signature of two (2) councillors.

Notice to the public of council meetings

3.4 The council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings, and of each meeting of committees of the council.

Note: Clause 3.4 reflects section 9(1) of the Act.

3.5 For the purposes of clause 3.4, notice of a meeting of the council and of a committee of council must be published before the meeting takes place. The notice must be published on the council's website, and in such other manner that the council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.

3.6 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

Notice to councillors of ordinary council meetings

3.7 The general manager must send to each councillor, at least three (3) days before each meeting of the council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

Note: Clause 3.7 reflects section 367(1) of the Act.

3.8 The notice and the agenda for, and the business papers relating to, the meeting may be given to councillors in electronic form, unless the council determines otherwise, but only if all councillors have facilities to access the notice, agenda and business papers in that form.

Note: Clause 3.8 reflects section 367(3) of the Act.

Notice to councillors of extraordinary meetings

3.9 Notice of less than three (3) days may be given to councillors of an extraordinary meeting of the council in cases of emergency.

Note: Clause 3.9 reflects section 367(2) of the Act.

Giving notice of business to be considered at council meetings

3.10 A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted within such reasonable time before the meeting is to be held as determined by the council.

3.11 A councillor may, in writing to the general manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

Questions with notice

3.12 A councillor may, by way of a notice submitted under clause 3.10, ask a question for response by the general manager about the performance or operations of the council.

3.13 A councillor is not permitted to ask a question with notice under clause 3.12 that would constitute an act of disorder.

3.14 The general manager or their nominee may respond to a question with notice submitted under clause 3.12 by way of a report included in the business papers for the relevant meeting of the council.

Agenda and business papers for ordinary meetings

3.15 The general manager must cause the agenda for a meeting of the council or a committee of the council to be prepared as soon as practicable before the meeting.

3.16 The general manager must ensure that the agenda for an ordinary meeting of the council states:

a. all matters to be dealt with arising out of the proceedings of previous meetings of the council, and

b. if the mayor is the chairperson – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and

c. all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and

d. any business of which due notice has been given under clause 3.10.

3.17 Nothing in clause 3.16 limits the powers of the mayor to put a mayoral minute to a meeting without notice under clause 9.7.

3.18 The general manager must not include in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the general manager, the business is, or the implementation of the business would be, unlawful. The general manager must report, without giving details of the item of business, any such exclusion to the next meeting of the council.

3.19 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public, the general manager must ensure that the agenda of the meeting:

a. identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and

b. states the grounds under section 10A(2) of the Act relevant to the item of business.

Note: Clause 3.19 reflects section 9(2A)(a) of the Act.

3.20 The general manager must ensure that the details of any item of business which, in the opinion of the general manager, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to councillors for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a councillor or by any other person to another person who is not authorised to have that information.

Availability of the agenda and business papers to the public

3.21 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the council and committees of council, are to be published on the council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the council, at the relevant meeting and at such other venues determined by the council.

Note: Clause 3.21 reflects section 9(2) and (4) of the Act.

3.22 Clause 3.21 does not apply to the business papers for items of business identified under clause 3.19 as being likely to be considered when the meeting is closed to the public.

Note: Clause 3.22 reflects section 9(2A)(b) of the Act.

3.23 For the purposes of clause 3.21, copies of agendas and business papers must be published on the council's website and made available to the public at a time that is as close as possible to the time they are available to councillors.

Note: Clause 3.23 reflects section 9(3) of the Act.

3.24 A copy of an agenda, or of an associated business paper made available under clause 3.21, may in addition be given or made available in electronic form unless the council determines otherwise.

Note: Clause 3.24 reflects section 9(5) of the Act.

Agenda and business papers for extraordinary meetings

3.25 The council must ensure that the agenda for an extraordinary meeting of the council deals only with the matters stated in the notice of the meeting.

3.26 Nothing in clause 3.25 limits the powers of the mayor to put a mayoral minute to an extraordinary meeting without notice under clause 9.7.

3.27 Despite clause 3.25, business may be considered at an extraordinary meeting of the council at which all councillors are present, even though due notice has not been given of the business, if the council resolves to deal with the business on the grounds that it is urgent and requires a decision by the council before the next scheduled ordinary meeting of the council. A resolution adopted under this clause must state the reasons for the urgency.

3.28 A motion moved under clause 3.27 can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with. Despite any other provision of this code, only the mover of a motion moved under clause 3.27, and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

3.29 If all councillors are not present at the extraordinary meeting, the council may only deal with business at the meeting that councillors have not been given due notice of, where a resolution is adopted in accordance with clause 3.27 and the chairperson also rules that the business is urgent and requires a decision by the council before the next scheduled ordinary meeting.

3.30 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.29 on whether a matter is urgent.

Prohibition of pre-meeting briefing sessions

3.31 Briefing sessions must not be held to brief councillors on business listed on the agenda for meetings of the council or committees of the council.

Note: The prohibition on the holding of briefing sessions under clause 3.31 reflects the intent of Chapter 4, Part 1 of the Act which requires business of the council to be conducted openly and transparently at a formal meeting of which due notice has been given and to which the public has access. Pre-meeting briefing sessions are inconsistent with the principles of transparency, accountability and public participation and have the potential to undermine confidence in the proper and lawful decision-making processes of the council.

3.32 Nothing in clause 3.31 prevents a councillor from requesting information from the general manager about a matter to be considered at a meeting, provided the information is also available to the public. Information requested under this clause must be provided in a way that does not involve any discussion of the information.

4 Public forums

4.1 The council may hold a public forum prior to meetings of the council and committees of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to meetings of other committees of the council.

4.2 The council may determine the rules under which public forums are to be conducted and when they are to be held.

4.3 The provisions of this code requiring the livestreaming of meetings also apply to public forums.

5 Coming together

Attendance by councillors at meetings

5.1 All councillors must make reasonable efforts to attend meetings of the council and of committees of the council of which they are members.

Note: A councillor may not attend a meeting as a councillor (other than the first meeting of the council after the councillor is elected or a meeting at which the councillor takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.

5.2 The council may determine standards of dress for councillors when attending meetings.

5.3 A councillor cannot participate in a meeting of the council or of a committee of the council unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this code.

5.4 The board of the joint organisation may, if it thinks fit, transact any of its business at a meeting at which representatives (or some representatives) participate by telephone or other electronic means, but only if any representative who speaks on a matter before the meeting can be heard by the other representatives. For the purposes of a meeting held in accordance with this clause, the chairperson and each other voting representative on the board have the same voting rights as they have at an ordinary meeting of the board.

Note: Clause 5.4 reflects section 397G of the Regulation. Joint organisations may adopt clause 5.4 and omit clause 5.3. Councils must not adopt clause 5.4.

5.5 Where a councillor is unable to attend one or more meetings of the council or committees of the council, the councillor should submit an apology for the meetings they are unable to attend, state the reasons for their absence from the meetings and request that the council grant them a leave of absence from the relevant meetings.

5.6 The council must not act unreasonably when considering whether to grant a councillor's request for a leave of absence.

5.7 Where a councillor makes an apology under clause 5.5, the council must determine by resolution whether to grant the councillor a leave of absence for the meeting for the purposes of section 234(1)(d) of the Act. If the council resolves not to grant a leave of absence for the meeting, it must state the reasons for its decision in its resolution.

5.8 A councillor's civic office will become vacant if the councillor is absent from three (3) consecutive ordinary meetings of the council without prior leave of the council, or leave granted by the council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

Note: Clause 5.8 reflects section 234(1)(d) of the Act.

The quorum for a meeting

5.9 The quorum for a meeting of the council is a majority of the councillors of the council who hold office at that time and are not suspended from office.

Note: Clause 5.9 reflects section 368(1) of the Act.

5.10 Clause 5.9 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the council.

Note: Clause 5.10 reflects section 368(2) of the Act.

5.11 A meeting of the council must be adjourned if a quorum is not present:

a. at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or

b. within half an hour after the time designated for the holding of the meeting, or

c. at any time during the meeting.

5.12 In either case, the meeting must be adjourned to a time, date, and place fixed:

a. by the chairperson, or

b. in the chairperson's absence, by the majority of the councillors present, or

c. failing that, by the general manager.

5.13 The general manager must record in the council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the council, together with the names of the councillors present.

5.14 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety or welfare of councillors, council staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the mayor may, in consultation with the general manager and, as far as is practicable, with each councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the council's website and in such other manner that the council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.

5.15 Where a meeting is cancelled under clause 5.14, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the council or at an extraordinary meeting called by the mayor under clause 3.3.

Meetings held by audio-visual link

5.16 A meeting of the council or a committee of the council may be held by audio-visual link where the mayor determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The mayor may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of councillors and staff at risk. The mayor must make a determination under this clause in consultation with the general manager and, as far as is practicable, with each councillor.

5.17 Where the mayor determines under clause 5.16 that a meeting is to be held by audio-visual link, the general manager must:

a. give written notice to all councillors that the meeting is to be held by audio-visual link, and

b. take all reasonable steps to ensure that all councillors can participate in the meeting by audio-visual link, and

c. cause a notice to be published on the council's website and in such other manner the general manager is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.

5.18 This code applies to a meeting held by audio-visual link under clause 5.16 in the same way it would if the meeting was held in person.

Note: Where a council holds a meeting by audio-visual link under clause 5.16, it is still required under section 10 of the Act to provide a physical venue for members of the public to attend in person and observe the meeting.

Attendance by councillors at meetings by audio-visual link

5.19 Councillors may attend and participate in meetings of the council and committees of the council by audio-visual link with the approval of the council or the relevant committee where they are prevented from attending the meeting in person because of ill-health or other medical reasons or because of unforeseen caring responsibilities.

5.20 Clause 5.19 does not apply to meetings at which a mayoral election is to be held.

5.21 A request by a councillor for approval to attend a meeting by audio-visual link must be made in writing to the general manager prior to the meeting in question and must provide reasons why the councillor will be prevented from attending the meeting in person.

5.22 Councillors may request approval to attend more than one meeting by audio-visual link. Where a councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.21.

5.23 The council must comply with the Health Privacy Principles prescribed under the *Health Records and Information Privacy Act 2002* when collecting, holding, using and disclosing health information in connection with a request by a councillor to attend a meeting by audio-visual link.

5.24 A councillor who has requested approval to attend a meeting of the council or a committee of the council by audio-visual link may participate in the meeting by audio-visual link until the council or committee determines whether to approve their request and is to be taken as present at the meeting. The councillor may participate in a decision in relation to their request to attend the meeting by audio-visual link.

5.25 A decision whether to approve a request by a councillor to attend a meeting of the council or a committee of the council by audio-visual link must be made by a resolution of the council or the committee concerned. The resolution must state the meetings the resolution applies to.

5.26 If the council or committee refuses a councillor's request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.

5.27 A decision whether to approve a councillor's request to attend a meeting by audio-visual link is at the council's or the relevant committee's discretion. The council and committees of the council must act reasonably when considering requests by councillors to attend meetings by audio-visual link.

5.28 The council and committees of the council may refuse a councillor's request to attend a meeting by audio-visual link where the council or committee is satisfied that the councillor has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with this code on one or more previous occasions they have attended a meeting of the council or a committee of the council by audio-visual link.

5.29 This code applies to a councillor attending a meeting by audio-visual link in the same way it would if the councillor was attending the meeting in person. Where a councillor is permitted to attend a meeting by audio-visual link under this code, they are to be taken as attending the meeting in person for the purposes of the code and will have the same voting rights as if they were attending the meeting in person.

5.30 A councillor must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The councillor's camera must be on at all times during the meeting except as may be otherwise provided for under this code.

5.31 A councillor must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring the council or the committee into disrepute.

Entitlement of the public to attend council meetings

5.32 Everyone is entitled to attend a meeting of the council and committees of the council. The council must ensure that all meetings of the council and committees of the council are open to the public.

Note: Clause 5.32 reflects section 10(1) of the Act.

5.33 Clause 5.32 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.

5.34 A person (whether a councillor or another person) is not entitled to be present at a meeting of the council or a committee of the council if expelled from the meeting:

a. by a resolution of the meeting, or

b. by the person presiding at the meeting if the council has, by resolution, authorised the person presiding to exercise the power of expulsion.

Note: Clause 5.34 reflects section 10(2) of the Act.

5.35 On the adoption of this code and at the commencement of each council term, the council must determine whether to authorise the person presiding at a meeting to exercise a power of expulsion.

Note: If adopted, clauses 15.15 and 15.16 confer a standing authorisation on all chairpersons of meetings of the council and committees of the council to expel persons from meetings. If adopted, clause 15.15 authorises chairpersons to expel any person, including a councillor, from a council or committee meeting. Alternatively, if adopted, clause 15.16 authorises chairpersons to expel persons other than councillors from a council or committee meeting.

Livestreaming of meetings

5.36 Each meeting of the council or a committee of the council is to be recorded by means of an audio-visual device.

5.37 At the start of each meeting of the council or a committee of the council, the chairperson must inform the persons attending the meeting that:

a. the meeting is being recorded and made publicly available on the council's website, and

b. persons attending the meeting should refrain from making any defamatory statements.

5.38 The recording of a meeting is to be made publicly available on the council's website at the same time as the meeting is taking place.

5.39 The recording of a meeting is to be made publicly available on the council's website for at least 12 months after the meeting or for the balance of the council's term, whichever is the longer period.

5.40 Clauses 5.36 - 5.39 do not apply to any part of a meeting that has been closed to the public in accordance with section 10A of the Act.

Note: Clauses 5.36 – 5.40 reflect section 236 of the Regulation.

5.41 Recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

Note: Joint organisations are not required to livestream their meetings but may choose to do so by adopting clauses 5.36–5.40. Joint organisations that choose not to livestream their meetings may omit clauses 5.36–5.40.

Attendance of the general manager and other staff at meetings

5.42 The general manager is entitled to attend, but not to vote at, a meeting of the council or a meeting of a committee of the council of which all of the members are councillors.

Note: Clause 5.42 reflects section 376(1) of the Act.

5.43 The general manager is entitled to attend a meeting of any other committee of the council and may, if a member of the committee, exercise a vote.

Note: Clause 5.43 reflects section 376(2) of the Act.

5.44 The general manager may be excluded from a meeting of the council or a committee while the council or committee deals with a matter relating to the standard of performance of the general manager or the terms of employment of the general manager.

Note: Clause 5.44 reflects section 376(3) of the Act.

5.45 The attendance of other council staff at a meeting, (other than as members of the public) shall be determined by the general manager in consultation with the mayor.

6 The chairperson

The chairperson at meetings

6.1 The mayor, or at the request of or in the absence of the mayor, the deputy mayor (if any) presides at meetings of the council.

Note: Clause 6.1 reflects section 369(1) of the Act.

6.2 If the mayor and the deputy mayor (if any) are absent, a councillor elected to chair the meeting by the councillors present presides at a meeting of the council.

Note: Clause 6.2 reflects section 369(2) of the Act.

Election of the chairperson in the absence of the mayor and deputy mayor

6.3 If no chairperson is present at a meeting of the council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.

6.4 The election of a chairperson must be conducted:

a. by the general manager or, in their absence, an employee of the council designated by the general manager to conduct the election, or

b. by the person who called the meeting or a person acting on their behalf if neither the general manager nor a designated employee is present at the meeting, or if there is no general manager or designated employee.

6.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.

6.6 For the purposes of clause 6.5, the person conducting the election must:

a. arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and

b. then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.

6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.

6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

6.9 When the chairperson rises or speaks during a meeting of the council:

a. any councillor then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and

b. every councillor present must be silent to enable the chairperson to be heard without interruption.

7 Modes of address

7.1 Where physically able to, councillors and staff should stand when the mayor enters the chamber and when addressing the meeting.

7.2 If the chairperson is the mayor, they are to be addressed as 'Mr Mayor', 'Madam Mayor' or 'Mayor'.

7.3 If the chairperson is the deputy mayor, they are to be addressed as 'Mr Deputy Mayor', or 'Madam Deputy Mayor' or 'Deputy Mayor'.

7.4 Where the chairperson is not the mayor or deputy mayor, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson' or 'Chair'.

7.5 A councillor is to be addressed as 'Councillor [surname]'.

7.6 A council officer is to be addressed by their official designation or as Mr/Ms/Mx [surname].

8 Order of business for ordinary council meetings

8.1 At a meeting of the council, the general order of business is as fixed by resolution of the council.

8.2 The order of business as fixed under clause 8.1 may be altered for a particular meeting of the council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

Note: If adopted, Part 13 allows council to deal with items of business by exception.

8.3 Despite any other provision of this code, only the mover of a motion referred to in clause 8.2 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

9 Consideration of business at council meetings

Business that can be dealt with at a council meeting

9.1 The council must not consider business at a meeting of the council:

a. unless a councillor has given notice of the business, as required by clause 3.10, and

b. unless notice of the business has been sent to the councillors in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.

9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:

a. is already before, or directly relates to, a matter that is already before the council, or

b. is the election of a chairperson to preside at the meeting, or

c. is a matter or topic put to the meeting by way of a mayoral minute, or

d. is a motion for the adoption of recommendations of a committee of the council.

9.3 Despite clause 9.1, business may be considered at a meeting of the council at which all councillors are present even though due notice has not been given of the business to councillors, if the council resolves to deal with the business on the grounds that it is urgent and requires a decision by the council before the next scheduled ordinary meeting. A resolution adopted under this clause must state the reasons for the urgency.

9.4 A motion moved under clause 9.3 can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 9.3 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

9.5 If all councillors are not present at a meeting, the council may only deal with business at the meeting that councillors have not been given due notice of, where a resolution is adopted in accordance with clause 9.3, and the chairperson also rules that the business is urgent and requires a decision by the council before the next scheduled ordinary meeting.

9.6 A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.5.

Mayoral minutes

9.7 The mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that the mayor determines should be considered at the meeting.

9.8 A mayoral minute, when put to a meeting, takes precedence over all business on the council's agenda for the meeting. The mayor may move the adoption of a mayoral minute without the motion being seconded.

9.9 A recommendation made in a mayoral minute put by the mayor is, so far as it is adopted by the council, a resolution of the council.

Staff reports

9.10 A recommendation made in a staff report is, so far as it is adopted by the council, a resolution of the council.

Reports of committees of council

9.11 The recommendations of a committee of the council are, so far as they are adopted by the council, resolutions of the council.

9.12 If in a report of a committee of the council distinct recommendations are made, the council may make separate decisions on each recommendation.

Questions

9.13 A question must not be asked at a meeting of the council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.12, unless the council determines otherwise in accordance with this code.

9.14 A councillor may, through the chairperson, ask another councillor about a matter on the agenda.

9.15 A councillor may, through the mayor, ask the general manager about a matter on the agenda. The general manager may request another council employee to answer the question.

9.16 A councillor or council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to information. Where a councillor or council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the council.

9.17 Councillors must ask questions directly, succinctly, and without argument.

9.18 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a councillor or council employee.

10 Rules of debate

Motions to be seconded

10.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

Notices of motion

10.2 A councillor who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.

10.3 If a councillor who has submitted a notice of motion under clause 3.10 wishes to withdraw it, they may request its withdrawal at any time. If the notice of motion is withdrawn after the agenda and business paper for the meeting at which it is to be considered have been sent to councillors, the chairperson is to note the withdrawal of the notice of motion at the meeting unless the council determines to consider the notice of motion at the meeting.

10.4 In the absence of a councillor who has placed a notice of motion on the agenda for a meeting of the council:

a. any other councillor may, with the leave of the chairperson, move the motion at the meeting, or

b. the chairperson may defer consideration of the motion until the next meeting of the council.

Chairperson's duties with respect to motions

10.5 It is the duty of the chairperson at a meeting of the council to receive and put to the meeting any lawful motion that is brought before the meeting.

10.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.

10.7 Before ruling out of order a motion or an amendment to a motion under clause 10.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.

Amendments to motions

10.8 An amendment to a motion must be moved and seconded before it can be debated.

10.9 An amendment to a motion must relate to the matter being dealt with in the original motion before the council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.

10.10 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.

10.11 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before council at any one time.

10.12 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.

10.13 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.

10.14 An amendment may become the motion without debate or a vote where it is accepted by the councillor who moved the original motion.

Limitations on the number and duration of speeches

10.15 A councillor who, during a debate at a meeting of the council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.

10.16 A councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.

10.17 A councillor must not, without the consent of the council, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.

10.18 Despite clause 10.17, the chairperson may permit a councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the councillor to make a statement limited to explaining the misrepresentation or misunderstanding.

10.19 Despite clauses 10.15 and 10.16, a councillor may move that a motion or an amendment be now put:

a. if the mover of the motion or amendment has spoken in favour of it and no councillor expresses an intention to speak against it, or

b. if at least two (2) councillors have spoken in favour of the motion or amendment and at least two (2) councillors have spoken against it.

10.20 The chairperson must immediately put to the vote, without debate, a motion moved under clause 10.19. A seconder is not required for such a motion.

10.21 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 10.15.

10.22 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.

10.23 All councillors must be heard without interruption and all other councillors must, unless otherwise permitted under this code, remain silent while another councillor is speaking.

10.24 Once the debate on a matter has concluded and a matter has been dealt with, the chairperson must not allow further debate on the matter.

10.25 Clause 10.24 does not prevent a further motion from being moved on the same item of business where the original motion is lost provided the motion is not substantially the same as the one that is lost.

Participation by non-voting representatives in joint organisation board meetings

10.26 Non-voting representatives of joint organisation boards may speak on but must not move, second or vote on any motion or an amendment to a motion.

Note: Under section 400T(1)(c) of the Act, non-voting representatives of joint organisation boards may attend but are not entitled to vote at a meeting of the board.

Note: Joint organisations must adopt clause 10.26. Councils must not adopt clause 10.26.

11 Voting

Voting entitlements of councillors

11.1 Each councillor is entitled to one (1) vote.

Note: Clause 11.1 reflects section 370(1) of the Act.

Note: Under section 400T(1) of the Act, voting representatives of joint organisation boards are entitled to one (1) vote each at meetings of the board.

11.2 The person presiding at a meeting of the council has, in the event of an equality of votes, a second or casting vote.

Note: Clause 11.2 reflects section 370(2) of the Act.

11.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

11.4 A motion at a meeting of the board of a joint organisation is taken to be lost in the event of an equality of votes.

Note: Clause 11.4 reflects section 397E of the Regulation. Joint organisations must adopt clause 11.4 and omit clauses 11.2 and 11.3. Councils must not adopt clause 11.4.

Note: Under section 400U(4) of the Act, joint organisations may specify more stringent voting requirements for decisions by the board such as a 75% majority or consensus decision making. Where a joint organisation's charter specifies more stringent voting requirements, clause 11.4 must be adapted to reflect those requirements.

Voting at council meetings

11.5 A councillor who is present at a meeting of the council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.

11.6 If a councillor who has voted against a motion put at a council meeting so requests, the general manager must ensure that the councillor's dissenting vote is recorded in the council's minutes.

11.7 The decision of the chairperson as to the result of a vote is final unless the decision is immediately challenged and not fewer than two (2) councillors rise and call for a division.

11.8 When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The general manager must ensure that the names of those who vote for the motion and those who vote against it are recorded in the council's minutes for the meeting.

11.9 When a division on a motion is called, any councillor who fails to vote will be recorded as having voted against the motion in accordance with clause 11.5 of this code.

11.10 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the council may resolve that the voting in any election by councillors for mayor or deputy mayor is to be by secret ballot.

11.11 All voting at council meetings, (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment (including the use of the casting vote) being recorded.

Note: If clause 11.11 is adopted, clauses 11.6 – 11.9 and clause 11.15 may be omitted.

Voting on planning decisions

11.12 The council or a council committee must not make a final planning decision without receiving a staff report containing an assessment and recommendation in relation to the matter put before the council for a decision.

11.13 Where the council or a council committee makes a planning decision that is inconsistent with the recommendation made in a staff report, it must provide reasons for its decision and why it did not adopt the staff recommendation.

11.14 The general manager must keep a register containing, for each planning decision made at a meeting of the council or a council committee (including, but not limited to a committee of the council), the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.

11.15 For the purpose of maintaining the register, a division is taken to have been called whenever a motion for a planning decision is put at a meeting of the council or a council committee.

11.16 Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.

11.17 Clauses 11.14–11.16 apply also to meetings that are closed to the public.

Note: Clauses 11.14–11.17 reflect section 375A of the Act.

Note: The requirements of clause 11.14 may be satisfied by maintaining a register of the minutes of each planning decision.

12 Committee of the whole

12.1 The council may resolve itself into a committee to consider any matter before the council.

Note: Clause 12.1 reflects section 373 of the Act.

12.2 All the provisions of this code relating to meetings of the council, so far as they are applicable, extend to and govern the proceedings of the council when in committee of the whole, except the provisions limiting the number and duration of speeches and encouraging councillors and staff to stand when addressing the meeting.

Note: Clauses 10.15 – 10.25 limit the number and duration of speeches.

Note: Clause 7.1 encourages councillors and staff to stand when addressing the meeting where they can.

12.3 The general manager or, in the absence of the general manager, an employee of the council designated by the general manager, is responsible for reporting to the council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full, but any recommendations of the committee must be reported.

12.4 The council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the council's minutes. However, the council is not taken to have adopted the report until a motion for adoption has been made and passed.

13 Dealing with items by exception

13.1 The council or a committee of council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution where it considers it necessary to expedite the consideration of business at a meeting.

13.2 Before the council or committee resolves to adopt multiple items of business on the agenda together under clause 13.1, the chairperson must list the items of business to be adopted and ask councillors to identify any individual items of business listed by the chairperson that they intend to vote against the recommendation made in the business paper or that they wish to speak on.

13.3 The council or committee must not resolve to adopt any item of business under clause 13.1 that a councillor has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.

13.4 Where the consideration of multiple items of business together under clause 13.1 involves a variation to the order of business for the meeting, the council or committee must resolve to alter the order of business in accordance with clause 8.2.

13.5 A motion to adopt multiple items of business together under clause 13.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.

13.6 Items of business adopted under clause 13.1 are to be taken to have been adopted unanimously.

13.7 Councillors must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 13.1.

14 Closure of council meetings to the public

Grounds on which meetings can be closed to the public

14.1 The council or a committee of the council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:

a. personnel matters concerning particular individuals (other than councillors),

b. the personal hardship of any resident or ratepayer,

c. information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,

d. commercial information of a confidential nature that would, if disclosed:

   i. prejudice the commercial position of the person who supplied it, or

   ii. confer a commercial advantage on a competitor of the council, or

   iii. reveal a trade secret,

e. information that would, if disclosed, prejudice the maintenance of law,

f. matters affecting the security of the council, councillors, council staff or council property,

g. advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,

h. information concerning the nature and location of a place or an item of Aboriginal significance on community land,

i. alleged contraventions of the council's code of conduct.

Note: Clause 14.1 reflects section 10A(1) and (2) of the Act.

14.2 The council or a committee of the council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

Note: Clause 14.2 reflects section 10A(3) of the Act.

Matters to be considered when closing meetings to the public

14.3 A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:

a. except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and

b. if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

Note: Clause 14.3 reflects section 10B(1) of the Act.

14.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:

a. are substantial issues relating to a matter in which the council or committee is involved, and

b. are clearly identified in the advice,

c. are fully discussed in that advice, and

d. are subject to legal professional privilege.

Note: Clause 14.4 reflects section 10B(2) of the Act.

14.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.

Note: Clause 14.5 reflects section 10B(3) of the Act.

14.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:

a. a person may misinterpret or misunderstand the discussion, or

b. the discussion of the matter may:

   i. cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or

   ii. cause a loss of confidence in the council or committee.

Note: Clause 14.6 reflects section 10B(4) of the Act.

14.7 In deciding whether part of a meeting is to be closed to the public, the council or committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

Note: Clause 14.7 reflects section 10B(5) of the Act.

Notice of likelihood of closure not required in urgent cases

14.8 Part of a meeting of the council, or of a committee of the council, may be closed to the public while the council or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.19 as a matter that is likely to be considered when the meeting is closed, but only if:

a. it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and

b. the council or committee, after considering any representations made under clause 14.9, resolves that further discussion of the matter:

i. should not be deferred (because of the urgency of the matter), and

ii. should take place in a part of the meeting that is closed to the public.

Note: Clause 14.8 reflects section 10C of the Act.

Representations by members of the public

14.9 The council, or a committee of the council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

Note: Clause 14.9 reflects section 10A(4) of the Act.

14.10 A representation under clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.

14.11 Despite clauses 14.9 and 14.10, the council may resolve to close the meeting to the public in accordance with this Part to hear a representation from a member of the public as to whether the meeting should be closed to consider an item of business where the representation involves the disclosure of information relating to a matter referred to in clause 14.1.

14.12 Where the matter has been identified in the agenda of the meeting under clause 3.19 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 14.9, members of the public must first make an application to the council in a manner determined by the council.

Expulsion of non-councillors from meetings closed to the public

14.13 If a meeting or part of a meeting of the council or a committee of the council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.

14.14 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

Obligations of councillors attending meetings by audio-visual link

14.15 Councillors attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

Information to be disclosed in resolutions closing meetings to the public

14.16 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:

a. the relevant provision of section 10A(2) of the Act,

b. the matter that is to be discussed during the closed part of the meeting,

c. the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

Note: Clause 14.16 reflects section 10D of the Act.

Resolutions passed at closed meetings to be made public

14.17 If the council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.

14.18 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 14.17 during a part of the meeting that is livestreamed where practicable.

14.19 The general manager must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on the council's website as soon as practicable after the information contained in the business papers ceases to be confidential.

14.20 The general manager must consult with the council and any other affected persons before publishing information on the council's website under clause 14.19 and provide reasons for why the information has ceased to be confidential.

15 Keeping order at meetings

Points of order

15.1 A councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.

15.2 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the councillor raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

Questions of order

15.3 The chairperson, without the intervention of any other councillor, may call any councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.

15.4 A councillor who claims that another councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.

15.5 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the council.

15.6 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

15.7 A councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.

15.8 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.

15.9 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of disorder

15.10 A councillor commits an act of disorder if the councillor, at a meeting of the council or a committee of the council:

a. contravenes the Act, the Regulation or this code, or

b. assaults or threatens to assault another councillor or person present at the meeting, or

c. moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the council or the committee, or addresses or attempts to address the council or the committee on such a motion, amendment or matter, or

d. uses offensive or disorderly words, or

e. makes gestures or otherwise behaves in a way that is sexist, racist, homophobic or otherwise discriminatory, or, if the behaviour occurred in the Legislative Assembly, would be considered disorderly, or

f. imputes improper motives to or unfavourably personally reflects upon any other council official, or a person present at the meeting, except by a motion, or

g. says or does anything that would promote disorder at the meeting or is otherwise inconsistent with maintaining order at the meeting.

Note: Clause 15.10 reflects section 182 of the Regulation.

Note: The Legislative Assembly's Speaker's Guidelines state that "Members are not to use language, make gestures, or behave in any way in the Chamber that is sexist, racist, homophobic or otherwise exclusionary or discriminatory. Such conduct may be considered offensive and disorderly, in accordance with Standing Order 74".

15.11 **The chairperson may require a councillor:**

a. to apologise without reservation for an act of disorder referred to in clauses 15.10(a), (b), (d), (e), or (g), or

b. to withdraw a motion or an amendment referred to in clause 15.10(c) and, where appropriate, to apologise without reservation, or

c. to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 15.10(d), (e), (f), or (g).

Note: Clause 15.11 reflects section 233 of the Regulation.

15.12 **A failure to comply with a requirement under clause 15.11 constitutes a fresh act of disorder for the purposes of clause 15.10.**

15.13 **Where a councillor fails to take action in response to a requirement by the chairperson to remedy an act of disorder under clause 15.11 at the meeting at which the act of disorder occurred, the chairperson may require the councillor to take that action at each subsequent meeting until such time as the councillor complies with the requirement. If the councillor fails to remedy the act of disorder at a subsequent meeting, they may be expelled from the meeting under clause 15.18.**

How disorder at a meeting may be dealt with

15.14 **If disorder occurs at a meeting of the council, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of councillors.**

Expulsion from meetings

15.15 **All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person, including any councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act.**

15.16 All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person other than a councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act. Councillors may only be expelled by resolution of the council or the committee of the council.

Note: Councils may use either clause 15.15 or clause 15.16.

15.17 Clause [15.15/15.16] **[delete whichever is not applicable]**, does not limit the ability of the council or a committee of the council to resolve to expel a person, including a councillor, from a council or committee meeting, under section 10(2)(a) of the Act.

15.18 A councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for having failed to comply with a requirement under clause 15.11 or clause 15.13. The expulsion of a councillor from the meeting for that reason does not prevent any other action from being taken against the councillor for the act of disorder concerned.

Note: Clause 15.18 reflects section 233(2) of the Regulation.

15.19 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for engaging in or having engaged in disorderly conduct at the meeting.

15.20 Members of the public attending a meeting of the council:

a. must remain silent during the meeting unless invited by the chairperson to speak,

b. must not bring flags, signs or protest symbols to the meeting, and

c. must not disrupt the meeting.

15.21 Without limiting clause 15.19, a contravention of clause 15.20 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.19. Members of the public may, as provided by section 10(2) of the Act, be expelled from a meeting for a breach of clause 15.20.

15.22 Where a councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.

15.23 If a councillor or a member of the public fails to leave the place where a meeting of the council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using such force as is reasonably necessary, remove the councillor or member of the public from that place and, if necessary, restrain the councillor or member of the public from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

How disorder by councillors attending meetings by audio-visual link may be dealt with

15.24 Where a councillor is attending a meeting by audio-visual link, the chairperson or a person authorised by the chairperson may mute the councillor's audio link to the meeting for the purposes of enforcing compliance with this code.

15.25 If a councillor attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the chairperson of the meeting or a person authorised by the chairperson, may terminate the councillor's audio-visual link to the meeting.

Use of mobile phones and the unauthorised recording of meetings

15.26 Councillors, council staff and members of the public must ensure that mobile phones are turned to silent

during meetings of the council and committees of the council.

15.27 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the council or a committee of the council without the prior authorisation of the council or the committee.

15.28 Without limiting clause 15.19, a contravention of clause 15.27 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.19. Any person who contravenes or attempts to contravene clause 15.27, may, as provided for under section 10(2) of the Act, be expelled from the meeting.

15.29 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

16 Conflicts of interest

16.1 All councillors and, where applicable, all other persons, must declare and manage conflicts of interest they have in matters being considered at meetings of the council and committees of the council in accordance with the council's code of conduct. All declarations of conflicts of interest must be recorded in the minutes of the meeting at which the declaration was made.

16.2 Councillors attending a meeting by audio-visual link must declare and manage any conflicts of interest they have in matters being considered at the meeting in accordance with the council's code of conduct. Where a councillor has declared a conflict of interest in a matter being discussed at the meeting, the councillor's audio-visual link to the meeting must be suspended or terminated and the councillor must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by the council or committee, or at any time during which the council or committee is voting on the matter.

17 Decisions of the council

Council decisions

17.1 A decision supported by a majority of the votes at a meeting of the council at which a quorum is present is a decision of the council.

Note: Clause 17.1 reflects section 371 of the Act in the case of councils and section 400T(8) in the case of joint organisations.

Note: Under section 400U(4) of the Act, joint organisations may specify more stringent voting requirements for decisions by the board such as a 75% majority or consensus decision making. Where a joint organisation's charter specifies more stringent voting requirements, clause 17.1 must be adapted to reflect those requirements.

17.2 Decisions made by the council must be accurately recorded in the minutes of the meeting at which the decision is made.

Rescinding or altering council decisions

17.3 A resolution passed by the council may not be altered or rescinded except by a motion to that effect of which notice has been given in accordance with this code.

Note: Clause 17.3 reflects section 372(1) of the Act.

17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

Note: Clause 17.4 reflects section 372(2) of the Act.

17.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with this code.

Note: Clause 17.5 reflects section 372(3) of the Act.

17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) councillors if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

Note: Clause 17.6 reflects section 372(4) of the Act.

17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

Note: Clause 17.7 reflects section 372(5) of the Act.

17.8 The provisions of clauses 17.5–17.7 concerning lost motions do not apply to motions of adjournment.

Note: Clause 17.8 reflects section 372(7) of the Act.

17.9 A notice of motion submitted in accordance with clause 17.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.

17.10 A notice of motion to alter or rescind a resolution relating to a development application must be submitted to the general manager no later than 1 day after the meeting at which the resolution was adopted.

17.11 A motion to alter or rescind a resolution of the council may be moved on the report of a committee of the council and any such report must be recorded in the minutes of the meeting of the council.

Note: Clause 17.11 reflects section 372(6) of the Act.

17.12 Subject to clause 17.7, in cases of urgency, a motion to alter or rescind a resolution of the council may be moved at the same meeting at which the resolution was adopted, where:

a. a notice of motion signed by three councillors is submitted to the chairperson at the meeting, and

b. the council resolves to deal with the motion at the meeting on the grounds that it is urgent and requires a decision by the council before the next scheduled ordinary meeting of the council.

17.13 A motion moved under clause 17.12(b) can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 17.12(b) and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

17.14 A resolution adopted under clause 17.12(b) must state the reasons for the urgency.

Recommitting resolutions to correct an error

17.15 Despite the provisions of this Part, a councillor may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:

a. to correct any error, ambiguity or imprecision in the council's resolution, or

b. to confirm the voting on the resolution.

17.16 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 17.15(a), the councillor is to propose alternative wording for the resolution.

17.17 The chairperson must not grant leave to recommit a resolution for the purposes of clause 17.15(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.

17.18 A motion moved under clause 17.15 can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 17.15 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

17.19 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.15.

17.20 A motion moved under clause 17.15 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

18 Time limits on council meetings

18.1 Meetings of the council and committees of the council are to conclude at a time the council may from time to time determine.

18.2 If the business of the meeting is unfinished at the time the council has determined, and the council does not resolve to extend the meeting, the chairperson must either:

a. defer consideration of the remaining items of business on the agenda to the next ordinary meeting of the council, or

b. adjourn the meeting to a time, date and place fixed by the chairperson.

18.3 Clause 18.2 does not limit the ability of the council or a committee of the council to resolve to adjourn a meeting at any time. The resolution adjourning the meeting must fix the time, date and place that the meeting is to be adjourned to.

18.4 Where a meeting is adjourned under clause 18.2 or 18.3, the general manager must:

a. individually notify each councillor of the time, date and place at which the meeting will reconvene, and

b. publish the time, date and place at which the meeting will reconvene on the council's website and in such other manner that the general manager is satisfied is likely to bring notice of the time, date and place of the reconvened meeting to the attention of as many people as possible.

19 After the meeting

Minutes of meetings

19.1 The council is to keep full and accurate minutes of the proceedings of meetings of the council.

Note: Clause 19.1 reflects section 375(1) of the Act.

19.2 At a minimum, the general manager must ensure that the following matters are recorded in the council's minutes:

a. the names of councillors attending a council meeting and whether they attended the meeting in person or by audio-visual link,

b. details of each motion moved at a council meeting and of any amendments moved to it,

c. the names of the mover and seconder of the motion or amendment,

d. whether the motion or amendment was passed or lost, and

e. such other matters specifically required under this code.

19.3 The minutes of a council meeting must be confirmed at a subsequent meeting of the council.

Note: Clause 19.3 reflects section 375(2) of the Act.

19.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

19.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

Note: Clause 19.5 reflects section 375(2) of the Act.

19.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

19.7 The confirmed minutes of a council meeting must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a meeting

19.8 The council and committees of the council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

Note: Clause 19.8 reflects section 11(1) of the Act.

19.9 Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

Note: Clause 19.9 reflects section 11(2) of the Act.

19.10 Clause 19.8 does not apply if the council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

Note: Clause 19.10 reflects section 11(3) of the Act.

19.11 Correspondence or reports to which clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of the council

19.12 The general manager is to implement, without undue delay, lawful decisions of the council.

Note: Clause 19.12 reflects section 335(b) of the Act.

20 Council committees

Application of this Part

20.1 This Part only applies to committees of the council whose members are all councillors.

Council committees whose members are all councillors

20.2 The council may, by resolution, establish such committees as it considers necessary.

20.3 A committee of the council is to consist of the mayor and such other councillors as are elected by the councillors or appointed by the council.

20.4 The quorum for a meeting of a committee of the council is to be:

a. such number of members as the council decides, or

b. if the council has not decided a number – a majority of the members of the committee.

Functions of committees

20.5 The council must specify the functions of each of its committees when the committee is established but may from time to time amend those functions.

Notice of committee meetings

20.6 The general manager must send to each councillor, regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:

a. the time, date and place of the meeting, and

b. the business proposed to be considered at the meeting.

20.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

Non-members entitled to attend committee meetings

20.8 A councillor who is not a member of a committee of the council is entitled to attend, and to speak at a meeting of the committee. However, the councillor is not entitled:

a. to give notice of business for inclusion in the agenda for the meeting, or

b. to move or second a motion at the meeting, or

c. to vote at the meeting.

Chairperson and deputy chairperson of council committees

20.9 The chairperson of each committee of the council must be:

a. the mayor, or

b. if the mayor does not wish to be the chairperson of a committee, a member of the committee elected by the council, or

c. if the council does not elect such a member, a member of the committee elected by the committee.

20.10 The council may elect a member of a committee of the council as deputy chairperson of the committee. If the council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.

20.11 If neither the chairperson nor the deputy chairperson of a committee of the council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.

20.12 The chairperson is to preside at a meeting of a committee of the council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting. If neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

Procedure in committee meetings

20.13 Subject to any specific requirements of this code, each committee of the council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the council.

20.14 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless the council or the committee determines otherwise in accordance with clause 20.13.

20.15 A motion at a committee of a joint organisation is taken to be lost in the event of an equality of votes.

Note: Clause 20.15 reflects section 397E of the Regulation. Joint organisations must adopt clause 20.15 and omit clause 20.14. Councils must not adopt clause 20.15.

20.16 Voting at a council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

Mayoral minutes

20.17 The provisions of this code relating to mayoral minutes also apply to meetings of committees of the council in the same way they apply to meetings of the council.

Closure of committee meetings to the public

20.18 The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the council to the public in the same way they apply to the closure of meetings of the council to the public.

20.19 If a committee of the council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended and report the resolution or recommendation to the next meeting of the council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.

20.20 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 20.19 during a part of the meeting that is livestreamed where practicable.

20.21 The general manager must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on the council's website as soon as practicable after the information contained in the business papers ceases to be confidential.

20.22 The general manager must consult with the committee and any other affected persons before publishing information on the council's website under clause 20.21 and provide reasons for why the information has ceased to be confidential.

Disorder in committee meetings

20.23 The provisions of the Act, the Regulation, and this code relating to the maintenance of order in council meetings apply to meetings of committees of the council in the same way they apply to meetings of the council.

Minutes of council committee meetings

20.24 Each committee of the council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:

a. the names of councillors attending a meeting and whether they attended the meeting in person or by audio-visual link,

b. details of each motion moved at a meeting and of any amendments moved to it,

c. the names of the mover and seconder of the motion or amendment,

d. whether the motion or amendment was passed or lost, and

e. such other matters specifically required under this code.

20.25 All voting at meetings of committees of the council (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.

20.26 The minutes of meetings of each committee of the council must be confirmed at a subsequent meeting of the committee.

20.27 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

20.28 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

20.29 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

20.30 The confirmed minutes of a meeting of a committee of the council must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of meetings of committees of the council on its website prior to their confirmation.

21 Irregularites

21.1 Proceedings at a meeting of a council or a council committee are not invalidated because of:

a. a vacancy in a civic office, or

b. a failure to give notice of the meeting to any councillor or committee member, or

c. any defect in the election or appointment of a councillor or committee member, or

d. a failure of a councillor or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a council or committee meeting in accordance with the council's code of conduct, or

e. a failure to comply with this code.

Note: Clause 21.1 reflects section 374 of the Act.

22 Definitions

the Act	means the *Local Government Act 1993*
act of disorder	means an act of disorder as defined in clause 15.10 of this code
amendment	in relation to an original motion, means a motion moving an amendment to that motion
audio recorder	any device capable of recording speech
audio-visual link	means a facility that enables audio and visual communication between persons at different places
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	in relation to a meeting of the council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.9 of this code
this code	means the council's adopted code of meeting practice
committee of the council	means a committee established by the council in accordance with clause 20.2 of this code (being a committee consisting only of councillors) or the council when it has resolved itself into committee of the whole under clause 12.1
council official	includes councillors, members of staff of a council, administrators, council committee members, delegates of council and any other person exercising functions on behalf of the council
day	means calendar day
division	means a request by two councillors under clause 11.7 of this code requiring the recording of the names of the councillors who voted both for and against a motion
livestream	a video broadcast of a meeting transmitted across the internet concurrently with the meeting
open voting	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means
planning decision	means a decision made in the exercise of a function of a council under the *Environmental Planning and Assessment Act 1979* including any decision relating to a development application, an environmental planning instrument, a development control plan, a planning agreement or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act
performance improvement order	means an order issued under section 438A of the Act
quorum	means the minimum number of councillors or committee members necessary to conduct a meeting
the Regulation	means the *Local Government (General) Regulation 2021*
year	means the period beginning 1 July and ending the following 30 June

Northern Beaches Council

General Purpose Financial Statements

for the year ended 30 June 2025

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993*

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 issued by 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 21 October 2025.

Sue Heins
Mayor
21 October 2025

Councillor
Councillor
21 October 2025

Scott Phillips
Chief Executive Officer
21 October 2025

Caroline Foley
Chief Financial Officer
21 October 2025



Draft Financial statements

1 July 2024 to 30 June 2025

northern beaches council

Northern Beaches Council

Financial Commentary

Introduction

Council achieved an operating surplus of $61.5m. The operating result was a surplus of $17.2m 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 $35.8m (8.1%); operating expenses $18.5m (4.65%)). Principal items impacting the operating result including capital grants and contributions were:

- **Disaster recovery, insurance claims and fines income:** $7.2m higher than the previous financial year due to a number of large natural disaster funding payments, insurance claims and increased enforcement activity.

- **Financial Assistance Grant:** $1.8m lower mainly due to changes in the portion of the annual grant that was received in advance. Specifically, only 50% of the 2026 grant was received in 2025, compared to 85% of the 2025 grant received in 2024.

- **Core operating systems replacement:** Council is currently replacing its core operating systems, with an increased investment of $4.8m in 2025, compared to the prior year

- **Election:** Local Government Council elections were held in September 2024 with a cost to Council of $1.8m.

- **Planning and building regulatory income:** increased by $1.3m with increased road permit fees $0.8m and hoarding permits $0.3m.

- **Capital grants and contributions:** $15.1m increase in 2025. The 2025 year included dedications of stormwater assets ($12.5m) and land assets ($1.6m) plus several large grants for major projects including Frenchs Forest precinct park upgrades ($4.4m) and Manly Dam boardwalk ($1.4m).

The financial commentary is a summary of the financial statements and is not subject to audit.

Financial snapshot

$433.2m Income[1]	$416.1m Operating expenses	$17.2m Operating surplus[1, 2]
$44.3m Capital grants & contributions	$98.3m Capital expenditure	$8.3m Loan movements[3]
$42.6m Unallocated cash	$5,958.2m Infrastructure, property, plant and equipment	$17.4m Closing loan balance

[1] Income total excludes grants and contributions received for capital purposes.
[2] Note that totals shown may be impacted by roundings
[3] Loan movements are the net total of repayments ($4.6m) and additional/refinanced loans $12.9m

Northern Beaches Council

Summary results

Income Statement	2025	2024	2023	2022
Operating income	$433.2m	$412.5m	$391.5m	$364.1m
Capital grants & contributions income	$44.3m	$29.2m	$33.9m	$44.0m
Operating expenses	$362.6m	$348.6m	$326.9m	$300.9m
Depreciation expense	$53.5m	$49.0m	$46.8m	$45.5m
Net operating result for the year	**$61.5m**	**$44.1m**	**$51.7m**	**$61.6m**
Result excl depreciation expense	**$115.0m**	**$93.1m**	**$98.5m**	**$107.1m**
Result excl capital grants & contributions	**$17.2m**	**$14.9m**	**$17.8m**	**$17.7m**

Capital expenditure	2025	2024	2023	2022
New capital works	$48.7m	$29.9m	$41.7m	$44.2m
Capital renewal works	$35.5m	$43.4m	$40.3m	$32.7m
Non-cash asset dedications	$14.1m	$0.2m	$0.8m	-
Total capital expenditure	**$98.3m**	**$73.5m**	**$82.9m**	**$76.9m**

Loan movements	2025	2024	2023	2022
Loan repayments	$4.6m	$5.9m	$4.8m	$5.0m
Additional/refinanced loans	$12.9m	$2.5m	$0.0m	$0.0m
Total loan movements	**$8.3m**	**($3.4m)**	**($4.8m)**	**($5.0m)**

Cash and investments	2025	2024	2023	2022
Externally restricted	$65.8m	$62.0m	$53.1m	$41.5m
Internally allocated	$122.1m	$88.6m	$90.8m	$80.2m
Unallocated* (2025: Council $33.6m, Kimbriki $9m)	$42.6m	$49.7m	$38.9m	$36.4m
Total cash and investments	**$230.5m**	**$200.2m**	**$182.9m**	**$158.1m**

* Unallocated cash includes cash held by Council's subsidiary Kimbriki and working capital required to ensure Council has sufficient cash available to meet obligations as they fall due .

Cashflows	2025	2024	2023	2022
Net cash from operating activities	$105.6m	$92.8m	$110.7m	$90.2m
Net cash from investing activities*	($82.2m)	($70.8m)	($79.8m)	($73.0m)
Net cash from financing activities	$6.9m	($4.7m)	($6.1m)	($6.3m)
Net incr / (decr) in cash & investments	**$30.2m**	**$17.3m**	**$24.8m**	**$10.8m**

* Excludes purchase and sale of investments

Financial Position	2025	2024	2023	2022
Total assets	$6,227.9m	$5,888.9m	$5,636.4m	$5,421.0m
Total liabilities	$191.3m	$186.5m	$187.3m	$184.5m
Net assets	**$6,036.6m**	**$5,702.4m**	**$5,449.2m**	**$5,236.5m**

Northern Beaches Council

Summary results (continued)

Financial performance indicators*	2025	2024	2023	2022
Operating performance	3.98%	3.73%	4.46%	4.53%
Own source operating revenue	85.56%	87.37%	84.61%	82.52%
Unrestricted current ratio	2.53x	2.18x	1.92x	1.90x
Debt service cover ratio	8.71x	6.85x	7.65x	7.25x
Rates and annual charges outstanding percentage	3.54%	3.83%	3.57%	3.63%
Cash expense cover ratio	7.04 months	6.40 months	6.13 months	5.59 months

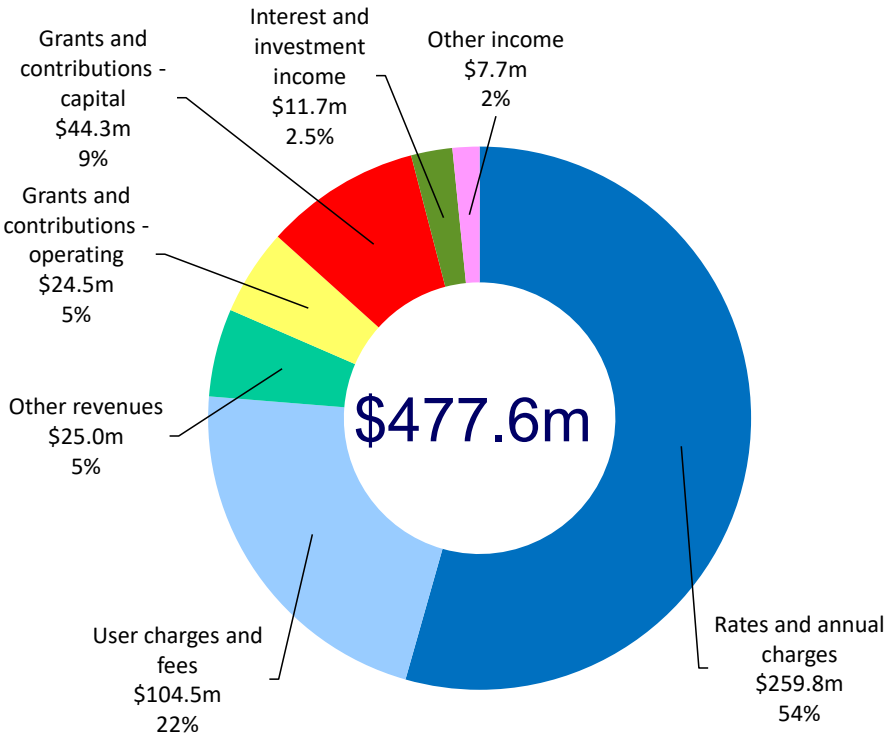
Asset performance indicators*	2025	2024	2023	2022
Building and infrastructure renewals	87.93%	94.55%	130.77%	112.67%
Infrastructure backlog ratio	1.56%	1.52%	1.49%	1.53%
Asset maintenance ratio	91.43%	98.11%	109.69%	100.55%
Cost to bring assets to agreed service level	1.19%	1.17%	1.22%	1.26%

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'.

***** Please refer to pages 13-14 for further explantion on ratio movements**.**

Northern Beaches Council

Income from continuing operations



Income Items	1 July 2024 - 30 June 2025 ($'000)
Rates and annual charges	259,800
User charges and fees	104,477
Other revenues	25,015
Grants and contributions - operating	24,526
Grants and contributions - capital	44,330
Interest and investment income	11,739
Other income	7,664
Net gain from the disposal of assets	-
Total Income from Continuing Operations	**477,551**

Northern Beaches Council

Income from continuing operations analysis

2025 $'000	2024 $'000	Incr/(Decr) $'000	Incr/(Decr) %	Details
259,800	246,432	13,368	5.4%	Rates and annual charges

Rates were $196.2m, a 5.2% ($9.8m) increase on 2024 primarily due to the IPART approved increase of 3.8%. Annual charges predominantly comprise domestic waste charges of $62.1m which increased by 6.2% ($3.6m), reflecting a 5.6% increase in the charge to $586 and incremental growth in number of services. The income was offset by the net cost of pensioner rebates on waste charges ($0.9m). Income from stormwater charges ($2.2m) and s611 charges for gas mains ($0.2m) was consistent with the prior year.

104,477	99,931	4,546	4.5%	User charges and fees

Major user charges and fees items include Kimbriki Waste & Recycling Centre fees $26.4m, child care $15.3m, parking fees $14.3m, aquatic centres $11.2m, planning fees $11.1m and $8.1m from Lakeside Holiday Park. Income was higher than the prior year from planning and building regulatory charges $1.3m (12.9%), child care $1.2m (8.2%), the aquatic centres $0.8m (8.0%), restoration services $0.6m (36.8%) and Glen Street Theatre $0.5m (32.3%).

25,015	21,620	3,395	15.7%	Other revenues

Other revenues includes parking and other fines $9.6m, sale of recycled materials at Kimbriki $3.6m, income from property licences, deeds and agreements $3.5m, insurance costs recovered of $2.4m and sale of inventory (food, beverage and merchandise) $1.6m. Material increases from the prior year included an additional $2.7m in fine revenue (39.9%) and an insurance claim related to fire damage at a Council-owned building in Jamieson Park, Narrabeen $2.4m.

24,526	26,529	(2,002)	(7.5%)	Grants and contributions - operating

Significant items in 2025 include:
- $6.6m Financial Assistance Grant
- $3.8m Early childhood learning and care funding
- $4.3m Natural disaster funding
- $1.2m Street lighting funding
- $1.3m RFS Program

44,330	29,218	15,112	51.7%	Grants and contributions - capital

Significant items in 2025 include:
- $14.1m Non-cash land dedications ($0.2m in 2024) including $12.5m for stormwater works at the Northern Beaches Hospital and $1.6m formerly Crown land.
- $12.6m Developer cash contributions ($16.4m in 2024).
- $6.9m Parks and recreation works including funding for Frenchs Forest precinct upgrade, Manly Dam boardwalk and Warringah recreation centre works.
- $6.1m Transport and traffic works including funds for road resheeting, new traffic facilities, Scotland Island improvements and the Queenscliff headland access ramp project.
- $0.7m Environment and Sustainability on Collaroy Narrabeen coastal protection works.

11,739	11,083	656	5.9%	Interest and investment income

Interest and investment income ($11.7M) was $0.7m higher than 2024 largely due to higher cash and investment balances. Council's investment portfolio achieved an average return of 4.99% (5.21% in 2024), which was 0.60% above the benchmark AusBond Bank Bill Index return of 4.39%.
Interest on cash and investments was $11.0m ($10.5m in 2024). Interest income from outstanding rates and annual charges was $0.7m, $0.1m (18.0%) higher than 2024.

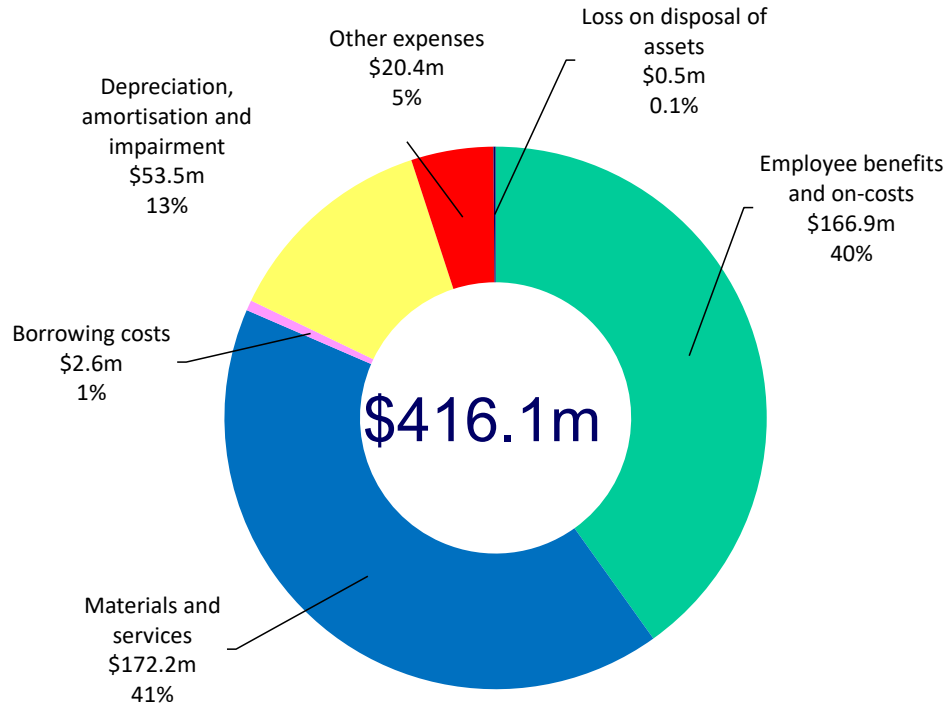
7,664	6,915	749	10.8%	Other income

Rental income from investment and leased properties was $7.1m ($6.6m in 2024). Investment properties were revalued in 2025, resulting in a fair value increase of $0.6m ($0.3m in 2024).

477,551	441,728	35,823	8.1%	TOTAL INCOME

Northern Beaches Council

Expenses from continuing operations



Expense Items	1 July 2024 - 30 June 2025 ($'000)
Employee benefits and on-costs	166,906
Materials and services	172,188
Borrowing costs	2,565
Depreciation, amortisation and impairment	53,471
Other expenses	20,397
Loss on disposal of assets	532
Total Expenses from Continuing Operations	**416,059**

Northern Beaches Council

Expenses from continuing operations analysis

2025	2024	Incr/(Decr)		Details
$'000	$'000	$'000	%	
166,906	**159,331**	**7,575**	**4.8%**	**Employee benefits and on-costs**

Employee costs were $166.9m (net of $8.2m capitalised costs), representing 40.1% of operating expenses. Pay rates increased by 3.6% under the second year of the Award, including the final year of an additional award payment of $1.0m (approximately 1% of salaries and wages). The current year also includes an additional $1.4m in costs associated with the ERP project and a $1.0m increase in rangers after filling a number of roles. The superannuation guarantee rate increased by 0.5% (to 11.5% for 2024/25) and workers compensation costs were $1.3m lower than the previous year.

172,188	**163,471**	**8,717**	**5.3%**	**Materials and services**

Materials and services included $20.7m in waste collection costs, $18.8m in IT and communication costs, $18.4m in waste disposal and processing costs and $17.3m in expenses at the Kimbriki Waste & Recycling Centre.

Significant variances compared to the prior year included:
- IT and communications - $5.5m (41%)▲ largely associated with operating system project costs.
- Roadwork - $3.0m (26%)▼ reduced Regional and Local Road Repair Program grant funded works.
- Waste disposal and collection - $2.7m (8%)▲ primarily due to increased inflation on contracts.
- Election expenses - $1.8m▲ - Council costs for local government elections held in September 2024.
- Maintenance and servicing costs - $1.4m (22%)▲ increased building maintenance costs.
- Insurance - $1.1m (23%)▼ reduced provision for unsettled claims.

2,565	**2,689**	**(124)**	**(4.6%)**	**Borrowing costs**

Borrowing costs comprise interest on loans ($0.5m), interest expense related to leases ($0.2m) and $1.9m for the unwinding of the discounted asset remediation liability for the Kimbriki waste landfill.

53,471	**48,975**	**4,496**	**9.2%**	**Depreciation, amortisation and impairment**

Depreciation was $4.5m (9.2%) higher than the prior year. Asset revaluations resulted in higher asset replacement costs (i.e. higher depreciable amounts).

20,397	**22,569**	**(2,172)**	**(9.6%)**	**Other expenses**

Major items within Other expenses include:
- Emergency Services Levy $8.9m (4%)▼ - reduction in calculated levy payable by Council.
- Waste Levy paid by Kimbriki $7.9m (19%)▼- The waste levy paid by Kimbriki decreased by $1.8m due to the recovery of the rebate on processing stockpiles of VENM (virgin excavated natural material) into ENM (excavated natural material) under an NSW EPA resource recovery order.
- Donations, contributions and assistance provided to external parties $2.1m (5%)▲ including $1.0m in grants for Collaroy-Narrabeen private protection works ($0.5m in 2024).

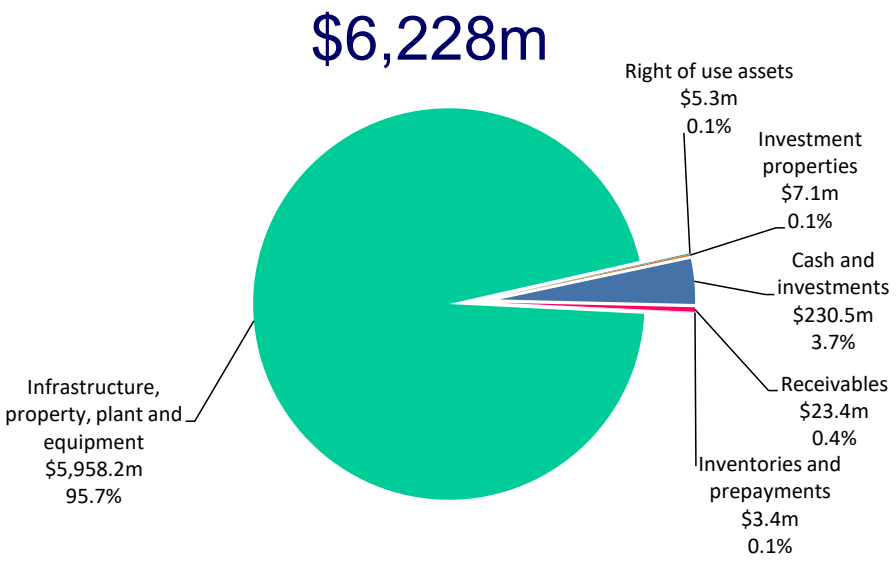
532	**545**	**(14)**	**(2.5%)**	**Loss on disposal of assets**

The 2025 net loss of $0.5m comprises losses on the disposal of infrastructure assets replaced as part of capital renewal works ($1.9m loss), partly offset by gains from the disposal of plant and equipment ($1.3m gain).

416,059	**397,580**	**18,479**	**4.6%**	**TOTAL EXPENSES**

Northern Beaches Council

Assets



Asset Items	30 June 2025 ($'000)
Current Assets	
Cash and cash equivalents	13,973
Investments	216,000
Receivables	22,531
Inventories	381
Prepayments	3,036
Total Current Assets	**255,921**
Non Current Assets	
Investments	503
Receivables	857
Infrastructure, property, plant and equipment	5,958,228
Investment properties	7,140
Right of use assets	5,277
Total Non Current Assets	**5,972,005**
TOTAL ASSETS	**6,227,927**

Northern Beaches Council

Assets analysis

30-Jun-25 $'000	30-Jun-24 $'000	Incr/(Decr) $'000	Incr/(Decr) %	Details
230,477	200,213	30,263	15.1%	Cash, Cash Equivalents and Investments

Cash, Cash Equivalents and Investments increased $30.3m. The total cash and investments balance incorporates restricted and allocated funds, which are held for specific future purposes. Major movements in restrictions and allocations included carry over works ($28.3m▲) primarily for funds set aside for the core operating system replacement and major buildings projects underway, development contributions ($3.4m▼), domestic waste ($6.5m▲), tied grant funds held ($7.0m▼), Kimbriki landfill remediation fund ($2.5m▲), and customer bonds held ($1.4m▲).

23,388	26,910	(3,522)	(13.1%)	Receivables

Receivables reduced by $3.5m the previous year primarily due to lower receivables for government grants ($1.7m), lower interest accrued on investments ($0.5m) and net GST receivable through the monthly business activity statement ($0.6m).

381	392	(11)	(2.8%)	Inventories

Inventories comprise stores, materials and trading stock. Balances were consistent with the prior year.

3,036	4,984	(1,948)	(39.1%)	Prepayments

Prepaid expenses were lower than the previous financial year primarily due to a non-recurring prepaid amount held at 30 June 2024 ($2.1m) for 2024/25 software licence costs paid in advance. Equivalent costs for 2025/26 were not prepaid at 30 June 2025.

5,958,228	5,643,257	314,971	5.6%	Infrastructure, property, plant and equipment

During the financial year, revaluations of land and infrastructure assets were undertaken, resulting in a $272.9m 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. The remaining movement in IPP&E asset values is the net of asset additions, disposals and depreciation for the year.

Summary - Asset Revaluation 2025

		Prior to Revaluation $'000	After Revaluation $'000	Movement $'000	%
Infrastructure	Gross Carrying Amount	3,959,258	4,092,164	132,906	
	Accumulated Depreciation	(942,345)	(975,359)	(33,014)	
	Total carrying value	**3,016,913**	**3,116,805**	**99,892**	**3.3%**
Land	Gross Carrying Amount	2,532,248	2,705,233	172,985	
	Total carrying value	**2,532,248**	**2,705,233**	**172,985**	**6.8%**
	Total revalued assets	**5,549,161**	**5,822,038**	**272,877**	**4.9%**

7,140	6,565	575	8.8%	Investment properties

Council holds three investment properties located at Sydney Road Balgowlah, Condamine Street Balgowlah and Pittwater Road Brookvale. Revaluations are undertaken annually by a qualified external property valuer. The 2025 revaluation resulted in a fair value increase of $0.6m ($0.3m in 2024).

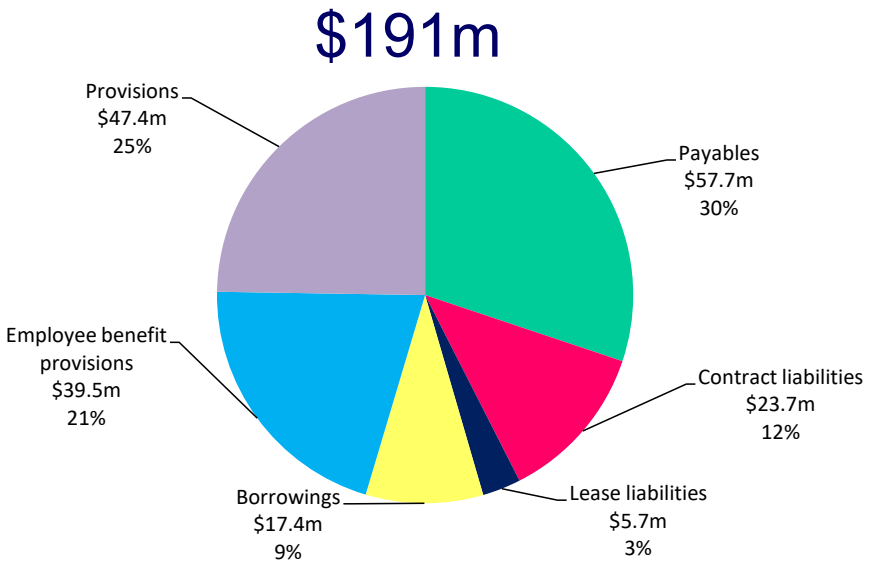
5,277	6,544	(1,267)	(19.4%)	Right of use assets

The book value of right of use plant and equipment assets reduced by $1.2m from the prior year due to annual depreciation.

6,227,927	5,888,866	339,061	5.8%	TOTAL ASSETS

Northern Beaches Council

Liabilities



Liability Items	30 June 2025 ($'000)
Current Liabilities	
Payables	57,676
Contract liabilities	17,511
Lease liabilities	1,318
Borrowings	2,579
Employee benefit provisions	37,132
Provisions	1,705
Total Current Liabilities	**117,921**
Non-Current Liabilities	
Payables	-
Contract liabilities	6,144
Lease liabilities	4,399
Borrowings	14,869
Employee benefit provisions	2,361
Provisions	45,648
Total Non-Current Liabilities	**73,421**
TOTAL Liabilities	**191,342**

Northern Beaches Council

Liabilities analysis

30-Jun-25 $'000	30-Jun-24 $'000	Incr/(Decr) $'000	Incr/(Decr) %	Details
57,676	55,657	2,019	3.6%	Payables

Major payables items include security deposits and retentions ($25.8m), accrued expenses – including borrowings, salaries and wages and other expenditure accruals ($25.0m) and creditors invoices payable ($3.9m). The increase in payables compared to the prior financial year was primarily due to a $3.9m increase in accrued materials and contract costs and a $1.4m increase in security bonds, partly offset by a $3.7m reduction in creditors payable, due to the timing of the final payment run at year end.

23,655	30,155	(6,500)	(21.6%)	Contract liabilities

Contract liabilities mostly relate to unexpended grant funds. The $6.5m decrease resulted from (net) expenditure of grants held during the year, including significant expenditure on the Frenchs Forest Precinct park upgrades $2.9m, Scotland Island roads and drainage improvements $1.2m, Manly Dam Boardwalk $1.4m and Queenscliff Headland access ramp $0.9m.

5,717	6,996	(1,279)	(18.3%)	Lease liabilities

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 recognised during the year.

17,448	9,162	8,286	90.4%	Borrowings

Borrowings increased in 2025 due to new loans taken out to provide funding for major projects, partly offset by the continuing scheduled repayment of loans.

39,493	37,902	1,591	4.2%	Employee benefit provisions

Management actively encourages staff to take annual leave at regular intervals and reviews balances in excess of 8 weeks. The increase in employee leave entitlements largely related to an increase in calculated long service leave liability ($1.7m).

47,353	46,626	726	1.6%	Provisions

Provisions comprise workers compensation self insurance ($6.0m) and landfill remediation ($41.3m). The self insurance provision increased ($0.3m) to reflect the actuarial assessment of future claims while the provision for remediation increased ($0.4m).

191,342	186,498	4,844	2.6%	TOTAL LIABILITIES

Northern Beaches Council

Key performance indicators

	2025	
Financial performance indicators		
Operating performance	3.98%	✓
Own source operating revenue ratio	85.56%	✓
Unrestricted current ratio	2.53x	✓
Debt service cover ratio	8.71x	✓
Rates and annual charges outstanding percentage	3.54%	✓
Cash expense cover ratio	7.04 mths	✓
Infrastructure asset performance indicators		
Buildings and infrastructure renewals ratio	87.93%	✗
Infrastructure backlog ratio	1.56%	✓
Asset maintenance ratio	91.43%	✗
Cost to bring assets to agreed service level	1.19%	**n/a**

✓ *indicates performance indicator has achieved the Office of Local Government benchmark*

2025	2024	2023	Benchmark	Details
✓ **3.98%**	✓ 3.73%	✓ 4.46%	**>0%**	**Operating performance**
Purpose:	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%.			
Commentary:	Council's Operating performance ratio result of 3.98% for 2025 is above benchmark levels, noting that ratio performance was favourably enhanced by the receipt of natural disaster claims and increased fine income. While ratio performance has remained above benchmark, longer term pressures remain, and are expected to negatively impact operating performance in future years. For 2024, the ratio result benefited from strong returns on investments. Stronger 2023 results were driven by one-off items.			
✓ **85.56%**	✓ 87.37%	✓ 84.61%	**>60%**	**Own source operating revenue ratio**
Purpose:	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%.			
Commentary:	Council's Own Source Operating Revenue indicator is well above the benchmark of 60% highlighting Council's financial flexibility. The 2025 ratio result decreased from the 2024 result largely due to increased capital grants and contributions revenue for 2025, which accordingly made up a larger proportion of total revenue and slightly reduced the *Own source* percentage.			

Northern Beaches Council

Key performance indicators (continued)

2025	2024	2023	Benchmark	Details
✓ **2.53x**	✓ 2.18x	✓ 1.92x	**>1.5x**	**Unrestricted current ratio**
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 in current liabilities there is $1.50 in current assets (after adjustments for restrictions).			
Commentary:	The 2025 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.			
✓ **8.71x**	✓ 6.85x	✓ 7.65x	**>2x**	**Debt service cover ratio**
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 8.71x is above the benchmark of 2x. Ratio performance improved compared to the prior year due to improved Operating performance (excluding interest, depreciation and capital income) and slightly lower repayments and interest on loans.			
✓ **3.54%**	✓ 3.83%	✓ 3.57%	**<5%**	**Rates and annual charges outstanding %**
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 it is considered that making payment would cause hardship, to accrue rates and charges against their estate.			
✓ **7.04 months**	✓ 6.40 months	✓ 6.13 months	**>3 months**	**Cash expense cover ratio**
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 7.04 months exceeds the benchmark of greater than 3 months.			
✗ **87.93%**	✗ 94.55%	✓ 130.77%	**>100%**	**Buildings and infrastructure renewals ratio**
Purpose:	This ratio assesses the rate at which these assets are being renewed against the rate at which they are depreciating.			
Commentary:	Council has previously acknowledged the pressure that increasing construction costs has placed on its renewal ratio result. Council's approved special variation will generate additional financial capacity to increase asset renewal and gradually return to above benchmark performance for this performance indicator.			

Northern Beaches Council

Key performance indicators (continued)

2025	2024	2023	Benchmark	Details
✓ **1.56%**	✓ 1.52%	✓ 1.49%	**<2%**	**Infrastructure backlog ratio**
Purpose:	This ratio shows what proportion the backlog is against the total value of Council's infrastructure.			
Commentary:	Council's Infrastructure Backlog ratio continues to outperform the benchmark of 2%, indicating that Council does not have a comparatively significant infrastructure backlog.			
✗ **91.43%**	✗ 98.11%	✓ 109.69%	**>100%**	**Asset maintenance ratio**
Purpose:	This ratio measures the extent to which a Council is adequately maintaining its infrastructure, by comparing actual versus required annual asset maintenance. The benchmark is greater than 100%. Sustained above-benchmark results should have a positive impact on infrastructure backlog. Conversely, sustained below-benchmark results risk increasing Council's infrastructure backlog over time.			
Commentary:	As detailed for the *Buildings and infrastructure renewals* ratio above, continued upward cost pressures have limited Council's capacity to achieve benchmark performance in respect of asset maintenance. Proceeds from the approved special variation will likewise be directed towards asset maintenance in coming years, as part of Council's plans to gradually return to long term sustainable asset management performance.			
1.19%	1.17%	1.22%	n/a	**Cost to bring assets to agreed service level**
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 $49.3m and represents 1.19% of the total replacement value of Council's assets. Ratio has remained reasonably steady over several years.			

Northern Beaches Council

Operating Result by Service

Service	1 July 2024 - 30 June 2025 ($'000)	1 July 2023 - 30 June 2024 ($'000)	Favourable Unfavourable Change
Environment and sustainability[1]	(17,761)	(33,858)	48%
Waste and cleansing[2]	(10,149)	(9,173)	-11%
Kimbriki Resource Recovery Centre	4,085	3,866	6%
Community, arts and culture	(7,332)	(6,785)	-8%
Childrens' services[3]	193	(545)	135%
Library services	(11,616)	(11,047)	-5%
Strategic land use planning[4]	7,204	10,518	-32%
Development assessment	(3,447)	(3,465)	1%
Environmental compliance	(4,190)	(4,476)	6%
Parks and recreation[5]	(32,165)	(38,603)	17%
Economic development, events and engagement	(10,498)	(10,650)	1%
Transport, traffic and active travel	(12,570)	(11,685)	-8%
Property and facilities	(9,882)	(10,222)	3%
Customer service	(4,550)	(4,669)	3%
Governance and assurance services[6]	(13,748)	(12,053)	-14%
Corporate support services[7]	(22,844)	(14,990)	-52%
Eliminations	(71)	(42)	-69%
General purpose income	210,833	202,027	4%
Total Operating Result by Service	**61,492**	**44,148**	

1 Environment and sustainability: $12m of the improvement is due to dedication of stormwater assets from Northern Beaches hospital

2 Waste & cleansing: In 2025 expenses increased relating to higher waste disposal and processing costs

3 Childrens' services: $19 million in revenue generated in 2025 and this service operates on a cost neutral basis within a margin

4 Strategic land use planning: Lower s7.11 development contribution income

5 Parks & recreation: Higher grant income in 2025, notably the Frenchs Forest Precinct grant

6 Governance & assurance service: Election expenses in 2025 increased the net cost for this service

7 Corporate support: 2025 incurred high costs associated with ongoing delivery of the core operating systems replacement project

Northern Beaches Council

GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2025

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

Northern Beaches Council

General Purpose Financial Statements

for the year ended 30 June 2025

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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 .

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
Email: 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 2025

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993*

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 issued by 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 21 October 2025.

Sue Heins
Mayor
21 October 2025

[Councillor]
Councillor
21 October 2025

Scott Phillips
Chief Executive Officer
21 October 2025

Caroline Foley
Chief Financial Officer
21 October 2025

Northern Beaches Council

Income Statement

for the year ended 30 June 2025

Original unaudited budget 2025	*$ '000*	Notes	*Actual 2025*	*Actual 2024*
	Income from continuing operations			
259,113	Rates and annual charges	B2-1	**259,800**	246,432
101,855	User charges and fees	B2-2	**104,477**	99,931
20,684	Other revenues	B2-3	**25,015**	21,620
22,502	Grants and contributions provided for operating purposes	B2-4	**24,526**	26,529
32,343	Grants and contributions provided for capital purposes	B2-4	**44,330**	29,218
8,411	Interest and investment income	B2-5	**11,739**	11,083
6,785	Other income	B2-6	**7,664**	6,915
392	Net gain from the disposal of assets	B4-1	**–**	–
452,085	**Total income from continuing operations**		**477,551**	441,728
	Expenses from continuing operations			
170,968	Employee benefits and on-costs	B3-1	**166,906**	159,331
177,881	Materials and services	B3-2	**172,188**	163,471
2,436	Borrowing costs	B3-3	**2,565**	2,689
21,431	Other expenses	B3-5	**20,397**	22,569
–	Net loss from the disposal of assets	B4-1	**532**	545
372,716	**Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets**		**362,588**	348,605
79,369	**Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets**		**114,963**	93,123
52,149	Depreciation, amortisation and impairment of non-financial assets	B3-4	**53,471**	48,975
27,220	**Operating result from continuing operations**		**61,492**	44,148
27,220	Net operating result for the year		**61,492**	44,148
133	Net operating result attributable to non-controlling interests		**204**	191
(5,123)	**Net operating result for the year before grants and contributions provided for capital purposes**		**17,162**	14,930

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 2025

$ '000	Notes	*2025*	*2024*
Net operating result for the year – from Income Statement		**61,492**	44,148
Other comprehensive income:			
Amounts which will not be reclassified subsequent to operating result			
Gain on revaluation of infrastructure, property, plant and equipment	C1-6	**272,878**	209,178
Total other comprehensive income for the year		**272,878**	209,178
Total comprehensive income for the year		**334,370**	253,326
Total comprehensive income attributable to Council		**334,166**	253,135
Total comprehensive income attributable to non-controlling interests		**204**	191

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 2025

$ '000	Notes	*2025*	*2024*
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	**13,973**	17,541
Investments	C1-2	**216,000**	182,096
Receivables	C1-4	**22,531**	25,958
Inventories	C1-5	**381**	392
Prepayments		**3,036**	4,984
Total current assets		**255,921**	230,971
Non-current assets			
Investments	C1-2	**503**	577
Receivables	C1-4	**857**	952
Infrastructure, property, plant and equipment (IPPE)	C1-6	**5,958,228**	5,643,257
Investment properties	C1-7	**7,140**	6,565
Right of use assets	C2-1	**5,277**	6,544
Total non-current assets		**5,972,005**	5,657,895
Total assets		**6,227,926**	5,888,866
LIABILITIES			
Current liabilities			
Payables	C3-1	**57,676**	55,607
Contract liabilities	C3-2	**17,511**	20,102
Lease liabilities	C2-1	**1,318**	1,279
Borrowings	C3-3	**2,579**	2,178
Employee benefit provisions	C3-4	**37,132**	35,901
Provisions	C3-5	**1,705**	1,193
Total current liabilities		**117,921**	116,260
Non-current liabilities			
Payables	C3-1	**–**	50
Contract liabilities	C3-2	**6,144**	10,053
Lease liabilities	C2-1	**4,399**	5,717
Borrowings	C3-3	**14,869**	6,984
Employee benefit provisions	C3-4	**2,361**	2,001
Provisions	C3-5	**45,648**	45,433
Total non-current liabilities		**73,421**	70,238
Total liabilities		**191,342**	186,498
Net assets		**6,036,584**	5,702,368
EQUITY			
Accumulated surplus		**5,084,397**	5,023,109
IPPE revaluation surplus		**950,656**	677,778
Council equity interest		**6,035,053**	5,700,887
Non-controlling equity interests		**1,531**	1,481
Total equity		**6,036,584**	5,702,368

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 2025

		2025					2024				
$ '000	Notes	*Accumulated surplus*	*IPPE revaluation surplus*	*Council interest*	*Non-controlling interest*	*Total equity*	*Accumulated surplus*	*IPPE revaluation surplus*	*Council interest*	*Non-controlling interest*	*Total equity*
Opening balance at 1 July		**5,023,109**	**677,778**	**5,700,887**	**1,481**	**5,702,368**	4,979,152	468,600	5,447,752	1,405	5,449,157
Net operating result for the year		**61,288**	**–**	**61,288**	**204**	**61,492**	43,957	–	43,957	191	44,148
Other comprehensive income											
Gain on revaluation of infrastructure, property, plant and equipment	C1-6	**–**	**272,878**	**272,878**	**–**	**272,878**	–	209,178	209,178	–	209,178
Other comprehensive income		**–**	**272,878**	**272,878**	**–**	**272,878**	–	209,178	209,178	–	209,178
Total comprehensive income		**61,288**	**272,878**	**334,166**	**204**	**334,370**	43,957	209,178	253,135	191	253,326
Dividends paid to minority interest		**–**	**–**	**–**	**(154)**	**(154)**	–	–	–	(115)	(115)
Closing balance at 30 June		**5,084,397**	**950,656**	**6,035,053**	**1,531**	**6,036,584**	5,023,109	677,778	5,700,887	1,481	5,702,368

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 2025

Original unaudited budget 2025	*$ '000*	Notes	*Actual 2025*	*Actual 2024*
	Cash flows from operating activities			
	Receipts:			
258,611	Rates and annual charges		**260,600**	245,463
107,755	User charges and fees		**109,404**	104,315
8,401	Interest received		**12,223**	9,052
39,282	Grants and contributions		**50,936**	48,521
7,742	Bonds, deposits and retentions received		**8,319**	8,143
45,084	Other		**50,099**	44,656
	Payments:			
(168,477)	Payments to employees		**(163,771)**	(156,343)
(204,094)	Payments for materials and services		**(192,323)**	(182,311)
(664)	Borrowing costs		**(667)**	(924)
(7,742)	Bonds, deposits and retentions refunded		**(6,945)**	(5,867)
(21,000)	Other		**(22,314)**	(21,914)
64,898	**Net cash flows from operating activities**	G1-1	**105,561**	92,791
	Cash flows from investing activities			
	Receipts:			
323,300	Sale of investments		**328,693**	269,831
2,183	Proceeds from sale of IPPE		**2,006**	2,513
	Payments:			
(297,826)	Purchase of investments		**(362,505)**	(276,178)
(99,263)	Payments for IPPE		**(84,177)**	(73,302)
(71,606)	**Net cash flows from investing activities**		**(115,983)**	(77,136)
	Cash flows from financing activities			
	Receipts:			
10,450	Proceeds from borrowings		**12,850**	2,500
	Payments:			
(2,098)	Repayment of borrowings		**(4,564)**	(5,863)
(1,269)	Principal component of lease payments		**(1,278)**	(1,241)
(119)	Dividends paid to minority interest		**(154)**	(115)
6,964	**Net cash flows from financing activities**		**6,854**	(4,719)
256	**Net change in cash and cash equivalents**		**(3,568)**	10,936
6,552	Cash and cash equivalents at beginning of year		**17,541**	6,605
6,808	Cash and cash equivalents at end of year	C1-1	**13,973**	17,541

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Northern Beaches Council

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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 21 October 2025. 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:

- General purpose operations
- Kimbriki Environmental Enterprises Pty Limited

continued on next page ...

A1-1 Basis of preparation (continued)

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

The following new accounting standard/interpretation has been published, but is not mandatory for 30 June 2025 reporting periods. Northern Beaches Council's assessment of the impacts of the new standard relevant to them is set out below.

Pronouncement	AASB 18 *Presentation and Disclosure in Financial Statements*
Nature of change in accounting policy	This standard replaces AASB 101 *Presentation of Financial Statements* and sets out the requirements for the structure of the financial statements, including the application of fundamental concepts such as materiality. AASB 18 introduces additional subtotals ino the Statement of Profit or Loss as well as restructuring the statement into operating, investing, and financing elements. Management performance measures are also required to be disclosed.
Effective date	Annual reporting period beginning on or after 1 January 2028 (i.e. year ending 30 June 2029).
Expected impact on Council's financial statements	The presentation of Council's primary statements will be changed along with some additional disclosures, however there will be no effect on Council's reported position or performance.

Council has elected not to apply the above pronouncement in these financial statements before their operative dates.

continued on next page ...

A1-1 Basis of preparation (continued)

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 2025:

Pronouncement	*AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities.*
Nature of change in accounting policy	This standard amends *AASB 13 Fair Value Measurement* adding 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.
Effective date	Annual reporting periods beginning on or after 1 January 2024 (i.e. year ending 30 June 2025).
Impact on Council's financial statements	There was no impact on Council's reported financial position, however Council did review their fair value methodology to ensure it was in accordance with the guidance of the new standard.

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.

	Income		*Expenses*		*Operating result*		*Grants and contributions*		*Carrying amount of assets*	
$ '000	***2025***	*2024*	***2025***	*2024*	***2025***	*2024*	***2025***	*2024*	***2025***	*2024*
Functions or activities										
Environment and sustainability	**24,542**	8,783	**42,303**	42,641	**(17,761)**	(33,858)	**19,462**	4,242	**994,336**	956,220
Waste and cleansing	**62,132**	58,774	**72,281**	67,947	**(10,149)**	(9,173)	**367**	347	**21,015**	19,448
Kimbriki Resource Recovery Centre [1]	**43,886**	43,962	**39,801**	40,096	**4,085**	3,866	**–**	–	**70,757**	86,779
Community, arts and culture	**6,561**	6,007	**13,893**	12,792	**(7,332)**	(6,785)	**785**	805	**82,550**	79,507
Children's services	**19,229**	17,563	**19,036**	18,108	**193**	(545)	**3,832**	3,371	**8,720**	8,373
Library services	**1,182**	1,139	**12,798**	12,186	**(11,616)**	(11,047)	**870**	834	**53,047**	51,163
Strategic land use planning	**14,758**	17,696	**7,554**	7,178	**7,204**	10,518	**13,775**	16,755	**43,953**	47,409
Development assessment	**3,935**	3,900	**7,382**	7,365	**(3,447)**	(3,465)	**–**	–	**–**	–
Environmental compliance	**12,088**	9,492	**16,278**	13,968	**(4,190)**	(4,476)	**–**	(3)	**–**	–
Parks and recreation [2]	**25,774**	18,882	**57,939**	57,485	**(32,165)**	(38,603)	**10,187**	4,539	**450,673**	433,647
Economic development, events and engagement	**1,329**	1,065	**11,827**	11,715	**(10,498)**	(10,650)	**14**	12	**–**	–
Transport, traffic and active travel	**33,060**	36,209	**45,630**	47,894	**(12,570)**	(11,685)	**10,555**	15,725	**1,040,672**	984,335
Property and facilities [2]	**31,641**	28,178	**41,523**	38,400	**(9,882)**	(10,222)	**2,366**	662	**3,256,478**	3,056,004
Customer service	**–**	–	**4,550**	4,669	**(4,550)**	(4,669)	**–**	–	**–**	–
Governance and assurance services	**143**	471	**13,891**	12,524	**(13,748)**	(12,053)	**–**	–	**–**	–
Corporate support services	**5,577**	5,416	**28,421**	20,406	**(22,844)**	(14,990)	**73**	76	**205,725**	165,981
Eliminations [3]	**(17,730)**	(17,286)	**(17,659)**	(17,244)	**(71)**	(42)	**–**	–	**–**	–
General purpose income	**210,833**	202,027	**–**	–	**210,833**	202,027	**6,570**	8,382	**–**	–
Total functions and activities [4]	**478,940**	442,278	**417,448**	398,130	**61,492**	44,148	**68,856**	55,747	**6,227,926**	5,888,866

(1) Does not include Kimbriki's interest income which is considered General Purpose Income or Council Rates.

(2) 2024 has been restated as the aquatic centres have moved from property and are now classified as parks and recreation.

(3) This includes tipping fees/tipping charges ($13.5m), 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 individual disposed assets to either income or expenses for each relevant service. The Income Statement reports an aggregate net figure.

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, two pre-schools, an occasional care centre and a network of family day carers. Council closed its vacation care service in May 2025.

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, aquatic centres, 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 services 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 the Hop, Skip, Jump community bus service.

continued on next page ...

B1-2 Components of functions or activities (continued)

Property and facilities
This service manages Council's portfolio of community and civic buildings, including surf clubs, 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.

General purpose income
Rates and annual charges including ex gratia rates, untied general purpose grants, and unrestricted interest and investment income.

B2 Sources of income

B2-1 Rates and annual charges

$ '000	*2025*	*2024*
Ordinary rates		
Residential	**163,829**	155,839
Farmland	**17**	16
Business	**31,687**	29,935
Less: pensioner rebates (mandatory)	**(1,603)**	(1,611)
Less: pensioner rebates (Council policy)	**(137)**	(132)
Rates levied to ratepayers	**193,793**	184,047
Pensioner rate subsidies received	**886**	925
Total ordinary rates	**194,679**	184,972
Special rates		
Business	**1,546**	1,466
Rates levied to ratepayers	**1,546**	1,466
Total special rates	**1,546**	1,466
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)		
Domestic waste management services	**62,148**	58,541
Stormwater management services	**2,213**	2,208
Section 611 charges	**154**	161
Less: pensioner rebates (mandatory)	**(659)**	(656)
Less: pensioner rebates (Council policy)	**(635)**	(604)
Annual charges levied	**63,221**	59,650
Pensioner annual charges subsidies received:		
– Domestic waste management	**354**	344
Total annual charges	**63,575**	59,994
Total rates and annual charges	**259,800**	246,432

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

$ '000	*2025*	*2024*
Aquatic centres	**11,233**	10,402
Caravan park	**8,114**	7,771
Cemeteries	**638**	1,437
Child care	**15,352**	14,183
Community centres	**2,548**	2,451
Currawong State Park	**481**	522
Glen Street Theatre	**2,004**	1,515
Golf course and driving range	**2,606**	3,048
Kimbriki Waste and Recycling Centre	**26,443**	26,455
Libraries	**121**	125
Parking areas	**14,355**	13,880
Planning and building regulatory	**11,079**	9,815
Regulatory/statutory fees	**963**	955
Restoration charges	**2,311**	1,690
Section 10.7 certificates (EP&A Act)	**916**	848
Section 603 certificates	**512**	462
Sportsfields and reserves	**2,268**	1,874
Other fees	**2,533**	2,498
Total other user charges and fees	**104,477**	99,931
Total user charges and fees	**104,477**	99,931
Timing of revenue recognition for user charges and fees		
User charges and fees recognised over time	**45,855**	41,816
User charges and fees recognised at a point in time	**58,622**	58,115
Total user charges and fees	**104,477**	99,931

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	*2025*	*2024*
Advertising income	**405**	1,105
Ex gratia rates	**28**	27
Fines – parking	**8,751**	6,355
Fines – other	**899**	544
Insurance costs recoveries	**2,386**	112
Legal fees recovery	**143**	471
Legal fees recovery – rates and charges (extra charges)	**171**	207
Licences, consents & deeds	**3,610**	3,528
Recycling income	**351**	627
Sales of inventories	**1,556**	1,704
Other revenues – Kimbriki	**3,641**	4,113
Other	**3,074**	2,827
Total other revenue	**25,015**	21,620
Timing of revenue recognition for other revenue		
Other revenue recognised over time	**3,610**	3,528
Other revenue recognised at a point in time	**21,405**	18,092
Total other revenue	**25,015**	21,620

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.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first

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

$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
General purpose grants and non-developer contributions (untied)				
General purpose (untied)				
Current year allocation				
Financial assistance – general component	**1,071**	127	**–**	–
Financial assistance – local roads component	**433**	78	**–**	–
Payment in advance - future year allocation [1]				
Financial assistance – general component	**3,593**	5,805	**–**	–
Financial assistance – local roads component	**1,473**	2,373	**–**	–
Amount recognised as income during current year	**6,570**	8,383	**–**	–
Special purpose grants and non-developer contributions (tied)				
Cash contributions				
Bushfire services	**1,314**	1,399	**–**	20
Child care	**3,832**	3,370	**–**	–
Coast and estuaries	**–**	–	**468**	795
Community services	**1,504**	767	**173**	180
Environmental protection	**2,410**	2,701	**–**	64
Library	**795**	770	**75**	65
Local Infrastructure Renewal Scheme subsidy	**23**	76	**–**	–
Recreation and culture	**604**	998	**11,543**	3,407
Street lighting	**1,158**	933	**–**	–
Stronger communities fund	**370**	120	**112**	17
Storm/flood damage	**4,296**	2,369	**–**	–
Transport (other roads and bridges funding)	**821**	3,847	**2,947**	6,194
Transport (roads to recovery)	**–**	–	**1,844**	1,418
Transport for NSW contributions (regional roads, block grant)	**789**	796	**478**	471
Other	**40**	–	**10**	–
Total special purpose grants and non-developer contributions – cash	**17,956**	18,146	**17,650**	12,631
Non-cash contributions				
Stormwater and land assets	**–**	–	**14,087**	160
Total other contributions – non-cash	**–**	–	**14,087**	160
Total special purpose grants and non-developer contributions (tied)	**17,956**	18,146	**31,737**	12,791
Total grants and non-developer contributions	**24,526**	26,529	**31,737**	12,791
Comprising:				
– Commonwealth funding	**12,105**	10,887	**2,041**	3,073
– State funding	**11,407**	14,744	**29,603**	9,158
– Other funding	**1,014**	898	**93**	560
	24,526	26,529	**31,737**	12,791

(1) The payment in advance received in 2025 represents 50% of the expected 2026 allocation, while the 2024 advance payment was for 85% of the expected 2025 allocation.

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B2-4 Grants and contributions (continued)

Developer contributions

$ '000	Notes	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):	G3				
Cash contributions					
S 7.11 – contributions towards amenities/services		**–**	–	**997**	5,578
S 7.12 – fixed development consent levies		**–**	–	**11,596**	10,849
Total developer contributions – cash		**–**	–	**12,593**	16,427
Total developer contributions		**–**	–	**12,593**	16,427
Total grants and contributions		**24,526**	26,529	**44,330**	29,218
Timing of revenue recognition					
Grants and contributions recognised over time		**5,853**	10,879	**15,329**	10,742
Grants and contributions recognised at a point in time		**18,673**	15,650	**29,001**	18,476
Total grants and contributions		**24,526**	26,529	**44,330**	29,218

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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:

$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Unspent funds at 1 July [1]	**6,577**	12,067	**67,500**	63,936
Recognised as income in the current period but not yet spent	**787**	513	**14,947**	19,012
Received for the provision of goods and services in a future period	**–**	–	**1,737**	2,294
Recognised in a previous reporting period now spent	**(1,709)**	(6,003)	**(26,100)**	(17,742)
Unspent funds at 30 June	**5,655**	6,577	**58,084**	67,500

Nature of unspent grants and contributions:

	2025	2024
- Bare Creek	1,243	1,282
- Manly Dam	8	1,465
- McKillop headland boardwalk	1,060	1,321
- Frenchs Forest active transport network	3,009	3,111
- Precinct support scheme Frenchs Forest	681	3,576
- South Collaroy foreshore renewal	1,000	1,000
- February 2022 storm essential public asset reconstruction	-	787
- Stronger Communities fund	4,323	4,806
- Transport for NSW B-line projects	3,014	3,126
- Warringah Recreation Centre	1,260	1,288
- Other grants	4,197	4,929
Closing balance unspent grants and non-developer contributions - refer to Note C1-3:	**19,795**	26,691
Closing balance unspent Developer Contributions - refer to Note G3:	**43,944**	47,386

(1) Grant funding received of $3.1m has been reclassified from operating to capital primarily relating to the Frenchs Forest active transport network.

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).

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B2-4 Grants and contributions (continued)

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.

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	***2025***	*2024*
Interest on financial assets		
– Overdue rates and annual charges (incl. special purpose rates)	**708**	600
– Cash and investments	**11,031**	10,483
Total interest and investment income (losses)	**11,739**	11,083

B2-6 Other income

$ '000	Notes	2025	2024
Rental income			
Investment properties			
Rental income investment properties		**337**	308
Total investment properties		**337**	308
Other lease income			
Rental income leased Council properties [1]		**6,734**	6,337
Total other lease income		**6,734**	6,337
Total rental income	C2-2	**7,071**	6,645
Fair value increment on investments			
– Movements in investments at fair value through profit and loss (FVTPL)		**18**	25
Total fair value increment on investments		**18**	25
Fair value increment on investment properties			
Fair value increment on investment properties		**575**	245
Total fair value increment on investment properties	C1-7	**575**	245
Total other income		**7,664**	6,915

(1) 32 Rabbett Street Frenchs Forest rental income of $62k has been restricted under the s7.11 Frenchs Forest contribution plan. Refer note G3.

B3 Costs of providing services

B3-1 Employee benefits and on-costs

$ '000	*2025*	*2024*
Salaries and wages	**133,288**	126,452
Employee termination costs (where material – other than vested leave paid)	**865**	751
Employee leave entitlements (ELE)	**15,866**	14,905
Superannuation	**16,692**	15,196
Workers' compensation	**2,387**	3,722
Fringe benefit tax (FBT)	**870**	871
Kimbriki salaries and on-costs	**5,170**	4,756
Total employee costs	**175,138**	166,653
Less: capitalised costs	**(8,232)**	(7,322)
Total employee costs expensed	**166,906**	159,331

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 Active Super, 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.

B3-2 Materials and services

$ '000	Notes	*2025*	*2024*
Agency personnel		**2,233**	2,363
Audit Fees	F2-1	**257**	250
Bank charges		**711**	687
Bush regeneration		**5,434**	5,196
Cleaning		**7,420**	7,500
Consultancy		**305**	376
Councillor and Mayoral fees and associated expenses	F1-2	**901**	771
Election expenses		**1,765**	5
Electricity, heating and water		**5,227**	4,974
Environment and floodplain management		**3,176**	3,958
Fine processing fees		**1,381**	927
Golf course and driving range		**1,561**	1,520
Insurance		**3,614**	4,677
IT and communications		**18,833**	13,362
Kimbriki Waste and Recycling Centre		**17,309**	16,361
Land use planning		**815**	655
Lifeguard services		**1,667**	1,632
Maintenance and servicing		**7,634**	6,268
Management fees		**2,346**	2,567
Other contracts		**4,626**	4,572
Parking		**1,145**	925
Performance and events		**1,996**	1,696
Plant and vehicle		**2,858**	3,033
Printing, postage and stationery		**1,343**	1,244
Raw materials and consumables		**5,339**	5,063
Recreation and sportsfields		**8,243**	8,675
Roadwork		**8,532**	11,493
Stormwater		**940**	1,092
Street lighting		**2,253**	2,591
Training costs		**733**	795
Tree works		**3,675**	3,683
Valuation fees		**533**	492
Waste collection [1]		**20,675**	19,450
Waste disposal and processing		**18,445**	16,935
Materials and services - other		**4,862**	4,658
Legal fees: planning and development		**1,891**	1,180
Legal fees: other		**1,510**	1,845
Total materials and services		**172,188**	163,471
Less: capitalised costs		**–**	–
Total materials and services		**172,188**	163,471

(1) The total amount paid for waste collection inclusive of lease components of the contract in 2025 is $22.1m (2024 $20.8m).

B3-3 Borrowing costs

$ '000	Notes	2025	2024
(i) Interest bearing liability costs			
Interest on leases		**180**	216
Interest on loans		**515**	649
Total interest bearing liability costs		**695**	865
Total interest bearing liability costs expensed		**695**	865
(ii) Other borrowing costs			
Unwinding of discount - asset remediation [1]	C3-5	**1,870**	1,824
Total other borrowing costs		**1,870**	1,824
Total borrowing costs expensed		**2,565**	2,689

(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	*2025*	*2024*
Depreciation and amortisation			
– Buildings	C1-6	**11,783**	9,621
– Roads	C1-6	**11,404**	12,424
– Stormwater	C1-6	**6,810**	6,206
– Recreational and other infrastructure	C1-6	**9,260**	7,235
– Right of use assets	C2-1	**1,266**	1,267
– Other [1]	C1-6	**12,366**	11,556
Reinstatement, rehabilitation and restoration assets:			
– Asset remediation [2]	C3-5,C1-6	**582**	666
Total depreciation, amortisation and impairment of non-financial assets		**53,471**	48,975

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 depreciation of the landfill remediation asset.

B3-5 Other expenses

$ '000	Notes	*2025*	*2024*
Impairment of receivables	C1-4	**103**	187
Donations, contributions and assistance to other organisations		**2,149**	2,058
Contributions/levies to other levels of government:			
- Crown land levy		**190**	180
- Emergency services levy		**8,896**	9,300
- Land tax		**328**	323
- Planning levy		**751**	728
- Waste levy		**7,980**	9,793
Total other expenses		**20,397**	22,569

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

$ '000	Notes	*2025*	*2024*
Gain (or loss) on disposal of property (excl. investment property)			
Proceeds from disposal – property		**120**	–
Gain (or loss) on disposal		**120**	–
Gain (or loss) on disposal of plant and equipment	C1-6		
Proceeds from disposal – plant and equipment		**1,886**	2,513
Less: carrying amount of plant and equipment assets sold/written off		**(622)**	(821)
Gain (or loss) on disposal		**1,264**	1,692
Gain (or loss) on disposal of infrastructure	C1-6		
Less: carrying amount of infrastructure assets sold/written off		**(1,916)**	(2,237)
Gain (or loss) on disposal		**(1,916)**	(2,237)
Gain (or loss) on disposal of investments	C1-2		
Proceeds from disposal/redemptions/maturities – financial assets		**328,693**	269,831
Less: carrying amount of financial assets sold/redeemed/matured		**(328,693)**	(269,831)
Gain (or loss) on disposal		**–**	–
Net gain (or loss) from disposal of assets		**(532)**	(545)

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 25 June 2024 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	*2025 Budget*	*2025 Actual*	*2025 Variance*		
Revenues					
Rates and annual charges	**259,113**	**259,800**	**687**	**0%**	**F**
User charges and fees	**101,855**	**104,477**	**2,622**	**3%**	**F**
Other revenues	**20,684**	**25,015**	**4,331**	**21%**	**F**
Other revenues were favourable against budget in 2024/25 largely due to revenue received from an insurance claim related to fire damage at a Council-owned building in Jamieson Park, Narrabeen ($2.4m, unbudgeted) and increased parking fines revenues ($1.7m favourable to budget).					
Operating grants and contributions	**22,502**	**24,526**	**2,024**	**9%**	**F**
Council generally budgets conservatively for operating grants and contributions so as to minimise reliance on unsecured funding.					
Variations to the budget include:					
• $2.5m Natural disaster funding for storm events (Grant)					
• $1.0m Natural disaster funding for Condover Reserve former landfill site (Grant)					
• $0.6m Land use planning Brookvale structure plan works (Grant)					
• $0.4m South Creek rehabilitation urban rivers and catchment program (Grant)					
• ($2.9m) Financial Assistance funding - budgeted for a larger portion of the 2025/26 grant being received in advance (Grant)					
Capital grants and contributions	**32,343**	**44,330**	**11,987**	**37%**	**F**
Receipt of grants and contributions income is often reliant on external factors, such as development progress and government agency grant determinations. Council generally budgets conservatively for capital grants and contributions to reflect this inherent uncertainty, and to minimise reliance on unsecured funding. Accordingly, Capital grants and contributions were favourable to budget.					
Variations to budget include:					
• $12.4m stormwater assets dedicated from Northern Beaches Hospital (Contributions)					
• $4.9m Section 7.11 and 7.12 developer contributions received (Contributions)					
• $2.4m Frenchs Forest precinct park upgrades (Grant)					
• ($3.0m) Oxford Falls Road west flood mitigation (Grant)					
• ($2.4m) Connecting communities - cycleways program (Grant)					
• ($1.8m) Pedestrian and cyclist bridge Pittwater Road Queenscliff (Grant)					
Interest and investment revenue	**8,411**	**11,739**	**3,328**	**40%**	**F**
Investment interest returns were $3.8m favourable to budget due to higher cash and investment balances than anticipated in the budget, and a sustained period of higher than budgeted interest rates available during the 2024/25 financial year.					

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B5-1 Material budget variations (continued)

$ '000	2025 Budget	2025 Actual	2025 Variance		
Other income	**6,785**	**7,664**	**879**	**13%**	**F**
Other Income was $0.9M favourable to budget due to a fair value increment arising from the revaluation of Council's investment properties, which Council does not budget for ($0.6M), and property rental income in excess of budget ($0.3M).					
Net gains from disposal of assets	**392**	**–**	**(392)**	**(100)%**	**U**
Council takes the conservative position not to budget for gains on disposal of assets, with the exception of planned plant and equipment sales. This approach reflects the non-recurrent nature, uncertainty of timing and the inherent volatility of sale proceeds.					
Individual asset sales are approved with appropriate delegated authority, taking into consideration the proposed price offered by the purchaser and the carrying value of the asset/s.					
The unfavourable variance (refer Net losses from disposal of assets below - a loss on disposals for 2024/25 meant that the net variance to budget was $0.9M unfavourable) arose from the disposal of infrastructure assets replaced as part of capital renewal works ($1.9m unfavourable), partly offset by a higher net gain on disposal of plant and equipment assets ($0.9m favourable to budget) and proceeds from the sale of a small portion of land under road to an adjacent property owner ($0.1m favourable).					
Expenses					
Employee benefits and on-costs	**170,968**	**166,906**	**4,062**	**2%**	**F**
Materials and services	**177,881**	**172,188**	**5,693**	**3%**	**F**
Borrowing costs	**2,436**	**2,565**	**(129)**	**(5)%**	**U**
Depreciation, amortisation and impairment of non-financial assets	**52,149**	**53,471**	**(1,322)**	**(3)%**	**U**
Other expenses	**21,431**	**20,397**	**1,034**	**5%**	**F**
Net losses from disposal of assets	**–**	**532**	**(532)**	**∞**	**U**
Refer to variance commentary for *Net gains from disposal of assets* above.					
Statement of cash flows					
Cash flows from operating activities	**64,898**	**105,561**	**40,663**	**63%**	**F**
The favourable performance against budget reflects Council's improved Net operating result, with major variance items including: • Grants and contributions income receipts exceeded the (conservative) Original Budget, in particular capital grants and contributions. • Higher interest received on investments due to higher than anticipated investment balances and interest rates. • Higher than budgeted cash receipts for parking fines income. • Lower than budgeted cash payments for materials and services expenditure, arising from lower than budgeted waste processing and rephasing of the core operating system replacement project, and from year end timing differences (higher year end accruals, for payment in 2025/26).					
Cash flows from investing activities	**(71,606)**	**(115,983)**	**(44,377)**	**62%**	**U**
Unfavourable performance against budget primarily reflects: • Payments for infrastructure, property, plant and equipment were $15.1m lower than budget largely due to rephasing of some major projects to align with revised construction/acquisition timelines, in particular the Warriewood Community Centre and major plant renewal. • Higher investment acquisition activity of $64.7m as a result of higher cashflows of $40.7m from operating activities, and short term investment of funds related to cash not spent purchasing IPPE. Note that this investing activity does not impact Council's total cash and investments position, but transfers amounts from cash at bank to term deposit investments.					
Cash flows from financing activities	**6,964**	**6,854**	**(110)**	**(2)%**	**U**

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

$ '000	2025	2024
Cash assets		
Cash on hand and at bank	**2,455**	8,704
Cash equivalent assets		
– Deposits at call	**11,518**	8,837
Total cash and cash equivalents	**13,973**	17,541
Reconciliation of cash and cash equivalents		
Total cash and cash equivalents per Statement of Financial Position	**13,973**	17,541
Balance as per the Statement of Cash Flows	**13,973**	17,541

C1-2 Financial investments

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Financial assets at fair value through the profit and loss				
Mortgage backed securities	**–**	**503**	–	577
Total	**–**	**503**	–	577
Debt securities at amortised cost				
Term deposits	**216,000**	**–**	182,096	–
Total	**216,000**	**–**	182,096	–
Total financial investments	**216,000**	**503**	182,096	577

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.

continued on next page ...

C1-2 Financial investments (continued)

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 are measured at amortised cost or 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	2025	2024

(a) Externally restricted cash, cash equivalents and investments

Total cash, cash equivalents and investments	**230,476**	200,214
Less: Externally restricted cash, cash equivalents and investments	**(65,805)**	(61,977)
Cash, cash equivalents and investments not subject to external restrictions	**164,671**	138,237

$ '000	Notes	2025	2024
External restrictions			
External restrictions included in cash, cash equivalents and investments above comprise:			
Developer contributions – general	A	**43,944**	47,386
Specific purpose unexpended grants	B	**895**	573
Domestic waste management	C	**19,349**	12,888
Stormwater management	D	**502**	253
Balgowlah area improvements	E	**395**	301
Manly business centre improvements	F	**721**	576
Total external restrictions		**65,805**	61,977

External restrictions

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	2025	2024

(b) Internal allocations

Cash, cash equivalents and investments not subject to external restrictions	**164,671**	138,237
Less: Internally allocated cash, cash equivalents and investments	**(122,097)**	(88,585)
Unallocated cash, cash equivalents and investments	**42,574**	49,652

continued on next page ...

C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

$ '000	Notes	*2025*	*2024*
Internal allocations			
At 30 June, Council has internally allocated funds to the following:			
Mona Vale Cemetery reserve	A	**6,155**	5,964
Deposits, retentions and bonds	B	**25,783**	19,527
Employees leave entitlements	C	**7,899**	7,580
Environmental levy (former Manly Council)	D	**1,152**	1,179
Meals on wheels	E	**192**	192
Special rates variation (former Pittwater Council)	F	**202**	227
Merger savings fund	G	**807**	911
Tennis liaison trust fund	H	**45**	188
Manly Art Gallery	I	**747**	712
Plant and fleet replacement	J	**7,922**	7,593
Property improvement reserve	K	**58**	113
Warriewood Valley Community Centre Loan	L	**515**	–
Kimbriki landfill remediation	M	**20,747**	18,207
Resilience Fund	N	**2,534**	–
Carry Over Works	O	**28,350**	–
Stronger Communities fund tied grants	P	**5,156**	5,378
Other tied grants	P	**13,744**	20,740
Other	Q	**89**	74
Total internal allocations		**122,097**	88,585

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 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 External loan secured to fund the Warriewood Valley community centre capital project

M Funds set aside to remediate the Kimbriki tip landfill site.

N Funds set aside to support emergency response efforts and invest in adaptation and mitigation initiatives that strengthen long-term resilience.

O Committed funds related to multi-year projects.

P Tied grants relate to any grants received where revenue recognition is deferred until obligations are satisfied. Significant unspent grants in 2025 included Warringah recreation centre, pipeline regional active corridor projects, McKillop headland boardwalk and artwork, and Transport for NSW B-Line projects.

Q Other internal allocations:

- Any cash surplus from the Bible Garden Public Reserve is held as a restricted asset 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

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C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

$ '000	*2025*	*2024*
(c) Unallocated		
Unallocated cash, cash equivalents and investments	**42,574**	49,652

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

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Rates and annual charges	**7,971**	**477**	8,156	548
Interest and extra charges	**891**	**363**	830	404
User charges and fees	**5,266**	**–**	4,826	–
Interest on investments	**3,872**	**–**	4,376	–
Government grants and subsidies	**3,154**	**–**	4,894	–
Other	**1,328**	**17**	2,230	–
Net GST receivable	**1,054**	**–**	1,610	–
Total	**23,536**	**857**	26,922	952
Less: provision for impairment				
Rates and annual charges	**(140)**	**–**	(139)	–
User charges and fees	**(865)**	**–**	(825)	–
Total provision for impairment – receivables	**(1,005)**	**–**	(964)	–
Total net receivables	**22,531**	**857**	25,958	952

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.

C1-5 Inventories

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
(i) Inventories at cost				
Stores and materials	**198**	**–**	209	–
Trading stock	**183**	**–**	183	–
Total inventories at cost	**381**	**–**	392	–
Total inventories	**381**	**–**	392	–

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 2024			Asset movements during the reporting period							At 30 June 2025		
$ '000	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals [1]	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers [2]	Adjustments and transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Capital work in progress	36,076	–	36,076	7,153	36,378	–	–	(17,566)	–	–	62,039	–	62,039
Plant and equipment	47,870	(26,836)	21,034	5,906	–	(618)	(6,095)	22	–	–	50,516	(30,266)	20,250
Office equipment	11,125	(6,397)	4,728	2,403	120	(1)	(2,421)	–	–	–	13,491	(8,662)	4,829
Furniture and fittings	942	(479)	463	225	144	(1)	(175)	–	–	–	1,306	(650)	656
Land:													
– Operational land	418,676	–	418,676	–	–	–	–	–	1,480	10,491	430,647	–	430,647
– Community & Crown land	2,109,546	–	2,109,546	–	1,617	–	–	160	–	162,435	2,273,758	–	2,273,758
– Land under roads (post 30/6/08)	769	–	769	–	–	–	–	–	–	59	828	–	828
Land improvements – depreciable	44,567	(16,289)	28,278	40	–	–	(2,573)	496	–	–	45,093	(18,852)	26,241
Infrastructure:													
– Buildings	961,837	(300,981)	660,856	2,511	3,454	(265)	(11,783)	1,938	(1,480)	35,252	1,017,039	(326,557)	690,482
– Roads sealed	626,266	(120,783)	505,483	7,041	1,384	(176)	(7,590)	933	–	13,973	650,712	(129,664)	521,048
– Roads unsealed	1,796	(197)	1,599	7	442	–	(5)	–	–	44	2,294	(207)	2,087
– Road bridges	23,651	(6,246)	17,405	–	–	–	(360)	8	–	481	24,308	(6,774)	17,534
– Footpaths	147,977	(42,383)	105,594	875	1,189	(78)	(1,373)	553	–	2,919	153,805	(44,126)	109,679
– Other road assets (including bulk earthworks)	471,620	(151,938)	319,682	1,478	3,028	(124)	(2,076)	1,836	–	8,837	489,965	(157,303)	332,662
– Stormwater drainage	1,171,727	(215,769)	955,958	1,449	13,184	(257)	(6,810)	3,881	–	26,426	1,221,967	(228,136)	993,831
– Swimming pools	50,145	(8,662)	41,483	1,308	–	–	(727)	92	–	1,147	52,181	(8,877)	43,304
– Other open space/recreational assets	169,338	(23,713)	145,625	1,216	1,326	(381)	(4,714)	3,534	–	4,026	178,861	(28,229)	150,632
– Other infrastructure	287,986	(42,439)	245,547	2,564	992	(637)	(3,821)	4,113	–	6,788	301,035	(45,488)	255,547
Other assets:													
– Library books	4,866	(2,305)	2,561	721	84	–	(1,100)	–	–	–	5,672	(3,406)	2,266
– Other	5,906	(1)	5,905	–	25	–	–	–	–	–	5,931	(1)	5,930
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):													
– Asset remediation	23,669	(7,680)	15,989	–	–	–	(582)	–	(1,428)	–	22,241	(8,263)	13,978
Total infrastructure, property, plant and equipment [-]	6,616,355	(973,098)	5,643,257	34,897	63,367	(2,538)	(52,205)	–	(1,428)	272,878	7,003,689	(1,045,461)	5,958,228

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

(2) WIP transfers have been listed separately from adjustments and transfers

(-) Total capital expenditure was $98.3m (including $14.1m in dedicated assets) in 2025 and $73.5m (including $0.2m in dedicated assets) in 2024.

continued on next page ...

C1-6 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2023			Asset movements during the reporting period								At 30 June 2024		
$ '000	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals [1]	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation decrements to equity (ARR) [2]	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Capital work in progress	44,401	–	44,401	8,471	15,447	–	–	(32,243)	–	–	–	36,076	–	36,076
Plant and equipment	45,331	(24,554)	20,777	4,242	2,455	(822)	(5,717)	99	–	–	–	47,870	(26,836)	21,034
Office equipment	28,729	(24,077)	4,652	2,070	46	–	(2,130)	90	–	–	–	11,125	(6,397)	4,728
Furniture and fittings	2,808	(2,207)	601	–	24	–	(162)	–	–	–	–	942	(479)	463
Land:														
– 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
Infrastructure:														
– Buildings	804,502	(223,233)	581,269	4,751	989	(10)	(9,621)	1,234	–	–	82,244	961,837	(300,981)	660,856
– Roads sealed	608,614	(76,814)	531,800	10,121	411	(352)	(8,254)	1,231	–	(29,474)	–	626,266	(120,783)	505,483
– Roads unsealed	2,167	(294)	1,873	–	3	–	(5)	–	–	(272)	–	1,796	(197)	1,599
– Road bridges	17,424	(3,864)	13,560	1,069	–	–	(306)	246	2,526	–	310	23,651	(6,246)	17,405
– Footpaths	141,969	(14,761)	127,208	1,073	3,228	(353)	(1,920)	1,705	–	(25,347)	–	147,977	(42,383)	105,594
– Other road assets (including bulk earthworks)	291,613	(47,420)	244,193	1,575	2,649	(439)	(1,939)	1,149	–	–	72,494	471,620	(151,938)	319,682
– Stormwater drainage	1,110,453	(199,503)	910,950	3,056	101	(139)	(6,206)	1,738	–	–	46,458	1,171,727	(215,769)	955,958
– Swimming pools	47,311	(8,008)	39,303	429	–	(19)	(349)	115	–	–	2,004	50,145	(8,662)	41,483
– Other open space/recreational assets	159,465	(18,880)	140,585	1,062	551	(347)	(4,338)	942	–	–	7,170	169,338	(23,713)	145,625
– Other infrastructure	266,724	(39,181)	227,543	1,945	1,973	(579)	(2,548)	8,267	(2,526)	–	11,473	287,986	(42,439)	245,547
Other assets:														
– Library books	20,088	(17,184)	2,904	727	–	–	(1,070)	–	–	–	–	4,866	(2,305)	2,561
– Other	5,338	(1)	5,337	–	304	–	–	263	–	–	–	5,906	(1)	5,905
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):														
– Asset remediation	26,093	(7,014)	19,079	–	–	–	(666)	–	(2,424)	–	–	23,669	(7,680)	15,989
Total infrastructure, property, plant and equipment	6,134,614	(720,807)	5,413,807	45,285	28,181	(3,060)	(47,710)	–	(2,424)	(55,093)	264,271	6,616,355	(973,098)	5,643,257

(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.

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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 is 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 typically undertaken at least every 5 years, however the stormwater asset revaluation has been deferred to 2026.

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 carrying amount, net of their residual values, over their estimated remaining useful lives as follows:

Plant and equipment	Years	**Open space / recreational**	Years
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
Transportation assets		**Buildings**	
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	**Stormwater Drainage**	
Footpaths	110 to 126	Pipes	150 to 200
Kerb and gutter	279	Pits	70 to 150
Retaining walls	50 to 350		
		Other Assets	
		Library books	3 to 5
		Asset remediation	41
		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.

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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

$ '000	*2025*	*2024*
At fair value		
Opening balance at 1 July	**6,565**	6,320
Net gain from fair value adjustments	**575**	245
Closing balance at 30 June	**7,140**	6,565

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

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.

continued on next page ...

C2-1 Council as a lessee (continued)

(a) Right of use assets

$ '000	Plant & Equipment	Buildings	Office and IT Equipment	Total
2025				
Opening balance at 1 July	**6,110**	**434**	**–**	**6,544**
Depreciation charge	**(1,212)**	**(54)**	**–**	**(1,266)**
Balance at 30 June	**4,898**	**379**	**–**	**5,277**
2024				
Opening balance at 1 July	7,323	488	–	7,811
Depreciation charge	(1,213)	(54)	–	(1,267)
Balance at 30 June	6,110	434	–	6,544

(b) Lease liabilities

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Lease liabilities	**1,318**	**4,399**	1,279	5,717
Total lease liabilities	**1,318**	**4,399**	1,279	5,717

(c) 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
2025					
Cash flows	**1,461**	**4,459**	**139**	**6,059**	**5,717**
2024					
Cash flows	1,457	5,846	1,588	8,891	6,996

(d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

$ '000	2025	2024
Interest on lease liabilities	**180**	216
Variable lease payments based on usage not included in the measurement of lease liabilities	**19,509**	18,671
Depreciation of right of use assets	**1,266**	1,267
Expenses relating to leases of low-value assets	**152**	294
	21,107	20,448

continued on next page ...

C2-1 Council as a lessee (continued)

(e) Statement of Cash Flows

$ '000	2025	2024
Total cash outflow for leases	**(1,459)**	(1,457)
	(1,459)	(1,457)

(f) Leases at significantly below market value – concessionary / peppercorn leases

Council has a number of leases at significantly below market value 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 for terms of 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 provided and these services are detailed in the leases.
Council has determined that none 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.

Leases at significantly below market value / concessionary leases
Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition. The affected leases are subject to nominal or nil rental expense, and accordingly the associated right of use assets are measured at a nominal or nil value.

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	*2025*	*2024*
(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)	**337**	308
Direct operating expenses from property that generated rental income	**(34)**	(51)
Direct operating expenses from property that did not generate rental income	**–**	–
Total income relating to operating leases for investment property assets	**303**	257
(ii) Assets held as property, plant and equipment		
Council provides operating leases on Council assets including land and buildings for the purpose of community use.		
Lease income (excluding variable lease payments not dependent on an index or rate)	**6,734**	6,337
Total income relating to operating leases for Council assets	**6,734**	6,337
Amount of IPPE leased out by Council under operating leases		
Buildings	**260,483**	250,012
Community & Crown Land	**8,803**	8,174
Operational land	**920**	920
Total amount of IPPE leased out by Council under operating leases	**270,206**	259,106
(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	**4,879**	5,272
1–2 years	**3,190**	3,270
2–3 years	**2,978**	2,722
3–4 years	**2,657**	2,468
4–5 years	**1,800**	2,095
> 5 years	**18,920**	18,920
Total undiscounted lease payments to be received	**34,424**	34,747

C3 Liabilities of Council

C3-1 Payables

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Payables				
Goods and services	**3,919**	**–**	7,644	–
Accrued expenses:				
– Borrowings	**59**	**–**	31	–
– Salaries and wages	**8,823**	**–**	7,279	–
– Other expenditure accruals	**16,089**	**–**	13,750	–
Security bonds, deposits and retentions	**25,783**	**–**	24,409	–
Government departments and agencies	**7**	**–**	28	–
Prepaid rates	**2,825**	**–**	2,282	–
Other	**171**	**–**	184	50
Total payables	**57,676**	**–**	55,607	50
Total payables	**57,676**	**–**	55,607	50

Current payables not anticipated to be settled within the next twelve months

$ '000	2025	2024
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	**17,346**	17,436
Total payables	**17,346**	17,436

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	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	**5,463**	**4,836**	11,416	4,994
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	**6,461**	**1,308**	4,077	5,059
Total grants received in advance		**11,924**	**6,144**	15,493	10,053
Deposits received in advance of services provided		**5,587**	**–**	4,609	–
Total user fees and charges received in advance		**5,587**	**–**	4,609	–
Total contract liabilities		**17,511**	**6,144**	20,102	10,053

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	2025	2024
Grants and contributions received in advance:		
Capital grants (to construct Council controlled assets)	**7,849**	2,698
Operating grants (received prior to performance obligation being satisfied)	**1,367**	5,702
User fees and charges received in advance:		
Deposits received in advance of services provided (e.g. caravan park fees, hire fees)	**4,609**	4,206
Total revenue recognised that was included in the contract liability balance at the beginning of the period	**13,825**	12,606

Significant changes in contract liabilities

Contract liabilities decreased from $30.2m in 2023/24 to $23.7m in 2024/25 primarily due to the expenditure of several large grants including:

- Frenchs Forest precinct support scheme of $2.9m
- Manly Dam reserve trail and boardwalk funds of $1.4m
- Queenscliff accessible ramp funds of $0.9m
- Essential Public Asset storm funds of $0.8m
- Manly Life Saving Club funds of $0.5M

The decrease in the contract liabilities was partly offset by the receipt of several grants relating to the construction of Council controlled assets. This included the the Permit/Play/Plug pilot program funding of $0.4m and the safe speed projects totalling $0.3m.

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

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Loans – secured	**2,579**	**14,869**	2,178	6,984
Total borrowings	**2,579**	**14,869**	2,178	6,984

(a) Changes in liabilities arising from financing activities

$ '000	2024 Opening Balance	Cash flows	Non-cash movements: Acquisition	Non-cash movements: Fair value changes	Non-cash movements: Other non-cash movement	2025 Closing balance
Loans – secured	9,162	**8,286**	**–**	**–**	**–**	**17,448**
Lease liabilities (Note C2-1b)	6,996	**(1,279)**	**–**	**–**	**–**	**5,717**
Total liabilities from financing activities	16,158	**7,007**	**–**	**–**	**–**	**23,165**

$ '000	2023 Opening Balance	Cash flows	Non-cash movements: Acquisition	Non-cash movements: Fair value changes	Non-cash movements: Other non-cash movement	2024 Closing balance
Loans – secured	12,526	(3,364)	–	–	–	9,162
Lease liabilities (Note C2-1b)	8,237	(1,241)	–	–	–	6,996
Total liabilities from financing activities	20,763	(4,605)	–	–	–	16,158

(b) Financing arrangements

$ '000	2025	2024
Total facilities		
Total financing facilities available to Council at the reporting date are:		
Bank overdraft facilities	**5,500**	5,500
Credit cards/purchase cards	**150**	150
Total financing arrangements	**5,650**	5,650
Drawn facilities		
Financing facilities drawn down at the reporting date are:		
– Credit cards/purchase cards	**53**	25
Total drawn financing arrangements	**53**	25
Undrawn facilities		
Undrawn financing facilities available to Council at the reporting date are:		
– Bank overdraft facilities	**5,500**	5,500
– Credit cards/purchase cards	**97**	125
Total undrawn financing arrangements	**5,597**	5,625

Additional financing arrangements information

Covenants, breaches and defaults

Council's loans are subject to covenants requiring ratio performance for 'Debt Service Cover' (> 1.5 : 1), 'Interest Cover' (> 3 : 1) and 'Unrestricted Cash Expense' (> 2 months) that is generally in line with benchmarks shown at Note H1-1. 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

$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Annual leave	**12,503**	**–**	12,455	–
Sick leave	**184**	**–**	222	–
Long service leave	**24,231**	**2,361**	22,915	2,001
Gratuities	**–**	**–**	8	–
Other leave	**214**	**–**	301	–
Total employee benefit provisions	**37,132**	**2,361**	35,901	2,001

Current employee benefit provisions not anticipated to be settled within the next twelve months

$ '000	2025	2024
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits [1]	**21,770**	20,225
	21,770	20,225

(1) Primarily relates to long service leave.

Material accounting policy information

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	2025 Current	2025 Non-Current	2024 Current	2024 Non-Current
Other provisions				
Self insurance – workers compensation	**1,705**	**4,327**	1,193	4,555
Sub-total – other provisions	**1,705**	**4,327**	1,193	4,555
Asset remediation/restoration:				
Asset remediation/restoration (future works)	**–**	**41,321**	–	40,878
Sub-total – asset remediation/restoration	**–**	**41,321**	–	40,878
Total provisions	**1,705**	**45,648**	1,193	45,433

Description of and movements in provisions

	Other provisions		
$ '000	Self insurance	Asset remediation	Total
2025			
At beginning of year	**5,748**	**40,878**	**46,626**
Additional provisions	**1,614**	**–**	**1,614**
Amounts used (payments)	**(1,330)**	**–**	**(1,330)**
Remeasurement effects	**–**	**(1,427)**	**(1,427)**
Unwinding of discount - asset remediation	**–**	**1,870**	**1,870**
Total other provisions at end of year	**6,032**	**41,321**	**47,353**
2024			
At beginning of year	4,675	41,479	46,154
Additional provisions	2,836	–	2,836
Amounts used (payments)	(1,763)	–	(1,763)
Remeasurement effects	–	(2,425)	(2,425)
Unwinding of discount - asset remediation	–	1,824	1,824
Total other provisions at end of year	5,748	40,878	46,626

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 2023 and updated by Kimbriki engineers and senior staff in the 2025 financial year. The projected cost of this restoration is $142.8m based on the updated 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 2.88% and the provision has been discounted to its present value at 4.74% 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 4.000% - 4.337% per annum and Bond Yields of 3.118% - 5.337% 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 2025;

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C3-5 Provisions (continued)

- Workers Compensation Claim payments projected into the future by the adopted actuarial model are in standardised values as at June 2025.

The last actuarial assessment of Workers Compensation claims was undertaken in July 2025 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 $1,000,000. Claims above $1,000,000 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 (2.ii).

C4 Reserves

C4-1 Nature and purpose of reserves

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*
Kimbriki Environmental Enterprises Pty Limited	Kimbriki Road, Ingleside, NSW

Interests in Subsidiary	***Ownership 2025***	*Ownership 2024*	***Voting rights 2025***	*Voting rights 2024*
Council's interest in Subsidiary	**96.16%**	96.16%	**96.16%**	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.

continued on next page ...

D1-1 Subsidiaries (continued)

Summarised financial information for the Subsidiary

$ '000	*2025*	*2024*
Summarised statement of comprehensive income		
Revenue	**44,905**	45,132
Expenses	**(39,599)**	(40,146)
Profit for the period	**5,306**	4,986
Total comprehensive income	**5,306**	4,986
Non-controlling interest share	**204**	191
Dividends paid to non-controlling interests	**154**	115
Summarised statement of financial position		
Current assets	**12,325**	28,210
Non-current assets	**44,275**	42,403
Total assets	**56,600**	70,613
Current liabilities	**7,665**	5,898
Non-current liabilities	**9,059**	26,138
Total liabilities	**16,724**	32,036
Net assets	**39,876**	38,577
Non-controlling interest share	**1,531**	1,481
Summarised statement of cash flows		
Cash flows from operating activities	**(6,955)**	10,264
Cash flows from investing activities	**(3,473)**	(6,387)
Cash flows from financing activities	**(4,720)**	(3,689)
Net increase (decrease) in cash and cash equivalents	**(15,148)**	188

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 **(i)** price risk, (ii) credit risk, **(iii)** liquidity risk and **(iv)** interest rate risk.

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 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 Council.

The fair value of receivables, loans, investments and financial liabilities approximates the carrying value.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. Council's finance section manages its cash and investments portfolio with the assistance of independent advisers. Council has an investment policy which complies with the Local Government Act and Ministerial Investment Order 625. The policy is regularly reviewed by Council and a monthly investment report is provided to Council setting out the make-up and performance of the portfolio as required by local government regulations.

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 a contracting entity will not complete its obligations under a financial instrument, resulting in a financial loss to Council.

Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from its independent advisers before placing any funds in cash and investments.

(a) Market risk – interest rate and price risk

$ '000	***2025***	*2024*
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	**2,300**	1,996
Impact of a 10% movement in price of investments		
– Equity / Income Statement	**50**	58

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E1-1 Risks relating to financial instruments held (continued)

(b) Credit risk

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 subject 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
2025				
Gross carrying amount	**–**	**6,809**	**1,639**	**8,448**
2024				
Gross carrying amount	–	7,172	1,532	8,704

Receivables - non-rates and annual charges
Council applies the simplified approach for non-rates and annual charges debtors to provide for expected credit losses prescribed by AASB 9, which permits the use of the lifetime expected loss provision. 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 as at 30 June 2025 is determined as follows. The expected credit losses incorporate forward-looking information.

$ '000	Not yet overdue	Overdue debts 0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	Total
2025						
Gross carrying amount	**12,532**	**574**	**963**	**119**	**1,756**	**15,944**
Expected loss rate (%)	**0.35%**	**2.26%**	**2.80%**	**23.53%**	**42.88%**	**5.43%**
ECL provision	**44**	**13**	**27**	**28**	**753**	**865**
2024						
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

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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*
2025							
Payables	**0.00%**	**25,783**	**31,893**	**–**	**–**	**57,676**	**57,676**
Borrowings	**5.10%**	**–**	**3,439**	**8,943**	**9,499**	**21,881**	**17,449**
Total financial liabilities		**25,783**	**35,332**	**8,943**	**9,499**	**79,557**	**75,125**
2024							
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
Total financial liabilities		24,409	33,844	5,145	3,619	67,017	64,819

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					
		Level 2 Significant observable inputs		*Level 3 Significant unobservable inputs*		*Total*	
$ '000	Notes	***2025***	*2024*	***2025***	*2024*	***2025***	*2024*
Recurring fair value measurements							
Financial assets							
At fair value through profit or loss	C1-2	**503**	577	**–**	–	**503**	577
Total financial assets		**503**	577	**–**	–	**503**	577
Investment property	C1-7						
Commercial Office and Retail		**7,140**	6,565	**–**	–	**7,140**	6,565
Total investment property		**7,140**	6,565	**–**	–	**7,140**	6,565
Infrastructure, property, plant and equipment	C1-6						
Operational Land		**430,647**	418,676	**–**	–	**430,647**	418,676
Community & Crown Land		**–**	–	**2,273,758**	2,109,546	**2,273,758**	2,109,546
Land Under Roads		**–**	–	**828**	769	**828**	769
Buildings		**–**	–	**690,482**	660,856	**690,482**	660,856
Roads Sealed		**–**	–	**521,048**	505,483	**521,048**	505,483
Roads Unsealed		**–**	–	**2,087**	1,599	**2,087**	1,599
Other Road Assets		**–**	–	**332,662**	319,682	**332,662**	319,682
Bridges		**–**	–	**17,534**	17,405	**17,534**	17,405
Footpaths		**–**	–	**109,679**	105,594	**109,679**	105,594
Drainage Infrastructure		**–**	–	**993,831**	955,958	**993,831**	955,958
Swimming Pools		**–**	–	**43,304**	41,483	**43,304**	41,483
Other Open Space/Recreational Assets		**–**	–	**150,632**	145,625	**150,632**	145,625
Other Infrastructure		**–**	–	**255,547**	245,547	**255,547**	245,547
Remediation asset		**–**	–	**13,978**	15,989	**13,978**	15,989
Total infrastructure, property, plant and equipment [1]		**430,647**	418,676	**5,405,370**	5,125,536	**5,836,017**	5,544,212

(1) Capital WIP and other IPPE assets not included above are carried at cost.

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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 2025*	*Valuation technique/s*	*Observable inputs*
Investments - at fair value through profit or loss	503	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	7,140	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	430,647	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

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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.

$ '000	*Fair value 2025*	*Valuation technique/s*	*Unobservable inputs* [1]
Infrastructure, property, plant and equipment			
Community Land and Crown Land	2,273,758	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	828	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	690,482	Replacement cost used to approximate fair value	Asset condition and remaining useful life
Roads Sealed	521,048	Unit rates per m2 and length	Asset condition and remaining useful life
Roads Unsealed	2,087	Unit rates per m2 and length	Asset condition and remaining useful life
Roads Other Assets	332,662	Unit rates per m2 and length	Asset condition and remaining useful life
Bridges	17,534	Replacement cost used to approximate fair value	Asset condition and remaining useful life
Footpaths	109,679	Unit rates per m2 and length	Asset condition and remaining useful life
Drainage Infrastructure	993,831	Unit rates per m2 and length	Asset condition and remaining useful life
Swimming Pools	43,304	Replacement cost used to approximate fair value	Asset condition and remaining useful life
Other Open Space/Recreational Assets	150,632	Replacement cost used to approximate fair value	Asset condition and remaining useful life
Other Infrastructure	255,547	Replacement cost used to approximate fair value	Asset condition and remaining useful life
Asset Remediation	13,978	Cost approach 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
Total	5,405,370		

(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.

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E2-1 Fair value measurement (continued)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy by class of assets is provided below:

	Total IPP&E	
$ '000	***2025***	*2024*
Opening balance	**5,125,536**	4,921,419
Total gains or losses for the period		
Recognised in profit or loss – realised (refer to Note B4-1)	**(1,918)**	(2,237)
Other movements		
Purchases/Acquisitions	**57,726**	49,189
Depreciation and impairment	**(39,841)**	(36,154)
Asset reclassification	**1,480**	–
Revaluations	**262,387**	193,319
Closing balance	**5,405,370**	5,125,536

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. Defined benefit superannuation contribution plans
Council is party to an Industry Defined Benefit Plan under Active Super – 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* for the following reasons:

– Assets are not segregated within the sub-group according to the employees of each sponsoring employer.

– 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.

– Benefits for employees of all sponsoring employers are determined according to the same formula and without regard to the sponsoring employer.

– The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, 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).

Description of the funding arrangements.

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 future service employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, employers are required to contribute 9.5% of salaries from 1 July 2025 to these members' accumulation accounts in line with the current level of superannuation guarantee contributions, which are paid in addition to members' defined benefits.

The past service contribution for each pooled employer is a share of the total past service contributions of $20.0 million 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. Given the funding postion of the Fund as at 30 June 2024, it was recommended to cease these past service contributions effective 1 January 2025.

The adequacy of contributions is assessed at each actuarial investigation which will be conducted annually, the next of which is due effective 30 June 2025.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) 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 Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

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E3-1 Contingencies (continued)

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2025 was $910,649.81. The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2024.

The amount of additional contributions included in the total employer contribution advised above is $263,789.75. Council's expected contribution to the plan for the next annual reporting period is $286,765.23.

The estimated employer reserves financial position for the pooled employers at 30 June 2025 is:

Employer reserves only *	$millions	Asset Coverage
Assets	2,197.60	
Past Service Liabilities	2,092.00	105.0%
Vested Benefits	2,130.40	103.2%

* excluding member accounts and reserves in both assets and liabilities.

The share of this deficit that is broadly attributed to the Council is estimated to be 2.71% as at 30 June 2025.

Council's share of that deficiency cannot be accurately calculated as the scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

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	2.5% per annum

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.

2. Guarantees

(i) 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.

(ii) Workers Compensation

Council has decided to self-insure for workers compensation for claims up to $1,000,000. Claims above $1,000,000 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.

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E3-1 Contingencies (continued)

(iii) 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 $154,085 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.

3. 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 2025, Council was party to 29 Class 1 appeals, 1 Class 2 appeal and 1 Class 4 appeal in the Land & Environment Court. In addition, Council was a party to 2 matters in the Court of Appeal 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 proceedings 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.

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E3-1 Contingencies (continued)

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 several natural disasters over the last few years. Ongoing cleanup and remediation works were carried out in the 2025 financial year. Council is seeking relief funding through the Commonwealth and State Government arrangements. Outstanding claims from these events amount to around $0.5m, subject to verification by government agencies.

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, five Directors, one Chief Financial Officer and one Public Officer.

The aggregate amount of KMP compensation included in the Income Statement is:

$ '000	*2025*	*2024*
Compensation:		
Short-term benefits	**3,872**	3,680
Post-employment benefits	**306**	294
Other long-term benefits	**103**	98
Termination benefits	**–**	161
Total	**4,281**	4,233

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 will not be disclosed.

During the financial years 2025 and 2024 there were no other material transactions with KMP and their related parties.

F1-2 Councillor and Mayoral fees and associated expenses

$ '000	*2025*	*2024*

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	**110**	105
Councillors' fees	**565**	543
Other Councillors' expenses (including Mayor)	**226**	123
Total	**901**	771

F1-3 Other related parties

$ '000	*Transactions during the year*	*Outstanding balances including commitments*	*Terms and conditions*
2025			
Subsidiary - Kimbriki Environmental Enterprises Pty Limited			
Tipping fees	**13,517**	**1,052**	
Lease income	**3,511**	**(80)**	Payable on the 1st of each month
Dividends	**3,853**	**–**	
Works contributions to asset remediation	**541**	**–**	Payable monthly in advance
2024			
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	–	

F2 Other relationships

F2-1 Audit fees

$ '000	***2025***	*2024*

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 of financial statements	**257**	250
Remuneration for audit and other assurance services	**257**	250

G Other matters

G1-1 Statement of Cash Flows information

(a) Reconciliation of net operating result to cash provided from operating activities

$ '000	*2025*	*2024*
Net operating result from Income Statement	**61,492**	44,148
Add / (less) non-cash items:		
Depreciation and amortisation	**53,471**	48,975
(Gain) / loss on disposal of assets	**532**	545
Non-cash capital grants and contributions	**(14,087)**	(160)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investments classified as 'at fair value' or 'held for trading'	**(18)**	(25)
– Investment property	**(575)**	(245)
Unwinding of discount rates - asset remediation	**1,870**	1,824
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	**3,481**	(5,215)
Increase / (decrease) in provision for doubtful debts	**41**	161
(Increase) / decrease of inventories	**11**	(20)
(Increase) / decrease in other assets	**1,948**	(1,620)
Increase / (decrease) in payables	**(3,725)**	1,320
Increase / (decrease) in accrued interest payable	**28**	(59)
Increase / (decrease) in other accrued expenses payable	**3,883**	4,332
Increase / (decrease) in other liabilities	**1,833**	2,156
Increase / (decrease) in contract liabilities	**(6,500)**	(5,703)
Increase / (decrease) in employee leave entitlements	**1,591**	1,305
Increase / (decrease) in other provisions	**285**	1,072
Net cash flows from operating activities from Statement of Cash Flows	**105,561**	92,791

(b) Non-cash investing and financing activities

Non Cash Contributions - Land and Infrastructure	**14,087**	160
Total non-cash investing and financing activities	**14,087**	160

G2-1 Commitments

Capital commitments (exclusive of GST)

$ '000	*2025*	*2024* [1]
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]	**4,722**	17,424
Plant and equipment	**177**	103
Infrastructure	**10,801**	12,105
Total commitments	**15,700**	29,632

Details of capital commitments
Contractual commitments for capital works currently being undertaken.

(1) FY24 restated to move Warriewood community centre from infrastructure to buildings - $15.2m.

(2) Significant decrease in 2025 land and buildings capital commitments due to the progression of the Warriewood community centre project.

G3 Statement of developer contributions

G3-1 Summary of developer contributions

$ '000	Opening balance at 1 July 2024	Contributions received during the year: Cash	Non-cash Land	Non-cash Other	Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025	Cumulative balance of internal borrowings (to)/from
Drainage	8,728	–	–	–	432	–	–	9,160	–
Roads	(3,129)	–	–	–	(171)	(548)	–	(3,848)	–
Open space	3,355	–	–	–	159	(288)	–	3,226	–
Community facilities	10,029	–	–	–	281	(5,386)	–	4,924	–
Other	3,110	997	–	–	135	(2,833)	2,767	4,176	(2,767)
Local Infrastructure (Repealed Plan) [1]	511	–	–	–	18	(227)	–	302	–
S7.11 contributions – under a plan	22,604	997	–	–	854	(9,282)	2,767	17,940	(2,767)
S7.12 levies – under a plan	24,026	11,596	–	–	1,202	(8,846)	(2,767)	25,211	2,767
Total S7.11 and S7.12 revenue under plans	46,630	12,593	–	–	2,056	(18,128)	–	43,151	–
S7.4 planning agreements	756	–	–	–	37	–	–	793	–
S7.11 not under plans	72	–	–	–	–	–	–	72	–
Less: Land (S7.11 not under plans)	(72)	–	–	–	–	–	–	(72)	–
Total contributions	47,386	12,593	–	–	2,093	(18,128)	–	43,944	–

(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

$ '000	Opening balance at 1 July 2024	Contributions received during the year: Cash	Non-cash Land	Non-cash Other	Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025	Cumulative balance of internal borrowings (to)/from
S7.11 contributions – under a plan									
Former Manly Council - Residential, Commercial, Tourist, Other									
Local Infrastructure (Repealed Plan)	511	–	–	–	18	(227)	–	302	–
Total	511	–	–	–	18	(227)	–	302	–
Former Pittwater Council - Contribution Plan - Warriewood Valley and Material Public Works									
Drainage	8,728	–	–	–	432	–	–	9,160	–
Roads	(3,129)	–	–	–	(171)	(548)	–	(3,848)	–
Open space	3,355	–	–	–	159	(288)	–	3,226	–
Community facilities	10,029	–	–	–	281	(5,386)	–	4,924	–
Other	(377)	–	–	–	(19)	(93)	–	(489)	–
Total	18,606	–	–	–	682	(6,315)	–	12,973	–
Dee Why Town Centre Contribution Plan									
Other	3,487	997	–	–	181	–	–	4,665	–
Total	3,487	997	–	–	181	–	–	4,665	–
Frenchs Forest Contribution Plan									
Other [1]	–	–	–	–	(27)	(2,740)	2,767	–	(2,767)
Total	–	–	–	–	(27)	(2,740)	2,767	–	(2,767)
S7.12 Levies – under a plan									
Former Warringah Council - s7.12 contribution plan									
Local Infrastructure (Repealed Plan)	4,530	892	–	–	187	(1,172)	–	4,437	–
Total	4,530	892	–	–	187	(1,172)	–	4,437	–
Northern Beaches Council - s7.12 contribution plan									
Other	19,496	10,704	–	–	1,015	(7,674)	(2,767)	20,774	2,767
Total	19,496	10,704	–	–	1,015	(7,674)	(2,767)	20,774	2,767

(1) 32 Rabbett Street Frenchs Forest rental income of $62k has been restricted under this plan. Refer note B2-6.

G3-3 Contributions not under plans

$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other					
Former Warringah Council									
Land	72	–	–	–	–	–	–	**72**	–
Total	72	–	–	–	–	–	–	**72**	–

G3-4 S7.4 planning agreements

Roads	756	–	–	–	**37**	–	–	**793**	–
Total	756	–	–	–	**37**	–	–	**793**	–

End of the audited financial statements

H1 Statement of performance measures

H1-1 Statement of performance measures – consolidated results

$ '000	Amounts 2025	Indicator 2025	Indicator 2024	Benchmark
1. Operating performance ratio				
Total continuing operating revenue excluding capital grants and contributions less operating expenses [1,2]	17,204	3.98%	3.73%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions [1]	432,628			
2. Own source operating revenue ratio				
Total continuing operating revenue excluding all grants and contributions [1]	408,102	85.56%	87.37%	> 60.00%
Total continuing operating revenue [1]	476,958			
3. Unrestricted current ratio				
Current assets less all external restrictions	188,535	2.53x	2.18x	> 1.50x
Current liabilities less specific purpose liabilities	74,543			
4. Debt service cover ratio				
Operating result before capital excluding interest and depreciation/impairment/amortisation [1]	73,240	8.71x	6.85x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	8,407			
5. Rates and annual charges outstanding percentage				
Rates and annual charges outstanding	9,562	3.54%	3.83%	< 5.00%
Rates and annual charges collectable	270,478			
6. Cash expense cover ratio				
Current year's cash and cash equivalents plus all term deposits	229,973	7.04 months	6.40 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities	32,668			

(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.

Northern Beaches Council

General Purpose Financial Statements

for the year ended 30 June 2025

Independent Auditor’s Reports:

On the Financial Statements (Sect 417 [2])

Independent Auditor's Report

[Council's Audit Report to be inserted here when available]

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Northern Beaches Council

General Purpose Financial Statements

for the year ended 30 June 2025

Independent Auditor’s Reports: (continued)

On the Financial Statements (Sect 417 [3])

Independent Auditor's Report

[Council's audit report to be inserted here when available]

Northern Beaches Council

SPECIAL SCHEDULES

for the year ended 30 June 2025

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 2025

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Northern Beaches Council

Permissible income for general rates

$ '000	*Calculation 2024/25*	***Calculation 2025/26***
Notional general income calculation [1]		
Last year notional general income yield	188,185	**197,690**
Plus or minus adjustments [2]	153	**382**
Notional general income	**188,338**	**198,072**
Permissible income calculation		
Percentage increase	4.90%	**12.10%**
Plus percentage increase amount [3]	9,229	**23,966**
Sub-total	**197,567**	**222,038**
Plus (or minus) last year's carry forward total	9	**4**
Less valuation objections claimed in the previous year	–	**(118)**
Sub-total	**9**	**(114)**
Total permissible income	197,576	**221,924**
Less notional general income yield	197,690	**221,929**
Catch-up or (excess) result	(114)	**(5)**
Plus income lost due to valuation objections claimed [4]	118	**6**
Carry forward to next year [5]	4	**1**

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 2025

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard $ '000	Estimated cost to bring to the agreed level of service set by Council $ '000	2024/25 Required maintenance [a] $ '000	2024/25 Actual maintenance $ '000	Net carrying amount $ '000	Gross replacement cost (GRC) $ '000	Assets in condition as a percentage of gross replacement cost 1	2	3	4	5
Buildings	Buildings	2,438	2,438	18,579	18,866	690,482	1,017,039	26.6%	62.6%	10.4%	0.1%	0.3%
	Sub-total	**2,438**	**2,438**	**18,579**	**18,866**	**690,482**	**1,017,039**	**26.6%**	**62.6%**	**10.4%**	**0.1%**	**0.3%**
Roads	Sealed roads	14,691	14,691	9,714	10,321	521,048	650,712	25.6%	47.6%	21.6%	4.6%	0.6%
	Unsealed roads	41	41	14	11	2,087	2,294	29.3%	60.9%	5.3%	4.5%	0.0%
	Bridges	924	924	213	23	17,534	24,308	26.5%	38.1%	25.9%	9.5%	0.0%
	Footpaths	1,746	1,746	3,463	2,280	109,679	153,805	20.1%	16.4%	60.7%	2.8%	0.0%
	Other road assets	2,137	2,137	4,781	2,369	332,661	489,964	7.5%	19.8%	71.6%	1.1%	0.0%
	Sub-total	**19,539**	**19,539**	**18,185**	**15,004**	**983,009**	**1,321,083**	**18.3%**	**33.5%**	**44.7%**	**3.2%**	**0.3%**
Stormwater drainage	Stormwater drainage	23,657	23,657	4,979	3,366	993,831	1,221,967	8.4%	60.8%	26.2%	4.4%	0.2%
	Sub-total	**23,657**	**23,657**	**4,979**	**3,366**	**993,831**	**1,221,967**	**8.4%**	**60.8%**	**26.2%**	**4.4%**	**0.2%**
Open space / recreational assets	Swimming pools	232	232	1,019	1,032	43,304	52,180	32.7%	38.0%	28.7%	0.0%	0.6%
	Other	1,463	1,463	5,587	6,153	150,632	178,861	31.4%	57.3%	9.4%	1.8%	0.1%
	Sub-total	**1,695**	**1,695**	**6,606**	**7,185**	**193,936**	**231,041**	**31.7%**	**52.9%**	**13.8%**	**1.4%**	**0.2%**
Other infrastructure assets	Other	1,999	1,999	5,141	4,487	255,547	301,034	22.4%	57.4%	18.9%	0.9%	0.4%
	Sub-total	**1,999**	**1,999**	**5,141**	**4,487**	**255,547**	**301,034**	**22.4%**	**57.4%**	**18.9%**	**0.9%**	**0.4%**
	Total – all assets	**49,328**	**49,328**	**53,490**	**48,908**	**3,116,805**	**4,092,164**	**18.5%**	**51.7%**	**27.0%**	**2.5%**	**0.3%**

(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 2025

Infrastructure asset performance indicators (consolidated) *

$ '000	*Amounts 2025*	*Indicator 2025*	*Indicator 2024*	*Benchmark*
Buildings and infrastructure renewals ratio				
Asset renewals [1]	34,518	87.93%	94.55%	> 100.00%
Depreciation, amortisation and impairment	39,257			
Infrastructure backlog ratio				
Estimated cost to bring assets to a satisfactory standard	49,328	1.56%	1.52%	< 2.00%
Net carrying amount of infrastructure assets	3,171,064			
Asset maintenance ratio				
Actual asset maintenance	48,908	91.43%	98.11%	> 100.00%
Required asset maintenance	53,490			
Cost to bring assets to agreed service level				
Estimated cost to bring assets to an agreed service level set by Council	49,328	1.19%	1.17%	
Gross replacement cost	4,146,423			

(*) 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.

northern beaches council

PROPOSED

Net Budget Rollovers

from 2024/25 to 2025/26

October 2025

2025/637811

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Northern Beaches Council

2025/26 Income and operating expenses budget review statement

For the net rollover of budgets from the 2024/25 financial year

	ORIGINAL Budget 2025/26 $'000	Recommended net rollovers from 2024/25 for Council resolution $'000	PROPOSED Budget 2025/26 $'000
Income from Continuing Operations			
Rates and annual charges	285,258	-	285,258
User charges and fees	104,424	-	104,424
Investment fees and revenues	8,231	-	8,231
Other revenues	21,313	(38)	21,275
Grants and contributions - operating purposes	20,679	1,244	21,923
Grants and contributions - capital purposes	7,225	1,094	8,319
Other income	7,069	-	7,069
Gains on disposal of assets	503	-	503
Total Income from Continuing Operations	**454,701**	**2,300**	**457,001**
Expenses from Continuing Operations			
Employee benefits and oncosts	(178,274)	-	(178,274)
Borrowing costs	(3,037)	-	(3,037)
Materials and services	(187,083)	(1,439)	(188,522)
Depreciation and amortisation	(54,594)	-	(54,594)
Other expenses	(22,344)	-	(22,344)
Total Expenses from Continuing Operations	**(445,333)**	**(1,439)**	**(446,772)**
Surplus / (deficit) from continuing operations	**9,369**	**861**	**10,230**
Surplus / (deficit) excluding capital grants and contributions	**2,143**	**(233)**	**1,911**
Operating Budget Reserve Transfers (to) / from			
Externally restricted reserves and tied grants recognised as income in prior years		584	
Internally restricted reserves		-	
Working capital - 2024/25 operating budget		(351)	
Total Reserve Transfers (to)/from		**233**	
Net rollovers from operating budget - favourable increase		**0**	

Northern Beaches Council

Operating budget proposed rollovers from 2024/25 to 2025/26

Trim Reference:2025/572327

	EXPENDITURE				SOURCE OF FUNDS					
Project Description	Bring fwd from 2024/25	Roll over to 2025/26	Roll over to 2026/27	Comments	Externally Restricted Reserves	Internally Restricted Reserves	Unexpended Grants	New Grants	Fees	Carry Over Works
Enterprise Resource Planning (ERP) System	-	-	(1,513,300)	Funds to be rolled into FY26/27	(181,624)	-	-	-	-	(1,331,676)
Aboriginal Heritage Database Grant	-	(18,680)		Multi-year grant funded program to continue in 2025/26	-	-	(18,680)	-	-	-
Community Development Projects2	-	(4,121)		Multi-year grant funded program to continue in 2025/26	-	-	(4,121)	-	-	-
Community Services Special Projects1	-	(560)		Multi-year grant funded program to continue in 2025/26	-	-	(560)	-	-	-
Manly Place Plan	-	(173,760)		Multi-year grant funded program to continue in 2025/26	-	-	(173,760)	-	-	-
Clean and Green Northern Beaches	-	(188,078)		Multi-year grant funded program to continue in 2025/26	-	-	(188,078)	-	-	-
Illegal dumping prevention	-	(18,811)		Multi-year grant funded program to continue in 2025/26	-	-	(18,811)	-	-	-
Social Cohesion Grant 2024/25	-	(6,073)		Multi-year grant funded program to continue in 2025/26	-	-	(6,073)	-	-	-
WASM Litter Prevention Grants Intake 1	-	(15,813)		Multi-year grant funded program to continue in 2025/26	-	-	(15,813)	-	-	-
Weed Action Plan	-	(2,111)		Multi-year grant funded program to continue in 2025/26	-	-	(2,111)	-	-	-
Live and Local Program	-	(349)		Multi-year grant funded program to continue in 2025/26	-	-	(349)	-	-	-
Jamieson CRIFP Grant	-	(6,007)		Multi-year grant funded program to continue in 2025/26	-	-	(6,007)	-	-	-
PEF - Currawong Environmental Project	-	(13,111)		Multi-year grant funded program to continue in 2025/26	-	-	(13,111)	-	-	-
Mona Vale Place Plan	-	(31,483)		Multi-year grant funded program to continue in 2025/26	-	-	(31,483)	-	-	-

	EXPENDITURE				SOURCE OF FUNDS					
Project Description	Bring fwd from 2024/25	Roll over to 2025/26	Roll over to 2026/27	Comments	Externally Restricted Reserves	Internally Restricted Reserves	Unexpended Grants	New Grants	Fees	Carry Over Works
RSPCA CAT Grant	-	(3,882)		Multi-year grant funded program to continue in 2025/26	-	-	(3,882)	-	-	-
Office of Environment and Heritage Grant Projects	-	(36,000)		Multi-year grant funded program to continue in 2025/26	-	-	(36,000)	-	-	-
Governor Phillip Dunes Palm Beach – CRIF	-	(10,676)		Multi-year grant funded program to continue in 2025/26			(10,676)			
Restoration of urban Ck - South Creek	-	11,531		Multi-year grant funded program to continue in 2025/26			11,531			
Brookvale Structure Plan Implementation	-	(192,072)		Multi-year grant funded program to continue in 2025/26			(65,572)	(256,500)		130,000
Cheryl Crescent Landslip - AGRN 1012	-	(373,805)		Disaster recovery works in progress			-	(440,000)		66,195
Storm Feb-Mar 2022-Reconstruction Works-AGRN 1012	-	(227,468)		Storm Damage Damage 2022 Recronstruction Works - Awaiting natural disaster claim payment	-	-	-	(227,468)	-	
Aboriginal Heritage Office	-	(127,781)		Aboriginal Heritage Office program funds to be rolled forward to 2025/26						(127,781)
0	-				-	-	-	-	-	-
	-	**(1,439,111)**	**(1,513,300)**	-	**(181,624)**	**-**	**(583,556)**	**(923,968)**	**-**	**(1,263,262)**

	EXPENDITURE				SOURCE OF FUNDS					
Project Description	Bring fwd from 2024/25	Roll over to 2025/26	Roll over to 2026/27	Comments	Externally Restricted Reserves	Internally Restricted Reserves	Unexpended Grants	New Grants	Fees	Carry Over Works
Severe Weather and Storms 15 January 2025 - AGRN 1170	Storm Damage November 2019 - awaiting natural disaster claim payment				-	-	-	(103,979)	-	103,979
Storm 26 Nov 2019 - AGRN 878	Storm Damage January 2025 - awaiting natural disaster claim payment				-	-	-	(179,214)	-	179,214
Storm 19 Dec 2021 - AGRN 993	Storm Damage December 2021 - awaiting natural disaster claim payment				-	-	-	(37,042)	-	37,042
Environmental Art & Design Prize	Environmental Art & Design Prize sponsorship funds received in 2024/25 to be spent in 2025/26				-	-	-	-	37,725	(37,725)
				Total income adjustment	**-**	**-**	**-**	**(320,235)**	**37,725**	**282,510**
				TOTAL OPERATING ROLLOVERS FUNDING	**(181,624)**	**-**	**(583,556)**	**(1,244,203)**	**37,725**	**(980,752)**

Northern Beaches Council

Capital expenditure budget proposed rollovers from 2024/25 to future years

Trim Reference: 2025/516422

Job Description	EXPENDITURE			Comments	SOURCE OF FUNDS					
	Bring fwd from 2025/26	Roll over to 2025/26	Roll over to 2026/27		Developer Contributions	Externally Restricted Reserves	Internally Restricted Reserves	Unexpended Grants	New Grants	Carry Over Works
E2100. Digital and IT										
CR05127. IT infrastructure and devices – replacements		(55,526)		Projects underway for keyless building entry and printer consolidation.						(55,526)
Total E2100. Digital and IT	-	**(55,526)**	-		-	-	-	-	-	**(55,526)**
E2350. Library Services										
CN01158. Library local priority grant purchases		(43,360)		Ongoing project funded through Local Priority Grants.				(43,360)		
Total E2350. Library Services	-	**(43,360)**	-		-	-	-	**(43,360)**	-	-
E4050. Transport & Civil Infrastructure										
CN01010. New footpaths		(9,102)		Ongoing program to continue in 2025/26.	(9,102)					
CN01011. New traffic facilities		(1,177,902)		Ongoing program to continue in 2025/26.	160,000				(1,319,823)	(18,079)
CN01018. Scotland Island roads and drainage improvements		(275,804)		Multi-year project to continue in 2025/26.				34,322		(310,126)
CN01020. Warriewood Valley – traffic and transport infrastructure		(78,653)		Project contract to be awarded in 2025/26.	(78,653)					
CN01028. Bike Plan implementation - new works		(95,042)		Project rescheduled to commence in 2025/26.				(95,042)		
CN01059. Church Point - new infrastructure		(202,664)		Project delayed due to extended engagement with residents on the proposed design.	(202,664)					
CN01107. Kerb and gutter new works	58,621			Lindley Avenue, Narrabeen kerb and gutter project proceeded ahead of schedule.	58,621					

	EXPENDITURE				SOURCE OF FUNDS					
Job Description	Bring fwd from 2025/26	Roll over to 2025/26	Roll over to 2026/27	Comments	Developer Contributions	Externally Restricted Reserves	Internally Restricted Reserves	Unexpended Grants	New Grants	Carry Over Works
CN01182. Traffic facility delivery - accelerated		(55,215)		Project rescheduled to 2025/26 pending detailed designs of concept proposals.				(55,215)		
CN01198. Safer schools infrastructure		(26,313)		Multi-year grant funded project to continue in 2025/26.					(26,313)	
CN01222. Active Transport Corridor Project		(32,923)		Project delayed due to extended engagement with local stakeholders on the proposed design. Project construction expected to commence in August 2025.				(32,923)		
CN01244. Pedestrian and cyclist bridge Pittwater Road, Queenscliff		(250,000)	(391,625)	Multi-year project with construction expected to commence on site in August / September 2025.					(641,625)	
CR05009. Bus stop renewal works		(63,991)		Manly shelters renewal delayed due to contractor availability.						(63,991)
CR05011. Footpath renewal works	74,523			Ongoing program slightly ahead of schedule.						74,523
CR05012. Kerb and gutter renewal works	75,121			Ongoing program slightly ahead of schedule.						75,121
CR05013. Retaining wall renewal works		(81,678)		Works at Moore Street, Balgowlah Heights to continue into 2025/26.						(81,678)
CR05014. Road resheeting program	464,476			Ongoing program progressed ahead of schedule.					197,464	267,012
CR05070. Major plant renewal		(1,490,991)		Plant delivery deferred to 2025/26 due to manufacturing and transport issues.			(1,490,991)			
CR05071. Light fleet renewal		(749,223)		Fleet delivery deferred to 2025/26 due to manufacturing and transport issues.			(749,223)			
CR05074. Tidal pools refurbish		(36,397)		Paradise Pool refurbishment to continue into 2025/26						(36,397)
CR05075. Bridge renewal works		(20,297)		Stuart Sommerville bridge works to commence in 2025/26.						(20,297)
CR05081. Wharves works program			(726,666)	Wharf works prgram rephased to 2025/26.						(726,666)
Total E4050. Transport & Civil Infrastructure	**672,741**	**(4,646,195)**	**(1,118,291)**		**(71,798)**	**-**	**(2,240,214)**	**(148,858)**	**(1,790,297)**	**(840,578)**
E4100. Parks & Open Space										
CN01116. Freshwater Beach masterplan implementation		(23,080)		Project defects to be rectified after completion.						(23,080)

	EXPENDITURE				SOURCE OF FUNDS					
Job Description	Bring fwd from 2025/26	Roll over to 2025/26	Roll over to 2026/27	Comments	Developer Contributions	Externally Restricted Reserves	Internally Restricted Reserves	Unexpended Grants	New Grants	Carry Over Works
CN01147. South Curl Curl accessible boardwalk and path		(9,424)		Ongoing project to be completed in 2025/26.				(9,424)		
CN01168. Clontarf masterplan implementation		(92,224)		Ongoing project to be completed in 2025/26.						(92,224)
CN01188. Avalon Place Plan implementation		(32,956)		Fitness equipment scheduled for installation in August / September.	(32,956)					
CN01199. Frenchs Forest precinct park upgrades		(40,000)		Akora Reserve upgrade rescheduled to 2025/26.				(40,000)		
CN01210. Manly Dam mountain bike trail upgrade		(128,687)		Project delayed due to specialist contractor unavailability. Works expected completed early 2025/26.	(128,687)					
CR05000. Sportsfield renewal program		(581,864)		Aquatic Reserve upgrades delayed due to wet weather.						(581,864)
CR05004. Playground renewal program		(33,168)		Ongoing program to continue in 2025/26.						(33,168)
Total E4100. Parks & Recreation	-	**(941,403)**	-		**(161,643)**	-	-	**(49,424)**	-	**(730,336)**
E4150. Environment & Resilience										
CN01007. Collaroy-Narrabeen coastal protection works		(944,796)		Works at Stuart Street delayed due to high swells and low sand levels on the beach.					(365,008)	(579,788)
CN01045. Planned stormwater new works	120,600			Ongoing program progressed ahead of schedule.		120,600				
Total E4150. Environment & Climate Change	**120,600**	**(944,796)**	-		-	**120,600**	-	-	**(365,008)**	**(579,788)**
E4200. Property, Building & Beach Services										
CN01096. Mona Vale Library - upgrades and new works		(202,263)		Mona Vale Library book return room relocation to continue in 2025/26.			(202,263)			
CN01255. Frank Gray Reserves amenities upgrade		(331,720)		Multi-year project to complete in 2025/26.					(154,000)	(177,720)
CN01259. Pittwater Rugby Park	303,260			Multi-year project progressed ahead of schedule.					350,000	(46,740)

	EXPENDITURE				SOURCE OF FUNDS					
Job Description	Bring fwd from 2025/26	Roll over to 2025/26	Roll over to 2026/27	Comments	Developer Contributions	Externally Restricted Reserves	Internally Restricted Reserves	Unexpended Grants	New Grants	Carry Over Works
CR05038. Library buildings works program	29,570			Terrey Hills Library roof replacement project proceeded ahead of schedule.						29,570
CR05066. Emergency buildings works program	37,332			Multi-year project progressed ahead of schedule.					10,000	27,332
CR05107. Manly Aquatic Centre renewal works		(102,615)		The replacement of the outdoor light poles and luminaires continue in 2025/26.						(102,615)
CR05136. Surf Life Saving Club minor renewal works		(606,451)		Warriewood SLSC works behind schedule due to design changes.				(131,478)		(474,973)
CR05168. Boondah Reserve amenities upgrade		(33,793)		Project delayed due to additional engagement with key users on the proposed design. The project construction will commence in 2025/26.				(33,793)		
Total E4200. Property	**370,162**	**(1,276,842)**	-		-	-	**(202,263)**	**(165,271)**	**206,000**	**(745,146)**
E4250. Waste Management & Cleansing										
CR05147. Public place bin enclosures		(19,248)		Ongoing program to continue in 2025/26.						(19,248)
Total E4250. Waste Management & Cleansing	-	**(19,248)**	-		-	-	-	-	-	**(19,248)**
E4300. Capital Projects										
CN01031. Connecting Communities - footpaths programs		(103,900)		Multi-year project with the construction for the Newport to The Serpentine section of the Coast Walk slightly behind schedule.				(103,900)		
CN01032. Connecting Communities - cycleways program		(495,077)		Multi-year project with the construction for the Newport to The Serpentine section of the Coast Walk slightly behind schedule.				(495,077)		
CN01068. Warriewood Valley Community Centre		(1,769,439)		Construction works slightly behind schedule and completion expected in late 2025.						(1,769,439)
CN01225. Warringah Recreation Centre, North Manly upgrades		(465,933)		Multi-year project to continue in 2025/26.	(825,833)			359,900		
Total E4300. Capital Projects	-	**(2,834,349)**	-		**(825,833)**	-	-	**(239,077)**	-	**(1,769,439)**

	EXPENDITURE				SOURCE OF FUNDS					
Job Description	Bring fwd from 2025/26	Roll over to 2025/26	Roll over to 2026/27	Comments	Developer Contributions	Externally Restricted Reserves	Internally Restricted Reserves	Unexpended Grants	New Grants	Carry Over Works
E4255. Kimbriki										
CR05100. Kimbriki renewal program		(58,695)		Multi-year project to continue in 2025/26.						(58,695)
Total E4255. Kimbriki	-	**(58,695)**	-		-	-	-	-	-	**(58,695)**
TOTAL CAPITAL ROLLOVERS	**1,163,503**	**(10,820,414)**	**(1,118,291)**		**(1,059,274)**	**120,600**	**(2,442,477)**	**(645,990)**	**(1,949,305)**	**(4,798,756)**

		SOURCE OF FUNDS				
Summary:	Capital Expendure 2025/26	Developer Contributions	Externally Restricted Reserves	Internally Restricted Reserves	Unexpended Grants	New Grants	Working Capital / Depreciation
Original 2025/26 Budget	104,998,220	14,277,706	2,767,749	18,971,235	8,786,838	15,317,643	44,877,049
Net rollovers to 2025/26	9,656,911	1,059,274	(120,600)	2,442,477	645,990	1,949,305	4,798,756
Proposed 2025/26 Budget*	**114,655,131**	**15,336,980**	**2,647,149**	**21,413,712**	**9,432,828**	**17,266,948**	**49,675,805**

** The rollover of $1,118,291 to 2026/27 will be incorporated into the Draft 2026/27 budget*
Funding for these capital jobs will be held appropriate reserves (as detailed above) until spent

Carry over works reserve

Postive value = rollover to a future period Negative value = funds brought forward from a future period or income yet to be received.	CLOSING BALANCE 30/06/2025
Capital expenditure funding	
CN01068. Warriewood Valley Community Centre	2,105,248
CN01142. Manly Life Saving Club	1,700,000
CN01225. Warringah Recreation Centre, North Manly upgrades	1,500,000
CN01261. Jamieson Park Sailing and Recreation Facility	2,009,605
CR05001. Reserves renewal program	80,719
CR05042. Operational buildings works program	(92,000)
CR05076. Glen Street Theatre renewal works	(107,000)
CN01007. Collaroy-Narrabeen coastal protection works	959,788
CR05007. Planned stormwater renewal works	1,320,000
CR05136. Surf Life Saving Club minor renewal works	467,000
CN01259. Pittwater Rugby Park	496,740
CR05005. Rockpool renewal program	289,000
CR05127. IT infrastructure and devices – replacements	55,526
CN01018. Scotland Island roads and drainage improvements	310,126
CR05009. Bus stop renewal works	63,991
CR05011. Footpath renewal works	(74,523)
CR05012. Kerb and gutter renewal works	(75,121)
CR05013. Retaining wall renewal works	81,678
CR05014. Road resheeting program	(267,012)
CR05074. Tidal pools refurbish	36,397
CR05075. Bridge renewal works	20,297
CR05081. Wharves works program	726,666
CN01116. Freshwater Beach masterplan implementation	23,080
CN01168. Clontarf masterplan implementation	92,224
CR05000. Sportsfield renewal program	581,864
CR05004. Playground renewal program	33,168
CN01255. Frank Gray Reserves amenities upgrade	177,720
CR05038. Library buildings works program	(29,570)
CR05066. Emergency buildings works program	(27,332)
CR05107. Manly Aquatic Centre renewal works	102,615
CR05136. Surf Life Saving Club minor renewal works	474,973
CR05147. Public place bin enclosures	19,248
TOTAL CAPEX	**13,055,115**
Operating expenditure funding	
32511000. Enterprise Resource Planning (ERP) System	15,646,012
42511004. Brookvale Structure Plan Implementation	(130,000)
39031005. Cheryl Crescent Landslip - AGRN 1012	(66,195)
42521000. Aboriginal Heritage Office	127,781
39051008. Severe Weather and Storms 15 January 2025 - AGRN 1170	(103,979)
39051003. Storm 26 Nov 2019 - AGRN 878	(179,214)
38011007. Storm 19 Dec 2021 - AGRN 993	(37,042)
43681004. Environmental Art & Design Prize	37,725
TOTAL OPEX	**15,295,088**
GRAND TOTAL - CARRY OVERS	**28,350,203**



Draft Customer Experience Strategy 2030

northern beaches council


We acknowledge the Traditional Custodians of these lands
and show respect to Elders, past, present and emerging.

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Document information
First year of plan - 2025/26
Draft presented: 21 October 2025 - 25CUST0315

Message from the Mayor

Supporting our community, economy and environment to be strong and resilient.



One of the key principles for local government is recognising the diverse needs and interests of our communities while providing the best possible value for residents and ratepayers. One of the ways we achieve this is through a strong focus on the customer experience.

This 5-year Customer Experience Strategy, will:

- enhance the experience for our digital users
- make it easier to interact with us by improving our service delivery
- listen to customer feedback and ensure insight-led decision making.

In our fast-paced and highly connected world, customers have become more discerning, and their expectations have changed significantly. With the advent of technology and social media, customers have access to more information and they are increasingly looking for personalised and convenient experiences. We must recognise and adapt to these changing expectations to remain relevant and provide high-quality services to our community.

One of the key drivers of the changing customer expectations is the rise of digital technology. Customers now expect to be able to interact with local government through a variety of digital channels, including websites, social media and mobile apps. They also expect to be able to access information and services at any time and from anywhere, without the need to visit physical offices or make phone calls. This trend is particularly important for younger customers who have grown up with technology and have come to expect seamless digital experiences.

Another important factor is the increasing importance of overall customer experience. Customers are looking for more than good service; they want to be valued. They expect to be treated as individuals and have their unique needs and preferences taken into account.

This is why customer experience has become a critical factor in the success of local government. A positive customer experience is a key driver in customer satisfaction and organisational reputation.

Local government must also recognise that customer expectations are not static; they evolve over time. We must therefore remain agile and responsive, constantly monitoring and adapting to changes in customer preferences and expectations. This requires a customer-centric approach that puts the needs and preferences of our residents at the forefront of decision-making.

I am pleased to present this Strategy as our roadmap for achieving better customer experience outcomes for the Northern Beaches community.



Sue Heins
Mayor

Our commitment to customer experience

At Northern Beaches Council we are committed to understanding our customers' needs and delivering solutions that drive customer satisfaction.

Our Customer Experience Strategy will deliver this commitment through a seamless, efficient and personalised experience to every customer who interacts with Northern Beaches Council.

This Customer Experience Strategy 2030 provides the direction and plan to ensure that we achieve our community's goals, particularly Goal 20, as outlined in the Northern Beaches Community Strategic Plan 2040 -

Our Council is proactive, and efficiently and effectively responds to, and delivers on, the evolving needs of the community.

This Strategy will continue Northern Beaches Council's journey on the path to achieving customer experience excellence.

The Strategy identifies three directions and four outcomes for customer experience that underpin actions for the next 5 years to ensure we deliver on customer expectations and address current pain points.



A customer centric approach
Plan on a page



Directions	Make it easy	Make it seamless	Make it personalised
Purpose	Delivering digital service through multiple channels will make it easier for people to contact us when and how it suits them.	We can make the customer experience seamless by resolving customer enquiries at the first point of contact, providing proactive updates through the journey and ensuring the same level of service no matter who they speak to in the organisation.	Better understanding our customers and using that information to personalise and improve their experience with us will deliver higher customer satisfaction for the community.
Outcomes	Outcome 1 Implement user-friendly and accessible digital platforms that meet the needs of our diverse customer base.	Outcome 2 Ensure consistent service delivery across all customer touchpoints, meeting or exceeding customer expectations. Outcome 3 Deliver a customer-centric culture that prioritises customer needs and preferences, placing them at the centre of all decision-making processes.	Outcome 4 Explore one view of the customer across the organisation through a comprehensive data collection and analysis framework.
Key measures	Increase in the number of digital service transactions.	Increase in overall Customer Satisfaction score.	Increase in satisfaction score for customers feeling valued.

Customer experience

The compass that points us towards sustained success and growth.

Customer experience refers to the overall perception a customer has of a brand, organisation or product based on every interaction they have had with it throughout their entire customer journey.

It encompasses all aspects of a customer's journey engaging with Council, including interactions with employees, website usability, ease of access to information and services, speed of service and resolution of issues or problems.

In a digital age where customers publicly share their service experiences online, it is just as important to focus on how services are delivered and the management of customer enquiries, as it is to focus on the actual service levels and quality when measuring customer experience.[1]

The goal of delivering a positive customer experience is to build high levels of customer satisfaction and foster a sense of trust and positive reputation within the community.

Levels of customer satisfaction are impacted by the underlying expectations of the customer founded on previous experience engaging with Council services. Opportunities to improve customer experience arise from the gaps between customer expectation and customer experience.[2]

Given the holistic nature of the touchpoints that affect customer experience, everyone within Council has a responsibility to have a positive impact on our customer interactions.

Capturing, analysing, and responding to customer experience data is key to fostering an organisation focused on continuous service improvement. By listening to the customer, those employees who interact directly with customers, and those who don't interact directly but are essential contributors to service delivery, you can establish a full picture of the expected and actual customer experience, including gaps identified, to prioritise areas of improvement.[3]

The customer experience gains achieved through this process will produce corresponding reputation, efficiency and productive benefits for the organisation through streamlined processes and better utilisation of Council resources.

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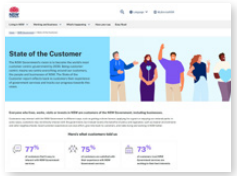
[1] The Call to rethink Government Customer Experience, Mckinsey & Company July 2022
[2] Understanding Customer Experience, Schwager, A and Meyer C, Harvard Business Review, February 2007
[4] Prioritizing customer experience in government, Mckinsey & Company, February 2022

Our strategic line of sight

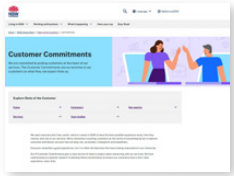
Taking direction from other strategies and plans in developing the Customer Experience Strategy.

Consideration was given to the alignment of this Strategy with direction provided in other Northern Beaches Council strategies and plans, as well as commitments made to customer experience by the NSW Government and the Federal Government.

Figure 1 - State



NSW Government State of the Customer Report



NSW Government Customer Commitments

Figure 2 - Local



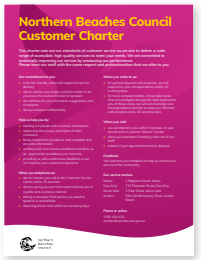
Northern Beaches Community Strategic Plan 2040



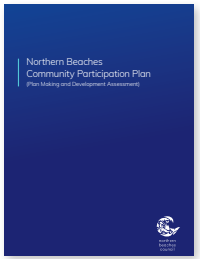
Digital Transformation Strategy



Community Engagement Strategy



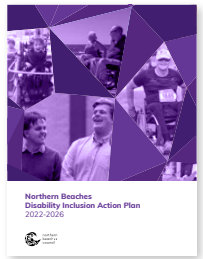
Customer Service Charter



Community Participation Plan



Better Together 2040



Disability Inclusion Action Plan 2022 - 2026



Multicultural Inclusion Plan 2024 - 2029

Figure 3 - Key directions and actions from Council strategies and plans that inform the development of the Customer Experience Strategy:

Strategy/Plan	Direction/Action
Community Strategic Plan 2040	Community Vision - Northern Beaches - a safe, diverse, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment. Goal 20 - Our Council is proactive, and efficiently and effectively responds to, and delivers on, the evolving needs of the community
Digital Transformation Strategy	Goal 1: Digitally Connected Community - We are a leader of our digitally connected community Goal 2: Available Anywhere, Anytime - We are available when you are, where you are Goal 3: Customer Needs Anticipated - We anticipate your needs and make your life simpler
Community Engagement Strategy	Principle 4 Communicate effectively Principle 5 Build and maintain relationships Principle 6 Listen and respond Principle 7 Learn and improve
DIAP 2022-2026	Focus Area 4 - Improving access to mainstream services through better systems and processes
Multicultural Inclusion Plan 2024-2029	Participating - A place where everyone feels safe, connected and included in community life. Outcome 5 - Resources and opportunities are accessible in community languages Outcome 7 – Strong relationships and partnerships between all stakeholders with the multicultural community



Our community

The Northern Beaches is a community of 270,772 (ERP 2024, Profile.id) residents, making it the fourth largest Council area by population in NSW.

Bounded by Cowan Creek and Broken Bay in the north, the Tasman Sea in the east, Sydney Harbour and North Harbour in the south, and Middle Harbour and the Ku-ring-gai Council area in the west, the total land area of 253 square kilometres is mainly residential and national park, with some commercial, industrial and rural areas.

Customer interactions

Council provides 57 services which are delivered to the community each year. This ranges in diversity from libraries, swimming pools, and playgrounds to requesting help in areas such as development applications, compliance or waste.

This amounts to nearly 3 million customer interactions each year including over 300 000 requesting help with an issue or making an application and 2 million visitors to our libraries, aquatic pools, galleries and community centres.

Figure 4 - Households

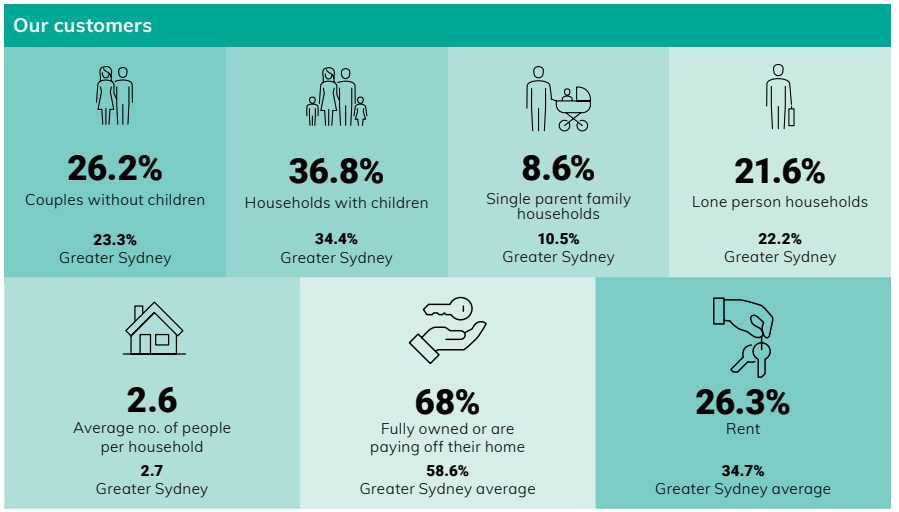
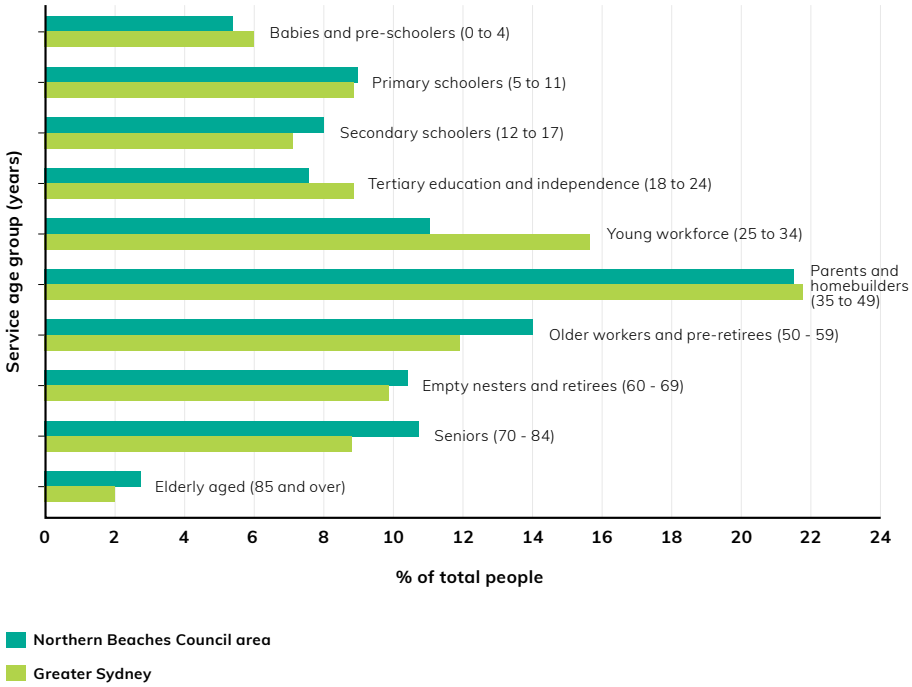


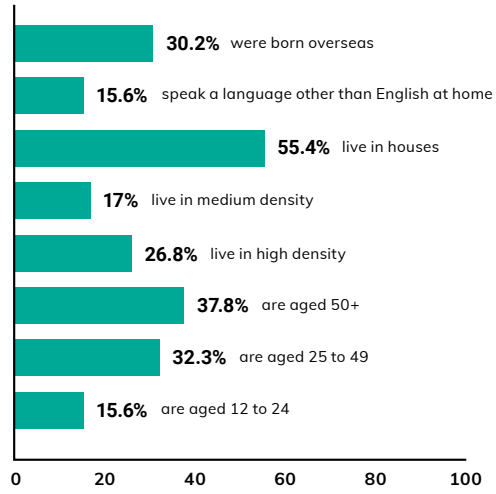
Figure 5 - Age structure

Service age groups, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

Figure 6 - Socio-demographics



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Developing the Strategy

The development of this Strategy has been informed by research and consultation with the Northern Beaches community, external stakeholders and Council staff.

Engagement with different types of groups ensured a range of perspectives informed the Strategy.

Preparation of the Strategy has involved the following phases:

- Research & analysis
- ↓
- Internal workshops
- ↓
- Strategic alignment
- ↓
- **Draft Strategy prepared**
- ↓
- Public exhibition
- ↓
- Final Strategy

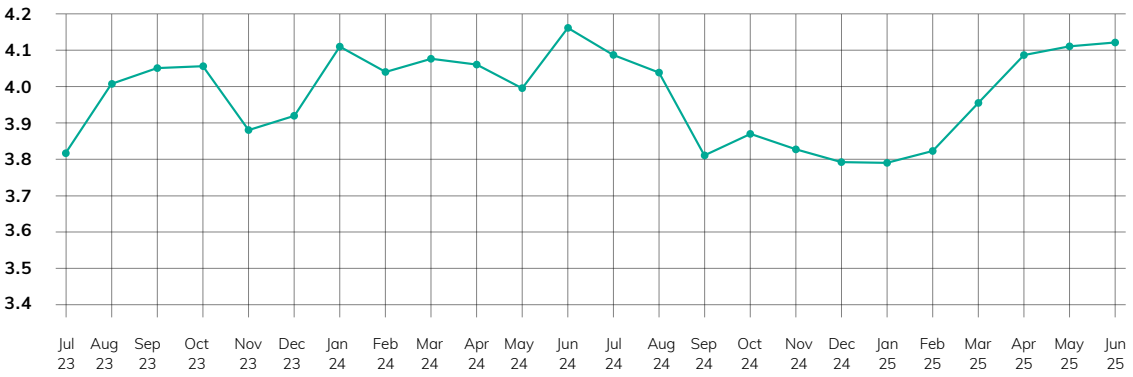
Research and analysis

The research and analysis phase consisted of conducting desktop research on customer experience, gathering and analysing community feedback, and undertaking stakeholder focus groups with internal and external stakeholders.

Community feedback

Customer satisfaction surveys (called Voice of the Customer) are sent to customers after their request has been closed. Between July 2023 and June 2025 nearly 20,000 responses were generated and analysed.

Figure 7 - Customer Satisfaction Score July 2023 - June 2025





Stakeholder focus groups

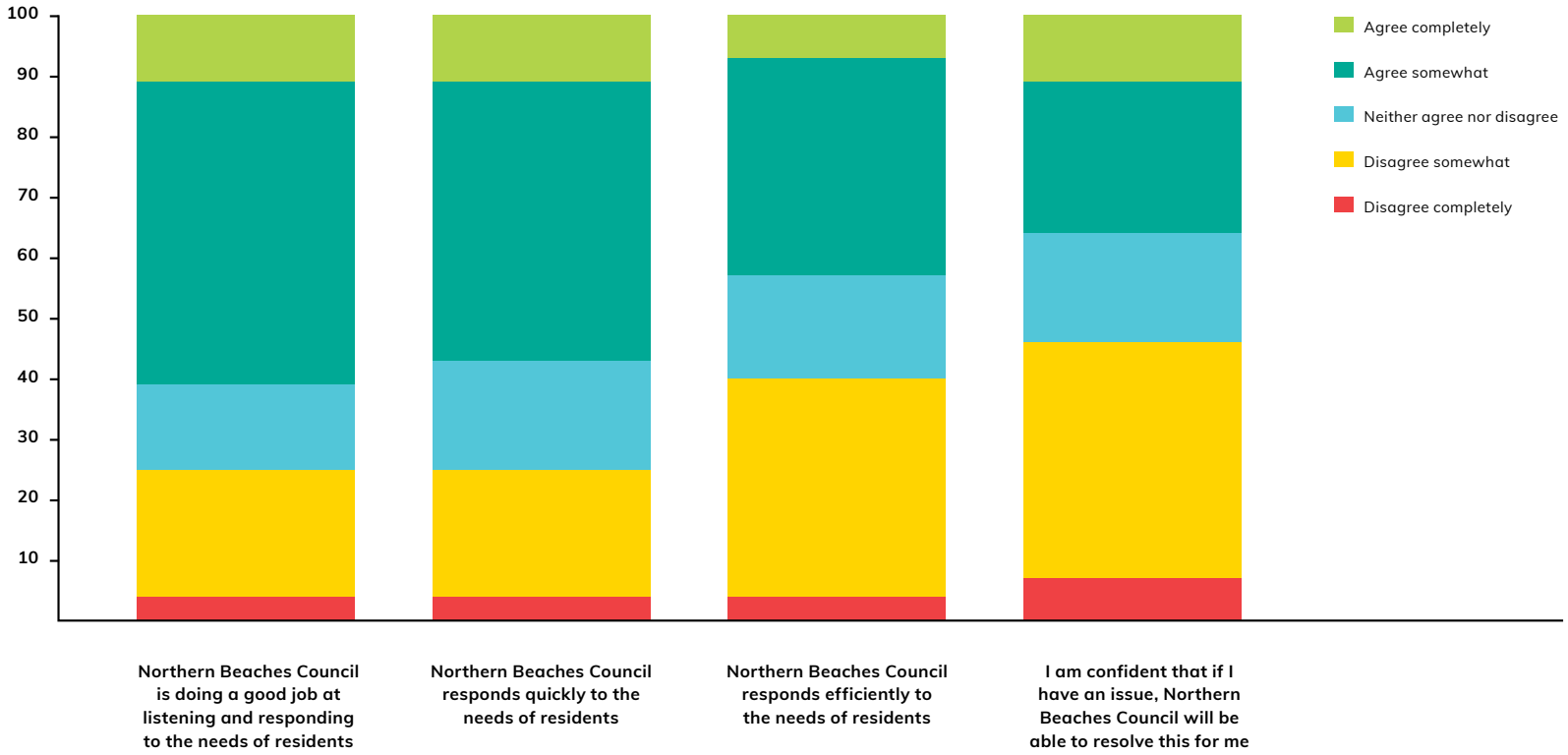
Using the Voice of the Customer feedback, we undertook focus groups with a broad cross-section of the community including residents and business customers to further explore customer experience.

Analysis highlighted areas where we are doing well and areas where we need to make improvements.

Customer experience, expectations and opportunities

Customer research with Northern Beaches Council residents has revealed that while we are attentive to and responsive to their needs, there is a lack of confidence among our community regarding our ability to efficiently and effectively resolve their issues and needs.

Figure 8 - Focus group feedback




Scores on Doors
Hygiene and food safety
Excellent
HOT FOOD MENU
PROTEIN
CHUU

What we heard

A combination of feedback, research and workshops have highlighted customer pain points, expectations and opportunities to improve customer experience, shown in Figure 9.

Additionally, the results of our Community Survey have shown that there is a significant correlation between satisfaction with the performance of staff in handling enquiries and overall satisfaction with council performance.

Figure 9 - Customer pain points, expectations and opportunities

Pain points	Expectations	Opportunities
• Accessibility and responsiveness of interaction channels • Multiple contacts often required to follow up • Enquiry passed on to internal departments from customer service • Slow responses and inconsistent experience • Having to re-contact Council to follow up • Council doesn't know me/my enquiry	• Customers want to complete their interaction in the channel of their choice • Customers want quick resolution without needing multiple interactions • Customers want to easily connect to somebody that can resolve their issue • Customers value responsiveness and consistency of service experience • Customers value proactive updates on their enquiry • Customers appreciate personalisation in responses	• Easy to deal with - offer multiple communication channels including digital service • Take ownership of issue resolution - reduce need for multiple contacts • Right person, first time - connecting with the right person from the first point of contact • Deliver consistent customer experience across all touchpoints • Proactive communication - keep customers updated throughout the process • Personalisation, 'know me' - understand individual needs and preferences

Direction 1 - Make it easy

Delivering digital service through multiple channels will make it easier for people to contact us when and how it suits them.

Outcome

1. Implement user-friendly and accessible digital platforms that meet the needs of our diverse customer base.

What we are already doing:

- Improving the experience for customers logging requests online.
- Moving parking permits and other applications online.

What we will do:

Direction 1 - Make it easy

Outcome 1: Implement user-friendly and accessible digital platforms that meet the needs of our diverse customer base

Action		Commencing[1]
1.1	Continue to innovate and expand our online self-service offering.	2025
1.2	Develop and implement digital service options such as Live Chat.	2026
1.3	Evaluate emerging technologies such as AI to identify new opportunities to enhance the customer experience.	2026

[1]Some actions will have discrete start and end dates. Others will, after a development phase, become embedded in everyday practice. For consistency, 'commencement' dates are shown against each action.

Direction 2 - Make it seamless

We can make the customer experience seamless by resolving customer enquiries at the first point of contact, providing proactive updates through the journey, and ensuring the same level of service no matter who they speak to in the organisation.

Outcomes

2. Ensure consistent service delivery across all customer touchpoints, meeting or exceeding customer expectations.
3. Deliver a customer-centric culture that prioritises customer needs and preferences, placing them at the centre of all decision-making processes.

What we are already doing:

- CRM improvement project went live in August 2023 which streamlined CRM processes with a focus on communicating and updating customers on the progress and outcome of their service request.
- Extensive training program in place for all new Customer Service staff.
- Online knowledge base providing our front-facing staff with the information required to respond to customer enquiries.

What we will do:

Direction 2 - Make it seamless

Outcome 2: Ensure consistent service delivery across all customer touchpoints, meeting or exceeding customer expectations

Action		Commencing
2.1	Redesign and embed our Customer Charter based on customer expectations with clear KPIs and reporting.	2025
2.2	Continuously improve service delivery processes, leveraging Voice of the Customer program to identify and re-engineer processes that are driving low satisfaction.	2025

Outcome 3: Deliver a customer-centric culture that prioritises customer needs and preferences, placing them at the centre of all decision-making processes

Action		Commencing
3.1	Entrench customer experience principles in our Induction program.	2026
3.2	Continuously review the service delivery operating model to improve efficiency and deliver a consistent customer experience.	Ongoing



Direction 3 - Make it personalised

Better understanding our customers and using that information to personalise and improve their experience with us will deliver higher customer satisfaction for the community.

Outcome

4. Explore one view of the customer across the organisation through a comprehensive data collection and analysis framework.

What we are already doing:

- Commencing single view of the customer as part of the core systems replacement.
- Customer Service data collection through the Customer Activity Tracker to understand customer behaviour and accurately plan future resourcing needs.
- Expansion of the Voice of the Customer Program has commenced.
- Power BI training to enable the creation of real-time dashboards to inform strategic thinking.

What we will do:

Direction 3 - Make it personalised

Outcome 4: Explore one view of the customer across the organisation through a comprehensive data collection and analysis framework.

Action		Commencing
4.1	Explore one central view of our customers that captures customer feedback, preferences and behaviours across all touchpoints.	2027
4.2	Roll out the Voice of the Customer program (customer research) to all areas of the business.	2025
4.3	Strengthen our data analytics capability to deliver timely and relevant insights to business leaders that drive continuous improvement.	2026

Monitoring and evaluation

The actions listed in this Plan are presented against the three Directions and will be monitored and reported on through the annual reporting process. Where applicable, more detailed actions will be documented each year in Northern Beaches Council Operational Plan and the Customer Service Annual Business Plan.

Council will monitor and report on the following key performance indicators (KPIs) through annual reporting.

Direction	KPI	Baseline	Reporting Timeframe
1. Make it easy	Increase in the number of digital service transactions	52,000	Annually 2025 - 2030
2. Make it seamless	Increase in overall Customer Satisfaction score	79%	Annually 2025 - 2030
3. Make it personalised	Increase in satisfaction score for customers feeling valued	79%	Annually 2025 - 2030


TEA
TOWEL
$25
Manly
Map
Visitor
Information
Volunteer
SYDNEY
GUIDE

2025/26 Community Grants Program - Arts and Creativity – Funding Recommendations

Council received 66 applications to the 2025/26 Arts and Creativity Grants program across 2 funding categories, with 63 proceeding to assessment after eligibility checks. The 63 eligible applicants requested a total of $420,318.80.

There are two categories in the Arts and Creativity Grants program:

- Independent Projects
- Community and Creative Sector Projects

In 2025/26, the grants program addresses the following key objectives identified in the *Arts and Creativity Strategy, Connected through Creativity 2029:*

1. Foster innovation and contribute to the growth of the local arts and creative sector through collaboration and partnerships
2. Connect with and celebrate Aboriginal and Torres Strait Islander heritage and cultures
3. Develop the skills of local creative professionals and arts workers across all arts disciplines
4. Increase access and community participation in arts, culture, and creativity
5. Animate public spaces with creative initiatives, including in unexpected and unique urban environments
6. Tell diverse stories authentic to the Northern Beaches.
7. Explore opportunities to increase representation of community diversity in the public domain, including people with disabilities, and culturally and linguistically diverse and LGBTQIA+ communities.

Following the assessment of the 63 eligible applications, the Panel recommends 21 projects across 2 categories for grant funding, amounting to $102,979. This includes 12 projects for full funding and 9 projects for partial funding. The following sections detail the projects recommended for funding.

Independent Projects

Council received 36 eligible applications in the Independent Projects category, requesting a total of $168,323.80.

The Independent Projects category is designed to support individual artists and artistic collaborations in the production and presentation of new work, and/or professional development. This includes arts and creative workers with a demonstrated history of professional arts practice working across a range of established and emerging art forms and disciplines.

These applications were assessed according to the parameters of the category outlined above, against the strategic objectives and the following criteria:

1. Rationale and impact
   - Demonstrated value of the project in contributing to the production of new work, creative opportunities and/or creative innovation
   - Alignment with Council's strategies and objectives, with measurable outcomes demonstrating creative growth and/or community engagement

2. Connection and development
   - Building connections within the creative community, fostering creative exchange and/or enhancing the reach of the project
   - Development of professional practice and skills, demonstrating a clear pathway for growth and future opportunities

3. Experience and capacity
   - Relevant experience and skills of the applicant, including evidence of appropriate consultation if required
   - Demonstrated capacity to manage and deliver the project

4. Viability
   - Demonstrates value for money with a realistic budget, with a funding model appropriate to the scope of the project
   - Evidence of adequate planning with a clear timeline

Projects recommended for funding

There 13 applications recommended for grant funding of $56,070. This includes 9 projects to receive the full amount requested and 4 to receive partial funding. The following table details the projects recommended for funding:

Applicant	Project	Requested Ex GST	Recommendation Ex GST	Comment
Sydney Chamber Music Festival Incorporated	*Sydney Chamber Music Festival* Presenting 4 classical music concerts over one weekend, including a family-friendly performance, a student showcase and the premiere of a new Australian work.	$4,610	$2,300	Project demonstrates benefit to emerging musicians, enhances access to the arts and activates community spaces. Aligns with 3 strategic objectives. Partial funding recommended for piano hire and transport.
Bryan John Dalli	*Alley Rights* Production of a documentary film about the surfers of the North Narrabeen Boardriders Club. Showcasing a diverse range of stories	$5,000	$5,000	Project presents clear and viable plan to deliver project, evidence of experience in delivering high-quality outcomes. Aligns with 3 strategic

Applicant	Project	Requested Ex GST	Recommendation Ex GST	Comment
	of male and female surfers and exploring the sport through the lens of community and culture.			objectives. Full funding recommended.
Daniel John Press	*Mei Zhao: Fishing for Golden Snappers* An exhibition of new work by artist Mei Zhao inspired by the history of Chinese Market Gardens on the Northern Beaches. Accompanied by historical research and writing by curator Daniel Press.	$4,970	$4,970	A clear and viable project plan with tangible benefits for the careers of an emerging artist and curator. Aligns with 3 strategic objectives. Full funding recommended.
Haley Alana Holgate	*Haley Holgate Northern Beaches Bookstores and Singles* Professional development of an emerging musician, with 2 single releases, 2 music videos and three performances in local bookstores on the Northern Beaches.	$4,000	$4,000	Clear and viable plan to deliver the project, and demonstrated value to an emerging artist's career development. Aligns with 3 strategic objectives. Full funding recommended.
Joshua Tate Copland-Nielsen	*Development of Joshua Copland-Nielsen Practice* The purchase of new equipment to further their practice and the development of a new body of work to be exhibited at a Northern Beaches gallery.	$5,000	$5,000	Demonstrates a plan to deliver a new body of work, exploring new materials, with tangible benefits to the artist's practice and the presentation of experimental and emerging art forms. Aligns with one strategic objective. Full funding recommended.
Kim Etalem De Haan	*The Big Book Walk* The professional development of the artist through a 3-month illustration mentorship and manuscript production. The published picture book will be exhibited with illustrative works at a local gallery with a public	$5,000	$5,000	Clear plan to deliver the project, demonstrated value to an emerging artist's career development, and provides increased access to the arts for the local community. Aligns with 2 strategic objectives. Full funding recommended.

Applicant	Project	Requested Ex GST	Recommendation Ex GST	Comment
	program of a book launch, story-time sessions and guided walk-throughs.			
Lianna May	*Lianna May* The production and release of an EP comprising 3 singles. The release will be supported by live performances at Northern Beaches venues.	$4,000	$4,000	Clear benefit to an emerging artist, supports the local live music scene and the production of new original music. Aligns with 3 strategic objectives. Full funding recommended.
Lydia Louise Riccioni-Brown	*Selene and the Strange: Debut EP* A debut EP of 5 songs, with a release event at a local Northern Beaches venue. An accompanying music video for one of the songs, plus short-form content for at least two songs, to use across social media and Spotify.	$5,000	$5,000	Project demonstrates a clear benefit to emerging musicians on the Northern Beaches, enhances the representation of community diversity. Aligns with 4 strategic objectives. Full funding recommended.
Megan Kate Battaglia	*Wayuu Threads: A Celebration of Indigenous Art and Culture* A 3-day cultural event exploring Indigenous Colombian culture, through storytelling, art, film, music and dance. A public program of weaving workshops, film screenings, guided meditation and an ethical market.	$5,000	$5,000	Clear and viable plan to deliver project, increasing the representation of community diversity and providing a unique opportunity for intercultural connection. Aligns with 4 strategic objectives. Full funding recommended.
Melissa Jayne McLeod	*Archie's Invisible Colours* A sensory art exhibition, showcasing works created by a blind child artist and a documentary of the process. Two books will also be self-published, a tactile multisensory book and a	$5,000	$3,900	A clear plan to deliver project enhances access to the arts and representation of community diversity. Aligns with 2 strategic objectives. Partial funding recommended for the exhibition, book publishing and art materials.

Applicant	Project	Requested Ex GST	Recommendation Ex GST	Comment
	visual book with braille, to be sold during the exhibition.			
Michael Booth	*Rockhampton* The shooting script development of a new screenplay for production into a feature film.	$5,000	$3,400	Fosters innovation and collaboration in the local film and screen industry, provides local jobs. Aligns with 3 strategic objectives. Partial funding recommended for script development.
Natalia Karpova	*Peter and the Wolf* Two family-friendly performances blending live piano, narration and animation to introduce children to classical music.	$4,666	$3,500	Enhances community access to the arts and supports activation of community spaces. Aligns with 3 strategic objectives. Partial funding recommended for equipment and venue hire.
Summer Moger	*EP Recording and Headline Concert* This project will support the professional recording and release of a debut EP, a body of original music. The release of the EP will be supported by a performance, a music video and artist photoshoot to be used in the launch campaign.	$5,000	$5,000	Project demonstrates high value to an emerging musician's career development with a clear and viable plan to deliver the project. Aligns with 3 strategic objectives. Full funding recommended.
TOTAL			**$56,070**	

Community and Creative Sector Projects

Council received 27 eligible applications to the Community and Creative Sector Projects category, requesting a total of $251,995.

The Community and Creative Sector Projects category is designed to support local arts businesses, community groups, and other organisations. Applicants may be investigating new ideas/designs or concepts, establishing new ventures, or developing projects to grow the creative industries and support sector sustainability. Projects that provide greater access to the arts for the local community were highly regarded.

These applications were assessed according to the parameters of the category outlined above, against the strategic objectives and the following criteria:

1. Rationale and impact
    - Demonstrated value of the project/initiative in fostering community engagement, cultural development, access to creative opportunities for diverse audiences and practitioners, and/or sector sustainability in the Northern Beaches.
    - Alignment with Council's strategies and objectives, with measurable outcomes benefiting the local community and/or creative sector.

2. Connection and development
    - Building connections within the creative community, providing opportunities for local creative workers and/or practitioners.
    - Enhancing access to the arts through engagement with the community and/or professional sector.
3. Experience and capacity
    - Relevant experience and skills of the applicant and collaborators, including evidence of appropriate consultation if required.
    - Demonstrated history of delivering high quality arts and creative projects of a relevant scale.

4. Viability
    - Demonstrates value for money with a realistic budget, showing a funding model appropriate to the scope of the project.
    - Evidence of adequate planning with a clear timeline.

Projects recommended for funding

There are 8 applications recommended for grant funding of $46,909. This includes 3 projects to receive the full amount requested and 5 to receive partial funding. The following table details the projects recommended for funding:

Applicant	Project	Requested Ex GST	Recommendation Ex GST	Comment
Adrina Petrosian	*ArtBeat* A series of art and music workshops for young people across the Northern Beaches, facilitated by arts therapists. A dedicated online platform that will enable young people to showcase their work.	$7,344	$4,000	Clear and viable plan to support inclusive access to the arts. Aligns with one strategic objective. Partial funding recommended for facilitator fees.
Amber Georgia Oswald	*Below the Surface* A solo exhibition of new work inspired by the ocean. The exhibition will include a public program of four ticketed workshops, an opening night and an interactive installation inviting audience contributions.	$2,184	$2,184	A clear and viable plan to deliver the project, enhances community access to the arts, and offers strong public programming. Aligns with 2 strategic objectives. Full funding recommended.
Danielle Kim McKinnon	*Circus on the Sand* A free public event showcasing circus performances, with a program of aerial acts, live music and circus workshops for kids and adults.	$8,500	$8,500	Clear and viable plan to build connections within the creative community and enhance access and participation in the arts. Aligns with 3 strategic objectives. Full funding recommended.
Hamish Leslie Castle Stuart	*An Engaged Audience* A curated monthly concert series held in Art Bau gallery. The series includes conversations with the performers.	$10,000	$4,800	A clear and viable plan to support the presentation of music, enhancing community connections and increasing access to the arts. Aligns with 3 strategic objectives. Partial funding recommended for artist fees.
Northern Beaches Readers Festival Incorporated	*The Northern Beaches Readers Festival* A 3-day festival celebrating Australian fiction, with a program of author talks, writer workshops, festival book club and book sales.	$10,000	$7,500	Clear and viable plan to deliver the project, demonstrated value to enhancing community connection and highlighting an underrepresented industry. Aligns with 4strategic

Applicant	Project	Requested Ex GST	Recommendation Ex GST	Comment
				objectives. Partial funding recommended for artist fees.
Integral Aerial Arts Pty Ltd	*Integral Aerial Arts Creative Intensive* A weeklong intensive program to support emerging performers in developing new skills, culminating in a showcase and video documentation of the performance.	$8,985	$5,425	Clear and viable plan to deliver the project, enhances community access to the arts and supports professional development of local circus performers. Aligns with one strategic objective. Partial funding recommended for artist fees.
Nicole Butcher	*Thrown from the Beaches* A group exhibition of new ceramic works by recent Brookvale TAFE ceramic graduates inspired by the Northern Beaches environment.	$10,000	$4,500	A clear and viable plan to deliver the project, enhances community access to the arts, and supports professional development of emerging ceramicists. Aligns with 3 strategic objectives. Partial funding recommended for materials.
Rona Puntawe	*Connective: Creative Encounters, Collective Flourishing* An 8-week workshop series, exploring creativity through art, music and writing, led by the alumni of the We Belong: Intercultural Leadership Program. The series will culminate in a community showcase with a public program of speakers, workshops and performances.	$10,000	$10,000	Increases cultural representation and celebrates diverse artists, enhances community connection and provides professional development to local cultural leaders. Aligns with 4 strategic objectives. Full funding recommended.
TOTAL			**$46,909**	

2025/26 Community Grants Program - Community Development – Funding recommendations

Council received 60 applications to the 2025/26 Community Development Grants program across two funding categories, with 58 proceeding to assessment after eligibility checks. The 58 eligible applicants requested a total of $385,624.74.

There are two categories in the Community Development Grants program:

- Community Development
- Small Grants

Following the assessment of the 58 eligible applications, the Panel recommends 24 projects across two categories for grant funding, amounting to $120,000. This includes 16 projects for full funding and 8 projects for partial funding.

The two grant categories have different funding priorities and assessment criteria. Each grant category is detailed below, outlining the applications recommended for funding.

Community Development category
Council received 32 applications to the Community Development category with 31 applications proceeding to assessment after eligibility checks. The 31 applications requested a total of $262,212.60.

These applications were assessed according to the category objectives and the following assessment criteria:

1. Clear project purpose and evidence of local community need.
2. Describes what the project is and how it will be delivered in alignment with funding priorities.
3. Describes how the project contributes to one or more program outcomes.
4. Value for money with a detailed budget showing how funding will be used.
5. Demonstrates organisational capacity to deliver the project.

Funding Priorities are aligned with the *Better Together Social Sustainability Strategy*, focused on projects that increase safety and/or inclusion for the following priority populations:

- Young people
- Older people
- People from diverse backgrounds
- People experiencing mental-ill-health
- People who are socially isolated

Projects recommended for funding

There are 10 applications recommended for grant funding of $69,215. This includes 5 projects to receive the full amount requested and 5 to receive partial funding. The following table details the projects recommended for funding:

Applicant	Project	Requested Ex GST	Recommendation Ex GST	Comment
Be Centre Foundation Limited	*Hear Me Play: Helping at-risk children to overcome trauma and adversity through play therapy* Twelve play therapy sessions and 2 parent review sessions for 4 children who have experienced trauma.	$10,000	$10,000	Addresses funding priorities and program outcomes.
Disabled Surfers Association of Aust	*Disabled Surfers Association Sydney* Three events to support 150 people with disability and their family to safely enter the water and surf. These events will engage over 400 volunteers.	$10,000	$5,000	Demonstrates a clear project purpose and evidence of local community need. Partial funding to contribute to part delivery of project.
Empowering Parents In Crisis Pty Ltd	*EPIC Walks* Twelve walks for 180 parents and carers of young people experiencing mental ill-health providing social connection, peer support and connections to services.	$9,900	$7,500	Addresses funding priorities and program outcomes. Partial funding to contribute to part delivery of project.
New Horizons Enterprises Limited trading as Headspace Brookvale	*Speaking of Mental Health in the Beaches* Delivery of 6 workshops to 922 year 10 and 11 students co-presented by Headspace and The Champions lived experience representatives to reduce stigma	$5,775	$5,775	Demonstrates a clear project purpose and evidence of local community need and addresses funding priorities.

Applicant	Project	Requested Ex GST	Recommendation Ex GST	Comment
	about mental health and provide information about how to access help.			
KYDS Youth Development Service Incorporated	*Youth Mental Health and Wellbeing Education* Five programs consisting of 6 group workshops to educate parent/carers on youth mental health for 50 families to enable them to better support their young people with mental health challenges and access support.	$9,235	$5,000	Addresses funding priorities and program outcomes. Partial funding to contribute to part delivery of project.
Lifeline Northern Beaches Limited	*Light in the Shadows: Suicide Bereavement Support Group.* Twelve 2-hour monthly sessions of an open-format support group for 36 individuals bereaved by suicide, including close family members and friends who have lost a loved one, fostering mutual understanding and connection, healing and hope.	$10,000	$10,000	Demonstrates a clear project purpose and evidence of local community need and demonstrates organisational capacity to deliver the project.
Northern Beaches Multicultural Communities Incorporated	*Cultural Mothers and Children Playgroups – Nepalese, Portuguese and Spanish* Deliver 45+ regular playgroup sessions for 70 Nepalese, Spanish and Brazilian speaking families in the Northern Beaches, increasing social connection, support and access to information and services.	$9,950	$7,500	Addresses funding priorities and program outcomes. Partial funding to contribute to part delivery of project.

Applicant	Project	Requested Ex GST	Recommendation Ex GST	Comment
Northern Beaches Women's Shelter Incorporated	*Nourish & Flourish* Twelve cooking workshops for 10 participants over 12 months aiming to build living skills for residents of Northern Beaches Women's Shelter.	$4,440	$4,440	Addresses program outcomes and demonstrates value for money with a detailed budget and demonstrates organisational capacity to deliver the project.
Ocean Heroes Limited	*Ocean Heroes Northern Beaches Free Events Program* Four events of 6 hours enabling inclusive surfing for 240 participants with autism and their families to safely access beaches, providing opportunities for social connection, increased community participation and increased inclusion.	$8,000	$4,000	Addresses funding priorities and demonstrates value for money with a detailed budget. Partial funding to contribute to part delivery of project.
Taldumande Youth Services Limited	*Beach Reach* Night patrols on Friday, Saturday and school holidays engaging 1500 young people in hotspot areas, leading to increased wellbeing, inclusion and community safety.	$10,000	$10,000	Demonstrates a clear project purpose and evidence of local community need and addresses funding priorities.
TOTAL			**$69,215**	

Small Grants category

Council received 28 applications to the Small Grants category, with 27 proceeding to assessment after eligibility checks. The 27 applications requested a total of $123,412.14.

The Small Grants category provides one-off funding to small community groups and organisations to pilot new initiatives and establish or increase sustainability of existing groups promoting inclusion, participation and social connections in the Northern Beaches.

These applications were assessed according to the category objectives and the following assessment criteria:

1. Project aligns with the funding priorities for the grant category
2. Shows how the group or project contributes to the program outcomes in the Northern Beaches community
3. Demonstrated volunteer or member led contributions to the project or group
4. Value for money with a detailed budget showing how grant funding will be used.

This grant stream supports projects that contribute to one or more of the following project outcomes:

1. Increased community safety and inclusion
2. Increased social connections and participation in community life
3. Improved access to information, services, programs and facilities
4. Increased community capacity to care for self and others.

Projects recommended for funding
There are 14 applications recommended for grant funding of $50,785. This includes 11 projects to receive the full amount requested and 3 to receive partial funding. The following table details the projects recommended for funding:

Applicant	Project	Request Ex GST	Recommendation Ex GST	Comment
ARTABILITY, under auspice of the Northern Beaches Creative Leisure and Learning Inc	*Artability Accessible Creative Arts Community Program* Contribution to costs for volunteer run art group for 20 participants with disability including 24 classes per year and art exhibitions.	$3,050	$1,586	Demonstrates volunteer or member led contributions to the project or group. Partial funding to contribute to part delivery of project.

Applicant	Project	Request Ex GST	Recommendation Ex GST	Comment
Fusion Pride	*Fusion Pride Picnic 2026* LGBTQIA+ Picnic expecting 300+ attendees, celebrating the rainbow community and inclusion.	$5,000	$5,000	Addresses program outcomes and demonstrates volunteer contributions
Grace City Care Incorporated	*Grace City Care Community Foodcare & Café* Contribution to food costs for low-cost grocery store and free café, reaching 1000 people annually, increasing food security and enabling social and community connection.	$5,000	$5,000	Demonstrates volunteer or member led contributions to the project or group and addresses program outcomes.
Rosa Mazzapica	*Italo Kids - A learning playground for Italian families on the Northern Beaches* Engagement of an educator to provide Italian language instruction to 50 children with Italian heritage, a community seeking to connect members with each other and their cultural heritage.	$5,000	$5,000	Addresses funding priorities and program outcomes.
Salome Feimoefiafi	*Kafa Taha* Support the establishment of a learning centre for the Tongan community providing cultural education and support to young people and adults	$5,000	$5,000	Addresses funding priorities and program outcomes.
Lions Club of Manly Inc Activities Account	*Lions and Leos Club of Manly - Community Group Service Support* Contribution to equipment and project costs to enable volunteers to support the establishment of a	$5,000	$5,000	Addresses funding priorities and demonstrates volunteer or member led contributions to the project or group.

Applicant	Project	Request Ex GST	Recommendation Ex GST	Comment
	Leo's Club for young people to foster volunteering.			
Literacy Network Northern Beaches Inc	*Literacy Network Volunteer English Tutor Training Manual update* Funding to support training/upskilling of 60 volunteer tutors providing free one to one English language tuition for 50 learners to reduce social isolation, improve resilience and increase community participation.	$3,450	$3,450	Addresses funding priorities.
Men's Kitchen Association Limited	*Recipe Book 2026 Edition* Funding for new edition of recipe book, a foundational tool used by the group for volunteers to teach cooking skills to 150 men over 65, providing opportunities for increased life skills, confidence and social connection.	$2,694	$2,694	Addresses program outcomes and demonstrates volunteer or member led contributions to the project or group.
North Harbour Sailing Club Incorporated	*Enhanced Safety and Inclusion* Purchase defibrillator to increase safety for 170 members and general community and update website to increase access to information and services.	$4,350	$2,450	Addresses program outcomes and demonstrate value for money with a detailed budget. Partial funding towards defibrillator.
Northern Beaches Community Cancer Care Incorporated	*Little Lifts (pilot program)* Pilot program engaging 25 volunteers to provide 20 people living with cancer and their carers with practical and timely customised support with meals, transport and companionship during critical treatment periods,	$3,800	$3,800	Addresses funding priorities and demonstrates volunteer or member led contributions to the project or group.

Applicant	Project	Request Ex GST	Recommendation Ex GST	Comment
	increasing social connection and community capacity to care for self and others.			
Olive & Kin Ltd	*Remembrance Workshops & Grief Support after Pregnancy & Infant loss* Two programs consisting of 3 art workshops for 24 participants and 200 grief directories.	$5,000	$2,500	Addresses funding priorities. Partial funding towards workshops and grief directories.
The Cottage Counselling Centre	*Domestic Violence Education and Support* Workshops for 120 people to better understand family and domestic violence and provide framework for how to be an active bystander.	$4,000	$4,000	Addresses program outcomes and demonstrates value for money with a detailed budget.
Volunteer Marine Rescue NSW trading as Marine Rescue Broken Bay	*Marine Rescue Broken Bay – Volunteer Support* Replacement of outdated iPads to enable volunteers to conduct effective risk assessments to continue providing rescue services to the community increasing safety for both community & volunteers.	$2,805	$2,805	Addresses funding priorities and program outcomes.
Zonta Club of Northern Beaches Inc	*Breast Cushions* Engaging 250 volunteers and local high school students to produce 450 breast cushions to local hospitals for individuals with breast cancer, increasing intergenerational and social connection.	$2,500	$2,500	Addresses program outcomes and demonstrates value for money with a detailed budget.
TOTAL			**$50,785**	

northern beaches council

Community and Stakeholder Engagement Report

Climate Change Policy (draft)

Consultation period: 23 May – 22 June 2025

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1. Summary

This report outlines the outcomes of community and stakeholder engagement as part of a proposal to harmonise and consolidate former existing Council policies into one overarching Climate Change Policy (the Policy).

The new Policy:

- provides high-level principles to guide our actions to mitigate and adapt to the impacts of climate change
- adopts a proactive management approach for our assets and services which helps to strengthen community and environmental resilience to climate change impacts, including extreme weather events.

The new Policy complements and supports the delivery of climate action through the Protect. Create. Live - Environment and Climate Change Strategy 2040, supporting action plans and the Withstand. Adapt. Thrive - Northern Beaches Resilience Strategy.

If adopted the Policy will replace the following 5 existing policies of the 3 former Councils:

- Carbon Neutral Policy – C06 (former Manly)
- Environmental Sustainability Policy – STR PL 830 (former Warringah)
- Sustainability Policy – No164 (former Pittwater)
- Ethical Charter – Sustainability Policy – E40 (former Manly)
- Climate Change Policy – No176 (former Pittwater).

The public exhibition occurred from 23 May – 22 June 2025, from which Council received 63 submissions, with a slight majority of respondents not very or not at all supportive of the Policy, and slight minority somewhat or strongly supportive.

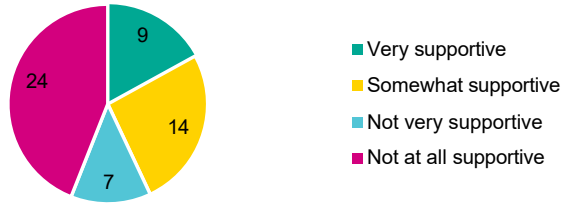
Supportive submissions focused on support for proactive local action on climate change and the Policy's role supporting Council's climate emergency declaration in 2019. Non-supportive responses questioned Council's role and the science and ideology of climate change.

This report provides details about the public exhibition of the draft Policy, analysis of the feedback received, responses to key matters arising from the feedback and includes the verbatim responses (Appendix 1).

1.1. Key outcomes

Total unique responses	63*	
	Submissions (via our engagement platform) Written responses (email/letter)	Completions: 54 Number received: 9

*Submissions were received via the survey and online comment box available through our engagement platform project page as well as emailed submissions.

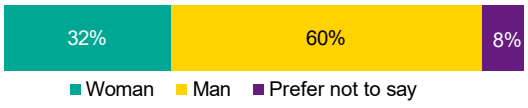
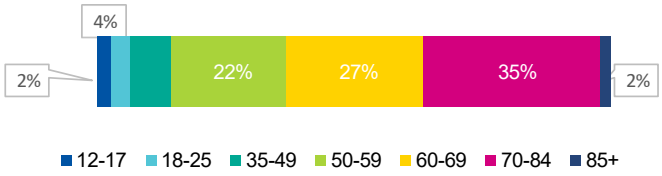
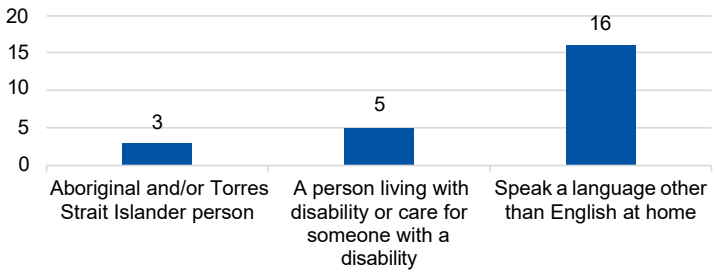
How responses were received		
Online question: *How supportive are you of the draft Climate Change Policy	 N = 54 (*this question was only answered by those that submitted feedback via the online survey)	
Feedback themes	Role of council Scientific basis Policy specificity Financial concerns	Infrastructure/action priorities Community engagement Climate justice and equity Offsetting and emissions

1.2. How we engaged

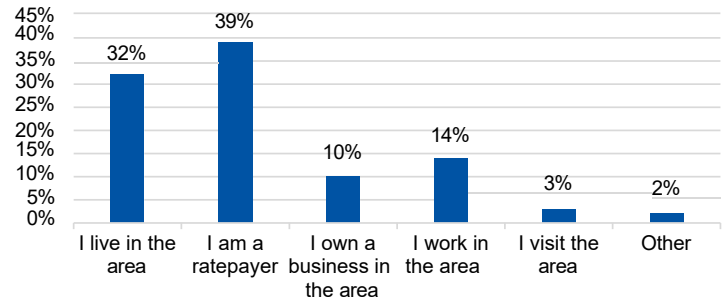
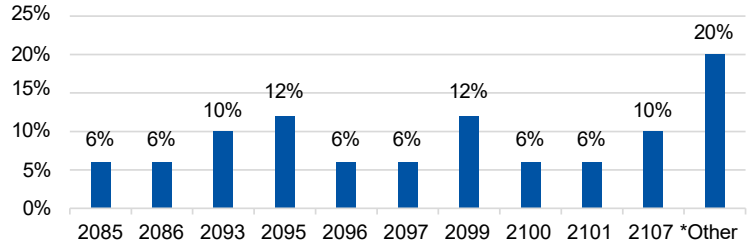
Have Your Say: visitation stats	Visitors: 860	Visits: 1156	
Print media and collateral	Peninsula Living: 1 editorial Media Release Posters - Placed at Council Libraries, Environment Centres, community notice boards and all Council customer service areas		Distribution: 87,000 Distribution: approx. 114,000 Posters: 23
Electronic direct mail (EDM)	Community Engagement (fortnightly) newsletter: 2 editions Council (weekly) e-News: 2 editions The Wave (disability newsletter): 1 edition Biz news (business newsletter): 1 edition		Distribution: 22,355 subscribers Distribution: 59,275 subscribers Distribution: 1384

	Cooee (environmental newsletter): 1 edition KALOF (youth newsletter): I edition Stakeholder email: 82	Distribution: 7567 Distribution: 1810 Distribution: 1707
Key stakeholder engagement	Youth Advisory Group meeting – 2 June 25	Attendance: 12

1.3. Who responded[1]

Gender	 Total responses = 53
Age groups* *There were no entries for the 25-34 range	 Total responses = 49
Priority populations[2]	 Total responses = 13

[1] Demographic data was gathered by request only. The data represented only includes those respondents who provided this detail.
[2] Respondents could select more than one option

Connection to Northern Beaches[3]	 Total responses = 119
Postcodes	 Total responses = 50 (*other is made up of those with less than 3 responses comprising of 2087; 2102; 2103; 2104; 2105; 2106; 2108)

2. Background

Council is in the process of reviewing and harmonising the many policies inherited following the amalgamation of Manly, Pittwater and Warringah councils. As part of this review, the 5 climate change related policies from the former councils were reviewed and a single Northern Beaches Climate Change Policy was developed.

The adoption of the revised Policy will provide a consistent set of principles and directions that will help Council and the Northern Beaches community to mitigate and adapt to current and future climate change risks across the local government area. The Policy is consistent with the Council's climate emergency declaration in 2019, and with the goals and priorities in Council's key strategic documents – the Community Strategic Plan (CSP), the Local Strategic Planning Statement (LSPS), Environment and Climate Change Strategy (ECCS), Resilience Strategy (RS) and related action plans.

3. Engagement objectives

Community and stakeholder engagement aimed to:

- inform the community about the new Climate Change Policy and the need for a harmonised document

[3] Respondents could select more than one option

- identify community and stakeholder concerns / values and build community and internal and external stakeholder awareness of participation activities to encourage feedback
- provide accessible information so community and stakeholders could participate in a meaningful way
- ensure decision making to adopt the policy considered community sentiment and feedback
- create a social licence to operate for actions that come out of Climate Change Policy and subsequent strategies/action plans.

4. Engagement approach

Community and stakeholder engagement for the draft Climate Change Policy was conducted between 23 May and 22 June 2025 and consisted of a series of activities that provided opportunities for community and stakeholders to contribute.

The engagement was planned, implemented and reported in accordance with Council's Community Engagement Strategy (2022).

A *project page was established on our Engagement Platform with information provided in an accessible and easy to read format (*https://yoursay.northernbeaches.nsw.gov.au/climate-change-policy-draft).

The project was primarily promoted through our regular email newsletter (EDM) channels.

Emails were also sent to 82 stakeholders and posters were on display at Libraries, Environment Centres, community notice boards and all Council customer service areas.

Feedback was primarily captured through an online sentiment survey form embedded onto the project page. The form included a question that directly asked respondents for their level of support on the proposed draft Policy. An open-field comments box provided community members a space to add their qualitative data.

Email and written comments were also invited and received.

4.1. Reaching diverse audiences

A thorough stakeholder mapping exercise was completed to identify and understand the needs of the whole community.

It was determined for this project that it was particularly important to hear from young people on the Northern Beaches. A presentation was given to the Youth Advisory Group and the group were encouraged to provide feedback via our online engagement platform.

In addition to regular channels and engagement techniques to capture a range of views, the project was also promoted through the Wave newsletter (disability news).

5. Findings

Of the 54 direct submissions from Your Say, 23 were either very or somewhat supportive and 31 were either not very or not at all supportive. Positive commentary focused on support for proactive local action on climate change and the Policy's role in supporting the Council's declaration of a climate emergency in 2019.

Feedback also suggested Council focus on specific issues and action areas, including First Nations recognition, ecological processes, trees and biodiversity, sea-level rise, food security and the complexity of specifying two Shared Socioeconomic Pathways (SSP) scenarios for adaptation planning.

Of the 31 submissions that were not very or not at all supportive, 8 submissions were unrelated to the exhibited policy, and 13 submissions conveyed scepticism toward climate science or climate change. Some of the non-supportive sentiment may have been influenced by the timing of the Policy exhibition, which coincided with IPART's consideration of Council's requested Special Variation.

Respondents that were not supportive of the Policy felt that this is not Council's role and Council should focus on delivering its core services, or practical actions like stopping cutting down trees and stopping pollution, and that the Policy was a potential move by Council to seek more rates income from residents.

Table 1 details the key themes arising from a review of the submissions, comments received and staff responses. Additional or amended Policy text is in red.

Table 1: Issues, change requests and other considerations

Theme	Issues, change requests and other considerations raised	Council's response
General sentiment	Strong support for Council leadership on climate action; appreciation for the policy's intent, and recognition of the climate emergency declared by Council in 2019. Strong opposition to Council involvement; statements that climate change is exaggerated or not Council's responsibility.	The polarised nature of the comments reflects the public discourse on climate change in Australia over the past 20+ years. Policy is consistent with adopted Council position, state and federal policies and legislation. No change to the Policy
Role of Local Government	Council seen as a key player in local climate resilience and emissions reduction. Council should stick to "roads, rates, and rubbish"; climate policy is a Federal/State issue.	As the level of government closest to the community Council plays a fundamental climate change response role, particularly with adaptation. Policy is consistent with adopted Council position and key strategies including the CSP, LSPS, ECCS, RS. No change to the policy

Theme	Issues, change requests and other considerations raised	Council's response
Scientific basis	Trust in climate science and Intergovernmental Panel on Climate Change (IPCC) projections; calls for urgent action. Scepticism of climate science; belief that models are speculative or flawed. Inclusion of SSP2 and SSP3 is unnecessarily complex.	The CSIRO's State of the Climate Report 2024 found that temperatures in Australia have increased on average ~ 1.5 degrees since 1910. Governments must plan for and adapt to the changing nature of climate risk now for future generations. *Australia's National Climate Risk Assessment,* released September 2025, states that the effects and impacts of climate change are already being experienced across Australia and will increasingly be felt over the coming decades. The draft Policy has been amended to include minor edits to principle 2 to include outcomes in the adaptive approach to managing the impacts of climate change. Principle 7 of the draft Policy has been amended to: Incorporate the range of climate projections aligned to emission scenario SSP3 when managing Council assets and services and when developing studies, management plans and in land use planning, noting that different assumptions may be adopted to respond to site specific or particular areas of vulnerability. Reference to the Coastal Management Manual (NSW) has been added in the Related Documents section.
Policy specificity	Desire for clearer targets, timelines, and reporting mechanisms. Criticism of vague language and lack of cost-benefit analysis; concern over open-ended commitments. Strengthen references to specific areas – sea level rise, trees, ecological processes and biodiversity and wildlife.	Policies are strategic tools to implement guiding principles. Council's Strategies and Action Plans provide the translation of policy into key directions and actions. The draft Policy has been amended to include the following principle: Ensure that climate change risks and impacts are managed to reduce effects on local biodiversity, ecological processes and the environment.

Theme	Issues, change requests and other considerations raised	Council's response
Financial concerns	Support for investment in sustainability, with calls for transparency and accountability. Strong concern over ratepayer funds being used for climate initiatives; fears of rate hikes and financial waste.	Council has a range of statutory obligations that promote transparency and accountability. Reporting requirements with respect to climate change are expected to increase over time in line with changes to the corporate, federal and state government sectors. The Policy's guiding principles will support Council to deliver core functions and services more effectively and efficiently. Understanding and investing in climate change adaptation and risk management is fiscally responsible. The CSIRO's *Climate and Disaster Resilience Technical Report* 2020 reported that every $1 spent on adaptation delivers savings between $2-11 in recovery. The draft Policy has been amended to include minor edits to principle 9 to: Ensure Council decisions consider the impacts of climate change for current and future generations, enhancing intergenerational equity.
Infrastructure/action priorities	Support for green infrastructure, electric vehicles, public transport, and tree canopy restoration. Preference for spending on stormwater, roads, and sewerage; criticism of EVs and offsets.	Policies are strategic tools to implement guiding principles. Council's Strategies and Action Plans provide the translation of policy into key directions and actions. No change to the policy.
Community engagement	Emphasis on youth involvement, education, and inclusive planning. Claims of lack of mandate or consultation; submissions state that policy reflects ideological bias.	Policy is consistent with adopted Council position and key strategies including the CSP, LSPS, ECCS, RS. No change to the policy.

Theme	Issues, change requests and other considerations raised	Council's response
Climate justice and equity	Calls for First Nations collaboration, youth housing, and food security. Opposition to perceived ideological language and "globalist" agendas.	The inclusion of information on climate impact inequalities enhances the clarity and purpose of the Policy. These effects disproportionately impact those most vulnerable in the community, exacerbating existing social, economic and health inequalities. First Nations peoples may be particularly affected including through the impacts to cultural heritage and connection to Country. The purpose of the draft Policy has been amended to include text recognising the inequalities of climate impacts to vulnerable people including First Nations peoples. The draft policy has been amended at Principle 8 to include equitably and at Principle 9 to include enhancing intergenerational equity
Offsetting and emissions	Mixed views: some support for offsets, others warn of greenwashing. Strong opposition to carbon offsets; seen as ineffective or deceptive.	Both supporters and non-supporters of the policy have raised concerns around carbon offsets. Review language to provide clarity that offsetting is the last resort. Australia's Climate Risk Assessment notes that accelerated climate change mitigation as well as reducing human induce pressures is the best defence against future climate impacts on natural and other systems. The *NSW Climate Change (Net Zero Future) Act 2023* NSW includes Clause 8 (2) *There is a critical need to act to address climate change, which is a serious threat to the social, economic and environmental wellbeing of New South Wales.* (3) *Action to address climate change should be taken as early as possible to minimise the cost and adverse impacts of climate change.* Principle 6 of the draft Policy has been amended to the following: Prioritise mitigation of greenhouse gas emissions from Council activities as soon as practicable. Once all mitigation measures have been completed, Council may offset any remaining emissions to meet its adopted targets.

During the consultation/exhibition, Council received two questions either through direct contact or within feedback received.

Table 2: Questions raised and Council's answers

Question raised in feedback	Council's answer
Asking Council to explain the recent weather manipulation/geo engineering and cloud seeding occurring across the Northern Beaches	Acknowledged receipt of the email comments and advising that all comments received will be considered as a part of the review process.
Please reassure me (or otherwise) that this DRAFT does not REPLACE the well considered *Environment and Climate Change Strategy* adopted by NB Council some 4 yrs ago. I refer to the statement on Councils "Have Your Say" Draft page: " If adopted, the draft Policy is intended to replace the 5 existing climate change related policies from the former Councils.	Provided email response advising that if adopted the draft Climate Change Policy will replace the 5 related policies from the former Pittwater, Warringah and Manly Councils. It will not be replacing the ECCS.

Appendix 1 Verbatim community and stakeholder responses

Click here for responses
https://eservices.northernbeaches.nsw.gov.au/ePlanning/live/Common/Output/Document.aspx?t=webdoc&id=!!UoDYOgOmy2JxoZtjV0NsLY8bKzTMXBebAXVZ4A==crWRZl9N%2Bx4=

Date	30 June 2025
Approval	Content provided and approved by Environmental Sustainability and Climate Change Team. Responsible manager: Rebecca Peacock
Status	Draft
Related Projects	Withstand. Adapt. Thrive – Northern Beaches Resilience Strategy & Protect. Create. Live - Northern Beaches Environment and Climate Change Strategy 2040
Notes	Community and stakeholder views contained in this report do not necessarily reflect the views of the Northern Beaches Council or indicate a commitment to a particular course of action.

Climate Change Policy NB-P-39

Purpose

This policy guides Northern Beaches Council's approach to mitigating and adapting to the impacts of climate change. Proactively managing Council's assets, functions and services helps to strengthen community and environmental resilience to climate change impacts, including extreme weather events.

Australia's climate has already warmed, and further warming will occur due to past and present greenhouse gas emissions. Council needs to adapt and plan for the climate changes that have already occurred and will continue to occur in the future.

The NSW State Disaster Mitigation Plan makes clear that the Northern Beaches Local Government Area is exposed to a range of climate change risks that are expected to increase over time. These risks include increasingly severe and complex impacts associated with coastal hazards and flooding, and more frequent extreme weather, bush fires, high winds, heatwaves and drought. Such impacts will have significant ramifications in terms of property damage, increased clean-up, repair and insurance costs, environmental change, as well as causing stress, fatigue and uncertainty for the community. These effects are expected to disproportionately impact those most vulnerable in the community, exacerbating existing social, economic and health inequalities including First Nations peoples and their heritage.

Council is committed to reducing emissions in its operations and in the community, as well as reducing the risks and impacts associated with climate change in the present and future. Council will lead by example and support the community on climate action through its climate emergency declaration, relevant strategies and action plans.

Policy Principles

The following principles will be applied across Council's assets, functions and services to guide mitigative and adaptive action in response to climate change:

1. Ensure that Council's Integrated Planning and Reporting framework incorporates suitable measures to reduce the contribution to, and the impacts of climate change across its assets, functions, services and reporting.
2. Adopt a proactive and adaptive approach to managing the impacts of climate change, informed by the best available science and guidance, and adjusted regularly for changes in outcomes, data, technology, and policy.
3. Maintain up to date greenhouse gas emission reduction targets for Council and the community that are monitored, reviewed, and publicly reported against.
4. Ensure consistency with state, national, and international legislation, guidelines, benchmarks and targets, as appropriate.
5. Prioritise the management of risk to people, property, and the environment from the impacts of climate change in accordance with Council's obligations and its Enterprise Risk Management Framework.
6. Mitigate greenhouse gas emissions from Council activities as ~~far as possible~~ soon as practicable. Once all mitigation measures have been completed, Council may offset any ~~the~~ remaining emissions to meet its adopted targets.
7. Incorporate the range of climate projections aligned to emission scenario~~s SSP2 and~~ SSP3 when managing Council assets and services and when developing studies, management plans and in land use planning, noting that different assumptions may be adopted to respond to site specific or particular areas of vulnerability.

~~When making decisions, use SSP2 for short-term scenarios and SSP3 for longer-term scenarios.~~

8. Work with the community and key stakeholders to equitably reduce emissions, address climate risks and enhance resilience across the Northern Beaches.
9. Ensure Council decisions consider the impacts of climate change for current and future generations, enhancing intergenerational equity.
10. Identify and manage climate change impacts and obligations through Council's systems and frameworks. This includes project management, enterprise risk management, procurement, business and financial planning, as well as strategic and land use planning frameworks.
11. Reduce current and future risks to the community and the environment by locating new development out of high-risk hazard areas (particularly those expected to be at greater risk from climate change), and/or incorporating appropriate measures to reduce the risk to an appropriate level in accordance with relevant guidelines and statutory controls (including utilising appropriate land zoning).
12. Consider the options of protection, accommodation, avoidance, nature-based adaptations and relocation where climate change poses a significant risk to existing development and land uses.
13. Ensure that climate change risks and impacts are managed to reduce effects on local biodiversity, ecological processes and the environment.
14. Advocate for, and where possible implement, better building and construction standards, delivery of multi-agency projects, waste minimisation and management, zero emissions transport, sustainable finance and equitable community support to reduce the causes, risks and impacts of climate change.

Scope and application

This Policy applies to officials of Northern Beaches Council and will be implemented across Council's assets, functions and services.

References and related documents

Related Legislation

- Climate Change Act 2022 (Cth)
- Climate Change (Net Zero Future) Act 2023 (NSW)
- Local Government Act 1993 (NSW) and associated Regulations
- Environmental Planning and Assessment Act 1979 (NSW) and associated Regulations
- Coastal Management Act 2016 (NSW)
- NSW Reconstruction Authority Act 2022 (NSW)

Related Council Policies and Plans

- Council Policy Framework ~~NB-P-01~~
- Asset Management Policy
- Coastal Erosion Policy

- Bush Fire Management Policy
- Enterprise Risk and Opportunity Management Policy
- Procurements and Contracts Policy
- Social Sustainability Policy
- Water Management for Development Policy

Related Council Strategies

- Protect Create Live. Northern Beaches Environment and Climate Change Strategy 2040
- Northern Beaches Community Strategic Plan 2040
- Towards 2040 Local Strategic Planning Statement
- Withstand Adapt Thrive. Northern Beaches Resilience Strategy
- Better Together Social Sustainability Strategy 2040
- Waste and Circular Economy Strategy 2040
- Move Northern Beaches Transport Strategy 2038
- Asset Management Strategy 2022 – 2032

Related Documents

- Australia's National Climate Risk Assessment 2025 (Cth)
- National Climate Resilience and Adaptation Strategy 2021-2025 (Cth)
- National Disaster Risk Reduction Framework (Cth)
- NSW Climate Change Adaptation Strategy ~~(NSW)~~
- NSW Climate Change Policy Framework ~~(NSW)~~
- ~~NSW~~ State Disaster Mitigation Plan (NSW)
- ~~NSW~~ Flood Risk Management Manual (NSW)
- Coastal Management Manual (NSW)
- ~~NARCLIM Metropolitan Sydney (NSW)~~

Community Strategic Plan

This Council policy relates to the Community Strategic Plan Outcomes:

- Protection of the environment
- Environmental sustainability.
- Housing, places and spaces
- Good governance and participation

Definitions

Adaptation responses

- *Nature-based* — Nature based solutions such as protecting and augmenting dunes, revegetating foreshore buffers or undertaking rehabilitation of natural coastal habitats such as mangrove, saltmarsh and salt-tolerant transitional vegetation.
- *Accommodation* — Design new structure and/or altering existing structure to reduce vulnerability to impacts. Example: raising the floor height of a flood-prone building.
- *Avoidance* — Minimising intensification of existing exposure and preventing new development in areas subject to current or future risks. Example: prohibiting new development in areas subject to bush fire risk.
- *Protection* — Implementing temporary or permanent works that provide a barrier between a structure and a hazard. Example: hard protection such as seawalls or levees or soft protection (often referred to as ecosystem-based adaptations) such as dunes, sand nourishment or planting of bush fire resistant vegetation.
- *Relocation* — Removal or relocation of existing exposed structure or asset out of an at-risk area.

Carbon offset — A reduction in greenhouse gas emissions that is used to compensate for emissions that occur elsewhere. A carbon offset credit is a transferrable instrument certified by governments or independent certification bodies to represent an emission reduction of one metric tonne of CO_2-e. The purchaser of an offset credit can 'retire' it to claim the reduction towards their own emission reduction goals.

Climate change — ~~Change in the state of the climate that can be identified by changes in the mean and/or the variability of its properties and that persists for an extended period, typically decades or longer. Throughout this policy, the term refers to changes to the climate attributable to human activities such as greenhouse gas emissions or land use changes.~~

A change of climate that is:

(a) directly or indirectly attributable to human activity that alters the composition of the atmosphere, and
(b) in addition to natural climate variability over comparable time periods.

Climate risk — ~~Refers to p~~Potential negative or positive impacts of natural hazards and climate under the influence of rising global greenhouse gas emissions.

DRAFT

Emissions	Greenhouse gases released from human activities that contribute to the greenhouse effect, global warming and climate change.
Hazard	A potential natural or human-induced physical event, trend or disturbance with negative consequences.
~~NARCliM~~	~~The NSW Government provides high-quality regional climate projections and information for public use through the NSW and Australian Regional Climate Modelling (NARCliM) project.~~
Resilience	The capacity of individuals, communities, businesses, and systems to survive, adapt and thrive in response to chronic stresses and acute shocks.
SSPs	Shared Socioeconomic Pathways are a range of scenarios for climate change that consider different levels of greenhouse gas emissions, population, economics, social factors, and other key concepts. They help assess potential climate futures and their impacts.
~~*SSP2 and*~~ *SSP3*	~~The SSP2 scenario assumes that global trends continue without major shifts. Some countries make good progress, while others struggle. Environmental degradation continues, but resource and energy use become more efficient.~~ The SSP3 scenario assumes countries prioritise security and economic independence, leading to slow technological progress and high challenges for climate mitigation and adaptation.
Targets	Includes Council's targets, aspirations, commitments, benchmarks, and actions as outlined in all Council policies, strategies, and action plans.

Responsible Officer

Executive Manager, Environment & Resilience

Review Date

2029

Revision History

Revision	Date	Status	TRIM Ref
		Council adopted	

DRAFT

C06. Carbon Neutral

Title: **Carbon Neutral Policy**

Policy No: **C06**

Keywords: **Carbon Neutral, Energy Efficiency**

Responsible Officer: **Deputy General Manager – Land Use and Sustainability**

1. PURPOSE AND AUTHORITY

The purpose of this policy is to provide an administrative framework as well as guidance to Council and Council staff with a view to Council becoming carbon neutral in its operations and service delivery.

2. POLICY STATEMENT

Manly Council has adopted a policy to becoming carbon neutral in its operations and service delivery by not later than December 2010, with carbon neutrality being achieved through a combination of reduced demand for energy and products, energy efficiency, increased use of renewable energy and offsetting of emissions that cannot otherwise be avoided.

(OM 21.07.08)
See further Amendment below

3. PRINCIPLES

Council has determined that its target on carbon emission is to be brought into line with [former] Prime Minister Kevin Rudd's announcement to commence phasing-in of emission reductions from 1 July 2011 and working toward a 25 per cent carbon emission reduction on the 2000 level by 2020.

(OM 14.09.09)

4. SCOPE

This policy applies to all Council activities, operations, services, and facilities that have the potential for the creation, production or emission of carbon, and applies to all Council officials (as well as consultants and contractors engaged by Council) who are, directly or indirectly, involved in the making of administrative decisions, or the taking of any action, that has or may have the potential to create, produce or emit carbon,

5. DEFINITIONS

Carbon includes any greenhouse gas (eg carbon dioxide, methane, nitrous oxide, sulfur hexafluoride, a hydrofluorocarbon, a perfluorocarbon, or any other gas of a kind recognised as a greenhouse gas emission.

6. IMPLEMENTATION

This policy will be implemented upon adoption by Council and will be made available via Council's website.

Council and/or the General Manager may, during a civil emergency only, set aside any policy terms to ensure public safety.

7. MONITORING AND BREACHES
Regular monitoring of compliance with this policy, relevant legislation and Manly policies and procedures will be undertaken and documented by the responsible officer for this policy.

Breaches of this policy are considered to be breaches of Manly Council's Code of Conduct and therefore invoke the relevant sanctions outlined in that Code. Persons in breach of any legislation may be subject to relevant criminal action.

8. REPORTING

An annual report on compliance with this policy is to be provided to the elected Council for its consideration.

9. POLICY REVIEW

This policy is subject to regular review at a maximum interval of two (2) years.

For the purposes of carrying out and giving effect to this policy, the General Manager may from time to time prepare, adopt or vary, and otherwise issue to Council staff, guidelines and directions relating to any aspect of this policy.

Any recognised change to relevant legislation; or directives or guidelines issued by agencies including the NSW Ombudsman and the Division of Local Government; or to Manly Council's related guidelines and procedures will activate an immediate review of this policy to ensure it remains current and aligned to best practice policies.

10. RELEVANT REFERENCES AND LEGISLATION

Protection of the Environment Operations Act 1997 (NSW)
Carbon Credits (Carbon Farming Initiative) Act 2011 (Cth)

11. RELEVANT COUNCIL POLICIES

Nil.

12. REVISION SCHEDULE

Minute No	Date of Issue	Action	Author	Checked by
PS53/11	2 May 2011	Periodic Review	Secretariat, Corporate Services	Manager, Administration
	June 2013	Comprehensive Review	Manager Corporate Governance	General Counsel
PS16/14	3 March 2014	Periodic Review	OM CSS	Manager Governance

Warringah Council Policy

Policy No. STR-PL 830

Environmental Sustainability Policy

1 Purpose of Policy

1.1 To provide clear direction for Council to incorporate environmental sustainability into all elements of its business. Incorporating sustainability means considering environmental, economic and social impacts concurrently.

1.2 To work towards fulfilling the requirements of the *Local Government Act 1993* in terms of considering ecologically sustainable development.

1.3 To protect and enhance the natural environment.

1.4 To raise awareness of environmental sustainability and increase community participation.

1.5 To support strategic directions identified in Council's Environmental Sustainability Strategy.

2 Policy Statement

Council is committed to working towards environmental sustainability.

Council is committed to establishing, promoting and maintaining a culture of sustainability and environmental responsibility by the Council, staff and the community. The Council and staff will work together with the community to consider and minimise the impact of our activities on the environment and work towards environmental best practice.

Council commits to undertake its business in an environmentally sustainable manner. Council strives to exceed the requirements of environmental laws and regulations. This commitment to environmental sustainability will be specifically supported in all of Councils plans, strategies and services. This Policy was developed in line with AS/NZS ISO 14004:2004.

3 Principles

3.1 Councillors and Council staff will consider the principles of ecologically sustainable development when carrying out their duties, as required under Section 7(e) of the *Local Government Act 1993*. The principles to be considered are:

a. The precautionary principle;
b. Inter-generational equity;
c. Conservation of biological diversity and ecological integrity; and
d. Improved valuation, pricing and incentive mechanisms.

3.2 Council will lead the community by example by implementing environmental sustainability.

3.3 Council will progressively and continually improve its environmental performance and outcomes.

3.4 Council will set targets and objectives to achieve environmental sustainability. This will be done in Council's key corporate plans including the Strategic Plan, Management Plan, and any operational plans or strategies as is relevant.

3.5 Council will report on the State of the Environment and its environmental programs, as set out in the *Local Government Act*. This reporting will include regular monitoring, assessment and reporting of social, environmental and economic indicators.

3.6 Policy and management decisions of the Council will be undertaken with regard to environmental, as well as social and economic considerations and impacts.

3.7 The cost and impact of environmental externalities will be considered in decision-making.

3.8 All Council purchases must consider environmental criteria. All Council contracts and tenders must include environmental criteria. All contractors and suppliers must be made aware of Council's environmental commitments.

3.9 Achieving environmental sustainability is one of Council staff's core behaviours and is included in the staff induction sessions and appropriate training sessions.

3.10 All new Council buildings and facilities will be developed in line with sustainability principles and incorporate good environmental performance. This includes consideration of energy, materials, waste and water at the design stage.

3.11 Council will work with, assist and, where necessary, require its community to:
a. Prevent pollution of the environment;
b. Conserve and use energy, water and natural resources wisely and responsibly;
c. Comply with the requirements of environmental laws and regulations and Council's plans and policies, as a minimum;
d. Strive for best practice environmental management; and
e. Support environmental programs implemented by the Council.

4 Risk Assessment

When applying this policy, Council will consider the Risk Enterprise Risk Management Framework Policy PL 700.

5 Authorisation

This Policy was adopted by Council on 13 February 2007

It is due for review on May 2017

6 Amendments

This Policy was last reviewed on 28 May 2013

7 Who is responsible for implementing this Policy?

All Council staff are required to consider environment, economic and social outcomes and impacts in their work.

Strategy and Policy are responsible for:
a. Reviewing and updating the policy;
b. Promoting the policy among staff to ensure it is implemented throughout Council; and
c. Ensuring that new staff are informed of the policy during induction.

8 Document owner

Deputy General Manager, Environment

9 Legislation and references

Environmental Planning and Assessment Act 1979

Protection of the Environment Administration Act 1991

Local Government Act 1993

Warringah Council, *Enterprise Risk Management Framework Policy – PL 700* (2012)

Warringah Council, *Environmentally Sustainable Design and Management of Council's Built Assets - CS OMS 030* (2007)

Warringah Council, *Environmental Sustainability Strategy* (2012)

AS/NZS ISO 14004:2004 *Environmental Management Systems – General Guidelines on Principles, Systems and Support Techniques*

10 Definitions

Ecologically sustainable development as defined in the *Protection of the Environment Administration Act 1991:*

"ecologically sustainable development requires the effective integration of economic and environmental considerations in decision-making processes. Ecologically sustainable development can be achieved through the implementation of the following principles and programs:

a) the precautionary principle—namely, that if there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation.
In the application of the precautionary principle, public and private decisions should be guided by:

i) careful evaluation to avoid, wherever practicable, serious or irreversible damage to the environment, and
ii) an assessment of the risk-weighted consequences of various options,

b) inter-generational equity—namely, that the present generation should ensure that the health, diversity and productivity of the environment are maintained or enhanced for the benefit of future generations,

c) conservation of biological diversity and ecological integrity—namely, that conservation of biological diversity and ecological integrity should be a fundamental consideration,

d) improved valuation, pricing and incentive mechanisms—namely, that environmental factors should be included in the valuation of assets and services, such as:

i) polluter pays—that is, those who generate pollution and waste should bear the cost of containment, avoidance or abatement,
ii) the users of goods and services should pay prices based on the full life cycle of costs of providing goods and services, including the use of natural resources and assets and the ultimate disposal of any waste,
iii) environmental goals, having been established, should be pursued in the most cost effective way, by establishing incentive structures, including market mechanisms, that enable those best placed to maximise benefits or minimise costs to develop their own solutions and responses to environmental problems."

PITTWATER COUNCIL

Policy – No 164	**Adopted:**	**OM: 19.06.2006**
	Reviewed:	
	Amended:	**OM: 17.10.2011** **OM: 04.11.2013**
	Revoked:	

TITLE:	**SUSTAINABILITY**
STRATEGY:	**ALL**
BUSINESS UNIT:	**ALL BUSINESS UNITS**
RELEVANT LEGISLATION:	**LOCAL GOVERNMENT ACT**
RELATED POLICIES:	**ALL**

Objective

To provide a clear statement of Pittwater Council's commitment to ensuring that progress towards sustainability is an ongoing objective, and to exercise community leadership on sustainability development[1] within the Pittwater local government area.

Definition

Sustainability in Pittwater is a process of change that is defined as *"development that improves the quality of life, both now and into the future, in a way that maintains the ecological processes on which life depends"* [2]. In accordance with Council's obligations under the NSW Local Government Act 1993, sustainability will be promoted with regard to the principles of ecologically sustainable development.[3], being:

- Inter-generational equity
- The precautionary principle
- Improved valuation, pricing and incentive mechanisms
- Conservation of biological diversity and ecological integrity

[1] The terms sustainable development, ecologically sustainable development (ESD), and sustainability are used as interchangeable terms. The Council of Australian Government (COAG) adopted ESD as a goal in 2002
[2] Goal of ESD as defined in Australia's National Strategy for Ecologically Sustainable Development 1992
[3] As defined in the NSW Local Government Act 1993 – principles of ecologically sustainable development

Policy Statement

Pittwater Council supports the principles of the report to the World Commission on Environment and Development *"Our Common Future"*, and believes that sustainable development is one of the most pressing issues of our time. Over the course of the 20th century the relationship between the human world and the planet that sustains us has undergone a profound change. The demands of human progress are now depleting our planet's resources at unsustainable levels, disrupting global climate systems, causing extinction of many species of life on earth and degrading natural environments, including the unique and precious natural heritage of the Pittwater area.

Council acknowledges that it has a vital role to play at the local level in promoting sustainable development and can make a contribution towards meeting the global challenges of creating a sustainable society on our shared planet. Council will advance and strengthen the three interdependent and mutually reinforcing pillars of sustainability[4],– economic development, social development and environmental protection in the Pittwater Local Government Area.

Council will strengthen, adjust and build internal management frameworks that ensure sustainability performance improvement is integrated as a core part of Council's strategic and operational management via effective management plans, specific action plans, training, communication, monitoring and reporting. Council will systematically review its internal policies, ESD performance, processes and practices to further build the organisations capacity to deliver ongoing triple bottom line performance improvement within its own operations.

In support of the United Nations Decade of Education for Sustainable Development 2005-2014, Council will take the sustainability message out to the broader community through educating, mobilizing and responding to the public to promote sustainable development.

[4] As adopted at the World Summit on Sustainable Development in 2002, "Johannesburg Declaration"

E40. Ethical Charter - Sustainability

Title: **Ethical Charter - Sustainability Policy**

Policy No: **E40**

Keywords: **Ethical, Sustainability, Earth Charter**

Responsible Officer: **Executive Manager, Corporate Services**

1. PURPOSE AND AUTHORITY

The objective of this policy is to set out and facilitate the attainment of Council's ethical charter with respect to sustainability.

2. POLICY STATEMENT

Council is committed to supporting the principles of ecologically sustainable development (ESD) as defined in the *Local Government Act 1993* and ethical business practices. To that end, Council has adopted the ethical charter with respect to sustainability set out in this policy.

3. PRINCIPLES

Council has resolved to adopt the following ethical charter, enshrining the various several principles set out below, in order to declare Council's commitment to and promotion of the values of sustainability.

Manly's Ethical Charter – Sustainability

Council is committed to supporting the principles of ecologically sustainable development (ESD) as defined in the *Local Government Act 1993* and ethical business practices.

Council believes that sustainability must be the guiding principle of our business, requiring policies that meet the needs and aspirations of the present generation without compromising the opportunity of future generations to fulfil their needs and aspirations. Council also supports the *Earth Charter* and recognise that it is sets the grounding principles for sustainability.

We support and will act on the following principles in our services:

Equity and justice – We will act fairly, seeking to ensure equity, tolerance and removal of discrimination and support democratic societies that are just, participatory, sustainable and peaceful.

Respect – We will treat other people and the environment with respect and acknowledge and support the values of indigenous peoples and minorities.

Sustaining the environment – We will act with care and caution towards the environment, protecting the biosphere, its biodiversity, and using its resources sustainably for present and future generations.

Creating and sharing sustainable prosperity – We will seek to create and share prosperity in a way that helps sustain our business, the community and the environment, and support locally based businesses who share these ethics where possible.

Responsibility – We will take all responsibility for our actions and for any harm or good we cause. We will account for our actions, evaluating our progress in implementing these principles, and seek to continually improve. We also commit to combat corruption in all its forms, and the obstacles to good governance. We will not associate with organisations who act in direct contradiction to these principles.

This Ethical Charter places a requirement on Council to give significant consideration to the effects our business and operations may have on local and global sustainability. It will be integrated into Council's key policies to guarantee implementation.

(P & S meeting 14.2.05 Res. ##)

4. SCOPE

This policy applies to all Council officials, including Councillors, Council staff, and contractors engaged by Council, as respects the making of decisions, and the taking of action, of all kinds.

5. DEFINITIONS

"Principles of ecologically sustainable development" means the following statements of principle:

Ecologically sustainable development requires the effective integration of economic and environmental considerations in decision-making processes. Ecologically sustainable development can be achieved through the implementation of the following principles and programs:

(a) the precautionary principle-namely, that if there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation. In the application of the precautionary principle, public and private decisions should be guided by:

(i) careful evaluation to avoid, wherever practicable, serious or irreversible damage to the environment, and

(ii) an assessment of the risk-weighted consequences of various options,

(b) inter-generational equity-namely, that the present generation should ensure that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations,

(c) conservation of biological diversity and ecological integrity-namely, that conservation of biological diversity and ecological integrity should be a fundamental consideration,

(d) improved valuation, pricing and incentive mechanisms-namely, that environmental factors should be included in the valuation of assets and services, such as:

(i) polluter pays-that is, those who generate pollution and waste should bear the cost of containment, avoidance or abatement,

(ii) the users of goods and services should pay prices based on the full life cycle of costs of providing goods and services, including the use of natural resources and assets and the ultimate disposal of any waste,

(iii) environmental goals, having been established, should be pursued in the most cost effective way, by establishing incentive structures, including market mechanisms, that enable those best placed to maximise benefits or minimise costs to develop their own solutions and responses to environmental problems.

(**Source**: Dictionary, *Local Government Act 1993* (NSW))

6. IMPLEMENTATION

This policy will be implemented without delay once adopted by Council. Upon adoption this policy will be entered into Council's policy register, made available online and provided to all staff and any other people directly affected by this policy.

Council and/or the General Manager may, during a civil emergency only, set aside any policy terms to ensure public safety.

7. MONITORING AND BREACHES

Regular monitoring of compliance with this policy, relevant legislation and Manly policies and procedures will be undertaken and documented by the responsible officer for this policy.

Breaches of this policy are considered to be breaches of Manly Council's Code of Conduct and therefore invoke the relevant sanctions outlined in that Code. Persons in breach of any legislation may be subject to relevant criminal action.

8. REPORTING

No specific reporting is required by this policy.

9. POLICY REVIEW

This policy is subject to regular review at a maximum interval of two (2) years.

For the purposes of carrying out and giving effect to this policy, the General Manager may from time to time prepare, adopt or vary, and otherwise issue to Council staff, guidelines and directions relating to any aspect of this policy.

Any recognised change to relevant legislation; or directives or guidelines issued by agencies including the NSW Ombudsman and the Division of Local Government; or to Manly Council's related guidelines and procedures will activate an immediate review of this policy to ensure it remains current and aligned to best practice policies.

10. RELEVANT REFERENCES AND LEGISLATION

Local Government Act 1993
Environmental Planning and Assessment Act 1979
The Earth Charter. *See:* http://www.earthcharterinaction.org/content/pages/Read-the-Charter.html

11. RELEVANT COUNCIL POLICIES

Nil.

12. REVISION SCHEDULE

Minute No	Date of Issue	Action	Author	Checked by
PS53/11	2 May 2011	Periodic Review	Secretariat, Corporate Services	Manager, Administration
	June 2013	Comprehensive Review		General Counsel
PS16/14	3 March 2014	Periodic Review	OM CSS	Manager Governance

Policy – No 176	**Adopted:**	**OM: 06.04.2009**
	Amended:	**OM: 17.10.2011** **OM: 04.11.2013** **OM: 06.10.2015**
	Revoked:	

TITLE:	**Climate Change**
STRATEGY:	**Pittwater 2025: Our Community Strategic Plan**
BUSINESS UNIT:	**All**
RELEVANT LEGISLATION:	**New South Wales (NSW) *Local Government Act 1993*** **NSW *Planning and Assessment Act 1979*** **NSW *Coastal Protection Act 1979*** **NSW *Threatened Species Conservation Act 1995*** **NSW *State Emergency and Rescue Management Act 1989*** **NSW *State Emergency Service Act 1989*** **NSW *Rural Fires Act 1997*** **NSW *Marine Estate Management 2014*** **NSW *Crown Lands Act 1989*** ***Pittwater Local Environmental Plan 2014* (LEP)**
RELATED POLICIES:	**No. 164 – Sustainability Policy** **No. 198 – Enterprise Risk Management Policy** **No. 184 – Asset Management Policy** **No. 186 - Risk Management Policy for Coastal Public Buildings and Assets in Pittwater Policy** **Pittwater 21 Development Control Plan (DCP)**

Purpose of Policy:

To address climate change mitigation and adaptation through both Council operations and services provided to the community.

Objectives

- To guide the development of strategies and actions to reduce greenhouse gas (GHG) emissions in Pittwater.
- To assist Pittwater Council to meet internal GHG Emission Reduction Targets.
- To embed climate change adaptation into Council operations through the Enterprise Risk Management Framework to achieve a whole of organisation approach.
- To guide the development of strategies and actions to manage climate change risks to the Pittwater community; and the natural and built environments by applying a quadruple bottom line sustainability approach.
- To build the capacity of the Pittwater community to adapt to climate change impacts in the mid to long term future.
- To provide the context for the Climate Action Plan Framework.

Document Set ID: 5235170
Version: 1, Version Date: 07/10/2015

Background

Pittwater Council accepts the international scientific research reported by the Intergovernmental Panel on Climate Change (IPCC) that has concluded that the human influence on the climate system is clear with recent anthropogenic emission of greenhouse gases recorded to be the highest in history.

Mitigation includes actions to reduce GHG emissions or removing GHG from the atmosphere to limit the changes caused in the global climate by human activities.

Adaptation refers to the actions undertaken to reduce the adverse consequences of climate change and capture any beneficial opportunities. Adaptation actions aim to reduce the impacts of climate stresses on humans, natural systems and infrastructure.

Council recognises that by addressing mitigation, the impacts of climate change may be moderated which will reduce the extent of adaptation initiatives required.

Council adopted the Climate Change Risk Assessment undertaken for Pittwater in 2012.

Policy Statement

Pittwater Council accepts the scientific research that demonstrates that our climate is being modified by human activities.

Pittwater Council recognises that along with the NSW and Australian Governments, they have a responsibility to prepare for climate change in accordance with the precautionary principle as defined under the NSW *Local Government Act 1993*.

Council acknowledges the important role of local government in helping to reduce GHG emissions and manage climate change impacts at the local level, particularly through its statutory responsibilities and regulatory powers relating to land use planning, natural resource management and infrastructure management. Council amongst a number of agencies, business and not-for-profit organisations, all contribute to building resilience at the local level.

Council encourages further scientific research and a better understanding of climate change and energy issues in order to support and steer policy, to refine adaptation and mitigation strategies and to foster the necessary behavioural changes within our society.

Council understands the importance of a quadruple bottom line management approach to sustainability and is mindful that GHG abatement and climate change adaptation can only be successfully sustained in association with responsible economic management, societal changes, environmental protection and transparent governance.

Council is committed to building on the GHG reduction initiatives and partner with the Pittwater community to improve mitigation and developing appropriate adaptation actions for the climate change impacts that will most affect the Pittwater LGA.

Risks associated with climate change impact predictions must feature as a primary consideration in strategic and operational management activity undertaken by Council.

Education should be aimed at improving the awareness and understanding of climate change issues in order to assist the community to make informed contributions when participating in community engagement related to studies, strategies and plans.

Council supports an evidence based approach to policy, strategies and actions addressing climate change that are based on the best available science while recognising the need for sufficient flexibility to adapt as scientific knowledge improves.

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2025/26 Sport and Recreation Infrastructure Grants Program – Overview and Recommendations

There is $100,000 (excluding GST) in the 2025/26 Parks and Open Space capital budget for the 2025/26 Sport and Recreation Infrastructure Grants Program (Grant Program).

Grant projects recommended for funding through the Grant Program are listed in Table 1.

Table 1: Grant Projects Recommended for Funding through the 2025/26 Sport and Recreation Infrastructure Grants Program in Ranked Order (successful applicants will be required to fund the difference between the cost of their project and Council's grant funding)

Applicant	Project	Cost (excluding GST)	Request (excluding GST)	Recommend (excluding GST)	Comment
Narrabeen Junior Rugby Union Club	Upgrade the changerooms including establishment of a new entrance at their clubhouse building (Sports Amenities North Building) at North Narrabeen Reserve, Warriewood.	$15,000	$10,000	$10,000	• The clubhouse upgrade will improve safety and privacy in particular for female athletes.
Manly Warringah Australian Football Club Inc	Purchase a new electronic scoreboard for use at Weldon, Frank Gray and Mike Pawley Ovals, John Fisher Park, Curl Curl.	$17,455	$17,455	$17,455	• A new electronic scoreboard will be made available to local AFL, cricket and other clubs and schools to use at 3 ovals reducing reliance on volunteers to keep score as well as improving visibility of scores to athletes and spectators.
Pittwater Baseball Club Inc	Install 5 new scorer tables and to upgrade the batting cage at North Narrabeen Reserve, Warriewood.	$20,000	$15,173	$10,515	• The upgrade of the batting cage and new scorer tables will remove the need for volunteers to transport tables on-site for each game and improve the quality of the batting cage for training. • In their application the applicant supported partial funding.

Applicant	Project	Cost (excluding GST)	Request (excluding GST)	Recommend (excluding GST)	Comment
Manly Yacht Club Limited	Upgrade the toilet facilities including establishment of 2 ambulant toilets and to install a stairlift at the Manly Yacht Club building, Manly.	$30,000	$25,000	$13,515	• Establishment of ambulant toilets and installation of a stairlift will expand the Club's capacity to deliver programs and improve access for people with disabilities. • In their application the applicant supported partial funding.
Newport Bowling Club Ltd	Install 3 new retractable shade systems at the Newport Bowling Club complex, Newport.	$27,768	$27,768	$10,515	• New shade will encourage playing each way on the bowling greens, which will assist in maintaining the quality of the greens playing surfaces and will improve sun safety for players. • In their application the applicant supported partial funding.
Allambie Beacon Hill United Football Club Inc	Upgrade the canteen at the Miller Reserve clubhouse building, Manly Vale.	$29,637	$15,000	$14,000	• The upgrade of the canteen will improve its functionality and safety and increase the Club's capacity to raise funds for its operations from the sale of food and drinks and free up space for storage. • In their application the applicant supported partial funding.
Balgowlah Golf Club Ltd	Install 2 new practice bays including a new undercover area, long-range hitting mat and target green at the Balgowlah Golf Course, Balgowlah.	$48,300	$35,000	$24,000	• The installation of new golf practice infrastructure will support player development and participation, in particular juniors and women. • In their application the applicant supported partial funding.
	Totals	**$188,160**	**$145,396**	**$100,000**	

2025/26 Environmental Grants Program Applicant Overview

There is $50,000 (ex GST) in the 2025/26 Environmental Grants Operational Budget for the 2025/26 grant program. The program opened for applications on 19 June 2025 and closed on 28 July 2025.

Thirteen applications were received during the application period and a total of $54,250 (ex GST) was requested. Twelve applications were deemed eligible (Table 1). The eligible applications were then assessed (scored and ranked) by the Grants Panel against the program criteria:

Following the Grants Panel's assessment of eligible applications, $50,000 (ex GST) is recommended for allocation to 12 projects (Table 1).

Table 1: Eligible Projects Recommended for Funding

Applicant	Project	Requested funding (excl. GST)	Recommended funding (excl. GST)	Comment
Canopy Keepers	Owl Keepers	$5,000	$5,000	• Clear rationale and objectives. • Demonstrates short- and long-term environmental benefits, with monitoring planned to assess effectiveness. • Innovative, aiming to support local threatened species through habitat creation and community education.
Catholic Parish of Frenchs Forest	Protecting Kieran's Creek	$5,000	$5,000	• Demonstrates strong collaboration and community engagement. • Includes good education component. • Demonstrates multi-benefit approach and alignment with Council's strategy.
Humane World for Animals	Collaroy slopes coastal rainforest E2 zone weed reduction Stage 2	$5,000	$5,000	• Alignment with Council's strategy priorities. • Includes clear objectives, aiming to restore high conservation land. • It includes clear, realistic budget.
Joy of Giving Network	Educational Preloved Toy Reuse Workshops	$5,000	$5,000	• Initiative is community-focused and promotes positive environmental behaviour. • Demonstrates educational value, community engagement, and alignment with Council strategy.

Applicant	Project	Requested funding (excl. GST)	Recommended funding (excl. GST)	Comment
Northside Enterprise Inc	Flora Ritchie and Roberts Reserve Coastal Dune Bush regeneration	$5,000	$5,000	• Strong history of delivering successful grant-funded projects in the area. • Provides environmental and social benefits. • Aligns with Council strategy. • The applicant has submitted similar projects across 3 areas within the LGA, indicating a broader strategic approach.
Northside Enterprise Inc	Freshwater Dune Bush Regeneration	$5,000	$5,000	• Strong history of delivering successful grant-funded projects in the area. • Provides environmental and social benefits. • Alignment with Council's strategy priorities. • The applicant has submitted similar projects across 3 areas within the LGA, indicating a broader strategic approach.
Northside Enterprise Inc	Greendale Creek Bush Regeneration	$5,000	$5,000	• Strong history of delivering successful grant-funded projects in the area. • Provides environmental and social benefits. • Alignment with Council's strategy priorities. • The applicant has submitted similar projects across 3 areas within the LGA, indicating a broader strategic approach.

Applicant	Project	Requested funding (excl. GST)	Recommended funding (excl. GST)	Comment
Peninsula Community Gardens Inc - Newport	Blooming Back to Recovery	$3,700	$3,700	• Alignment with Council's strategy priorities. • It includes clear, realistic budget. • Demonstrates benefit to current and future community members.
Permaculture Northern Beaches	The Pollinator Pockets Project	$5,000	$5,000	• Proven history of successfully managing grant-funded projects. • Demonstrates strong collaboration. • Delivers environmental and social benefits. • Demonstrates realistic and well-structured budget. • Addresses multiple priority areas. • Innovative project.
Save Manly Dam Catchment Committee	Backyard Biodiversity: Explore, Learn, Protect	$5,000	$1,300	• Alignment with Council's strategy priorities. • Demonstrates potential to engage the community. • Partial funding recommended to support the development of educational information.
Surfrider Foundation Australia	Adopt a Beach Program	$5,000	$5,000	• Proven history of successfully managing grant-funded projects • Alignment with Council's strategy priorities. • Includes support of volunteers across the LGA.
	Totals	**$53,700**	**$50,000**	

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Placemaking Grants 2025/2026

Applicant Overview

Council received 16 grant applications to the Placemaking Grants program for 2025/26 with 9 proceeding to assessment after eligibility checks.

As per the grant guidelines the applications are individually assed against the following criteria:

Criteria	Description	Weighting
A	**Community benefit –** demonstrate significant economic, social, community, cultural and/or environmental contribution to the Northern Beaches community.	Double
B	**Priority areas –** strongly relate to one or more identified Council Goals.	Single
C	**Value for money –** justify the grant amount requested and included a well-researched and realistic budget, clearly indicating what Council funds would be spent on, as well as other contributions including corporate sponsorship and in-kind support.	Double
D	**Activation of places –** Activations must be located within Town & Village Centres or in other areas that can demonstrate that placemaking activities would directly support the surrounding businesses.	Double
E	**Environmental & waste management** – the activation promotes sustainability and utilises waste avoidance principles.	Single
F	**Organisational capacity to deliver** – the applicant has a demonstrated track record in delivering projects of the scale and type proposed and/or the application includes a thorough and realistic project delivery plan.	Double

Following the assessment of the 9 eligible applications the panel recommends that 7 of the remaining projects receive grant funding amounting to $20,000.00.

The following table details the projects recommended for funding.

Recommended for funding				
Applicant	**Project**	**Request (Ex GST)**	**Rec (Ex GST)**	**Comment**
Barbara La Ganza - *Elanora Heights Village Christmas Markets*	**Elanora Heights Village Christmas Market** Proposal to host Christmas Markets in Kalang Road, Elanora Heights featuring businesses from within the 2101 postcode. The event will bring the community together and celebrate Elanora during the festive season.	$4,000.00	$3,250.00 Partial funding to cover the public liability insurance, musicians portable toilets, and waste management (bins).	Proposal demonstrated the intent for the community and businesses of Elanora Heights to work together to activate public space, to bring together and celebrate community and local businesses and to drive economic activity in the area.

Recommended for funding				
Applicant	**Project**	**Request (Ex GST)**	**Rec (Ex GST)**	**Comment**
Rebecca Mohan - *Terrey Hills Annual Markets*	**Terrey Hills Annual Markets** Proposal to host a community market in celebration of Terrey Hills bringing together the community and businesses to drive knowledge of local area, businesses and connection to their community.	$4,000.00	$4,000.00	The proposal strongly aligns with Council's goals and funding criteria, with the potential to boost foot traffic and actively support local businesses in Terrey Hills and across the Northern Beaches.
Kasey Kaye – *Community Bank of Freshwater*	**Festive Freshie** Proposal to host a community Christmas celebration in Freshwater Village bringing together the community and businesses to drive pre-Christmas sales and increase foot traffic to the centre.	$5,000.00	$3,930.00 Partial funding to cover the musicians, face painters, advertising, entertainment elf, craft and Council fees.	This well-established annual event aligns closely with Council's strategic objectives and funding criteria. Recommended to support the components that will enhance vibrancy and foster strong community engagement. The proposal presents a clear and compelling rationale for how the project will bring people together and activate the space.
Shelley Roberston – *Sandcastle Finance*	**Spring Into Your Local – Community Business** **Networking & Discovery Event** Proposal to host a Spring-themed community networking and promotional event around our business hub in Manly Vale, designed to spotlight and support the vibrant mix of local businesses. Fostering stronger community engagement, encourage collaboration between local enterprises, and create an inviting environment for locals to get to know and support their neighbourhood services.	$3,000.00	$1,150.00 Partial funding to cover the flyers, music, social media production and signage	Proposal demonstrated great initiative for the local community and businesses. While also aligning with Council's goals and funding criteria, likely to enliven Manly Vale's town centre. boost economic activity and local business knowledge.

Recommended for funding				
Applicant	**Project**	**Request (Ex GST)**	**Rec (Ex GST)**	**Comment**
Bronwyn Keller – *Bronwyn's Northside Nails & Beauty*	**Killarney Heights Together** Proposal to host a series of outdoor events and activities designed to encourage local community engagement, support small businesses, and enhance the cultural life of Killarney Heights. The series include, Friday night live, local music played during dinner & Christmas village vibes – a program of festive activities.	$4,000.00	$3,670.00 Partial funding to cover Musicians, accessories, advertising & entertainment.	Proposal is community driven, empowers local businesses to support themselves and enables them organise events that encourages community engagement and increases foot traffic.
Karen Bond – *Newport Beach Chamber of Commerce*	**2025 Spring into Summer Celebration** Proposal to host a collaborative celebration of Newport. Business offers and entertainment will create a market atmosphere around the centre bringing communities together to showcase Newport.	$4,000.00	$2,800.00 Partial funding to cover the musicians within the town centre.	Proposal demonstrated clear intent to activate public spaces to bring together businesses and community and boost economic activity in Newport centre.
Sophie Wilson – *Beaches Lash & Co*	**Northern Beaches Christmas Art Display Shop Front** Proposal to create an immersive, festive shop window display for Christmas. Aiming to attract foot traffic and encourage the community to shop local.	$1,200.00	$1,200.00	Proposal presents a great opportunity to bring the community together, attract residents, and boost foot traffic, directly benefiting nearby businesses while also encouraging other local businesses to decorate their windows

Northern Beaches Council Local Transport Forum Terms of Reference

1.0 Background and purpose of Local Transport Forums

1.1 Background

Transport for NSW (TfNSW) is responsible for the control of traffic on all roads in NSW. Traffic is controlled by the installation of prescribed traffic control facilities such as regulatory signs or traffic control facilities (eg medians and chicanes).

The Local Transport Forum (Forum) is a non-decision-making advisory body established under the NSW Government's 2025 Authorisation and Delegation Instrument. It replaces the former Local Traffic Committee and is designed to support councils in managing traffic and transport on unclassified and regional roads.

These Terms of Reference set out the Forum's objectives, authority, composition, roles and responsibilities, reporting and administrative arrangements. These Terms of Reference are in accordance with TfNSW's *A Guide for Councils Using the Authorisation and Delegation Instrument – August 2025*.

1.2 Purpose

The function of the Forum includes:

- collaboration between agencies involved in transport management
- advice on street design, infrastructure, and traffic control facilities
- coordination of planned events and activities
- advice and information sharing on transport plans, policy, and management
- ensuring a public record of decisions relating to roads and streets

There is no voting at the Forum, as Councils are exclusively responsible for decisions taken on their roads. Members and attendees are to provide advice in good faith, share information, and coordinate activities and plans.

Council is obliged to consider any advice provided by the Local Transport Forum, but any decisions – and the exercise of an authorised or delegated function itself – is the sole responsibility of Council regardless of the advice of the Local Transport Forum.

2.0 Delegated Powers from Transport for NSW (TfNSW)

The NSW Government has delegated powers to Council via the Transport for NSW Authorisation and Delegation to Councils.

The delegation of authority from TfNSW is to Council for all roads other than classified roads which remain the responsibility of TfNSW. However, Council must take into consideration the advice of the Local Transport Forum, being the advice of the Formal Members of the Forum which are listed below.

The Local Transport Forum operates as an advisory committee providing advice to Council.

3.0 Local Transport Forum Composition

3.1 Formal Members

The Forum consists of 7 formal members (advisory)

- One Councillor or their representative (Chair of the Forum)
- One representative of the New South Wales Police
- One representative of Transport for NSW
- The 4 local Members of Parliament or their representatives (may only discuss items within their electorates)

3.2 Informal Members

The Forum will invite others who may attend on an 'as needs' basis and provide specialist advice on specific related traffic facility proposals. These include:

- Region 8 Bus Service Provider - Keolis Downer
- Region 14 Bus Service Provider - CDC NSW
- Bicycle NSW or other Cycling Representative
- Any person with specialist knowledge invited to attend by the Forum or Chair

3.3 Conduct of Conduct

All members of the Forum are required to observe Council's Code of Conduct and any other policy or requirement applicable to the proper functioning of the Forum.

Members shall act in a professional and responsible manner with the information they obtain.

Members must respect each other and work together to create an open and trusting atmosphere.

A breach of the Terms of Reference may lead to the member being removed from the Forum by the Chair.

Members of the Forum do not have the authority to act or speak on behalf of Council including representations to the media on Council or the Forum's behalf.

In accordance with the *Local Government Act 1993* the Mayor is the only person permitted to speak to the media on behalf of the Council.

3.4 Conflicts of Interest

All members are expected to declare and manage Conflicts of Interest in accordance with the Code of Conduct.

3.5 Confidentiality and Privacy

Members may have contact with confidential or personal information retained by Council or other agencies. If so, members are required to maintain the security of any confidential or personal information and not access, unless the member is authorised to do so.

4 Meetings

The Forum will meet monthly on a day agreed by the Chair. An annual meeting schedule for the year ahead will be presented to the Forum each year.

Committee meetings can be held in person, by telephone or videoconference.

4.1 Quorum

A quorum for a meeting of the Local Transport Forum is one representative in attendance from each of Council and Transport for NSW.

4.2 Public Participation

The Forum operates in camera (closed to the public during consideration of agenda items). Members of the public with the leave of the Chair are given the opportunity to attend and address the Forum on a matter that is listed on the agenda for consideration. Public addresses are limited to 5 minutes with extensions to be granted, if required, at the discretion of the Chair.

4.3 Matters for consideration

Matters for consideration by the Forum will be presented in the business papers.

The Manager Transport Network is responsible for determining the items of business for consideration by the Forum which arise from the following criteria:

- Issues drawn to attention by the general public, community groups, schools, etc.
- Matters arising within or initiated by Council.
- Review of adverse crash histories as examined from Police and TfNSW crash databases.
- Development proposals.

5.0 Business papers

Council staff will prepare business papers for consideration of the Local Transport Forum. Reports within the business papers will be prepared in the below categories.

6.1 Reports to proceed to Council for Approval

Any potentially controversial matters involving Council or special interest groups may be listed as an item for Council's formal consideration and resolution at a meeting of the Council. Should Council not adopt a particular recommendation, the matter will be referred back to Council staff for further consideration and advice to Council via the Local Transport Forum. Late Items may only be presented by Council staff for consideration by the Forum at the discretion of the Chair.

6.2 Reports for approval by Council Delegation

These items generally cover all routine matters such as the provision of stop signs, linemarking, parking restrictions, bus zones, etc. and are dealt with by Council staff under delegated authority. Late Items may only be presented by Council staff for consideration by the Forum at the discretion of the Chair.

6.3 Matters for Notation

Matters for Notation may be either verbal or written presentations. These items do not require the Forum to make a technical recommendation and can be raised at the discretion of the Chair at the appropriate time during meeting proceedings.

At the discretion of the Chair, an item raised as a Matter for Notation may instead be included in the Minutes as an item for Council decision.

6.4 Other matters

Where a Forum member proposes to raise a matter for discussion, they are to advise Council's Manager Transport Network a minimum of 24 hours in advance of the meeting where possible to allow Council to investigate in preparation for discussion at the meeting. The Manager is to advise the Chair of all matters to be raised prior to the start of the meeting.

7.0 Committee administration

7.1 Secretariat

The Forum is administered by Northern Beaches Council within the Transport and Civil Infrastructure Business Unit.

7.2 Business paper distribution

The secretariat will ensure the agenda for each meeting and relevant business papers are circulated to all members 7 days prior to the meeting.

The agenda will be published on the Northern Beaches Council website at Northern Beaches Council Local Transport Forum.

7.3 Minutes

Draft minutes will be distributed to all members following the meeting within 7 days and confirmed at the next meeting. The minutes will be a brief record the main issues discussed and any actions taken.

The meeting minutes must clearly record:

- invitees and attendance
- items discussed
- key advice provided
- any for-information-only records or reports tabled.

Attendees must be:

- afforded the opportunity to review meeting minutes prior to finalisation
- be provided with a copy of the finalised meeting minutes.

The confirmed minutes will be published on the Northern Beaches Council website at Northern Beaches Council Local Transport Forum.

7.4 Database

Council will maintain a database containing records of the proceedings of the Forum and other relevant information.

8.0 Meeting procedures

There is no voting at the Forum as Councils are exclusively responsible for decisions taken on their roads.

Members and attendees are to provide advice in good faith, share information, and coordinate activities and plans. Council is obliged to consider any advice provided by the Local Transport Forum, but any decisions – and the exercise of an authorised or delegated function itself – are the sole responsibility of Council regardless of the advice of the Local Transport Forum.

At the relevant time, the Chair will ask the formal members to nominate items listed in the business papers that they wish to be discussed by the Forum.

For items not nominated, the recommendation proposed in the report on that item will become the adopted recommendation of the Forum and approved by Council Delegation.

Informal members cannot nominate items for discussion but may seek the support of a formal member to nominate the item on their behalf.

9.0 Actioning Matters Considered

Following the Local Transport Forum consideration and Council's subsequent approval for a particular facility, a formal instruction is prepared by Council staff for action.

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Community and Stakeholder Engagement Report

Naming proposal – Weeping Fig Lane, Seaforth

Consultation period: 6 August to 7 September 2025

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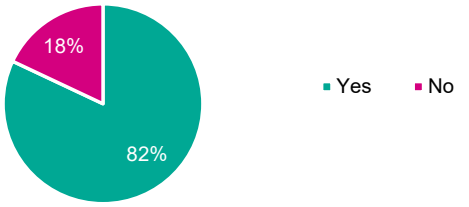
1. Summary

This report outlines the outcomes of community and stakeholder engagement as part of a proposal to name the currently unnamed laneway adjacent to Kempbridge Avenue, Seaforth. The proposal to name the laneway Weeping Fig Lane was exhibited between 6 August 2024 and 7 September 2025.

Feedback collected during the consultation indicated high level of support for this naming proposal with comments citing that the use of a floral name was preferred and had connection with the locality.

Respondents who were not supportive of the proposal felt that an alternative name should be used.

1.1. Key outcomes

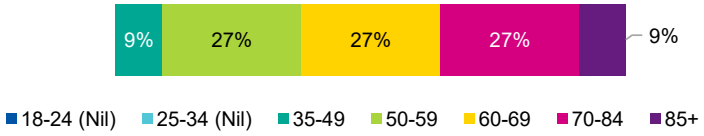
Total unique responses	31*	
How responses were received	Quick poll Comment form Written responses (email/letter)	Responses: 22 Completions: 11 Number received: 0
Online quick poll question: Do you support the proposed name, Weeping Fig Lane?	 Total responses = 22	
Feedback themes	Aboriginal Name	Alternative Name

*Not every respondent made a comment in addition to answering the quick poll sentiment question

1.2. How we engaged

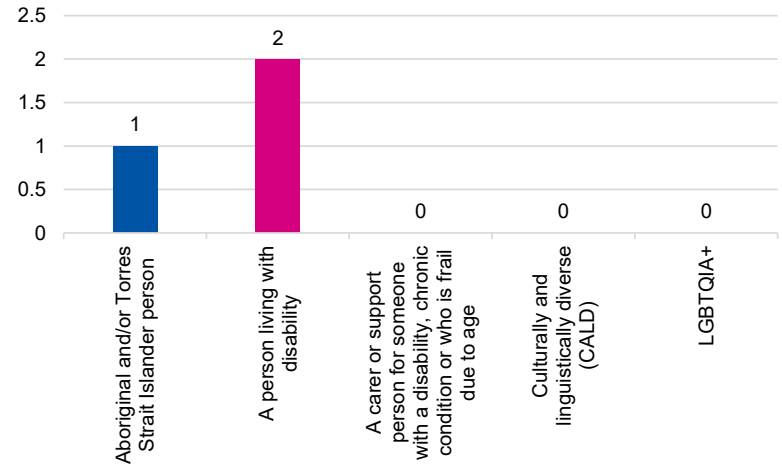
Have Your Say: visitation stats	Visitors: 263	Visits: 284
Print media and collateral	Letterbox drop: 2092	Distribution: 104
Electronic direct mail (EDM)	Community Engagement (fortnightly) newsletter: 2 editions Council (weekly) e-News: 1 edition	Distribution: 22,300 subscribers Distribution: 61,500 subscribers

1.3. Who responded[1]

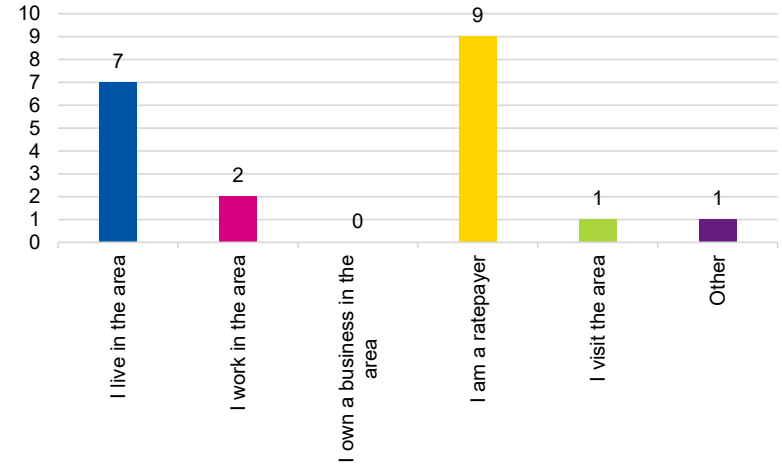
Gender	 Total responses = 11
Age groups	 Total responses = 11

[1] Demographic data was gathered via the online form by request only.

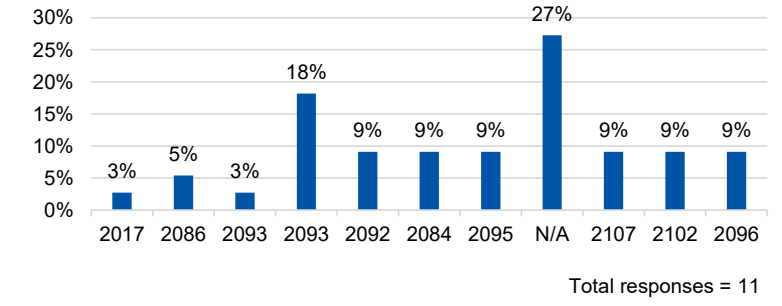
Priority populations[2]



Relationship with the area[3]



Postcodes



[2] Respondents could select more than one option
[3] Respondents could select more than one option

2. Background

The laneway adjacent to Kempbridge Avenue, Seaforth is currently unnamed and provides access to the private carpark which services the building at 538-540 Sydney Road, Seaforth. We received a request to name the laneway to help locals and visitors identify the area and improve wayfinding for businesses.

Following consultation with our community, Council resolved to name the laneway adjacent to Kempbridge Avenue in Seaforth, Fig Tree Lane. The Geographical Names Board of NSW (GNB), however, advised that Fig Tree Lane cannot be used due to similar-sounding street names nearby.

We have previously consulted on a proposal to name the lane Dyarrhi Lane. The Aboriginal Languages Trust (ALT) has recommended Council consider forgoing the use of Aboriginal Languages until there is clear direction from the Local Aboriginal Community on which Aboriginal Language(s) belong to our area.

A new name, Weeping Fig Lane, with pre-approval from the GNB was presented to Council at its meeting on 17 June 2025, and Council endorsed commencing publicly exhibiting the name prior to endorsing it. This name was proposed as there is a large weeping fig tree (Ficus Benjamina) growing nearby.

As such, we exhibited a proposal to name the laneway, Weeping Fig Lane.

The naming proposal has been pre-approved by the GNB of NSW. It is being carried out in line with the guidelines of both the GNB of NSW and Council's Memorials and Naming Honours Policy.

3. Engagement objectives

Community and stakeholder engagement aimed to:

- build community and stakeholder awareness of participation activities
- provide accessible information so community and stakeholders can participate in a meaningful way
- identify community and stakeholder concerns, local knowledge and values.

4. Engagement approach

Community and stakeholder engagement for the Naming proposal – Weeping Fig Lane, Seaforth was conducted between 6 August and 7 September 2025, and consisted of a series of activities that provided opportunities for community and stakeholders to contribute.

The engagement was planned, implemented and reported in accordance with Council's Community Engagement Strategy (2022).

A project page[4] was established on our have your say platform with information provided in an accessible and easy to read format.

The project was primarily promoted through our regular email newsletters (EDM). Local residents received notification letters requesting feedback on the proposal.

[4] https://yoursay.northernbeaches.nsw.gov.au/naming-proposal-weeping-fig-lane-seaforth

Feedback was captured through an online comment form embedded onto the have your say project page, and a quick poll that asked whether the name was supported or not.

An open-field comments box provided community members a space to provide any feedback they wished to contribute.

Email and written comments were also invited.

5. Findings

Feedback collected during the consultation indicated 80 percent of respondents supported this naming proposal. Respondents who chose to provide additional comment cited that the use of a floral name was preferred and had connection with the locality. Many respondents who supported the naming proposal said that it sounds lovely and they liked the use of a plant name.

Of those who specified they did not support the proposed name change, the prominent theme was that this name sounded miserable or should be an Aboriginal name. Alternative suggestions put forward included an Aboriginal name or a happy one.

Table 1: Issues, change requests and other considerations

Theme	Issues, change requests and other considerations raised	Council's response
Aboriginal naming	A number of respondents expressed support for an Aboriginal name. This is in line with Council's Memorials and Naming Honours Policy.	The Aboriginal Languages Trust (ALT) has recommended Council consider forgoing the use of Aboriginal languages for naming proposals until there is clear direction from the Local Aboriginal Community on which Aboriginal language(s) belong to our area.
Alternative name	Several respondents noted the name sounded miserable or like a medical term or was difficult to spell over the phone. No alternative names were proposed.	This laneway has a Ficus Benjamina (Weeping fig) hanging over it from a neighbouring garden. It is appropriate to use a name that represents the existing street flora. Council wanted a name representing the plant and its common name is simpler than its scientific name.

Appendix 1 Verbatim community and stakeholder responses*

Number	Comment
1	It seems inconsistent that I say nay to one renaming and yeh to another. The reason I have responded like this is because I do like indigenous plants etc included in naming streets etc. I would prefer that streets be named for indigenous reasons… plants, birds, areas, animals, etc
2	I generally think it is a good approach to name streets after native fauna/flora. Better to avoid any real or perceived political or social stratification that using historical or current dignitaries and celebrities names could generate. Please keep up this approach.
3	There should be more local indigenous names for places, rather than colonial names, in my opinion.
4	"Ah yes, the age-old tradition of naming places after dead blokes - because nothing says “scenic coastal haven” like Sir Reginald P. Thistlewaite Memorial Reserve. Romantic names? Too risky. They might inspire joy, imagination. A name that actually sounds like a place you’d want to stroll through. After all, dead men do tell tales... but perhaps not the ones you'd want to hear. So let’s ditch the legacies and let the places speak for themselves. Weeping Fig Lane sounds lovely."
5	Weeping sounds a sad name, it should be a happy name
6	"Weeping Fig Lane is a lovely name and I support it 100%.
7	Not a name for a street I would like to spell out on the phone... It is a little miserable, even though a plant name.
8	It sounds like a medical condition. Please find some alternatives!
9	"I think this name is suitable and has connection with the locality. I support this name."
10	Just do it - it's taken 3 years.....
11	Leave it as it is, and stop wasting our money looking for silly things to spend our money on.

**Personal identifying information, and content which is discriminatory, hateful or which may defame, offend, insult, humiliate or intimidate have been redacted. Spelling and grammatical errors have been amended only where misinterpretation or offence may be caused.*

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Notes	Community and stakeholder views contained in this report do not necessarily reflect the views of the Northern Beaches Council or indicate a commitment to a particular course of action.

northern beaches council

Community and Stakeholder Engagement Report

Naming proposal – Flax Lily Lane, Collaroy

Consultation period: 6 August to 7 September 2025

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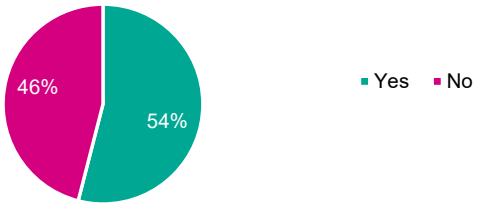
1. Summary

This report outlines the outcomes of community and stakeholder engagement as part of a proposal to name an unnamed laneway adjacent to Alexander Street, Collaroy, Flax Lily Lane, which provides access to the rear of businesses.

The feedback collected during consultation revealed medium level of support for renaming the laneway Flax Lily Lane. Respondents who were not supportive of the proposal to name the laneway Flax Lily Lane cited that it should be named an alternative name.

Of those that did support the name indicated that it was a good name. Others commented that it was difficult to say and should be an alternative name such as Wicks or Dianella Lane.

1.1. Key outcomes

Total unique responses	51*	
How responses were received	Quick Poll Comment form Written responses (email/letter)	Responses: 41 Completions: 18 Number received: 0
Online quick poll question: Do you support the proposed name, Flax Lily Lane?	 Total responses = 41	
Feedback themes	Aboriginal Name	Alternative Name

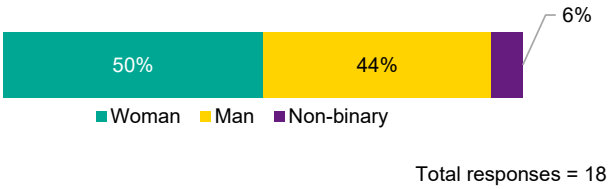
*Not every respondent made a comment in addition to answering the quick poll sentiment question

1.2. How we engaged

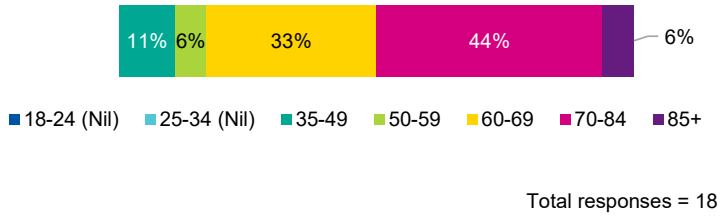
Have Your Say: visitation stats	Visitors: 443	Visits: 394
Print media and collateral	Letterbox drop: 2097	Distribution: 50
Electronic direct mail (EDM)	Community Engagement (fortnightly) newsletter: 2 editions Council (weekly) e-News: 1 edition	Distribution: 22,300 subscribers Distribution: 61,500 subscribers

1.3. Who responded[1]

Gender

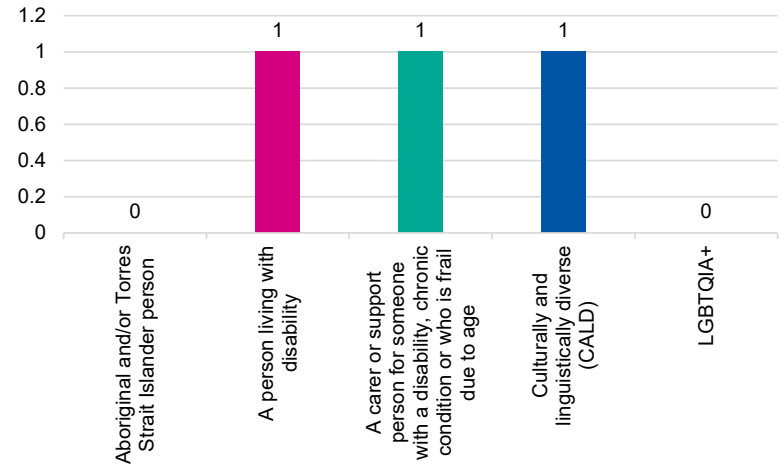


Age groups

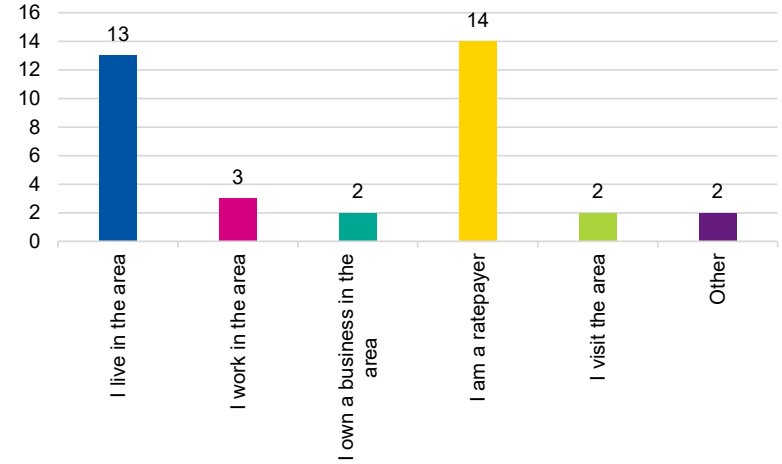


[1] Demographic data was gathered by request only. The data represented only includes those respondents who provided this detail.

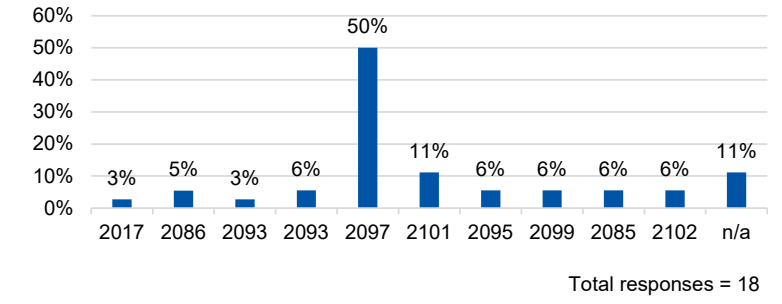
Priority populations[2]



Relationship with the area[3]



Postcodes



[2] Respondents could select more than one option
[3] Respondents could select more than one option

2. Background

The laneway adjacent to Alexander Street, Collaroy is currently unnamed and provides access to the rear of properties from 1101-1119 Pittwater Road, Collaroy. We received a request to name the laneway to help locals and visitors identify the area and improve wayfinding for businesses.

We previously consulted with our community on a proposal to name the laneway adjacent to Alexander Street, Collaroy, Hibiscus Lane. Following this consultation, Council resolved to name the laneway Hibiscus Lane at its meeting on Tuesday 13 August 2024. The Geographical Names Board of NSW (GNB), however, advised that Hibiscus Lane cannot be used due to similar-sounding street names nearby.

A new name, Flax Lily Lane, with pre-approval from the GNB was presented to Council at its meeting on 17 June 2025, and Council resolved to public exhibit the name prior to adoption. We exhibited this proposal in accordance with Section 162 of the Roads Act 1993 and Section 7 of the Roads Regulation 2018.

The naming proposal has been pre-approved by the GNB of NSW. It is being carried out in line with guidelines of both the GNB of NSW and Council's Memorials and Naming Honours Policy.

3. Engagement objectives

Community and stakeholder engagement aimed to:

- build community and stakeholder awareness of participation activities
- provide accessible information so community and stakeholders can participate in a meaningful way
- identify community and stakeholder concerns, local knowledge and values.

4. Engagement approach

Community and stakeholder engagement for the Naming proposal – Flax Lily Lane, Collaroy was conducted between 6 August and 7 September 2025, and consisted of a series of activities that provided opportunities for community and stakeholders to contribute.

The engagement was planned, implemented and reported in accordance with Council's Community Engagement Strategy (2022).

A project page[4] was established on our have your say platform with information provided in an accessible and easy to read format.

The project was primarily promoted through our regular email newsletters (EDM).

Local residents and businesses received notification letters requesting feedback on the proposal.

Feedback was captured through an online comment form embedded onto the have your say project page, and a quick poll that asked whether the name was supported or not.

[4] https://yoursay.northernbeaches.nsw.gov.au/naming-proposal-flax-lily-lane-collaroy

An open-field comments box provided community members a space to provide any feedback they wished to contribute.

Email and written comments were also invited.

5. Findings

Feedback collected during the consultation indicated 54 percent of respondents supported this naming proposal. Respondents who chose to provide additional comment cited that it was good to use names of flora and questioned what is a flax lily. Of those respondents who supported the naming proposal they said that it was a good name.

Of those who specified they did not support the proposed name change, the prominent theme was preference to an alternative name or an indigenous name. Some of these respondent's alternative name suggestions put forward included Wicks Lane, Wicka Lane, Dianella Lane.

Table 1: Issues, change requests and other considerations

Theme	Issues, change requests and other considerations raised	Council's response
Aboriginal naming	One respondent commented the laneway name should be an Aboriginal name in line with Council's policy for name changes.	The Aboriginal Languages Trust (ALT) has recommended Council consider forgoing the use of Aboriginal languages until there is clear direction from the Local Aboriginal Community on which Aboriginal language(s) belong to our area.
Alternative name	Respondents suggested other names including Wicka Lane, Wicks Lane or Arlington Lane as alternatives. It was also stated that Flax Lily is a bit of a tongue twister Dianella is the scientific name for Flax Lily. A respondent asked if this could be used.	Support for an alternative name is noted, however many suggestions do not meet the GNB naming policy. Dianella (Flax Lily) was considered but there is a nearby road of a similar name within 10km which does not meet GNB requirements.

During the consultation/exhibition, Council received a number of questions either through direct contact or within feedback received.

Table 2: Questions raised and Council's answers

Question raised in feedback	Council's answer
What are the reasons for suggesting Flax Lily Lane?	Flax Lily (Dianella) is a local native plant found in the area. Finding names that have local relevance and permitted by GNB is difficult due to the numerous roads in our metropolitan area.
What is a flax lily and where is it in this lane	A Flax Lily is a ground covering local native plant. It is a common native found across the LGA. An example of a Blue Flax Lily: 

Appendix 1 Verbatim community and stakeholder responses*

Number	Comment
1	Brilliant name I love the flax lily It is my favorite plant
2	Stop wasting our money, if this is all you people at desks have to do, stop wasting time.
3	Flax Lily Lane is a bit of a tongue twister and too long. Wicks Lane is much better and more appropriate.
4	Maybe we should call Gentrification Lane as more closely follows the recent [redacted] that is happening in this area in terms of development and regulatory fumbling controlling it.
5	As I resident whose new apartment complex has access to this lane, I do not believe this is an appropriate name. A three word name for a lane especially one with built-in alliteration just makes it harder to give directions to people what is wrong with just Alexander Lane ???
6	good name
7	What are the reasons for suggesting Flax Lily Lane?
8	Flax Lily Lane is tricky to say but rather a nice name. Not sure if there are any flax lilies growing there.
9	Flax Lily Lane is an excellent choice that I support 100%. Council should only ever choose names of local flora and fauna - native or exotic - because our local flora and fauna are loved and appreciated by everyone who lives and/or works in the northern beaches. As such, names of flora and fauna will always unite locals and always deepen locals' sense of happiness with where we live.
10	Why not call it Dianella Lane, which is the name of the Flax Lily?
11	Hi, I have previously responded with the proposal of Wicks Lane, which due to legalities, cannot be used. Anthony "Wicka" Hardwick was the original owner of Wicks Surf since September 1975.I propose the name "Wicka Lane" to pay homage to Anthony. As this name is not associated with a business, it should be able to be used. Thank you.
12	what is a flax lily and where is it in this lane.
13	Unfortunately I think it may get called [redacted] Lily Lane. Perhaps consider Arlington Lane or Theatre Lane
14	It seems quite petty that Hibiscus cannot be used because it sounds similar to nearby streets. I find that absolutely ridiculous!
15	That's a ridiculous name!!! Much prefer something more related to Collaroy beach such as the previous mentioned 'Wicks Lane'….
16	I am assuming you have consulted the people who live around the lane. I would like to see more indigenous names on our local maps
17	Where did that name come from ? I can hardly get my tongue around it .Why not name it Alexander Lane
18	"Flax" in the name is not appealing whatsoever. Suggest to determine alternatives.

Personal details and inappropriate language have been redacted where possible. Spelling and grammatical errors have been amended only where misinterpretation or offence may be caused.

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