



Draft Delivery Program 2023 - 2027

Including draft Operational Plan and Budget
2023/24



Acknowledgement of Country

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

Visit us: Northern Beaches Council

Dee Why

725 Pittwater Road
Entry via Civic Drive

Manly

1 Belgrave Street
Town Hall

Mona Vale

1 Park Street

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

Avalon Beach

59a Old Barrenjoey Road

Open: Monday to Friday
between 9am-12pm and 1-4.30pm,
excluding public holidays

contact us:

phone 1300 434 434
email council@northernbeaches.nsw.gov.au
web northernbeaches.nsw.gov.au

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Introduction



Message from the Interim Chief Executive Officer



Welcome to the Northern Beaches Council's Delivery Program 2023-2027 and Operational Plan 2023/24. This Delivery Program outlines our priority, key services, and projects and how these will be funded over the next four years. Underpinning this is the continued dedication of Councillors and staff collaborating to deliver the extensive program of works inspired by our long-term Community Strategic Plan.

Our focus remains on delivering services and infrastructure to protect our extraordinary natural environment and support our community. We regularly review our services to ensure they are meeting local needs in terms of timeliness, quality, and cost of service. In 2023/24, reviews of five services will be completed with a further three already underway. Details on the services to be reviewed can be found on page 109.

With a focus on excellence in customer service, a new Customer Experience Strategy is being developed. The Strategy will encompass our customer's interactions from start to end with an outside-in customer centric approach designed to achieve the highest level of experience in an increasingly digital world.

We also need to future proof our organisation around technology, security, and privacy. Over the next three years we will upgrade our core system to cloud-based storage and migrate to new business systems. Cyber security is vital with the rise of destabilising threats, and we will continue with robust safeguards to protect, backup and to ensure recovery of critical infrastructure services if required.

Our sound financial strategy supports a range of capital projects, as well as funding reserves to respond to new challenges.

The 2023/24 Budget is responsible, with a surplus to rebuild our reserves to provide capacity to respond to any future unpredictable situations such as extreme weather events. The budget is based on maintaining services and facilities important to our community, while accounting for increasing costs and maintenance and renewal of our assets.

We have also updated our financial strategy, the Long-Term Financial Plan (10 years). This shows our financial position is sound, however decisions will need to be made in coming years on how to fund unmet community demand for services and the renewal and maintenance of infrastructure.

I have confidence in this award-winning Council and its ability to deliver quality services and infrastructure, especially during challenging times.

Louise Kerr
Interim Chief Executive Officer

Capital project highlights for 2023/24

\$14.5m	resurfacing 6.6km of roads and improving other road assets	\$7.4m	improving reserves and parks at Balgowlah, Dee Why, Frenchs Forest, Manly, Narrabeena, Seaforth and Warriewood	\$2.4m	improving sports fields and other sporting facilities
\$13.4m	on community facilities including Warriewood Valley community centre (\$10.3m)	\$4.5m	for recreational trails and boardwalks including Manly Dam and McKillop Park	\$2.1m	improving centres such as Avalon and Dee Why
\$9.2m	on footpaths, shared paths and cycleways	\$4.2m	on foreshore improvements	\$1.1m	on tidal and rock pools at Paradise Beach, Bilgola and Mona Vale
\$8.4m	on stormwater to reduce flooding and pollution	\$3m	to start work on a new Warringah Recreation Centre	\$1.1m	improving wharves at Mackerel and Currawong Beaches
				\$1.0m	on playgrounds

Operational Project Highlights for 2023/24

\$6m on urgent repairs to the road network impacted by wet weather in 2022

\$2.4m to create an active transport corridor for cycling and walking from Beacon Hill to Davidson

Continue developing a single Local Environment Plan for the Northern Beaches, providing a consistent, sustainable and coordinated approach to planning the area

Implement Better Together 2040 Social Sustainability Strategy and develop supporting action plans to address community priorities, including a Community Connection Action Plan and Multicultural Inclusion Action Plan

Completion of a long-term waste and circular economy strategy to reduce the environmental impacts of production and consumption of goods and materials by the community and Council

Implement the Resilience Strategy including commencing the development of a Recovery Plan for the Northern Beaches, focused on how we strengthen partnerships to lead and support community recovery from declared natural disasters

Development of an Indoor Sport and Recreation Strategy and Action Plan to guide planning, improvement and management of our indoor recreation facilities

Implementation of the Northern Beaches Transport Strategy (Move 2023) including the completion of a Parking Plan outlining strategies and actions to make parking at popular locations across the local area easier and more accessible

Continue Brookvale Structure Planning and Rezoning – to revitalise Brookvale town centre

Develop place plans for Manly and Mona Vale to enable delivery of each area's priorities in-line with community values and aspirations

Operational

\$433m

Income from continuing operations

–

\$404m

Expenses from continuing operations

–

\$26m

Capital grant income

=

\$3.2m

Surplus from continuing operations

Capital works

\$50m

New works

+

\$43m

Renewal works*

=

\$93m

Total works

*Renewal works are those that return an asset to its 'as new' condition eg. for a road it includes resealing the surface

Loan repayments

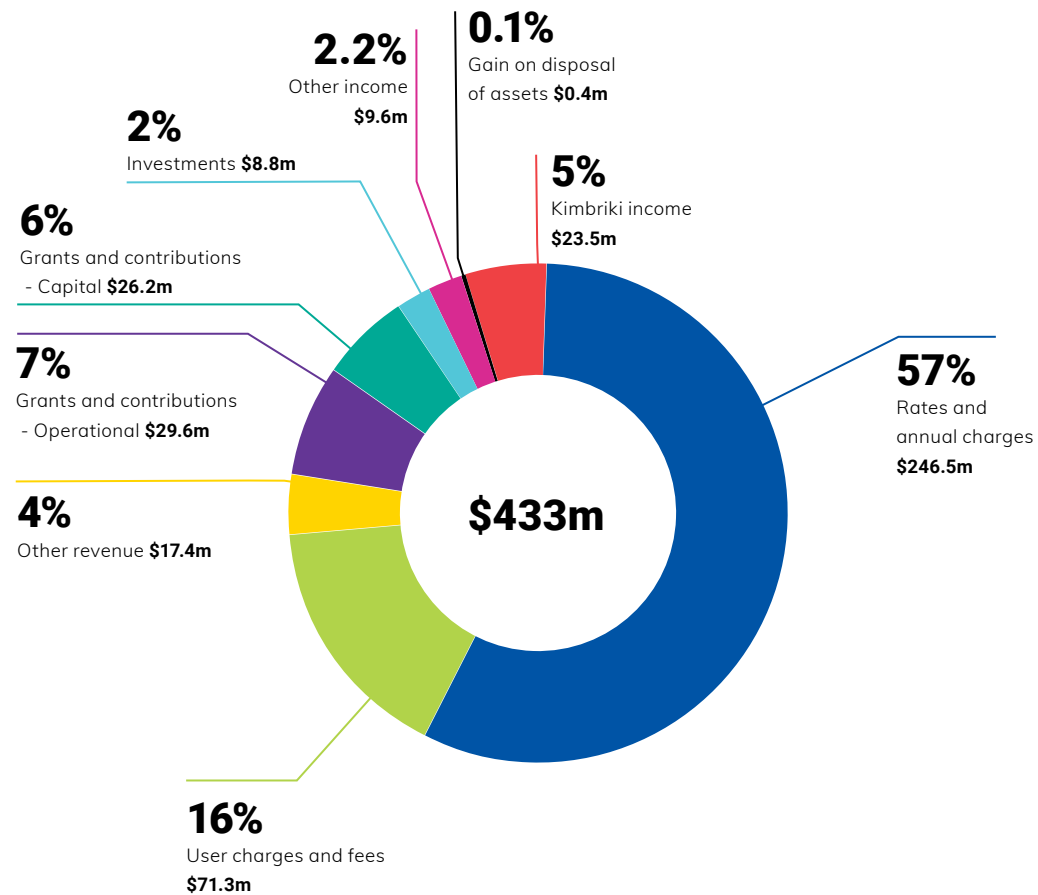
\$3.3m

Loan principal repayments

Funding summary for 2023/24

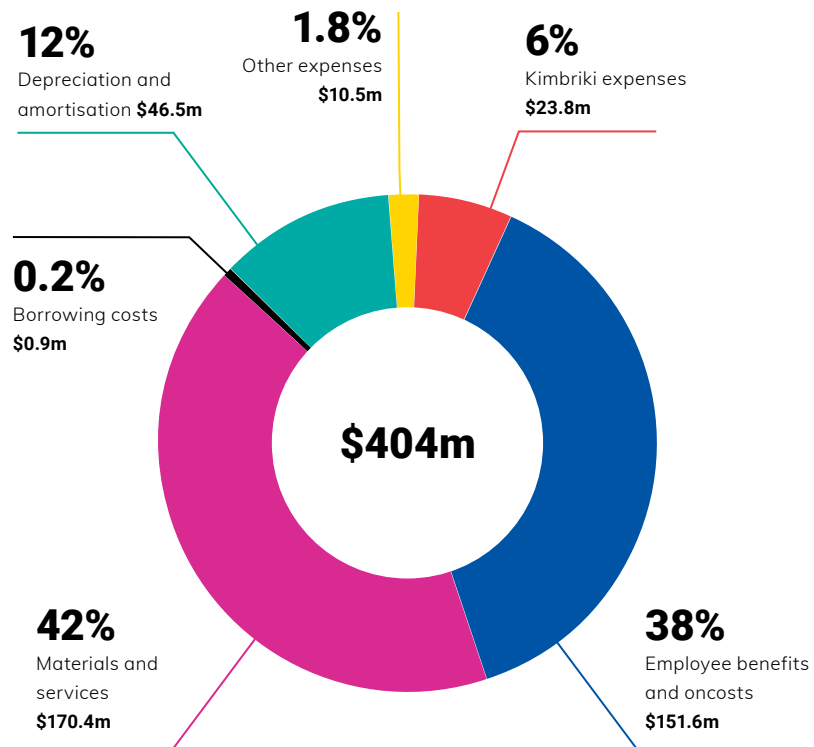
The following charts show the breakdown of funding sources for Council and how the money will be allocated in 2023/24.

Where does the income come from?



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

Where is the money spent?



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

About the Northern Beaches

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

The LGA is divided into five wards.

Pittwater Ward

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

Frenchs Forest Ward

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

Narrabeen Ward

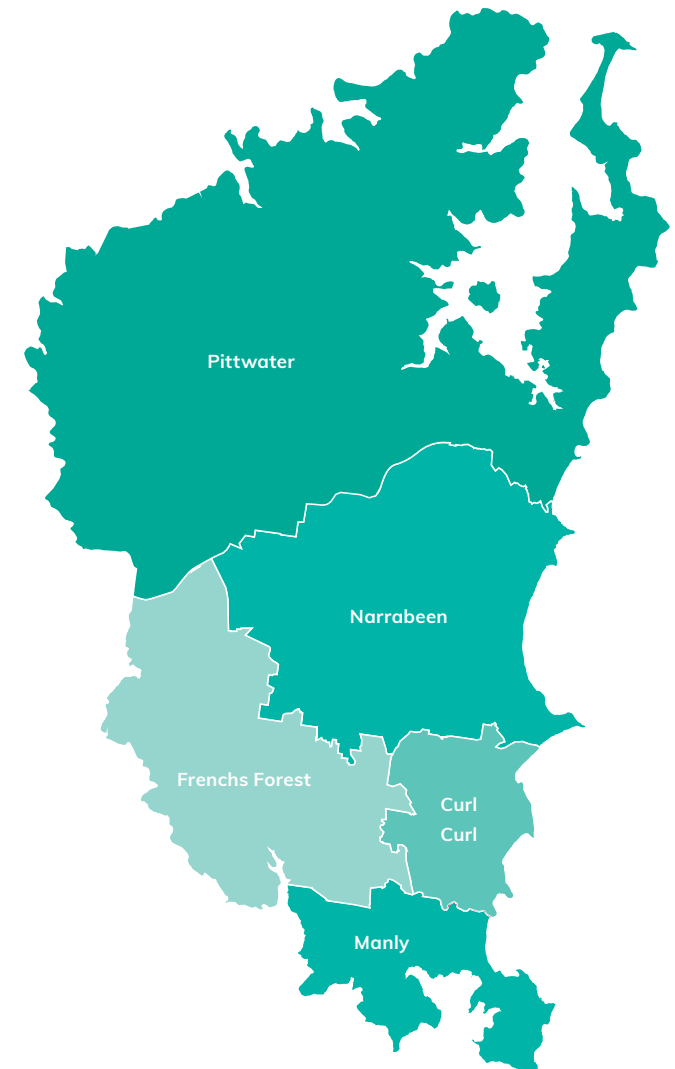
Warriewood, Ingleside, Elanora Heights, Narrabeen, North Narrabeen, Terrey Hills (partial), Cromer, Wheeler Heights, Collaroy Plateau, Collaroy, Oxford Falls

Curl Curl Ward

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

Manly Ward

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



Our community snapshot

Environment



254 km²

Council's area across five wards



114 km²

Bushland surrounds us in three major national parks



91,318 kW

Total solar panels installed in the area (APVI 2022)



10m

Beach visitors annually to 21 patrolled beaches

Economy



54%

Residents work locally (ABS 2021)



65%

Trade or tertiary qualification (ABS 2021)



14%

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



41%

Local trips by public transport, walking or cycling (HTS 2021)

Community



264,481

Population (ERP 2021)



105,016

Dwellings (ABS 2021)



24% + 24%

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



17%

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



4% + 11%

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



27%

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



16%

Speak a non-English language at home (ABS 2021)



26%

Residents pay rent for their home (ABS 2021)

(ABS) Australian Bureau of Statistics - Census, (APVI) Australian Photo Voltaic Institute, (ERP) Estimated resident population, (HTS) Household Travel Survey

16 **Our community's vision**

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





Our Councillors

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

Curl Curl Ward



Kristyn Glanville

0481 910 045

Kristyn.Glanville@northernbeaches.nsw.gov.au



Sue Heins (Deputy Mayor)

Sep 2022 - Sep 2023

0427 226 453

Sue.Heins@northernbeaches.nsw.gov.au



David Walton

0427 741 824

David.Walton@northernbeaches.nsw.gov.au

Frenchs Forest Ward



Jose Menano-Pires

0481 908 842

Jose.Menano-Pires@northernbeaches.nsw.gov.au



Michael Regan (Mayor)

Dec 2021 - Sep 2023

8495 6460

Michael.Regan@northernbeaches.nsw.gov.au



Stuart Sprott

0408 678 480

Stuart.Sprott@northernbeaches.nsw.gov.au

**Manly
Ward**
**Candy Bingham**

0418 430 544

Candy.Bingham@northernbeaches.nsw.gov.au

**Sarah Grattan**

0427 745 673

Sarah.Grattan@northernbeaches.nsw.gov.au

**Georgia Ryburn**

0481 905 052

Georgia.Ryburn@northernbeaches.nsw.gov.au

Narrabeen Ward
**Bianca Crvelin**

0481 917 977

Bianca.Crvelin@northernbeaches.nsw.gov.au

**Vincent De Luca OAM**

0427 218 553

Vincent.DeLuca@northernbeaches.nsw.gov.au

**Ruth Robins**

0481 914 733

Ruth.Robins@northernbeaches.nsw.gov.au

Pittwater Ward
**Rory Amon**

0418 497 223

Rory.Amon@northernbeaches.nsw.gov.au

**Michael Gencher**

0481 916 932

Michael.Gencher@northernbeaches.nsw.gov.au

**Miranda Korzy**

0481 904 173

Miranda.Korzy@northernbeaches.nsw.gov.au

Our organisation

Purpose

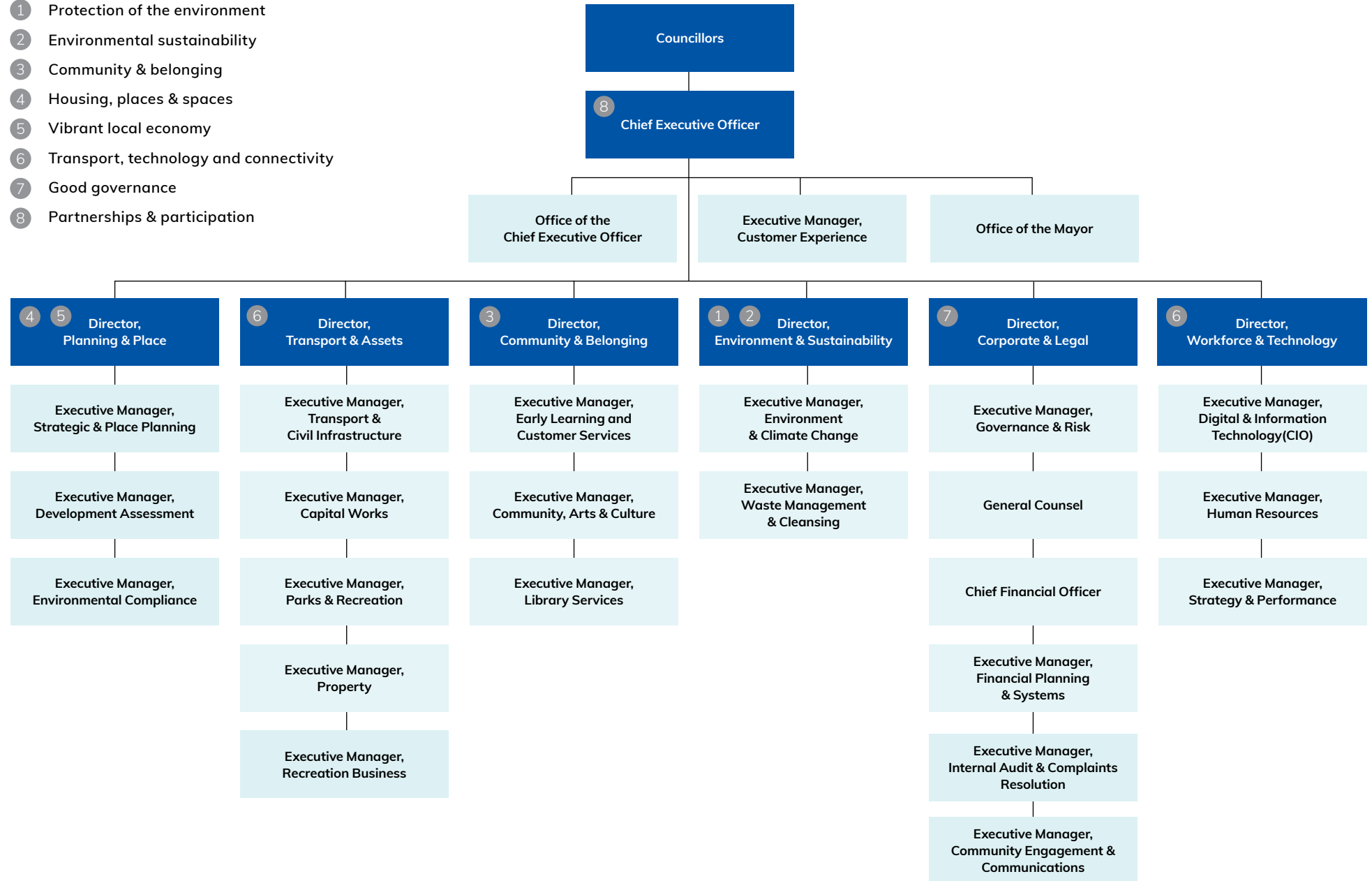
Partnering with the community to protect, improve and create our future.

Structure

Northern Beaches Council is divided into six directorates in an organisational structure designed to progress the eight outcomes of the community strategic plan.

Community Strategic Plan Outcomes

- ① Protection of the environment
- ② Environmental sustainability
- ③ Community & belonging
- ④ Housing, places & spaces
- ⑤ Vibrant local economy
- ⑥ Transport, technology and connectivity
- ⑦ Good governance
- ⑧ Partnerships & participation





Our Delivery Program



Introduction to the Delivery Program

Council's Delivery Program is an important component of the legislated Integrated Planning and Reporting Framework for all councils in New South Wales.

The framework (shown in Figure 1) provides a foundation for Council to undertake long-term planning based on community engagement and resourced by robust plans for finances, assets and workforce.

The primary document in the framework is the Community Strategic Plan (CSP), which holds the community's priority outcomes and goals, along with strategies for achievement. The CSP is informed by federal, state and regional strategies and plans, as well as other Council strategies and plans. It is not limited to Council operations, it covers all stakeholders that have a role to play in achievement of good outcomes for the Northern Beaches, including all levels of government and the community as well.

This document is the Delivery Program, a council-specific document, which sits at the heart of our operations. It responds to the goals of the community strategic plan and to other Council strategies and plans. The Delivery Program is also influenced by the Resourcing Strategy, which sets out how our finances, assets and workforce will resource what Council provides.

Following every general Council election, the Local Government Act 1993 requires councils to prepare a four-year Delivery Program to put the community outcomes and goals from the CSP into action. The Delivery Program is revisited every year to ensure that it is current.

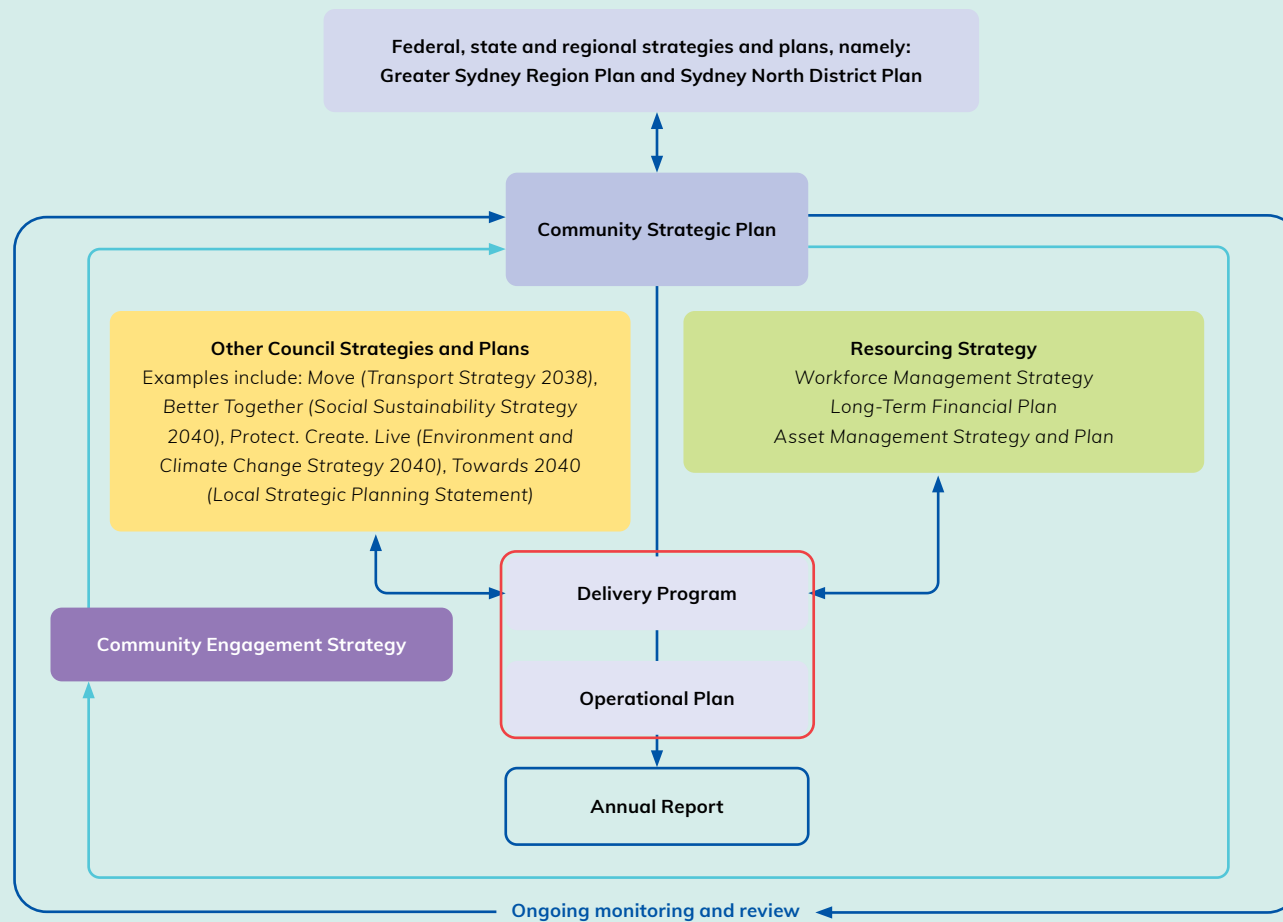
Embedded within the Delivery

Program at Northern Beaches Council is a one-year Operational Plan and Budget that details actions to take place in that year of the program.

Progress is reported each quarter, as well as annually on the Operational Plan. Following an ordinary election, a report on the implementation of the CSP called the State of the Region Report is presented to the new incoming council.

Figure 1

Integrated planning and reporting framework showing where the Delivery Program and Operational Plan fit



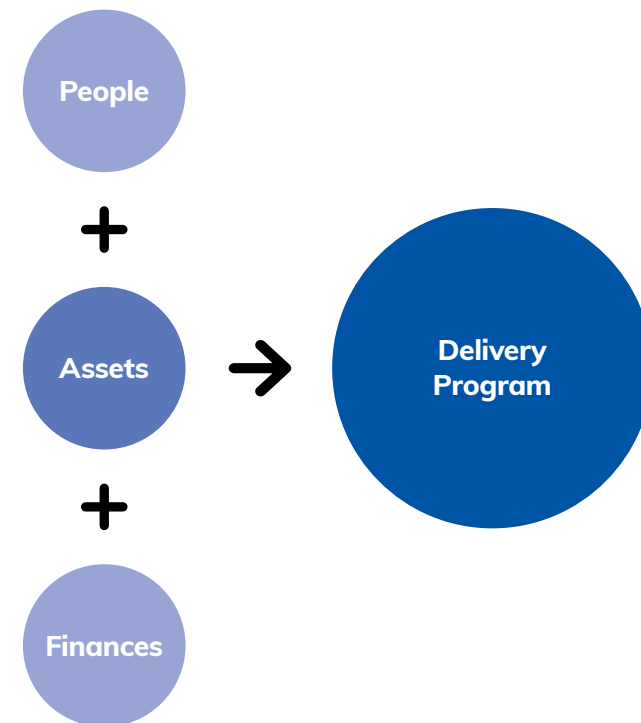
Resourcing our Delivery Program

The Resourcing Strategy is vital as it ensures that Council has capable people, well-managed finances and assets to achieve the Delivery Program commitments, and the longer-term CSP goals underpinning them.

The Resourcing Strategy is reviewed following each local government election and is comprised of three interrelated elements:

- Workforce Management Strategy shapes the capacity and capability of our workforce to deliver quality services and outcomes for you
- Asset Management Strategy and Plan set out how we will maintain our facilities and other assets, and create new ones
- Long-Term Financial Plan enables us to deliver services and build financial resilience to be able to withstand future shocks.

The Resourcing Strategy plans ahead for the next 10 years, anticipating the changing demographics and needs of our community, along with other trends and challenges that may impact the services we deliver. The annual Budget is also underpinned by each of the elements of the Resourcing Strategy.



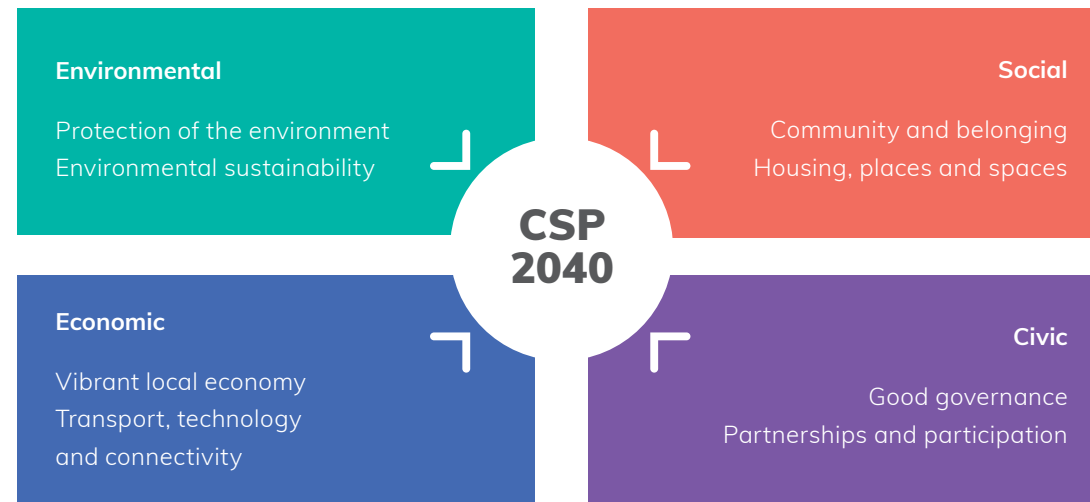
Addressing the community strategic plan outcomes

The CSP has eight outcome areas. The outcomes address the environmental, social, economic and civic priorities of the community, commonly referred to as the 'quadruple bottom line', with a series of goals for each.

This section shows how we will address these outcomes and goals over the next four years. Under the environmental, social, economic and civic priorities it shows Council's key service(s) contributing to the achievements.

There are 16 key services of Council. Each has a service page, which details the principal activities – ongoing services, capital and operational projects that address a variety of CSP goals.

The Delivery Program is influenced by community engagement activities such as the review of the CSP, community satisfaction surveys, feedback on the draft Delivery Program and other engagement on specific projects.



● Environmental

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

● Social

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

● **Economic**

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

● **Civic**

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

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

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

How to read the service pages

Each key service details what it will deliver and how it is funded.

CSP goals that the service contributes to

Supporting CSP Goals:

G1	G2	G3	G4	G5	G6	G10	G12	G17	G22
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Service description

Service information

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

The business unit/s involved in delivery of the service

Responsible business unit

Environment and Climate Change

Business as usual functions that form the service

Ongoing services and programs:

- G1 Manage bushland and biodiversity
- G2 Manage, maintain and improve the stormwater network

Operational projects are initiatives designed to improve the services.

CSP goal the project addresses

Operational projects

CSP	Projects	2023/24	2024/25	2025/26	2026/27
G1-6	Develop and implement action plans and reporting to support the Environment and Climate Change Strategy
	EM Environment and Climate Change				

Description of project

Responsible Executive Manager

The year(s) that the project will be active

Capital projects are priority works based on community needs and adopted plans

Program name

Capital

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
	Stormwater program				
G2	Planned stormwater new works	1,568	1,521	1,473	1,758

CSP goal the project addresses

Project name

The planned year of project implementation is shown by the allocated Budget from the long-term Resourcing Strategy, with the first year being the Operational Plan

Service measures

Performance measures

	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
Total waste from all sources diverted from landfill onsite	80%	82%	82%	Quarterly Annually
Reuse and recycling of household problem waste (tonnes)	-	~*	600	Annually

Service budget

	Original* 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations					
User charges and fees	1,763	2,176	2,248	2,322	2,399
Investment fees and revenues	-	-	-	-	-
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	1,335	1,941	1,564	2,367	1,395
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	3,098	4,117	3,811	4,688	3,793
Expenses from continuing operations					
Employee benefits and oncosts	(7,901)	(8,940)	(9,265)	(9,601)	(9,950)
Borrowing costs	-	-	-	-	-
Materials and services	(8,295)	(7,787)	(7,595)	(9,036)	(7,774)
Depreciation and amortisation	(7,545)	(7,679)	(7,947)	(8,060)	(8,271)
Other expenses	(6,466)	(6,598)	(6,708)	(6,825)	(6,951)
Internal charges	(2,465)	(2,650)	(2,708)	(2,770)	(2,837)
Overhead allocation	(3,151)	(3,211)	(3,281)	(3,357)	(3,437)
Total expenses from continuing operations	(35,823)	(36,865)	(37,504)	(39,650)	(39,220)
Surplus/(deficit) from continuing operations	(32,725)	(32,748)	(33,692)	(34,961)	(35,426)
Income from capital grants and contributions					
Grants and contributions - capital purposes	1,566	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(31,159)	(32,748)	(33,692)	(34,961)	(35,426)
Rates and annual charges and reserves					
Rates and annual charges	32,725	32,748	33,692	34,961	35,426
Full time equivalent positions (FTE)	74.0	80.7	-	-	-

First year of the plan is the Operational Plan



Service pages

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Delivering on community priorities: Environmental

Community outcome:

Protection of the environment

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

Community outcome:

Environmental sustainability

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

Key services

- Environment and sustainability
- Waste and cleansing
- Kimbriki Resource Recovery Centre





80km



17km²

Council bushland



250km

Creek lines



1,460

Native plant species



540

Native animal species



600km

Stormwater pipes



5

Aquatic reserves



240

Environmental volunteers



**0.8 km
annually**

Stormwater networks
renewed or upgraded



13,000

People attend environmental
education programs annually



>10m

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



**>300,000
tonnes**

Waste managed at
Kimbriki annually

Environment and sustainability



Supporting CSP Goals:

G1	G2	G3
G4	G5	G6
G10	G12	G17
G22		

Service information

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

Narrabeen. This service is also responsible for leading the implementation of the following strategies and plans:

- Resilience Strategy
- Environmental and Climate Change Strategy
 - Climate Change Action Plan
 - Bushland and Biodiversity Action Plan
 - Coast Action Plan
 - Waterways and Catchments Action Plan
 - Environmental Education and Sustainable Living Action Plan.
- Narrabeen Lagoon Entrance Management Strategy
- Management plans for coastal zones, reserves, local priority weeds, bushfire risk, floodplain risk and threatened species.

Responsible business unit

Environment and Climate Change

Ongoing services and programs

- G1** Deliver programs to protect, enhance and manage coast, catchments and waterways
- G1** Manage bushland and biodiversity
- G2** Manage, maintain and improve the stormwater network
- G2** Manage natural hazards including flooding, bushfire, and coastal erosion in consultation with NSW Government
- G2** Emergency response through liaison with emergency services
- G3** Manage grants for the community and schools on environmental and sustainability projects
- G3** Deliver targeted education
- G4** in environmental protection, sustainability, volunteering and Environment Centre programs in response to community priorities
- G2** Deliver programs to mitigate, adapt and respond to climate change
- G6** and reduce Council and community resource consumption
- G5** Undertake development engineering reviews, approvals and works
- G5** Provide expert environmental advice in
- G10** strategic planning and assessment of development and other applications

Operational projects

CSP	Projects	2023/24	2024/25	2025/26	2026/27
G2 G17	Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway <i>EM Environment and Climate Change</i>	•	•	•	•
G2	Develop and review flood, bushfire and coastal management strategies and plans <i>EM Environment and Climate Change</i>	•	•	•	•
G3 G4	Expand and optimise volunteer, sustainability and environment centre programs in response to community priorities <i>EM Environment and Climate Change</i>	•	•	•	•
G1 G2	Develop a catchment rehabilitation plan <i>EM Environment and Climate Change</i>	•	•		
G6	Develop and implement a Transition from Gas Plan for Council facilities <i>EM Environment and Climate Change</i>	•	•	•	•
G1 - G6	Report on the State of the Northern Beaches Environment <i>EM Environment and Climate Change</i>		•		
G5	Develop a Northern Beaches Recovery Plan <i>Director Environment and Sustainability</i>	•	•		

Capital - new

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Coastal protection works					
G2	Collaroy-Narrabeen coastal protection works	1,000	-	-	-
Stormwater Program					
G2	Planned stormwater new works	1,967	1,956	1,945	1,935
Total new works - Environment and sustainability		2,967	1,956	1,945	1,935

Capital - renewal

Stormwater program					
G2	Planned stormwater renewal works	5,345	5,344	6,571	6,886
G2	Reactive stormwater renewal works	948	1,006	1,029	1,053
G2	Gross pollutant trap renewal works	96	102	104	106
Water and energy saving initiatives					
G4 G5	Energy savings initiatives program	298	113	321	329
G4 G5	Water saving and re-use initiatives	71	25	77	79
Total renewal works - Environment and sustainability		6,758	6,589	8,102	8,453



Performance measures

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
No. attending sustainability education events	37 av.	40	40	Quarterly
Volunteer bush regeneration (hours)	0 (Q1) 885 (Q2) 1,354 (Q3) 1,627 (Q4)	1,875 (Q1) 1,575 (Q2) 1,575 (Q3) 1,875 (Q4)	1,875 (Q1) 1,575 (Q2) 1,575 (Q3) 1,875 (Q4)	Quarterly
No. invasive pest animals controlled to protect native flora and fauna	198 av.	100	125	Quarterly
No. attending sustainability education events	12,994	16,000	16,000	Annually
Active bushland management by contractors (ha)	1,202	1,200	1,200	Annually
Stormwater network renewed/ upgraded in line with the Asset Management Plan (m)	1050	800	800	Annually
Required mitigation activity completed for natural hazards (flood, fire, erosion, landslip)	100%	100%	100%	Annually
Greenhouse Gas emissions by Council (CO ²)	5,300	< 6,000	< 6,000	Annually
Total water use by Council (kL)	409,845	< 474,731*	< 463,950*	Annually
Workload measures				Frequency
Gross pollutants removed from stormwater networks (tonnes)	290 av.	-	-	Quarterly
No. DA referrals for assessment of environmental controls	839 av.	-	-	Quarterly

* based on a rolling average of the last five years' consumption, to account for wet and dry years

Q = Quarterly

Income and expenditure - Environment and sustainability

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000		Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	2,176	2,293	2,369	2,447	2,520	Grants and contributions - capital purposes	-	500	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(33,143)	(32,609)	(33,534)	(34,971)	(35,476)
Other revenues	-	-	-	-	-	Rates and annual charges and reserves					
Grants and contributions - operating purposes	3,185	5,465	3,898	4,797	3,869	Rates and annual charges	32,975	33,109	33,534	34,971	35,476
Other income	-	-	-	-	-	Tfr (to)/from reserves	168	-	-	-	-
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	82.7	85.1			
Total income from continuing operations	5,361	7,758	6,266	7,244	6,390						
Expenses from continuing operations											
Employee benefits and oncosts	(8,940)	(9,516)	(9,732)	(10,085)	(10,401)						
Borrowing costs	-	-	-	-	-						
Materials and services	(8,182)	(9,840)	(7,833)	(9,353)	(8,066)						
Depreciation and amortisation	(7,679)	(7,252)	(7,657)	(7,871)	(8,156)						
Other expenses	(7,841)	(8,108)	(8,274)	(8,444)	(8,620)						
Internal charges	(2,650)	(2,797)	(2,866)	(2,938)	(3,012)						
Overhead allocation	(3,211)	(3,354)	(3,438)	(3,524)	(3,612)						
Total expenses from continuing operations	(38,504)	(40,867)	(39,800)	(42,215)	(41,865)						
Surplus/(deficit) from continuing operations	(33,143)	(33,109)	(33,534)	(34,971)	(35,476)						

Waste and cleansing



Supporting CSP Goals:

G1	G3	G4
G6	G11	G20

Service information

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

- Environmental Education and Sustainable Living Action Plan
- Event Waste Management Guidelines.

Responsible business unit

Waste Management and Cleansing

Ongoing services and programs:

- G1** Provide street sweeping, beach raking and removal of litter and illegal dumping
- G3** Manage waste for public functions
- G4** and events
- G3** Deliver waste education and
- G4** behaviour change programs to reduce waste and support a circular economy
- G6** Manage waste collection, green waste, recycling services, household bulky goods collection to maximise resource recovery
- G11** Clean public spaces such as pavements, bus shelters and graffiti removal

Operational projects

CSP	Projects	2023/24	2024/25	2025/26	2026/27
G4 G6	Finalise and implement a new long-term waste and circular economy strategy <i>EM Waste Management and Cleansing</i>	•	•	•	•
G4 G6	Education campaigns to maximise resource recovery from domestic waste, cleansing and litterbin service <i>EM Waste Management and Cleansing</i>	•	•	•	•
G4 G6	Promote innovative opportunities for the community to recycle a broad range of recoverable waste types <i>EM Waste Management and Cleansing</i>	•	•	•	•
G4 G6	Investigate and trial options for increased diversion of organics from red waste bins <i>EM Waste Management and Cleansing</i>	•	•		

Capital - renewal

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Plant and equipment					
G11 G20	Public place bin enclosures	100	100	100	100
Total renewal works - Waste and cleansing		100	100	100	100

Performance measures

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
Reports of missed waste collection and litterbin services	0.19% av.	<0.5%	<0.5%	Quarterly
No. participating in education events on waste and circular economy solutions	2,583 av. 10,333	1,000 5,000	1,000 5,000	Quarterly Annually
Domestic waste diverted from landfill (waste collected from households by Council)	65%	65%	65%	Annually
Domestic waste collected by Council/capita (kg)	417	< 420	< 420	Annually
Satisfaction with customer requests on the domestic waste service	-*	-	80%	Annually
Satisfaction with customer requests on cleansing services	-*	80%	80%	Annually

* This is a new measure and historical results are not available

Income and expenditure - Waste and cleansing

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000		Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	38	60	62	64	66	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	46	50	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	-	-	-	-	-
Other revenues	650	650	666	683	700	Rates and annual charges and reserves					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	64,493	70,733	74,741	75,977	77,874
Other Income	-	-	-	-	-	Transfer (to)/from reserves	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	78.6	79.6			
Total income from continuing operations	734	759	728	747	766						
Expenses from continuing operations											
Employee benefits and oncosts	(8,420)	(8,876)	(9,198)	(9,532)	(9,830)						
Borrowing costs	(240)	(206)	(172)	(136)	(99)						
Materials and services	(49,056)	(54,568)	(58,044)	(58,826)	(60,286)						
Depreciation and amortisation	(2,716)	(2,715)	(2,800)	(2,844)	(2,903)						
Other expenses	(16)	(16)	(16)	(17)	(17)						
Internal charges	(2,977)	(3,226)	(3,307)	(3,389)	(3,474)						
Overhead allocation	(1,801)	(1,885)	(1,932)	(1,981)	(2,030)						
Total expenses from continuing operations	(65,227)	(71,493)	(75,469)	(76,724)	(78,640)						
Surplus/(deficit) from continuing operations	(64,493)	(70,733)	(74,741)	(75,977)	(77,874)						

Kimbriki Resource Recovery Centre



Supporting CSP Goals:

G4

G6

G22

Service information

Kimbriki aims to deliver long term reliable, responsible and sustainable waste management and recycling services to the local community. It receives over 300,000 tonnes of material onsite each year and around 80% of this is recycled. There are around 4,000 visits each year to the Eco House and Garden for education on sustainability, and to the Buy Back Centre which sells salvaged building materials and furniture.

Coordinating business unit

Waste Management and Cleansing

Ongoing services and programs:

- G4** Educate students and the community
- G6** at the Eco-House and Garden as a sustainability hub
- G4** Operate the Kimbriki landfill and
- G22** recycling facility
- G22** Provide community drop-off facilities

Operational projects

CSP	Projects	2023/24	2024/25	2025/26	2026/27
G6	Research and develop improved resource recovery for specific waste types, consistent with the endorsed annual Business Plan Kimbriki Environmental Enterprises	•	•	•	•
G6	Improve on-site systems for more efficient separation of recoverable waste loads Kimbriki Environmental Enterprises	•	•	•	•
G4 G6	Develop and improve waste avoidance, reuse and repair initiatives to enhance social enterprise opportunities. Kimbriki Environmental Enterprises	•	•	•	•

Capital - new

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Kimbriki improvements					
G4	Kimbriki clean water diversion system	1,700	-	-	-
G4	Kimbriki gas capture system	75	75	75	75
G4	Kimbriki future cell development	3,064	1,469	3,886	65
Total new works - Kimbriki Resource Recovery Centre		4,839	1,544	3,961	140

Capital - renewal

Kimbriki improvements					
G4	Kimbriki vehicles	135	-	151	145
G4	Kimbriki renewal program	600	600	600	600
G4	Kimbriki other	72	74	77	79
Total renewal works - Kimbriki Resource Recovery Centre		807	674	828	824



Performance measures

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
Total waste from all sources diverted from landfill onsite	80%	82%	82%	Quarterly Annually
Waste diverted from landfill in the mixed waste section onsite from all sources	5.1%	10%	10%	Quarterly Annually
Compliance with environmental requirements	100%	100%	100%	Annually
Reuse and recycling of household problem waste - paint, e-waste, oil, batteries, fluoro lights etc (t)	547	600	600	Annually

Income and expenditure - Kimbriki Resource Recovery Centre

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations					
User charges and fees	34,930	38,982	39,956	40,955	41,979
Investment fees and revenues	60	675	737	847	720
Other revenues	3,124	3,852	3,948	4,047	4,148
Grants and contributions - operating purposes	-	-	-	-	-
Other income	274	274	281	288	295
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	38,388	43,783	44,922	46,137	47,142
Expenses from continuing operations					
Employee benefits and oncosts	(4,994)	(5,345)	(5,479)	(5,616)	(5,756)
Borrowing costs	(1,739)	(2,025)	(2,256)	(2,341)	(2,430)
Materials and services	(16,641)	(19,658)	(20,394)	(20,973)	(21,420)
Depreciation and amortisation	(4,003)	(3,784)	(3,896)	(3,926)	(4,701)
Other expenses	(8,385)	(10,315)	(10,573)	(10,837)	(11,108)
Internal charges	-	-	-	-	-
Overhead allocation	-	-	-	-	-
Total expenses from continuing operations	(35,763)	(41,127)	(42,597)	(43,693)	(45,415)
Surplus/(deficit) from continuing operations	2,626	2,656	2,325	2,444	1,727

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	2,626	2,656	2,325	2,444	1,727
Rates and annual charges and reserves					
Rates and annual charges	-	-	-	-	-

Delivering on community priorities: Social

Community outcome:

Community and belonging

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

Community outcome:

Housing, places and spaces

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

Services

- Community, arts and culture
- Children's services
- Library services
- Strategic land use planning
- Development assessment
- Environmental compliance
- Parks and recreation





39

24 beaches and
15 rockpools



>1,100

Environmental health
inspections annually



5

Gallery, art and
performance venues



39

Community centres



122

Sportsfields



254

Playgrounds



>770

Volunteers



17,000

Meals on Wheels
services annually



2

Aquatic centres



>61,000

Visits to gallery, art and
performance venues annually



6

Libraries



9

Long day care/
preschool sites

Community, arts and culture



Supporting CSP Goals:

G7	G8	G9
G11	G12	G22

Service information

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

We work to support and strengthen communities and the social and cultural sectors through the facilitation of programs

and services that build the capacity of the community, with a focus on priority populations that include older people, people living with disability and young people.

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

This service is also responsible for the implementation of the following strategies and plans:

- Better Together Social Sustainability Strategy
 - Disability Inclusion Action Plan
 - Community Safety Plan
 - Youth Voice Action Plan (draft)
- Arts and Creativity Strategy
 - Coast Walk Public Art Strategic Plan
- Community Centres Strategy.

Responsible business units

Community, Arts and Culture
Property
Capital Projects

Ongoing services and programs:

- G7 Undertake strategic social and
- G8 cultural planning
- G9
- G7 Undertake arts and cultural
- G8 development, deliver the Northern
- G9 Beaches Environmental Art and Design Prize and integrate art into public spaces
- G7 Manage Glen Street Theatre and the Manly Art Gallery and Museum
- G8 Support identified priority
- G9 populations and address key social sustainability challenges through partnerships with the community to implement community development programs and projects, including community development grants
- G8 Coordinate the community Safety
- G9 Advisory Committee and support initiatives in community safety

- G8** Coordinate initiatives that encourage
G9 volunteering within Council and the community
- G8** Provide youth and family counselling
G9 services
- G8** Support inclusion and connection
G9 for all community members through partnering with the community and implementation of cultural and community development programs
- G8** Manage Meals on Wheels services
G9 for seniors and people with disability
- G8** Provide community information and
G9 referrals for priority populations
- G11** Implement and support the
G12 community to provide art in public places and spaces
- G11** Plan for community centres and
G12 public spaces that meet the changing needs of the population
- G11** Provide accessible community
G12 centres and hubs, partnering with service providers, local community groups and individuals
- G11** Partner with social service networks
G22 and interagencies to support improved service provision and social outcomes for the community

Operational projects

CSP	Projects	2023/24	2024/25	2025/26	2026/27
G9	Plan for an integrated community and cultural hub at Mona Vale <i>Director Community and Belonging</i>	•			
G8	Develop a Community Connection Action Plan <i>EM Community Arts and Culture</i>	•	•		
G9	Develop a Multicultural Inclusion Plan <i>EM Community Arts and Culture</i>	•			
G9	Implement Youth Voice Grants Program <i>EM Community Arts and Culture</i>	•			

Capital - new

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Community centre improvements					
G7 G12	Warriewood Valley Community Centre	10,343	2,989	515	-
Cultural improvements					
G7 G12	Coast walk - art trail	625	-	-	-
Total new works - Community, arts and culture		10,967	2,989	515	-

Capital - renewal

Community centre improvements					
G12	Community buildings works program	154	544	1,407	1,647
G12	Community centres minor works program	162	165	168	172
Cultural improvements					
G12	Glen Street Theatre - renewal works	250	600	150	150
Total renewal works - Community, arts and culture		566	1,309	1,725	1,969

Performance measures

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
Community centres: no. bookings	1,175 (Q1) 6,049 (Q2) 7,666 (Q3) 9,321 (Q4)	9,270 (Q1) 8,450 (Q2) 7,500 (Q3) 9,000 (Q4)	9,270 (Q1) 8,450 (Q2) 7,500 (Q3) 9,000 (Q4)	Quarterly
No. meal services	4,243 av. 16,970	4,500 18,000	4,500 18,000	Quarterly Annually
No. volunteers who actively participate in ongoing Council programs	506 av. 777	650 1,500	650 1,500	Quarterly Annually
Community centres: no. people attending	743,849	1,000,000	1,000,000	Annually
Community centres: hirer satisfaction (mean score out of five)	4.4	4.0	4.0	Annually
No. sessions of Youth and Family counselling	971	800	850	Annually
No. participants in community development programs and projects	*	*	8,500	Annually
No. attending arts and culture events/ performances	61,152	123,400	105,000	Annually
No. networks and partnerships with community groups/ organisations	32	15	25	Annually
Workload measures				Frequency
No. information and referral enquiries	**	-	-	Quarterly

* This is a new measure and historical results are not available

** Data not collected in 2021/22

Q = Quarterly

Income and expenditure - Community, arts and culture

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000		Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	4,277	4,450	4,596	4,748	4,891	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(6,693)	(6,762)	(6,939)	(7,165)	(7,378)
Other revenues	842	814	834	855	877	Rates and annual charges and reserves					
Grants and contributions - operating purposes	1,908	679	696	714	732	Rates and annual charges	6,606	6,668	6,904	7,130	7,343
Other income	42	43	44	46	47	Transfer (to)/from reserves	86	95	35	35	35
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	55.6	57.8			
Total income from continuing operations	7,068	5,986	6,172	6,363	6,546						
Expenses from continuing operations											
Employee benefits and oncosts	(7,174)	(7,421)	(7,691)	(7,970)	(8,219)						
Borrowing costs	-	-	-	-	-						
Materials and services	(3,459)	(3,229)	(3,310)	(3,392)	(3,477)						
Depreciation and amortisation	(632)	(621)	(656)	(674)	(698)						
Other expenses	(1,594)	(565)	(519)	(532)	(546)						
Internal charges	(44)	(55)	(57)	(58)	(59)						
Overhead allocation	(858)	(858)	(879)	(901)	(924)						
Total expenses from continuing operations	(13,761)	(12,749)	(13,111)	(13,527)	(13,923)						
Surplus/(deficit) from continuing operations	(6,693)	(6,762)	(6,939)	(7,165)	(7,378)						

Children's services



Supporting CSP Goals:

G9

G12

Service information

This service provides early learning for young children at nine sites, including long day care and pre-school, as well as supporting family day care at up to 50 locations. The service also includes school holiday programs for children aged up to 11 years at four locations and is also responsible for the implementation of the Children's Services Strategy.

Responsible business units

Early Learning and Customer Service
Property

Ongoing services and programs:

- G9** Manage seven long day care centres at Belrose, Dee Why, Narrabeen, Brookvale (2), Seaforth and Fairlight
- G9** Manage two pre-schools at Balgowlah and Manly
- G9** Manage Family Day Care at up to 50 locations
- G12** Manage Vacation Care in Forestville, Cromer, Manly Vale and North Harbour
- G9** Provide Occasional Care services at the Brookvale Centre
- G9** Provide children with additional needs the opportunity to participate in quality early education and vacation care programs
- G9** Provide quality education and care that meets or exceeds the National Quality Standard

Capital - renewal

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Children's services					
G12 G9	Children's centres works program	165	166	166	170
Total renewal works - Children's services		165	166	166	170

Performance measures

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
No. children attending long day care programs	713 av.	700	700	Quarterly
No. children attending family day care programs	344 av.	380	340	Quarterly
No. children attending preschool programs	191 av.	100	150	Quarterly
No. children attending vacation care programs	478 (Q1) 708 (Q2) 569 (Q3) 662 (Q4)	350 (Q1) 350 (Q2) 525 (Q3) 350 (Q4)	350 (Q1) 350 (Q2) 525 (Q3) 350 (Q4)	Quarterly
No. additional needs and diverse socio-disadvantaged children enrolled in childcare services	104	60	60	Annually
Childcare services that meet/ exceed standard for the National Quality Framework	100%	100%	100%	Annually
Parent satisfaction with Children's Services (client survey of family and long day care, vacation care and preschool)	93%	80%	80%	Annually

Q = Quarterly



Income and expenditure - Children's services

57

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations					
User charges and fees	14,021	14,805	15,294	15,799	16,272
Investment fees and revenues	-	-	-	-	-
Other revenues	4	4	4	4	4
Grants and contributions - operating purposes	2,126	2,351	2,410	2,470	2,532
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	16,151	17,160	17,707	18,272	18,808
Expenses from continuing operations					
Employee benefits and oncosts	(12,503)	(13,666)	(14,162)	(14,676)	(15,136)
Borrowing costs	(7)	(6)	(6)	(5)	(4)
Materials and services	(2,237)	(2,062)	(2,079)	(2,096)	(2,137)
Depreciation and amortisation	(59)	(54)	(54)	(54)	(54)
Other expenses	-	-	-	-	-
Internal charges	(538)	(584)	(598)	(613)	(628)
Overhead allocation	(785)	(787)	(807)	(827)	(848)
Total expenses from continuing operations	(16,128)	(17,159)	(17,706)	(18,271)	(18,807)
Surplus/(deficit) from continuing operations	22	1	1	1	1

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	22	1	1	1	1
Rates and annual charges and reserves					
Rates and annual charges	-	-	-	-	-
Full time equivalent positions (FTE)	123.2	123.3			

Library services



Supporting CSP Goals:

G7	G9
G12	G18

Service information

There are six branch libraries and four community libraries in the library service. Library services provides a range of collections both physical and digital that support literacy and lifelong learning. Library services also supports the delivery of inclusive and diverse events, programs and services that support community connection, digital literacy and wellbeing for all members of our community

Responsible business units

Library Services
Property

Ongoing services and programs:

G7 Operate library services at Belrose,
G9 Dee Why, Forestville, Mona Vale,
G12 Manly and Warringah Mall

G7 Support four community libraries
G9
G12

G9 Manage physical collections, online
G18 collections and databases

G7 Provide a Home Library Service for
G9 people with mobility and access restrictions

G7 Provide programs, resources and
G9 services that are inclusive and accessible across all age groups and abilities

G7 Focus on youth engagement and
G9 activities

G9 Provide volunteering opportunities

Operational projects

CSP	Projects	2023/24	2024/25	2025/26	2026/27
G12	Review and implement opportunities for 24/7 access to the physical library space <i>EM Library Services</i>	•	•	•	•
G7 G9 G12	Develop a Library Strategy <i>EM Library Services</i>	•			

Capital - new

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Community space and learning					
G7 G12	Library local priority grant purchases	169	36	36	36
Total new works - Library services		169	36	36	36

Capital - renewal

Community space and learning					
G9	Library books - replacement	818	899	850	870
Library upgrades					
G12	Library buildings works program	160	160	161	169
Total renewal works - Library services		978	1,059	1,011	1,039



Performance measures

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
No. library programs and activities	136 av. 454	400 1,600	400 1,600	Quarterly Annually
No. of physical visits to libraries	118,678 av. 470,000	175,000 700,000	175,000 700,000	Quarterly Annually
No. Home Library Service customers	557 av.	525	525	Quarterly
Satisfaction with library programs	81%	80%	80%	Annually
Satisfaction with Home Library Service	-*	80%	80%	Annually
Workload measures				Frequency
No. of events, programs and exhibitions that celebrate and reflect our commitment to diverse and inclusive programming	-*	-	-	Quarterly Annually

* Data not collected in 2021/22

Income and expenditure - Library services

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations					
User charges and fees	151	121	125	130	133
Investment fees and revenues	-	-	-	-	-
Other revenues	92	131	131	132	133
Grants and contributions - operating purposes	799	826	847	868	889
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	1,043	1,078	1,103	1,129	1,156
Expenses from continuing operations					
Employee benefits and oncosts	(7,800)	(8,056)	(8,349)	(8,652)	(8,922)
Borrowing costs	-	-	-	-	-
Materials and services	(1,174)	(1,423)	(1,508)	(1,596)	(1,686)
Depreciation and amortisation	(1,823)	(2,001)	(2,113)	(2,172)	(2,250)
Other expenses	(118)	(118)	(121)	(124)	(127)
Internal charges	(96)	(88)	(90)	(92)	(95)
Overhead allocation	(1,054)	(976)	(1,000)	(1,025)	(1,051)
Total expenses from continuing operations	(12,064)	(12,661)	(13,181)	(13,661)	(14,131)
Surplus/(deficit) from continuing operations	(11,022)	(11,583)	(12,077)	(12,531)	(12,975)

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	162	169	36	36	36
Surplus/(deficit) from operations including capital grants and contributions	(10,859)	(11,414)	(12,042)	(12,496)	(12,940)
Rates and annual charges and reserves					
Rates and annual charges	11,022	11,583	12,077	12,531	12,975
Full time equivalent positions (FTE)	80.8	79.6			

Strategic land use planning



Supporting CSP Goals:

G1	G5	G9
G10	G11	G13
G15	G22	

Service information

This service sets the land-use planning direction for the local government area via the Local Strategic Planning Statement. We are responsible for the preparation and maintenance of local environmental plans and development control plans for the Northern Beaches. We prepare structure plans and place plans to manage growth and development,

along with responsibility for Council's development contribution framework, European heritage management, Aboriginal heritage management, urban design, and assessment of planning proposals.

The service is also responsible for leading the implementation of the following strategic documents:

- Local Strategic Planning Statement Towards 2040
- Avalon Place Plan
- Local Housing Strategy
- Affordable Housing Policy
- Affordable Housing Contribution Scheme
- Frenchs Forest Contribution Plan
- Frenchs Forest Hospital Precinct Plan
- Warriewood Valley Contributions Plan
- Northern Beaches Contributions Plan
- Voluntary Planning Agreement Management Policy
- Public Space Vision and Design Guidelines.

Responsible business unit
Strategic and Place Planning

Ongoing services and programs:

G5 Develop land use planning policies to
G13 guide development

G10 Assess planning proposals

G5 Manage local environmental plans and development control plans

G10 Prepare and update contribution plans

G5 Protect Aboriginal, non-Aboriginal
G9

G1 Protect environmental heritage
G5

G10 Urban design
G11

G10 Prepare place plans and structure
G11 plans

G5 Manage land release areas
G10

G22 Advocate for community needs with Greater Cities Commission, NSW Planning, Industry and Environment and other stakeholders

G19 Provide planning certificates

Operational projects

CSP	Projects	2023/24	2024/25	2025/26	2026/27
G5 G10	Prepare Northern Beaches local environmental plan, development control plan and associated studies	•	•	•	
G13					
G15	<i>EM Strategic and Place Planning</i>				
G10	Complete Brookvale Structure Planning and Rezoning – to revitalise Brookvale town centre	•	•		
G11					
G13	<i>EM Strategic and Place Planning</i>				
G11	Develop place plan for Mona Vale	•	•		
G13					
G15	<i>EM Strategic and Place Planning</i>				
G11	Develop place plan for Manly	•	•		
G13					
G15	<i>EM Strategic and Place Planning</i>				

Performance measures

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
Planning proposals assessed in accordance with state government timeframes*:	75%	80%	80%	Annually
• basic proposal within 80 working days				
• standard proposal within 95 working days				
• complex proposal within 120 working days				

* Measured from lodgement of the planning proposal with Council via the Planning Portal to Council decision on whether the proposal should proceed for a Gateway determination.



Income and expenditure - Strategic land use planning

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations					
User charges and fees	1,172	1,206	1,246	1,287	1,326
Investment fees and revenues	-	-	-	-	-
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	332	341	349	358	367
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	1,503	1,547	1,595	1,645	1,693
Expenses from continuing operations					
Employee benefits and oncosts	(4,783)	(5,066)	(5,250)	(5,441)	(5,611)
Borrowing costs	-	-	-	-	-
Materials and services	(765)	(704)	(721)	(739)	(758)
Depreciation and amortisation	(55)	(55)	(58)	(60)	(62)
Other expenses	(715)	(728)	(746)	(765)	(784)
Internal charges	(213)	(233)	(239)	(245)	(251)
Overhead allocation	(430)	(450)	(461)	(473)	(485)
Total expenses from continuing operations	(6,961)	(7,237)	(7,476)	(7,723)	(7,951)
Surplus/(deficit) from continuing operations	(5,457)	(5,689)	(5,881)	(6,078)	(6,258)

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(5,457)	(5,689)	(5,881)	(6,078)	(6,258)
Rates and annual charges and reserves					
Rates and annual charges	5,044	5,293	5,608	5,790	6,047
Transfer (to)/from reserves	413	396	273	287	211
Full time equivalent positions (FTE)	33.3	33.9			

Development assessment



Supporting CSP Goals:

G5

G19

Service information

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

Responsible business unit

Development Assessment

Ongoing services and programs:

- G5** Assess development applications and submissions, including coordinating internal and external specialist advice
- G5** Provide a pre-lodgement service for **G19** applicants
- G19** Maintain development application assessment systems in alignment with current legislation and government portals
- G19** Manage independent assessment panels – including the Northern Beaches Local Planning Panel, and the Design and Sustainability Review Panel
- G19** Manage the internal Development Determination Panel

Performance measures

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
Average determination time of 90% of development applications, modifications and reviews (days)	58 (A)	< 75	< 75	Quarterly Annually
Outstanding development applications, modifications and reviews older than 100 days (since application received)	20% (A)	≤ 20%	≤ 20%	Quarterly Annually

A = Annually



Income and expenditure - Development assessment

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000		Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	3,550	3,688	3,810	3,936	4,054	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(3,574)	(3,711)	(3,842)	(3,975)	(4,095)
Other revenues	-	-	-	-	-	Rates and annual charges and reserves					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	3,574	3,711	3,842	3,975	4,095
Other income	-	-	-	-	-	Full time equivalent positions (FTE)	47.3	47.6			
Gains on disposal of assets	-	-	-	-	-						
Total income from continuing operations	3,550	3,688	3,810	3,936	4,054						
Expenses from continuing operations											
Employee benefits and oncosts	(5,589)	(5,757)	(5,966)	(6,183)	(6,376)						
Borrowing costs	-	-	-	-	-						
Materials and services	(584)	(684)	(701)	(718)	(736)						
Depreciation and amortisation	(80)	(87)	(92)	(94)	(98)						
Other expenses	-	-	-	-	-						
Internal charges	(187)	(191)	(196)	(201)	(206)						
Overhead allocation	(685)	(681)	(698)	(715)	(733)						
Total expenses from continuing operations	(7,124)	(7,400)	(7,652)	(7,911)	(8,149)						
Surplus/(deficit) from continuing operations	(3,574)	(3,711)	(3,842)	(3,975)	(4,095)						

Environmental compliance



Supporting CSP Goals:

G1	G5	
G8	G11	G12

Service information

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

Responsible business unit

Environmental Compliance

Ongoing services and programs:

- G1** Investigation and enforcement of
- G5** illegal land use and building works
- G1** Investigation and enforcement of pollution and illegal dumping concerns
- G1** Inspecting wastewater systems
- G8** Deliver fire safety inspection programs
- G8** Certification services for buildings and swimming pool barriers
- G8** Protecting public health through proactive inspections in food safety, liquor licensing, skin penetration, public swimming pools and cooling towers
- G8** Environmental compliance advice and education initiatives, including food safety and environmental management
- G5** Investigating complaints on pollution,
- G8** noise, parking, companion animals and abandoned articles
- G12** Manage companion animals, including dog attacks, community education, registration/certification inspections, and patrolling off and on-leash prohibited dog areas

Performance measures - Environmental compliance

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
All mandatory food inspections completed	69% (A)	100%	100%	Quarterly Annually
Respond to public safety and environmental concerns within 24 hours for urgent/high risk requests and within 10 days for non-critical requests	*	*	100%	Quarterly Annually
Follow up of outstanding enforcement actions at 60 days and 90 days	*	*	100%	Quarterly Annually
Respond to companion animal concerns within 24 hours for urgent/high risk requests	*	*	100%	Quarterly Annually
Workload measures				
Number of proactive companion animal patrols	101	-	-	Quarterly Annually
Number of companion animal investigations	2,716	-	-	Quarterly Annually
Number of swimming pool barrier inspections	391	-	-	Quarterly Annually
Number of responses to liquor application referrals from Liquor and Gaming NSW	83	-	-	Annually

* New measure, historical data not available



Income and expenditure - Environmental compliance

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations					
User charges and fees	2,433	2,467	2,549	2,633	2,712
Investment fees and revenues	-	-	-	-	-
Other revenues	8,200	8,735	8,736	8,738	8,739
Grants and contributions - operating purposes	-	-	-	-	-
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	10,633	11,202	11,285	11,371	11,451
Expenses from continuing operations					
Employee benefits and oncosts	(9,942)	(10,716)	(11,105)	(11,508)	(11,868)
Borrowing costs	-	-	-	-	-
Materials and services	(1,742)	(2,023)	(2,074)	(2,126)	(2,179)
Depreciation and amortisation	(155)	(169)	(179)	(184)	(191)
Other expenses	(2)	(2)	(2)	(2)	(2)
Internal charges	(723)	(762)	(781)	(801)	(821)
Overhead allocation	(1,211)	(1,130)	(1,159)	(1,188)	(1,217)
Total expenses from continuing operations	(13,773)	(14,803)	(15,299)	(15,808)	(16,277)
Surplus/(deficit) from continuing operations	(3,140)	(3,600)	(4,014)	(4,437)	(4,826)

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(3,140)	(3,600)	(4,014)	(4,437)	(4,826)
Rates and annual charges and reserves					
Rates and annual charges	3,140	3,600	4,014	4,437	4,826
Full time equivalent positions (FTE)	91.8	99.4			

Parks and recreation



Supporting CSP Goals:

G5	G8	G11
G12	G15	G16
G20	G22	

Service information

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

The service is also responsible for tree management and lifeguards as well as implementing the following strategies and plans:

- Sportsground Strategy
- Open Space and Recreation Strategy and Action Plan
- Plans of management for various reserves
- Place plans and masterplans for various town centres and reserves

Responsible business units

Parks and Recreation
Property
Capital Projects

Ongoing services and programs:

- G5** Manage trees on public land, requests for pruning or removal of trees on private land, and the planting of 5,000 trees per annum on public land
- G8** Provide a professional beach lifeguard service
- G11** Manage and maintain commercial centres and town villages
- G12** Implement strategies, policies and plans for sports, recreation and open space, including plans of management, masterplans and place plans
- G12** Manage and renew open spaces such as sportsgrounds, parks, playgrounds, skate parks, walking trails, rockpools and beaches
- G12** Manage open space bookings, licences and leases of sportsfields and facilities
- G22** Administer the Sports and Recreation Infrastructure Grants Program
- G12** Develop strategies, policies and plans for sports, recreation and open space, including plans of management and master plans

Key projects

Operational projects

CSP	Projects	2023/24	2024/25	2025/26	2026/27
G12	Develop the Indoor Sport and Recreation Strategy and action plan EM Parks and Recreation	•			
G12	Install lighting and irrigation at Freshwater High School sportsfield EM Parks and Recreation	•			
G12	Finalise the Tree Canopy Plan EM Parks and Recreation	•			
G12	Partner with the Department of Education to deliver community sports facilities at Forest High School EM Parks and Recreation			•	

Capital - new

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Foreshore and building improvements					
G12	Freshwater Beach Masterplan implementation	1,200	500	800	-
G12	Manly Life Saving Club	400	-	-	-
G12	Clontarf Masterplan implementation	200	500	1,500	-
G12	Warriewood Beach foreshore upgrades	306	-	-	-
Playground improvements					
G12	Trafalgar Park, Newport playground upgrade	160	-	-	-
G12	Parkes Reserve, Collaroy Plateau playground	-	-	-	150
G12	Fielding Reserve, Collaroy new playground	50	-	-	-
G12	Outdoor gyms - Dee Why and Manly Beach	-	330	-	-
Recreational trails					
G12 G16	McKillop Park, Freshwater boardwalk	1,400	-	-	-
G12 G16	Manly Dam boardwalk	1,800	-	-	-
G12 G16	Manly Dam mountain bike trail upgrade	1,000	-	-	-

Capital - new cont

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Reserve and park improvements					
G12	Warriewood Valley - public space and recreation	100	220	3,880	-
G12	Reserve - new pathway and lighting program	-	-	-	300
G12	Frenchs Forest Precinct park upgrades	5,258	-	-	-
G12	Lynne Czinner Park, Warriewood new park	1,324	-	-	-
G12	Beverly Job Reserve, Narraweena youth space	200	-	-	-
G12	Governor Phillip Reserve, Palm Beach Masterplan implementation	-	-	100	750
G12	North Narrabeen Reserve Masterplan implementation	-	-	-	110
G12	Catherine Park, Scotland Island	-	-	-	300
G12	Ivanhoe Park, Manly	-	-	-	500
Sportsgrounds improvements					
G12	Sports Club Capital Assistance Program	100	100	100	100
G12	All weather sportsfield upgrades	-	-	-	200
G12	Warringah Recreation Centre, North Manly upgrades	3,026	4,003	-	-

Capital - renewal

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Foreshore and building improvements					
G12	Foreshore renewal program	869	988	2,060	2,630
G12	Rockpool renewal program	535	643	741	910
G12	Dinghy storage	40	40	40	40
G12	Tidal pools refurbishment	589	487	50	500
G12	Surf Life Saving Club minor renewal works	1,000	900	900	1,000
G12	Surf Life Saving Club major renewal fund	-	1,300	1,000	1,000
G12	South Collaroy foreshore renewal	1,000	-	-	-
G12	Bayview seawall and path	599	-	-	-
Playground improvements					
G12	Playground renewal program	751	755	773	1,033
Recreational trails					
G12	Recreational trail renewal program	284	203	430	420

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Reserves and parks improvements					
G12	Reserve renewal program	506	518	634	662
Sportsgrounds improvements					
G12	Sportsfield renewal program	775	1,425	1,730	1,545
Town centre and village upgrades					
G12	Commercial centre renewal	367	600	614	818
Total renewal works - Parks and recreation		7,314	7,860	8,971	10,558

Performance measures

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
Rockpools cleaned weekly during summer season and every two weeks outside of summer	96%	95%	95%	Quarterly Annually
Sportsfields mowed weekly in summer playing season and monthly in winter	86%	95%	95%	Quarterly Annually
Number of trees planted on public land per year	8,625	5,000	5,000	Annually
Availability of sportsfields out of school hours (playing hours/week)	4,507	4,405	4,800	Annually
Workload measures				Frequency
Number of preventative actions by professional lifeguards on patrolled beaches	317,444 (A)	-	-	Quarterly Annually

A = Annually



Income and expenditure - Parks and recreation

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000		Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	2,534	2,465	2,547	2,631	2,710	Grants and contributions - capital purposes	5,826	11,062	2,029	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(30,621)	(28,277)	(38,477)	(43,777)	(43,158)
Other revenues	286	560	574	589	603	Rates and annual charges and reserves					
Grants and contributions - operating purposes	1,097	662	208	213	219	Rates and annual charges	36,421	38,945	40,505	41,777	43,158
Other income	2	3	3	3	3	Transfer (to)/from reserves	25	395	-	2,000	-
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	144.8	144.7			
Total income from continuing operations	3,920	3,690	3,332	3,436	3,535						
Expenses from continuing operations											
Employee benefits and oncosts	(13,414)	(14,103)	(14,615)	(15,146)	(15,620)						
Borrowing costs	-	-	-	-	-						
Materials and services	(15,100)	(15,626)	(15,362)	(17,837)	(16,397)						
Depreciation and amortisation	(6,315)	(7,387)	(7,800)	(8,017)	(8,308)						
Other expenses	(256)	(256)	(263)	(269)	(276)						
Internal charges	(1,454)	(1,658)	(1,699)	(1,742)	(1,785)						
Overhead allocation	(3,826)	(3,999)	(4,099)	(4,202)	(4,307)						
Total expenses from continuing operations	(40,366)	(43,030)	(43,838)	(47,213)	(46,693)						
Surplus/(deficit) from continuing operations	(36,447)	(39,340)	(40,505)	(43,777)	(43,158)						

Delivering on community priorities: Economic

Community outcome:

Vibrant local economy

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

Community outcome:

Transport, technology and connectivity

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

Services

- Economic development, events and engagement
- Transport, traffic and active travel
- Property and facilities





\$ 18.41b

(GRP) Size of local economy



32,361

Local businesses



110,244

Local jobs
(NIEIR 2020)



>\$954m

Roads and transport
infrastructure managed



>300

Clients for business support
advice annually



>13,000

Subscribers to Beaches
Biz News emails



>470

Leases and licences over Council
properties managed annually



844km

of local roads



39

Public wharves managed by
Council – harbour and Pittwater



117

Public Wi-Fi access
points supported



>7,200

Pay and display parking
spaces managed



>83,000

public amenity cleaning
services annually

Economic development, events and engagement



Supporting CSP Goals:

G7	G9	G11
G12	G13	G14
G15	G20	G21

Service information

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

Our local businesses are supported by a Business Concierge Service and through strong partnerships with local business

chambers. We promote the Northern Beaches as an exciting visitor destination and deliver effective and engaging visitor services.

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

The service is also responsible for leading the implementation of the following strategic documents:

- Economic Development Strategy (Draft)
- Destination Management Plan
- Events Strategy
- Guide to Events on the Northern Beaches
- Accessible Events Guidelines
- Community Engagement Framework
- Community Participation Plan.

Responsible business unit

Community Engagement and Communications

Ongoing services and programs

- G9** Deliver webinars and workshops to support local businesses
- G7** Deliver major community and civic events
- G13** Enhance economic development and
- G14** tourism initiatives and projects
- G15**
- G13** Support and promote local businesses and industry and sustainable business practices
- G15** Enhance tourism through initiatives and projects
- G15** Provide place making projects,
- G11** liaison, networks, events, and activities
- G20** Manage website and promotion of services, programs, and events, as well as media and communications
- G21** Deliver community engagement services and community liaison

Operational projects

CSP	Projects	2023/24	2024/25	2025/26	2026/27
G15	Develop an annual Placemaking Activation Grants Program Director Planning & Place	•	•	•	•
G21	Continue rollout of Community Engagement Training Program EM Community Engagement and Communications	•	•	•	•
G7	Review and update Events Strategy EM Community Engagement and Communications		•		

Capital - new

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Town and village centre activations					
G12	Manly laneways	-	-	-	650
G12	Avalon Place Plan implementation	550	800	-	-
Total new works - Economic development, events and engagement		550	800	-	650

Capital - renewal

Town and village centre activations					
G11	Balgowlah commercial centre renewal	-	-	-	460
Total renewal works - Economic development, events and engagement		-	-	-	460

Performance measures

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
High level projects have a completed Community Engagement Plan and Report (levels 1-3)	100%	100%	100%	Quarterly
Average No. of website visits per month	326,766 av.	330,000	330,000	Quarterly
Decisions on all Council project engagements are communicated to the community within 30 days	90%	85%	85%	Quarterly Annually
Satisfaction with Council's key community events	84%	80%	80%	Annually
Satisfaction with Council's business events	-*	80%	80%	Annually

* Survey not conducted in 2021/22

Income and expenditure - Economic development, events and engagement

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000		Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	357	121	125	129	133	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(10,395)	(11,188)	(11,546)	(11,913)	(12,257)
Other revenues	552	626	641	657	674	Rates and annual charges and reserves					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	10,395	11,188	11,546	11,913	12,257
Other income	-	-	-	-	-	Full time equivalent positions (FTE)	46.4	51.6			
Gains on disposal of assets	-	-	-	-	-						
Total income from continuing operations	909	747	766	787	807						
Expenses from continuing operations											
Employee benefits and oncosts	(5,686)	(6,758)	(7,003)	(7,258)	(7,485)						
Borrowing costs	-	-	-	-	-						
Materials and services	(3,500)	(3,299)	(3,381)	(3,466)	(3,553)						
Depreciation and amortisation	(72)	(73)	(77)	(79)	(82)						
Other expenses	(609)	(462)	(473)	(485)	(497)						
Internal charges	(190)	(207)	(212)	(217)	(222)						
Overhead allocation	(1,247)	(1,137)	(1,166)	(1,195)	(1,225)						
Total expenses from continuing operations	(11,304)	(11,935)	(12,312)	(12,699)	(13,064)						
Surplus/(deficit) from continuing operations	(10,395)	(11,188)	(11,546)	(11,913)	(12,257)						

Transport, traffic and active travel



Supporting CSP Goals:

G16	G17	G19
G22		

Service information

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

This service is also responsible for leading the implementation of the following strategies and plans:

- Northern Beaches Transport Strategy
 - Walking Plan
 - Bike Plan
 - Electric Vehicle Charging Infrastructure Plan
 - Pedestrian Access and Mobility Plans.

Responsible business units

Transport and Civil Infrastructure
Capital Projects
Property

Ongoing services and programs

- G16** Plan and deliver road-related infrastructure on local roads
- G16** Maintain and renew road-related infrastructure assets
- G17** Maintain and renew car parking facilities
- G17** Manage the supply of public parking, including beach/foreshore reserve car parks and parking stations
- G17** Plan and deliver shared/cycling paths and bike storage facilities
- G16** Manage and install traffic facilities on local roads
- G16** Manage wharves, jetties and tidal pools in Pittwater and Sydney Harbour
- G17** Develop and implement effective road safety campaigns and programs
- G16** Provide public bus shelters and
- G17** stops, as well as the Hop Skip Jump community bus service
- G22** Lobby and partner Government to improve transport outcomes for the road network, active travel and public transport

Operational

CSP	Projects	2023/24	2024/25	2025/26	2026/27
G16	Develop a Parking Plan to support the				
G17	Transport Strategy	•			
G22	EM Transport and Civil Infrastructure				
G16	Develop a Public Transport Plan to support the				
G17	Transport Strategy		•		
G22	EM Transport and Civil Infrastructure				
G16	Develop a Freight Plan to support the Transport				
G17	Strategy			•	
G22	EM Transport and Civil Infrastructure				
G17	Plan and deliver parking and technology infrastructure across the area	•	•	•	•
	EM Transport and Civil Infrastructure				
G16	Undertake a review of the community transport				
G17	service	•	•		
	EM Transport and Civil Infrastructure				
G16	Implement the Regional and Local Roads Repair Program	•			
	EM Transport and Civil Infrastructure				
G16	Create an Active Transport Corridor between Beacon Hill and Davidson	•			
	EM Transport and Civil Infrastructure				



Capital - new

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Active travel – cycleways and footpaths					
G16	New footpaths	1,500	1,500	500	500
G16	Connecting Communities - footpaths programs	600	-	-	-
G16	Connecting Communities - cycleways program	4,800	-	-	-
G16	Shared path from B-line stop to Boondah Road, Warriewood	164	-	-	-
G16 G17	Queenscliff Headland access ramp	600	-	-	-
G16 G17	Dee Why Beach secure bike storage	55	-	-	-

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Road and related infrastructure upgrades					
G17	New traffic facilities	1,100	700	800	800
G17	Scotland Island roads and drainage improvements	153	157	161	164
G17	Warriewood Valley - traffic and transport infrastructure	1,200	3,000	500	500
G17	Church Point - new infrastructure	994	863	-	-
G17	Kerb and gutter - new works	300	300	200	200
G17	Traffic facility delivery - accelerated	200	-	-	-
Wharf upgrades					
G17	Church Point commuter wharf expansion	50	260	-	-

Capital - renewal

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Active travel – cycleways and footpaths					
G16	Footpath renewal works	1,458	1,548	1,585	1,771
Car parks and parking stations					
G16	Car park renewal works	240	286	390	832
G16	Multi storey car park renewal works	100	100	100	100
Plant and fleet					
G16	Major plant renewal	2,248	2,058	3,961	4,977
G16	Light fleet renewal	4,276	4,396	4,961	4,797
Road and related infrastructure upgrades					
G16	Bus stop renewal works	89	94	-	112
G16	Kerb and gutter renewal works	1,334	1,292	1,399	1,957
G16	Retaining wall renewal works	1,105	1,114	1,057	1,107
G16	Road resheeting program	7,607	7,882	8,640	9,898
G16	Bridge renewal works	415	818	1,022	80
Wharf upgrades					
G16	Wharves works program	1,047	1,060	1,290	162
Total renewal works - Transport, traffic and active travel		19,918	20,649	24,405	25,792

Performance measures

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
Number of community road safety events/sessions held	3 (Q1) 3 (Q2) 3 (Q3) 2 (Q4) 9 (A)	10 (Q1) 6 (Q2) 4 (Q3) 4 (Q4) 24 (A)	10 (Q1) 6 (Q2) 4 (Q3) 4 (Q4) 24 (A)	Quarterly Annually
Condition of local roads (average pavement condition: % rated very good to satisfactory)	94%	90%	90%	Annually
Length of road pavement re-sheeted to address pavement condition (m)	13,000	13,200	6,600	Annually
Length of active travel asset renewals completed (m) - footpaths, shared paths and bike paths	1,205	3,000	2,300	Annually
Growth in active travel network - new works (m) - footpaths, shared paths and bike paths	8,400	9,300	8,700	Annually

A = Annually, Q = Quarterly



Income and expenditure - Transport, traffic and active travel

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000		Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	17,497	18,418	18,655	18,903	18,909	Grants and contributions - capital purposes	13,663	8,077	1,877	1,877	1,877
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from continuing operations including capital grants and contributions	(1,727)	(8,827)	(16,743)	(17,736)	(19,168)
Other revenues	952	991	1,016	1,041	1,067	Rates and annual charges and reserves					
Grants and contributions - operating purposes	4,142	12,998	4,548	4,599	4,649	Rates and annual charges	15,390	16,735	18,621	19,613	21,045
Other income	10	10	10	11	11	Transfer (to)/from reserves	-	170	-	-	-
Gains on disposal of assets	457	395	266	324	324	Full time equivalent positions (FTE)	128.4	125.4			
Total income from continuing operations	23,059	32,812	24,495	24,877	24,960						
Expenses from continuing operations											
Employee benefits and oncosts	(13,270)	(13,664)	(14,040)	(14,550)	(15,005)						
Borrowing costs	-	-	-	-	-						
Materials and services	(14,040)	(24,094)	(16,300)	(16,793)	(17,320)						
Depreciation and amortisation	(15,485)	(16,786)	(17,724)	(18,219)	(18,878)						
Other expenses	-	-	-	-	-						
Internal charges	8,085	8,641	8,857	9,078	9,305						
Total expenses from continuing operations	(38,449)	(49,717)	(43,116)	(44,490)	(46,005)						
Surplus/(deficit) from continuing operations	(15,390)	(16,905)	(18,621)	(19,613)	(21,045)						

Property and facilities



Supporting CSP Goals:

G2	G5	G6
G8	G9	G11
G12	G15	G17
G19	G20	G22

Service information

This service maintains Council's community and civic buildings, including surf clubs, aquatic centres, library buildings, community centres, arts venues, offices, public toilets, holiday accommodation facilities at Sydney Lakeside Holiday Park and Currawong, and two cemeteries. We also manage leases and licences of public land including outdoor dining.

This service is also responsible for leading the implementation of the Property Management Framework.

Responsible business units

Property
Recreation Business

Ongoing services and programs

- G12 Operate Manly Andrew 'Boy' Charlton Aquatic Centre and Warringah Aquatic Centre
- G11 Manage facilities within villages
- G12 and town centres, including public facilities, surf life saving club buildings, community centres and public amenities
- G12 Plan, design and deliver new Council
- G22 buildings and community facilities
- G11 Maintain, operate, and clean Council
- G12 buildings and public amenities
- G15 Oversee Sydney Lakeside Holiday Park and Currawong holiday accommodation
- G15 Manage and monitor outdoor dining
- G11
- G19 Manage leases and licences of Council property
- G19 Manage and maintain cemeteries
- G19 Manage Council land register

Operational projects

CSP	Projects	2023/24	2024/25	2025/26	2026/27
G12	Focused improvement of Surf Life Saving Club facilities EM Property	•	•	•	•
G9	Implement priority accessibility improvements to property assets EM Property	•	•	•	•
G11	Continue to improve the provision and cleanliness of public amenities EM Property	•	•	•	•

Capital - new

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Public amenities improvements					
G12	West Esplanade, Manly accessible amenity	46	286	-	-
G12	Freshwater Beach amenities	300	900	-	-
Total new works - Active travel – Property and facilities		346	1,186	-	-

Capital - renewal

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Aquatic centre improvements					
G12	Warringah Aquatic Centre renewal works	90	160	171	175
G12	Manly Aquatic Centre renewal works	135	166	216	221
Cemetery works					
G20	Mona Vale Cemetery works program	150	150	150	150
Civic building and compliance works					
G5 G6	Operational buildings works program	150	500	500	550
G5 G12	Sport buildings works program	1,194	1,138	1,325	1,390
G5 G12	Beach buildings works program	302	155	407	410
G5 G9	Disability access compliance works (DDA)	150	150	215	250
G5 G9 G12	Building Code of Australia compliance works (BCA)	201	-	254	255
G5 G12	Sydney Lakeside Holiday Park renewal works	400	300	300	300
G5 G12	Pittwater Golf Driving Range renewal works	150	150	150	150
G5 G6	Cromer Depot improvement plan works	-	150	150	150

Emergency buildings program					
G2 G8	Emergency buildings works program	-	150	150	150
Public amenities improvements					
G8 G12	Public amenities works program	1,307	959	1,410	1,550
Total renewal works - Property and facilities		4,380	4,127	5,397	5,700

Performance measures

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
Availability of Council buildings: % available for use by the community (not programmed for maintenance/ upgrade)	99.8%	100%	100%	Quarterly Annually
Total visitation to swim centres (Manly & Warringah aquatic centres)	0 (Q1) 174,321 (Q2) 239,640 (Q3) 182,791 (Q4) 596,772 (A)	184,300 (Q1) 231,800 (Q2) 251,750 (Q3) 174,900 (Q4) 842,750 (A)	184,300 (Q1) 231,800 (Q2) 251,750 (Q3) 174,900 (Q4) 842,750 (A)	Quarterly Annually
Learn to Swim attendance (Manly & Warringah aquatic centres)	70,193	90,400	90,400	Annually

A = Annually, Q = Quarterly



Income and expenditure - Property and facilities

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000		Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations						Surplus/(deficit) from operations including capital grants and contributions	(11,816)	(16,002)	(16,716)	(17,341)	(18,006)
User charges and fees	18,396	20,704	21,387	21,993	22,550	Rates and annual charges and reserves					
Investment fees and revenues	-	-	-	-	-	Rates and annual charges	15,217	16,132	16,853	17,351	17,968
Other revenues	4,062	4,196	4,289	4,386	4,483	Transfer (to)/from reserves	(240)	(130)	(137)	(10)	38
Grants and contributions - operating purposes	-	-	-	-	-	Full time equivalent positions (FTE)	90.5	96.3			
Other income	9,559	9,560	9,799	10,044	10,295						
Gains on disposal of assets	-	-	-	-	-						
Total income from continuing operations	32,017	34,460	35,475	36,423	37,328						
Expenses from continuing operations											
Employee benefits and oncosts	(12,232)	(13,174)	(13,652)	(14,148)	(14,591)						
Borrowing costs	-	-	-	-	-						
Materials and services	(21,829)	(23,169)	(23,803)	(24,485)	(25,130)						
Depreciation and amortisation	(7,613)	(8,578)	(9,057)	(9,310)	(9,647)						
Other expenses	(228)	(246)	(252)	(259)	(265)						
Internal charges	(319)	(353)	(361)	(370)	(380)						
Overhead allocation	(4,774)	(4,941)	(5,065)	(5,191)	(5,321)						
Total expenses from continuing operations	(46,994)	(50,462)	(52,191)	(53,763)	(55,334)						
Surplus/(deficit) from continuing operations	(14,977)	(16,002)	(16,716)	(17,341)	(18,006)						
Income from capital grants and contributions											
Grants and contributions - capital purposes	3,161	-	-	-	-						

Delivering on community priorities: Civic

Community outcome:

Good governance

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

Community outcome:

Partnerships and participation

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

Services

- Customer service
- Governance and assurance services
- Corporate support services





15

Local Councillors



21,000

On the community engagement register



83,000

Visits to Yoursay



7

People on the Audit and Risk Committee



11

Ordinary Council meetings annually



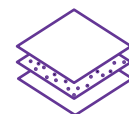
3

Budget reviews annually



5

Audit and Risk Committee meetings annually



>1,500

Layers of data on our spatial information platform



>63,000

Records enquiries and actions from incoming correspondence annually



93%

Of correspondence replied to within 10 dyas



45

Major contracts over \$150,000 managed each year



>70

Government Information (Public access) Act applications annually

Customer service



Supporting CSP Goals:

G18

G20

Service information

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

This service is also responsible for the implementation of the following key strategy and plans:

- Customer Experience Strategy
- Customer Charter
- Privacy Management Plan

Responsible business unit

Early Learning and Customer Service

Ongoing services and programs

- G20** Develop a customer-centric culture across the organisation
- G20** Provide customer service centres at Avalon, Dee Why, Manly and Mona Vale
- G20** Manage the customer relationship management system
- G20** Provide frontline complaints resolution and referrals

Operational projects

CSP	Projects	2023/24	2024/25	2025/26	2026/27
G20	Develop and implement a consistent feedback approach across all customer contact channels <i>EM Early Learning and Customer Service</i>	•	•	•	•
G20	Improve and review the customer portal to enhance accessibility <i>EM Early Learning and Customer Service</i>	•	•	•	•
G20	Develop a new Customer Experience Strategy	•			

Performance measures

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
Customer requests conducted online	38% av.	30%	30%	Quarterly
Calls answered within 30 seconds	83% av.	80%	80%	Quarterly
Telephone enquiries resolved on first call	78%	75%	75%	Annually
Satisfaction with customer service calls	98%	85%	85%	Annually
Satisfaction with customer online requests (on lodgement)	88%	80%	80%	Annually
Workload measures	Frequency			
No. calls to Customer Service 1300 434 434	166,956	-	-	Quarterly
No. enquiries received at counters and by mail, email and online requests	79,080	-	-	Quarterly



Income and expenditure - Customer service

103

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations					
User charges and fees	4	-	-	-	-
Investment fees and revenues	-	-	-	-	-
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	-	-	-	-	-
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	4	-	-	-	-
Expenses from continuing operations					
Employee benefits and oncosts	(4,296)	(4,229)	(4,383)	(4,542)	(4,684)
Borrowing costs	-	-	-	-	-
Materials and services	(192)	(217)	(223)	(228)	(234)
Depreciation and amortisation	(67)	(69)	(73)	(75)	(77)
Other expenses	-	-	-	-	-
Internal charges	746	783	803	823	843
Overhead allocation	(589)	(611)	(626)	(642)	(658)
Total expenses from continuing operations	(4,397)	(4,343)	(4,502)	(4,664)	(4,810)
Surplus/(deficit) from continuing operations	(4,393)	(4,343)	(4,502)	(4,664)	(4,810)

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(4,393)	(4,343)	(4,502)	(4,664)	(4,810)
Rates and annual charges and reserves					
Rates and annual charges	4,393	4,343	4,502	4,664	4,810
Full time equivalent positions (FTE)	40.9	41.1			

Governance and assurance services



Supporting CSP Goals:

G19 G20

Service information

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. We deliver the internal audit program and manage complaints about staff behaviour and Council processes. This service is also responsible for implementing Council's Governance Framework and internal audit plans.

Responsible business units

Governance and Risk
Office of General Counsel
Internal Audit and Complaints Resolution

Ongoing services and programs

- G19** Corporate governance, Council meetings and reports and administrative support to Councillors
- G19** Maintain registers on delegations, policies, disclosures of interest and community committees
- G19** Enterprise risk management, compliance program
- G19** Manage business continuity planning
- G19** Provide corporate legal services
- G19** Provide internal audit services
- G19** Manage complaints and
G20 investigations
- G19** Provide organisational code of
G20 conduct training
- G19** Secretariat services to Council's Audit, Risk and Improvement Committee and sub committees of Council
- G19** Provide probity and corruption risk management advice and assistance to staff
- G19** Insurance claims management and insurance program

Operational projects

CSP	Projects	2023/24	2024/25	2025/26	2026/27
G19	Support the local government election EM Governance and Risk		•		
G19 G20	Coordinate induction of the newly elected Council EM Governance and Risk		•		

Performance measures

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
Council meeting minutes finalised and published within three working days of meetings	100%	100%	100%	Quarterly
Enterprise risk registers reviewed and current	100%	100%	100%	Quarterly Annually
Internal audits undertaken in line with Strategic Internal Audit Plan	100%	80%	80%	Quarterly Annually
Compliance with Governance Framework to meet Governance statutory requirements	100%	100%	100%	Annually
Workload measures	Frequency			
Number of complaints	356	-	-	Annually
Number of compliments	178	-	-	Annually



Income and expenditure - Governance and assurance services

107

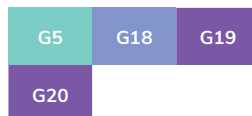
	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations					
User charges and fees	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	-	-	-	-	-
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	-	-	-	-	-
Expenses from continuing operations					
Employee benefits and oncosts	(3,865)	(3,718)	(3,853)	(3,993)	(4,118)
Borrowing costs	-	-	-	-	-
Materials and services	(6,819)	(7,274)	(9,195)	(7,686)	(7,878)
Depreciation and amortisation	(27)	(28)	(29)	(30)	(31)
Other expenses	-	-	-	-	-
Internal charges	22	30	31	32	33
Overhead allocation	(1,153)	(1,069)	(1,096)	(1,123)	(1,151)
Total expenses from continuing operations	(11,841)	(12,059)	(14,143)	(12,800)	(13,146)
Surplus/(deficit) from continuing operations	(11,841)	(12,059)	(14,143)	(12,800)	(13,146)

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(11,841)	(12,059)	(14,143)	(12,800)	(13,146)
Rates and annual charges and reserves					
Rates and annual charges	11,841	12,059	14,143	12,800	13,146
Full time equivalent positions (FTE)	28.6	23.2			

Corporate support services



Supporting CSP Goals:



Service information

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

to run the Council. This service is also responsible for leading the implementation of the following strategies and plans:

- Community Strategic Plan
- Resourcing Strategy
 - Workforce Management Strategy
 - Long-Term Financial Plan
 - Asset Management Strategy
 - Asset Management Plan
- Delivery Program and Operational Plan
- Work, Health and Safety Management System (internal)
- Privacy Management Plan.

Responsible business units

Finance
 Financial Planning and Systems
 Capital Projects
 Human Resources and Work, Health and Safety
 Information and Digital Technology
 Strategy and Performance

Ongoing services and programs

- G18** Provide public infrastructure for CCTV, public Wi-Fi, and video streaming of Council meetings
- G5** Embed the capital projects
- G19** management framework
- G19** Financial management, accounting and transactional processing, business support, levying and collection of rates and charges
- G19** Procurement and contract management services for the organisation
- G19** Deliver corporate planning and
- G21** reporting for short to medium term plans, and long-term strategies
- G20** Implement programs on business excellence and continuous improvement
- G19** Manage a program of service
- G20** reviews
- G19** Manage human resources and
- G20** workforce planning, culture, wellbeing and safety
- G20** Provision of digital, information and communications technology required to run the Council
- G20** Manage information, correspondence, records and printing services
- G22** Administer grants that are secured by Council

Operational projects

CSP	Projects	2023/24	2024/25	2025/26	2026/27		Projects	2023/24	2024/25	2025/26	2026/27
G20	Deliver an Enterprise Resource Management System EM – Financial Planning and Systems	•	•	•	•		G20	Undertake a service review of Marketing and Communications EM Community Engagement and Communications	•	•	
G20	Undertake a service review of road maintenance EM Transport and Civil Infrastructure	•					G20	Undertake a service review of Customer Services EM Early Learning and Customer Services	•	•	
G20	Undertake a service review on the maintenance of open space EM Parks and Reserves	•					G19	Review and report on the Community Strategic Plan EM Strategy and Performance	•	•	
G20	Undertake a service review of the Rangers service EM Environmental Compliance	•					G20	Review the Long-Term Financial Plan and options to maintain financial sustainability, such as a special rate variation. EM Financial Planning and Systems	•	•	•
G20	Undertake a service review of the Building Control service EM Environmental Compliance	•					G19	Review the Asset Management Strategy, Policy and Plan EM Transport and Civil Infrastructure		•	
G20	Undertake a service review of the Public and Environmental Health service EM Environmental Compliance	•					G20	Review the Workforce Management Strategy EM Human Resources		•	
G20	Undertake a service review of the Community Engagement service EM Community Engagement and Communications	•	•				G19	Build and develop future organisational workforce capabilities EM Human Resources	•	•	
							G19	Develop a four-year Delivery Program with the newly elected Council EM Strategy and Performance		•	

Capital - renewal

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
IT improvements					
G20	IT infrastructure - replacements	638	517	668	512
G20	Computers, laptops and mobile devices - replacements	1,458	1,693	1,938	1,983
Total renewal works - Corporate support		2,096	2,210	2,606	2,494

Performance measures

Performance measures	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
Correspondence replied to within 10 working days	93%	90%	90%	Quarterly Annually
Operational projects on schedule	89%	80%	80%	Quarterly Annually
Capital projects on schedule	71%	80%	80%	Quarterly Annually
Quarterly, Annual and Statutory Reports submitted to Council on time	100%	100%	100%	Quarterly Annually
Voluntary staff turnover rate	16%	< 13%	< 13%	Annually
Financial performance				
Operating performance	4.53%	> 0%	> 0%	Annually
Unrestricted current ratio	1.9x	> 1.5x	> 1.5x	Annually
Own source operating revenue	82.5%	> 60%	> 60%	Annually
Debt service cover ratio	7.25x	> 2x	> 2x	Annually
Rates and annual charges outstanding	3.63%	< 5%	< 5%	Annually
Cash expenses cover ratio (months)	5.59mths	> 3mths	> 3mths	Annually
Building and infrastructure renewal ratio	112.67%	> 100%	> 100%	Annually
Workload measures				Frequency
No. service review actions implemented	65(A)	-	-	Quarterly Annually

A = Annually

Income and expenditure - Corporate support services

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	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations					
User charges and fees	468	453	468	483	498
Investment fees and revenues	1,928	8,735	7,388	7,328	7,197
Other revenues	558	721	984	1,077	1,027
Grants and contributions - operating purposes	6,059	6,238	6,187	6,162	6,162
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	9,014	16,147	15,026	15,050	14,884
Expenses from continuing operations					
Employee benefits and oncosts	(24,702)	(26,885)	(27,638)	(28,615)	(29,532)
Borrowing costs	(643)	(724)	(483)	(383)	(311)
Materials and services	(16,084)	(23,026)	(25,652)	(21,383)	(18,118)
Depreciation and amortisation	(628)	(629)	(664)	(843)	(979)
Other expenses	(9)	(9)	(9)	(9)	(10)
Internal charges	538	699	716	734	752
Overhead allocation	25,361	25,692	26,334	26,992	27,667
Total expenses from continuing operations	(16,167)	(24,883)	(27,397)	(23,507)	(20,531)
Surplus/(deficit) from continuing operations	(7,153)	(8,737)	(12,370)	(8,457)	(5,648)

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	6,952	6,342	7,054	6,533	8,642
Surplus/(deficit) from operations including capital grants and contributions	(201)	(2,395)	(5,316)	(1,924)	2,995
Rates and annual charges and reserves					
Rates and annual charges	14,758	12,365	11,139	13,029	12,450
Transfer (to)/from reserves	(7,222)	(6,144)	(5,866)	(7,578)	(11,931)
Full time equivalent positions (FTE)	192.1	194.4			

A scenic view of a beach at dusk. In the foreground, there are large, dark, wet rocks. The middle ground shows a sandy beach and a calm sea. In the background, a tall, modern apartment building with many balconies is illuminated from within, standing out against the twilight sky. Other smaller buildings and trees are visible along the shoreline.

Budget 2023/24



Overview

The 2023/24 budget projects a total expenditure of \$496 million, including a capital works program of \$93 million.

The budget includes \$43 million in asset renewal expenditure to improve the overall condition of our assets and a further \$50 million in delivering high priority new assets to the community. It shows that our financial position is sound, with a projected Operating Surplus before Capital Grants and Contributions of \$3 million, a further \$3 million in loans repaid and a balanced budget position.

Following significant events in recent years including storms and the COVID-19 pandemic, restoration of working capital funds is a priority over the four years of the Delivery Program along with continuing to repay loans taken out by the former councils. Strengthening of working capital will ensure Council maintains sufficient funding for unexpected events and future opportunities.

Council is anticipated to achieve the Office of Local Government financial and asset performance benchmarks in 2023/24.

Council's ability to generate sufficient

funds to provide the levels of service and infrastructure agreed with the community into the future is challenged by the growing gap between costs and funding sources, especially the rate peg and the potential freezing of the Financial Assistance Grant.

The IPART are currently reviewing the methodology used to set the rate peg. This includes exploring options to stabilise volatility in the rate peg and capture more timely changes in council costs and inflation.

The Long-Term Financial Plan also explores options for this Council to provide capacity to address the unfunded asset renewal and maintenance requirements of the Asset Management Plan.

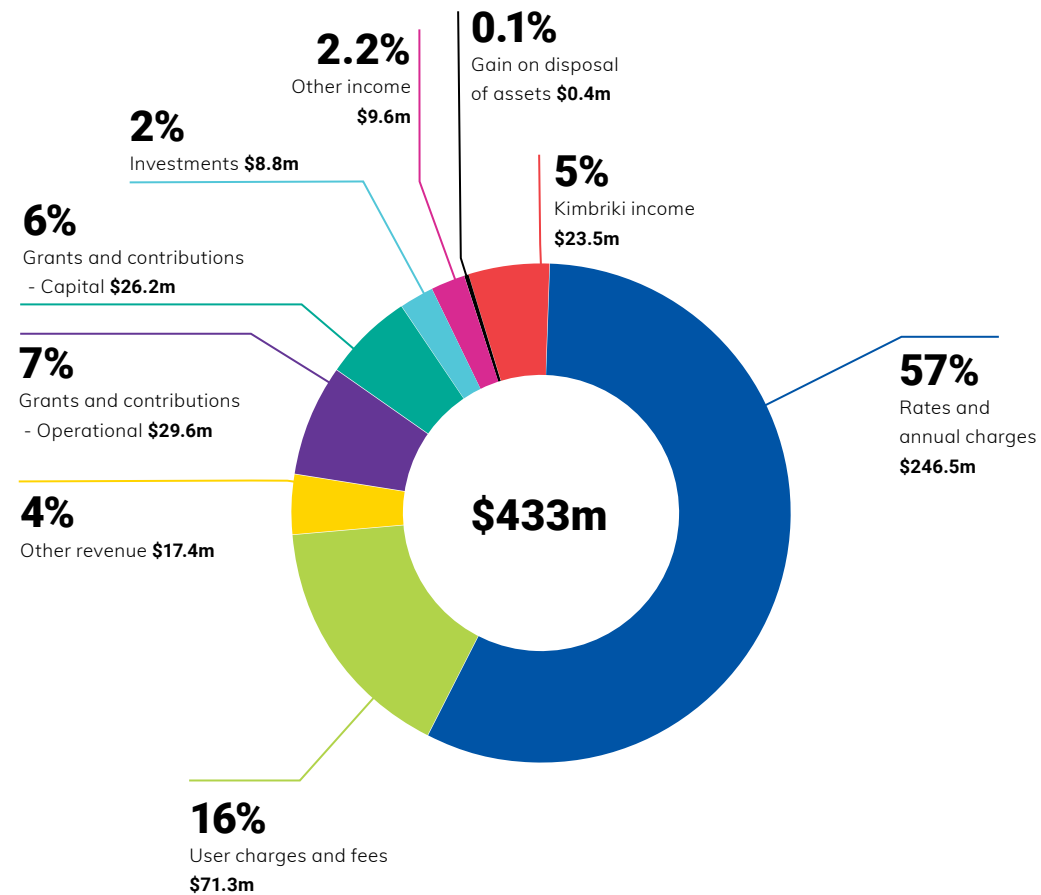
Definition of funding sources

- Rates and annual charges: rates are a property-based tax levied on the owners of properties to fund the provision of local services. Annual charges refer to the cost of providing the domestic waste collection service which is also levied on property owners along with a contribution to stormwater management services.
- User charges and fees: includes charges levied for the use of our facilities and services, for example aquatic centres, childcare fees and venue hire.
- Other revenue: includes rebates, merchandise, events, food and beverage sales, sponsorship, licences, fines and sundry income.
- Grants and contributions - operating purposes: monies received from state, federal and community sources for the purpose of funding programs within the organisation such as the Financial Assistance Grant.
- Grants and contributions - capital purposes - monies received from state, federal and community sources to fund capital works including development contributions.
- Interest and investment income: interest earned on monies invested and overdue rates and annual charges.
- Other income: lease income
- Gains on disposal of assets: surplus from the disposal of assets such as land and buildings, vehicles, plant and equipment.

Income statement budget 2023/24

Budget 2023/24	\$'000	Budget 2023/24	\$'000
Income from continuing operations		Expenses from continuing operations	
Rates and annual charges	246,465	Employee benefits and oncosts	156,952
User charges and fees	96,904	Materials and services	173,775
Other revenue	20,788	Borrowing costs	2,593
Grants and contributions - Operating purposes	29,560	Depreciation and amortisation	49,646
Grants and contributions - Capital purposes	26,150	Other expenses	20,824
Interest and investment income	6,461	Total expenses from continuing operations	403,790
Other income	6,442	Net operating result for the year - Surplus / (Deficit)	29,376
Gain / (loss) on disposal of assets	395	Net operating result attributable to non-controlling interests	102
Total income from continuing operations	433,165	Net operating result for the year before grants and contributions provided for capital purposes - Surplus / (Deficit)	3,226

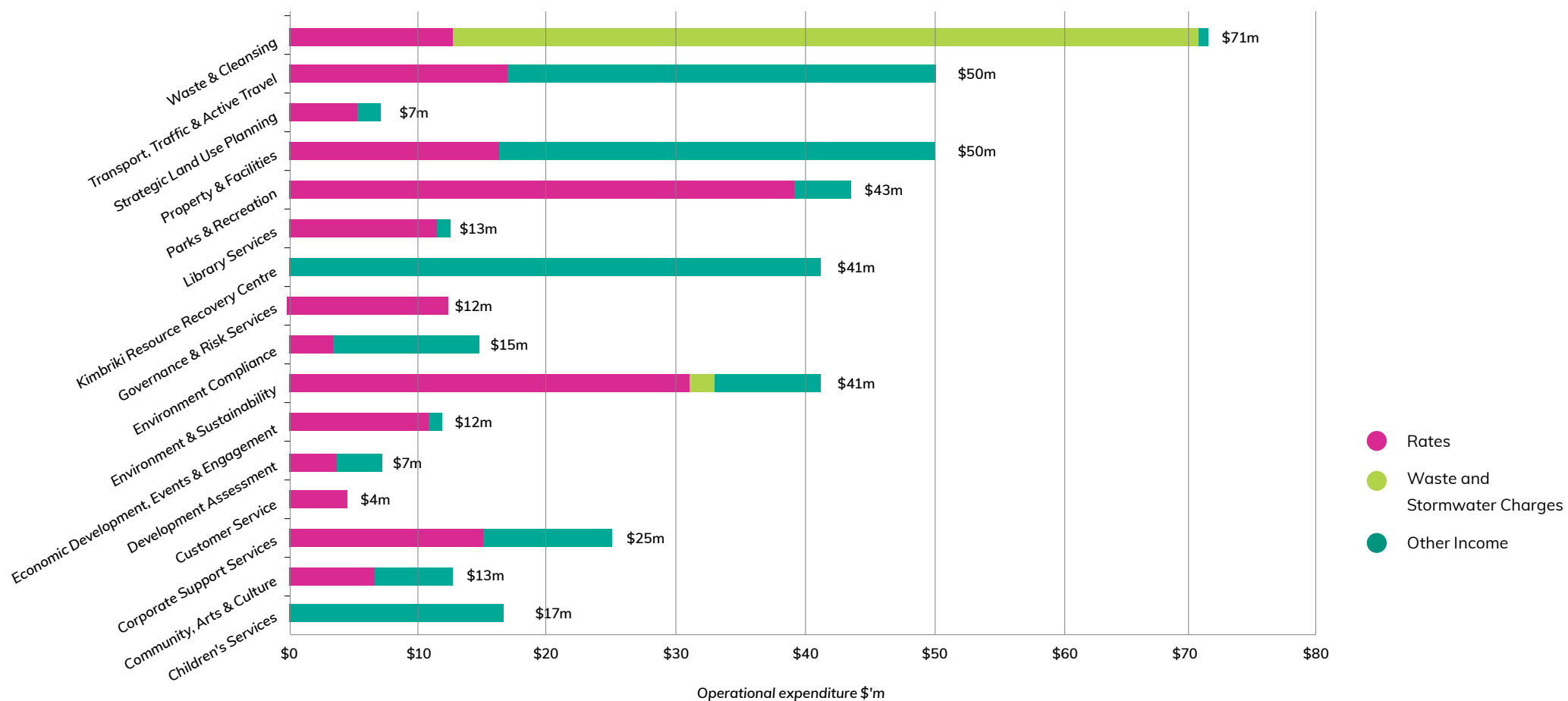
Funding summary



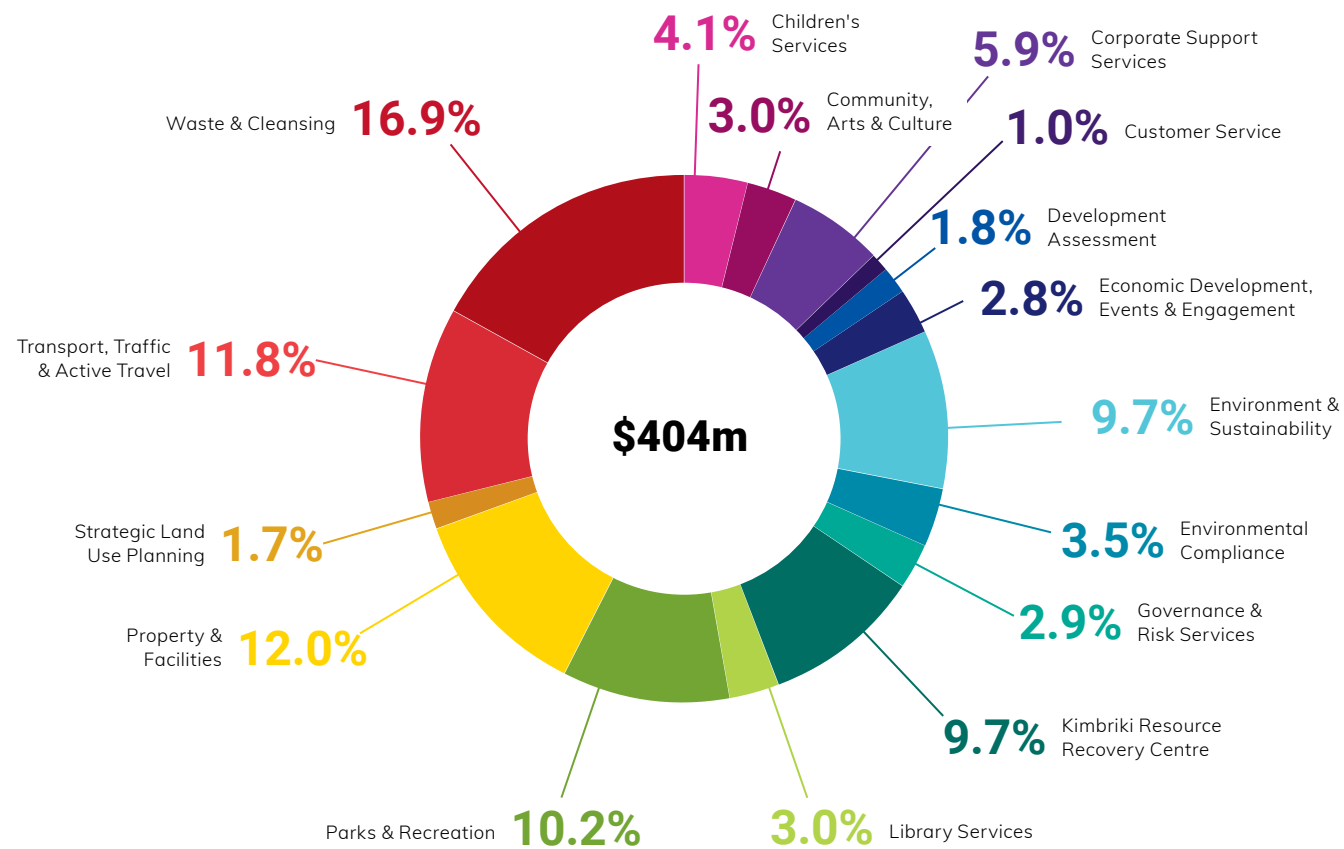
Numbers presented may not sum precisely to the totals and percentages may not precisely reflect the absolute figures due to rounding

Funding summary by service 2023/24

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Operational expenditure by service 2023/24



Rating structure

The total income that can be raised from levying rates on property is capped by the State Government based on a determination by the Independent Pricing and Regulatory Tribunal (IPART).

IPART determined that general income from rates in 2023/24 may be increased by a maximum of 3.7%.

Rate assessments will be based entirely upon property valuations (ad valorem) but with minimum rates applying where appropriate.

Rates for 2023/24 will be assessed on land values having a date of 1 July 2022.

The increase allowed by IPART relates to general income in total and not to an individual ratepayers' rates. Individual rates are also affected by other factors such as changes in land valuations determined by the NSW Valuer General. As such, rates for individual ratepayers may vary by more or less than the percentage allowable, depending on how an individual ratepayers' land valuation has changed in a particular year compared to the land values of other ratepayers.

The ad valorem rate, the minimum rate and anticipated revenue for residential, farmland, business and business sub-categories, is set out in the following pages of this document.



Rating structure 2023/24

Type	Category/subcategory	Number	Ad valorem rate \$	Minimum \$	Rate income \$'000
Ordinary	Residential	96,077	0.099105	1,048.41	155,533
Ordinary	Business	6,548	0.338805	1,365.07	25,610
Ordinary	Business – Manly CBD	640	0.531958	1,365.07	4,151
Ordinary	Business – Warriewood Square	1	0.548792	-	132
Ordinary	Business – Warringah Mall	1	1.032715	-	929
Ordinary	Business – strata storage unit facility	579	0.338805	652.44	378
Ordinary	Farmland	7	0.038299	1,009.37	16
Total ordinary		103,853			186,749
Special	Manly business centre improvement	640	0.182471	-	1,370
Special	Balgowlah business centre improvement	83	0.100292	-	92
Total special		723			1,462
Total rates					188,211

* Ad valorem rate – charged for every \$1 of land value

Note: The information in the above table has been determined using currently available property and rating information and may be subject to change prior to 30 June 2023, dependent on such matters as the processing of supplementary rates adjustments and revisions to ratepayer land valuations that may be determined by the NSW Valuer General.

Properties covered by the Warriewood Square business sub-category are shown in this map:



Properties covered by the Warringah Mall Regional Shopping Centre business sub-category are shown in this map:



Properties covered by the Strata Storage Unit Facility business sub-category are as follows:

- 8 Narabang Way, Belrose
- 14-18 Ethel Avenue, Brookvale
- 97 Old Pittwater Road, Brookvale
- 13 Orchard Road, Brookvale
- 3 Middleton Road, Cromer
- 69 Middleton Road, Cromer
- 4-8 Waine Street, Freshwater

Special rate:

Manly business centre improvement

This special rate is for providing ongoing and proposed capital and maintenance works, including the Manly Business Centre, The Corso and ocean beachfront. The special rate is forecast to raise \$1.4 million during the financial year.

Properties covered by the Manly CBD Business Rate and Manly Business Centre Improvement Special Rate are shown in the map below.

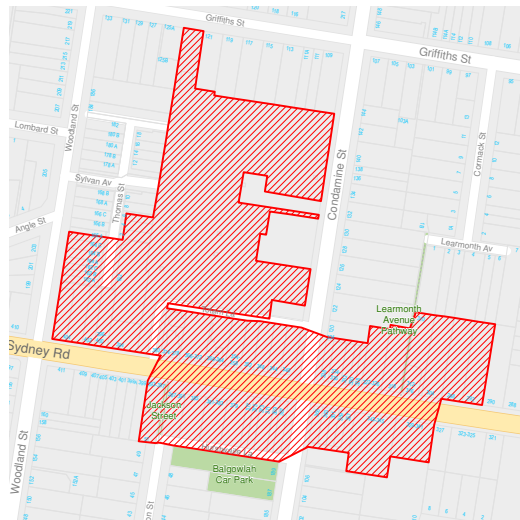


Manly Business Centre improvement works 2023/24	\$'000
Maintenance and cleansing	
Mowing and vegetation and streetscape maintenance – The Corso and reserves	117
Cleansing including high pressure paver washing, cleaning of street furniture, litter bins and beach raking and cleaning	405
Tourism and business support	
Manly Visitor Information Centre, Manly Mainstreet Place and Tourism Management	333
Events and marketing	
Manly Christmas decorations	80
Major Manly events - including Taste of Manly and Manly Jazz	96
Activations and workshops	50
Digital marketing, targeted advertising, trade shows, way finding signage	104
Town centre improvements	
Town centre improvements	47
Total	1,232
Projected opening balance of reserve	184
2023/24 Special rate income	1,355
2023/24 Expenditure (above)	(1,232)
Projected closing balance of reserve	307

Special rate: Balgowlah business centre improvement

This special rate is for providing ongoing and proposed capital and maintenance works, including the off-street carparks in Condamine Street. The special rate is forecast to raise \$92,223 during the financial year. These funds will be held in a restricted cash reserve and accumulated to undertake future town centre works.

Properties covered by the Balgowlah Business Centre Improvement Special Rate are shown in this map:



Balgowlah business centre improvement works 2023/24	\$'000
No projects are planned in 2023/24	-
Total	-
Projected opening balance of reserve	206
2023/24 Special rate income	92
2023/24 Expenditure (above)	-
Projected closing balance of reserve	298

Special rate:

Pittwater improvement program

In June 2011 the Independent Pricing and Regulatory Tribunal (IPART) approved the former Pittwater Council's application for a special rate variation (SRV). This resulted in an increase in rates over three years (2011-2014).

The funds support additional infrastructure works and environmental programs. A 10-year Community Contract was established to ensure accountability and transparency over the financial years 2011/12 to 2020/21.

The SRV was levied and spent based on the Community Contract's following principles:

- upgrade and retrofit infrastructure through carefully targeted, high priority 'on ground works'
- schedule of projects to be incorporated into Pittwater Council's annual Delivery Program
- funding derived from the SRV will be distributed across the program of works over the 10-year period
- Pittwater SRV will also support 'seed' funding within the works program
- funding proportions may vary from year to year to achieve economic efficiency through the pooling of funds
- reporting to be undertaken to ensure transparency.

The final projects under this community contract were included in the 2022/23 Budget.

Domestic Waste Management Charge

Domestic waste management services are provided to all residential properties.

Description	Number	Charge	Income \$'000
Domestic waste management service (includes 80L red, 140L blue, 140L yellow and 2x240L green lid services and 2 booked clean ups per year)	98,046	\$555.00	54,416
Availability charge	1,320	\$113.00	149
Additional 80L red lid rubbish service	11,587	\$309.00	3,580
First additional 140L blue lid recycling service	3,450	\$34.00	117
Subsequent additional 140L blue lid recycling service	151	\$116.00	18
First additional 140L yellow lid recycling service	3,450	\$34.00	117
Subsequent additional 140L yellow lid recycling service	152	\$116.00	18
Third or fourth green vegetation lid service	3,451	\$34.00	117
Clean up excessive or incorrectly presented waste	\$211.70 per hour + cost recovery on landfill disposal charges		
Clean up contaminated or excessive booked bulky goods collection in excess of the permitted 3 cubic metres	\$81.40 per excess cubic metre		
Empty contaminated bin	\$33.50 per bin		
Total domestic waste charge income \$'000			58,532
Cost of domestic waste service \$'000			(57,124)
Allocation to reserve \$'000			1,409

Stormwater Management Services Charge

A Stormwater Management Services Charge funds a program of additional investigations and activities to improve stormwater quality, manage stormwater flows and flooding, and harvest and reuse stormwater.

It is generally levied on urban land that is categorised for rating purposes as residential or business, excluding vacant land. The applicable charges are:

Stormwater Management Services Charge

Land category / dwelling	Charge \$
Residential - single dwelling	\$25.00
Residential - strata lots	\$12.50
Business	\$25.00 per 350 square metres (or part thereof) for land categorised as business (excluding strata lots)
Business - strata lots	\$5.00 or the relevant portion of the maximum annual charge that would apply to the strata scheme, if it were a parcel of land categorised as business
Total income \$'000	2,209

The proposed expenditure in 2023/24 for this program is:

Stormwater Management Services Charge Program 2023/24	\$'000
Capital expenditure:	1,967
Network improvements	
Investigations, assessments, planning and design	
Kerb and gutter drainage improvements	
Water quality	
Freshwater Beach Water Sensitive Urban Design	
Stormwater upgrade	
Walker Avenue, Narrabeen drainage improvements	
Beatty Street, Balgowlah Heights system amplification	
Moore Road, Freshwater amplification	
Prince Alfred Parade, Newport pipe augmentation	
North Harbour Catchment Study & concept design	
Flood mitigation	
Manly Flood Mitigation Feasibility Study	
Operational expenditure:	243
Ongoing maintenance of new assets constructed	
Total	2,210

Statutory information

Rate reduction for eligible pensioners

The Local Government Act 1993 provides for eligible pensioners to receive a rate reduction of 50% of their total rates, up to a maximum of \$250.

Council's Pensioner Rates and Charges Concession Policy grants an additional voluntary rebate for eligible pensioners under the accepted retirement age, and certain classes of pensioners who have reached the accepted retirement age. A rebate of \$68 for waste management and \$150 on rates is available to eligible pensioners.

Works by Council on private land

Under Section 67 of the Local Government Act 1993, works on private land may be carried out either on request or agreement with the landowner, or under relevant legislation. The amount or rate to be charged will be the appropriate commercial rate, i.e. the actual cost of the works and standard on-costs to provide full cost recovery plus a return to Council.

Section 611 charges

Under Section 611 of the Local Government Act 1993 an annual charge is proposed to be levied on the person for the time being in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place.

Financial Hardship Policy

Council's Rates and Annual Charges Hardship Policy supports the effective and efficient collection of the rates and annual charges due to Council, while being responsive and supportive to those ratepayers who are suffering genuine financial hardship.

Interest charges on overdue rate

Interest charges on unpaid rates and charges will accrue daily at the rate set for the 2023/24 year by the NSW Government. This will be in accordance with Section 566 of the Local Government Act 1993, but has not yet been announced by the Minister for Local Government. In accordance with Section 566 of the Local Government Act 1993, the maximum interest rate for the 2023/24 year is 9.0% per annum.

Schedule of fees and charges

Fees and charges encompass the following:

- Regulatory functions of the Council under the Local Government Act 1993, Chapter 7
- Services provided on an annual basis under s501 e.g. waste management services prescribed by regulation
- Charges for actual use of a service s502
- Fees for any service provided s608
- Annual charges for use of public places s611

The fees and charges reflect our pricing policy and are available on Council's website in a separate booklet.

In determining the pricing structure, the types of services, products or commodities have been assessed in relation to current charges, GST and inflationary costs. Pricing structures provide revenue from particular services, but consider public accountability issues and community service obligations.

External borrowings

No new external borrowings are proposed in 2023/24.

Refinancing of two existing loans which have an initial 10 year term will be undertaken over the next two years. The residual at maturity of the initial term was based on repayments over a term of 20 years. The refinancing of these loans is consistent with the loan documentation and planning undertaken at their initiation.

An internal loan from the Mona Vale Cemetery Internal Cash Reserve is proposed to part fund the Enterprise Resource Planning system replacement:

Internal loan	2023/24 \$'000	2024/25 \$'000
ERP Project – internal loan from the Mona Vale Cemetery Internally Restricted Cash Reserve	\$2,200	\$2,400

The loan will be repaid to the Mona Vale Cemetery Internal Cash Reserve over six years with the equivalent interest the funds would have earned over the same period.

130 Income Statement

	Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Income from continuing operations							
Rates and annual charges	218,169	225,941	234,594	246,465	258,029	265,959	273,470
User charges and fees	79,105	79,722	92,073	96,904	99,420	101,913	104,102
Other revenues	14,994	22,343	19,567	20,788	21,072	21,363	21,661
Grants and contributions provided for operating purposes	19,460	27,165	25,816	29,560	19,143	20,180	19,419
Grants and contributions provided for capital purposes	26,544	43,952	40,946	26,150	10,996	8,446	10,556
Interest and investment revenue	1,363	1,238	6,268	6,461	5,050	5,023	4,686
Other Income	6,154	6,736	6,436	6,442	6,603	6,768	6,937
Net gain from the disposal of assets	-	960	457	395	266	324	324
Total income from continuing operations	365,789	408,057	426,158	433,165	420,579	429,977	441,155
Expenses from continuing operations							
Employee benefits and on-costs	139,118	134,560	147,351	156,952	162,116	167,913	173,154
Materials and services	150,209	142,766	158,876	173,775	172,595	172,950	169,874
Borrowing costs	2,605	2,624	2,616	2,593	2,509	2,447	2,417
Depreciation, amortisation and impairment for non-financial assets	47,406	45,508	47,405	49,646	52,286	53,810	56,475
Other expenses	24,781	20,969	21,554	20,824	21,248	21,743	22,251
Net loss from the disposal of assets	1,579	-	-	-	-	-	-
Total expenses from continuing operations	365,698	346,427	377,802	403,790	410,754	418,864	424,171
Operating result - Surplus / (Deficit)	91	61,630	48,356	29,376	9,826	11,113	16,984
Operating result before grants and contributions provided for capital purposes	(26,453)	17,678	7,410	3,226	(1,170)	2,667	6,429

	Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000		Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000
Rates and Annual Charges									
Ordinary Rates - Residential	143,275	146,339	150,119	155,579	Glen Street Theatre	728	765	1,686	1,630
Ordinary Rates - Farmland	15	15	16	16	Golf Course & Driving Range	2,359	2,597	2,409	2,580
Ordinary Rates - Business	27,785	28,546	29,270	30,306	Kimbriki Waste & Recycling Centre	24,042	25,381	25,022	25,652
Pensioner Rebates	(2,033)	(1,909)	(1,815)	(1,804)	Libraries	121	81	118	93
Pensioner Rate Subsidies Received	1,034	997	948	921	Parking Areas	11,427	10,349	13,724	14,458
Pensioner Annual Charges Subsidies Received	333	354	343	343	Planning and Building Regulation	7,738	8,088	8,876	9,301
Special Rates - Business	1,307	1,408	1,425	1,447	Regulatory / Statutory Fees	248	521	904	1,046
Domestic Waste Management Services	46,326	48,978	53,104	58,523	Restoration Charges	1,231	1,835	1,095	968
Pensioner rebates - DWM	(942)	(1,170)	(1,193)	(1,238)	Section 10.7 Certificates (EPA Act)	870	825	798	829
Stormwater Management Services	879	2,207	2,207	2,209	Section 603 Certificates (LG Act)	517	482	383	430
Section 611 Charges	190	176	169	162	Sportsfields and Reserves	1,310	1,231	1,766	1,654
Rates and Annual Charges	218,168	225,942	234,594	246,465	Other Fees	2,085	2,331	2,461	2,649
User Charges and Fees					User Charges and Fees	79,105	79,722	92,073	96,904
Other Revenues									
Aquatic Centres	7,397	5,554	8,395	9,634	Advertising Income	612	1,013	851	870
Caravan Park	4,151	4,923	6,726	6,891	Ex Gratia Rates	26	25	25	26
Cemeteries	1,082	1,120	1,096	1,154	Legal Fees Recovery - Other	338	264	169	191
Child Care	11,952	11,866	13,999	14,805	Licences, Consents & Deeds	3,284	3,228	2,957	3,407
Community Centres	1,563	1,488	2,325	2,692	Parking Fines	4,458	5,749	6,920	8,150
Currawong State Park	284	285	290	440	Other Fines	537	446	647	634

132 Income

	Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000		Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000
Other Revenues					Interest and Investment Revenue				
Recycling Income (Domestic)	629	631	697	660	Interest on Overdue Rates & Annual Charges	227	379	369	456
Sale of Inventories	870	853	1,062	1,061	Interest on Cash and Investments	1,136	859	5,898	6,005
Other Revenues - Kimbriki	2,853	3,967	3,741	3,852	Interest and Investment Revenue	1,363	1,238	6,268	6,461
Other Revenues	1,387	6,167	2,499	1,937	Other Income				
Other Revenues	14,994	22,342	19,567	20,788	Rental Income - Investment Properties	204	246	273	292
Grants and Contributions – Operating					Rental Income - Leased Council Properties	5,883	6,153	6,152	6,150
Operational Grants - General Purpose (untied)	7,949	10,779	6,614	8,625	Investments at fair value through profit and loss	67	17	12	-
Operational Grants - Specific Purpose (tied)	8,933	14,874	17,320	19,166	Investment properties at fair value through profit and loss	-	320	-	-
Operational Contributions - Other Contributions	2,578	1,512	1,883	1,769	Other Income	6,154	6,736	6,436	6,442
Grants and Contributions – Operating	19,460	27,165	25,816	29,560	Gain / (loss) on Disposal of Assets				
Grants and Contributions – Capital					Proceeds from Disposal - Plant & Equipment	2,276	1,995	1,427	2,675
Capital Grants - Specific Purpose (tied)	14,456	26,112	27,796	19,044	WDV - Plant & Equipment	(892)	(492)	(969)	(2,280)
Capital Contributions - Developer Contributions	7,625	14,905	9,257	6,342	WDV Infrastructure	(567)	(1,779)	-	-
Non-Cash Capital Contributions - Developer Contributions	451	-	-	-	WDV - Property	(2,659)	(503)	-	-
Capital Contributions - Other Contributions	3,644	2,934	3,893	765	Proceeds from Disposal - Property	263	1,739	-	-
Non-Cash Capital Contributions - Other Contributions	369	-	-	-	Gain / (loss) on Disposal of Assets	(1,579)	960	457	395
Grants and Contributions – Capital	26,544	43,951	40,946	26,150	Income from Continuing Operations	364,209	408,057	422,727	433,165

Operational expenditure

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	Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000		Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000
Employee Benefits and On-Costs									
Salaries and Wages	(112,604)	(113,894)	(119,282)	(126,168)	Cleaning	(7,180)	(6,898)	(6,606)	(6,924)
Kimbriki Salaries and Oncosts	(4,734)	(4,579)	(5,019)	(5,345)	Consultancy	(389)	(386)	(468)	(449)
Employee Termination Costs	(743)	(524)	-	-	Councillors' (include. Mayor) Expenses	(50)	(136)	(219)	(153)
Employee Leave Entitlements (ELE)	(12,081)	(8,082)	(13,100)	(13,875)	Councillors' Fees	(456)	(465)	(531)	(545)
Superannuation	(12,610)	(12,901)	(14,243)	(15,726)	Election Expenses	-	(1,371)	-	-
Workers' Compensation Insurance	(2,472)	(945)	(2,799)	(2,934)	Electricity, Heating & Water	(4,503)	(4,110)	(5,507)	(5,419)
Fringe Benefit Tax (FBT)	(677)	(723)	(846)	(861)	Environment & Floodplain Management	(2,373)	(3,645)	(3,289)	(5,505)
Capitalised Employee Costs	6,803	7,087	7,938	7,957	External Roadwork	(4,364)	(6,249)	(13,102)	(13,612)
Employee Benefits and On-Costs	(139,117)	(134,560)	(147,351)	(156,952)	Golf Course & Driving Range	(1,158)	(1,313)	(1,218)	(1,322)
Borrowing Costs					Insurance	(3,020)	(3,452)	(3,786)	(4,086)
Interest on Loans	(1,052)	(827)	(797)	(724)	IT & Communications	(11,863)	(9,555)	(11,987)	(18,076)
Interest on Leases	(317)	(288)	(251)	(241)	Kimbriki Waste & Recycling Centre	(16,048)	(16,632)	(15,849)	(16,717)
Amortisation of Discounts and Premiums	(1,236)	(1,510)	(1,568)	(1,628)	Land Use Planning	(1,190)	(1,002)	(1,133)	(808)
Borrowing Costs	(2,605)	(2,624)	(2,616)	(2,593)	Legal Fees - Other	(8,389)	(1,210)	(1,511)	(1,529)
Materials and Services					Legal Fees - Planning & Development	(2,336)	(1,044)	(1,379)	(1,384)
Agency Personnel	(2,832)	(2,866)	(3,194)	(2,586)	Lifeguard Services	(1,405)	(1,442)	(1,460)	(1,540)
Audit Fees	(222)	(247)	(231)	(255)	Maintenance & Servicing	(6,158)	(5,889)	(5,215)	(5,401)
Bank Charges	(498)	(575)	(679)	(787)	Management Fees	(1,692)	(1,917)	(2,422)	(2,326)
Bush Regeneration	(4,108)	(4,450)	(5,017)	(5,154)	Materials and Services - Other	(3,808)	(3,347)	(4,631)	(5,110)
					Mayoral Fee	(89)	(90)	(96)	(106)
					NSW Revenue Fine Processing Fees	(552)	(828)	(847)	(1,286)

134 Operational expenditure

	Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000		Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000
Parking	(672)	(667)	(781)	(1,002)	Depreciation - Recreational and Other Infrastructure	(6,045)	(5,595)	(6,829)	(7,407)
Performance & Events	(1,325)	(2,166)	(2,065)	(2,009)	Depreciation - Other	(13,524)	(12,159)	(11,836)	(11,931)
Plant & Vehicle	(2,167)	(2,442)	(2,688)	(2,843)	Amortisation - Asset Remediation	(780)	(718)	(718)	(718)
Printing, Postage & Stationery	(1,245)	(1,057)	(1,446)	(1,378)	Amortisation - Right of Use Assets	(1,357)	(1,366)	(1,271)	(1,266)
Raw Materials & Consumables	(4,114)	(4,010)	(4,154)	(4,525)	Depreciation, Amortisation and Impairment	(47,407)	(45,507)	(47,405)	(49,646)
Recreation & Sportsfields	(7,801)	(7,608)	(8,187)	(7,939)	Other Expenses				
Stormwater	(824)	(883)	(810)	(830)	Planning Levy	(681)	(691)	(704)	(728)
Street Lighting	(2,615)	(2,444)	(2,501)	(2,600)	Waste Levy	(7,985)	(8,526)	(8,783)	(9,889)
Tree Works	(3,501)	(5,612)	(3,636)	(3,764)	Emergency Services Levy	(7,369)	(6,416)	(7,785)	(8,050)
Waste Collection	(16,325)	(17,077)	(18,397)	(19,576)	Crown Land Levy	(106)	(122)	(150)	(165)
Waste Disposal & Processing	(15,892)	(12,370)	(16,848)	(19,895)	Donations, Contributions and Assistance to Orgs	(8,141)	(4,830)	(3,656)	(1,487)
Training Costs	(776)	(693)	(1,087)	(1,101)	Land Tax	(384)	(329)	(397)	(426)
Valuation Fees	(458)	(477)	(476)	(501)	Impairment of Receivables	(115)	(55)	(81)	(81)
Other Contracts	(8,071)	(6,143)	(5,425)	(4,735)	Other Expenses	(24,781)	(20,969)	(21,554)	(20,824)
Capitalised Costs	259	-	-	-	Expenses from Continuing Operations	(364,118)	(346,427)	(377,802)	(403,790)
Materials and Services	(150,209)	(142,766)	(158,876)	(173,775)	Net operating result - Surplus / (Deficit)	91	61,630	48,356	29,376
Depreciation, Amortisation and Impairment					Net operating result before capital grants and contributions - Surplus / (Deficit)	(26,453)	17,679	7,410	3,226
Depreciation - Buildings	(8,552)	(7,972)	(8,981)	(9,796)					
Depreciation - Roads	(10,403)	(10,782)	(11,434)	(12,132)					
Depreciation - Stormwater	(6,744)	(6,916)	(6,336)	(6,395)					

Statement of Financial Position

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	Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
ASSETS: Current assets							
Cash and cash equivalents	6,199	10,661	6,552	6,709	6,876	7,061	7,262
Investments	147,311	135,751	138,052	103,526	99,698	97,843	109,154
Receivables	15,421	15,993	24,936	25,115	25,577	25,982	26,401
Inventories	403	378	397	410	421	431	442
Prepayments	1,572	2,028	2,975	3,076	3,153	3,232	3,313
Total current assets	170,906	164,811	172,912	138,836	135,724	134,549	146,572
ASSETS: Non-current assets							
Investments	779	826	760	786	805	826	846
Receivables	1,136	1,087	1,007	1,008	1,049	1,082	1,114
Infrastructure, property, plant and equipment	5,072,703	5,062,151	5,413,445	5,569,895	5,670,799	5,775,847	5,877,248
Investment property	5,835	5,835	6,155	6,475	6,795	7,115	7,435
Right of use assets	11,289	10,475	7,732	6,470	5,209	3,947	2,686
Other	4	-	-	-	-	-	-
Total non-current assets	5,091,746	5,080,374	5,429,098	5,584,634	5,684,657	5,788,817	5,889,328
Total Assets	5,262,652	5,245,185	5,602,010	5,723,470	5,820,381	5,923,366	6,035,900

136 Statement of Financial Position

	Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
LIABILITIES: Current liabilities							
Payables	40,055	44,606	41,113	41,653	42,232	42,753	43,332
Contract Liabilities	15,782	26,546	22,304	4,002	2,661	2,746	2,826
Lease Liabilities	1,230	1,269	1,231	1,269	1,307	1,347	1,388
Borrowings	5,137	5,033	3,206	2,121	1,787	743	789
Employee benefit provisions	35,315	37,044	35,553	37,078	38,228	39,413	40,636
Provisions	560	762	759	792	817	1,014	916
Total current liabilities	98,079	115,260	104,166	86,914	87,031	88,016	89,887
LIABILITIES: Non-current liabilities							
Payables	250	200	100	50	-	-	-
Contract Liabilities	6,580	9,815	6,636	5,125	5,037	4,949	4,860
Lease Liabilities	10,211	9,474	6,941	5,673	4,365	3,018	1,630
Borrowings	22,319	17,293	9,377	7,257	5,470	4,727	3,938
Employee benefit provisions	2,225	2,432	761	794	819	844	871
Provisions	37,439	44,150	46,325	48,217	50,153	51,995	54,043
Total non-current liabilities	79,024	83,364	70,141	67,115	65,844	65,533	65,342
Total liabilities	177,103	198,624	174,307	154,030	152,875	153,550	155,229
Net assets	5,085,549	5,046,561	5,427,703	5,569,441	5,667,506	5,769,817	5,880,671

	Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
EQUITY							
Accumulated Surplus	4,867,395	4,867,332	5,065,155	5,091,834	5,101,386	5,112,268	5,128,827
IPP&E Revaluation Surplus	218,154	179,229	362,548	477,607	566,120	657,549	751,843
Total Equity	5,085,549	5,046,561	5,427,703	5,569,441	5,667,506	5,769,817	5,880,671

138 Statement of Cashflows

	Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Cash flows from operating activities: Receipts							
Rates and annual charges	218,524	226,388	234,883	246,334	257,717	265,713	273,233
User charges and fees	82,123	84,291	98,583	100,976	103,665	106,264	108,571
Interest received	2,123	1,182	6,212	6,532	5,013	4,992	4,628
Grants and contributions	58,012	56,649	54,170	36,027	28,896	28,813	30,168
Bonds, deposits and retentions received	7,356	7,098	8,729	7,098	7,098	7,098	7,098
Other	37,697	45,656	42,429	43,593	41,248	41,903	41,701
Cash flows from operating activities: Payments							
Payments to employees	(134,939)	(137,235)	(148,211)	(155,373)	(160,926)	(166,685)	(171,889)
Payments for materials and services	(164,584)	(156,463)	(168,264)	(187,913)	(185,125)	(185,447)	(182,567)
Borrowing costs	(1,429)	(1,142)	(1,075)	(965)	(660)	(524)	(415)
Bonds, deposits and retentions refunded	(6,416)	(5,466)	(5,466)	(7,098)	(7,098)	(7,098)	(7,098)
Other	(28,449)	(30,930)	(25,134)	(20,556)	(20,969)	(21,507)	(21,958)
Net Cash flows from operating activities	70,018	90,028	96,854	68,655	68,859	73,522	81,473
Cash flows from investing activities: Receipts							
Sale of investments	367,193	338,038	332,000	334,500	303,809	301,835	295,468
Proceeds from sale of PPE	2,539	3,734	1,427	2,675	2,662	3,238	3,236

	Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Cash flows from investing activities: Payments							
Purchase of investment securities	(355,613)	(352,829)	(319,427)	(300,000)	(300,000)	(300,000)	(306,800)
Payments for PPE	(73,150)	(76,755)	(104,751)	(101,118)	(71,688)	(75,228)	(70,998)
Net Cash flows from investing activities	(59,031)	(87,812)	(90,751)	(63,944)	(65,218)	(70,156)	(79,093)
Cash flows from financing activities: Receipts							
Proceeds from borrowings	-	-	-	-	-	-	-
Cash flows from financing activities: Payments							
Repayment of borrowings	(5,130)	(5,018)	(4,724)	(3,206)	(2,121)	(1,787)	(743)
Lease liabilities (principal repayments)	(1,241)	(1,269)	(1,261)	(1,228)	(1,231)	(1,269)	(1,307)
Dividends paid to minority interest	(154)	(38)	(118)	(120)	(123)	(126)	(129)
Net Cash flows from financing activities	(6,525)	(6,325)	(6,104)	(4,554)	(3,475)	(3,181)	(2,179)
Net change in cash and cash equivalents	4,462	(4,109)	0	157	167	185	201
Cash and cash equivalents at beginning of year	6,199	10,661	6,552	6,552	6,709	6,876	7,061
Cash and cash equivalents at end of year	10,661	6,552	6,552	6,709	6,876	7,061	7,262
Investments at year end	136,577	151,385	138,812	104,312	100,503	98,668	110,000
Cash, cash equivalents and investments at end of year	147,238	157,937	145,364	111,021	107,379	105,729	117,262
Net change in cash, cash equivalents and investments	-	10,699	(12,573)	(34,343)	(3,642)	(1,650)	11,533

140 Cash and Investments Statement

	Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Total Cash and Investments	147,238	157,937	145,364	111,021	107,379	105,729	117,262
Represented by: Externally restricted							
Developer Contributions	29,542	36,457	36,163	22,206	18,272	13,941	17,516
Unexpended Grants - not tied to liability	262	566	-	-	-	-	-
Domestic Waste Management	364	3,401	5,336	6,433	7,304	9,726	12,878
Other externally restricted reserves	604	722	600	816	1,037	1,266	390
Total Externally Restricted	30,771	41,146	42,099	29,454	26,613	24,933	30,784
Represented by: Internally Restricted							
Deposits, Retentions & Bonds	13,749	15,380	15,380	15,380	15,380	15,380	15,380
Employee Leave Entitlement	7,633	7,026	7,026	7,026	7,277	7,534	7,797
Kimbriki Landfill Remediation	12,153	13,597	15,764	17,883	20,479	23,239	25,848
Unexpended Grants - tied to liability	34,095	28,600	26,901	7,145	5,803	5,893	5,962
Other	15,769	15,582	14,453	12,719	11,348	10,439	11,265
Total Internally Restricted	83,399	80,184	79,524	60,152	60,287	62,484	66,252
Total Restricted Cash	114,170	121,330	121,623	89,606	86,900	87,417	97,035
Total Unrestricted Cash	33,068	36,607	23,741	21,415	20,479	18,312	20,227

Capital Budget Statement

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	Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Capital Funding							
Working Capital	7,508	7,785	17,852	5,593	4,086	4,222	404
Depreciation	23,569	22,098	39,135	36,896	38,238	42,876	45,297
Capital grants and contributions							
Grants and contributions	19,194	29,262	28,408	19,808	3,942	1,913	1,913
Externally restricted reserves							
Developer contributions	10,094	8,038	10,518	21,008	11,558	9,280	5,310
Domestic Waste	-	-	-	-	-	-	-
Other	1,207	1,797	2,338	1,967	1,956	1,945	3,045
Internally restricted reserves							
Merger savings fund	1,375	1,893	952	625	-	-	-
Other	8,718	4,005	4,115	3,999	3,943	5,834	6,687
Income from sale of assets							
Plant and equipment	2,276	1,995	1,427	2,675	2,662	3,238	3,236
Total funding	73,941	76,872	104,744	92,570	66,385	69,308	65,892

142 Capital budget statement cont.

	Result 2020/21 \$'000	Result 2021/22 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
Capital Expenditure							
Buildings	16,107	21,091	17,883	17,529	12,075	10,062	10,216
Community Land	2,954	-	-	-	-	-	-
Furniture & Fittings	115	730	111	169	36	36	36
Land Improvements	-	-	14,462	5,439	2,144	4,561	740
Land Under Roads	159	-	-	-	-	-	-
Library Books	1,361	868	684	818	899	850	870
Office Equipment	1,042	1,995	3,390	2,096	2,210	2,606	2,494
Open Space / Recreational	10,116	9,387	14,564	22,480	10,243	12,007	8,700
Other Assets	43	696	644	625	-	-	-
Other Structures	2,074	3,419	5,749	3,431	2,523	1,630	502
Plant & Equipment	5,039	3,545	5,244	6,731	6,529	9,150	9,998
Road, Bridges & Footpaths	24,852	26,574	31,282	23,773	20,191	17,968	20,949
Stormwater Drainage	6,111	5,505	9,420	8,356	8,407	9,649	9,979
Swimming Pools	1,007	345	1,311	1,124	1,130	791	1,410
Tip Asset	2,960	2,718	-	-	-	-	-
Total expenditure	73,941	76,872	104,744	92,570	66,385	69,308	65,892

Statement of performance measures

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	OLG Benchmark	Result 2020/21	Result 2021/22	Forecast 2022/23	Budget 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27
Budget Performance								
Operating Performance Ratio	> 0%	(7.3%)	4.5%	1.8%	0.7%	(0.3%)	0.6%	1.4%
measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.		✗	✓	✓	✓	✗	✓	✓
Own Source Operating Revenue Ratio	> 60%	87.4%	82.5%	84.3%	87.1%	92.8%	93.3%	93.2%
measures fiscal flexibility. It is the degree of reliance on external funding sources.		✓	✓	✓	✓	✓	✓	✓
Operational Liquidity								
Unrestricted Current Ratio	> 1.5x	1.69x	1.90x	1.94x	2.22x	2.25x	2.25x	2.32x
represents a council's ability to meet short-term obligations as they fall due.		✓	✓	✓	✓	✓	✓	✓
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	< 5%	3.9%	3.6%	3.5%	3.4%	3.4%	3.4%	3.4%
expressed as a percentage of total rates and charges available for collection in the financial year.		✓	✓	✓	✓	✓	✓	✓
Cash Expense Cover Ratio	> 3mths	5.1mths	5.6mths	4.9mths	3.6mths	3.4mths	3.3mths	3.7mths
liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.	N/A	✓	✓	✓	✓	✓	✓	✓

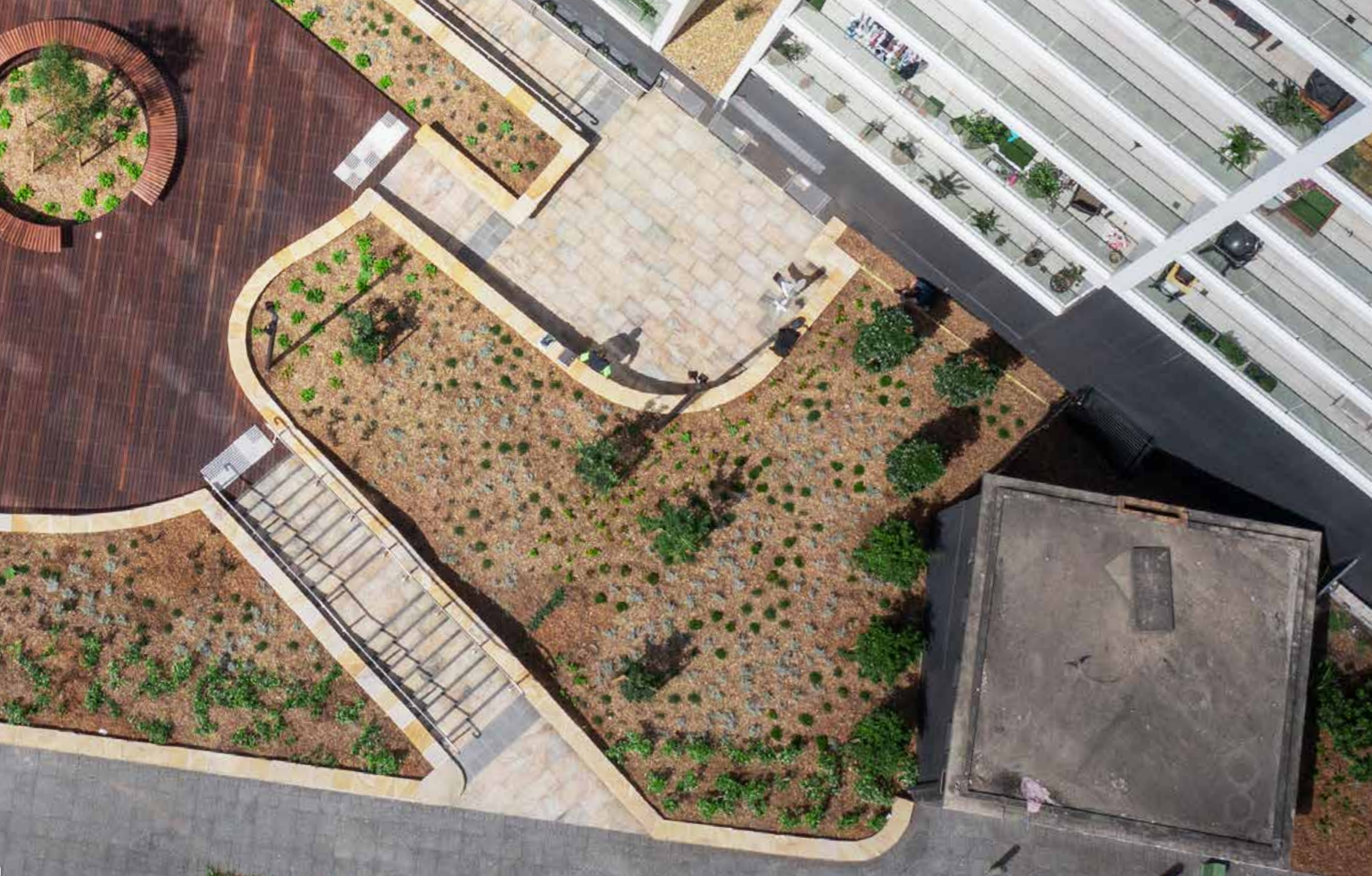
144 Statement of performance measures (continued)

	OLG Benchmark	Result 2020/21	Result 2021/22	Forecast 2022/23	Budget 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27
Liability and Debt Management								
Debt Service Cover Ratio	> 2x	2.8x	7.3x	7.8x	9.6x	11.6x	13.9x	20.7x
measures the availability of operating cash to service loan repayments.		✓	✓	✓	✓	✓	✓	✓
Asset Management								
Building and Infrastructure Renewals Ratio	> 100%	117.2%	112.7%	127.3%	107.3%	100.6%	104.0%	107.9%
assesses the rate at which these assets are being renewed against the rate at which they are depreciating.		✓	✓	✓	✓	✓	✓	✓
Infrastructure Backlog Ratio	< 2%	1.50%	1.53%	1.32%	1.25%	1.21%	1.18%	1.14%
ratio shows what proportion the infrastructure backlog is against the total net carrying amount of a council's infrastructure.		✓	✓	✓	✓	✓	✓	✓
Asset Maintenance Ratio	> 100%	106.5%	100.6%	100.5%	100.5%	100.5%	100.5%	100.5%
ratio compares actual versus required annual asset maintenance. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing.		✓	✓	✓	✓	✓	✓	✓
Cost to bring assets to agreed service level	N/A	1.24%	1.26%	1.09%	1.04%	1.01%	0.98%	0.95%
ratio shows what proportion the infrastructure backlog is against the total gross replacement cost of a council's infrastructure.		✓	✓	✓	✓	✓	✓	✓





Capital works program 2023 - 2027



148 Consolidated new works

		2023/24 Funding Source					Forecast		
CSP	Project	Budget 2023/24 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Environment and sustainability									
Coastal protection works									
G2	Collaroy-Narrabeen coastal protection works	1,000	500	-	-	500	-	-	-
Stormwater program									
G2	Planned stormwater new works	1,967	-	1,967	-	-	1,956	1,945	1,935
Total new works - Environment and sustainability		2,967	500	1,967	-	500	1,956	1,945	1,935
Kimbriki Resource Recovery Centre									
Kimbriki improvements									
G4	Kimbriki clean water diversion system	1,700	1,700	-	-	-	-	-	-
G4	Kimbriki gas capture system	75	75	-	-	-	75	75	75
G4	Kimbriki future cell development	3,064	3,064	-	-	-	1,469	3,886	65
Total new works - Kimbriki Resource Recovery Centre		4,839	4,839	-	-	-	1,544	3,961	140
Community, arts and culture									
Community centre improvements									
G7 G12	Warriewood Valley Community Centre	10,343	3,037	-	7,306	-	2,989	515	-
Cultural improvements									
G7 G12	Coast walk - art trail	625	-	625	-	-	-	-	-
Total new works - community, arts and culture		10,967	3,037	625	7,306	-	2,989	515	-

Consolidated new works cont.

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		2023/24 Funding Source					Forecast		
CSP	Project	Budget 2023/24 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Library services									
Community space and learning									
G7 G12	Library local priority grant purchases	169	-	-	-	169	36	36	36
Total new works - library services		169	-	-	-	169	36	36	36
Parks and recreation									
Foreshore and building improvements									
G12	Freshwater Beach masterplan implementation	1,200	-	-	1,200	-	500	800	-
G12	Manly Life Saving Club	400	400	-	-	-	-	-	-
G12	Clontarf masterplan implementation	200	-	-	200	-	500	1,500	-
G12	Warriewood Beach foreshore upgrades	306	-	-	-	306	-	-	-
Playground improvements									
G12	Trafalgar Park, Newport playground upgrade	160	-	-	160	-	-	-	-
G12	Parkes Reserve, Collaroy Plateau playground	-	-	-	-	-	-	-	150
G12	Fielding Reserve, Collaroy new playground	50	-	-	50	-	-	-	-
G12	Outdoor Gyms - Dee Why and Manly Beach	-	-	-	-	-	330	-	-
Recreational trails									
G12 G16	McKillop Park, Freshwater boardwalk	1,400	-	-	-	1,400	-	-	-
G12 G16	Manly Dam boardwalk	1,800	-	-	-	1,800	-	-	-
G12 G16	Manly Dam mountain bike trail upgrade	1,000	-	-	1,000	-	-	-	-

150 Consolidated new works cont.

CSP	Project	2023/24 Funding Source					Forecast		
		Budget 2023/24 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
	Reserves and parks improvements								
G12	Warriewood Valley - public space and recreation	100	-	-	100	-	220	3,880	-
G12	Reserve - new pathway and lighting program	-	-	-	-	-	-	-	300
G12	Frenchs Forest Precinct park upgrades	5,258	-	-	-	5,258	-	-	-
G12	Lynne Czinner Park, Warriewood new park	1,324	-	-	1,324	-	-	-	-
G12	Beverly Job Reserve, Narraweena youth space	200	-	-	200	-	-	-	-
G12	Governor Phillip Reserve masterplan implementation	-	-	-	-	-	-	100	750
G12	North Narrabeen Reserve masterplan implementation	-	-	-	-	-	-	-	110
G12	Catherine Park, Scotland Island	-	-	-	-	-	-	-	300
G12	Ivanhoe Park, Manly	-	-	-	-	-	-	-	500
	Sportsgrounds improvements								
G12	Sports club capital assistance program	100	100	-	-	-	100	100	100
G12	All weather sportsfields upgrades	-	-	-	-	-	-	-	200
G12	Warringah Recreation Centre, North Manly upgrades	3,026	226	-	1,800	1,000	4,003	-	-
G12	Aquatic Reserve, Frenchs Forest sportsfield lighting	50	-	-	50	-	-	-	-
G12	Seaforth Bike Park	30	-	-	30	-	500	-	-
G12	Frenchs Forest and Killarney Oval, Killarney Heights half courts	129	-	-	129	-	200	-	-

CSP	Project	2023/24 Funding Source					Forecast		
		Budget 2023/24 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
	Town centre and village upgrades								
G11 G15	Commercial centre upgrade program	-	-	-	-	-	-	1,000	1,000
G11 G16	Triangle Park North - Dee Why Town Centre	1,200	-	-	1,200	-	-	-	-
	Total new works - parks and recreation	17,932	726	-	7,443	9,763	6,353	7,380	3,410
	Economic development, events and engagement								
	Town and village centre activations								
G12	Manly laneways	-	-	-	-	-	-	-	650
G12	Avalon Place Plan implementation	550	-	-	550	-	800	-	-
	Total new works Economic development, events and engagement	550	-	-	550	-	800	-	650
	Transport, traffic and active travel								
	Active travel – cycleways and footpaths								
G16	New footpaths	1,500	-	-	1,500	-	1,500	500	500
G16	Connecting Communities - footpaths programs	600	-	-	-	600	-	-	-
G16	Connecting Communities - cycleways program	4,800	-	-	-	4,800	-	-	-
G16	Shared path from Blinle Stop to Boondah Rd	164	-	-	164	-	-	-	-
G16 G17	Queenscliff Headland access ramp	600	-	-	-	600	-	-	-
G16 G17	Dee Why Beach secure bike storage	55	-	-	55	-	-	-	-

152 Consolidated new works cont.

CSP	Project	2023/24 Funding Source					Forecast		
		Budget 2023/24 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
	Road and related infrastructure upgrades								
G17	New traffic facilities	1,100	-	-	1,100	-	700	800	800
G17	Scotland Island roads and drainage improvements	153	153	-	-	-	157	161	164
G17	Warriewood Valley – traffic and transport infrastructure	1,200	-	-	1,200	-	3,000	500	500
G17	Church Point - New infrastructure	994	-	-	994	-	863	-	-
G17	Kerb and gutter new works	300	-	-	300	-	300	200	200
G17	Traffic Facility Delivery - accelerated	200	-	-	-	200	-	-	-
	Wharf upgrades								
G17	Church Point commuter wharf expansion	50	-	-	50	-	260	-	-
	Total new works - Transport, traffic and active travel	11,716	153	-	5,363	6,200	6,779	2,161	2,164
	Property and facilities								
	Public amenities improvements								
G12	West Esplanade, Manly accessible amenity	46	-	-	46	-	286	-	-
G12	Freshwater Beach amenities	300	-	-	300	-	900	-	-
	Total new works - Property and facilities	346	-	-	346	-	1,186	-	-

Consolidated renewal works

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		2023/24 Funding Source					Forecast		
CSP	Project	Budget 2023/24 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Environment and sustainability									
Stormwater program									
G2	Planned stormwater renewal works	5,345	5,345	-	-	-	5,344	6,571	6,886
G2	Reactive stormwater renewal works	948	948	-	-	-	1,006	1,029	1,053
G2	Gross pollutant trap renewal works	96	96	-	-	-	102	104	106
Water and energy saving initiatives									
G4 G5	Energy Savings Initiatives Program	298	298	-	-	-	113	321	329
G4 G5	Water saving and re-use initiatives	71	71	-	-	-	25	77	79
Total renewal works - Environment and sustainability		6,758	6,758	-	-	-	6,589	8,102	8,453
Waste and cleansing									
Plant and equipment									
G11 G20	Public place bin enclosures	100	100	-	-	-	100	100	100
Total renewal works - waste and cleansing		100	100	-	-	-	100	100	100

154 Consolidated renewal works cont.

CSP	Project	2023/24 Funding Source					Forecast		
		Budget 2023/24 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
	Kimbriki Resource Recovery Centre								
	Kimbriki improvements								
G4	Kimbriki vehicles	135	135	-	-	-	-	151	145
G4	Kimbriki renewal program	600	600	-	-	-	600	600	600
G4	Kimbriki other	72	72	-	-	-	74	77	79
	Total renewal works - Kimbriki Resource Recovery Centre	807	807	-	-	-	674	828	824
	Community, arts and culture								
	Community centre improvements								
G12	Community buildings works program	154	154	-	-	-	544	1,407	1,647
G12	Community centres minor works program	162	162	-	-	-	165	168	172
	Cultural improvements								
G12	Glen Street Theatre - renewal works	250	250	-	-	-	600	150	150
	Total renewal works - Community, arts and culture	566	566	-	-	-	1,309	1,725	1,969
	Children's services								
	Children's services								
G12 G9	Children's centres works program	165	165	-	-	-	166	166	170
	Total renewal works - Children's services	165	165	-	-	-	166	166	170

Consolidated renewal works cont.

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CSP	Project	2023/24 Funding Source					Forecast		
		Budget 2023/24 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
	Economic development, events and engagement								
	Town and village centre activations								
G11	Balgowlah commercial centre renewal	-	-	-	-	-	-	-	460
	Total renewal works - Economic development, events and engagement	-	-	-	-	-	-	-	460
	Library services								
	Community space and learning								
G9	Library books - replacement	818	818	-	-		899	850	870
	Library upgrades								
G12	Library buildings works program	160	160	-	-		160	161	169
	Total renewal works - Library services	978	978	-	-		1,059	1,011	1,039
	Parks and recreation								
	Foreshore and building improvements								
G12	Foreshores renewal program	869	869	-	-	-	988	2,060	2,630
G12	Rockpool renewal program	603	403	-	-	-	643	741	910
G12	Dinghy storage	40	40	-	-	-	40	40	40
G12	Tidal pools refurbishment	589	589	-	-	-	487	50	500
G12	Surf Life Saving Club minor renewal works	1,000	1,000	-	-	-	900	900	1,000

156 Consolidated renewal works cont.

CSP	Project	2023/24 Funding Source					Forecast		
		Budget 2023/24 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
G12	Surf Life Saving Club major renewal fund	-	-	-	-	-	1,300	1,000	1,000
G12	South Collaroy foreshore renewal	1,000	-	-	-	1,000	-	-	-
G12	Bayview Seawall and Path	599	300	-	-	299	-	-	-
	Playground improvements								
G12	Playground renewal program	751	751	-	-	-	755	773	1,033
	Recreational trails								
G12	Recreational trails renewal program	284	284	-	-	-	203	430	420
	Reserves and parks improvements								
G12	Reserves renewal program	506	506	-	-	-	518	634	662
	Sportsgrounds improvements								
G12	Sportsfield renewal program	775	775	-	-	-	1,425	1,730	1,545
	Town centre and village upgrades								
G12	Commercial centre renewal	367	367	-	-	-	600	614	818
	Total renewal works - Parks and recreation	7,314	6,015	-	-	1,299	7,860	8,971	10,558

Consolidated renewal works cont.

157

CSP	Project	2023/24 Funding Source					Forecast		
		Budget 2023/24 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
	Property and facilities								
	Aquatic centre improvements								
G12	Warringah Aquatic Centre renewal works	90	90	-	-	-	160	171	175
G12	Manly Aquatic Centre renewal works	135	135	-	-	-	166	216	221
	Cemetery works								
G20	Mona Vale Cemetery works program	150	-	150	-	-	150	150	150
	Civic building and compliance works								
G5 G6	Operational buildings works program	150	150	-	-	-	500	500	550
G5 G12	Sport buildings works program	1,194	1,194	-	-	-	1,138	1,325	1,390
G5 G12	Beach buildings works program	302	302	-	-	-	155	407	410
G5 G9	Disability access compliance works (DDA)	150	150	-	-	-	150	215	250
G5 G9 G12	Building Code of Australia compliance works (BCA)	201	201	-	-	-	-	254	255
G5 G12	Sydney Lakeside Holiday Park, North Narrabeen renewal works	400	400	-	-	-	300	300	300
G5 G12	Pittwater Golf Driving Range, Warriewood renewal works	150	150	-	-	-	150	150	150
G5 G6	Cromer Depot improvement plan works	-	-	-	-	-	150	150	150
	Emergency buildings program								
G2 G8	Emergency buildings works program	150	150	-	-	-	150	150	150
	Public amenities improvements								
G8 G12	Public amenities works program	1,307	1,307	-	-	-	959	1,410	1,550
	Total renewal works - Property and facilities	4,380	4,230	150	-	-	4,127	5,397	5,700

158 Consolidated renewal works cont.

CSP	Project	2023/24 Funding Source					Forecast		
		Budget 2023/24 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
	Transport, traffic and active travel								
	Active travel – cycleways and footpaths								
G16	Footpath renewal works	1,458	1,458	-	-	-	1,548	1,585	1,771
	Car parks and parking stations								
G16	Car park renewal works	240	240	-	-	-	286	390	832
G16	Multi storey car park renewal works	100	100	-	-	-	100	100	100
	Plant and fleet								
G16	Major plant renewal	2,248	-	2,248	-	-	2,058	3,961	4,977
G16	Light fleet renewal	4,276	-	4,276	-	-	4,396	4,961	4,797
	Road and related infrastructure upgrades								
G16	Bus stop renewal works	89	89	-	-	-	94	-	112
G16	Kerb and gutter renewal works	1,334	1,334	-	-	-	1,292	1,399	1,957
G16	Retaining wall renewal works	1,105	1,105	-	-	-	1,114	1,057	1,107
G16	Road resheeting program	7,607	5,730	-	-	1,877	7,882	8,640	9,898
G16	Bridge renewal works	415	415	-	-	-	818	1,022	80
	Wharf upgrades								
G16	Wharves works program	1,047	1,047	-	-	-	1,060	1,290	162
	Total renewal works - Transport, traffic and active travel	19,918	11,518	6,524	-	1,877	20,649	24,405	25,792

Consolidated renewal works cont.

		2023/24 Funding Source					Forecast		
CSP	Project	Budget 2023/24 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
	Corporate support services								
	IT improvements								
G20	IT infrastructure - replacements	638	638	-	-	-	517	668	512
G20	Computers, laptops and mobile devices - replacements	1,458	1,458	-	-	-	1,693	1,938	1,983
	Total renewal works - Corporate support services	2,096	2,096	-	-	-	2,210	2,606	2,494

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