



# Our Council, Our Future

Information pack for community members  
who want to shape Council's service delivery  
over the next three years



northern  
beaches  
council

## An Invitation from your new Mayor

### Come meet your new Northern Beaches Council!



I would like to personally invite you to meet your recently elected representatives and let us know what services you think are particularly important to Northern Beaches. Please come along to one of our five community workshops in October/November – see opportunities to get involved at the back of this information pack.

I am excited and humbled to have taken on the role of Mayor after the local government elections on 9 September 2017. This is a time of great opportunity and I am looking forward to working closely with the community and my fellow Councillors in making the Northern Beaches an even better place to live, work and play.

It is important for us to understand your priorities and hear your thoughts on where we should focus over the three year term of the new Council. This information pack provides a reference for discussions about how we best balance competing priorities in looking after our extraordinary environment for the benefit of present and future generations.

Your input will directly inform the development of our Delivery Program 2018-21 which will be our plan for implementing the Community Strategic Plan (CSP) and will define everything we will do over the next three years to progress the community's vision:

Northern Beaches has a very engaged and well-informed community and it is a privilege for me to be able to tap into this energy and knowledge. I look forward to hearing a broad mix of voices so we best can represent the interests of the whole community over our term.

I thank you in advance for giving up your time to participate in these important discussions. While the subject is a serious one, the workshops will also have an element of fun, and is a great opportunity to meet other locals over a light meal.

**Michael Regan, Mayor**

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

*(Draft CSP, July 2017)*











# Delivery Program and Services

## Table of Contents


<b>Purpose</b>	<b>6</b>	<b>Future State</b>	<b>20</b>
		On the horizon	22
<b>Current State</b>	<b>8</b>	Challenges and opportunities	24
Snapshot of Northern Beaches today	9	Opportunities to be involved	26
Overview of Council services	10	Community Engagement	27
Community satisfaction	17		
		<b>Appendix</b>	<b>28</b>
		CSP Goals and Council Services	28

# Purpose



northern  
beaches  
council





If you could decide what services Council should be providing more of over the next three years, what would you choose; where do you think we should focus our efforts? Now is your chance to influence Council's service delivery and budget!

The purpose of this information pack is to create a shared reference for discussions with the community about what services Council should prioritise over the next three years in order to make progress towards the community's long term vision.

Please come along to one of five community workshops and have a direct influence on Council's service delivery. You can also go online and complete our survey; or you can write directly to us and let us know what you think is important to the future of Northern Beaches.

The conversations will take place around three key questions:

- Where we are now?
- What are some of the key challenges and opportunities we should consider in our planning?
- Where should we focus our efforts to achieve the community's vision?

At the workshop you will be challenged to think of Council services that are especially important to you and, through discussions with other community members, identify priorities for the new Council to take on board over the next three years. This information pack provides a high-level overview of the services that Council currently provides to the community and it will form the basis of the conversations at the workshop, so please have a read and reflect on the issues beforehand.

# Current State



northern  
beaches  
council



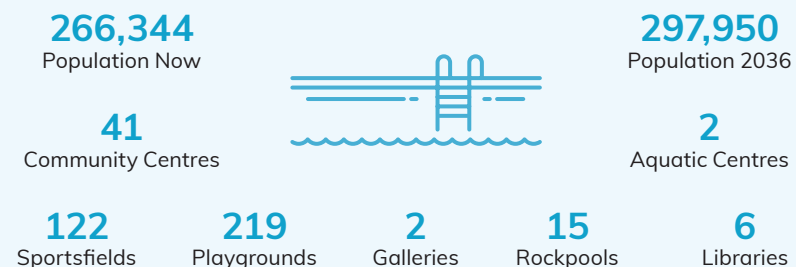
## Snapshot of Northern Beaches today

In this section you will find a brief snapshot of the Northern Beaches community, based on the latest Census information from 2016. You will also find an overview of services that Council delivers to the community.

### Environment



### Community



### Economy



### Civic



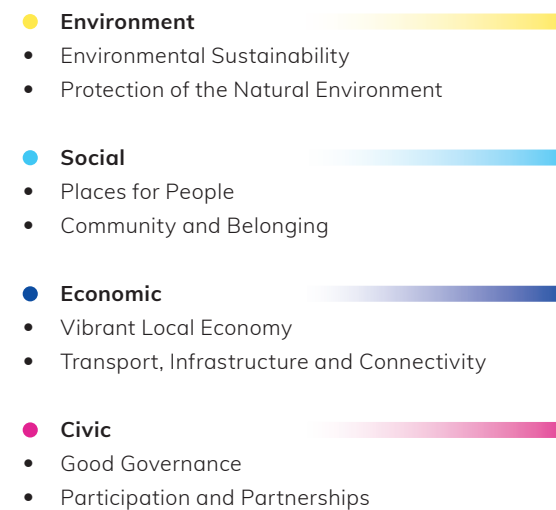
## Overview of Council services

Council provides a broad range of services that aim to support the community and protect our beautiful environment.

This section provides a high level overview of 17 direct services to the community. It does not include indirect services (e.g. IT functions or marketing) or services that are delivered by most of our business areas (e.g. community engagement and risk management).

The direct services are presented structured along the quadruple bottom line (environment, social, economic and civic) which also aligns with the community outcomes. Figure 1 show the alignment. An overview of how Council's direct services to the community align with the community's goals in the draft CSP can be found in the Appendix.

**Figure 1:**  
Quadruple bottom line  
groupings and CSP  
outcome areas





## Overview of Council services

### Environment

- Environment
- Social
- Economic
- Civic

#### ● **Environmental Protection and Management**

We deliver a broad range of programs that aim to protect and preserve our extraordinary natural environment for the benefit of present and future generations. Core services include:

- Bushland and fire protection programs that protect life and property
- Management of stormwater assets
- Natural biodiversity protection through on-ground works, strategic advice, and through the development assessment process
- Protection, preservation and management of creeks and waterways, coast and beaches, floodplains and estuaries, including pollution incident responses
- Emergency response preparedness through liaison with SES/RFS

#### ● **Sustainability and Resilience**

We support the community to live sustainably through a broad range of programs. Core services include:

- Climate change mitigation and adaptation policy and programs
- Environmental education services including operation of the Coastal and Manly Environment Centres and community sustainability initiatives
- Coordination of environmental volunteer programs
- Coordination of corporate environmental sustainability projects and programs

#### ● **Waste, Cleansing and Resource Recovery**

We support clean and safe neighbourhoods and public places through the following key services:

- Waste collection, green waste, recycling services, roadside bulky good collection and e-waste services
- Waste management at events in public places
- Management of Kimbriki Resource Recovery Centre
- Public place cleansing, litter control, street sweeping, beach raking, graffiti removal and dumped rubbish removal

## Overview of Council services

### Social

- Environment
- Social
- Economic
- Civic

#### ● Parks and Recreation

- We look after 2,722 hectares of open space, including 200 playgrounds, 122 sports fields, 24 beaches, seven skate facilities, 15 rock pools, 35 hard courts, golf courses, BMX tracks, horse arenas, community gardens, dog exercise areas and regional parks. Specific services include:
  - Open space management and coordination of bookings of sportsfields and facilities
  - Upgrade, renewal and maintenance of parks and recreation assets
  - Tree management (trees on public land as well as responding to requests for pruning or removal of trees on private land)
  - Development of strategies, plans, and policies in regards to sports and recreation
  - Management of regional recreational facilities, including Warringah and Manly Andrew 'Boy' Charlton Aquatic Centres and, Warringah Recreation Centre
  - Beach safety via provision of life saving patrols at 21 beaches in co-operation with volunteer life saving clubs

#### ● Strategic Land Use Planning

- Council aims to protect our natural environment while addressing diverse needs regarding housing, employment, and local economic growth requirements in our strategic land use planning. We provide the following specific services:
  - Management of Local Environmental Plans, Development Control Plans and other planning instruments
  - Assessment of planning proposals including proposals for rezoning
  - Precinct and strategic land use planning, including urban design
  - Updating and preparing Council's Section 94 and Section 94A Contributions Plans
  - Protection of European, environmental and Aboriginal heritage values

#### ● Development Assessment

- Our services include balancing the development needs of applicants with the needs of surrounding residents and businesses. Core services include:
  - Application assessment
  - Development advice including pre-lodgement services to applicants
  - Referral advice and assessment services

#### ● Environmental Compliance

- With an aim to safeguard public health and safety, we provide the following key services:
  - Certification services (e.g. for buildings and swimming pool barriers)
  - Public health inspections of food outlets and skin penetration premises
  - Provision of educational programs to promote food safety
  - Complaints management in relation to public health and pollution related matters as well as illegal building works
  - Parking patrols and related enforcement
  - Companion animals monitoring, management, and education



### ● **Property Management**

- We aim to ensure that Council infrastructure and assets are managed, maintained and delivered to an agreed standard and in accordance with our strategic asset management plans. Key services in this area include:
  - Asset planning, design and delivery
  - Provision of new buildings and community facilities
  - Renewals to existing buildings and facilities
  - Maintenance and cleaning of Council buildings and public toilets
  - Oversight of Sydney Lakeside Holiday Park and Currawong holiday accommodation
  - Cemeteries management and maintenance
  - Management of Council lands including acquisitions, leases, licences, and disposals
  - Wharves, jetties and tidal pools renewals and maintenance
  - Outdoor dining monitoring and management

### ● **Community Services**

- With an aim of enhancing the health and wellbeing of the community, we provide the following key services:
- Provision of strategic advice, planning and coordination to support community wellbeing, e.g. health, youth services, housing, education, employment and inclusion
  - Management of 41 community centres
  - Provision of services and programs to support all members of the community and in particular seniors, people with disability, women, youth, culturally and linguistically diverse communities
  - Provision of the 'Hop Skip & Jump' bus, Meals on Wheels, and Youth and Family Counselling Services
  - Coordination of community volunteering services

### ● **Library Services**

- Through six branch libraries (and support for an additional five community libraries), Council offers library services to the community that extend beyond book borrowings; libraries have become 'second living rooms' where community members can come together for study, recreation, research, or community activities. Core services include:
- Book, audio and DVD collections management
  - On-line collection and digital information databases management
  - Home library service for people with mobility restrictions
  - Local studies and family history services
  - Library programs that support community wellbeing (e.g. homework support; story time for children; and artist talks)
  - Coordination of library volunteering

## Overview of Council services

### Social

- Environment
- Social
- Economic
- Civic

#### ● Arts and Culture

We work closely with the community to enhance our public places and community cohesion through arts and creativity. Specific services include:

- Glen Street Theatre management, including provision of theatre and music subscription season, gallery space and annual exhibitions for public school students
- Manly Art Gallery & Museum (MAG&M) management
- North Curl Curl Creative Space management
- Provision of arts and cultural projects and strategic advice that enhance Northern Beaches' cultural life

#### ● Childrens' Services

Council offers the highest quality, professional care for the community's children.

Core services include:

- Long Day Care management of six centres with a total of 466 places available
- Family Day Care management of 56 home locations with 400 children using the service
- Vacation Care management of four locations with places for 300 children per day
- Pre-Schools management of two centres with a total of 60 places available
- Provision of occasional care services



## Overview of Council services

### Economic

#### ● Economic Development and Events

- We work closely with the community, businesses and other stakeholders to create a thriving business environment. Specifically, we provide the following key services:
  - Support and promotion of local businesses and industry
  - Sustainable business practices support
  - Integrated planning and advocacy services to address barriers to economic growth
  - Promotion of Northern Beaches as a tourist destination
  - Advocacy for better local education and training opportunities
  - Delivery of a calendar of civic and community events

#### ● Road and Parking Infrastructure

- Council provides, manages and maintains the 923 km road network in accordance with Road Infrastructure Asset Management Plans. It is the responsibility of Roads and Maritime Services to manage state roads within the Northern Beaches Council area. We provide the following key services in this area:
  - Planning, provision, renewal and maintenance of road related infrastructure, including: footpaths; cycle ways and bike storage facilities; kerb and gutter; bus shelters; guard rails; bridges; pedestrian bridges; causeways; retaining walls; pedestrian crossings; roundabouts; traffic facilities and traffic control devices
  - Management of 52 car parks, including five commercial parking stations, providing approximately 14,400 car spaces to the community
  - Management of 25 beach reserve car parks, providing approximately 2,590 parking spaces
  - On-street parking management

#### ● Transport, Traffic and Active Travel

- With an aim to ease traffic flow and improve traffic and pedestrian safety, we provide the following core services to the community:
  - Investigation and resolution of traffic issues
  - Coordination of Traffic Committee meetings
  - Management of street lighting to ensure adequate and safe visibility
  - Provision of road safety education
  - Regional transport planning and advocacy
- Village and Town Centre Management
  - We work closely with the community, businesses and other stakeholders to create village and town centres that foster good health and social interaction. Specifically, we provide the following key services:
    - Delivery of projects and program that create vibrancy
    - Maintenance of centres including pavements, gardens, landscaping and street furniture
    - Cleansing, litter control and graffiti removal in centres

## Overview of Council services

### Civic

- Environment
- Social
- Economic
- Civic

#### ● **Customer Services**

- In seeking to make contact with Council efficient, effective and consistent, we deliver the following key services:
  - Customer service front offices in four locations where we process payments, respond to general queries, provide Justice of the Peace services and manage customer requests
  - Coordination of responses to enquiries on all Council services, including receiving requests, directing to the correct business unit for actioning, and ensuring resolution
  - Frontline complaint resolution
  - 24 hours, 7 days a week access to Council online and by telephone to service requests



## Community Satisfaction

With the aim of informing conversations about our priorities in meeting community needs, Council recently completed its first comprehensive survey of residents' attitudes and opinions on our services and facilities.<sup>1</sup>

The independent telephone survey of 756 randomly selected residents provides valuable information on what service areas the community rate as important and how satisfied they are with Council's performance. Overall findings from the survey are summarised below:

- **Excellent quality of life on Northern Beaches**  
99% of residents reported quality of life on the Northern Beaches to be 'good' or 'better'. Nearly two thirds of residents (64%) selected the highest rating of 'excellent'.

- **High overall satisfaction with Council performance**

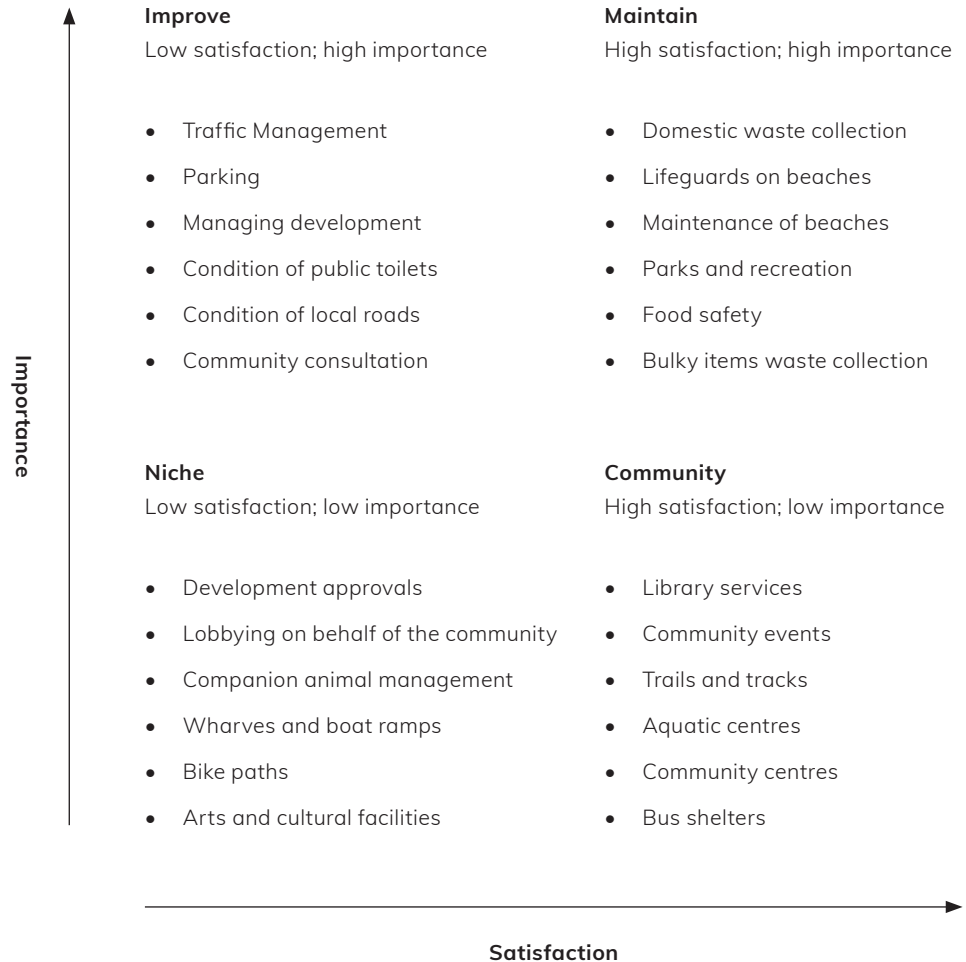
Overall satisfaction with Council's performance was high, with 88% of residents stating that they are 'somewhat satisfied' to 'very satisfied' with the performance of Northern Beaches Council. Key drivers of satisfaction were 'consultation with the community' and 'parks and recreation'. Half of respondents had contact with a Council staff member in the past 12 months, with 84% of these respondents being 'somewhat satisfied' to 'very satisfied' with staff performance in dealing with the enquiry. These results were on par with the Sydney metropolitan Council norm.

- **Key issues and concerns**

The methods and means by which residents move around was identified as a key challenge. Top priority concerns were identified by the community as being: transport and congested roads (35%); public transport (23%); ensuring that services and infrastructure can meet the demands of the growing population (21%); ensuring that new developments are carefully planned with the area not becoming too overdeveloped (19%); and environmental concerns (13%).

<sup>1</sup> The independent consultancy company Micromex Research, conducted 756 telephone interviews across five wards in June 2017. This is equivalent to a maximum sampling error of plus or minus 3.6% at 95% confidence, which means if the survey was repeated with another group of 756 people, we would expect to see the results 19 times out of 20. The sample was weighed by age and gender to reflect the 2016 ABS census data. The Micromex research report is available from [northernbeaches.nsw.gov.au](http://northernbeaches.nsw.gov.au)

A key component of the community satisfaction was the quadrant analysis, which measured perceived importance versus satisfaction with council services. An overview of the service areas is provided at Figure 2 (only showing the six most important issues in each quadrant), with the full analysis of the survey's 44 service areas available from [northernbeaches.nsw.gov.au](http://northernbeaches.nsw.gov.au)



**Figure 2:**  
Summary of survey  
quadrant analysis





# Future State



northern  
beaches  
council



## What are some of the key challenges and opportunities we should consider in our planning?

The community has strongly expressed how much they value the quality of life on the Northern Beaches: the beaches, bushland, recreational and social opportunities on offer. This section presents a brief overview of some of the key challenges and opportunities we must address in order to protect our extraordinary environment and way of life.

## Future State On The Horizon

We cannot predict what the future holds. However we can be certain that the years ahead will bring about profound changes. Climate change will continue to impact our environment and demands urgent local and global action. Technologies such as electric vehicles, driverless cars and sweeping telecommunications advances will transform how we live, work and play. Global politics and financial movements will have strong economic implications locally and may create a sense of uncertainty.

Population growth - though modest by comparison to other areas in Sydney - as well as changes in demographics, housing and consumption patterns, may further contribute to changing parameters for local planning.

The challenges are complex, but are in no way unique to Northern Beaches. Communities all over the world are grappling with these issues, especially population growth, development, transport, environmental sustainability, housing affordability health and wellbeing, employment and education. Like other communities, we can turn challenges into opportunities, finding novel ways of creating more sustainable places.

## Northern Beaches Demographic Forecasts.<sup>2</sup>

- By 2026, the population is forecast to be 278,000
- Demographic composition: Our population will be older and our working age population is forecast to decrease between 2016 and 2026:
  - Seniors (70+ years): increase from 10.8% to 13.8% of the population
  - Parents and homebuilders (35-49 years): decrease from 22.8% to 21.2%
  - Young workforce (25 – 34 years): decrease from 12.5% to 11%
- Homes: The number of dwellings is projected to increase from 99,350 (in 2016) to 105,650 in 2026
- Household size: Average household size is expected to fall from 2.62 people living in each home (in 2016) to 2.59 in 2026
- Household composition: decrease in the proportion of households comprised of couples with children, from 36.4% in 2016 to 34.7% by 2026. There will be an increase in lone person households over the same time period from 23.3% to 24.7%.

<sup>2</sup> SOURCE: 2016 NSW Population Projections Data, NSW Department of Planning. Select demographic groups as per idProfile categories. Note that the 2016 data is not based on Census data (it is the Department's projections). Note that data is not available for 2028 (the term of the CSP). Figures our planning documents will be updated in step with the releases of new projection data



## Future State

### Challenges and opportunities

The extensive consultation for the draft CSP showed different views and perspectives on the Northern Beaches regarding how best to deal with future challenges and opportunities. The consultation also showed a community united by its desire to protect the environment and enhance our quality of life for present and future generations.

The CSP documents (Issues Paper, Discussion Paper and draft CSP) identify complex global challenges and opportunities we need to consider on a local level. These are briefly summarised below within the draft CSP's eight interrelated outcome areas (which are based on the core concept of sustainability and 'quadruple bottom line reporting', encompassing environmental, social, economic and civic perspectives).

### Protection of the Environment

We need to protect the natural and built environment from the impacts of climate change and population pressures. We have an opportunity to work collaboratively with the community and key partners to reduce risks and address predicted long term effects of climate change, including frequencies of extreme weather patterns, bushfires, storm surges and floods.

### Places for People

Close to 280,000 people are expected to call the Northern Beaches home by 2028. Our challenge is to design green developments that are good for people, stimulate social interaction and align with local character. We have an opportunity to expand housing choice, improve affordability and create vibrant and inclusive communities.

### Vibrant Local Economy

We need to attract new businesses and accommodate a diverse range of existing local enterprise. Securing and supporting a stable and skilled workforce is also vital. We have an opportunity to leverage off our locational advantage and promote the Northern Beaches as a 'green and clean' destination that offers lifestyle and excellent business opportunities.

### Good Governance

We need to ensure the community trusts Council to make good decisions on its behalf. There is an opportunity to use technology, systems and processes to improve transparency in reporting and communication with community members. We will invest in building a culture of accountability and authenticity throughout the organisation.

### Environmental Sustainability

We have the opportunity to show real leadership in environmental sustainability - encouraging and motivating a culture of environmental awareness and leading by example. As a large Council, we have the scale and capacity to invest in cleaner technologies and actively promote sustainability.

### Community and Belonging

We need to actively engage the community in creative ways to reduce the risk of social isolation, loneliness and mental illness. We need to look after people with a disability, seniors and young people. We have an opportunity to collaborate with our partners to offer appropriately targeted services that can meet the evolving needs of our community.

### Transport, Infrastructure and Connectivity

Meeting the needs of a growing population and a thriving local economy presents the dual challenge of addressing the need for better road infrastructure and reducing the need for car-based travel in the first place. Transport is a fundamental issue that is strongly related to all outcome areas: it affects our economy, our environment and our social wellbeing. It needs to be addressed holistically – and in strong partnership with the NSW Government.

### Participation and Partnerships

Effective community engagement is the cornerstone of good governance. We need to ensure that the diversity of views in the community is considered during decision-making. There is an opportunity to use new technologies and engagement methods to consult broadly with demographic groups that traditionally are difficult to reach.

## Opportunities to be involved

### Get with the Delivery Program

Northern Beaches Council's first Delivery Program is our response to the community's draft ten year Community Strategic Plan 'SHAPE 2028'. It will identify the areas that we focus on between 2018 and 2021 and will determine Council's budgets and actions over the three year term of the new Northern Beaches Council.

Now is your chance to join the conversation on how to make the community's vision for the Northern Beaches a reality. Please provide input to the Delivery Program and/or submissions on the draft CSP by Sunday 12 November.



## Community Engagement: Delivery Program and CSP

Come share a meal and tell us what services Council should prioritise over the next three years - or complete our on-line survey

### Workshops:

#### Saturday 28 October

2 - 4:30pm

Dee Why Civic Centre  
Pittwater Rd, Dee Why

#### Monday 30 October

6 - 8:30pm

Manly Golf Club  
Balgowlah Rd, Balgowlah

#### Wednesday 1 November

6 - 8:30pm

Mona Vale Golf Club  
Golf Ave, Mona Vale

#### Monday 6 November

6 - 8:30pm

Long Reef Golf Club  
Anzac Ave, Collaroy

#### Wednesday 8 November

6 - 8:30pm

Galstaun Function Centre,  
Grattan Crescent,  
Frenchs Forest

Register your interest to attend at  
[yoursay.northernbeaches.nsw.gov.au](https://yoursay.northernbeaches.nsw.gov.au)  
and follow the link to the Delivery Program

### Online survey: Delivery Program

Please complete our online survey at  
[yoursay.northernbeaches.nsw.gov.au](https://yoursay.northernbeaches.nsw.gov.au)

### Submissions: draft CSP

Submissions on the draft CSP can be made using our online form or by writing to the CEO marked "CSP"  
Northern Beaches Council, 725 Pittwater Road  
Dee Why, 2099

### To find out more

Stay informed via  
[yoursay.northernbeaches.nsw.gov.au](https://yoursay.northernbeaches.nsw.gov.au)  
- here you can also sign up for project updates that will be sent directly to your nominated email account.

## Appendix

	Environmental Management	Sustainability and Resilience	Waste, Cleansing and Resource Recovery	Parks and Recreation	Strategic Land Use Planning	Development Assessment	Environmental Compliance	Property Management	Community Services	Library Services	Arts and Culture	Childrens' Services	Economic Development and Events	Road and Parking Infrastructure	Transport, Traffic and Active Travel	Village and Town Centre Management	Customer Services
<b>Protection Of The Environment</b>																	
<b>Goal 1:</b> Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations	✓						✓										
<b>Goal 2:</b> Our environment and community are resilient to natural hazards and climate change	✓	✓															
<b>Goal 3:</b> Our community is well-supported in protecting the environment	✓	✓															

### Environmental Sustainability

<b>Goal 4:</b> Our Council is recognised as a community leader in environmental sustainability	✓	✓	✓														
<b>Goal 5:</b> Our built environment is developed in line with best practice sustainability principles	✓			✓	✓	✓		✓									
<b>Goal 6:</b> Our community will continue to work towards sustainable use of resources	✓	✓	✓											✓			

### Places For People

<b>Goal 7:</b> Our urban planning reflects the unique character of our villages and natural environment and is responsive to the evolving needs of our community					✓	✓	✓						✓				
<b>Goal 8:</b> Our neighbourhoods inspire social interaction, inclusion and support health and wellbeing			✓	✓	✓	✓	✓	✓					✓				
<b>Goal 9:</b> Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities				✓	✓			✓		✓		✓	✓				

### Community And Belonging

<b>Goal 10:</b> Our community is stimulated through a diverse range of cultural and creative activities and events				✓					✓		✓		✓				
<b>Goal 11:</b> Our community feels safe and supported				✓			✓	✓	✓		✓	✓	✓				
<b>Goal 12:</b> Our community is friendly and supportive				✓					✓	✓	✓	✓	✓				

	Environmental Management	Sustainability and Resilience	Waste, Cleansing and Resource Recovery	Parks and Recreation	Strategic Land Use Planning	Development Assessment	Environmental Compliance	Property Management	Community Services	Library Services	Arts and Culture	Childrens' Services	Economic Development and Events	Road and Parking Infrastructure	Transport, Traffic and Active Travel	Village and Town Centre Management	Customer Services
<b>Vibrant Local Economy</b>																	
<b>Goal 13:</b> Our businesses are well-connected and thrive in an environment that supports innovation and economic growth			✓										✓	✓		✓	
<b>Goal 14:</b> Our economy provides opportunities that match the skills and needs of the population																	
<b>Goal 15:</b> Our economy provides a range of employment and education opportunities to match the skills and needs of the population													✓			✓	

#### Transport, Infrastructure And Connectivity

<b>Goal 16:</b> Our integrated transport networks meet the needs of our community														✓	✓		
<b>Goal 17:</b> Our community can safely and efficiently travel within and beyond Northern Beaches														✓	✓		
<b>Goal 18:</b> Our community can easily connect and communicate through reliable communication technologies										✓							

#### Good Governance

<b>Goal 19:</b> Our Council is transparent and trusted to make decisions that reflect the values of the community						✓		✓									
<b>Goal 20:</b> Our Council efficiently and effectively responds to, and delivers on, the evolving needs of the community																	✓

#### Participation And Partnerships

<b>Goal 21:</b> Our community is actively engaged in decision making processes					✓								✓				
<b>Goal 22:</b> Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community				✓	✓								✓	✓	✓		





northern  
beaches  
council

[northernbeaches.nsw.gov.au](http://northernbeaches.nsw.gov.au)