



## **Delivery Program 2023 - 2027**

Including Operational Plan and Budget  
2023/24



northern  
beaches  
council





### **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](mailto:council@northernbeaches.nsw.gov.au)  
web [northernbeaches.nsw.gov.au](http://northernbeaches.nsw.gov.au)





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# Introduction

A man in a blue shirt, yellow life vest, white cap, and sunglasses is kayaking on a river. He is holding a red paddle and is in the middle of a stroke, creating a large splash of water. The background shows a lush green riverbank with trees and a blue structure in the distance.





## Message from the Mayor



### **Supporting our community, economy and environment to be strong and resilient**

Our Northern Beaches community is resilient. We have banded together over recent years to support each other through the pandemic and extreme weather events.

This Budget and Delivery Program continues to focus on resilience and supporting the community to strengthen local connections so we can respond to future challenges that threaten our unique natural environment and sense of community.

Over the coming financial year, we will spend \$102 million on capital works. This includes extending the active travel network for walking and cycling; enhancing parks, reserves and foreshore areas; upgrading the stormwater network to reduce flooding and improving sports and community facilities.

Like many areas across the State, our roads have suffered from flooding and wet weather and \$15.2 million of capital works will be invested in the network, including road resheeting to support connectivity and business across the Northern Beaches. Thanks to a grant from the NSW Government, road maintenance will receive an additional \$4.4 million to speed up pothole and road patching repairs. We will also continue investigating and implementing solutions to reduce the impact of flooding on the Wakehurst Parkway.

Our Resilience Strategy is well underway with the development of a Recovery Plan for the Northern Beaches. This Plan, developed over two years, looks at how we strengthen partnerships with government and non-government organisations to lead and support community recovery from declared natural disasters such as storms and bushfires.

Another challenge for many in our community is loneliness and isolation which can be triggered by issues such as illness, disability and transport issues. A Community Connection Action Plan is being developed to support connections and pathways to a better quality of life for these individuals. A Multicultural Inclusion Action Plan is also being developed to celebrate and support our diverse community.

I know these are challenging times for many facing cost of living pressures and as an organisation, we are also grappling with the impact of inflation on the cost of services and maintaining facilities. If you are a ratepayer and experiencing genuine hardship, please get in contact as support is available under Council's Rates and Hardship Policy.

I look forward to seeing the implementation of our Delivery Program and Operational Plan which will be the subject of regular progress reports to the community.

**Sue Heins**  
Mayor



## Capital project highlights for 2023/24

<b>\$15.2m</b>	resurfacing 6km of roads and improving other road assets	<b>\$7.4m</b>	improving reserves and parks at Seaforth, Balgowlah, Manly, Manly Dam, Narraweena, Dee Why, Frenchs Forest and Warriewood	<b>\$2.4m</b>	improving sports fields and other sporting facilities
<b>\$14.8m</b>	on community facilities including Warriewood Valley community centre (\$10.6m)	<b>\$4.2m</b>	for recreational trails and boardwalks including Manly Dam, Freshwater, Dee Why, Narrabeen and Warriewood	<b>\$2.7m</b>	improving centres at Dee Why, Forestville, Church Point and Avalon
<b>\$9.1m</b>	on footpaths, shared paths and cycleways			<b>\$1.1m</b>	on tidal and rock pools at Paradise Beach, Bilgola and Mona Vale
<b>\$7.8m</b>	on stormwater to reduce flooding and pollution	<b>\$4.8m</b>	on foreshore improvements	<b>\$2m</b>	improving wharves at Mackerel, Currawong Beaches and Church Point
		<b>\$3m</b>	to start work on a new Warringah Recreation Centre	<b>\$1.3m</b>	on playgrounds in 10 locations

## 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



Operational

\$437m

Income from continuing operations

-

\$405m

Expenses from continuing operations

-

\$32m

Capital grant income

=

\$0.4m

Surplus from continuing operations

Capital works

\$58m

New works

+

\$44m

Renewal works\*

=

\$102m

Total works

Loan repayments

\$3.3m

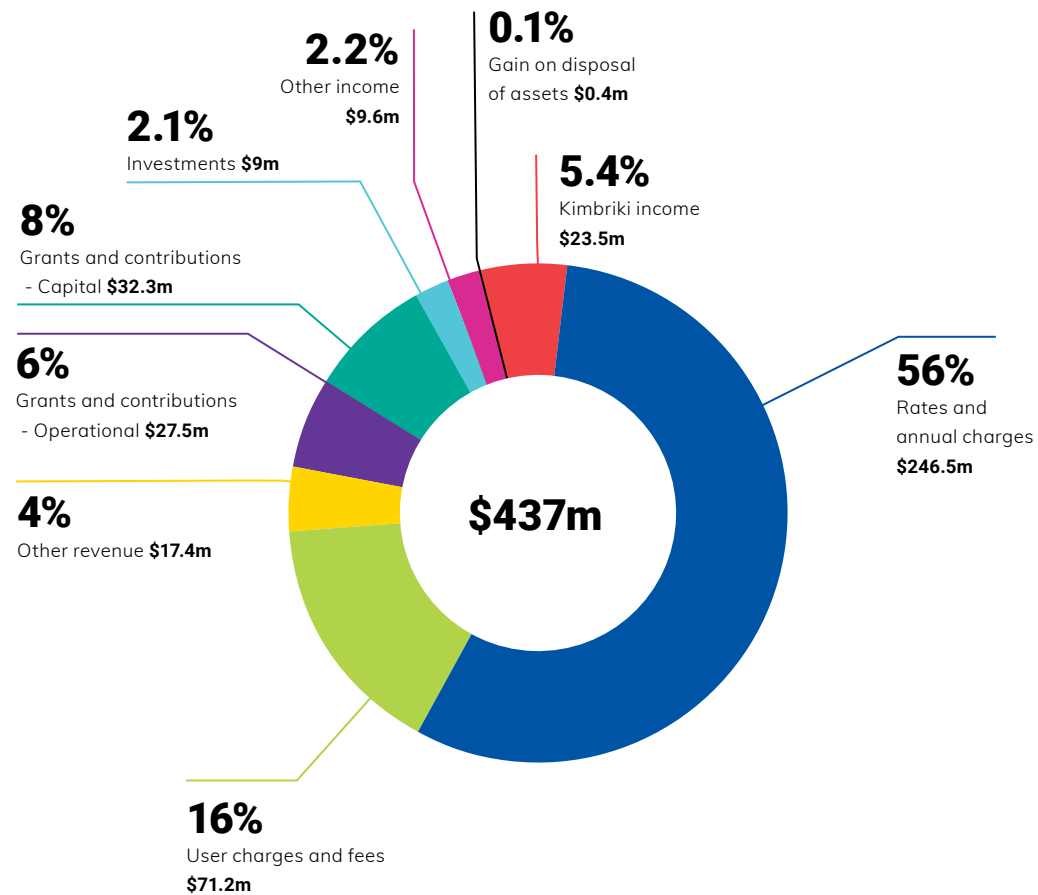
Loan principal repayments

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

## 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?

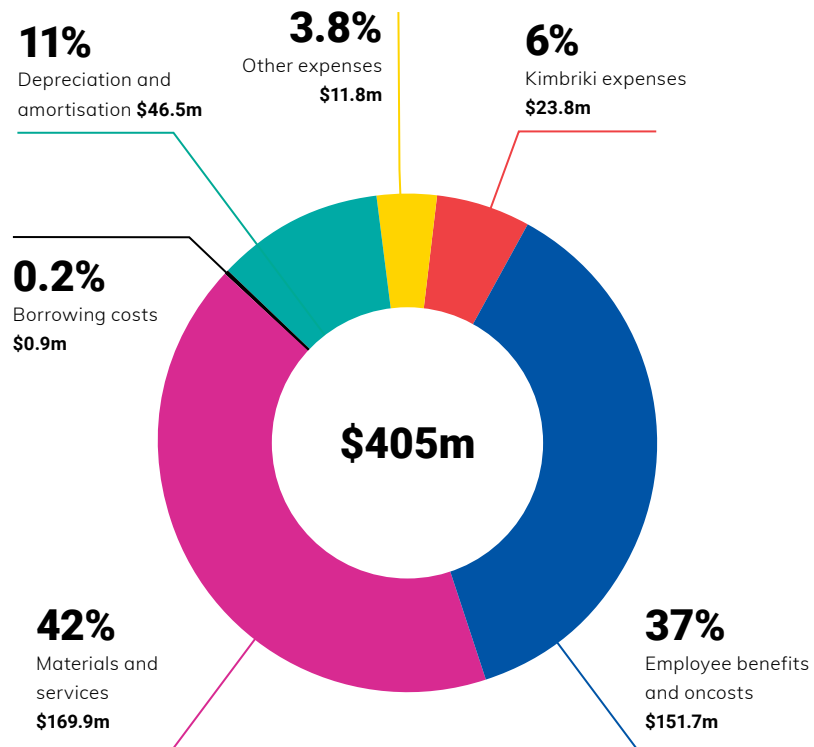


Numbers presented may not sum precisely to the total and percentages may not precisely reflect the absolute figures due to rounding



## Where is the money spent?

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

## About the Northern Beaches

The Northern Beaches local government area (LGA) covers 254km<sup>2</sup> of urban and natural environment and is located to the north of the Sydney CBD.

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 km<sup>2</sup>**

Council's area across five wards



**114 km<sup>2</sup>**

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.

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### Curl Curl Ward



**Kristyn Glanville**

0481 910 045

Kristyn.Glanville@northernbeaches.nsw.gov.au



**Sue Heins (Mayor)**

**May 2023 - Sep 2023**

0427 226 453

Sue.Heins@northernbeaches.nsw.gov.au



**David Walton (Deputy Mayor)**

**May 2023 - Sep 2023**

0427 741 824

David.Walton@northernbeaches.nsw.gov.au

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### Frenchs Forest Ward



**Jose Menano-Pires**

0481 908 842

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



**Michael Regan**

8495 6460

Michael.Regan@northernbeaches.nsw.gov.au



**Stuart Sprott**

0408 678 480

Stuart.Sprott@northernbeaches.nsw.gov.au



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**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

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**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

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**Pittwater Ward**
**Michael Gencher**

0481 916 932

Michael.Gencher@northernbeaches.nsw.gov.au

**Miranda Korzy**

0481 904 173

Miranda.Korzy@northernbeaches.nsw.gov.au

At the time of publishing, the NSW Electoral Commission was conducting a countback of the ballot papers to fill the casual vacancy in the Pittwater Ward.

## Our organisation

### Purpose

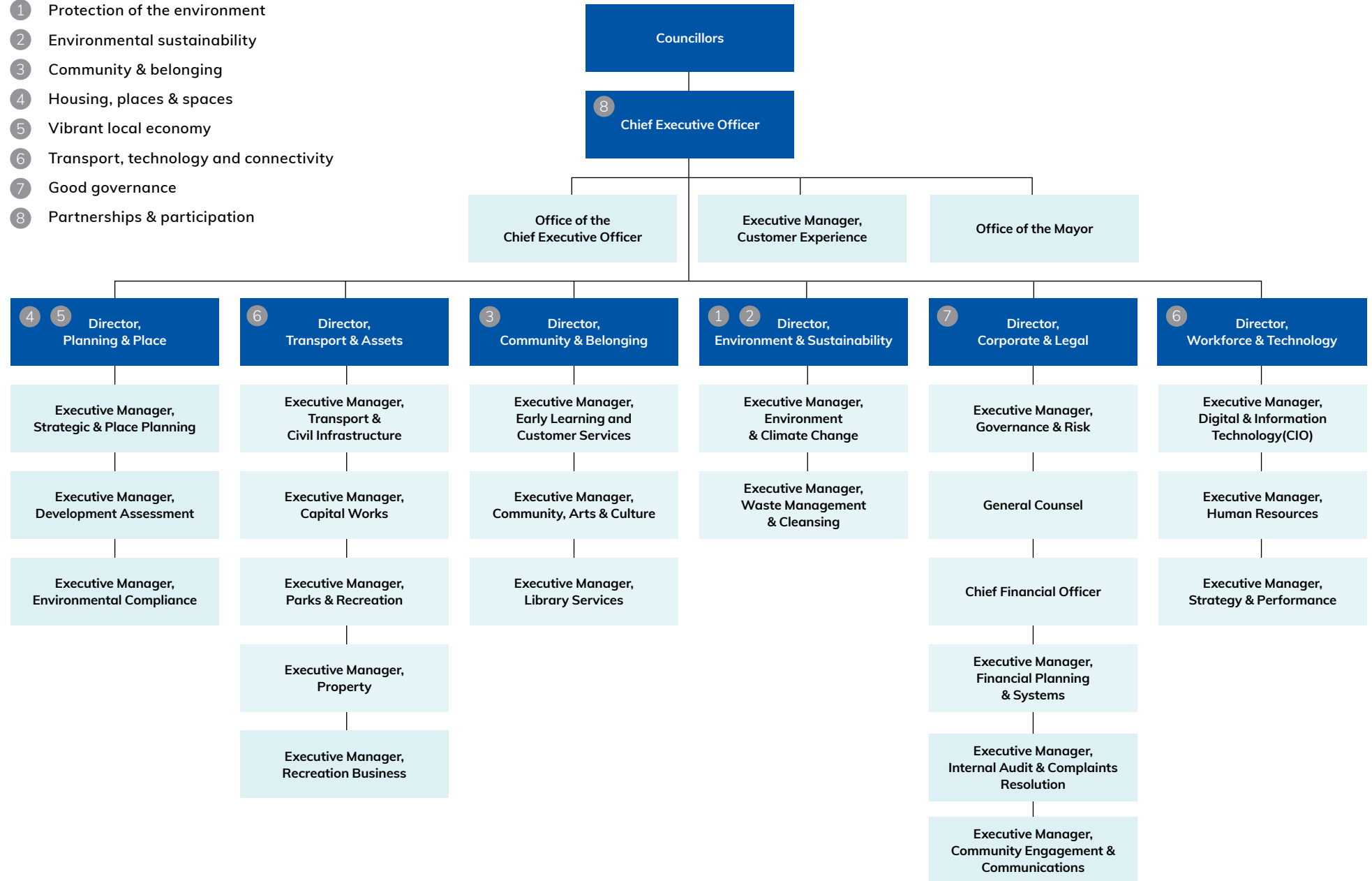
Partnering with the community to protect, improve and create our future.

### 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.

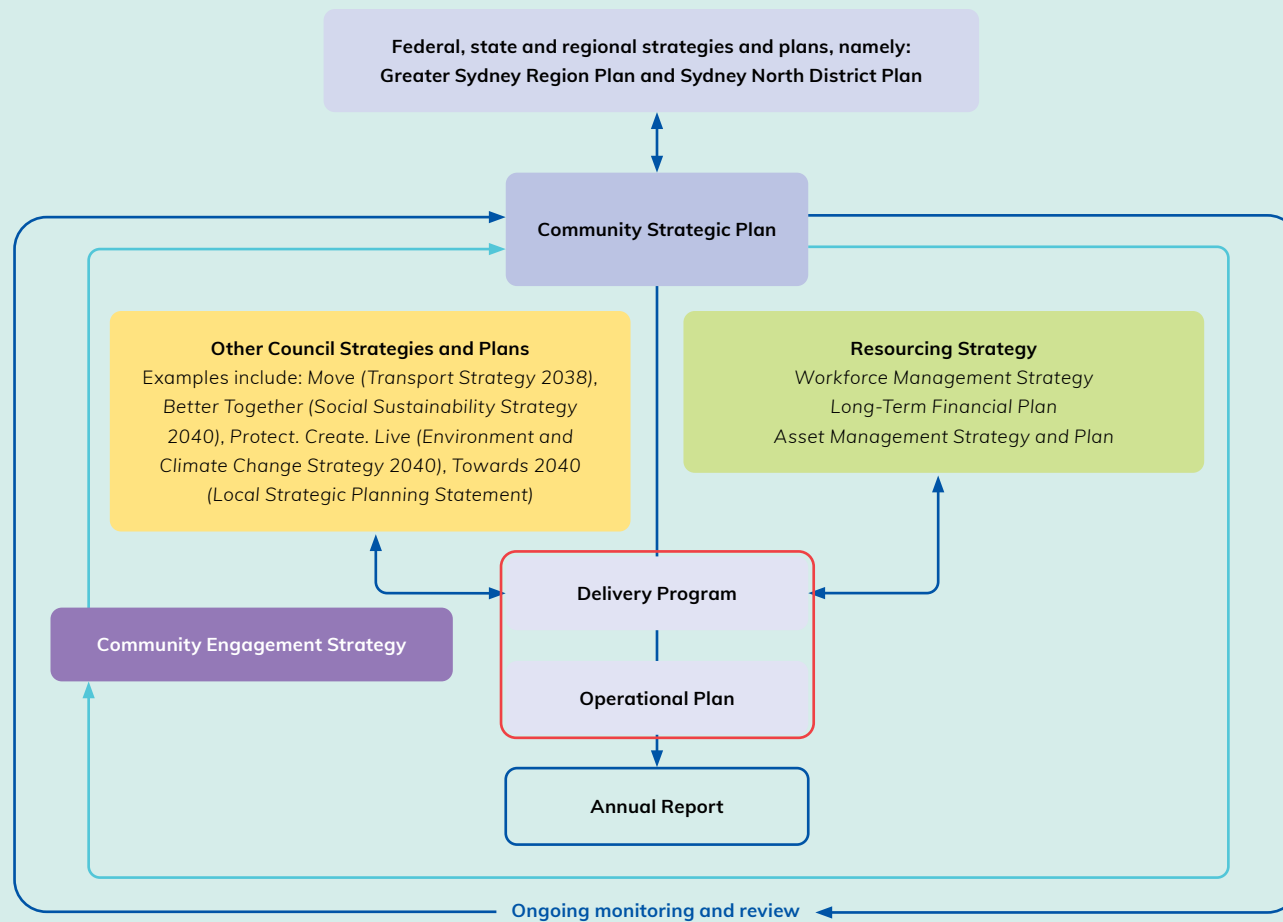
Embedded within the Delivery Program at Northern Beaches Council is a one-year Operational Plan and Budget that details actions to take place in that year of the program.

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



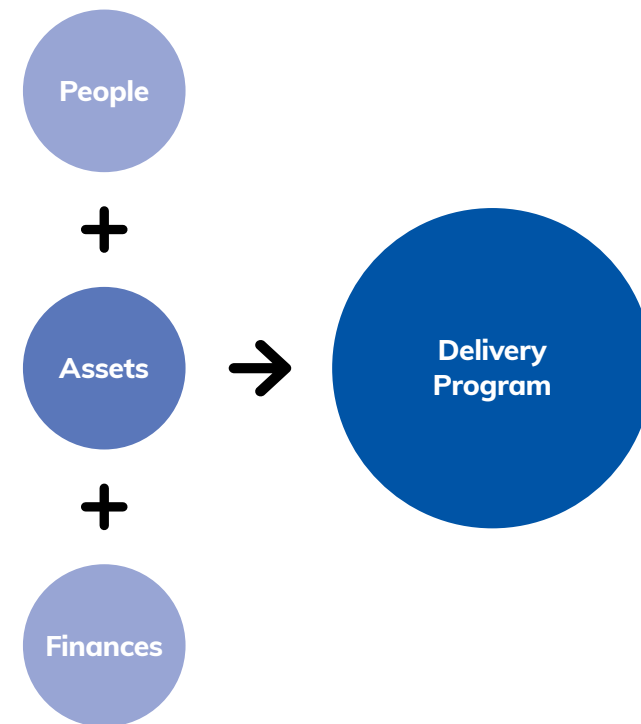
### Resourcing our Delivery Program

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.



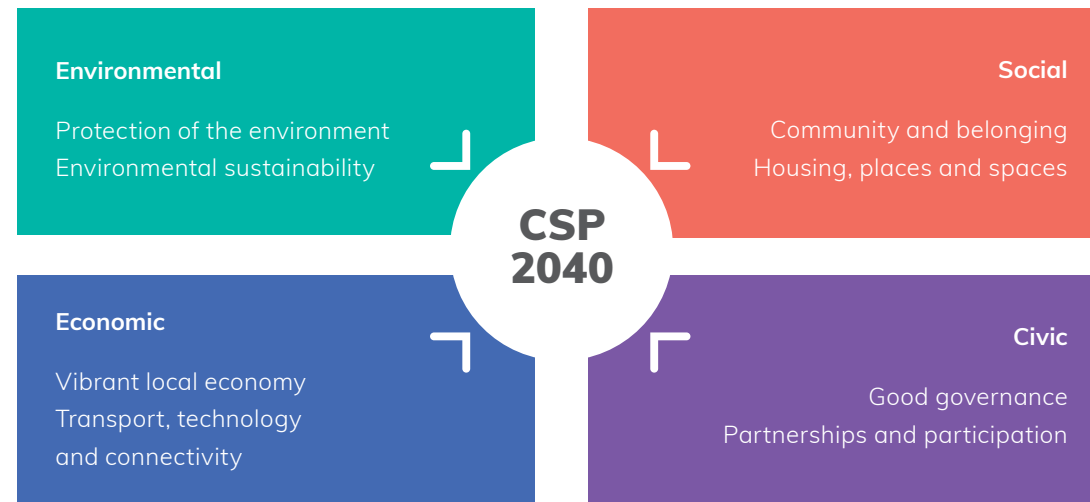
### Addressing the community strategic plan outcomes

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

● Social

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



● **Economic**

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

● **Civic**

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

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
<b>Income from continuing operations</b>					
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	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>3,098</b>	<b>4,117</b>	<b>3,811</b>	<b>4,688</b>	<b>3,793</b>
<b>Expenses from continuing operations</b>					
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)
<b>Total expenses from continuing operations</b>	<b>(35,823)</b>	<b>(36,865)</b>	<b>(37,504)</b>	<b>(39,650)</b>	<b>(39,220)</b>
<b>Surplus/(deficit) from continuing operations</b>	<b>(32,725)</b>	<b>(32,748)</b>	<b>(33,692)</b>	<b>(34,961)</b>	<b>(35,426)</b>
<b>Income from capital grants and contributions</b>					
Grants and contributions - capital purposes	1,566	-	-	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(31,159)</b>	<b>(32,748)</b>	<b>(33,692)</b>	<b>(34,961)</b>	<b>(35,426)</b>
<b>Rates and annual charges and reserves</b>					
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

ect, Delivering on community priorities  
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ves it.







## 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**



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

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)

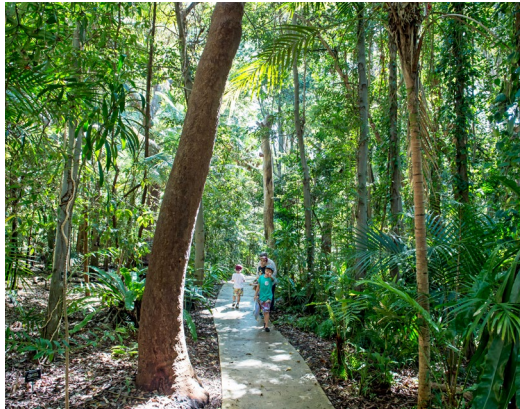


**>300,000  
tonnes**

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

## Key projects

## Operational projects

CSP	Projects	2023/24	2024/25	2025/26	2026/27
<b>G2 G17</b>	Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway <i>EM Environment and Climate Change</i>	•	•	•	•
<b>G2</b>	Develop and review flood, bushfire and coastal management strategies and plans <i>EM Environment and Climate Change</i>	•	•	•	•
<b>G3 G4</b>	Expand and optimise volunteer, sustainability and environment centre programs in response to community priorities <i>EM Environment and Climate Change</i>	•	•	•	•
<b>G1 G2</b>	Develop a catchment rehabilitation plan <i>EM Environment and Climate Change</i>	•	•		
<b>G6</b>	Develop and implement a Transition from Gas Plan for Council facilities <i>EM Environment and Climate Change</i>	•	•	•	•
<b>G1 - G6</b>	Report on the State of the Northern Beaches Environment <i>EM Environment and Climate Change</i>		•		
<b>G5</b>	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
<b>Coastal protection works</b>					
<b>G2</b>	Collaroy-Narrabeen coastal protection works	2,322	-	-	-
<b>Stormwater Program</b>					
<b>G2</b>	Planned stormwater new works	1,967	1,956	1,945	1,935
<b>Total new works - Environment and sustainability</b>		<b>4,289</b>	<b>1,956</b>	<b>1,945</b>	<b>1,935</b>

## Capital - renewal

<b>Stormwater program</b>					
<b>G2</b>	Planned stormwater renewal works	4,775	4,760	5,972	6,272
<b>G2</b>	Reactive stormwater renewal works	948	1,006	1,029	1,053
<b>G2</b>	Gross pollutant trap renewal works	96	102	104	106
<b>Water and energy saving initiatives</b>					
<b>G4 G5</b>	Energy savings initiatives program	298	113	321	329
<b>G4 G5</b>	Water saving and re-use initiatives	71	25	77	79
<b>Total renewal works - Environment and sustainability</b>		<b>6,188</b>	<b>6,005</b>	<b>7,503</b>	<b>7,839</b>



## 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 <sup>2</sup> )	5,300	< 6,000	< 6,000	Annually
Total water use by Council (kL)	409,845	< 474,731*	< 463,950*	Annually
<b>Workload measures</b>				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
<b>Income from continuing operations</b>						<b>Income from capital grants and contributions</b>					
User charges and fees	2,176	2,293	2,369	2,447	2,520	Grants and contributions - capital purposes	-	1,566	-	-	-
Investment fees and revenues	-	-	-	-	-	<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(33,143)</b>	<b>(34,651)</b>	<b>(36,768)</b>	<b>(38,280)</b>	<b>(38,839)</b>
Other revenues	-	-	-	-	-	<b>Rates and annual charges and reserves</b>					
Grants and contributions - operating purposes	3,185	3,638	1,995	2,846	1,870	Rates and annual charges	32,975	36,217	36,768	38,280	38,839
Other income	-	-	-	-	-	Tfr (to)/from reserves	168	-	-	-	-
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	82.7	85.1			
<b>Total income from continuing operations</b>	<b>5,361</b>	<b>5,931</b>	<b>4,364</b>	<b>5,293</b>	<b>4,390</b>						
<b>Expenses from continuing operations</b>											
Employee benefits and oncosts	(8,940)	(9,516)	(9,732)	(10,085)	(10,401)						
Borrowing costs	-	-	-	-	-						
Materials and services	(8,182)	(9,871)	(7,834)	(9,353)	(8,067)						
Depreciation and amortisation	(7,679)	(7,252)	(7,709)	(7,917)	(8,175)						
Other expenses	(7,841)	(9,358)	(9,552)	(9,755)	(9,963)						
Internal charges	(2,650)	(2,797)	(2,866)	(2,938)	(3,012)						
Overhead allocation	(3,211)	(3,354)	(3,438)	(3,524)	(3,612)						
<b>Total expenses from continuing operations</b>	<b>(38,504)</b>	<b>(42,148)</b>	<b>(41,131)</b>	<b>(43,573)</b>	<b>(43,229)</b>						
<b>Surplus/(deficit) from continuing operations</b>	<b>(33,143)</b>	<b>(36,217)</b>	<b>(36,768)</b>	<b>(38,280)</b>	<b>(38,839)</b>						



## 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
<b>G4 G6</b>	Finalise and implement a new long-term waste and circular economy strategy <i>EM Waste Management and Cleansing</i>	•	•	•	•
<b>G4 G6</b>	Education campaigns to maximise resource recovery from domestic waste, cleansing and litterbin service <i>EM Waste Management and Cleansing</i>	•	•	•	•
<b>G4 G6</b>	Promote innovative opportunities for the community to recycle a broad range of recoverable waste types <i>EM Waste Management and Cleansing</i>	•	•	•	•
<b>G4 G6</b>	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
<b>Plant and equipment</b>					
<b>G11 G20</b>	Public place bin enclosures	100	100	100	100
<b>Total renewal works - Waste and cleansing</b>		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
<b>Income from continuing operations</b>						<b>Income from capital grants and contributions</b>					
User charges and fees	38	60	62	64	66	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	46	50	-	-	-	<b>Surplus/(deficit) from operations including capital grants and contributions</b>	-	-	-	-	-
Other revenues	650	650	666	683	700	<b>Rates and annual charges and reserves</b>					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	64,493	70,733	74,752	75,987	77,878
Other Income	-	-	-	-	-	Transfer (to)/from reserves	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	78.6	79.6			
<b>Total income from continuing operations</b>	<b>734</b>	<b>759</b>	<b>728</b>	<b>747</b>	<b>766</b>						
<b>Expenses from continuing operations</b>											
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)	(2,811)	(2,854)	(2,908)						
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)						
<b>Total expenses from continuing operations</b>	<b>(65,227)</b>	<b>(71,493)</b>	<b>(75,480)</b>	<b>(76,734)</b>	<b>(78,644)</b>						
<b>Surplus/(deficit) from continuing operations</b>	<b>(64,493)</b>	<b>(70,733)</b>	<b>(74,752)</b>	<b>(75,987)</b>	<b>(77,878)</b>						

## 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
<b>Kimbriki improvements</b>					
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
<b>Total new works - Kimbriki Resource Recovery Centre</b>		<b>4,839</b>	<b>1,544</b>	<b>3,961</b>	<b>140</b>

## Capital - renewal

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





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
<b>Income from continuing operations</b>					
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	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>38,388</b>	<b>43,783</b>	<b>44,922</b>	<b>46,137</b>	<b>47,142</b>
<b>Expenses from continuing operations</b>					
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	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>(35,763)</b>	<b>(41,127)</b>	<b>(42,597)</b>	<b>(43,693)</b>	<b>(45,415)</b>
<b>Surplus/(deficit) from continuing operations</b>	<b>2,626</b>	<b>2,656</b>	<b>2,325</b>	<b>2,444</b>	<b>1,727</b>

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
<b>Income from capital grants and contributions</b>					
Grants and contributions - capital purposes	-	-	-	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>2,626</b>	<b>2,656</b>	<b>2,325</b>	<b>2,444</b>	<b>1,727</b>
<b>Rates and annual charges and reserves</b>					
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
- 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
<b>G9</b>	Plan for an integrated community and cultural hub at Mona Vale <i>Director Community and Belonging</i>	•			
<b>G8</b>	Develop a Community Connection Action Plan <i>EM Community Arts and Culture</i>	•	•		
<b>G9</b>	Develop a Multicultural Inclusion Plan <i>EM Community Arts and Culture</i>	•			
<b>G9</b>	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
<b>Community centre improvements</b>					
<b>G7 G12</b>	Warriewood Valley Community Centre	10,601	2,989	515	-
<b>Cultural improvements</b>					
<b>G7 G12</b>	Coast walk - art trail	892	-	-	-
<b>Total new works - Community, arts and culture</b>		<b>11,493</b>	<b>2,989</b>	<b>515</b>	<b>-</b>

### Capital - renewal

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

### 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
<b>Workload measures</b>				<b>Frequency</b>
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
<b>Income from continuing operations</b>						<b>Income from capital grants and contributions</b>					
User charges and fees	4,277	4,450	4,596	4,748	4,891	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(6,693)</b>	<b>(6,775)</b>	<b>(6,957)</b>	<b>(7,182)</b>	<b>(7,393)</b>
Other revenues	842	814	834	855	877	<b>Rates and annual charges and reserves</b>					
Grants and contributions - operating purposes	1,908	679	696	714	732	Rates and annual charges	6,606	6,668	6,922	7,147	7,358
Other income	42	43	44	46	47	Transfer (to)/from reserves	86	108	35	35	35
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	55.6	57.8			
<b>Total income from continuing operations</b>	<b>7,068</b>	<b>5,986</b>	<b>6,172</b>	<b>6,363</b>	<b>6,546</b>						
<b>Expenses from continuing operations</b>											
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)	(660)	(678)	(700)						
Other expenses	(1,594)	(578)	(533)	(546)	(560)						
Internal charges	(44)	(55)	(57)	(58)	(59)						
Overhead allocation	(858)	(858)	(879)	(901)	(924)						
<b>Total expenses from continuing operations</b>	<b>(13,761)</b>	<b>(12,762)</b>	<b>(13,128)</b>	<b>(13,545)</b>	<b>(13,939)</b>						
<b>Surplus/(deficit) from continuing operations</b>	<b>(6,693)</b>	<b>(6,775)</b>	<b>(6,957)</b>	<b>(7,182)</b>	<b>(7,393)</b>						

## 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 three 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 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
<b>Children's services</b>					
<b>G12 G9</b>	Children's centres works program	165	166	166	170
<b>Total renewal works - Children's services</b>		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

	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
<b>Income from continuing operations</b>						<b>Income from capital grants and contributions</b>					
User charges and fees	14,021	14,740	15,227	15,729	16,201	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>22</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Other revenues	4	4	4	4	4	<b>Rates and annual charges and reserves</b>					
Grants and contributions - operating purposes	2,126	2,416	2,476	2,538	2,602	Rates and annual charges	-	-	-	-	-
Other income	-	-	-	-	-	Full time equivalent positions (FTE)	123.2	123.3			
Gains on disposal of assets	-	-	-	-	-						
<b>Total income from continuing operations</b>	<b>16,151</b>	<b>17,160</b>	<b>17,707</b>	<b>18,271</b>	<b>18,807</b>						
<b>Expenses from continuing operations</b>											
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)						
<b>Total expenses from continuing operations</b>	<b>(16,128)</b>	<b>(17,159)</b>	<b>(17,706)</b>	<b>(18,271)</b>	<b>(18,807)</b>						
<b>Surplus/(deficit) from continuing operations</b>	<b>22</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>						



## 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

## Key projects

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### 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 EM Library Services	•	•	•	•
G7 G9 G12	Develop a Library Strategy EM Library Services	•			

### Capital - new

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Community space and learning</b>					
G7 G12	Library local priority grant purchases	169	36	36	36
<b>Library upgrades</b>					
G7 G11	Mona Vale Library - upgrades and new works	228	-	-	-
<b>Total new works - Library services</b>		397	36	36	36

### Capital - renewal

<b>Community space and learning</b>					
G9	Library books - replacement	718	799	750	770
<b>Library upgrades</b>					
G12	Library buildings works program	160	160	161	169
<b>Total renewal works - Library services</b>		878	959	911	939



## 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
<b>Income from continuing operations</b>					
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	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>1,043</b>	<b>1,078</b>	<b>1,103</b>	<b>1,129</b>	<b>1,156</b>
<b>Expenses from continuing operations</b>					
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)	(2,127)	(2,185)	(2,256)
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)
<b>Total expenses from continuing operations</b>	<b>(12,064)</b>	<b>(12,661)</b>	<b>(13,195)</b>	<b>(13,673)</b>	<b>(14,136)</b>
<b>Surplus/(deficit) from continuing operations</b>	<b>(11,022)</b>	<b>(11,583)</b>	<b>(12,091)</b>	<b>(12,544)</b>	<b>(12,981)</b>

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
<b>Income from capital grants and contributions</b>					
Grants and contributions - capital purposes	162	169	36	36	36
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(10,859)</b>	<b>(11,414)</b>	<b>(12,056)</b>	<b>(12,508)</b>	<b>(12,945)</b>
<b>Rates and annual charges and reserves</b>					
Rates and annual charges	11,022	11,583	12,091	12,544	12,981
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 Contributions 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 and non-  
**G9** Aboriginal heritage

**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 Department of Planning and Environment and other stakeholders

**G19** Provide planning certificates

## Operational projects

CSP	Projects	2023/24	2024/25	2025/26	2026/27
<b>G5 G10</b>	Prepare Northern Beaches local environmental plan, development control plan and associated studies	•	•	•	
<b>G13</b>					
<b>G15</b>	<i>EM Strategic and Place Planning</i>				
<b>G10</b>	Complete Brookvale Structure Planning and Rezoning – to revitalise Brookvale town centre	•	•		
<b>G11</b>					
<b>G13</b>	<i>EM Strategic and Place Planning</i>				
<b>G11</b>	Develop place plan for Mona Vale	•	•		
<b>G13</b>					
<b>G15</b>	<i>EM Strategic and Place Planning</i>				
<b>G11</b>	Develop place plan for Manly	•	•		
<b>G13</b>					
<b>G15</b>	<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		Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
<b>Income from continuing operations</b>						<b>Income from capital grants and contributions</b>					
User charges and fees	1,172	1,206	1,246	1,287	1,326	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(5,457)</b>	<b>(5,689)</b>	<b>(5,881)</b>	<b>(6,078)</b>	<b>(6,258)</b>
Other revenues	-	-	-	-	-	<b>Rates and annual charges and reserves</b>					
Grants and contributions - operating purposes	332	341	349	358	367	Rates and annual charges	5,044	5,281	5,592	5,791	6,048
Other income	-	-	-	-	-	Transfer (to)/from reserves	413	409	289	287	211
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	33.3	33.9			
<b>Total income from continuing operations</b>	<b>1,503</b>	<b>1,547</b>	<b>1,595</b>	<b>1,645</b>	<b>1,693</b>						
<b>Expenses from continuing operations</b>											
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)						
<b>Total expenses from continuing operations</b>	<b>(6,961)</b>	<b>(7,237)</b>	<b>(7,477)</b>	<b>(7,723)</b>	<b>(7,951)</b>						
<b>Surplus/(deficit) from continuing operations</b>	<b>(5,457)</b>	<b>(5,689)</b>	<b>(5,881)</b>	<b>(6,078)</b>	<b>(6,258)</b>						

## 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
<b>Income from continuing operations</b>						<b>Income from capital grants and contributions</b>					
User charges and fees	3,550	3,688	3,810	3,936	4,054	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(3,574)</b>	<b>(3,791)</b>	<b>(3,925)</b>	<b>(4,060)</b>	<b>(4,181)</b>
Other revenues	-	-	-	-	-	<b>Rates and annual charges and reserves</b>					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	3,574	3,711	3,925	4,060	4,181
Other income	-	-	-	-	-	Tfr (to)/from reserves	-	80			
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	47.3	47.6			
<b>Total income from continuing operations</b>	<b>3,550</b>	<b>3,688</b>	<b>3,810</b>	<b>3,936</b>	<b>4,054</b>						
<b>Expenses from continuing operations</b>											
Employee benefits and oncosts	(5,589)	(5,757)	(5,966)	(6,183)	(6,376)						
Borrowing costs	-	-	-	-	-						
Materials and services	(584)	(764)	(783)	(802)	(822)						
Depreciation and amortisation	(80)	(87)	(92)	(95)	(98)						
Other expenses	-	-	-	-	-						
Internal charges	(187)	(191)	(196)	(201)	(206)						
Overhead allocation	(685)	(681)	(698)	(715)	(733)						
<b>Total expenses from continuing operations</b>	<b>(7,124)</b>	<b>(7,480)</b>	<b>(7,735)</b>	<b>(7,996)</b>	<b>(8,235)</b>						
<b>Surplus/(deficit) from continuing operations</b>	<b>(3,574)</b>	<b>(3,791)</b>	<b>(3,925)</b>	<b>(4,060)</b>	<b>(4,181)</b>						



## 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
<b>Workload measures</b>				
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		Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
<b>Income from continuing operations</b>						<b>Income from capital grants and contributions</b>					
User charges and fees	2,433	2,468	2,550	2,634	2,713	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(3,140)</b>	<b>(3,600)</b>	<b>(4,014)</b>	<b>(4,437)</b>	<b>(4,826)</b>
Other revenues	8,200	8,735	8,736	8,738	8,739	<b>Rates and annual charges and reserves</b>					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	3,140	3,600	4,014	4,437	4,826
Other income	-	-	-	-	-	Full time equivalent positions (FTE)	91.8	99.4			
Gains on disposal of assets	-	-	-	-	-						
<b>Total income from continuing operations</b>	<b>10,633</b>	<b>11,203</b>	<b>11,286</b>	<b>11,372</b>	<b>11,452</b>						
<b>Expenses from continuing operations</b>											
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)						
<b>Total expenses from continuing operations</b>	<b>(13,773)</b>	<b>(14,803)</b>	<b>(15,300)</b>	<b>(15,809)</b>	<b>(16,278)</b>						
<b>Surplus/(deficit) from continuing operations</b>	<b>(3,140)</b>	<b>(3,600)</b>	<b>(4,014)</b>	<b>(4,437)</b>	<b>(4,826)</b>						

## 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 <i>EM Parks and Recreation</i>	•			
G12	Install lighting and irrigation at Freshwater High School sportsfield <i>EM Parks and Recreation</i>	•	•		
G12	Finalise the Tree Canopy Plan <i>EM Parks and Recreation</i>	•			
G12	Partner with the Department of Education to deliver community sports facilities at Forest High School <i>EM Parks and Recreation</i>			•	

## Capital - new

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Foreshore and building improvements</b>					
G12	Freshwater Beach Masterplan implementation	1,277	500	800	-
G12	Manly Life Saving Club	1,500	3,200	4,000	1,000
G12	Little Manly Beach Masterplan Implementation	115	-	-	-
G12	Clontarf Masterplan implementation	200	500	1,500	-
G12	Warriewood Beach foreshore upgrades	306	-	-	-
<b>Playground improvements</b>					
G12	Griffith Park Playground Upgrade	111	-	-	-
G12	Trafalgar Park, Newport playground upgrade	160	-	-	-
G12	Dee Why Beach (Michaela Howie) playground upgrade	208	-	-	-
G12	Parkes Reserve, Collaroy Plateau playground	-	-	-	150
G12	Fielding Reserve, Collaroy new playground	50	-	-	-
G12	Outdoor gyms - Dee Why and Manly Beach	-	330	-	-
<b>Recreational trails</b>					
G12 G16	McKillop Park, Freshwater boardwalk	736	700	-	-
G12 G16	Manly Dam boardwalk	1,966	-	-	-
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
<b>Reserve and park improvements</b>					
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	5,427	-	-	-
G9 G12	Ivanhoe Park Masterplan Implementation	147	-	-	500
G12	Lynne Czinner Park, Warriewood new park	757	750	-	-
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
G9 G12	Manly Dam Memorial Shelter and Accessibility Works	327	-	-	-

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Sportsgrounds improvements</b>					
G12	Sports Club Capital Assistance Program	160	100	100	100
G12	All weather sportsfield upgrades	-	-	-	200
G12	Warringah Recreation Centre, North Manly upgrades	3,026	4,003	-	-
G12	Aquatic Reserve, Frenchs Forest sportsfield lighting	50	-	-	-
G12	Seaforth Bike Park	30	500	-	-
G12	New basketball facilities	129	200	-	-
<b>Town centre and village upgrades</b>					
G11 G15	Commercial centre upgrade program	442	-	1,000	1,000
G11 G15	Triangle Park North - Dee Why Town Centre	1,200	-	-	-
<b>Total new works - Parks and recreation</b>		<b>19,623</b>	<b>11,003</b>	<b>11,380</b>	<b>4,410</b>

## Capital - renewal

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Foreshore and building improvements</b>					
G12	Foreshore renewal program	729	788	1,560	2,130
G12	Rockpool renewal program	480	793	741	910
G12	Dinghy storage	60	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	South Collaroy foreshore renewal	1,000	-	-	-
G12	Bayview seawall and path	1,142	-	-	-
<b>Playground improvements</b>					
G12	Playground renewal program	743	605	773	1,033
<b>Recreational trails</b>					
G12	Recreational trail renewal program	474	203	430	420

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Reserves and parks improvements</b>					
G12	Reserve renewal program	441	368	634	662
<b>Sportsgrounds improvements</b>					
G12	Sportsfield renewal program	815	1,325	1,630	1,445
<b>Town centre and village upgrades</b>					
G12	Commercial centre renewal	482	600	614	818
G11	Balgowlah commercial centre renewal	-	-	-	460
<b>Total renewal works - Parks and recreation</b>		7,956	6,110	7,371	9,418

## 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
<b>Workload measures</b>			<b>Frequency</b>	
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
<b>Income from continuing operations</b>						<b>Income from capital grants and contributions</b>					
User charges and fees	2,534	2,465	2,547	2,631	2,710	Grants and contributions - capital purposes	5,826	12,674	4,629	3,000	-
Investment fees and revenues	-	-	-	-	-	<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(30,621)</b>	<b>(26,428)</b>	<b>(36,388)</b>	<b>(40,946)</b>	<b>(43,303)</b>
Other revenues	286	560	574	589	603	<b>Rates and annual charges and reserves</b>					
Grants and contributions - operating purposes	1,097	662	208	213	219	Rates and annual charges	36,421	38,936	40,667	41,946	43,303
Other income	2	3	3	3	3	Transfer (to)/from reserves	25	166	350	2,000	-
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	144.8	144.7			
<b>Total income from continuing operations</b>	<b>3,920</b>	<b>3,690</b>	<b>3,332</b>	<b>3,436</b>	<b>3,535</b>						
<b>Expenses from continuing operations</b>											
Employee benefits and oncosts	(13,414)	(14,241)	(14,758)	(15,294)	(15,773)						
Borrowing costs	-	-	-	-	-						
Materials and services	(15,100)	(15,260)	(15,686)	(17,819)	(16,379)						
Depreciation and amortisation	(6,315)	(7,387)	(7,852)	(8,065)	(8,328)						
Other expenses	(256)	(256)	(263)	(269)	(276)						
Internal charges	(1,454)	(1,649)	(1,690)	(1,733)	(1,776)						
Overhead allocation	(3,826)	(3,999)	(4,099)	(4,202)	(4,307)						
<b>Total expenses from continuing operations</b>	<b>(40,366)</b>	<b>(42,792)</b>	<b>(44,349)</b>	<b>(47,382)</b>	<b>(46,838)</b>						
<b>Surplus/(deficit) from continuing operations</b>	<b>(36,447)</b>	<b>(39,102)</b>	<b>(41,017)</b>	<b>(43,946)</b>	<b>(43,303)</b>						



## 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 & Communications  
Planning & Place  
Capital Works  
Parks & Recreation

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

## Key projects

83

### Operational projects

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

### Capital - new

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



## 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
<b>Income from continuing operations</b>					
User charges and fees	357	121	125	129	133
Investment fees and revenues	-	-	-	-	-
Other revenues	552	626	641	657	674
Grants and contributions - operating purposes	-	-	-	-	-
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>909</b>	<b>747</b>	<b>766</b>	<b>787</b>	<b>807</b>
<b>Expenses from continuing operations</b>					
Employee benefits and oncosts	(5,686)	(6,758)	(7,003)	(7,258)	(7,485)
Borrowing costs	-	-	-	-	-
Materials and services	(3,500)	(3,404)	(3,489)	(3,576)	(3,665)
Depreciation and amortisation	(72)	(73)	(77)	(80)	(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)
<b>Total expenses from continuing operations</b>	<b>(11,304)</b>	<b>(12,040)</b>	<b>(12,420)</b>	<b>(12,810)</b>	<b>(13,176)</b>
<b>Surplus/(deficit) from continuing operations</b>	<b>(10,395)</b>	<b>(11,293)</b>	<b>(11,654)</b>	<b>(12,023)</b>	<b>(12,369)</b>

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
<b>Income from capital grants and contributions</b>					
Grants and contributions - capital purposes	-	-	-	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(10,395)</b>	<b>(11,293)</b>	<b>(11,654)</b>	<b>(12,023)</b>	<b>(12,369)</b>
<b>Rates and annual charges and reserves</b>					
Rates and annual charges	10,395	11,293	11,654	12,023	12,369
Full time equivalent positions (FTE)	46.4	51.6			

## 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	CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Active travel – cycleways and footpaths</b>						<b>Road and related infrastructure upgrades</b>					
<b>G16</b>	New footpaths	4,164	1,500	500	500	<b>G17</b>	New traffic facilities	1,290	700	800	800
<b>G16</b>	Connecting Communities - footpaths programs	948	-	-	-	<b>G17</b>	Scotland Island roads and drainage improvements	153	157	161	164
<b>G16</b>	Connecting Communities - cycleways program	2,706	2,500	-	-	<b>G17</b>	Warriewood Valley - traffic and transport infrastructure	1,300	3,000	500	500
<b>G16</b>	Fern Creek Bridge and Shared Paths	590	-	-	-	<b>G17</b>	Church Point - new infrastructure	994	863	-	-
<b>G16</b>	Shared path from B-line stop to Boondah Road, Warriewood	164	-	-	-	<b>G17</b>	Kerb and gutter - new works	300	300	200	200
<b>G16 G17</b>	Queenscliff Headland access ramp	880	-	-	-	<b>G17</b>	Traffic facility delivery - accelerated	200	-	-	-
<b>G16 G17</b>	Dee Why Beach secure bike storage	55	-	-	-	<b>G8 G17</b>	Safer schools infrastructure	415	-	-	-
<b>G16 G17</b>	Pedestrian and cyclist bridge Pittwater Road, Queenscliff	1,161	2,000	-	-	<b>Wharf upgrades</b>					
<b>Car parks and parking stations</b>						<b>G17</b>	Church Point commuter wharf expansion	50	260	-	-
<b>G9 G16</b>	Accessible Parking Infrastructure	359	-	-	-	<b>Total new works - Transport, traffic and active travel</b>					
								15,729	11,280	2,161	2,164

## Capital - renewal

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Active travel – cycleways and footpaths</b>					
G16	Footpath renewal works	1,269	1,251	1,281	1,459
<b>Car parks and parking stations</b>					
G16	Car park renewal works	240	286	390	832
G16	Multi storey car park renewal works	100	100	100	100
<b>Plant and fleet</b>					
G16	Major plant renewal	2,906	2,058	3,961	4,977
G16	Light fleet renewal	4,276	4,396	4,961	4,797
<b>Road and related infrastructure upgrades</b>					
G16	Bus stop renewal works	89	94	-	112
G16	Kerb and gutter renewal works	1,147	1,101	1,203	1,756
G16	Retaining wall renewal works	1,805	1,114	1,057	1,107
G16	Road resheeting program	6,805	7,060	7,797	9,034
G16	Bridge renewal works	715	818	1,022	80
<b>Wharf upgrades</b>					
G16	Wharves works program	1,947	1,060	1,290	162
<b>Total renewal works - Transport, traffic and active travel</b>		<b>21,298</b>	<b>19,339</b>	<b>23,062</b>	<b>24,415</b>

## 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
<b>Income from continuing operations</b>						<b>Surplus/(deficit) from continuing operations</b>	(15,390)	(16,992)	(18,830)	(19,812)	(21,184)
User charges and fees	17,497	18,418	18,655	18,903	18,909	<b>Income from capital grants and contributions</b>					
Investment fees and revenues	-	-	-	-	-	Grants and contributions - capital purposes	13,663	11,400	6,378	1,877	1,877
Other revenues	952	991	1,016	1,041	1,067	<b>Surplus/(deficit) from continuing operations including capital grants and contributions</b>	(1,727)	(5,591)	(12,452)	(17,934)	(19,307)
Grants and contributions - operating purposes	4,142	12,661	4,540	4,590	4,640	<b>Rates and annual charges and reserves</b>					
Other income	10	10	10	11	11	Rates and annual charges	15,390	16,822	18,830	19,812	21,184
Gains on disposal of assets	457	395	266	324	324	Transfer (to)/from reserves	-	170	-	-	-
<b>Total income from continuing operations</b>	<b>23,059</b>	<b>32,475</b>	<b>24,487</b>	<b>24,868</b>	<b>24,951</b>	Full time equivalent positions (FTE)	128.4	125.4			
<b>Expenses from continuing operations</b>											
Employee benefits and oncosts	(13,270)	(13,664)	(14,040)	(14,550)	(15,005)						
Borrowing costs	-	-	-	-	-						
Materials and services	(14,040)	(23,836)	(16,372)	(16,867)	(17,396)						
Depreciation and amortisation	(15,485)	(16,786)	(17,844)	(18,327)	(18,924)						
Other expenses	-	-	-	-	-						
Internal charges	8,085	8,641	8,857	9,078	9,305						
Overhead allocation	(3,739)	(3,813)	(3,909)	(4,006)	(4,106)						
<b>Total expenses from continuing operations</b>	<b>(38,449)</b>	<b>(49,466)</b>	<b>(43,317)</b>	<b>(44,680)</b>	<b>(46,135)</b>						



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
<b>G12</b>	Focused improvement of Surf Life Saving Club facilities EM Property	•	•	•	•
<b>G9</b>	Implement priority accessibility improvements to property assets EM Property	•	•	•	•
<b>G11</b>	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
<b>Emergency buildings program</b>					
<b>G2 G8</b>	Terrey Hills Emergency Services Headquarters	139	-	-	-
<b>Public amenities improvements</b>					
<b>G9 G12</b>	West Esplanade, Manly accessible amenity	46	286	-	-
<b>G11 G12</b>	Little Manly Point Amenity	400	-	-	-
<b>G12</b>	Freshwater Beach amenities	300	900	-	-
<b>Total new works - Active travel – Property and facilities</b>		<b>885</b>	<b>1,186</b>	<b>-</b>	<b>-</b>

## Capital - renewal

CSP	Projects	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Aquatic centre improvements</b>					
<b>G12</b>	Warringah Aquatic Centre renewal works	90	160	171	175
<b>G12</b>	Manly Aquatic Centre renewal works	135	166	216	221
<b>Cemetery works</b>					
<b>G20</b>	Mona Vale Cemetery works program	300	150	150	150
<b>Civic building and compliance works</b>					
<b>G5 G6</b>	Operational buildings works program	150	500	500	550
<b>G5 G12</b>	Sport buildings works program	1,194	1,138	1,325	1,390
<b>G5 G12</b>	Beach buildings works program	202	78	307	285
<b>G5 G9</b>	Disability access compliance works (DDA)	150	150	215	250
<b>G5 G9 G12</b>	Building Code of Australia compliance works (BCA)	201	-	254	255
<b>G5 G12</b>	Sydney Lakeside Holiday Park, North Narrabeen renewal works	300	200	200	200
<b>G5 G12</b>	Pittwater Golf Driving Range, Warriewood renewal works	50	50	50	50
<b>G5 G6</b>	Cromer Depot improvement plan works	-	150	150	150

<b>Emergency buildings program</b>					
<b>G2 G8</b>	Emergency buildings works program	150	150	150	150
<b>Public amenities improvements</b>					
<b>G8 G12</b>	Public amenities works program	1,000	644	1,087	1,219
<b>Total renewal works - Property and facilities</b>		<b>3,922</b>	<b>3,536</b>	<b>4,774</b>	<b>5,045</b>

## 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
<b>Income from continuing operations</b>						<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(11,816)</b>	<b>(15,774)</b>	<b>(16,687)</b>	<b>(17,303)</b>	<b>(17,934)</b>
User charges and fees	18,396	20,700	21,383	21,989	22,546	<b>Rates and annual charges and reserves</b>					
Investment fees and revenues	-	-	-	-	-	Rates and annual charges	15,217	16,044	16,824	17,313	17,896
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	-	-	-	-	-						
<b>Total income from continuing operations</b>	<b>32,017</b>	<b>34,456</b>	<b>35,471</b>	<b>36,419</b>	<b>37,324</b>						
<b>Expenses from continuing operations</b>											
Employee benefits and oncosts	(12,232)	(13,174)	(13,652)	(14,148)	(14,591)						
Borrowing costs	-	-	-	-	-						
Materials and services	(21,829)	(23,077)	(23,708)	(24,388)	(25,031)						
Depreciation and amortisation	(7,613)	(8,578)	(9,119)	(9,365)	(9,671)						
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)						
<b>Total expenses from continuing operations</b>	<b>(46,994)</b>	<b>(50,370)</b>	<b>(52,158)</b>	<b>(53,722)</b>	<b>(55,258)</b>						
<b>Surplus/(deficit) from continuing operations</b>	<b>(14,977)</b>	<b>(15,913)</b>	<b>(16,687)</b>	<b>(17,303)</b>	<b>(17,934)</b>						
<b>Income from capital grants and contributions</b>											
Grants and contributions - capital purposes	3,161	139	-	-	-						

## 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



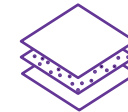
**3**

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 days



**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

	Result 2021/22	Target 2022/23	Target 2023/24	Frequency
Performance measures				
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
<b>Income from continuing operations</b>					
User charges and fees	4	-	-	-	-
Investment fees and revenues	-	-	-	-	-
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	-	-	-	-	-
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses from continuing operations</b>					
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)
<b>Total expenses from continuing operations</b>	<b>(4,397)</b>	<b>(4,343)</b>	<b>(4,502)</b>	<b>(4,665)</b>	<b>(4,810)</b>
<b>Surplus/(deficit) from continuing operations</b>	<b>(4,393)</b>	<b>(4,343)</b>	<b>(4,502)</b>	<b>(4,665)</b>	<b>(4,810)</b>

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
<b>Income from capital grants and contributions</b>					
Grants and contributions - capital purposes	-	-	-	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(4,393)</b>	<b>(4,343)</b>	<b>(4,502)</b>	<b>(4,665)</b>	<b>(4,810)</b>
<b>Rates and annual charges and reserves</b>					
Rates and annual charges	4,393	4,343	4,502	(4,665)	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 <i>EM Governance and Risk</i>		•		
G19	Coordinate induction of the newly elected				
G20	Council <i>EM Governance and Risk</i>		•		

## 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
<b>Income from continuing operations</b>					
User charges and fees	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	-	-	-	-	-
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses from continuing operations</b>					
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)
<b>Total expenses from continuing operations</b>	<b>(11,841)</b>	<b>(12,059)</b>	<b>(14,143)</b>	<b>(12,800)</b>	<b>(13,146)</b>
<b>Surplus/(deficit) from continuing operations</b>	<b>(11,841)</b>	<b>(12,059)</b>	<b>(14,143)</b>	<b>(12,800)</b>	<b>(13,146)</b>

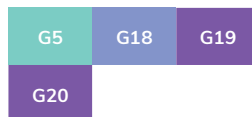
	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
<b>Income from capital grants and contributions</b>					
Grants and contributions - capital purposes	-	-	-	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(11,841)</b>	<b>(12,059)</b>	<b>(14,143)</b>	<b>(12,800)</b>	<b>(13,146)</b>
<b>Rates and annual charges and reserves</b>					
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
<b>IT improvements</b>					
<b>G20</b>	IT infrastructure - replacements	953	517	668	512
<b>G20</b>	Computers, laptops and mobile devices - replacements	1,458	1,693	1,938	1,983
<b>Total renewal works - Corporate support</b>		2,411	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
<b>Financial performance</b>				
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
<b>Workload measures</b>				<b>Frequency</b>
No. service review actions implemented	65(A)	-	-	Quarterly Annually

A = Annually

## Income and expenditure - Corporate support services

111

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
<b>Income from continuing operations</b>					
User charges and fees	468	453	468	483	498
Investment fees and revenues	1,928	8,966	7,651	7,587	7,420
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	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>9,014</b>	<b>16,377</b>	<b>15,290</b>	<b>15,309</b>	<b>15,107</b>
<b>Expenses from continuing operations</b>					
Employee benefits and oncosts	(24,702)	(26,885)	(27,637)	(28,614)	(29,531)
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)	(669)	(847)	(981)
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
<b>Total expenses from continuing operations</b>	<b>(16,167)</b>	<b>(24,883)</b>	<b>(27,400)</b>	<b>(23,510)</b>	<b>(20,532)</b>
<b>Surplus/(deficit) from continuing operations</b>	<b>(7,153)</b>	<b>(8,506)</b>	<b>(12,111)</b>	<b>(8,201)</b>	<b>(5,425)</b>

	Original 2022/23 \$'000	Budget 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000
<b>Income from capital grants and contributions</b>					
Grants and contributions - capital purposes	6,952	6,342	7,054	6,533	8,642
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(201)</b>	<b>(2,164)</b>	<b>(5,057)</b>	<b>(1,668)</b>	<b>3,217</b>
<b>Rates and annual charges and reserves</b>					
Rates and annual charges	14,758	9,192	7,362	9,171	8,666
Transfer (to)/from reserves	(7,222)	(6,437)	(5,998)	(7,674)	(12,014)
Full time equivalent positions (FTE)	192.1	194.4			



A scenic view of a beach at dusk. In the foreground, large, dark, wet rocks are visible. 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. The sky is filled with soft, orange and purple clouds.

# Budget 2023/24





## Overview

The 2023/24 budget projects a total expenditure of \$507 million, including a capital works program of \$102 million.

The budget includes \$44 million in asset renewal expenditure to improve the overall condition of our assets and a further \$58 million in delivering high priority new assets to the community. The budget projects an Operating Surplus before Capital Grants and Contributions of \$0.4 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 \$3.1 million increase in the Emergency Services Levy.

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

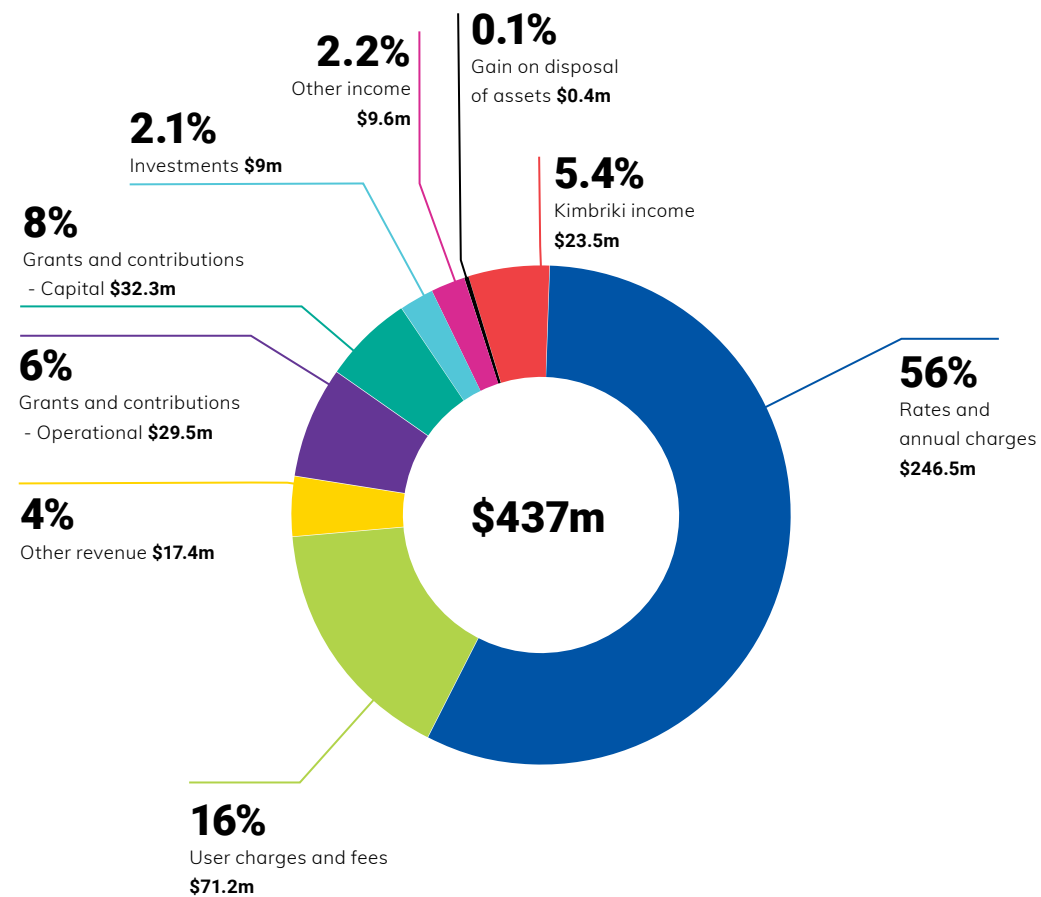
- Rates and annual charges: rates are a property-based tax levied on the owners of properties to fund the provision of local services. Annual charges refer to the cost of providing the domestic waste collection service which is also levied on property owners along with a contribution to stormwater management 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
<b>Income from continuing operations</b>		<b>Expenses from continuing operations</b>	
Rates and annual charges	246,480	Employee benefits and oncosts	157,090
User charges and fees	96,837	Materials and services	173,272
Other revenue	20,788	Borrowing costs	2,593
Grants and contributions - Operating purposes	27,461	Depreciation and amortisation	49,646
Grants and contributions - Capital purposes	32,289	Other expenses	22,088
Interest and investment income	6,691	<b>Total expenses from continuing operations</b>	<b>404,689</b>
Other income	6,442	<b>Net operating result for the year - Surplus / (Deficit)</b>	<b>32,695</b>
Gain / (loss) on disposal of assets	395	<b>Net operating result attributable to non-controlling interests</b>	<b>102</b>
<b>Total income from continuing operations</b>	<b>437,384</b>	<b>Net operating result for the year before grants and contributions provided for capital purposes - Surplus / (Deficit)</b>	<b>406</b>



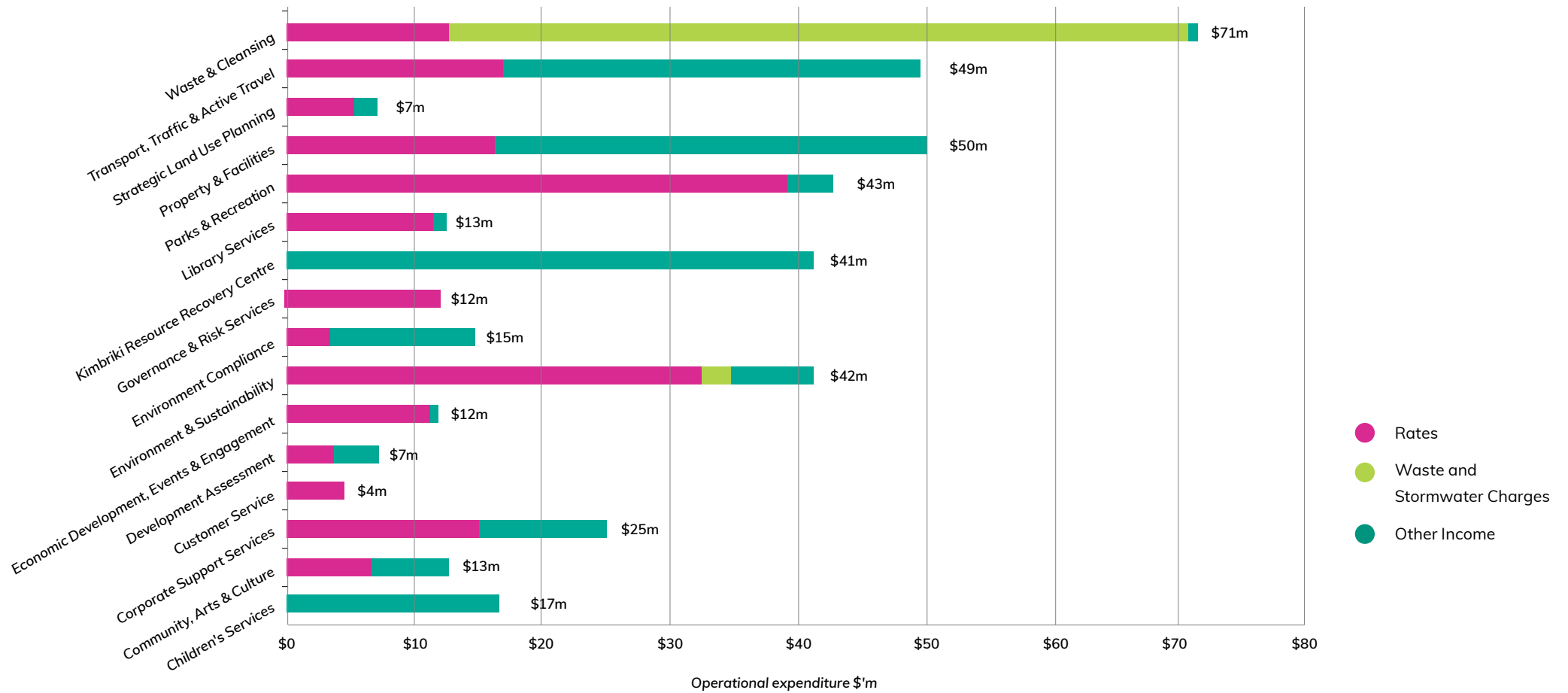
## Funding summary



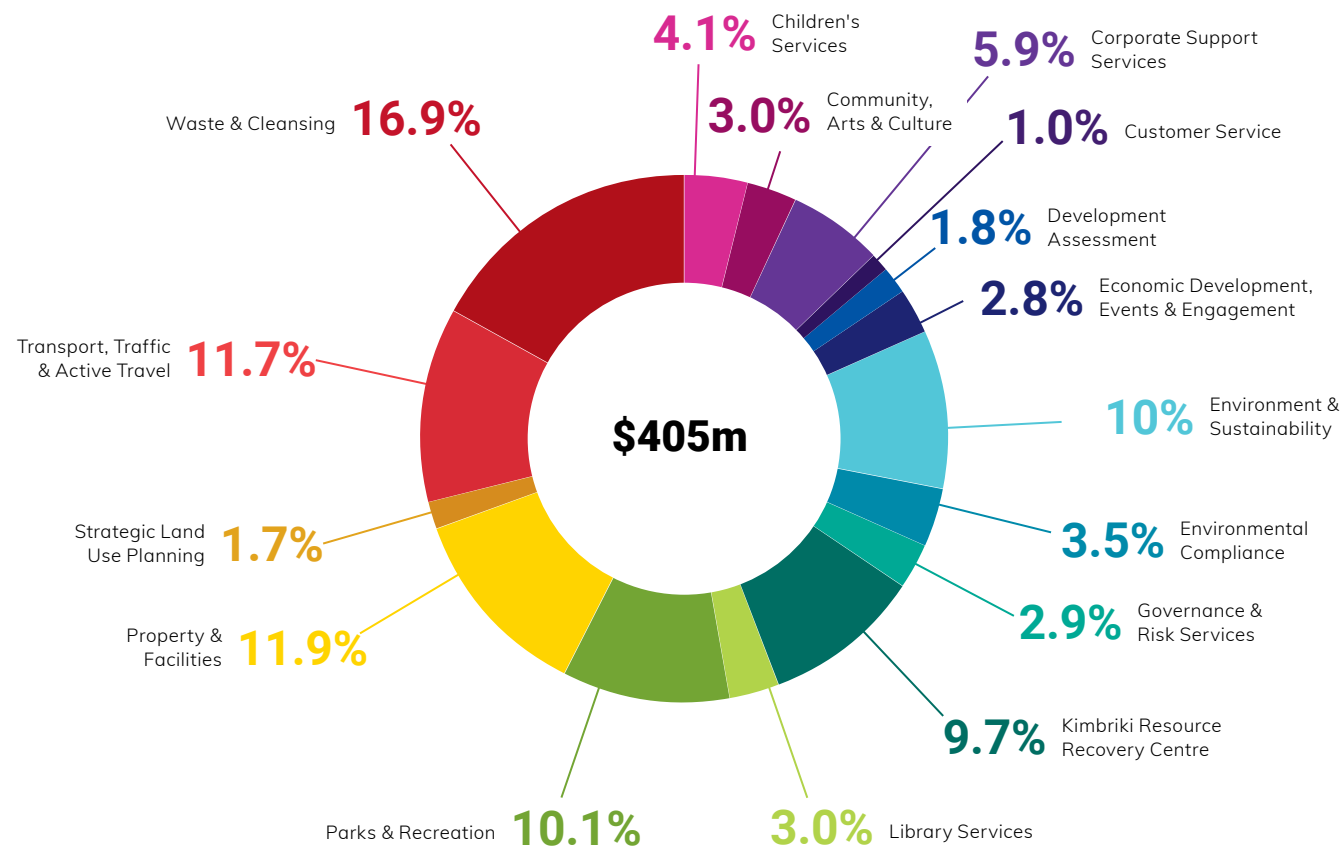
Numbers presented may not sum precisely to the total and percentages may not precisely reflect the absolute figures due to rounding

## 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	96,109	0.099107	1,048.41	155,555
Ordinary	Business	6,545	0.336316	1,365.07	25,572
Ordinary	Business – Manly CBD	641	0.536219	1,365.07	4,141
Ordinary	Business – Warriewood Square	1	0.548792	-	132
Ordinary	Business – Warringah Mall	1	1.032715	-	929
Ordinary	Business – strata storage unit facility	579	0.336316	652.44	378
Ordinary	Farmland	7	0.038299	1,009.37	16
<b>Total ordinary</b>		<b>103,883</b>			<b>186,723</b>
Special	Manly business centre improvement	641	0.184323	-	1,370
Special	Balgowlah business centre improvement	83	0.100292	-	92
<b>Total special</b>		<b>724</b>			<b>1,462</b>
<b>Total rates</b>					<b>188,185</b>

\* Ad valorem rate – cents in the dollar, 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

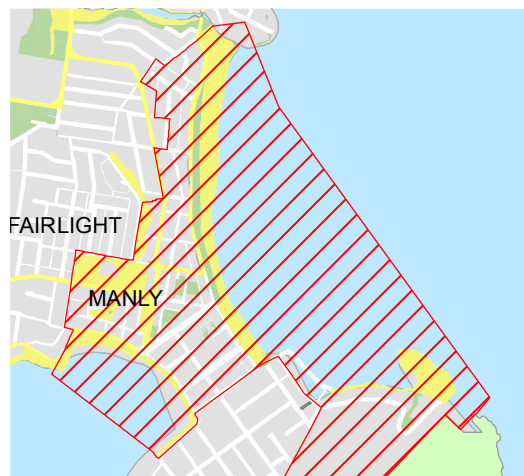


## Special rate:

### 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. A part of these funds will be held in a restricted cash reserve to undertake future town centre improvement works in addition to the \$47k in works scheduled in 2023/24.

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



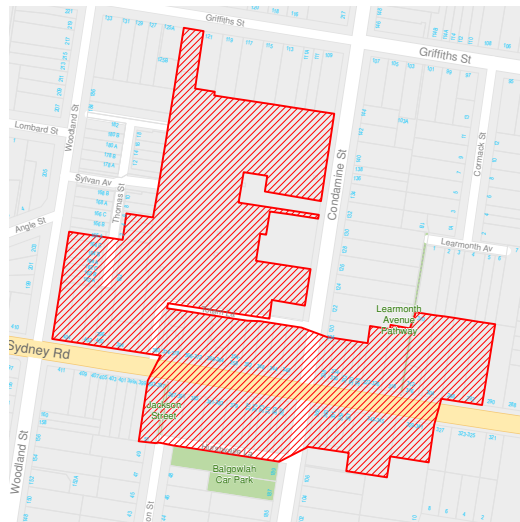
<b>Manly Business Centre improvement works 2023/24</b>	<b>\$'000</b>
<b>Maintenance and cleansing</b>	
Mowing and vegetation and streetscape maintenance – The Corso and reserves	117
Cleansing including high pressure paver washing, cleaning of street furniture, litter bins and beach raking and cleaning	405
<b>Tourism and business support</b>	
Manly Visitor Information Centre, Manly Mainstreet Place and Tourism Management	333
<b>Events and marketing</b>	
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
<b>Town centre improvements</b>	
Town centre improvements	47
<b>Total</b>	<b>1,232</b>
<b>Projected opening balance of reserve</b>	<b>215</b>
2023/24 Special rate income	1,370
2023/24 Expenditure (above)	(1,232)
<b>Projected closing balance of reserve</b>	<b>353</b>



## 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	-
<b>Total</b>	-
Projected opening balance of reserve	206
2023/24 Special rate income	92
2023/24 Expenditure (above)	-
Projected closing balance of reserve	298

## Special rate variation:

### Pittwater environmental infrastructure levy

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 project under this community contract is:

<b>Pittwater environmental infrastructure levy works 2023/24</b>	<b>\$'000</b>
Mona Vale Library	228
<b>Total</b>	<b>228</b>
Projected opening balance of reserve	228
2023/24 expenditure (above)	(228)
Projected closing balance of reserve	-

## 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		
Wheelie Bin extension handle / tow hitch	\$40 each		
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		
<b>Total domestic waste charge income \$'000</b>			<b>58,532</b>
<b>Cost of domestic waste service \$'000</b>			<b>(57,436)</b>
<b>Allocation to reserve \$'000</b>			<b>1,096</b>

## 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
<b>Total income \$'000</b>	<b>2,209</b>

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

<b>Stormwater Management Services Charge Program 2023/24</b>	<b>\$'000</b>
<b>Capital expenditure:</b>	1,967
<b>Network improvements</b>	
Investigations, assessments, planning and design	
Kerb and gutter drainage improvements	
<b>Water quality</b>	
Freshwater Beach Water Sensitive Urban Design	
<b>Stormwater upgrade</b>	
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	
<b>Flood mitigation</b>	
Manly Flood Mitigation Feasibility Study	
<b>Operational expenditure:</b>	<b>243</b>
Ongoing maintenance of new assets constructed	
<b>Total</b>	<b>2,210</b>



## 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. 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
<b>Income from continuing operations</b>							
Rates and annual charges	218,169	225,941	234,465	246,480	258,045	265,975	273,487
User charges and fees	79,105	79,722	91,618	96,837	99,350	101,841	104,028
Other revenues	14,994	22,343	19,023	20,788	21,072	21,363	21,661
Grants and contributions provided for operating purposes	19,460	27,165	28,134	27,461	17,298	18,289	17,481
Grants and contributions provided for capital purposes	26,544	43,952	33,116	32,289	18,096	11,446	10,556
Interest and investment revenue	1,363	1,238	6,840	6,691	5,313	5,282	4,909
Other Income	6,154	6,736	6,264	6,442	6,603	6,768	6,937
Net gain from the disposal of assets	-	960	1,301	395	266	324	324
<b>Total income from continuing operations</b>	<b>365,789</b>	<b>408,057</b>	<b>420,762</b>	<b>437,384</b>	<b>426,044</b>	<b>431,290</b>	<b>439,383</b>
<b>Expenses from continuing operations</b>							
Employee benefits and on-costs	139,118	134,560	146,642	157,090	162,258	168,059	173,305
Materials and services	150,209	142,766	160,650	173,272	173,175	173,228	170,165
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	47,399	49,646	52,610	54,101	56,598
Other expenses	24,781	20,969	21,555	22,088	22,540	23,067	23,608
Net loss from the disposal of assets	1,579	-	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>365,698</b>	<b>346,427</b>	<b>378,862</b>	<b>404,689</b>	<b>413,091</b>	<b>420,903</b>	<b>426,093</b>
<b>Operating result - Surplus / (Deficit)</b>	<b>91</b>	<b>61,630</b>	<b>41,900</b>	<b>32,695</b>	<b>12,953</b>	<b>10,387</b>	<b>13,290</b>
<b>Operating result before grants and contributions provided for capital purposes</b>	<b>(26,453)</b>	<b>17,678</b>	<b>8,784</b>	<b>406</b>	<b>(5,144)</b>	<b>(1,060)</b>	<b>2,735</b>
Full time equivalent positions (excl. Kimbriki)	1,240.5 FTE	1,244.5 FTE	1,265.0 FTE	1,283.0 FTE			

## Income

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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				
Rates and Annual Charges						Glen Street Theatre				728	765	1,313	1,630
Ordinary Rates - Residential	143,275	146,339	149,933	155,579		Golf Course & Driving Range	2,359	2,597	2,359	2,576			
Ordinary Rates - Farmland	15	15	16	16		Kimbriki Waste & Recycling Centre	24,042	25,381	24,752	25,652			
Ordinary Rates - Business	27,785	28,546	29,282	30,306		Libraries	121	81	118	93			
Pensioner Rebates	(2,033)	(1,909)	(1,815)	(1,804)		Parking Areas	11,427	10,349	13,819	14,458			
Pensioner Rate Subsidies Received	1,034	997	948	921		Planning and Building Regulation	7,738	8,088	9,174	9,301			
Pensioner Annual Charges Subsidies Received	333	354	343	343		Regulatory / Statutory Fees	248	521	754	1,047			
Special Rates - Business	1,307	1,408	1,394	1,462		Restoration Charges	1,231	1,835	1,095	968			
Domestic Waste Management Services	46,326	48,978	53,180	58,523		Section 10.7 Certificates (EPA Act)	870	825	798	829			
Pensioner rebates - DWM	(942)	(1,170)	(1,193)	(1,238)		Section 603 Certificates (LG Act)	517	482	375	430			
Stormwater Management Services	879	2,207	2,207	2,209		Sportsfields and Reserves	1,310	1,231	1,766	1,654			
Section 611 Charges	190	176	169	162		Other Fees	2,085	2,331	2,454	2,649			
Rates and Annual Charges	218,168	225,942	234,465	246,480		User Charges and Fees	79,105	79,722	91,618	96,837			
User Charges and Fees						Other Revenues							
Aquatic Centres	7,397	5,554	8,695	9,634		Advertising Income	612	1,013	1,359	870			
Caravan Park	4,151	4,923	6,959	6,891		Ex Gratia Rates	26	25	25	26			
Cemeteries	1,082	1,120	1,096	1,154		Legal Fees Recovery - Other	338	264	249	191			
Child Care	11,952	11,866	13,576	14,740		Licences, Consents & Deeds	3,284	3,228	3,124	3,407			
Community Centres	1,563	1,488	2,225	2,692		Parking Fines	4,458	5,749	5,420	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
<b>Other Revenues</b>					<b>Interest and Investment Revenue</b>				
Recycling Income (Domestic)	629	631	647	660	Interest on Overdue Rates & Annual Charges	227	379	339	456
Sale of Inventories	870	853	1,110	1,061	Interest on Cash and Investments	1,136	859	6,500	6,235
Other Revenues - Kimbriki	2,853	3,967	3,880	3,852	<b>Interest and Investment Revenue</b>	<b>1,363</b>	<b>1,238</b>	<b>6,840</b>	<b>6,691</b>
Other Revenues	1,387	6,167	2,563	1,937	<b>Other Income</b>				
<b>Other Revenues</b>	<b>14,994</b>	<b>22,342</b>	<b>19,023</b>	<b>20,788</b>	Rental Income - Investment Properties	204	246	273	292
<b>Grants and Contributions – Operating</b>					Rental Income - Leased Council Properties	5,883	6,153	5,976	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	16	-
Operational Grants - Specific Purpose (tied)	8,933	14,874	19,638	17,067	Investment properties at fair value through profit and loss	-	320	-	-
Operational Contributions - Other Contributions	2,578	1,512	1,883	1,769	<b>Other Income</b>	<b>6,154</b>	<b>6,736</b>	<b>6,264</b>	<b>6,442</b>
<b>Grants and Contributions – Operating</b>	<b>19,460</b>	<b>27,165</b>	<b>28,134</b>	<b>27,461</b>	<b>Gain / (loss) on Disposal of Assets</b>				
<b>Grants and Contributions – Capital</b>					Proceeds from Disposal - Plant & Equipment	2,276	1,995	1,992	2,675
Capital Grants - Specific Purpose (tied)	14,456	26,112	18,032	25,044	WDV - Plant & Equipment	(892)	(492)	(745)	(2,280)
Capital Contributions - Developer Contributions	7,625	14,905	11,277	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	3,806	904	Proceeds from Disposal - Property	263	1,739	55	-
Non-Cash Capital Contributions - Other Contributions	369	-	-	-	<b>Gain / (loss) on Disposal of Assets</b>	<b>(1,579)</b>	<b>960</b>	<b>1,301</b>	<b>395</b>
<b>Grants and Contributions – Capital</b>	<b>26,544</b>	<b>43,951</b>	<b>33,116</b>	<b>32,289</b>	<b>Income from Continuing Operations</b>	<b>364,209</b>	<b>408,057</b>	<b>420,762</b>	<b>437,384</b>

## 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
<b>Employee Benefits and On-Costs</b>									
Salaries and Wages	(112,604)	(113,894)	(116,512)	(126,168)	Cleaning	(7,180)	(6,898)	(6,716)	(6,924)
Kimbriki Salaries and Oncosts	(4,734)	(4,579)	(4,966)	(5,345)	Consultancy	(389)	(386)	(468)	(449)
Employee Termination Costs	(743)	(524)	(250)	-	Councillors' (include. Mayor) Expenses	(50)	(136)	(219)	(153)
Employee Leave Entitlements (ELE)	(12,081)	(8,082)	(14,582)	(13,875)	Councillors' Fees	(456)	(465)	(531)	(545)
Superannuation	(12,610)	(12,901)	(14,244)	(15,726)	Election Expenses	-	(1,371)	-	-
Workers' Compensation Insurance	(2,472)	(945)	(2,797)	(2,934)	Electricity, Heating & Water	(4,503)	(4,110)	(5,256)	(5,419)
Fringe Benefit Tax (FBT)	(677)	(723)	(846)	(861)	Environment & Floodplain Management	(2,373)	(3,645)	(3,339)	(5,733)
Capitalised Employee Costs	6,803	7,087	7,556	7,819	External Roadwork	(4,364)	(6,249)	(14,761)	(13,321)
<b>Employee Benefits and On-Costs</b>	<b>(139,117)</b>	<b>(134,560)</b>	<b>(146,642)</b>	<b>(157,090)</b>	Golf Course & Driving Range	(1,158)	(1,313)	(1,268)	(1,322)
<b>Borrowing Costs</b>					Insurance	(3,020)	(3,452)	(3,626)	(4,086)
Interest on Loans	(1,052)	(827)	(797)	(724)	IT & Communications	(11,863)	(9,555)	(11,516)	(18,142)
Interest on Leases	(317)	(288)	(251)	(241)	Kimbriki Waste & Recycling Centre	(16,048)	(16,632)	(15,839)	(16,717)
Amortisation of Discounts and Premiums	(1,236)	(1,510)	(1,568)	(1,628)	Land Use Planning	(1,190)	(1,003)	(907)	(808)
<b>Borrowing Costs</b>	<b>(2,605)</b>	<b>(2,624)</b>	<b>(2,616)</b>	<b>(2,593)</b>	Legal Fees - Other	(8,389)	(1,210)	(1,581)	(1,529)
<b>Materials and Services</b>					Legal Fees - Planning & Development	(2,336)	(1,044)	(1,379)	(1,384)
Agency Personnel	(2,832)	(2,866)	(4,000)	(2,586)	Lifeguard Services	(1,405)	(1,442)	(1,460)	(1,540)
Audit Fees	(222)	(247)	(231)	(255)	Maintenance & Servicing	(6,158)	(5,889)	(6,213)	(5,401)
Bank Charges	(498)	(575)	(672)	(787)	Management Fees	(1,692)	(1,917)	(2,429)	(2,326)
Bush Regeneration	(4,108)	(4,450)	(5,262)	(5,154)	Materials and Services - Other	(3,808)	(3,347)	(4,487)	(5,090)
					Mayoral Fee	(89)	(90)	(96)	(106)
					NSW Revenue Fine Processing Fees	(552)	(828)	(747)	(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)	(803)	(1,002)	Depreciation - Recreational and Other Infrastructure	(6,045)	(5,595)	(6,829)	(7,407)
Performance & Events	(1,325)	(2,166)	(1,919)	(2,089)	Depreciation - Other	(13,524)	(12,159)	(11,830)	(11,931)
Plant & Vehicle	(2,167)	(2,442)	(2,838)	(2,843)	Amortisation - Asset Remediation	(780)	(718)	(718)	(718)
Printing, Postage & Stationery	(1,245)	(1,057)	(1,301)	(1,368)	Amortisation - Right of Use Assets	(1,357)	(1,366)	(1,271)	(1,266)
Raw Materials & Consumables	(4,114)	(4,010)	(4,063)	(4,525)	<b>Depreciation, Amortisation and Impairment</b>	<b>(47,407)</b>	<b>(45,507)</b>	<b>(47,399)</b>	<b>(49,646)</b>
Recreation & Sportsfields	(7,801)	(7,608)	(8,528)	(7,451)	<b>Other Expenses</b>				
Stormwater	(824)	(883)	(1,360)	(830)	Planning Levy	(681)	(691)	(704)	(728)
Street Lighting	(2,615)	(2,444)	(2,501)	(2,600)	Waste Levy	(7,985)	(8,526)	(8,835)	(9,889)
Tree Works	(3,501)	(5,612)	(3,741)	(3,764)	Emergency Services Levy	(7,369)	(6,416)	(7,785)	(9,300)
Waste Collection	(16,325)	(17,077)	(17,797)	(19,576)	Crown Land Levy	(106)	(122)	(174)	(165)
Waste Disposal & Processing	(15,892)	(12,370)	(16,152)	(19,895)	Donations, Contributions and Assistance to Orgs	(8,141)	(4,830)	(3,616)	(1,500)
Training Costs	(776)	(693)	(845)	(1,101)	Land Tax	(384)	(329)	(361)	(426)
Valuation Fees	(458)	(477)	(476)	(501)	Impairment of Receivables	(115)	(55)	(81)	(81)
Other Contracts	(8,071)	(6,143)	(5,326)	(4,666)	<b>Other Expenses</b>	<b>(24,781)</b>	<b>(20,969)</b>	<b>(21,555)</b>	<b>(22,088)</b>
Capitalised Costs	259	-	-	-	<b>Expenses from Continuing Operations</b>	<b>(364,118)</b>	<b>(346,427)</b>	<b>(378,862)</b>	<b>(404,689)</b>
<b>Materials and Services</b>	<b>(150,209)</b>	<b>(142,766)</b>	<b>(160,650)</b>	<b>(173,272)</b>	<b>Net operating result - Surplus / (Deficit)</b>	<b>91</b>	<b>61,630</b>	<b>41,900</b>	<b>32,695</b>
<b>Depreciation, Amortisation and Impairment</b>					<b>Net operating result before capital grants and contributions - Surplus / (Deficit)</b>	<b>(26,453)</b>	<b>17,679</b>	<b>8,784</b>	<b>406</b>
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
<b>ASSETS: Current assets</b>							
Cash and cash equivalents	10,661	6,552	6,552	6,708	6,875	7,061	7,261
Investments	135,751	150,625	152,395	110,673	105,196	103,472	114,906
Receivables	15,993	24,936	24,936	25,108	25,568	25,974	26,391
Inventories	378	397	397	410	421	431	442
Prepayments	2,028	2,975	2,975	3,076	3,153	3,232	3,313
<b>Total current assets</b>	<b>164,811</b>	<b>185,485</b>	<b>187,255</b>	<b>145,976</b>	<b>141,212</b>	<b>140,170</b>	<b>152,313</b>
<b>ASSETS: Non-current assets</b>							
Investments	826	760	760	786	805	826	846
Receivables	1,087	1,007	1,007	1,008	1,049	1,082	1,114
Infrastructure, property, plant and equipment	5,062,151	5,218,499	5,399,280	5,562,562	5,667,979	5,772,673	5,870,886
Investment property	5,835	6,155	6,155	6,475	6,795	7,115	7,435
Right of use assets	10,475	9,110	7,732	6,470	5,209	3,947	2,686
Other	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>5,080,374</b>	<b>5,235,531</b>	<b>5,414,933</b>	<b>5,577,301</b>	<b>5,681,837</b>	<b>5,785,643</b>	<b>5,882,966</b>
<b>Total Assets</b>	<b>5,245,185</b>	<b>5,421,016</b>	<b>5,602,188</b>	<b>5,723,277</b>	<b>5,823,050</b>	<b>5,925,813</b>	<b>6,035,279</b>



## 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
<b>LIABILITIES: Current liabilities</b>							
Payables	44,606	45,393	41,113	41,653	42,232	42,753	43,332
Contract Liabilities	26,546	24,206	24,009	4,702	2,661	2,746	2,826
Lease Liabilities	1,269	1,238	1,231	1,269	1,307	1,347	1,388
Borrowings	5,033	4,770	3,206	2,121	1,787	743	789
Employee benefit provisions	37,044	35,553	35,553	37,078	38,228	39,413	40,636
Provisions	762	759	759	792	817	1,014	916
<b>Total current liabilities</b>	<b>115,260</b>	<b>111,919</b>	<b>105,872</b>	<b>87,614</b>	<b>87,031</b>	<b>88,016</b>	<b>89,887</b>
<b>LIABILITIES: Non-current liabilities</b>							
Payables	200	150	100	50	-	-	-
Contract Liabilities	9,815	7,466	7,460	5,949	5,860	5,772	5,684
Lease Liabilities	9,474	8,237	6,941	5,673	4,365	3,018	1,630
Borrowings	17,293	12,538	9,377	7,257	5,470	4,727	3,938
Employee benefit provisions	2,432	761	761	794	819	844	871
Provisions	44,150	43,404	46,325	48,217	50,153	51,995	54,043
<b>Total non-current liabilities</b>	<b>83,364</b>	<b>72,556</b>	<b>70,964</b>	<b>67,939</b>	<b>66,668</b>	<b>66,357</b>	<b>66,166</b>
<b>Total liabilities</b>	<b>198,624</b>	<b>184,475</b>	<b>176,836</b>	<b>155,553</b>	<b>153,699</b>	<b>154,373</b>	<b>156,053</b>
<b>Net assets</b>	<b>5,046,561</b>	<b>5,236,541</b>	<b>5,425,352</b>	<b>5,567,723</b>	<b>5,669,351</b>	<b>5,771,439</b>	<b>5,879,226</b>

	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
<b>EQUITY</b>							
Accumulated Surplus	4,867,332	4,928,924	4,934,535	4,962,207	4,975,623	4,986,392	4,999,940
IPP&E Revaluation Surplus	179,229	307,617	490,818	605,516	693,728	785,047	879,286
<b>Total Equity</b>	<b>5,046,561</b>	<b>5,236,541</b>	<b>5,425,352</b>	<b>5,567,723</b>	<b>5,669,351</b>	<b>5,771,439</b>	<b>5,879,226</b>

## 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
<b>Cash flows from operating activities: Receipts</b>							
Rates and annual charges	218,524	226,388	234,754	246,349	257,733	265,730	273,250
User charges and fees	82,123	84,291	98,128	100,908	103,595	106,191	108,497
Interest received	2,123	1,182	6,784	6,770	5,279	5,251	4,854
Grants and contributions	58,012	56,649	51,187	39,062	33,451	29,922	28,230
Bonds, deposits and retentions received	7,356	7,098	8,729	7,098	7,098	7,098	7,098
Other	37,697	45,656	41,713	45,369	41,366	41,996	41,555
<b>Cash flows from operating activities: Payments</b>							
Payments to employees	(134,939)	(137,235)	(146,020)	(155,511)	(161,068)	(166,832)	(172,040)
Payments for materials and services	(164,584)	(156,463)	(167,170)	(188,515)	(184,487)	(185,141)	(182,247)
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)	(25,135)	(21,820)	(22,261)	(22,831)	(23,315)
<b>Net Cash flows from operating activities</b>	<b>70,018</b>	<b>90,028</b>	<b>96,428</b>	<b>71,648</b>	<b>72,948</b>	<b>73,763</b>	<b>78,369</b>
<b>Cash flows from investing activities: Receipts</b>							
Sale of investments	367,193	338,038	317,657	341,696	305,458	301,704	295,345
Proceeds from sale of PPE	2,539	3,734	2,046	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
<b>Cash flows from investing activities: Payments</b>							
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)	(90,600)	(111,308)	(77,426)	(75,337)	(67,772)
<b>Net Cash flows from investing activities</b>	<b>(59,031)</b>	<b>(87,812)</b>	<b>(90,324)</b>	<b>(66,937)</b>	<b>(69,307)</b>	<b>(70,395)</b>	<b>(75,990)</b>
<b>Cash flows from financing activities: Receipts</b>							
Proceeds from borrowings	-	-	-	-	-	-	-
<b>Cash flows from financing activities: Payments</b>							
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)
<b>Net Cash flows from financing activities</b>	<b>(6,525)</b>	<b>(6,325)</b>	<b>(6,104)</b>	<b>(4,554)</b>	<b>(3,475)</b>	<b>(3,181)</b>	<b>(2,179)</b>
<b>Net change in cash and cash equivalents</b>	<b>4,462</b>	<b>(4,109)</b>	<b>(0)</b>	<b>156</b>	<b>167</b>	<b>186</b>	<b>200</b>
Cash and cash equivalents at beginning of year	6,199	10,661	6,552	6,552	6,708	6,875	7,061
<b>Cash and cash equivalents at end of year</b>	<b>10,661</b>	<b>6,552</b>	<b>6,552</b>	<b>6,708</b>	<b>6,875</b>	<b>7,061</b>	<b>7,261</b>
<b>Investments at year end</b>	<b>136,577</b>	<b>151,385</b>	<b>153,155</b>	<b>111,459</b>	<b>106,002</b>	<b>104,298</b>	<b>115,752</b>
<b>Cash, cash equivalents and investments at end of year</b>	<b>147,238</b>	<b>157,937</b>	<b>159,707</b>	<b>118,167</b>	<b>112,876</b>	<b>111,359</b>	<b>123,014</b>
<b>Net change in cash, cash equivalents and investments</b>	<b>-</b>	<b>10,699</b>	<b>1,770</b>	<b>(41,540)</b>	<b>(5,291)</b>	<b>(1,518)</b>	<b>11,655</b>



## 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
<b>Total Cash and Investments</b>	<b>147,238</b>	<b>157,937</b>	<b>159,707</b>	<b>118,167</b>	<b>112,876</b>	<b>111,359</b>	<b>123,014</b>
<b>Represented by: Externally restricted</b>							
Developer Contributions	29,542	36,457	40,636	25,622	20,702	16,464	20,121
Unexpended Grants - not tied to liability	262	566	201	-	-	-	-
Domestic Waste Management	364	3,401	6,979	8,076	8,947	11,369	14,521
Other externally restricted reserves	604	722	421	652	889	1,133	275
<b>Total Externally Restricted</b>	<b>30,771</b>	<b>41,146</b>	<b>48,238</b>	<b>34,349</b>	<b>30,538</b>	<b>28,967</b>	<b>34,916</b>
<b>Represented by: Internally Restricted</b>							
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	15,930	18,048	20,651	23,417	26,031
Unexpended Grants - tied to liability	34,095	28,600	29,407	8,645	6,603	6,693	6,762
Other	15,769	15,582	16,579	13,534	12,165	11,258	12,086
<b>Total Internally Restricted</b>	<b>83,399</b>	<b>80,184</b>	<b>84,320</b>	<b>62,632</b>	<b>62,075</b>	<b>64,281</b>	<b>68,056</b>
<b>Total Restricted Cash</b>	<b>114,170</b>	<b>121,330</b>	<b>132,558</b>	<b>96,981</b>	<b>92,613</b>	<b>93,248</b>	<b>102,972</b>
<b>Total Unrestricted Cash</b>	<b>33,068</b>	<b>36,607</b>	<b>27,149</b>	<b>21,186</b>	<b>20,264</b>	<b>18,111</b>	<b>20,042</b>

## Capital Budget Statement

141

	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
<b>Capital Funding</b>							
Working Capital	7,508	7,785	17,212	6,004	4,086	4,222	404
Depreciation	23,569	22,098	36,402	36,888	35,203	39,611	41,951
<b>Capital grants and contributions</b>							
Grants and contributions	19,194	29,262	22,012	25,948	11,042	4,913	1,913
<b>Externally restricted reserves</b>							
Developer contributions	10,094	8,038	8,129	22,689	12,308	9,280	5,310
Domestic Waste	-	-	-	-	-	-	-
Other	1,207	1,797	2,338	1,967	1,956	1,945	3,045
<b>Internally restricted reserves</b>							
Merger savings fund	1,375	1,893	684	892	-	-	-
Other	8,718	4,005	2,398	5,035	3,943	5,834	6,687
<b>Income from sale of assets</b>							
Plant and equipment	2,276	1,995	1,992	2,675	2,662	3,238	3,236
<b>Total funding</b>	<b>73,941</b>	<b>76,872</b>	<b>91,167</b>	<b>102,098</b>	<b>71,200</b>	<b>69,043</b>	<b>62,546</b>

## 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
<b>Capital Expenditure</b>							
Buildings	16,107	21,091	17,098	19,147	13,483	12,539	9,660
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	718	799	750	770
Office Equipment	1,042	1,995	3,302	2,411	2,210	2,606	2,494
Open Space / Recreational	10,116	9,387	11,715	23,780	11,093	11,407	8,100
Other Assets	43	696	422	892	-	-	-
Other Structures	2,074	3,419	3,047	6,082	2,423	1,530	402
Plant & Equipment	5,039	3,545	4,436	7,389	6,529	9,150	9,998
Road, Bridges & Footpaths	24,852	26,574	25,255	27,216	23,382	16,625	19,572
Stormwater Drainage	6,111	5,505	9,420	7,786	7,823	9,050	9,365
Swimming Pools	1,007	345	1,216	1,069	1,280	791	1,410
Tip Asset	2,960	2,718	-	-	-	-	-
<b>Total expenditure</b>	<b>73,941</b>	<b>76,872</b>	<b>91,167</b>	<b>102,098</b>	<b>71,200</b>	<b>69,043</b>	<b>62,546</b>

## Statement of performance measures

143

	OLG Benchmark	Result 2020/21	Result 2021/22	Forecast 2022/23	Budget 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27
<b>Budget Performance</b>								
<b>Operating Performance Ratio</b>	> 0%	(7.3%)	4.5%	2.0%	0.02%	(1.3%)	(0.3%)	0.6%
measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.		✗	✓	✓	✓	✗	✗	✓
<b>Own Source Operating Revenue Ratio</b>	> 60%	87.4%	82.5%	85.4%	86.3%	91.7%	93.1%	93.6%
measures fiscal flexibility. It is the degree of reliance on external funding sources.		✓	✓	✓	✓	✓	✓	✓
<b>Operational Liquidity</b>								
<b>Unrestricted Current Ratio</b>	> 1.5x	1.69x	1.90x	2.01x	2.24x	2.28x	2.28x	2.35x
represents a council's ability to meet short-term obligations as they fall due.		✓	✓	✓	✓	✓	✓	✓
<b>Rates, Annual Charges, Interest &amp; Extra Charges Outstanding Percentage</b>	< 5%	3.9%	3.6%	3.6%	3.4%	3.4%	3.4%	3.4%
expressed as a percentage of total rates and charges available for collection in the financial year.		✓	✓	✓	✓	✓	✓	✓
<b>Cash Expense Cover Ratio</b>	> 3mths	5.1mths	5.6mths	5.5mths	3.8mths	3.6mths	3.5mths	3.8mths
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
<b>Liability and Debt Management</b>								
<b>Debt Service Cover Ratio</b>	> 2x	2.8x	7.3x	8.0x	9.1x	10.8x	13.1x	19.5x
measures the availability of operating cash to service loan repayments.		✓	✓	✓	✓	✓	✓	✓
<b>Asset Management</b>								
<b>Building and Infrastructure Renewals Ratio</b>	> 100%	117.2%	112.7%	117.9%	108.9%	91.2%	95.0%	98.3%
assesses the rate at which these assets are being renewed against the rate at which they are depreciating.		✓	✓	✓	✓	✗	✗	✗
<b>Infrastructure Backlog Ratio</b>	< 2%	1.50%	1.53%	1.33%	1.26%	1.22%	1.19%	1.16%
ratio shows what proportion the infrastructure backlog is against the total net carrying amount of a council's infrastructure.		✓	✓	✓	✓	✓	✓	✓
<b>Asset Maintenance Ratio</b>	> 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.		✓	✓	✓	✓	✓	✓	✓
<b>Cost to bring assets to agreed service level</b>	N/A	1.24%	1.26%	1.10%	1.05%	1.02%	0.99%	0.97%
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	2,322	756	-	-	1,566	-	-	-
Stormwater program									
G2	Planned stormwater new works	1,967	-	1,967	-	-	1,956	1,945	1,935
Total new works - Environment and sustainability		4,289	756	1,967	-	1,566	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	10,601	3,037	-	7,564	-	2,989	515	-
Cultural improvements									
G7 G12	Coast walk - art trail	892	-	892	-	-	-	-	-
Total new works - community, arts and culture		11,493	3,037	892	7,564	-	2,989	515	-

		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
Library upgrades									
G7 G11	Mona Vale Library - Upgrades and New Works	228	-	228	-	-	-	-	-
Total new works - library services		397	-	228	-	169	36	36	36
Parks and recreation									
Foreshore and building improvements									
G12	Freshwater Beach masterplan implementation	1,277	-	-	1,277	-	500	800	-
G12	Manly Life Saving Club	1,500	400	-	-	1,100	3,200	4,000	1,000
G12	Clontarf masterplan implementation	200	-	-	200	-	500	1,500	-
G12	Little Manly Beach Masterplan Implementation	115	-	-	115	-	-	-	-
G12	Warriewood Beach foreshore upgrades	306	-	-	-	306	-	-	-
Playground improvements									
G12	Griffith Park Playground Upgrade	111	-	-	111	-	-	-	-
G12	Trafalgar Park, Newport playground upgrade	160	-	-	160	-	-	-	-
G12	Dee Why Beach (Michaela Howie) Playground Upgrade	208	-	-	208	-	-	-	-
G12	Parkes Reserve, Collaroy Plateau playground	-	-	-	-	-	-	-	150
G12	Fielding Reserve, Collaroy new playground	50	-	-	50	-	-	-	-



## 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
G12	Outdoor Gyms - Dee Why and Manly Beach	-	-	-	-	-	330	-	-
	<b>Recreational trails</b>								
G12 G16	McKillop Park, Freshwater boardwalk	736	-	-	-	736	700	-	-
G12 G16	Manly Dam boardwalk	1,966	-	-	-	1,966	-	-	-
G12 G16	Manly Dam mountain bike trail upgrade	1,000	-	-	1,000	-	-	-	-
	<b>Reserves and parks improvements</b>								
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	5,427	-	-	-	5,427	-	-	-
G11 G12	Ivanhoe Park Masterplan Implementation	147	-	-	147	-	-	-	500
G12	Lynne Czinner Park, Warriewood new park	757	-	-	757	-	750	-	-
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
G9 G12	Manly Dam Memorial Shelter and Accessibility Works	327	-	-	-	327	-	-	-
	<b>Sportsgrounds improvements</b>								
G12	Sports club capital assistance program	160	160	-	-	-	100	100	100
G12	All weather sportsfields upgrades	-	-	-	-	-	-	-	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
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	New basketball facilities	129	-	-	129	-	200	-	-
<b>Town centre and village upgrades</b>									
G11 G15	Commercial centre upgrade program	442	-	-	442	-	-	1,000	1,000
G11 G16	Triangle Park North - Dee Why Town Centre	1,200	-	-	1,200	-	-	-	-
<b>Total new works - parks and recreation</b>		<b>19,623</b>	<b>786</b>	<b>-</b>	<b>7,976</b>	<b>10,861</b>	<b>11,003</b>	<b>11,380</b>	<b>4,410</b>
<b>Economic development, events and engagement</b>									
<b>Town and village centre activations</b>									
G12	Manly laneways	-	-	-	-	-	-	-	650
G12	Avalon Place Plan implementation	550	-	-	550	-	800	-	-
<b>Total new works Economic development, events and engagement</b>		<b>550</b>	<b>-</b>	<b>-</b>	<b>550</b>	<b>-</b>	<b>800</b>	<b>-</b>	<b>650</b>
<b>Transport, traffic and active travel</b>									
<b>Active travel – cycleways and footpaths</b>									
G16	New footpaths	4,164	-	-	1,500	2,664	1,500	500	500
G16	Connecting Communities - footpaths programs	948	-	-	-	948	-	-	-

## 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
G16	Connecting Communities - cycleways program	2,706	-	-	-	2,706	2,500	-	-
G16	Fern Creek Bridge and Shared Paths	590	-	-	590	-	-	-	-
G16	Shared path from Bline Stop to Boondah Rd	164	-	-	164	-	-	-	-
G16 G17	Queenscliff Headland access ramp	880	-	-	-	880	-	-	-
G16 G17	Dee Why Beach secure bike storage	55	-	-	55	-	-	-	-
G16 G17	Pedestrian and cyclist bridge Pittwater Road, Queenscliff	1,161	-	-	-	1,161	2,000	-	-
<b>Car parks and parking stations</b>									
G9 G16	Accessible Parking Infrastructure	359	-	-	-	359	-	-	-
<b>Road and related infrastructure upgrades</b>									
G17	New traffic facilities	1,290	-	-	1,100	190	700	800	800
G17	Scotland Island roads and drainage improvements	153	153	-	-	-	157	161	164
G17	Warriewood Valley – traffic and transport infrastructure	1,300	-	-	1,300	-	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	-	-	-
G8 G17	Safer schools infrastructure	415	-	-	-	415	-	-	-
<b>Wharf upgrades</b>									
G17	Church Point commuter wharf expansion	50	-	-	50	-	260	-	-
<b>Total new works - Transport, traffic and active travel</b>		<b>15,729</b>	<b>153</b>	<b>-</b>	<b>6,053</b>	<b>9,523</b>	<b>11,280</b>	<b>2,161</b>	<b>2,164</b>

## Consolidated new works cont.

153

		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
<b>Property and facilities</b>									
<b>Emergency buildings program</b>									
G2 G8	Terrey Hills Emergency Services Headquarters	139	-	-	-	139	-	-	-
<b>Public amenities improvements</b>									
G12	West Esplanade, Manly accessible amenity	46	-	-	46	-	286	-	-
G11 G12	Little Manly Point Amenity	400	200	-	200	-	-	-	-
G12	Freshwater Beach amenities	300	-	-	300	-	900	-	-
<b>Total new works - Property and facilities</b>		<b>885</b>	<b>200</b>	<b>-</b>	<b>546</b>	<b>139</b>	<b>1,186</b>	<b>-</b>	<b>-</b>



## 154 Consolidated renewal works

		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
CSP	Project								
Environment and sustainability									
Stormwater program									
G2	Planned stormwater renewal works	4,775	4,775	-	-	-	4,760	5,972	6,272
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		6,188	6,188	-	-	-	6,005	7,503	7,839
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
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

		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
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
Library services									
Community space and learning									
G9	Library books - replacement	718	718	-	-	-	799	750	770
Library upgrades									
G12	Library buildings works program	160	160	-	-	-	160	161	169
Total renewal works - Library services		878	878	-	-	-	959	911	939

## 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
	<b>Parks and recreation</b>								
	<b>Foreshore and building improvements</b>								
G12	Foreshores renewal program	729	729	-	-	-	788	1,560	2,130
G12	Rockpool renewal program	480	480	-	-	-	793	741	910
G12	Dinghy storage	60	60	-	-	-	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
G12	South Collaroy foreshore renewal	1,000	-	-	-	1,000	-	-	-
G12	Bayview Seawall and Path	1,142	599	-	-	543	-	-	-
	<b>Playground improvements</b>								
G12	Playground renewal program	743	743	-	-	-	605	773	1,033
	<b>Recreational trails</b>								
G12	Recreational trails renewal program	474	304	-	-	170	203	430	420
	<b>Reserves and parks improvements</b>								
G12	Reserves renewal program	441	441	-	-	-	368	634	662
	<b>Sportsgrounds improvements</b>								
G12	Sportsfield renewal program	815	715	-	-	100	1,325	1,630	1,445

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
	<b>Town centre and village upgrades</b>								
G12	Commercial centre renewal	482	482	-	-	-	600	614	818
G11	Balgowlah commercial centre renewal	-	-	-	-	-	-	-	460
	<b>Total renewal works - Parks and recreation</b>	<b>7,956</b>	<b>6,143</b>	<b>-</b>	<b>-</b>	<b>1,813</b>	<b>6,110</b>	<b>7,371</b>	<b>9,418</b>
	<b>Property and facilities</b>								
	<b>Aquatic centre improvements</b>								
G12	Warringah Aquatic Centre renewal works	90	90	-	-	-	160	171	175
G12	Manly Aquatic Centre renewal works	135	135	-	-	-	166	216	221
	<b>Cemetery works</b>								
G20	Mona Vale Cemetery works program	300	-	300	-	-	150	150	150
	<b>Civic building and compliance works</b>								
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	202	202	-	-	-	78	307	285
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	300	300	-	-	-	200	200	200
G5 G12	Pittwater Golf Driving Range, Warriewood renewal works	50	50	-	-	-	50	50	50
G5 G6	Cromer Depot improvement plan works	-	-	-	-	-	150	150	150



## 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
	<b>Emergency buildings program</b>								
G2 G8	Emergency buildings works program	150	150	-	-	-	150	150	150
	<b>Public amenities improvements</b>								
G8 G12	Public amenities works program	1,000	1,000	-	-	-	644	1,087	1,219
	<b>Total renewal works - Property and facilities</b>	<b>3,922</b>	<b>3,622</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>3,536</b>	<b>4,774</b>	<b>5,045</b>
	<b>Transport, traffic and active travel</b>								
	<b>Active travel – cycleways and footpaths</b>								
G16	Footpath renewal works	1,269	1,269	-	-	-	1,251	1,281	1,459
	<b>Car parks and parking stations</b>								
G16	Car park renewal works	240	240	-	-	-	286	390	832
G16	Multi storey car park renewal works	100	100	-	-	-	100	100	100
	<b>Plant and fleet</b>								
G16	Major plant renewal	2,906	-	2,906	-	-	2,058	3,961	4,977
G16	Light fleet renewal	4,276	-	4,276	-	-	4,396	4,961	4,797
	<b>Road and related infrastructure upgrades</b>								
G16	Bus stop renewal works	89	89	-	-	-	94	-	112
G16	Kerb and gutter renewal works	1,147	1,147	-	-	-	1,101	1,203	1,756
G16	Retaining wall renewal works	1,805	1,805	-	-	-	1,114	1,057	1,107

		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
G16	Road resheeting program	6,805	4,927	-	-	1,877	7,060	7,797	9,034
G16	Bridge renewal works	715	715	-	-	-	818	1,022	80
	<b>Wharf upgrades</b>								
G16	Wharves works program	1,947	1,947	-	-	-	1,060	1,290	162
	<b>Total renewal works - Transport, traffic and active travel</b>	<b>21,298</b>	<b>12,239</b>	<b>7,182</b>	<b>-</b>	<b>1,877</b>	<b>19,339</b>	<b>23,062</b>	<b>24,415</b>
	<b>Corporate support services</b>								
	<b>IT improvements</b>								
G20	IT infrastructure - replacements	953	953	-	-	-	517	668	512
G20	Computers, laptops and mobile devices - replacements	1,458	1,458	-	-	-	1,693	1,938	1,983
	<b>Total renewal works - Corporate support services</b>	<b>2,411</b>	<b>2,411</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,210</b>	<b>2,606</b>	<b>2,494</b>

