



northern
beaches
council

Operational Plan

2017/18



Council Wards

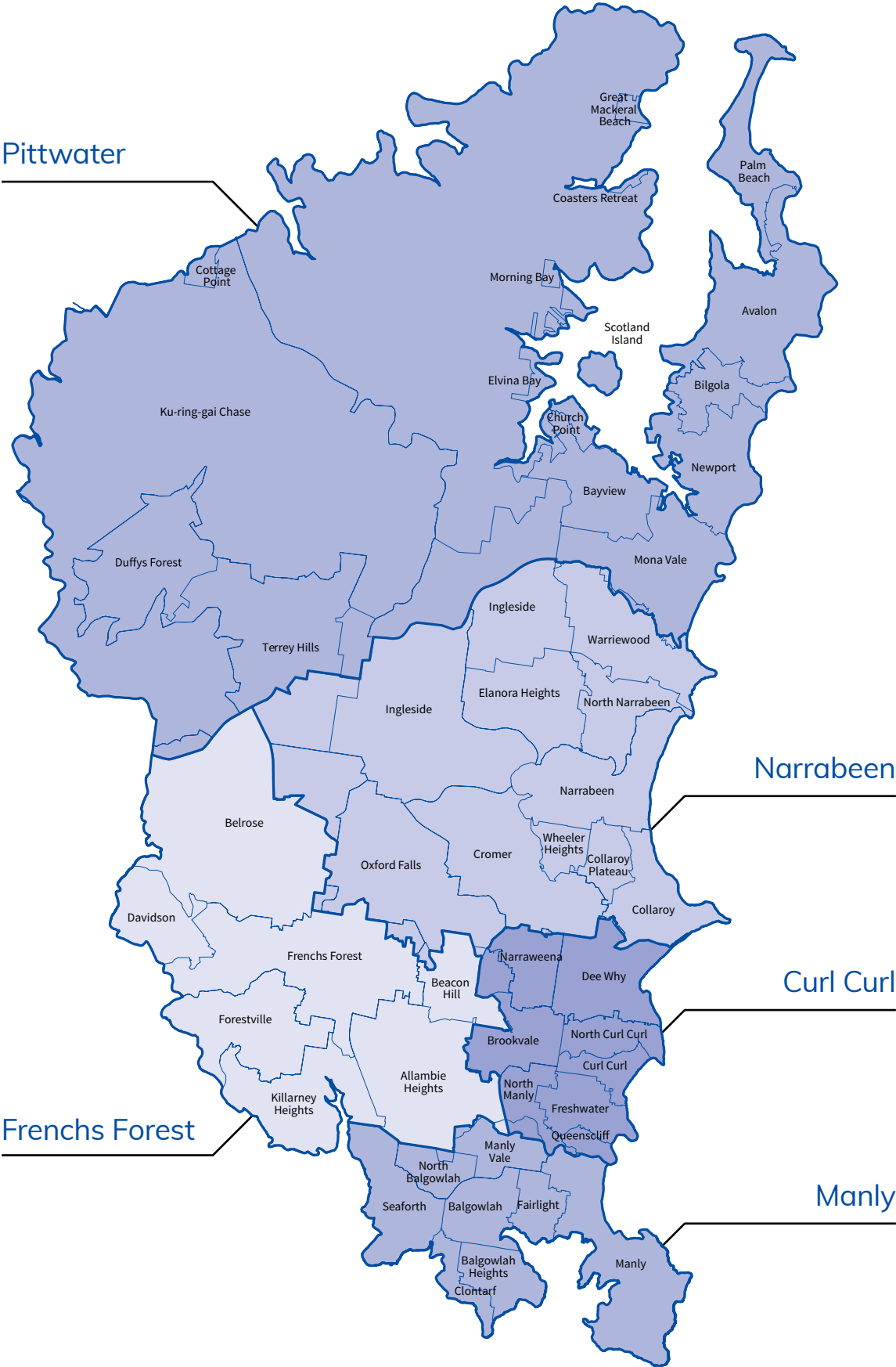


Table of Contents

Message from the Administrator	4
Message from the Chief Executive Officer	5
Corporate Vision and Values	6
Introduction	
The Northern Beaches Community	7
Our Council	8
Our Transformation Journey	10
Community Priorities and Planning	13
How to Read this Document	15
Operational Plan - Program and Projects	
Protection of the Environment	18
Environmental Sustainability	21
Places for People	24
Community and Belonging	29
Vibrant Local Economy	34
Transport, Infrastructure and Connectivity	37
Good Governance	41
Participation and Partnerships	45
Budget 2017/18	
Revenue Policy	49
Financial Statements	54
Special Rate Variations - per former Council areas	59
Long Term Financial Plan 2017 - 2027	
Introduction	62
Forecasting Future Budgets	63
Financial Planning Assumptions	65
Sensitivity Analysis	73
Financial Forecast 2017 - 2027	75
Statement of Borrowings	81
Commercial Activities	82
Capital Works Program 2017 - 2021	
Renewal Summary by Asset Categories 2016-2021	84
Capital Works Program 2017-2021	85
Fees and Charges 2017/18	See Separate Booklet

Message from the Administrator



As Administrator of the Northern Beaches Council since 12 May 2016, I am pleased to present the draft Operational Plan 2017/18 to the community of the Northern Beaches.

Since commencing in May 2016, I have observed tremendous work and effort of staff, former elected representatives and the community working together to bring about a new organisation while maintaining existing levels of service. Collaboration of this standard is a prerequisite for successful integration and I will continue to support these partnerships.

This is the first integrated Operational Plan for the Northern Beaches Council. The consolidated financial information and budget have been prepared to guide the new Council following elections in September 2017.

The budget allows for the continuing transitioning and integration of services in the new organisation while continuing high standard service delivery to the community. It also provides funding for priority community, culture and environmental program and projects through the Merger Savings Fund.

The Operational Plan has been developed prior to the adoption of our long term Community Strategic Plan (CSP). The overall structure of the Plan is directly informed by outcomes from extensive community engagement for the CSP during 2016/17.

The recent community engagement showed how passionate Northern Beaches residents are about protecting their lifestyle and environment - the unique beaches, bushland and urban villages. These core values are the foundation for the new CSP as well as this Plan.

It is clear to me in observing the enthusiasm with our community engagement that people care about the future of the Northern Beaches and want to be involved in shaping the future strategies, new organisation, and developing and aspirations for this area.

During the 2017/18 financial year a newly elected council will progress and further shape the directions and delivery of services across the area based on the community's key priorities.

Merging three Councils into one organisation is no simple or straightforward task and is bound to take time. Nevertheless thanks to a shared sense of direction and collective ambition to achieve good outcomes for the community, we have made significant progress in terms of integrating systems and services across the area.

I hope that the foundations laid during this period will continue to guide and steady the future Council's leadership and commitment into the future.

A handwritten signature in black ink, appearing to read 'Dick Persson'.

Dick Persson AM
Administrator

Message from the Chief Executive Officer



As the Chief Executive Officer I am privileged to lead an innovative organisation that is committed to “Delivering the highest quality service, valued and trusted by our community” (Northern Beaches Council’s Corporate Vision)

This is the first integrated Operational Plan for the Northern Beaches Council. It has been informed by the Statement of Vision and Priorities developed from extensive community consultation and former Council’s Delivery Programs. Council considered the Statement of Vision and Priorities on 13 December 2016.

The 2017/18 budget projects total expenditure of \$439.3 million with a surplus from Continuing Operations before Capital Grants and Contributions of \$7.1 million.

General income increases from rates is 1.5% for former Manly and Pittwater and 9.4% for former Warringah. The increase reflects the approved rate path granted by the Independent Pricing and Regulatory Tribunal (IPART) to the former Councils and ensures the long term financial sustainability of Northern Beaches Council while maintaining existing service levels to the community.

This year Council will spend \$116.1 million on high priority capital works which include the following key investments across the whole Northern Beaches:

- \$21.6 million on roads and road infrastructure
- \$12.4 million for active travel - footpaths and cycleways
- \$10.8 million on village and town centre improvements
- \$8 million on seawalls
- \$7.7 million on stormwater

The process of transforming the Northern Beaches Council so the community can benefit from the additional scale and capacity of a single council in our region will continue this financial year with key projects including Council’s new website and content management system, as well as integration of core systems which will streamline information management, finance, asset and geographical information systems for the business. These projects are all aimed at improving the customer experience across the area.

Council elections will take place in September 2017. I am looking forward to working with the new Council in identifying priorities for the organisation. These priorities will be captured in the Delivery Program 2018-2021 and will respond to the direction in the Community Strategic Plan. Both these documents must be adopted by Council by 1 July 2018.

We have great people working for the Northern Beaches Council and are building a culture unique to our new organisation. The culture is underpinned by values developed by staff and the new organisation structure both of which will support us in achieving the Northern Beaches Council’s corporate vision.

A handwritten signature in black ink, appearing to read 'Mark Ferguson'. The signature is stylized with a large, looped 'M' and a long, sweeping underline.

Mark Ferguson
Chief Executive Officer

Corporate Vision and Values

Our Corporate Vision

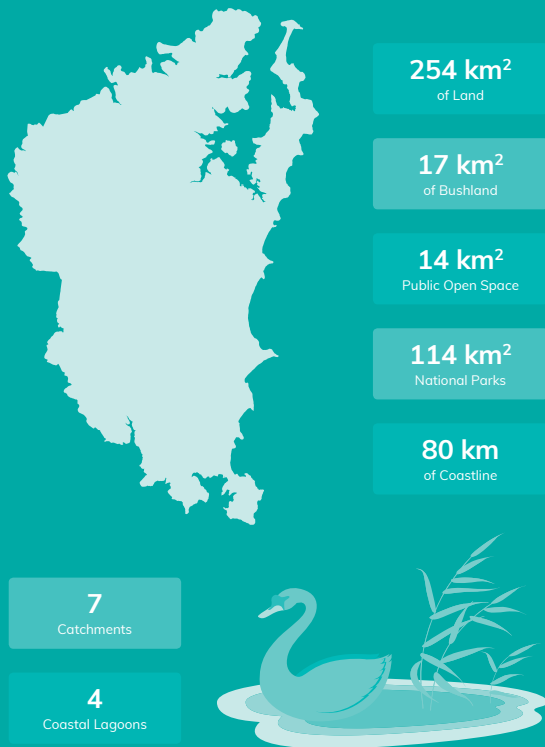
Delivering the highest quality service, valued and trusted by our community

Our Values

Council has six core values which underpin all that we do.

- Trust because being open brings out our best
- Teamwork because working together delivers
- Respect because valuing everyone is how we make a difference
- Integrity because we are proud of doing what we say
- Service because we care as custodians for the community
- Leadership because everyone has a leadership role

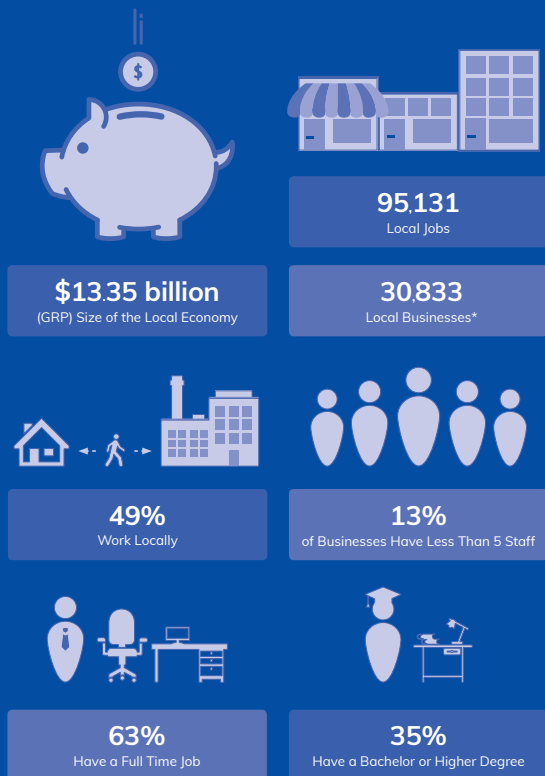
Environment



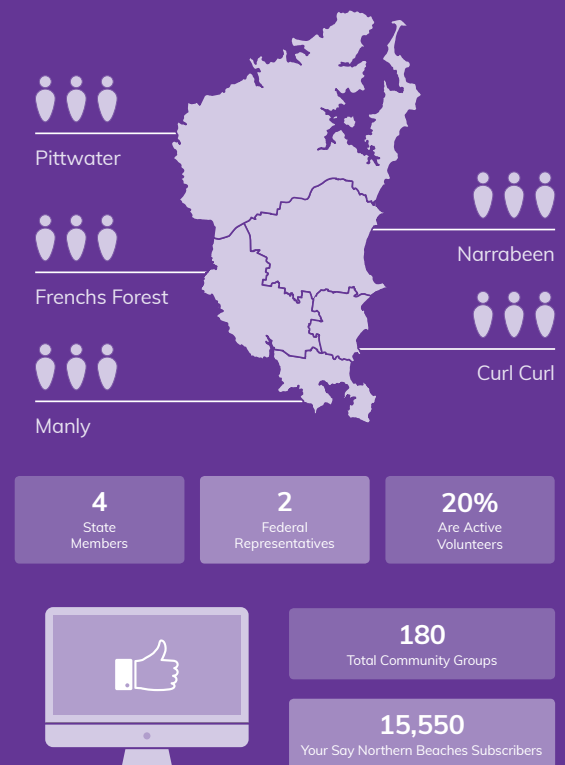
Community



Economy



Governance



Our Council

Council Proclamation

Northern Beaches Council was formed on 12 May 2016 by merging the former Manly, Pittwater and Warringah Councils. The Proclamation by the NSW Government appointed an Administrator and Chief Executive Officer.

The Administrator, Dick Persson fills the role of the elected Council until the new elected council commences in September 2017. The Chief Executive Officer, Mark Ferguson is responsible for the day to day operation of Council.

Return of Councillors

The local government elections for the Northern Beaches Council are on 9 September 2017. Registered voters will go to the polls and elect fifteen Councillors from five wards. The newly elected Councillors will hold office until September 2020.

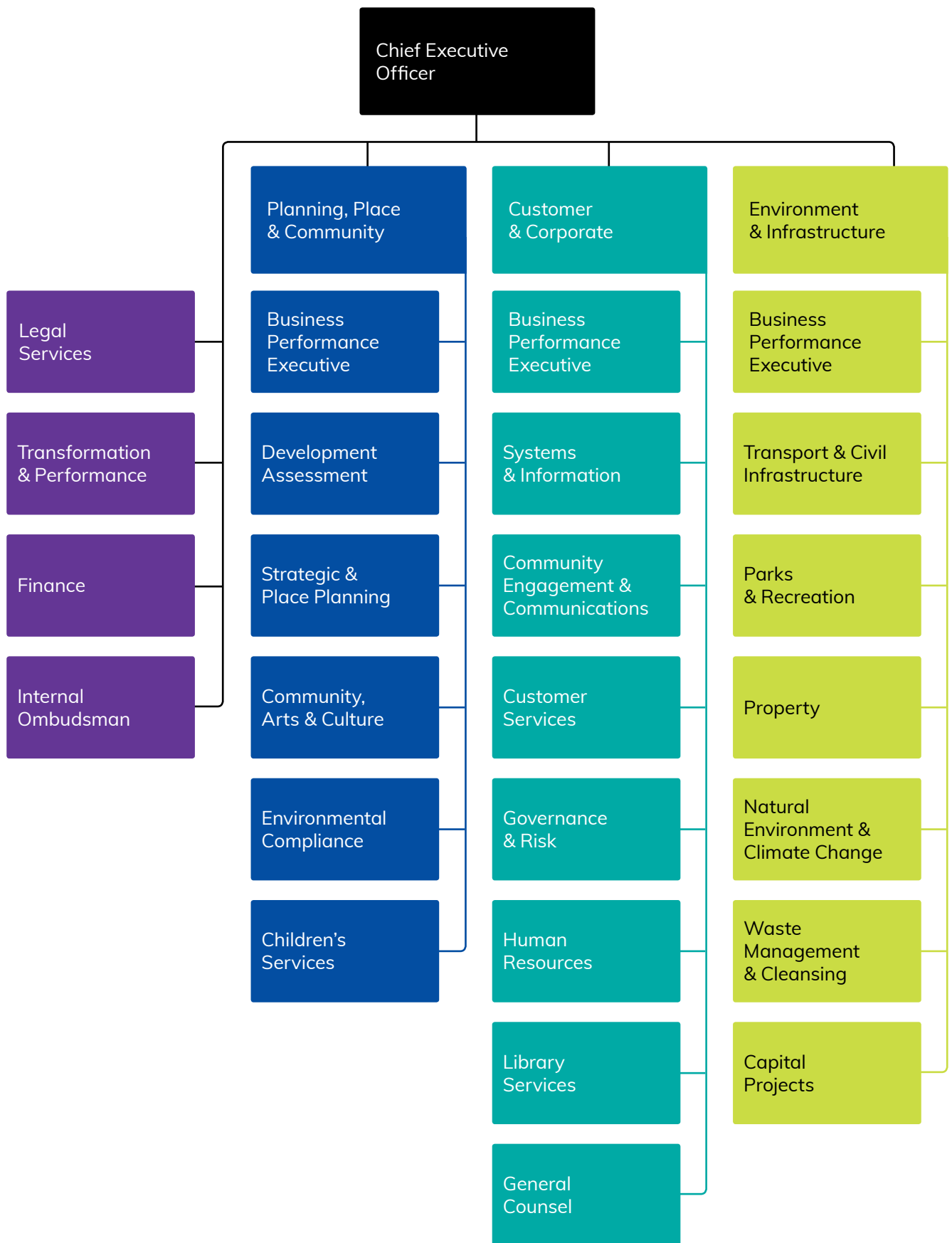
The Mayor will be elected from amongst the elected Councillors at the first meeting of the new Council (post the election) and hold office for a two year term.

The new Council will establish the governance structure, appoint committees and determine the frequency of Council meetings.

The Organisation

Northern Beaches Council employs approximately 1,800 professional staff experienced in providing a diverse range of services to the community of the Northern Beaches. The organisation structure is at Figure 1.

Figure 1: Northern Beaches Council organisation structure



Our Transformation Journey

Local councils are large and complex business enterprises and the approach of merging these entities needs to be well planned and executed and with consideration to different organisational cultures and ways of doing things. The importance of careful planning and sensitive communication is critical, as integration impacts on every aspect of the new entity's systems, processes, culture and people. At the same time, the new council needs to balance the tasks of merging the organisations with 'business as usual' activities, ensuring that services to the community continue to be delivered to a high standard.

Our transformation journey is broadly illustrated in Figure 2 below and is described in more detail in the following. It should be noted that the integration of various functional areas will occur at different stages over the next few years and the actions required will not necessarily be undertaken in a linear fashion.

The 2016/17 financial year was predominantly focussed on people and culture: creating a strong, values based foundation while establishing a decision-making basis for determining optimal integration solutions to systems, processes and service requirements across the new organisation. The 2017/18 financial year continues this journey and will focus on integration of core systems and processes. The year will also see commencement of large-scaled community projects and programs that have been made possible through Council's increased scale and capacity resulting from the merger.

Figure 2: Transformation journey



People and Culture

On 12 May 2016 the three high-performing Councils of Manly, Warringah and Pittwater were merged into one, and Northern Beaches Council was created. Each Council brought its own people, culture, systems, and processes to the new organisation, which consists of 1,800 employees working in over 20 locations across a diverse range of services. There are more than 25 different business units providing over 150 services.

In order to create a solid foundation for managing the complex process of transition and integration, the leadership group worked with staff to establish an organisational structure and identify fundamental values that could guide the organisation into the future. While there were many differences in business operations between the three former Councils that had to be evaluated in seeking a common ground, there were also strong similarities between the three former Councils: namely the shared dedication to the community and passion for the extraordinary natural environment. This strong shared values base was also reflected and reaffirmed in the development of a long term vision for the Northern Beaches during the two stages of community engagement for the draft Community Strategic Plan 2017-2028.

The guiding principles which underpin our transformation process and everything we do are directly linked to our corporate values:

Corporate values as applied to the transformation process:

Trust	<ul style="list-style-type: none">• Effective communication channels and change management plans established for all stakeholders• Embrace opportunities to improve services and infrastructure for communities
Teamwork	<ul style="list-style-type: none">• Adopt a collaborative approach• Inform and involve communities, staff and other partners in planning and implementing change
Respect	<ul style="list-style-type: none">• Adopt a collaborative approach• Inform and involve communities, staff and other partners in planning and implementing change
Integrity	<ul style="list-style-type: none">• Ethical, open and accountable governance and decision-making• Actions are well planned and coordinated
Service	<ul style="list-style-type: none">• Maintain seamless service delivery for the community• Ensure the right balance of focus on 'business as usual'• Strive for best practice
Leadership	<ul style="list-style-type: none">• Develop a 'One Council' ethos• Bring together and build on the strengths of strategies, structures, staff and systems of the former organisations

Processes, Systems and Services Integration

Based on extensive analysis of the existing systems and processes of each of the former organisations, integration priorities have been identified. In total, 25 core services have been identified for priority integration.

The 2017/18 financial year will focus on integrating these services with the overall aim of making Council operations more effective and efficient. To the community, this will mean a more consistent customer experience across the three former areas (where, for example, fees and charges are aligned and where applications and customer requests are easy to lodge, track and are responded to quickly).

Further, a range of core internal systems which support Council's good governance (e.g. in terms of information management, asset management, and financial management and reporting) will be integrated during 2017/18.

Delivering benefits of the merger to the community

The new Northern Beaches Council is able to deliver benefits to the community that are likely to exceed those that each of the three former Councils of Manly, Warringah and Pittwater would have been able to deliver singlehandedly. This is due to a combination of interrelated factors, such as our increased scale and rate base, regional cohesion, organisational size, strategic capacity and financial efficiency.

While the amalgamation delivered some immediate benefits to the community - colloquially known as 'quick wins' (see the text box below) - the full benefits of the merger will be realised over time and as the organisation continues to evolve. The integration of three organisations into one is complex and will take time. However through dedicated and hard work over the past year, we are already in a strong position to deliver significant outcomes to the community.

The 2017/18 financial year will see substantial benefits to the community that are direct result of efficiency gains from the merger and are in addition to regular Council projects and services. These benefits fall in two main categories:

1. Connecting the Northern Beaches: this

\$32.6 million infrastructure program is being delivered in partnership with the NSW Government and includes:

- The \$22.3 million Connecting the Northern Beaches program, providing a spectacular world class coastal walkway and cycleway stretching from Manly to Palm Beach
- The \$10.3 million Connecting All Through Play program features a regional network of inclusive accessible playgrounds, sporting facilities, and surf lifesaving clubs, partially funded through the Merger Savings Fund (see below).

2. Delivering priority community, culture and environmental program and projects through the Merger Savings Fund: drawing on funds set aside from efficiency gains directly resulting from the merger, this program of works invests a total of \$9.59 million over the next four years. Consisting of five programs, each comprised of several discreet projects, the aim is to strengthen community cohesion and wellbeing. The four programs are briefly summarised below:

- Connecting all through Play: This program will contribute merger savings funds of \$4 million (of a total funding pool of \$10.3 million) to make playgrounds, surf clubs and sporting facilities accessible and inclusive
- Arts and Cultural Program: This program will see a total of \$3 million invested in a Creative Art Space at the northern part of the Northern Beaches (e.g. Avalon or Newport) as well as installation of public art in key locations.
- Youth Program: This program is in response to a consistent call from the community to provide services and support for young people and will include total funding of nearly \$1.8 million for major events at the new PCYC in Dee Why; seed funding for a new Youth Wellbeing Hub in the northern part of the LGA; and development of spaces that are particularly inclusive and welcoming of young people.
- Environment Program: With a total funding pool of nearly \$0.5 million this program of works promote environmental sustainability through establishing a community nursery and education centre at Curl Curl Community Hub and commencing a campaign to reduce the use of single use plastic. The program also includes a research project to identify an evidence based management approach to reduce the prevalence and impact of ticks on public health.
- Community Events Program: In addition to the annual budget for community events, this program will earmark merger funding of more than \$350,000 to deliver a major event aimed at showcasing the Northern Beaches and celebrating this unique place.

Quick Wins

250 quick wins that have been made possible as a result of the merger have been identified. Some examples include:

- Single beach parking sticker for the Northern Beaches
- Streamlined process for wet weather management of sportsfields
- Launch of Northern Beaches Sustainable Business Network
- Integration of traffic management process across the area
- Greater consistency and efficiency in delivery of childcare services
- Increased opportunities for volunteering across the area
- Integrated coastal erosion policy
- Less 'red tape' through rationalisation of policies across the area
- Centralised and more efficient and effective tendering and procurement

Community Priorities and Planning

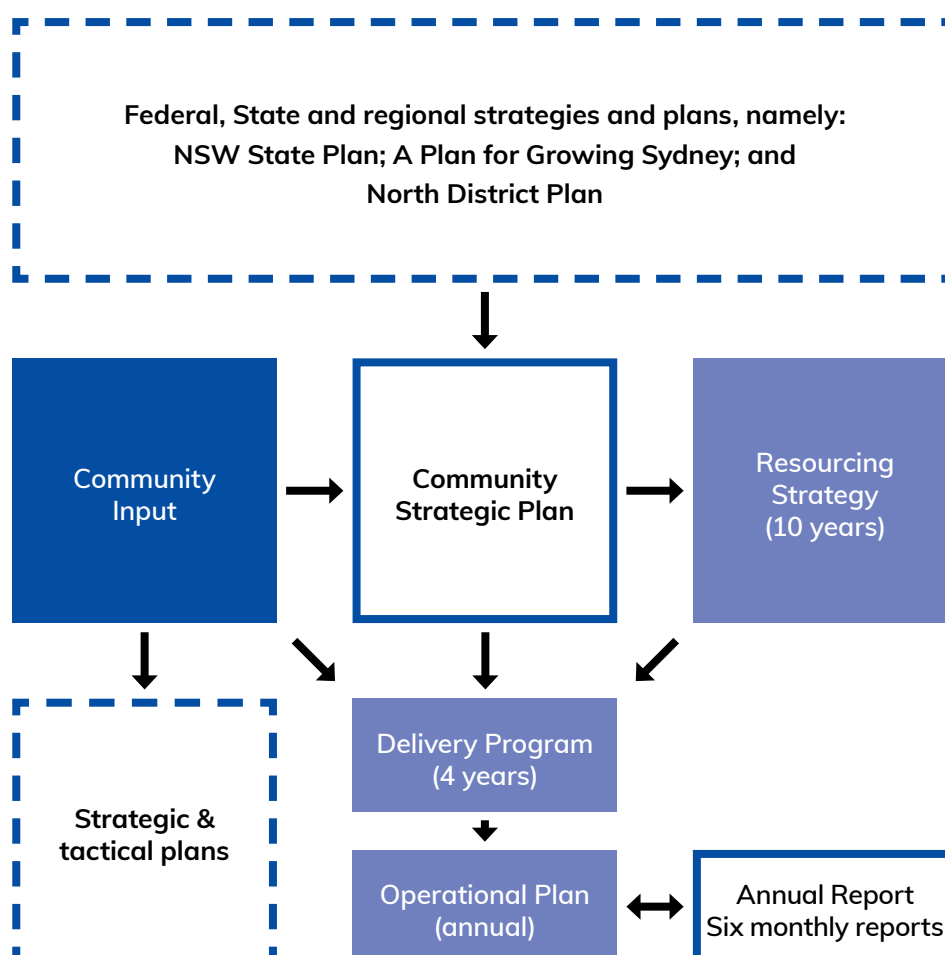
This Operational Plan takes its starting point in the community's long term draft vision, aspirations, outcomes, goals and strategies that were identified during extensive community engagement for the Community Strategic Plan (CSP) during 2016/17.

Integrated Planning and Reporting

Figure 3 below illustrates the relationships between the Operational Plan and other Council long, medium and short term planning and reporting mechanisms. Collectively, these plans and reporting documents are known as the 'Integrated Planning and Reporting Framework' (IP&R) and are prescribed in the Local Government Act 1993. They all give effect to the community's stated priorities, vision and values. Broad engagement that captures the diversity of community views, must underpin all IP&R activities.

The new Northern Beaches Council will adopt a new CSP, Delivery Program and Resourcing Strategy by June 2018.

Figure 3: Integrated Planning and Reporting Framework



Community Strategic Plan

All Council plans and strategies, including the Operational Plan, must refer back to the CSP and identified community priorities.

The CSP is the foundation for all planning for the region. As the name implies, it is the community's plan for the future of the region (not Council's). It is a big picture view of the community's priorities - many of which fall beyond Council's immediate control. Transport, employment, education and health are obvious examples of community priorities that are not directly within scope of local government action. They provide an opportunity to bring together a broad range of stakeholders and agencies in facilitating a holistic approach to tackle long term complex challenges.

Where the CSP provides a broad strategic reference, the Operational Plan outlines the detailed actions and activities that Council will undertake in the given financial year to achieve community objectives.

In the absence of a single, adopted CSP for the new local government area, Council is guided by the draft CSP endorsed by Council on 27 June 2017 for exhibition.

Monitoring Progress

Council will report on a quarterly basis (September, December, and March) on progress against our Operational Plans. Detailed financial reports and updates on Council's capital and operational actions will also be reported on a quarterly basis.

Council will prepare its first Annual Report for the period from the merger date (12 May 2016) to the end of the 2016/17 financial year (30 June 2017) in November 2017. This will also include the audited financial report for the period from the merger date to 30 June 2017, along with any information required by the Regulation or the Guidelines.

How to Read this Document

This document is structured on the basis of the draft CSP endorsed by Council on 27 June 2017 for exhibition.

With a vision that expresses the concept of sustainability in the Northern Beaches context, the Operational Plan is structured into eight outcome areas that align with the quadruple bottom line reporting standard (environmental, social, economic and civic).

Detailed within each of our eight outcomes is a one year Operational Plan for 2017/18 which sets out our planned projects for the 2017/18 financial year and the associated expenditure.

While each outcome area seeks to describe a set of discreet actions and strategies that will help achieve the community's vision, it is important to keep in mind that the issues are overlapping and interconnected. Council will approach the outcomes holistically and ensure a balanced approach in working towards each community outcome.

Each of the eight outcome areas are structured into five main parts:

- Context
- Ongoing services and programs
- Operational projects
- Capital projects
- Performance indicators

Protection of the Environment

Focus in this section is on ensuring that our natural and built assets are protected from impacts of development and population growth as well as natural hazards.

Environmental Sustainability

This section reflects a need for growth to be sustainable and well-balanced for the benefit of current and future generations. Focus is on climate change, green and sustainable development, and sustainable resource use.

Places for People

This section focusses on planning and creating built environments and open spaces that support individual and social wellbeing.

Community and Belonging

This outcome area seeks to provide programs and activities that reduce inequity and stimulates social cohesion through events and community programs.

Vibrant Local Economy

This outcome area aims to increase and protect local jobs containment while attracting key workers to the area and in general support business and industry by facilitating networks and education, training and learning opportunities.

Transport, Infrastructure and Connectivity

This section focuses on facilitating and promoting active and sustainable travel while ensuring ongoing maintenance and improvements of footpaths and other infrastructure

Good Governance

This outcome area seeks to establish integrated systems and safeguards (e.g. clear corporate and financial reporting, internal auditing and rigorous risk management systems) that are adaptable to the evolving and diverse needs of the community.

Participation and Partnerships

This section seeks to ensure that communication and engagement methods are relevant, targeted and effective and that build on partnerships and collaboration as a way to achieve better outcomes for the community in the long term.

Operational Plan 2017/18

Program and Projects





Protection of the Environment

Context

Working together as a community to protect and enhance our natural and built environments for the future.

We need to protect the environment for its own sake as well as for the sake of current and future generations. The ecological system, the flora and the fauna, are valuable and precious in their own right. They also provide essential environmental services for the community: for example, the air we breathe, the water we drink and the pleasure we take from walking in nature.

Our natural environment is under pressure from multiple sources. Increased urban sprawl, recreation and tourism, pests and weeds, pollution and illegal activities all place cumulative pressure on natural areas and introduce risks that must be actively managed.

In addition to the risks to natural areas, there are also significant risks to our public assets (such as roads and critical infrastructure) that must be effectively and collaboratively managed.

This section identifies specific actions for 2017/18 that aim to protect our environment and mitigate natural hazard risks.

Ongoing Services and Programs

Council delivers a wide range of services and programs to protect the environment, including:

- Delivery of programs to protect, preserve and manage our coasts, estuaries and waterways to benefit future generations
- Delivery of programs to protect, preserve and manage bushland and biodiversity to benefit future generations.
- Implementation of Environmental and Natural Resources projects
- Delivery of a stormwater network that improves local drainage
- Management of natural hazards including flooding, bushfire, coastal erosion and landslip

Operational Projects

Action	Responsibility
Deliver programs to protect, preserve and manage bushland and biodiversity to benefit future generations.	Natural Environment & Climate Change
Deliver programs to protect, preserve and manage our coasts, estuaries and waterways to benefit future generations	Natural Environment & Climate Change
Natural hazard management planning, mitigation works, warning systems and awareness campaigns	Natural Environment & Climate Change
Deliver targeted environmental sustainability engagement and education to assist in protection of the natural environment	Natural Environment & Climate Change

Capital Projects

Coastal protection works	Budget \$	Responsibility
Collaroy - Narrabeen Coastal Protection Works	7,500,000	Natural Environment & Climate Change
Fairy Bower Sea Wall project	500,000	Natural Environment & Climate Change
Stormwater Program		
New stormwater	665,000	Natural Environment & Climate Change
Stormwater renewals	4,657,000	Natural Environment & Climate Change
Reactive stormwater renewals	1,320,000	Natural Environment & Climate Change
Manly Oval stormwater upgrade	538,497	Capital Projects
Warriewood Valley creekline works	1,346,472	Natural Environment & Climate Change
Gross Pollutant Trap renewals	40,000	Natural Environment & Climate Change
Rural Fire Service Program		
Rural Fire Service building works program	50,000	Property
Bushland Program		
New community nursery - North Curl Curl Community Centre	200,000	Natural Environment & Climate Change

Performance Indicators

We will report quarterly or annually on the following indicators. Targets have been provided where possible. The satisfaction metrics are from the Annual Community Survey undertaken in June 2017.

These targets were available in August 2017 and subsequently incorporated into Council's business planning and reporting.

Metric	Target
No net loss of bushland under Council's care control and management (A)	0% hectares
No decline in waterway health(A)	0% decline
All areas of the LGA affected by Flooding, Coastal Erosion, and Bushfire are identified (A)	90%
Council reduces its resource consumption each year (A)	>0% reduction

(A) Reported Annually

Community survey satisfaction metrics	Target
Satisfaction with protecting native plants and animals (A)	3.57 Mean Rating 2017*
Satisfaction with restoring natural bushland (removing weeds, bush regeneration programs) (A)	3.42 Mean Rating 2017*
Satisfaction with controlling feral animals (A)	3.32 Mean Rating 2017*
Satisfaction with environmental protection and regulation (A)	3.34 Mean Rating 2017*
Satisfaction with management of trees (A)	3.30 Mean Rating 2017*
Satisfaction with trails and tracks (A)	3.69 Mean Rating 2017*
Satisfaction with maintenance of beaches, headlands and rockpools (A)	3.96 Mean Rating 2017*
Satisfaction with managing and protecting creeks, lagoons and waterways (A)	3.33 Mean Rating 2017*
Satisfaction with management of local flooding (A)	3.23 Mean Rating 2017*

(A) Reported Annually

* The Annual Community Satisfaction Survey was conducted in June 2017



Environmental Sustainability

Context

Taking action locally to tackle complex and global environmental challenges related to climate change, population growth, consumption and waste.

The challenges of environmental sustainability and climate change can only be addressed by working together across all levels of society.

On a societal as well as individual level, we need to curb consumption as this is the driver of environmental degradation, exacerbated by global population growth. We must think globally, but act locally.

Specific actions and strategies in this area aim to reduce our environmental footprint especially in regards to energy and water consumption, urban design and development, transport, pollution, and waste and resource management.

Ongoing Services and Programs

Council delivers a wide range of services and programs to address the challenges of environmental sustainability and climate change, including:

- Delivery of targeted environmental sustainability engagement and education services to assist in the protection of the natural environment facilitated through holistic and effective community education and volunteer engagement programs.
- Delivery of environmental programs from the Coastal Environment Centre and Manly Environment Centre
- Increased capacity to mitigate, adapt and respond to climate change and reduction of resource consumption.
- Provision of domestic waste collection and resource recovery services as well as waste education programs
- Provision of commercial waste collections services
- Provision of public place cleaning, street sweeping and graffiti removal.
- Operation of Kimbriki landfill and recycling facility.

Operational Projects

Action	Responsibility
Align domestic waste and recycling services across the new Council area consistent with selected resource recovery infrastructure	Waste Management & Cleansing
Develop a Northern Beaches Waste Strategy	Waste Management & Cleansing

Capital Projects

Energy savings initiatives	Budget \$	Responsibility
Energy Saving Initiatives works program	100,000	Natural Environment & Climate Change
Energy Saving Initiatives works program (Revolving Energy Fund)	367,835	Natural Environment & Climate Change
Kimbriki Improvements		
Kimbriki high level drain	454,975	Waste Management & Cleansing
Kimbriki western bund wall on area 3B	625,925	Waste Management & Cleansing
Kimbriki landfill cell development area 4A	1,870,025	Waste Management & Cleansing
Kimbriki leachate treatment plant	2,671,000	Waste Management & Cleansing
Kimbriki gas capture system	60,008	Waste Management & Cleansing
Kimbriki vehicles	100,000	Waste Management & Cleansing
Kimbriki renewal program	500,000	Waste Management & Cleansing
Kimbriki other	50,000	Waste Management & Cleansing
Kimbriki new excavator	300,000	Waste Management & Cleansing
Kimbriki Road, Terrey Hills - new access road	4,000,000	Capital Projects

Performance Indicators

We will report quarterly or annually on the following indicators. Targets have been provided where possible. The satisfaction metrics are from the Annual Community Survey undertaken in June 2017.

These targets were available in August 2017 and subsequently incorporated into Council's business planning and reporting.

Metric	Target
Increased diversion rates from domestic waste service - % collected and not sent to landfill (Q)	>50%
Reduction in the incidents of illegal dumping(A)	>0% reduction

(A) Reported Annually

Community survey satisfaction metrics	Target
Satisfaction with management of litter control and rubbish dumping (A)	3.47 Mean Rating 2017*
Satisfaction with cleaning of villages and town centres (A)	3.63 Mean Rating 2017*
Satisfaction with environmental education programs and facilities (e.g. Coastal Environment Centre and Manly Environment Centre) (A)	3.32 Mean Rating 2017*
Satisfaction with domestic waste collection service (e.g. garbage removal, recycling, vegetation, electronic waste) (A)	4.15 Mean Rating 2017*
Satisfaction with household bulky items collections (A)	3.67 Mean Rating 2017*

(A) Reported Annually (Q) Reported Quarterly

* The Annual Community Satisfaction Survey was conducted in June 2017



Places for People

Context

Planning and creating places that stimulate individual and social wellbeing

There is a strong link between the ambience and quality of our physical surroundings on the one hand and our individual and collective wellbeing on the other.

While many of the community's concerns in this space fall beyond the direct control of local government (namely regarding the cost of housing, health and mental health and social inclusion), Council is in a strong position to establish collaborative partnerships at a local level aimed at improving the places where we live, work and play on the Northern Beaches.

This section focusses on creating built environments and open spaces that cater for a wide range of uses and functions and are easily accessible to all people.

Ongoing Services and Programs

Council delivers a wide range of services and programs to create places for people, including:

- Development of land use planning policies to guide development, strategic advice on land use, and assessment of planning proposals lodged by external parties
- Assessment and determination of development and subdivision applications
- Management of parks, reserves, playgrounds, beaches, and foreshores (including rockpools) and trees
- Sportsfield and open space planning and management
- Management of our villages and town centres, including public facilities including Surf Clubs, community centres and public amenities
- Investigation and enforcement of illegal land use
- Private certification services
- Regulation of retail food premises, public health premises and systems; and environmental health complaints;
- Maintenance of regular ranger and parking patrols
- Operation of Manly Andrew Boy Charlton Aquatic Centre and Warringah Aquatic Centre
- Provision of professional beach lifeguard service

Operational Projects

Action	Responsibility
Implement the Ingleside Land Release project	Strategic & Place Planning
Implement the Northern Beaches Hospital Precinct Structure Plan	Strategic & Place Planning
Complete the Pittwater Waterway Strategy	Strategic & Place Planning
Review the Manly Wharf Master Plan	Strategic & Place Planning
Implement the Affordable Housing Policy	Strategic & Place Planning
Complete the Brookvale Structure Plan	Strategic & Place Planning
Commence a review of Land Use Strategy for the Northern Beaches	Strategic & Place Planning
Implement the actions of the adopted District Plan	Strategic & Place Planning
Review the Manly Section 94 Plan	Strategic & Place Planning
Review and update the Warringah Section 94A Plan	Strategic & Place Planning

Capital Projects

Aquatic Centre Improvements	Budget \$	Responsibility
Aquatic Centre accessibility	12,000	Property
Warringah Aquatic Centre renewals	75,000	Property
Manly Aquatic Centre renewals	120,000	Property

Playgrounds Improvements

Connecting all Through Play - Inclusive Play Program	3,065,000	Capital Projects
Connecting Communities - Pilot Project Local Parks	35,000	Capital Projects
Berry Reserve, Narrabeen inclusive playground upgrade	126,000	Parks & Recreation
Allambie Oval Upgrades - new playground, multi-use court, pathway	40,000	Parks & Recreation
Parkes Road, Collaroy playground and pathway lighting	25,000	Parks & Recreation
Playgrounds - new and upgrades	50,000	Parks & Recreation

Capital Projects

Sportsgrounds improvements	Budget \$	Responsibility
Playground renewal program	710,000	Parks & Recreation
Youth play space - new	200,000	Parks & Recreation
Cromer Park Field 2 - synthetic sportsfield	1,600,000	Parks & Recreation
Lionel Watts Oval Frenchs Forest - synthetic sportsfield design and preparatory works	105,000	Parks & Recreation
Sportsgrounds - new and upgrades	370,000	Parks & Recreation
Sportsfield renewal program	1,907,000	Parks & Recreation
Sports Club capital assistance program	100,000	Parks & Recreation
Forestville War Memorial Playing Fields - netball court upgrade	270,000	Parks & Recreation
Connecting all Through Play - Active Play (Sports Facilities and Surf Clubs)	2,000,000	Capital Projects
Sport buildings works program	735,000	Property
Warriewood Rugby Park clubhouse	500,000	Property
Reserves and Parks Improvements		
Reserves - new and upgrades	170,000	Parks & Recreation
Warriewood Valley - public space and recreation	100,000	Parks & Recreation
Reserves renewal program	200,000	Parks & Recreation
Recreational trails renewal program	140,000	Parks & Recreation
Walter Gors Reserve and shared walkway Dee Why Parade	20,000	Capital Projects
Foreshore and Building Improvements		
Foreshores new works	170,000	Parks & Recreation
Foreshores renewal works	1,093,500	Parks & Recreation
Rockpool renewal program	1,010,649	Parks & Recreation
Tidal pools refurbishment	100,756	Property
Dinghy storage new	50,000	Property
Dinghy storage replacement of racks	40,000	Property
Beach equipment renewals	50,000	Parks & Recreation
Beach accessibility renewals	35,000	Parks & Recreation
Beach buildings works program	100,000	Property

Capital Projects

Foreshore and Building Improvements	Budget \$	Responsibility
Long Reef Surf Lifesaving Club upgrade/renewal	171,000	Property
Mona Vale Surf Lifesaving Club upgrade/renewal	340,000	Property
Swim club buildings works program	174,672	Property
Narrabeen Beach viewing tower	200,000	Property
Manly Beach Controls Office and Viewing Platform	18,000	Property
Marine Parade, Manly upgrade	450,000	Capital Projects
Public Amenities Improvements		
Collaroy Beach accessible toilet and accessibility upgrades	1,400,000	Parks & Recreation
Public amenities works program	338,754	Property
Manly Dam public amenities works	620,000	Property
Nolans Reserve, North Manly sports public amenities works	1,597,906	Property
Cromer Park sports public amenities west works	145,000	Property
North Narrabeen Rock Pool public amenities works	400,000	Property
Church Point public amenities works	200,000	Property
Marine Parade, Manly public amenity works	370,000	Capital Projects
Cemetery works		
Cemetery works program	200,000	Property

Performance Indicators

We will report quarterly or annually on the following indicators. Targets have been provided where possible. The satisfaction metrics are from the Annual Community Survey undertaken in June 2017.

These targets were available in August 2017 and subsequently incorporated into Council's business planning and reporting.

Metric	Target
Assessment of Planning Proposals (measure from lodgment date to completion of Council report) (Q)	90 days
Class 1 and 10 housing approvals (development applications and complying development certificates) within 40 days (Q)	90%
Mean turnaround time of development applications determined by independent panels (Q)	90 days
Mean turnaround time of development applications determined under delegation (Q)	50 days
No. of environmental compliance education and promotional activities delivered (Q)	No
% of scheduled critical and high risk retail food premises inspections completed (Q)	100%
% of scheduled critical and high risk public health inspections completed (Q)	100%
Increase in availability of active open space (A)	>0% increase
% of Playgrounds that are inclusive and access (A)	>0% increase
% of Buildings available for community usage (A)	%
Generation of energy from Council's built assets (A)	No. Kw

(Q) Reported Quarterly (A) Reported Annually

Community survey satisfaction metrics	Target
Satisfaction with food safety standards of retail food outlets (A)	3.81 Mean Rating 2017*
Satisfaction with companion animal management, including dogs (A)	3.30 Mean Rating 2017*
Satisfaction with condition of public toilets (A)	2.90 Mean Rating 2017*
Satisfaction with parks and recreation areas (including playgrounds) (A)	3.87 Mean Rating 2017*
Satisfaction with sporting fields and amenities (A)	3.58 Mean Rating 2017*
Satisfaction with managing development (land use planning) (A)	2.83 Mean Rating 2017*
Satisfaction with development approvals process (A)	2.82 Mean Rating 2017*
Satisfaction with Warringah and Manly aquatic centres (A)	3.62 Mean Rating 2017*

(A) Reported Annually

* The Annual Community Satisfaction Survey was conducted in June 2017



Community and Belonging

Context

A welcoming community, celebrating our similarities and diversity and making sure that everyone is included in community life.

Building strong and inclusive communities has significant benefits for individuals, the community and for society at large. It reduces risks of social isolation and alleviates and pre-empts illness.

We need to make sure that everyone has the opportunity to participate in community life, especially those people who may be at risk of social isolation.

This outcome area seeks to provide programs and activities that reduce inequity and stimulates social cohesion through community events and programs.

Ongoing Services and Programs

Council delivers a range of services and facilities that support the health and wellbeing of the community including:

- Operation of family day care, occasional care, vacation care, six long day care centres and two pre-schools
- Management of 43 community centres,
- Delivery of aged and disability services, youth and family services and community development
- Operation of libraries services at Belrose, Dee Why, Forestville, Mona Vale, Manly, and Warringah Mall as well as a home library service
- Supporting five community libraries
- Provision of performing and creative art space as well as the delivery of programs and exhibitions at Glen Street Theatre, Manly Art Gallery and Museum, and Warringah Creative Space
- Delivery of major community and civic events
- Provision of community safety initiatives and place activation

Operational Projects

Action	Responsibility
Cater for children from diverse and socio-disadvantaged backgrounds in our long day care, occasional care, vacation care, family day care and pre-school	Children's Services
Meet National Quality Framework standards in providing service to children	Children's Services
Amalgamate pre-schools to Kangaroo Street centre from Ivanhoe Park	Children's Services
Investigate options to relocate the Youth and Family Counselling Service to enhance access for the Northern Beaches community	Community, Arts & Culture
Implement a single Community Centre booking system for the Northern Beaches	Community, Arts & Culture
Review and harmonise fees for Council's 43 community centres	Community, Arts & Culture
Deliver an entrepreneur conference for young people on the Northern Beaches	Community, Arts & Culture
Undertaken Ingleside Land Release community development planning	Community, Arts & Culture
Review opportunities to expand the Manly Meals on Wheels service	Community, Arts & Culture
Support for one Northern Beaches Club grants committee to assist licenced clubs with providing grants to local organisations	Community, Arts & Culture
Establishment of an expert access panel	Community, Arts & Culture
Develop an online disability inclusion and access information hub	Community, Arts & Culture
Promote all library services at all the public library branches	Library Services
Review library opening hours across all the public libraries	Library Services
Continue to support and promote the provision of community library services	Library Services
Implement a single on-line booking system for all library events and programs held at the public libraries	Library Services
Review customer services processes and practices in all the public library branches	Library Services
Operate Glen Street Library as part of the Glen Street Cultural Hub	Library Services
Implement an on-line customer suggestion process across all the public libraries	Library Services

Operational Projects

Action	Responsibility
Implement a single library card to access all library services across the Northern Beaches public libraries	Library Services
Establish a single library management system for customers to access all library loanable items across the Northern Beaches public libraries	Library Services
Development of a Community Safety issues paper in consultation with key stakeholders	Community Engagement & Communications
Development of a Creative Strategy	Community Engagement & Communications
Trial place making activations in identified village and town centres	Community Engagement & Communications
Undertake a strategic review of the annual program of events	Community Engagement & Communications
Develop accessibility and inclusion guidelines and toolkit for Council events	Community Engagement & Communications
Establishment of inclusion conditions in funding agreements	Transformation & Performance
Develop and implement a process to book use of the beach FreeWheeler	Parks & Recreation

Capital Projects

Library Upgrades	Budget \$	Responsibility
New library technology	73,000	Library Services
New library books	150,000	Library Services
Replacement of library books	957,179	Library Services
Mona Vale Library - new works	50,000	Library Services
Mona Vale Library - upgrades	105,000	Property
Community Centre Upgrades		
Warriewood Valley Community Centre	930,000	Property
Beacon Hill Community Centre and Youth Club	875,000	Property
Avalon Community Centre	378,000	Property
Community centres minor works program	75,000	Property
Community buildings works program	250,000	Property

Capital Projects

Childcare Buildings	Budget \$	Responsibility
Children's centres works program	50,000	Property
Harbour View Children's Centre	200,000	Property
Cultural Improvements		
Manly Art Gallery - accessibility investigations	38,477	Property
Manly Art Gallery - art works	10,000	Community, Arts & Culture
Glen Street Theatre renewal works	45,000	Property
Public art purchases	65,669	Community, Arts & Culture
New creative art space - northern end of the Northern Beaches local government area	1,000,000	Property
New public art installations	500,000	Community, Arts & Culture

Performance Indicators

We will report quarterly or annually on the following indicators. Targets have been provided where possible. The satisfaction metrics are from the Annual Community Survey undertaken in June 2017.

These targets were available in August 2017 and subsequently incorporated into Council's business planning and reporting.

Metric	Target
No. of community events held (Q)	No.
% increase in library visits (A)	5%
No. of children attending child care programs (FDC, LGDC, Vac Care, & PreSchool) (A)	No.

(Q) Reported Quarterly (A) Reported Annually

Community survey satisfaction metrics	Target
Satisfaction with provision of child care services (A)	3.32 Mean Rating 2017*
Satisfaction with facilities and services for youth (A)	3.21 Mean Rating 2017*
Satisfaction with facilities and services for older people (A)	3.36 Mean Rating 2017*
Satisfaction with facilities and services for people with disabilities (A)	3.36 Mean Rating 2017*
Satisfaction with community centres (A)	3.49 Mean Rating 2017*
Satisfaction with community events and festivals (A)	3.79 Mean Rating 2017*
Satisfaction with arts and cultural facilities (e.g. Glen Street Theatre and Manly Art Centre and Museum) (A)	3.34 Mean Rating 2017*
Satisfaction with library services (A)	4.06 Mean Rating 2017*
Satisfaction with provision of lifeguards on beaches (A)	4.43 Mean Rating 2017*

(A) Reported Annually

* The Annual Community Satisfaction Survey was conducted in June 2017



Vibrant Local Economy

Context

Facilitating a thriving, diverse and well-connected local economy that supports traditional as well as innovative businesses.

The economy has a direct bearing on the wellbeing of the community and is strongly related to complex issues such as transport, housing affordability (and mortgage/rental stress), land-use planning, and education - issues that cannot be solved in isolation and that demand a holistic and long term approach.

This outcome area aims to increase and protect local jobs containment while attracting key workers to the area, make job and business mobility in and out of the area easier and in general support business and industry by facilitating networks and education, training and learning opportunities.

Ongoing Services and Programs

Council delivers a range of services and programs to support a vibrant local economy including:

- Provision of Economic development and Tourism initiatives and projects undertaken
- Assistance in the provision of local regional and training apprenticeships and education awareness
- Provision of place making projects; social cohesion by facilitating involvement in community organisations, networks, events and activities
- Management of our village and town centres including public facilities

Operational Projects

Action	Responsibility
Host and/or support business events and networks across the region	Community Engagement & Communications
Work with local communities and businesses to identify ways to improve town centres	Community Engagement & Communications
Develop policies and issue papers with appropriate actions to promote the region's economy	Community Engagement & Communications
Finalise the Manly Destination Management Plan and commence a similar Plan for the whole region	Community Engagement & Communications
Coordination of Meet Your Street program	Community Engagement & Communications

Capital Projects

Town Centre and Village upgrades	Budget \$	Responsibility
Dee Why Town Centre - Redman Road Plaza East - Stage 1	1,918,466	Capital Projects
Dee Why Town Centre - design	900,000	Capital Projects
Dee Why Town Centre - construction - Phase 1	5,750,000	Capital Projects
Balgowlah Plaza	638,000	Capital Projects
Manly Laneways	1,500,000	Capital Projects
Place making infrastructure (Enliven)	98,530	Community Engagement & Communications

Performance Indicators

We will report quarterly or annually on the following indicators. Targets have been provided where possible. The satisfaction metrics are from the Annual Community Survey undertaken in June 2017.

These targets were available in August 2017 and subsequently incorporated into Council's business planning and reporting.

Community survey satisfaction metrics	Target
Satisfaction encouraging local industry and business (A)	3.27 Mean Rating 2017*
Satisfaction with keeping town centres and villages vibrant (e.g. activities, mixed-uses, landscaping) (A)	3.43 Mean Rating 2017*

(A) Reported Annually

* The Annual Community Satisfaction Survey was conducted in June 2017



Transport, Infrastructure and Connectivity

Context

Making it easier for residents, businesses and visitors to communicate and connect across and beyond the Northern Beaches.

Transport, infrastructure and connectivity are key elements in creating a safe, inclusive and connected community and it is an area that continues to concern and frustrate the local community. Being home to some of the most congested roads in Australia (namely Warringah Road, Mona Vale Road and Pittwater Road/Spit Bridge); there is a clear and urgent need to do something about improving transport and connectivity on the Northern Beaches.

Council cannot solve these problems alone; most transport and infrastructure related investments are the responsibility of the NSW Government. In the short and immediate term, Council will focus on facilitating and promoting active and sustainable travel while ensuring ongoing maintenance and improvements of footpaths and other infrastructure. Council will also continue to advocate for better long term integrated transport solutions and will work with relevant agencies to improve public transport and coordinate road network planning.

Ongoing Services and Programs

- Planning and delivery of road related infrastructure projects (including road pavements, kerbs, traffic facilities, retaining walls, bridges, signage, bus shelters, cycleways and footpaths)
- Maintenance and renewal of road related infrastructure assets (including road pavements, kerbs, traffic facilities, retaining walls, bridges, signage, bus shelters, cycleways and footpaths)
- Maintenance and renewal of car parking facilities and management of the supply of public parking
- Planning and delivery of shared walking/bike paths and provision of bike storage facilities
- Traffic management of local roads and installation of traffic facilities
- Lobby and work with State and Federal Government to improve public transport and coordinate road network planning
- Maintenance and upgrade of wharfs
- Develop and implement an effective road safety campaigns and programs to improve road safety of all road users
- Provision of a 'Hop Skip and Jump' community bus service

Operational Projects

Action	Responsibility
Commence the development of a Northern Beaches Bike Plan identifying key strategies and programs to encourage bike riding throughout the area	Transport & Civil Infrastructure
Commence the development of a Northern Beaches Pedestrian Access and Mobility Plan (PAMP) to ensure accessibility throughout the Northern Beaches	Transport & Civil Infrastructure
Develop and deliver active travel projects in accordance with the Active Travel Strategy including the development of walking and cycle networks.	Transport & Civil Infrastructure
Continue to work with State Government on the roll out of the B-line Service on the Northern Beaches	Transport & Civil Infrastructure
Undertake a review and detailed assessment of the location of bus stops for the Hop Skip Jump Bus Service to improve travel times, reliability and support safety at bus stops	Community, Arts & Culture
Commence a review of accessible parking provision	Transport & Civil Infrastructure

Capital Projects

Active travel - cycleways and footpaths	Budget \$	Responsibility
Connecting Communities footpaths program	4,300,000	Capital Projects
Footpath new	1,102,750	Transport & Civil Infrastructure
Footpath renewal	930,000	Transport & Civil Infrastructure
Connecting communities cycleways program	4,690,000	Capital Projects
Bike plan implementation - new works	150,000	Transport & Civil Infrastructure
Warriewood Valley - pedestrian and cycleway network	295,748	Parks & Recreation
Narrabeen Lagoon Trail - aquatic boardwalk	797,988	Parks & Recreation
Little Manly Boardwalk	55,000	Parks & Recreation
Road and related infrastructure upgrades		
Road resheeting program	6,480,471	Transport & Civil Infrastructure
Warriewood Valley - new bridge MacPherson Street	7,466,716	Transport & Civil Infrastructure
Bridge renewal	84,892	Transport & Civil Infrastructure

Capital Projects

Road and related infrastructure upgrades	Budget \$	Responsibility
Warriewood Valley - traffic and transport infrastructure	1,155,280	Transport & Civil Infrastructure
New traffic facilities	733,091	Transport & Civil Infrastructure
Bus stop renewal	95,492	Transport & Civil Infrastructure
Kerb and gutter renewal	405,000	Transport & Civil Infrastructure
Retaining wall renewal	1,170,000	Transport & Civil Infrastructure
Scotland Island roads and drainage improvements	120,000	Transport & Civil Infrastructure
Church Point - new seawall, road realignment and carpark	5,714,411	Transport & Civil Infrastructure
Parking station and meters infrastructure	1,400,000	Transport & Civil Infrastructure
Car park renewal	604,316	Transport & Civil Infrastructure
Wharf upgrades		
Currawong Wharf	300,000	Property
Mackerel Beach Wharf	400,000	Property
Wharves works program	200,000	Property
Church Point Wharf boardwalk extension	900,000	Transport & Civil Infrastructure
Rowland Reserve, Bayview - boating facilities renewal	700,000	Property

Performance Indicators

We will report quarterly or annually on the following indicators. Targets have been provided where possible. The satisfaction metrics are from the Annual Community Survey undertaken in June 2017.

These targets were available in August 2017 and subsequently incorporated into Council's business planning and reporting.

Metric	Target
% of road pavement in good or better condition (A)	%
% of capital works delivered (A)	80%
% growth in active travel network (Footpath/Shared/Cycleway) (A)	%

(A) Reported Annually

Community survey satisfaction metrics	Target
Satisfaction with condition of local roads (A)	3.04 Mean Rating 2017*
Satisfaction with footpaths (A)	3.16 Mean Rating 2017*
Satisfaction with bike paths (A)	3.03 Mean Rating 2017*
Satisfaction with bus shelters (A)	3.45 Mean Rating 2017*
Satisfaction with parking (A)	2.77 Mean Rating 2017*
Satisfaction with traffic management (A)	2.87 Mean Rating 2017*
Satisfaction with wharves and boat ramps (A)	3.38 Mean Rating 2017*

(A) Reported Annually

* The Annual Community Satisfaction Survey was conducted in June 2017



Good Governance

Context

Leading an integrated and ethical organisation and facilitating a strong culture of transparency and accountability.

As a newly amalgamated Council, it is a top priority to deliver high quality services to the community while working hard to integrate systems and processes that enable transparency and accountability.

A culture of transparency and accountability is critical to good governance and especially for an organisation the size of Northern Beaches Council with more than 1,800 employees.

This outcome area seeks to establish integrated systems and safeguards (e.g. clear corporate and financial reporting, internal auditing and rigorous risk management systems) that are adaptable to the evolving and diverse needs of the community without stifling innovation and creativity. It is also concerned with laying the foundations for a sound and clearly-defined working relationship between Council's administration and its elected body.

Ongoing Services and Programs

Council provides a range of services and programs to support good governance including:

- Provision of Corporate Governance, Enterprise Risk management, meetings and reports;
- Provision of Corporate planning and strategy services: including the Council's CSP, Delivery Program; Operational Plans and statutory reporting frameworks
- Provision of corporate human resources and workforce health, welfare and safety services
- Provision of corporate Information and Technology services and records management
- Provision of corporate Legal services
- Provision of Internal Audit and Ombudsman services
- Provision of corporate financial management, business support, levying and collection services
- Transformation, Organisational change and Business Excellence services
- Provision of procurement services
- Provision of customer service centres at Avalon, Dee Why, Manly and Mona Vale

Operational Projects

Action	Responsibility
Develop an effective Internal Audit Plan and conduct audits accordingly and ensure an effective Audit, Risk and Improvement Committee	Governance & Risk
Ensure Local Government elections are conducted as required in conjunction with the NSW Electoral Commission	Governance & Risk
Implement an induction program for elected representatives and committee members and provide ongoing training and development programs	Governance & Risk
Implement an Enterprise Risk Management Framework based on best practice and Australia Standards	Governance & Risk
Ensure effective business continuity processes are in place incorporating a Business Continuity Plan	Governance & Risk
Relevant Codes and Policies developed and reviewed to meet legislation and/or organisational requirements. Including staff training and awareness raising	Governance & Risk
Review the accessibility and inclusiveness of Council meetings	Governance & Risk
Ensure that a complaint management framework including training and awareness activities, is developed and implemented to meet organisational need, best practice and Australian Standards	Governance & Risk
Preparation of the Northern Beaches Community Strategic Plan (SHAPE 2028)	Transformation & Performance
Preparation of Delivery Program 2018-2021	Transformation & Performance
Preparation of the Operational Plan 2018/19	Transformation & Performance
Preparation of the Long Term Financial Plan 2018-2028	Finance
Preparation of the Workforce Management Plan 2018-2028	Human Resources
Preparation of the Asset Management Strategy	Property
Preparation of Asset Management Plans for all asset classes	Property
Review Council's light fleet policy - reduction in vehicles, fuel and emissions	Finance
Review and implementation of templates for procurement across the Northern Beaches Council in accordance with provisions of the Local Government (General) Regulation	Finance
Review and update tendering documentation guidelines to ensure procurement processes are inclusive and accessible	Finance
Develop guidelines for inclusive recruitment and workplace practices	Human Resources
Develop disability awareness education and training for staff	Human Resources
Research the user experience of systems and processes	Customer Service

Capital Projects

IT Improvements	Budget \$	Responsibility
IT infrastructure - new works	92,300	Systems & Information
IT infrastructure - replacements	781,900	Systems & Information
IT software - new works	515,000	Systems & Information
New IT systems	277,000	Systems & Information
Civic building and compliance works		
Operational buildings works program	293,000	Property
Council Chambers renewal program	455,000	Property
Disability Access (DDA) compliance works	48,759	Property
Building Code of Australia (BCA) compliance works	100,000	Property
Plant and Fleet		
Major Plant	3,556,718	Transport & Civil Infrastructure
Light Fleet	3,270,239	Transport & Civil Infrastructure

Performance Indicators

We will report quarterly or annually on the following indicators. Targets have been provided where possible. The satisfaction metrics are from the Annual Community Survey undertaken in June 2017.

These targets were available in August 2017 and subsequently incorporated into Council's business planning and reporting.

Metric	Target
Satisfaction with customer service centres (Q)	75%
% customers requests transacted on line (A)	>10%
Correspondence replied to within 5 working days (Q)	80%
Overall financial performance meets annual statutory benchmarks (A)	Yes

(Q) Reported Quarterly (A) Reported Annually

Community survey satisfaction metrics	Target
Satisfaction with the overall performance of Council as an organisation over the past 12 months (A)	3.56 Mean Rating 2017*
Satisfaction with the performance of staff dealing with your inquiry (A)	3.88 Mean Rating 2017*
Satisfaction with information on council services (A)	3.43 Mean Rating 2017*

(A) Reported Annually

* The Annual Community Satisfaction Survey was conducted in June 2017



Participation and Partnerships

Context

Drawing on a wealth of local knowledge and diverse professional perspectives to get better and more holistic outcomes for the Northern Beaches community.

It is important for Council to be flexible and responsive to the evolving ways our community connects and engages. Ensuring representation and participation across demographics (namely age, gender, socio-economic status, cultural and educational backgrounds) is key to decision making that is responsive to the diverse needs of the community.

This outcome area aims to ensure that communication and engagement methods are relevant, targeted and effective and that build on partnerships and collaboration as a way to achieve better outcomes for the community in the long term.

Ongoing Services and Programs

Council provides a range of services and programs to support participation and partnerships including:

- Community engagement services
- Media, communications and marketing services

Operational Projects

Action	Responsibility
Launch a new Northern Beaches Council website and content management system	Community Engagement & Communications
Continue to implement the Northern Beaches Council identity	Community Engagement & Communications
Continue to develop the signage style guide and rollout across Council assets	Community Engagement & Communications
Conduct a document and media accessibility audit	Community Engagement & Communications
Develop and integrate inclusion participation guidelines into Council's community engagement framework	Community Engagement & Communications
Build networks with key contacts regarding the best way to engage people with disability	Community Engagement & Communications
Integrate accessibility and inclusion considerations into early stage project planning	Community Engagement & Communications

Performance Indicators

We will report quarterly or annually on the following indicators. Targets have been provided where possible. The satisfaction metrics are from the Annual Community Survey undertaken in June 2017.

These targets were available in August 2017 and subsequently incorporated into Council's business planning and reporting.

Metric	Target
No. of volunteers who actively participate in ongoing volunteer programs each quarter (Q)	No.

(Q) Reported Quarterly (A) Reported Annually

Community survey satisfaction metrics	Target
Satisfaction with lobbying on behalf of the community (A)	2.98 Mean Rating 2017*
Satisfaction with consultation by the Council (A)	3.04 Mean Rating 2017*

(A) Reported Annually

* The Annual Community Satisfaction Survey was conducted in June 2017

Budget 2017/18



Revenue Policy

Rating

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 2017/18 may be increased by a maximum of:

- 1.5% for the former **Manly** Council
- 1.5% for the former **Pittwater** Council
- 9.4% for the former **Warringah** Council

In accordance with the Proclamation the current rate structure including category and sub-categories of the former councils will be maintained and rate assessments will be based entirely upon property valuations (ad valorem) but with minimum rates applying where appropriate. Rates for 2017/18 will be assessed on land values having a date of 1 July 2016.

The increase allowed by IPART relates to general income in total and not to individual ratepayers' rates. Individual rates are also affected by other factors such as land valuations. 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.

Ordinary Rates income for properties in the former Manly area has been reduced by \$550,859 before having the allowable increase of 1.5% applied. This follows the cessation on 30 June 2017 of the 10-year special rates variation for infrastructure asset renewal and maintenance.

Rating of land for the Northern Beaches Council is based on the rating structure of the former Manly, Pittwater and Warringah local government areas. The ad valorem rate, the minimum rate and anticipated revenue for residential, business and business subcategories in the former Manly, Pittwater and Warringah is as follows:

Table 1: Rating Structure for the former Manly Local Government Area

Type	Category/Subcategory	Number	Ad Valorem Rate	Minimum \$	Rate Income \$
Ordinary	Residential	17,597	0.116643	798.40	22,840,043
Ordinary	Business - Manly CBD	635	0.607165	1,042.50	3,677,622
Ordinary	Business	525	0.339807	1,042.50	1,638,274
Special	Manly Business Centre Improvement	635	0.207581		1,290,763
Special	Balgowlah Business Centre Improvement	85	0.138091		87,128
		18,757			29,533,830

Table 2: Rating Structure for the former Pittwater Local Government Area

Type	Category/Subcategory	Number	Ad Valorem Rate	Minimum \$	Rate Income \$
Ordinary	Residential	23,238	0.15480	864.70	36,482,896
Ordinary	Business	1,896	0.35175	1,104.00	4,380,315
Ordinary	Business - Warriewood Square	1	0.38053		90,566
Ordinary	Farmland	10	0.06041	864.70	28,883
		25,145			40,982,660

Table 3: Rating Structure for the former Warringah Local Government Area

Type	Category/Subcategory	Number	Ad Valorem Rate	Minimum \$	Rate Income \$
Ordinary	Residential	53,135	0.149288	949.10	72,175,017
Ordinary	Business	3,913	0.547895	1,218.53	15,968,258
Ordinary	Business - Warringah Mall	1	0.976741		796,044
Ordinary	Business - Strata Storage Units	229	0.662020	558.90	127,988
		57,278			89,067,307

Note: Supplementary land valuations received during the exhibition of the original Operational Plans has resulted in minor changes to the rate in the dollar.

Additional information on special rate variations and levies by former local government areas can be found on pages 60-61.

Domestic Waste Management Charge

The Northern Beaches Council provides Domestic Waste Management (DWM) Services to all residential properties in the local government area. The service/charge for individual residential properties reflects where the property is located in the former Manly, Pittwater or Warringah local government areas. The charges are as follows:

Table 4: Premises in the former Manly local government area

Description	2017/18 Charge/Fee	Income \$
Availability charge - Vacant Land	\$220	11,000
Domestic Waste Management Service (first or additional garbage bins)	\$630	11,727,450
Total Income		11,738,450

Table 5: Premises in the former Pittwater local government area

Service	2017/18 Charge/Fee	Income \$
Availability charge - Vacant Land	\$147	44,080
Availability charge - premises using private collection	\$147	123,830
Domestic (including offshore)	\$609	14,684,817
Retirement Villages	\$476	219,912
Total Income		15,072,639

Table 6: Premises in the former Warringah local government area

Service	2017/18 Charge/Fee	Income \$
Availability charge - Vacant Land	\$95	44,270
Per 80 litre garbage bin (first or additional garbage bins) - includes availability charge	\$389	13,900,526
Per 120 litre garbage bin (first or additional garbage bins) - includes availability charge	\$581	12,332,887
Service Increase Fee - applies when delivering a larger capacity or additional bin, compared to base 80 litre service or existing service level	\$26	N/A
Supply of additional vegetation bin	\$100	5,000
Total Income		26,282,683

Rate Reduction For Eligible Pensioners

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

Eligible pensioners are also granted an additional voluntary rebate under policies of the former Manly, Pittwater or Warringah Councils. The additional rebate available to eligible pensioners is determined based on these policies, where they reside and the rebate is as follows:

- Former Manly local government area - an additional rebate of between \$20 and \$30 for the environmental rate levy
- Former Pittwater local government area - an additional rebate up to \$150 for pensioners under the accepted retirement age
- Former Warringah local government area - an additional rebate of \$47.60 for waste management for eligible pensioners and \$150 on rates to eligible pensioners under the accepted retirement age, and certain classes of pensioners who have reached the accepted retirement age

Stormwater Management Services Charge - Former Manly And Pittwater (Only)

This charge only applies to properties in the former Manly and Pittwater local government areas.

A Stormwater Management Services Charge funds additional investigations and activities towards improving stormwater quality, managing stormwater flows and flooding, and harvesting and reusing stormwater.

The Stormwater Management Services Charge Program is funded by a Stormwater Management Service Charge for the period from 1 July 2007 under the addition of Section 496A to the Local Government Act 1993 and the Local Government (General) Regulations 2005. It is generally levied on rateable urban land that is categorised for rating purposes as residential or business excluding vacant land. The applicable charges are:

Table 7: Stormwater management services charges

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 subject to the land categorised as business	

Works On Private Land

Council may carry out work on private land, either on request or agreement with the owner of the land, or under relevant legislation. The amount or rate to be charged will be the appropriate commercial rate - the actual cost of the works and standard oncosts to provide full cost recovery plus a return to Council.

Section 611 Charges

An annual charge under Section 611 of the Local Government Act 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.

Interest Rate On Overdue Rates

Interest charges on unpaid rates and charges will accrue on a daily basis at the rate set by the Office of Local Government (7.5% per annum for 2017/18) in accordance with Section 566 of the Local Government Act 1993.

External Borrowings

Council is anticipating borrowings of \$7.815 million in 2017/18 for a new access road at the Kimbriki Resource Recovery Centre.

These loans will be secured as a charge over the income of the Council.

Schedule Of Fees And Charges

Council's 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
- Charge 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 Council's pricing policy and are attached.

In determining a pricing structure for 2017/18 and the fees to be charged, the general nature of the types of services, products or commodities have been assessed in relation to current charges, GST and inflationary costs. Pricing structures obtain revenue from particular services, but have regard for the limitations imposed by public accountability issues and community service obligations.

National Competition Policy - Business Activity

The intent of the National Competition Policy is to apply Competitive Neutrality principles to business activities conducted by councils. The principle of competitive neutrality is based on the concept of the 'level playing field' and essentially means that Council should operate without net competitive advantages over other businesses as a result of its public ownership.

- Category 1 Businesses - are those with total revenue over \$2 million.
- Category 2 Businesses - are those with total revenue of less than \$2 million

Council has determined the following are Category 1 and 2 Businesses:

Business Activity	NCP Category
Children's Services	1
Glen Street Theatre	1
Kimbriki Environmental Enterprises Pty Ltd	1
Parking Stations	1
Sydney Lakeside Caravan Park	1
Aquatic Centres	1
Certification Services	2

Income Statement

	2017/18 \$ '000
Income from Continuing Operations	
Rates and Annual Charges	210,179
User Charges and Fees	79,725
Interest and Investment Revenues	4,712
Other Revenues	22,802
Grants and Contributions - Operating Purposes	12,395
Grants and Contributions - Capital Purposes	20,858
Gains on Disposal of Assets	500
Share of interests in Joint Venture using Equity Method	-
Total Income from Continuing Operations	351,171
Expenses from Continuing Operations	
Employee Benefits and On-Costs	(130,786)
Borrowing Costs	(3,972)
Materials and Contracts	(115,106)
Depreciation and Amortisation	(33,310)
Other Expenses	(40,050)
Loss on Disposal of Assets	-
Share of interests in Joint Venture using Equity Method	-
Total Expenses from Continuing Operations	(323,224)
Surplus/(Deficit) from Continuing Operations	27,947
Minority Interests	(91)
Surplus/(Deficit) attributable to Council	27,856
Surplus/(Deficit) before Capital Grants and Contributions	7,089

Balance Sheet

2017/18
\$ '000

ASSETS

Current Assets

Cash and Cash Equivalents	7,723
Investments	146,732
Receivables	22,711
Inventories	2,494
Other	2,150
Non-current assets classified as "held for resale"	1,966
Total Current Assets	183,776

Non-Current Assets

Investments	1,079
Receivables	2,009
Inventories	-
Infrastructure, Property, Plant and Equipment	4,493,448
Investments Accounted for using the equity method	20
Investment Property	3,900
Intangible	3,963
Total Non-Current Assets	4,504,419
TOTAL ASSETS	4,688,195

LIABILITIES

Current Liabilities

Payables	50,657
Borrowings	8,328
Provisions	29,008
Total Current Liabilities	87,993

Non-Current Liabilities

Payables	-
Borrowings	42,157
Provisions	22,012
Total Non-Current Liabilities	64,169

TOTAL LIABILITIES	152,162
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NET ASSETS	4,536,033
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EQUITY

Retained Earnings	4,535,644
Revaluation Reserves	-
Council Equity Interest	4,535,644
Minority Equity Interest	389
TOTAL EQUITY	4,536,033

Cash Flow

2017/18
\$ '000

Cash Flows from Operating Activities

Receipts:

Rates and Annual Charges	210,179
User Charges and Fees	79,265
Interest and Investment Revenues	4,712
Grants and Contributions	33,253
Other	22,802

Payments:

Employee Benefits and On-Costs	(130,683)
Materials and Contracts	(110,205)
Borrowing Costs	(291)
Other	(40,016)

Net Cash provided by (or used in) Operating Activities **69,016**

Cash Flows from Investing Activities

Receipts:

Sale of Investment Property	-
Sale of Infrastructure, Property, Plant and Equipment	2,150
Sale of Non-current assets classified as "held for resale"	-
Distributions Received from Joint Ventures and Associates	-

Payments:

Purchase of Investment Property	-
Purchase of Infrastructure, Property, Plant and Equipment	(116,065)
Purchase of Intangibles	-
Inventory	(45)

Net cash provided by (or used in) Investing Activities **(113,960)**

Cash Flows from Financing Activities

Receipts:

Proceeds from Borrowings and Advances	7,815
Other Financing Activity Receipts	-

Payments:

Repayment of Borrowings and Advances	(8,328)
Repayment of Finance Lease Liabilities	-
Dividend Paid to Minority Interests	-

Net cash provided by (or used in) Financing Activities **(513)**

Net Increase/(Decrease) in Cash and Cash Equivalents **(45,457)**

plus: Cash and Cash Equivalents - beginning of year **200,991**

Cash and Cash Equivalents - end of year **155,534**

Cash & Investments Statement

2017/18
\$ '000

Total Cash and Investments	155,534
Represented by:	
Externally Restricted	
Developer Contributions	36,204
Specific Purpose Unexpected Grants	3,215
Domestic Waste Management	12,815
Total Externally Restricted	52,234
Internally Restricted	
Deposits, Retentions & Bonds	9,944
Employee Leave Entitlement	6,051
Other	21,673
Total Internally Restricted	37,668
Total Restricted Cash	89,902
Total Unrestricted / Available Cash	65,632

Capital Budget Statement

2017/18
\$ '000

Capital Funding

Rates & Other Untied Funding	-
Working Capital	19,439
Depreciation	35,347
Capital Grants Contributions	11,339
External Restrictions	
- S94	12,042
- S94A	12,631
- DWM	-
Internal Restrictions	
- Loan	7,603
- Other	13,615
- Merger Savings Fund	1,900
Income from Sales of Assets	
- Plant and Equipment	2,150
- Land and Buildings	-
Other	-
Total Capital Funding	116,065

Capital Expenditure

Plant & Equipment	7,745
Office Equipment	1,739
Furniture & Fittings	50
Operational Land	-
Community Land	-
Land Improvements	6,177
Buildings	21,854
Other Structures	2,649
Roads, Bridges & Footpaths	43,215
Stormwater Drainage	9,022
Library Books	1,107
Other Assets	500
Art Collection	76
Swimming Pools	1,111
Open Space/ Recreational	20,820
Total Capital Expenditure	116,065

Special Rate Variations/Levies

Special Fund: Manly Environment Levy - Former Manly Local Government Area

This component of the former Manly Ordinary Rates has been set aside for the provision of priority environmental projects over many years. The annual funding from a restricted reserve is \$970,000 per annum.

As at 12 May 2016, the balance of this restricted reserve was \$1,275,000.

The proposed expenditure of the special rate in 2017/18 is detailed below:

Bush Regeneration	\$274,754
Coast & Waterway Management	\$181,382
Environmental Sustainability & Education	\$129,250
Natural Hazards	\$61,140
Biodiversity	\$158,014
Total of projects/programs	\$804,540
Employee costs related to the programs	\$176,232
Total 2017/18	\$980,772

Infrastructure Levy - Former Manly Local Government Area

The Minister for Local Government in 2007/08 approved an Infrastructure Levy of approximately 2.2% for infrastructure works. This Special Rate Variation ceases on 30 June 2017.

Special Rate: Manly Business Centre Improvement - Former Manly Local Government Area

This special rate is for the provision of ongoing and proposed capital and maintenance works, including the Manly Business Centre, The Corso and Ocean Beach Front. It is proposed to fully expend the special rate income of \$1,290,763 during the 2017/18 financial year.

Special Rate: Balgowlah Business Centre Improvement - Former Manly Local Government Area

This special rate is for the provision of ongoing and proposed capital and maintenance works, including the off-street car parks in Condamine Street.

The proposed expenditure of the special rate for 2017/18 is detailed below:

Balgowlah Business Centre Improvement Reserve	\$98,690
Total	\$98,690

Special Rate: Improvement Program - Former Pittwater Local Government Area

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) and will generate approximately \$39 million in funds for infrastructure works and environmental programs over a ten year period.

A Community Contract was established to ensure accountability and transparency. The SRV is levied and spent on the basis of 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 ten year period
- The 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

Special Rate: Financial Sustainability - Former Warringah Local Government Area

In June 2014 the Independent Pricing and Regulatory Tribunal (IPART) partially approved Warringah Council's application for a special rate variation (SRV).

This resulted in an increase in rates over four years (2015-2018) of \$14.5 million including the rate peg for the purpose maintaining current service levels and the long term financial sustainability of Council.

Long Term Financial Plan

Program and Projects



Introduction

The Long Term Financial Plan forms part of a Resourcing Strategy that provides the link between the Community Strategic Plan outcomes and Council's Delivery Program and Operational Plan (four and one year budgets). It explains how the organisation will meet its obligations now and in the future, taking into account our workforce, our finances and our assets. The Resourcing Strategy enables us to deliver our services to the community in the most sustainable way.

In forecasting to 2027, we take into account a range of economic factors likely to affect our performance and finances and also make assumptions about how levels of service delivery to the community may change over time.

The Long Term Financial Plan is important because it:

- Reflects our future financial position based on delivering service levels defined in the Delivery Program
- Allows the costs of long term strategic decisions to be quantified and debated
- Assesses the financial sustainability of service levels
- Determines the risk of future strategic directions
- Allows scenario testing of different policies and service levels
- Enables testing of sensitivity and robustness of key assumptions

The Long Term Financial Plan is an extension of the four-year plan (Financial Forecast 2017-2021). It shows a surplus before capital grants and contributions over the next ten years.

The Long Term Financial Plan has been developed based on:

- Fully funding the infrastructure renewal program
- New loan borrowings
- Additional maintenance costs and increased depreciation as a result of major facilities upgrades

Structure of Long Term Financial Plan:

1. Forecasting Future Budgets
2. Financial Planning Assumptions
3. Sensitivity Analysis (Rates; Employee Costs; Materials; Combined impact)
4. Financial forecast 2017-2027
 - Income Statement
 - Balance Sheet
 - Cash Flow Statement
 - Cash & Investments Statement
 - Capital Budget Statement
5. Statement of Borrowings
6. Supporting Information
 - Commercial Activities

1. Forecasting Future Budgets

In planning for the financial year 2017/18 and beyond, we have made the best possible assumptions about factors outside of our control such as inflation, wage increases and rate capping. In other words, our current budget and long term outlook is based on the most likely scenarios. To illustrate how further negative movements in these factors could affect our budgets in coming years, we have included a separate sensitivity analysis.

Revenue Forecasts

In determining the likely revenue that will be available to meet the community's long-term objectives, we have considered the following:

Capacity for rating

As this is a major component of Council's revenue base, the planning process will continue to include an assessment of the community's capacity and willingness to pay rates and whether there is potential for changes to the rate path. In making that judgement, Council will review the potential to reduce the reliance on rates through:

- Increased revenues from other sources
- The projected impact of the rate cap
- Changes in rating revenues from changing demographics and industry makeup
- Opportunities for a special variation to general income
- Any need to increase the reliance on rating due to a reduction of revenues from other sources such as a decline in grants and subsidies

Fees and charges

A number of the services provided by Council are offered on a user pays basis. In preparing the Long Term Financial Plan Council has considered possible future income from fees and charges, including opportunities to reduce reliance on other forms of income.

Grants and subsidies

Council receives an annual Financial Assistance Grant allocation from the Commonwealth and also receives other grants for specific programs. In preparing the Long Term Financial Plan Council has assumed that it will continue to receive grants. Should these grants and subsidies be reduced, Council's ability to provide the same level of service will be impacted.

Borrowings

Council has commenced construction of the renewal of access roads at the Kimbriki Waste Landfill site. It is anticipated that the renewal of the access roads will cost \$7.8m. Council is planning to borrow the \$7.8m under the Local Infrastructure Renewal Scheme (LIRS) If Council has not executed the borrowings for the project in 2016/17 then the borrowings will be undertaken in 2017/18. Council will continue to review the need to borrow for major infrastructure projects. Spreading these costs over a number of years facilitates inter-generational equity and smooths out long term expenditure peaks and troughs.

Expenditure forecasts

In developing expenditure forecasts, new expenditure items and ongoing commitments have been considered. This has included costs for capital and recurrent expenditures such as maintenance costs and capital renewals for infrastructure assets and appropriate phasing of when the costs are expected to be incurred including expenditure for planning, construction, implementation and ongoing maintenance.

Financial modelling

The development process for the Long Term Financial Plan has included financial modelling taking account of different scenarios. The particular difficulties confronting Council have been presented in the sensitivity analysis.

Performance monitoring

Council not only monitors its performance against the Long Term Financial Plan and the annual budget, but has also developed measures to assess its long term financial sustainability. Council uses financial health check performance indicators including the unrestricted current ratio, operating result, debt service ratio and capital renewal ratio. The statement of performance measures is in accordance with Note 13 - Statement of Performance Measures of the current Local Government Code of Accounting Practice and Financial Reporting.

2. Financial Planning Assumptions

In preparing the Council's budget, consideration was given to a range of economic and political factors that affect our finances and in turn our capability to maintain existing levels of service and long term financial sustainability.

Based on reputable sources such as Deloitte Access Economics, we have made assumptions in putting together this year's budget and long term financial outlook. The assumptions are detailed below:

1. Market Driven Planning Assumptions

As part of undertaking financial modelling, key assumptions that underpin the estimates must be made. The following assumptions have been used in the modelling contained in Council's Long Term Financial Plan.

Growth

In assessing future growth Council has referred to NSW Planning and Environment's Final 2016 Local Government Area Population, Household and Dwelling Projections for the Northern Beaches. In the Northern Beaches the population is projected to increase from 263,714 in 2016 to 297,500 in 2036 at an average of 0.63% per annum, or approximately 1,747 extra persons per year.

Implied dwelling projections establish detailed information on how Sydney's population might change over the next 20 years, and the expected impact of these changes on households and the demand for dwellings.

Actual delivery of new dwellings to meet the target will require up-zoning of land with associated supporting infrastructure.

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Implied Dwellings	584	587	590	593	811	817	823	829	835	1022
Household Projection	520	523	525	528	728	733	738	744	749	905
Population Projection	0.48%	0.48%	0.48%	0.48%	0.58%	0.58%	0.58%	0.58%	0.58%	0.69%

Inflation (Consumer Price Index (CPI))

In determining the inflationary increase assumption for 2017-2027 Long Term Financial Plan, Council has used Deloitte Access Economics Data which indicates that inflation projections will be as follows:

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Underlying Inflation	1.90%	2.11%	2.22%	2.42%	2.44%	2.39%	2.19%	2.23%	2.48%	2.54%

2. Revenue And Expenditure Assumptions

The following table outlines Council's financial planning assumptions by revenue and expenditure types. Included within the assumptions is a brief description as to how Council has determined the assumption and the external influences on that assumption.

Revenue

Rates

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Rate Cap	1.50%	2.25%	2.30%	2.40%	2.40%	2.40%	2.30%	2.30%	2.40%	2.50%
Special Rate Variation - former Warringah	7.90%	-	-	-	-	-	-	-	-	-

Comments - Rates:

The Rate Cap in 2017/18 is based on IPART's advice on 29 November 2016. Subsequent years have been calculated based on an estimate of the Local Government Cost Index. This estimated is based on 40% of costs being Employee Costs and 60% being Other Expenses. The Special Rate Variation for 2017/18 for the former Warringah Council is based on the rate advised by IPART in their Determination issued on June 3rd 2014.

Annual Charges

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Domestic Waste Management - former Manly	(4.55)%	2.11%	2.22%	2.42%	2.44%	2.39%	2.19%	2.23%	2.48%	2.54%
Domestic Waste Management - former Pittwater	1.90%	2.11%	2.22%	2.42%	2.44%	2.39%	2.19%	2.23%	2.48%	2.54%
Domestic Waste Management - former Warringah	1.90%	2.11%	2.22%	2.42%	2.44%	2.39%	2.19%	2.23%	2.48%	2.54%

Comments - Annual Charges:

Council calculates its Domestic Waste Management Charges to ensure that its total income can fund the operating and maintenance costs associated with providing the service including provisions for major plant replacement. As there has been no determination made on the implementation of an Alternate Waste Technology (AWT) facility at the Kimbriki Waste Landfill it has been assumed that costs and therefore annual charges will increase in line with underlying inflation with the exception 2017/18 for the former Manly local government area where costs are projected to decrease by 4.55% as a result of efficiencies generated on plant charges

User Charges and Fees

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Fees and Charges (non-statutory)	-	-	-	-	-	-	-	-	-	-
CPI (underlying inflation)	1.90%	2.11%	2.22%	2.42%	2.44%	2.39%	2.19%	2.23%	2.48%	2.54%

Comments - User Charges and Fees:

Council's User Fees and Charges comprise Statutory Charges which are determined under relevant legislation and Non-Statutory Charges including Childcare Fees and Venue Hire. In determining the rates for its Non-Statutory Charges, Council applies its Pricing Policy which incorporates the Local Government Competitive Neutrality Guidelines. CPI (underlying inflation) has been used to project Council's revenue for future years from User Charges and Fees.

Interest and Investment Revenues

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Return on Investment Portfolio	2.70%	3.70%	3.44%	3.96%	4.26%	4.05%	3.75%	3.96%	4.38%	4.55%

Comments - Interest and Investment Revenues:

Council has used information provided by its Investment Advisors and Deloitte Access Economics to determine forecast projections for interest on investments based on forecast cash balances over the ten years period.

Other Revenues

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CPI (underlying inflation)	1.90%	2.11%	2.22%	2.42%	2.44%	2.39%	2.19%	2.23%	2.48%	2.54%

Comments - Other revenues:

Council's Other Revenue principally comprises Lease Income, Recycling Revenue, Fine Income and revenue from other activities including Special Events, merchandising, food and beverage sales at Councils' Aquatic Centres and Glen Street Theatre. CPI (underlying inflation) detailed above has been used to project Council's revenue for future years from Other Revenues.

Grants and Contributions - Operating Purposes

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CPI (underlying inflation)	1.90%	2.11%	2.22%	2.42%	2.44%	2.39%	2.19%	2.23%	2.48%	2.54%

Comments - Grants and Contributions - Operating Purposes:

Council receives a number of operational grants from various Government agencies. The largest of these being the Financial Assistance Grant and Council has assumed that this will continue to be received. Council has assumed it will continue to receive other operating grants in relation to ongoing operations e.g. salary grants and that these will increase annually in line with CPI (underlying inflation). Other operating grants received for specific project related purposes have been included in the year Council anticipates they will be received.

Grants and Contributions - Capital Purposes

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CPI (underlying inflation)	1.90%	2.11%	2.22%	2.42%	2.44%	2.39%	2.19%	2.23%	2.48%	2.54%

Comments - Grants and Contributions - Capital Purposes:

S94 and S94A Developer Contributions are a significant source of Council's capital revenue. Predicting the amount of revenues received from this source is extremely difficult as it is essentially market driven and depends on the timing of developments. Council has assumed it will receive \$4 million in contributions in the 2017/18 financial year from the former Manly Council s94 Plan, the former Warringah Council S94A Plan and the former Pittwater Council s94 Plan (excluding the S94 Plans for Warriewood Valley and Ingleside) and that these will increase annually in line with CPI (underlying inflation). It has been assumed that \$36.4m will be contributed over the next 4 years from the Warriewood Valley S94 Plan and that contributions from the Ingleside S94 will commence in 2021/22 at \$3.2m and that these will then increase annually in line with CPI (underlying inflation).

Council has assumed it will continue to receive other capital grants in relation to ongoing programs and that these will increase annually in line with CPI (underlying inflation). Other capital grants received for specific project related purposes have been included in the year Council anticipates they will be received.

Gains on Disposal of Assets

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CPI (underlying inflation)	1.90%	2.11%	2.22%	2.42%	2.44%	2.39%	2.19%	2.23%	2.48%	2.54%

Comments - Gains on Disposal of Assets:

Council's Gains on Disposal of Assets is predominantly received from the sale of its fleet. Future years are based on the assumption that the fleet sales will continue at their current level and will increase annually in line with CPI (underlying inflation).

Expenditure

Employee Benefits and OnCosts

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Industry Award Base Increase	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Industry Award Step Increase	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%
Super-annuation Guarantee Levy	9.50%	9.50%	9.50%	9.50%	10.00%	10.50%	11.00%	11.50%	12.00%	12.00%
Productivity Savings	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%

Comments - Employee Benefits and OnCosts:

The current Local Government State Award which expires on 30 June 2017 provides for an annual increase as well as salary band step increases. Council has assumed that the new Local Government State Award increases will be set at 2.5% per annum and that there will be no change over the term of the Long Term Financial Plan. Other assumptions relating to employee costs which are included in the Long Term Financial Plan include:

- No change is expected in existing employee working hours.
- A 6.5% vacancy in establishment permanent positions in each financial year.
- The average increase as a result of Award based Salary Band step increases will be 0.2% per annum.
- Council has modelled future superannuation expenditure based on the freezing of the statutory contribution rate at 9.5% until 2021/22. The contribution will then incrementally increase to 12.0% by 2025/26.
- Council is focused on achieving productivity improvements through its continuous improvement program and these will average 0.2% per annum.

Borrowing Costs

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Interest Rate - New Borrowings	3.00%	4.00%	3.74%	4.26%	4.56%	4.35%	4.05%	4.26%	4.68%	4.85%
Tip Remediation Discount	\$1.098m	\$1.164m	\$1.225m	\$1.298m	\$1.376m	\$1.458m	\$1.546m	\$1.639m	\$1.737m	\$1.841m

Comments - Borrowing Costs:

Council's borrowing costs over the ten year period comprise a number of components:

- Interest incurred on borrowings for major infrastructure works. Where borrowings have already been undertaken the interest rate identified in the Loan Agreement has been used. Where new borrowings are proposed the interest rate has been calculated based on the assumed Interest Rate on Investments and an additional margin of 1.3% in 2017/18 and 0.3% in future years.
- Finance Lease Interest Charges - rates on these borrowings are forecast in accordance with the rates outlined above. These have been calculated based on the assumed Interest Rate on Investments plus 3.5%.
- Tip Remediation Discount. This relates to the remediation of the waste landfill site at Kimbriki. These have been based on a Remediation Plan and a discount rate of 6% per annum.

Materials and Contracts

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CPI (underlying inflation)	1.90%	2.11%	2.22%	2.42%	2.44%	2.39%	2.19%	2.23%	2.48%	2.54%

Comments - Materials and Contracts:

Materials and contracts including Domestic Waste Management costs and other expenses which represent the principal costs used to deliver services to the community are forecast to increase in line with the Consumer Price Index. While the rate of growth projected is uneven it is forecast to average 2.3% per annum.

Depreciation and Amortisation

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Projected Depreciation Cost	\$33.3m	\$34.7m	\$37.5m	\$38.6m	\$39.7m	\$40.9m	\$42.0m	\$43.1m	\$44.4m	\$45.7m

Comments - Depreciation and Amortisation:

The depreciation methodology which Council employs can be found in Note 1 of the General Purpose Financial Statements. The depreciation expense assumed in the Long Term Financial Plan has been calculated in accordance with this methodology. Estimates have also been included for the projected depreciation cost of new assets which have been identified within Council's proposed Capital Works Program.

Other Expenses

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CPI (underlying inflation)	1.90%	2.11%	2.22%	2.42%	2.44%	2.39%	2.19%	2.23%	2.48%	2.54%

Comments - Other Expenses:

Other Expenses primarily relate to Utility Costs, Insurances, Statutory Charges (including Election Costs, Emergency Services Levy and Waste Disposal Levy) and Other Program Expenditure. These are generally forecast to increase in line with CPI (underlying inflation).

Merger Savings

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Employee Costs	-	-	-	\$7.5m	-	-	-	-	-	-
Materials and Contracts	-	\$0.500m	\$0.512m	\$0.525m	\$0.538m	-	-	-	-	-
Councillor Expenses	-	\$0.140m	-	-	-	-	-	-	-	-

Comments - Merger Savings:

The following are the key areas in which merger savings:

- savings or other benefits associated with workforce efficiency and reduced salary expenditure
- reduced cost of materials and contracts based on the expectation of scale benefits associated with council expenditure.
- savings associated with changes in the remuneration of councillors which is driven by a change in the number of councillors and is expected to be realised from the next election date of the Council onwards.

In addition to the savings areas identified above it is recognised that operational assets such as those utilised for staff accommodation may be subject to rationalisation as a direct result of the amalgamation and that funds may therefore be available from such rationalisation. As these changes are yet to be identified no changes have been made to the Long Term Financial Plan.

As existing contracts for materials and other expenses expire and new arrangements are negotiated by Northern Beaches Council significant savings will be generated as a result of scale benefits. It must be noted that while significant savings are likely to be generated in the area of domestic waste management. However Section 504(3) of the Local Government Act 1993 provides for income from charges for domestic waste management being calculated so as not to exceed the reasonable cost to the council of providing those services. Accordingly, savings generated in this area would need to be utilised for reducing domestic waste management charges.

It is anticipated that annual savings that will be identified to 30 June 2017 will amount to \$4.5 million. These savings will be generated at a number of levels, with initial savings principally occurring due to the reduction in senior management positions with further savings after the three year employment protection period being generated by reducing duplication of back office administration support staff functions and further efficiencies. Most of these savings will come from natural attrition.

Council has decided to invest \$9,637,100 of Merger Savings on the following programs over the next four years:

Connecting All Through Play:

- \$2 million for accessible and inclusive playgrounds
- \$1 million for surf clubs
- \$1 million for sporting facilities

Arts and Cultural Program:

- \$1 million on a creative art space at the northern part of the local government area
- \$500,000 per year for four years on public art in key locations commissioned by local artists where possible

Youth Program:

- \$200,000 per year for the next four years to provide six major youth events a year at the PCYC facility in Dee Why

- \$90,000 per year for two years to establish a Youth Wellbeing Hub in the northern part of the local government area to host youth outreach services
- \$200,000 per year for the next four years to provide youth friendly spaces/play spaces

Environment Program:

- \$200,000 in 2017/18 to create a community nursery at North Curl Curl Community Centre and \$10,000 per year for the three subsequent years for ongoing maintenance
- \$25,000 per year for three years for Tick Research
- \$100,000 per year for two years to provide a dedicated staff member to work with local businesses to reduce reliance on single use plastics

Community Events Program:

- \$350,000 over two years to develop a new event showcasing the Northern Beaches and to implement recommendations from the strategic review of the annual events program
- \$2,100 to support the Mona Vale Skate Park global amateur street skateboarding qualifying series in July 2017

Amalgamation and Transition Costs

Comments:

The costs associated with amalgamation are largely incurred in the first few years of the reform, while the benefits of amalgamation are ongoing.

While Council received \$10 million in funding through the New Council Implementation Fund (NCIF) for merger and transition costs it is recognised that Council will incur further restructuring costs such as the cost of integration, aligning positions within the new organisational structure and new salary system which will exceed the funding provided. Accordingly the Long Term Financial Plan has been prepared on the basis that once the NCIF has been fully utilised existing budgets will firstly be used to pay for those merger and transition costs not funded through this mechanism prior to the identification of net savings.

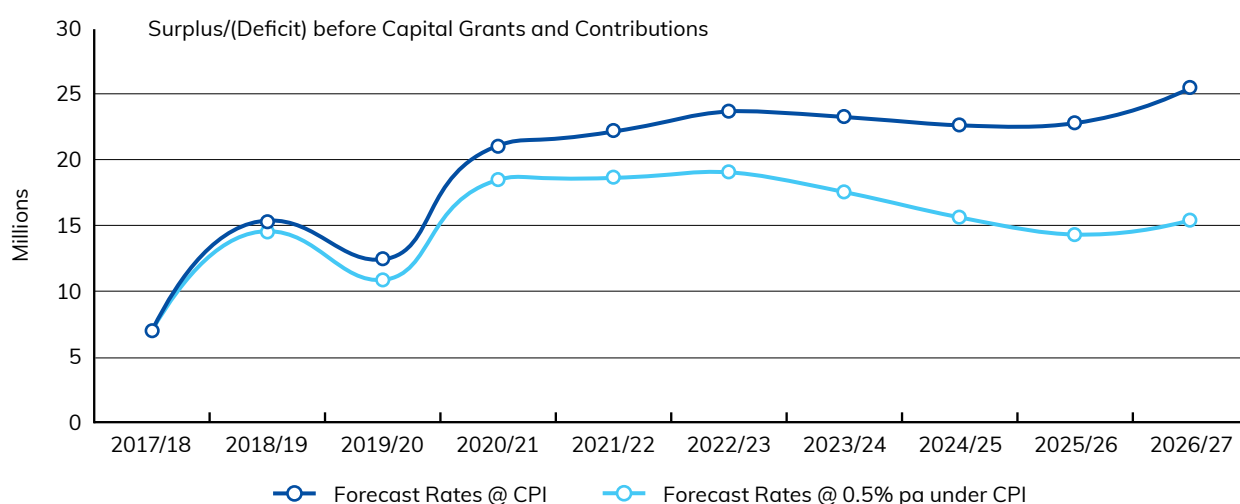
3. Sensitivity Analysis

Although the assumptions listed in the previous section are our current informed estimate based on a range of reliable sources, long term financial plans are inherently uncertain. They contain a wide range of assumptions, including assumptions about interest rates and the potential effect of inflation on revenues and expenditures which are largely outside our control.

Developing our Long Term Financial Plan has included financial modelling taking into account the impact on our finances if trends worsen.

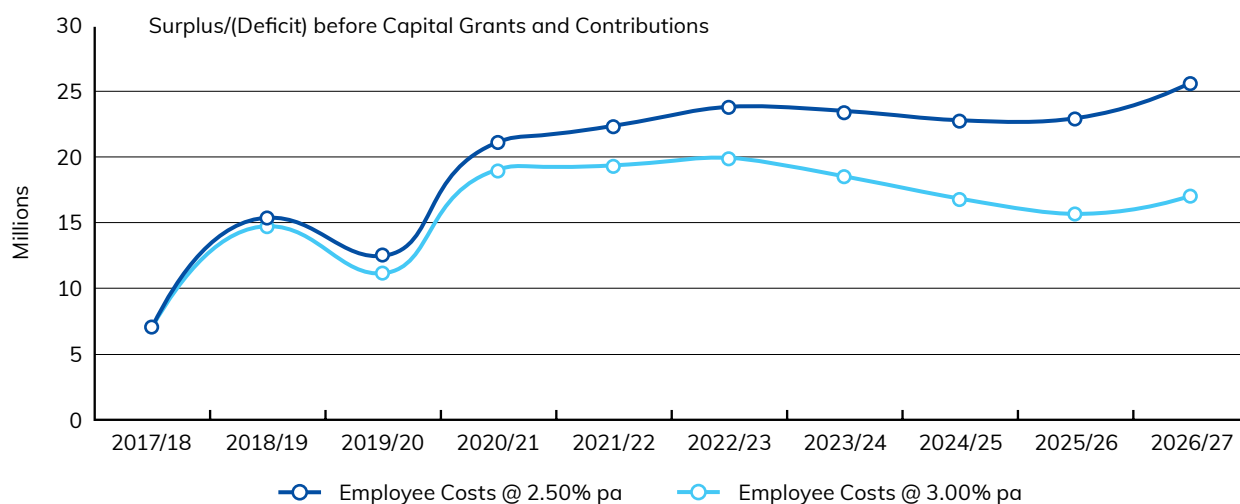
Rates

Rates comprise 45% of our total income. Rates are capped by the State Government and we can only increase rates if we apply for a special increase. If rates are held 0.5% pa below the Consumer Price Index the budget will still remain in surplus for each year of the Long Term Financial Plan.



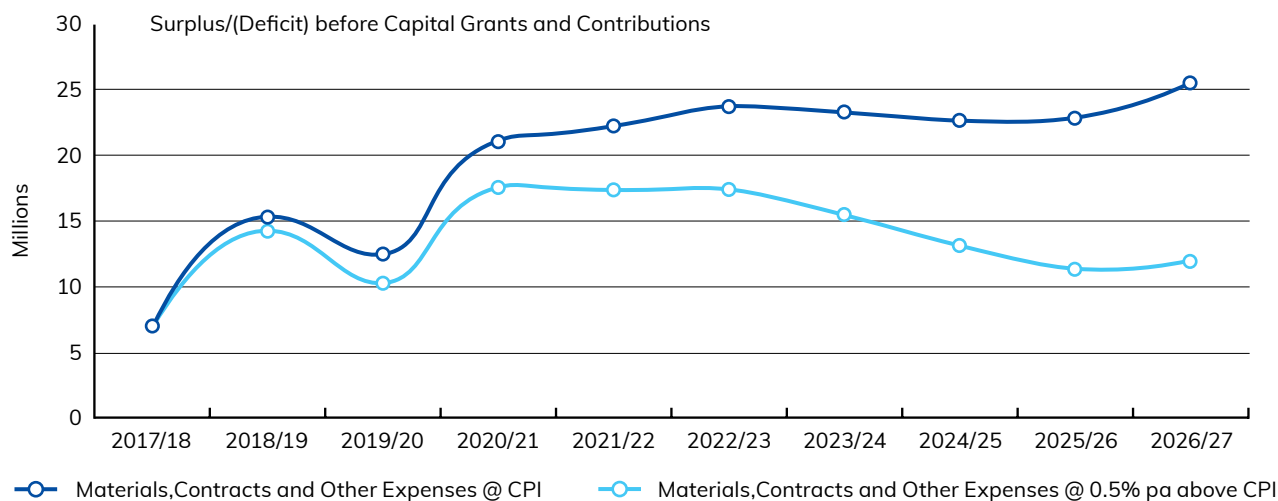
Employee costs

Salary growth is largely subject to the NSW Local Government Award. The current Award expires on 30 June 2017 and we have assumed an annual increase of 2.5% for each year of the Plan before step increases. If the Award increase was 0.5% pa higher the budget would still remain in surplus for each year of the Long Term Financial Plan.



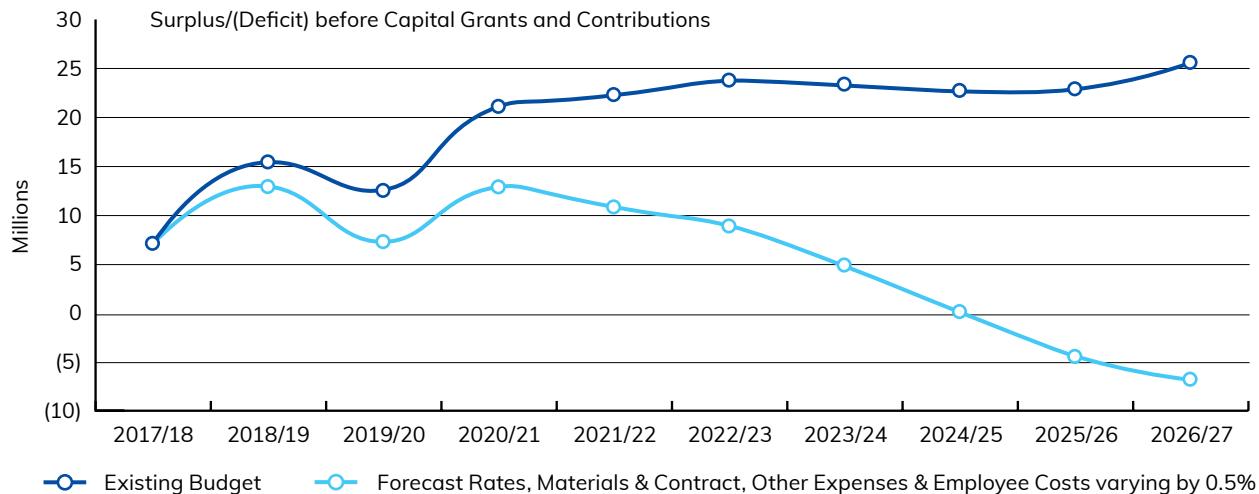
Materials, contracts and other expenses

While our budget shows we are in a good financial position, fluctuating market conditions could affect the price of certain Materials and Contracts. The chart shows the impact of a 0.5% pa increase in Material, Contracts and Other Expenses above the Consumer Price Index. Significant increases are possible, for example electricity costs. The budget would still remain in surplus for each year of the Long Term Financial Plan.



Combined impact

The chart shows the combined impact of factors discussed above and would see the budget fall into deficit from 2025/26.



4. Financial Forecast 2017-2027

In this section:

- Income Statement
- Balance Sheet
- Cash Flow Statement
- Cash & Investments Statement
- Capital Budget Statement

Income Statement

	2017/18 \$ '000	2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000	2023/24 \$ '000	2024/25 \$ '000	2025/26 \$ '000	2026/27 \$ '000
Income from Continuing Operations										
Rates & Annual Charges	210,179	214,908	219,851	225,127	230,530	236,063	241,492	247,047	252,976	259,300
User Charges & Fees	79,725	81,409	83,216	85,230	87,310	89,397	91,354	93,391	95,708	98,139
Interest & Investment Revenues	4,712	6,079	4,988	6,178	7,275	7,282	7,106	7,899	9,184	10,115
Other Revenues	22,802	23,283	23,800	24,376	24,971	25,568	26,128	26,710	27,373	28,068
Grants & Contributions - Operating Purposes	12,395	16,110	16,428	16,826	17,236	17,648	18,035	18,437	18,894	19,374
Grants & Contributions - Capital Purposes	20,858	21,346	19,621	14,364	11,486	9,713	9,925	10,147	10,398	10,662
Gains on Disposal of Assets	500	511	522	535	548	560	573	586	600	616
Share of interests in Joint Venture using Equity Method										
Total Income from Continuing Operations	351,171	363,646	368,426	372,636	379,356	386,231	394,613	404,217	415,133	426,274
Expenses from Continuing Operations										
Employee Benefits & On-Costs	(130,786)	(133,995)	(137,243)	(133,152)	(136,818)	(140,583)	(144,451)	(148,425)	(152,507)	(156,320)
Borrowing Costs	(3,972)	(3,474)	(3,193)	(2,927)	(2,664)	(2,417)	(2,232)	(2,189)	(2,169)	(2,180)
Materials & Contracts	(115,106)	(113,924)	(116,796)	(119,912)	(122,767)	(124,232)	(127,054)	(130,989)	(134,997)	(136,807)
Depreciation & Amortisation	(33,310)	(34,756)	(37,337)	(38,463)	(39,563)	(40,708)	(41,802)	(42,939)	(44,210)	(45,543)
Other Expenses	(40,050)	(40,756)	(41,660)	(42,669)	(43,709)	(44,754)	(45,734)	(46,754)	(47,914)	(49,131)
Loss on Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Share of interests in Joint Venture using Equity Method	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	(323,224)	(326,905)	(336,229)	(337,123)	(345,521)	(352,694)	(361,273)	(371,296)	(381,797)	(389,981)
Surplus/(Deficit) from Continuing Operations	27,947	36,741	32,197	35,513	33,835	33,537	33,340	32,921	33,336	36,293
Minority Interests	(91)	(93)	(95)	(97)	(100)	(102)	(104)	(107)	(109)	(112)
Surplus/(Deficit) attributable to Council	27,856	36,648	32,102	35,416	33,735	33,435	33,236	32,814	33,227	36,181
Surplus/(Deficit) before Capital Grants & Contributions	7,089	15,395	12,576	21,149	22,349	23,824	23,415	22,774	22,938	25,631

Balance Sheet

	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	7,723	6,046	6,343	7,272	7,694	8,104	8,579	9,079	9,599	10,305
Investments	146,732	114,876	120,508	138,166	146,180	153,968	163,005	172,493	182,378	195,790
Receivables	22,711	23,190	23,705	24,279	24,871	25,465	26,023	26,603	27,263	27,955
Inventories	2,494	2,545	2,600	2,661	2,724	2,787	2,846	2,908	2,978	3,052
Other	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150
Non-current assets classified as "held for resale"	1,966	1,966	1,966	1,966	1,966	1,966	1,966	1,966	1,966	1,966
Total Current Assets	183,776	150,773	157,272	176,494	185,585	194,440	204,569	215,199	226,334	241,218
Non-Current Assets										
Investments	1,079	1,079	1,079	1,079	1,079	1,079	1,079	1,079	1,079	1,079
Receivables	2,009	2,051	2,097	2,148	2,200	2,253	2,302	2,353	2,411	2,472
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	4,493,448	4,556,917	4,578,232	4,590,093	4,610,653	4,631,510	4,652,643	4,674,061	4,695,799	4,717,870
Investments Accounted for using the equity method	20	20	20	20	20	20	20	20	20	20
Investment Property	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900
Intangible	3,963	3,963	3,963	3,847	3,615	3,383	3,151	2,919	2,687	2,455
Total Non-Current Assets	4,504,419	4,567,930	4,589,291	4,601,087	4,621,467	4,642,145	4,663,095	4,684,332	4,705,896	4,727,796
TOTAL ASSETS	4,688,195	4,718,703	4,746,563	4,777,581	4,807,052	4,836,585	4,867,664	4,899,531	4,932,230	4,969,014
LIABILITIES										
Current Liabilities										
Payables	50,657	50,657	50,657	50,657	50,657	50,657	50,657	50,657	50,657	50,657
Borrowings	8,328	8,220	7,620	7,521	7,128	6,524	4,595	3,350	2,921	1,808
Provisions	29,008	29,131	29,261	29,400	29,545	29,696	29,854	30,021	30,196	30,380
Total Current Liabilities	87,993	88,008	87,538	87,578	87,330	86,877	85,106	84,028	83,774	82,845
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	42,157	34,792	29,741	23,948	18,500	13,540	11,560	10,005	7,945	7,588
Provisions	22,012	23,129	24,313	25,571	26,903	28,313	29,803	31,382	33,059	34,836
Total Non-Current Liabilities	64,169	57,921	54,054	49,519	45,403	41,853	41,363	41,387	41,004	42,424
TOTAL LIABILITIES	152,162	145,929	141,592	137,097	132,733	128,730	126,469	125,415	124,778	125,269
NET ASSETS	4,536,033	4,572,774	4,604,971	4,640,484	4,674,319	4,707,855	4,741,195	4,774,116	4,807,452	4,843,745
EQUITY										
Retained Earnings	4,535,644	4,572,292	4,604,394	4,639,810	4,673,545	4,706,979	4,740,215	4,773,029	4,806,256	4,842,437
Revaluation Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	4,535,644	4,572,292	4,604,394	4,639,810	4,673,545	4,706,979	4,740,215	4,773,029	4,806,256	4,842,437
Minority Equity Interest	389	482	577	674	774	876	980	1,087	1,196	1,308
TOTAL EQUITY	4,536,033	4,572,774	4,604,971	4,640,484	4,674,319	4,707,855	4,741,195	4,774,116	4,807,452	4,843,745

Cash Flow Statement

	2017/18 \$ '000	2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000	2023/24 \$ '000	2024/25 \$ '000	2025/26 \$ '000	2026/27 \$ '000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	210,179	214,908	219,851	225,127	230,530	236,063	241,492	247,047	252,976	259,300
User Charges & Fees	79,265	80,888	82,655	84,605	86,666	88,750	90,747	92,761	94,990	97,386
Interest & Investment Revenues	4,712	6,079	4,988	6,179	7,275	7,282	7,106	7,899	9,184	10,115
Grants & Contributions	33,253	37,456	36,050	31,190	28,722	27,361	27,960	28,584	29,292	30,036
Other	22,802	23,283	23,800	24,376	24,971	25,568	26,128	26,710	27,373	28,068
Payments:										
Employee Benefits & On-Costs	(130,683)	(133,884)	(137,126)	(133,028)	(136,688)	(140,447)	(144,307)	(148,273)	(152,349)	(156,154)
Materials & Contracts	(110,205)	(113,924)	(116,796)	(119,912)	(122,767)	(124,232)	(127,054)	(130,989)	(134,997)	(136,807)
Borrowing Costs	(291)	(74)	(69)	(73)	(79)	(82)	(88)	(93)	(98)	(105)
Other	(40,016)	(40,717)	(41,619)	(42,622)	(43,660)	(44,706)	(45,688)	(46,707)	(47,858)	(49,072)
Net Cash provided by (or used in) Operating Activities	69,016	74,015	71,734	75,842	74,970	75,557	76,296	76,939	78,513	82,767
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	2,150	2,161	2,172	2,185	2,198	2,211	2,223	2,236	2,250	2,265
Sale of Non-current assets classified as "held for resale"	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(116,065)	(99,875)	(60,302)	(51,858)	(61,541)	(62,983)	(64,353)	(65,775)	(67,367)	(69,032)
Purchase of Intangibles	-	-	-	-	-	-	-	-	-	-
Inventory	(45)	(51)	(55)	(61)	(63)	(63)	(59)	(62)	(70)	(74)
Net cash provided by (or used in) Investing Activities	(113,960)	(97,765)	(58,185)	(49,734)	(59,406)	(60,835)	(62,189)	(63,601)	(65,187)	(66,841)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	7,815	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(8,328)	(9,783)	(7,620)	(7,521)	(7,128)	(6,524)	(4,595)	(3,350)	(2,921)	(1,808)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Dividend Paid to Minority Interests	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) Financing Activities	(513)	(9,783)	(7,620)	(7,521)	(7,128)	(6,524)	(4,595)	(3,350)	(2,921)	(1,808)
Net Increase/(Decrease) in Cash & Investments	(45,457)	(33,533)	5,929	18,587	8,436	8,198	9,512	9,988	10,405	14,118
plus: Cash & Investments - beginning of year	200,991	155,534	122,001	127,930	146,517	154,953	163,151	172,663	182,651	193,056
Cash & Investments - end of year	155,534	122,001	127,930	146,517	154,953	163,151	172,663	182,651	193,056	207,174

Cash & Investments Statement

	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Total Cash and Investments	155,534	122,001	127,930	146,517	154,953	163,151	172,663	182,651	193,056	207,174

Represented by:

Externally Restricted

Developer Contributions	36,204	41,363	50,036	58,094	58,001	55,805	53,418	51,112	48,994	46,943
Specific Purpose Unexpected Grants	3,215	3,215	3,215	3,215	3,215	3,215	3,215	3,215	3,215	3,215
Domestic Waste Management	12,815	25	25	25	25	25	25	25	25	25
Total Externally Restricted	52,234	44,603	53,276	61,334	61,241	59,045	56,658	54,352	52,234	50,183

Internally Restricted

Deposits, Retentions & Bonds	9,944	9,944	9,944	9,944	9,944	9,944	9,944	9,944	9,944	9,944
Employee Leave Entitlement	6,051	6,202	6,357	6,516	6,679	6,846	7,017	7,193	7,373	7,557
Other	21,673	13,004	7,802	6,242	4,994	3,995	3,196	2,557	2,046	1,637
Total Internally Restricted	37,668	29,150	24,103	22,702	21,617	20,785	20,157	19,694	19,363	19,138
Total Restricted Cash	89,902	73,753	77,379	84,036	82,858	79,830	76,815	74,046	71,597	69,321
Total Unrestricted/Available Cash	65,632	48,248	50,551	62,481	72,095	83,321	95,848	108,605	121,459	137,853

Capital Budget Statement

	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Capital Funding										
Rates & Other Untied Funding	-	-	-	-	-	-	-	-	-	-
Working Capital	19,439	11,329	8,106	6,193	15,000	15,179	15,345	15,517	15,709	15,908
Depreciation	35,347	37,239	34,322	31,844	39,343	40,533	41,669	42,850	44,171	45,555
Capital Grants Contributions	11,339	5,995	919	929	-	-	-	-	-	-
External Restrictions										
- S94	12,042	10,541	10,418	7,616	5,000	5,060	5,115	5,172	5,236	5,303
- S94A	12,631	7,055	2,075	790	-	-	-	-	-	-
- DWM	-	16,790	-	-	-	-	-	-	-	-
Internal Restrictions										
- Loan	7,603	4,200	100	100	-	-	-	-	-	-
- Other	13,615	3,866	1,490	1,502	-	-	-	-	-	-
- Merger Savings Fund	1,900	700	700	700	-	-	-	-	-	-
Income from Sales of Assets										
- Plant and Equipment	2,150	2,161	2,172	2,185	2,198	2,211	2,223	2,236	2,250	2,265
- Land and Buildings	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Capital Funding	116,066	99,876	60,302	51,859	61,541	62,983	64,352	65,775	67,366	69,031
Capital Expenditure										
Plant & Equipment	7,745	24,163	6,224	5,957	5,193	5,343	5,487	5,636	5,803	5,978
Office Equipment	1,739	1,102	895	600	4,154	4,274	4,389	4,509	4,642	4,782
Furniture & Fittings	50	100	-	-	-	-	-	-	-	-
Operational Land	-	-	-	-	-	-	-	-	-	-
Community Land	-	-	-	-	-	-	-	-	-	-
Land Improvements	6,177	4,153	950	2,190	208	214	219	225	232	239
Buildings	21,854	15,843	10,977	5,797	29,139	29,643	30,117	30,608	31,158	31,732
Other Structures	2,649	3,765	840	490	1,039	1,069	1,097	1,127	1,161	1,196
Roads, Bridges & Footpaths	43,215	24,846	15,724	15,893	10,801	11,113	11,412	11,722	12,070	12,433
Stormwater Drainage	9,022	8,797	13,959	12,256	9,554	9,831	10,095	10,370	10,677	10,999
Library Books	1,107	1,035	1,046	1,067	1,454	1,496	1,536	1,578	1,625	1,674
Other Assets	500	500	500	500	-	-	-	-	-	-
Art Collection	76	50	50	50	-	-	-	-	-	-
Swimming Pools	1,111	251	426	776	-	-	-	-	-	-
Open Space/ Recreational	20,820	15,270	8,710	6,281	-	-	-	-	-	-
Total Capital Expenditure	116,065	99,875	60,301	51,857	61,542	62,983	64,352	65,775	67,368	69,033

5. Statement of Borrowings

The Long Term Financial Strategy recognises debt as an important source of funds for large capital projects.

Over the next ten years, debt will be an important funding source to deliver community projects. Council has commenced construction of the renewal of access roads at the Kimbriki Waste Landfill site. Council is planning to borrow \$7.815m under the Local Infrastructure Renewal Scheme (LIRS)..

Council will continue to review the need to borrow for major infrastructure projects. Spreading these costs over a number of years facilitates inter-generational equity and smooths out long term expenditure peaks and troughs.

6. Supporting Information

Commercial Activities

A number of activities conducted by Council are defined as businesses for the purpose of National Competition Policy. We are required to report on and adopt principles of competitive neutrality in respect to these activities.

Competitive neutrality is the principle of creating a level playing field so there is no advantage over other businesses because of public ownership.

Category 1 Businesses are activities with operating revenue greater than \$2 million. We are required to determine the full costs of carrying out the business activity as far as possible including tax equivalent regime payments and return on capital. Businesses with operating revenue of less than \$2 million are Category 2 Businesses and while reporting requirements are less rigorous, for consistency, we apply the same accounting treatment. The following activities have been identified as commercial activities.

Business Activity	NCP Category
Children's Services	1
Glen Street Theatre	1
Kimbriki Environmental Enterprises Pty Ltd	1
Parking Stations	1
Sydney Lakeside Caravan Park	1
Aquatic Centres	1
Certification Services	2

Capital Works Program

Renewals Summary - Asset Category 2016 - 2021
Program 2017 - 2021



Renewal Summary by Asset Categories 2016-2021

Category	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Bin Replacements	248,157	-	16,790,000	-	-	17,038,157
Buildings - Amenities	997,545	3,671,660	725,000	1,050,000	600,000	6,944,205
Buildings - Community	3,586,365	3,422,477	3,846,000	3,735,000	1,830,000	16,419,842
Buildings - Operational	2,870,277	1,064,759	1,070,000	1,350,000	1,600,000	7,955,036
Buildings - Sports	45,372	1,409,672	1,100,000	1,200,000	1,400,000	5,155,044
Car Parking	1,190,959	604,316	619,424	634,290	648,879	3,697,868
Cemetery	17,008	200,000	100,000	100,000	100,000	517,008
Coastal Protection	430,891	-	-	-	-	430,891
Coastal Protection - Fairy Bower	-	500,000	3,000,000	350,000	-	3,850,000
Energy Saving	4,736	467,835	280,000	280,000	280,000	1,312,571
IT	1,001,143	781,900	942,000	760,000	540,000	4,025,043
Kimbriki	5,133,418	650,000	990,000	600,000	670,000	8,043,418
Library	1,330,309	957,179	934,704	1,046,495	1,067,425	5,336,112
Light Fleet	1,783,355	3,270,239	4,172,290	3,591,790	3,759,899	16,577,573
Major Plant	1,838,344	3,556,718	2,601,092	2,252,359	1,797,156	12,045,669
Parks & Recreation	3,004,088	3,154,905	2,065,775	2,397,588	2,924,403	13,546,759
Paths	1,649,455	1,070,000	1,591,339	1,447,460	1,401,036	7,159,290
Place Management		98,530	140,000	140,000	140,000	518,530
Plant & Equipment	1,108,047	85,000	10,000	-	10,000	1,213,047
Public Transport	96,972	95,492	56,879	58,244	59,584	367,171
Roads and Traffic	9,459,412	8,140,363	8,768,940	8,467,396	8,662,145	43,498,256
Sportsgrounds	2,613,509	1,907,000	2,565,000	2,385,000	1,900,000	11,370,509
Stormwater	8,079,188	6,017,000	5,607,000	5,607,000	5,607,000	30,917,188
Streetscapes	1,080,940	450,000	-	1,100,000	1,111,807	3,742,747
Wharves	354,079	900,000	475,000	200,000	200,000	2,129,079
Grand Total	47,923,567	42,475,045	58,450,443	38,752,622	36,309,334	223,811,011

Capital Works Program 2017 - 2021

Projects by Service	2017/18 Budget \$	2018/19 Budget \$	2019/20 Budget \$	2020/21 Budget \$
Systems & Information				
IT infrastructure - new works	92,300	60,000	60,000	60,000
IT software - new works	515,000	100,000	75,000	
New IT systems	277,000			
IT infrastructure - replacements	781,900	892,000	685,000	515,000
IT software - replacements	-	50,000	75,000	25,000
Subtotal Systems & Information	1,666,200	1,102,000	895,000	600,000
Library Services				
New library technology	73,000	-	-	-
Mona Vale Library - new works	50,000	100,000	-	-
New library books	150,000	100,000	-	-
Replacement of library books	957,179	934,704	1,046,495	1,067,425
Subtotal Library Services	1,230,179	1,134,704	1,046,495	1,067,425
Transport & Civil Infrastructure				
Footpaths new	1,102,750	1,283,750	1,095,000	945,000
New traffic facilities	733,091	600,000	300,000	300,000
Scotland Island roads and drainage improvements	120,000	120,000	120,000	120,000
Warriewood Valley - new bridge MacPherson Street	7,466,716	-	-	-
Warriewood Valley - traffic and transport infrastructure	1,155,280	1,853,522	3,677,072	3,756,825
Parking station and meters infrastructure	1,400,000	-	-	-
Bike plan implementation - new works	150,000	130,000	130,000	130,000
Church Point new seawall, road realignment and carpark	5,714,411	-	-	-
Church Point wharf boardwalk extension	900,000	-	-	-
Bus stop renewal	95,492	56,879	58,244	59,584
Car park renewal	604,316	619,424	634,290	648,879
Footpath renewal	930,000	1,213,339	1,242,460	1,271,036
Kerb and gutter renewal	405,000	1,358,221	1,390,818	1,422,807
Retaining wall renewal	1,170,000	181,130	185,478	189,744
Road resheeting	6,480,471	6,642,483	6,801,903	6,958,346
Bridge renewal	84,892	587,106	89,197	91,248
Major plant	3,556,718	2,601,092	2,252,359	1,797,156
Light fleet	3,270,239	4,172,290	3,591,790	3,759,899
Subtotal Transport & Civil Infrastructure	35,339,376	21,419,236	21,568,611	21,450,524

Projects by Service	2017/18 Budget \$	2018/19 Budget \$	2019/20 Budget \$	2020/21 Budget \$
Parks & Recreation				
Dee Why Town Square upgrade	-	-	50,000	100,000
Collaroy Beach accessible toilet and accessibility upgrades	1,400,000	-	-	-
Berry Reserve, Narrabeen inclusive playground upgrade	126,000	-	-	-
Allambie Oval upgrades - new playground, multi-use court, pathway	40,000	260,000	-	-
Parkes Road, Collaroy playground and pathway lighting	25,000	200,000	-	-
Playgrounds - new and upgrades	50,000	45,000	335,000	40,000
Sportsgrounds - new and upgrades	370,000	120,000	-	480,000
Foreshores - new and upgrades	170,000	50,000	1,020,000	-
Reserves - new and upgrades	170,000	220,000	220,000	-
Sports Club Capital Assistance Program	100,000	100,000	100,000	100,000
Warriewood Valley - pedestrian and cycleway network	295,748	368,761	293,249	184,893
Warriewood Valley - Public Space and Recreation	100,000	1,592,957	-	-
Narrabeen Lagoon Trail - aquatic boardwalk	797,988	500,000	-	-
Lionel Watts, Frenchs Forest synthetic sportsfield	105,000	3,255,000	-	-
Little Manly boardwalk	55,000	-	-	-
Forestville War Memorial Playing Fields - Netball Court Upgrade	270,000	-	-	-
Cromer Park Field 2 - synthetic sportsfield	1,600,000	-	-	-
Sportsfield renewal program	1,907,000	2,565,000	2,385,000	1,900,000
Reserves renewal program	200,000	240,000	491,795	463,590
Foreshores renewal program	1,093,500	815,000	455,000	670,000
Recreational Trails renewal program	140,000	378,000	205,000	130,000
Playground renewal program	710,000	720,000	985,000	975,000
Rockpool renewal program	1,010,649	200,000	375,000	725,000
Youth play spaces	200,000	200,000	200,000	200,000
Beach equipment renewals	50,000	-	-	-
Beach accessibility renewals	35,000	10,000	-	10,000
Subtotal Parks & Recreation	11,020,885	11,839,718	7,115,044	5,978,483
Natural Environment & Climate Change				
Collaroy-Narrabeen Coastal Protection Works	7,500,000	-	-	-
Planned Stormwater - new	665,000	665,000	1,400,000	1,400,000
Warriewood Valley - Culvert Under Boondah Road at Narrabeen Creek	-	-	676,873	-
Warriewood Valley Creekline works	1,346,472	2,193,409	1,849,303	2,701,426
Planned Stormwater renewals	4,657,000	4,507,000	4,507,000	4,507,000
Reactive Stormwater renewals	1,320,000	1,100,000	1,100,000	1,100,000

Projects by Service	2017/18 Budget \$	2018/19 Budget \$	2019/20 Budget \$	2020/21 Budget \$
Natural Environment & Climate Change				
Energy Saving Initiatives Works Program	100,000	100,000	100,000	100,000
Energy Saving Initiatives Works Program (Revolving Energy Fund)	367,835	180,000	180,000	180,000
Fairy Bower sea wall	500,000	3,000,000	350,000	-
Gross Pollutant Trap - renewals	40,000	-	-	-
New Community Nursery - North Curl Curl Community Centre	200,000	-	-	-
Subtotal Natural Environment & Climate Change	16,696,307	11,745,409	10,163,176	9,988,426
Property				
Dee Why Children's Centre design works	-	-	250,000	-
Narrabeen Beach viewing tower	200,000	-	-	-
Dinghy storage - new	50,000	50,000	50,000	50,000
Warriewood Valley community centre	930,000	3,252,000	3,252,000	217,000
Public amenities works program	338,754	275,000	500,000	600,000
Manly Dam public amenities works	620,000	-	-	-
Nolans Reserve sports amenities works	1,597,906	-	-	-
Killarney Heights Oval - public amenities works	-	75,000	400,000	-
Belrose Oval public amenities works	-	125,000	-	-
Cromer Park sports amenities west works	145,000	-	-	-
Whale Beach amenities works	-	200,000	-	-
Church Point amenities works	200,000	-	-	-
Rowland Reserve amenities works	-	50,000	150,000	-
North Narrabeen rock pool amenities works	400,000	-	-	-
Community buildings works program	250,000	700,000	1,200,000	1,200,000
Community centres minor works program	75,000	75,000	75,000	75,000
Beacon Hill Community Centre and Youth Club	875,000	-	-	-
Avalon Community Centre	378,000	-	-	-
North Balgowlah Community Centre	-	300,000	-	-
Oxford Fall Peace Park	-	-	120,000	-
Children's centres works program	50,000	50,000	75,000	75,000
Harbour View Children's Centre	200,000	800,000	-	-
Kangaroo St Preschool	-	300,000	1,275,000	-
Library buildings works program	-	25,000	175,000	175,000
Mona Vale Library - upgrades	105,000	-	-	-
Manly Art Gallery - accessibility investigations	38,477	200,000	-	-
Operational buildings works program	293,000	320,000	300,000	300,000

Projects by Service	2017/18 Budget \$	2018/19 Budget \$	2019/20 Budget \$	2020/21 Budget \$
Property				
Sport buildings works program	735,000	1,000,000	1,000,000	1,200,000
Warriewood Rugby Park clubhouse	500,000	-	-	-
Beach buildings works program	100,000	250,000	500,000	750,000
Mona Vale Surf Life Saving Club - upgrade/renewal	340,000	400,000	400,000	-
Palm Beach pavilion	-	30,000	170,000	-
Swim Club buildings works program	174,672	100,000	200,000	200,000
Dinghy storage - replacement of racks	40,000	40,000	40,000	40,000
Manly Beach Controls Office and Viewing Platform	18,000	-	-	-
Currawong wharf	300,000	-	-	-
Mackerel Beach wharf	400,000	-	-	-
Scotland Island cargo wharf	-	310,000	-	-
Disability Access (DDA) compliance works	48,759	200,000	200,000	200,000
Building Code of Australia (BCA) compliance works	100,000	200,000	200,000	200,000
Rural Fire Service building works program	50,000	100,000	150,000	150,000
Council Chambers renewal program	455,000	-	-	-
Tidal pools refurbishment	100,756	50,775	50,793	50,813
Glen Street Theatre renewal works	45,000	45,000	45,000	45,000
Wharves works program	200,000	165,000	200,000	200,000
Manly Library	-	401,000	-	-
Forestville Library	-	300,000	-	-
Cemetery works program	200,000	100,000	100,000	100,000
Rowland Reserve boating facilities renewal	700,000	-	-	-
Long Reef Surf Lifesaving Club upgrade and renewal	171,000	-	-	-
Aquatic centre accessibility	12,000	-	-	-
Warringah Aquatic Centre renewals	75,000	100,000	80,000	140,000
Manly Aquatic Centre renewals	120,000	120,000	120,000	120,000
New creative art space - northern end of the local government area	1,000,000	-	-	-
Subtotal Property	12,631,324	10,708,775	11,277,793	6,087,813
Waste Management & Cleansing				
Bin replacements	-	16,790,000	-	-
Subtotal Waste Management & Cleansing	-	16,790,000	-	-
Kimbriki				
Kimbriki new excavator	300,000	-	-	-
Kimbriki high level drain	454,975	332,015	4,426,000	2,548,000
Kimbriki western bund wall on area 3B	625,925	521,000	-	-

Projects by Service	2017/18 Budget \$	2018/19 Budget \$	2019/20 Budget \$	2020/21 Budget \$
Kimbriki				
Kimbriki landfill cell development area 4A	1,870,025	2,552,000	-	-
Kimbriki leachate treatment plant	2,671,000	-	-	-
Kimbriki gas capture system	60,008	210,000	80,000	80,000
Kimbriki landfill cell development area 4A/3B	-	-	170,000	1,360,000
Kimbriki vehicles	100,000	320,000	100,000	120,000
Kimbriki renewal program	500,000	500,000	450,000	450,000
Kimbriki - other	50,000	170,000	50,000	100,000
Subtotal Kimbriki	6,631,933	4,605,015	5,276,000	4,658,000
Capital Projects				
Dee Why Town Centre - Redman Road Plaza East - Stage 1	1,918,466	-	-	-
Dee Why Town Centre - Design	900,000	700,000	-	-
Dee Why Town Centre - construction - Phase 1	5,750,000	5,000,000	-	-
Connecting Communities - footpaths programs	4,300,000	1,990,000	-	-
Connecting Communities - cycleways program	4,690,000	3,610,000	-	-
Connecting all Through Play - Inclusive Play	3,065,000	3,000,000	-	-
Connecting all Through Play - Active Play	2,000,000	1,000,000	1,000,000	-
Balgowlah Plaza	638,000	-	-	-
Manly Laneways	1,500,000	400,000	-	-
Manly Oval stormwater upgrade	538,497	-	-	-
Kimbriki Road, Terrey Hills - new access road	4,000,000	4,000,000	-	-
Connecting Communities - pilot project local parks	35,000	-	-	-
Walter Gors Reserve and shared walkway - Dee Why Parade	20,000	-	-	-
Marine Parade, Manly public amenities works	370,000	-	-	-
Marine Parade, Manly upgrade	450,000	-	-	-
Subtotal Capital Projects	30,174,963	19,700,000	1,000,000	-
Community, Arts and Culture				
Public art purchases	65,669	40,000	40,000	40,000
Manly Art Gallery - art works	10,000	10,000	10,000	10,000
New public art installations	500,000	500,000	500,000	500,000
Subtotal Community, Arts and Culture	575,669	550,000	550,000	550,000
Strategic & Place Planning				
Mona Vale Town Centre improvements	-	-	1,100,000	1,111,807
Town and Village enhancements (Pittwater)	-	140,000	170,000	226,000
Subtotal Strategic & Place Planning	-	140,000	1,270,000	1,337,807

Projects by Service	2017/18 Budget \$	2018/19 Budget \$	2019/20 Budget \$	2020/21 Budget \$
Capital Projects				
Dee Why Town Centre - Design	900,000	700,000	-	-
Dee Why Town Centre - construction - Phase 1	5,750,000	5,000,000	-	-
Connecting Communities - footpaths programs	4,300,000	1,990,000	-	-
Connecting Communities - cycleways program	4,690,000	3,610,000	-	-
Connecting all Through Play - Inclusive Play	3,065,000	3,000,000	-	-
Connecting all Through Play - Active Play	2,000,000	1,000,000	1,000,000	-
Balgowlah Plaza	638,000	-	-	-
Manly Laneways	1,500,000	400,000	-	-
Manly Oval stormwater upgrade	538,497	-	-	-
Kimbriki Road, Terrey Hills - new access road	4,000,000	4,000,000	-	-
Connecting Communities - pilot project local parks	35,000	-	-	-
Walter Gors Reserve and shared walkway - Dee Why Parade	20,000	-	-	-
Marine Parade, Manly public amenities works	370,000	-	-	-
Marine Parade, Manly upgrade	450,000	-	-	-
Subtotal Capital Projects	30,174,963	19,700,000	1,000,000	-
Community, Arts and Culture				
Public art purchases	65,669	40,000	40,000	40,000
Manly Art Gallery - art works	10,000	10,000	10,000	10,000
New public art installations	500,000	500,000	500,000	500,000
Subtotal Community, Arts and Culture	575,669	550,000	550,000	550,000
Strategic & Place Planning				
Mona Vale Town Centre improvements	-	-	1,100,000	1,111,807
Town and Village enhancements (Pittwater)	-	140,000	170,000	226,000
Subtotal Strategic & Place Planning	-	140,000	1,270,000	1,337,807
Community Engagement & Communications				
Place Making infrastructure (Enliven)	98,530	140,000	140,000	140,000
Subtotal Community Engagement & Communications	98,530	140,000	140,000	140,000
Total Capital Works	116,065,366	99,874,857	60,302,119	51,158,478

