

ATTACHMENT BOOKLET 1

ORDINARY COUNCIL MEETING

TUESDAY 28 SEPTEMBER 2021

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Destination Northern Beaches

Creating a sustainable visitor economy

Draft

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Acknowledgement of Country

Northern Beaches Council wishes to acknowledge the traditional custodians of these lands and expresses respect to Elders past, present and future.

The moon, the stars and the hands are in balance with Mother Earth, represented by the large circle. Together they tell a story of caring and sharing. The contour lines reflect the foreshore and the landscape of Manly. The hands represent the family and unity.

The large hands are those of the elders, whose wisdom is all important, the smaller hands represent children, our future.

The plaque was unveiled on the 3 July 1994 by Lowjita (Lois) O'Donoghue CBE AM, Chairperson, The Aboriginal & Torres Strait Islander Commission.



Image Credit:
Mini Heath, The Aboriginal
Heritage of Manly.
Artwork commissioned
for Councils' Heritage
Plaques program, 1994.

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Mayor's Message



Our community is passionate about protecting the Northern Beaches' way of life, our natural and cultural heritage and ensuring we work towards a sustainable future.

We know through the process of drafting this Destination Management Plan (DMP) that one of the great challenges for us is managing the constant pressure on our community from the impact of high volume visitation, while at the same time ensuring we have a vibrant local economy that supports local jobs and businesses.

At the time of writing though, we see our tourism sector and visitor economy deep in crisis after what is now our third lock down from the global pandemic.

Now more than ever we, as destination managers, need to be proactive in managing the impact of our visitor economy in a way that makes the Northern Beaches better, not just economically but also socially and environmentally.

This Destination Northern Beaches Plan marks a new direction for us that will see our extraordinary destination continue to be a great place to live, work and visit if we look after it together.



Michael Regan
Mayor

Executive Summary

The Northern Beaches is an extraordinary destination offering world-class beach and bushland experiences, with vibrant villages that reflect our contemporary coastal lifestyle.

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Destination Northern Beaches: Creating a Sustainable Visitor Economy is a five-year strategic plan, aligning to the NSW Visitor Economy Strategy 2030 including an action plan to provide a quick response to help local tourism operators rebound, recover and drive new business in the wake of the impact of the global pandemic. It represents a new era of collaboration between our community, local industry and all levels of government. The Plan is as much about the local community as it is the visitor.

The aim is to balance the economic potential of tourism for the region with protection of the environment and the value of our lifestyle. It recognizes the value of the visitor economy in creating local jobs and revenue, at rates twice the NSW average, and the role of visitor spending in supporting the vitality of many of our towns and villages. The global pandemic has highlighted the vulnerability of our tourism sector as visitor numbers and spending declined, along with job losses and falling business confidence.

This Plan has been shaped and informed through research and community engagement.

It has a clear strategic aim which is supported by three high level goals aiming to achieve a destination stretch target of bringing visitor expenditure growth in-line with the rest of Sydney.

Key to obtaining the stretch target is to convert domestic day trippers to overnight stays until such time as international travel returns. We will achieve this through increasing spend per visitor (yield) as statistics show, overnight visitors spend six times more than day trippers.

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Strategic aim

We will balance developing a sustainable visitor economy with managing the impact of visitation. As destination managers we will protect our region and its key attributes, preserve our natural environment and uphold our community's way of life.

Destination stretch target

To double visitor spending over the next five years to 2026, bringing it in line with the Greater Sydney growth rate.

Destination statement

The Northern Beaches is an extraordinary destination offering world-class beach and bushland experiences, with vibrant villages that reflect our contemporary coastal lifestyle.

Goal 1

Focus on yield over volume!

Increase visitor expenditure to be comparable with growth in Greater Sydney

Convert domestic day trippers to overnight visitors

Aim to grow tourism in higher yield markets (i.e. Business sector)

Goal 2

Become the brand promise: Altogether extraordinary.

Deliver outstanding visitor services through innovative digital platforms

Support development of unique experience offerings

Create targeted marketing programs that promote pride in the local community and drive valued visitation

Goal 3

Making the region key to Sydney's place in the world.

Promote visitor understanding of environmental policies and support sustainable tourism

Collaborate with the community, key stakeholders and governments to target investment in experience offerings

Manage tourism related public spaces and facilities in peak season to promote wider enjoyment of the region

Focus Area 1

Destination management

(strengthening supply, capacity and governance)

Focus Area 2

Destination marketing

(shifting demand)

Focus area 1

Key: Each focus area will support achieving our goals

Goal 1 Goal 2 Goal 3

Destination management (strengthening supply, capacity and governance)

Disperse visitation



We will support the development of quality experiences that build on recreational assets throughout the region to spread the economic benefits and reduce pressure on key destinations during peak times.

Industry collaboration



We will work together with businesses, key stakeholders and state and federal government agencies to support cross-sector leadership and governance.

Product development



We will support our local businesses to expand the product base to promote quality and diversity of visitor experiences.

Transport and connectivity



We will plan and support improved physical movement access to and within the region and the impact on parking.

Environmental sustainability



We will help businesses become environmentally sustainable and deliver outcomes to benefit the region.

Planning and facilities



We will improve planning and coordination to support the region's capacity for seasonal impacts from visitation and the amenity of our open spaces.

Focus area 2

Key: Each focus area will support achieving our goals

Goal 1 Goal 2 Goal 3

Destination marketing (shifting demand)

Attract business and major events



We will focus on attracting and developing events, including business events that drive overnight visitation in off peak seasons and mid-week.

Reduce seasonality



We will focus on marketing and promotion to drive visitation in shoulder and low season periods to support a sustainable visitor economy.

Brand and positioning



We will build on the Northern Beaches place brand to reflect the uniqueness and individual characteristics of our town centres and villages.

Visitor services, digital innovation and content



We will use data to inform and develop content and channels to engage visitors and ensure collaboration across third party channels to target value markets.

Support community engagement



We will continue to engage with our community to promote understanding of the value of the visitor economy.

Target high-value markets



We will focus on high value target markets and focus on increasing spend while managing a sustainable volume.

Destination management:

- create an industry-based tourism group (Destination Management Group) to support cross-sector leadership and governance
- through the LEP review consider new opportunities for tourism orientated development
- undertake a Place Plan for Manly to reinforce its role as the visitor gateway
- implement smart technology, such as Park and Pay App, and shuttle bus services to better manage parking
- plan for new off-road cycling facilities, including new bike parks and trails, to meet growing demand
- encourage operators to package 'hinterland' experiences and leverage Coastwalk, to disperse visitation
- develop Aboriginal cultural tourism and explore nature-based tourism opportunities to diversify visitor experiences

Destination marketing:

- develop a destination brand identity, building on the Northern Beaches place brand and reflecting distinct characteristics of our villages
- develop a Visitor Servicing Strategy and create a dedicated destination website to enhance visitor experience
- implement an off-season campaign targeting Visiting Friends and Relatives to reduce seasonality
- develop and support multi-day events and b-leisure travel market to encourage mid week stays
- advocate to Destination NSW to promote the Northern Beaches as a premier visitor destination.

Summary of Key Actions

We will develop annual delivery plans aligned with a summary of most significant actions. (see page 65 for all actions)

How we will measure our success

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- Annual evaluation and performance tracking will ensure delivery of the Plan is in line with the strategic aim and progressing towards the stretch target.
- Council will continue to work with Destination NSW, Tourism Research Australia and The Population Experts to develop and monitor KPIs to understand the value of the visitor economy and community satisfaction, at a local level.
- We will set specific local targets once domestic and international travel resumes and we better understand the capacity and rate of recovery of the tourism industry. This may include growth of total visitor spend, increase in number of visitor nights (international and domestic) and improvement in overall visitor satisfaction.

We will annually monitor recovery and performance of the Northern Beaches economy by developing a range of indicators in-line with the NSW Government's "NSW Visitor Economy Strategy", listed below:

- community satisfaction
- visitor expenditure (by domestic day and overnight)
- share of Gross State Product and Jobs
- average length of stay
- average yield (spend)
- repeat visitation
- investment in visitor infrastructure
- access to visitor attraction
- visitor satisfaction accommodation and experiences
- visitor attendance and economic impact with events.

We will partner with our local tourism industry and Government to better manage our destination, focusing on enhancing visitor products and experiences, attracting high value markets and showing stronger destination leadership.

We will create strong consumer messaging, build local pride and showcase the experiences that make the Northern Beaches extraordinary. This will drive our region's economic recovery and accelerate future growth.

Destination Statement

The Northern Beaches is an extraordinary destination offering world-class beach and bushland experiences, with vibrant villages that reflect out contemporary coastal lifestyle.





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Warami

Welcome to Sydney's Northern Beaches.

Home to Aboriginal people for thousands of years, today it is a destination that is desired as a great place to live, work and visit.

Famed for its effortless beauty and defined by coastal foreshores, sweeping beaches, islands, national parks, bushlands, rural areas and reserves. It is a region bounded by water, Broken Bay to the north, the Tasman Sea in the east, Sydney Harbour and North Harbour in the south, and Middle Harbour in the west. A place that boasts one of the highest urban tree canopy coverages in Greater Sydney.

The region is marked by two iconic destinations, Manly in the south and Palm Beach in the north, and throughout the region there is an abundance of experiences enjoyed by locals and visitors alike from nature, to arts and creativity, culture, indigenous heritage, events and vibrant town centres and villages.

Figure 01
Northern Beaches Local Government Area (LGA)





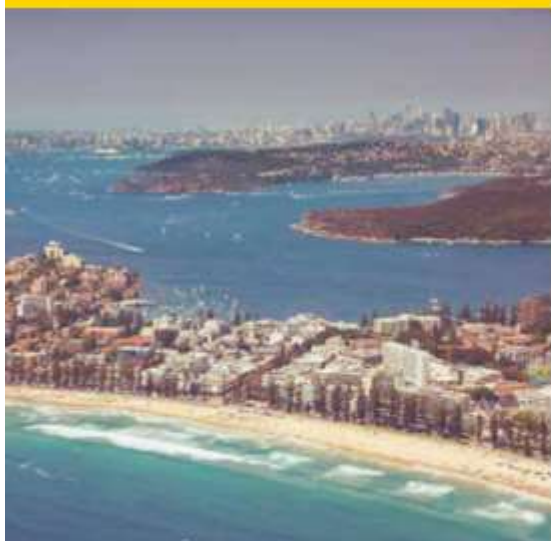
Manly

'Australia's best beach' TripAdvisor 2018 & 2019

'Manly Scenic Walkway' TripAdvisor 2021

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Manly has played host to world titles in swimming, surfing and surf life saving contributing to its reputation as an iconic destination.



Gayamay, Manly Cove on the sandy western side of the Manly peninsula, is a globally significant area. In 1788, at Manly Cove and Collins Cove, some of the earliest recorded contacts between the Gayamaygal and British people of the First Fleet took place.

From the mid-19th century, Manly became the official gateway for visitors to the Northern Beaches.

"7 Miles from Sydney and 1000 miles from care" was the slogan used by the Port Jackson and Manly Steamship Company in 1940 and still holds true.

Today, it is celebrated as 'Australia's best beach' by visitors, awarded in 2018 and 2019 along with Manly Scenic Walkway in 2021 ranking it in the top 10% of attractions worldwide by TripAdvisor Travellers' Choice awards. The ferry journey between Circular Quay and Manly is one of the world's most famous.

The town centre is bordered by foreshore areas that connect the Northern Beaches Coast Walk, North Head National Park and Cabbage Tree Bay Aquatic Reserve. In 2021 millions of reviews from TripAdvisor travellers place the Manly Scenic Walkway in the top 10% worldwide attractions.

It features a world-class ocean front walkway to Shelly Beach and the laneways are filled with cafes, shops, restaurants and bars, making Manly the only designated late night precinct on the Northern Beaches.

There are a number of significant environmental heritage-listed public spaces and buildings that contribute to the street scape through their period-style and built form.

The positioning of Manly as an attractive overnight destination is key to generating stronger economic value from visitation.

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Palm Beach

International visitor icon

At the northern end of the region, Palm Beach is renowned for its natural amenity. The iconic heritage-listed Barrenjoey Lighthouse is a much sought after visitor and local destination.

Since the 1920s Palm Beach has been a popular holiday destination for the rich and famous with many fine holiday houses established such as Kalua, built by R.J. Hordern who also planted the Norfolk Island pines along the beach.

It was also a popular destination for camping holiday makers for many years until the 1970s.

The whole area is characterised by its iconic water views, with Pittwater to the west and the South Pacific Ocean to the east. It is a key destination for swimming, surfing and boating.

It is also famously known as 'Summer Bay' to viewers of the TV show, Home and Away, and has attracted thousands of visitors over the years with an opportunity to meet the actors. More recently the beauty of the destination featured on the big screen in the film, Palm Beach, directed by Rachel Ward.



Beyond the Beaches

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While recognising the national and international importance of Manly and Palm Beach as our visitor gateways to the Northern Beaches, there is a much wider visitor offering across the region.

A focus of this plan is to encourage visitors to explore the whole Northern Beaches, taking some of the pressure off Manly and Palm Beach at peak times and also spreading the economic benefits more widely.

While the beaches will always be a drawcard, there are a range of waterways which offer a point of distinction of the region and support visitation. These include Manly Dam, Narrabeen Lagoon and Pittwater, which host diverse wildlife and provide for array of water-based activities, such as sailing and kayaking.

The region also benefits from extensive coverage of National Parks and Bushland which provide for an abundance of walking trails from short strolls to multi-day adventure experiences, such as Ku-ring-gai Chase National Park and North Head in Sydney Harbour National Park.

Mountain biking and off-road cycling has seen significant growth in demand and the region has benefited in new facilities such as Bare Creek, making it a recognised biking destination. In the hinterlands of the region there also exists many other visitor experiences to explore, such as horse-riding and golf, art and heritage or food and beverage.

Promoting the breadth of visitor offerings across the Northern Beaches, provides an opportunity to both encouraging visitation throughout the seasons and dispersal of visitation across the region.





Importance of our visitor economy

Prior to the COVID-19 pandemic tourism contributed twice as many jobs and revenue to the Northern Beaches economy,

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Visitor spend is vital to the year-round sustainability of our local business community. Our tourism industry is what makes our town centres and villages so vibrant and dynamic.

It goes well beyond accommodation and tours and has a significant ripple effect to other sectors, like hospitality and retail.

Our tourism and hospitality sector accounts for 12% of all our jobs (13,000 jobs), many of which are young local workers. This sector also provides 12% of "value add" to our local economy.

Both of these measures are twice the NSW average, an indication of how dependent our local economy is on the strength of tourism and hospitality.

Figure 02
Tourism and Hospitality Employment Figures 2018/19

Measure	Northern Beaches Council area	% of total industry	New South Wales %	Northern Beaches Council area as % of New South Wales
Tourism and Hospitality Employment Figures 2018/19				
Direct	8,949	8.2	5.1	4.4
Indirect	4,126	3.8	1.8	5.6
Total	13,075	12.0	6.9	4.7

Figure 02 source:
<https://economy.id.com.au/northern-beaches/tourism-value?EndYear=2018>

Source: Tourism Research Australia data on Northern Beaches supplied by TRA

Economic challenges and issues

Research shows growth in visitor spend over the last 10 years is significantly lagging behind the rest of Greater Sydney (3.24% pa vs 9.12% pa).

Prior to COVID-19, our visitor economy was underperforming compared to both the national and Sydney averages. The data shows visitors to the Northern Beaches tend to spend less when compared with Greater Sydney:

- **Domestic Day**
\$74 vs \$107
(40% below Greater Sydney average)
- **Domestic Overnight stays**
\$475 vs \$731
(35% below Greater Sydney average)
- **International Overnight stays**
\$2,027 vs \$2,289
(12% below Greater Sydney average)

One of the plan's strategic goals is to increase spend per visitor (yield), rather than visitor numbers, to sustainably grow the visitor economy. To illustrate this we have developed a 'stretch target' to grow visitor spend in line with or even above, the Greater Sydney growth rate over the next 10 years to 2030.

A series of scenarios has been developed to demonstrate the scale of benefit that increased visitor expenditure could bring. This would potentially see the visitor expenditure on the Northern Beaches more than doubling within the next five years to 2026, even quadrupling, over the next 10 years to 2030 under the highest growth scenario.

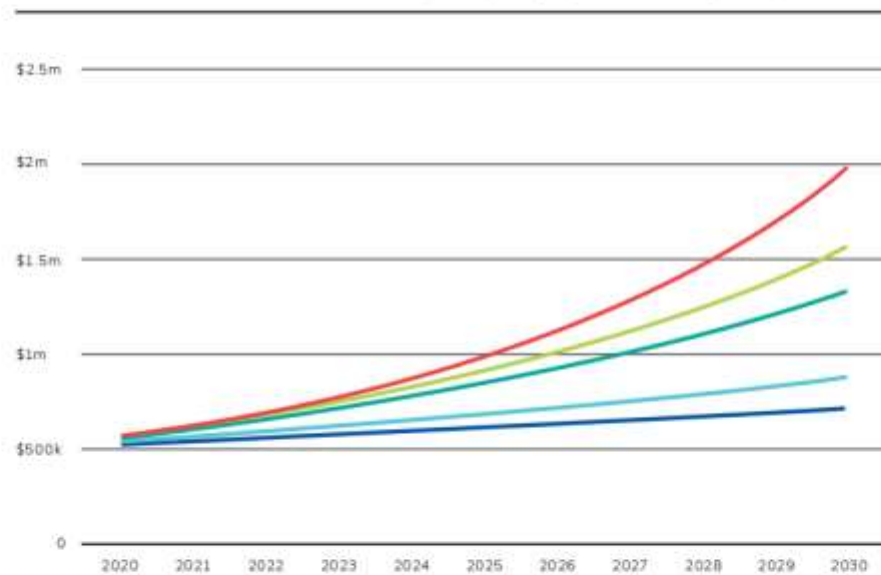
Scenario summary once travel resumes

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- **No change** to the current average annual growth rate in visitor expenditure for the Northern Beaches of 3.24%.
- **Limited action** to correct recent decline in market share. Aim to achieve the same average annual growth rate as Australian average annual growth rate of 5%.
- **Significant action** taken to address the recent decline in market share. Aim to achieve the same average annual growth rate as Greater Sydney (9.2%).
- **Focused action** relating to the domestic market to reverse the recent decline in market share in the initial phase. Aim to achieve a higher average annual growth rate than Greater Sydney, targeting the domestic market with a staged increase in visitor expenditure (+10% staged).
- **Strategic approach** relating to both the domestic and international markets to reverse the recent decline in market share and capture growing share of both markets (+10%).

Figure 03

Forecast scenarios for Northern Beaches' visitor economy to 2030 (developed prior to COVID-19 pandemic)



Understanding visitor spend

Destinations increasingly understand that visitor spend is the true metric of success, rather than simply visitor numbers.

One of the biggest challenges to growing the visitor economy is the relatively low spend of domestic day visitors. In 2019/20 this segment accounted for 81% of all visitors, yet only contributed 18% of all visitor spend.

Conversely, international visitors, while only making up for 3% of all visitors, contributed 41% of all visitor spend due to their longer length of stay (66% of all visitor nights).

Domestic overnight visitors, which account for 16% of all visitors, contributed a further 41% of visitor spend. This segment tended to have shorter stays (34% of all visitor nights), favouring weekend or mini breaks.

Figure 04
Visitor numbers

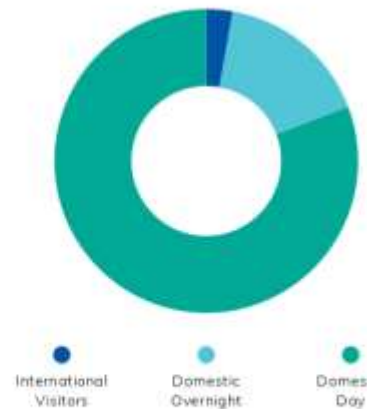


Figure 05
Visitor nights



Figure 06
Visitor spend



While recognising the contribution of day trippers from outside Sydney, to truly grow visitor spend, the focus must be on encouraging overnight stays. In the absence of international travel, this relies on our ability to attract domestic visitors to stay overnight on the Northern Beaches.

This visitor data is based on Tourism Research Australia data, which considers a domestic "visitor" (Domestic Day and Domestic Overnight) to be someone who lives outside a 25 km radius from the destination they are visiting. This would therefore exclude most of Sydney.

Based on available credit and debit card transaction data from Spendmapp, visitor spend accounts for 19% (almost \$1.3billion) of all spend on the Northern Beaches between February 2020 and January 2021 (both local residents and visitors). Here a 'visitor' is defined as anyone outside the Northern Beaches (so could be within 25 km of Northern Beaches).

Research shows the majority of visitor spend (60%) comes from the rest of Greater Sydney, with a further 30% from interstate and less than 10% regional NSW. This shows the valuable contribution of Sydneysiders in supporting the local economy, which is not captured in the above Tourism Research Australia data.

Figure 07

Visitor numbers, nights and spend

	International	Domestic Overnight	Domestic Day	Total
Visitor Numbers	81,410	435,587	2,174,250	2,691,247
	3%	16%	81%	
Visitor Nights	2,224,497	1,143,292		3,367,789
	66%	34%		
Visitor Spend (\$m)	209	210	92	511
	41%	41%	18%	

Figure 07 Source:
Tourism Research
Australia, National
Visitor Survey and
International Visitor
Survey 2019/20

Across the Northern Beaches, between February 2020 and January 2021, 'Dining and Entertainment' was the biggest area of visitor spend (23%), followed by 'Grocery Stores and Supermarkets' (14%) and 'Travel' which includes visitor accommodation (12%).

The contribution of visitor spend to local centres varies across the Northern Beaches. Visitor destinations such as Palm Beach and Manly rely significantly more on the visitor dollar (52% and 26% respectively).

For other local centres such as Newport, Avalon, Mona Vale and Dee Why, visitor spend is also vital in supporting their viability.

Figure 08
Visitor spend by category

- Specialised and luxury goods
- Transport
- Department stores and clothing
- Furniture and household goods
- Professional services
- Dining and entertainment
- Travel
- Specialised food retailing
- Personal services
- Bulky goods
- Grocery stores and supermarkets
- Light industry



Figure 09
Contribution of visitor spend for key centres

Suburb	Value \$m (Feb 2020-Jan 2021)	Visitor spend % total
Palm Beach	\$19.9	52.3%
Manly	\$143.0	26.2%
Newport	\$44.5	23.9%
Avalon	\$37.6	16.9%
Dee Why	\$69.0	11.7%
Mona Vale	\$81.7	11.7%

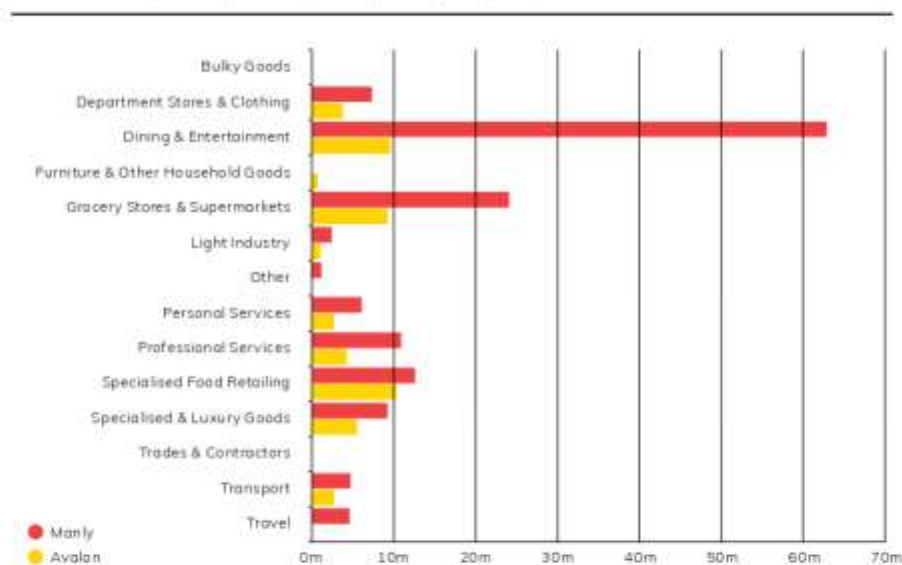
Figure 08, 09 & 10 source:
Spendmapp.com.au

For most suburbs 'Dining and Entertainment' businesses are the beneficiaries of visitor spend, as well as local retail. See example breakdown of visitor spend in Manly and Avalon.

While visitor numbers and expenditure are important measures of the tourism sector, they are not the only measure of success. As the tourism economy gradually recovers from the pandemic, the awareness of travellers has heightened during lockdown, with increased expectations for a sustained recovery. Measurements of visitor satisfaction, transformation and wellbeing will play a large role in the measurement of a successful tourism sector.

Figure 10

Breakdown visitor spend Manly vs Avalon (February 2020 - January 2021)



Reasons for visiting

Visiting Friends and Relatives (VFR) is a defining feature of the Northern Beaches' tourist market.

Tourism is more than holiday travel, it incorporates a broader 'visitor economy' that includes domestic and international travel for business, study and work, and for Visiting Friends and Relatives (VFR).

Traditionally, VFR accounts for the majority of domestic visitors (54%), who stay an average of 3.1 days.

International visitors are equally split between the reason for travel being holiday (36%) and visiting family and relatives (36%). International holiday visitors stay on average 21 days, which is longer than the NSW average. While smaller numbers, international students and workers stay substantively longer (88 and 92 days on average, respectively).

For both domestic and international visitors, VFR is a main reason for coming here, especially compared with the rest of NSW.

Prior to COVID-19, the Northern Beaches welcomed approximately 300 international students attending secondary and tertiary education. These students are billeted by local families and are frequently visited by their friends and family, often as repeat visitors.

There are also a number of high-quality education institutions on the Northern Beaches that focus on tourism, events and hospitality, among other things, including the International College of Management (ICMS) and TAFE NSW, and traditionally they have a strong international student intake.

These courses provide employment opportunities and contribute to the vibrancy of the region's thriving villages and centres. They also contribute significantly to the local economy with ICMS estimated to inject around \$20 million to the Manly area. Opportunities to encourage international students and their VFR to explore the local area should be considered, including welcome kits with local experiences.

The closure of international and state borders has significantly impacted the international education market, which accounts for 5.5% of the total international visitors.

Figure 11
Reason for Travel for Domestic and International Visitors (2013/14-2017/18)*

	Visitors	Visitor Nights	% Visitors ¹	Av. Length of Stay (days) ¹	Visitors	Visitor Nights	% Visitors ¹	Av. Length of Stay (days) ¹
Domestic overnight					International			
Visiting friends and relatives	1,317,44	4,139,579	54.3%	3.1	174,905	2,753,160	35.8%	15.7
Holiday	636,445	1,856,091	26.2%	2.9	175,560	3,678,900	36.0%	21
Business	344,200	978,417	14.2%	2.8	27,222	298,350	5.6%	11
Education	-	-	-	-	27,969	2,466,366	5.7%	88.2
Employment	-	-	-	-	13,666	1,280,909	2.8%	93.7
Other reason	132,695	566,839	5.5%	4.3	68,652	1,542,227	14.1%	22.5
Total	2,426,159	7,540,927	100%	3.1	487,977	12,019,884	100%	24.6

Figure 11 source:
TRA - [https://economy.
id.com.au/northern-beach-
es/tourism-visitors-reason](https://economy.id.com.au/northern-beaches/tourism-visitors-reason)

Impact of COVID-19 on the Northern Beaches visitor economy

Prior to COVID, visitor expenditure contributed an estimated \$500million to the Northern Beaches local economy in 2018*.

Visitor numbers

Visitor numbers dropped dramatically as a result of border closures, with effectively 100% reduction in international visitors for the 2020 June quarter compared to 2019 June quarter (April to June).

Domestic overnight visitor numbers were also down 80% and domestic day trippers were down 45%, compared to same time of year before (note these are relatively small sample sizes).

Figure 12

Change in visitor numbers June quarter 2020 compared to 2019

	June quarter 2019	June quarter 2020	Change YoY	% Change
International	20,977	-	-20,977	-100%
Domestic overnight	135,236	27,676	-107,560	-80%
Domestic day tripper	614,062	334,939	-279,123	-45%

Figure 12 source:
Tourism Research Australia,
National Visitor Survey and
International Visitor Survey
2019/20

Visitor spending

The Spendmapp data includes credit and debit card transactions from people living outside the Northern Beaches LGA, which shows the significant impact of both the late March-June 2020 and mid December 2020 to early January 2021 lockdowns on visitor spend.

Visitor spend did then show signs of recovery in February 2021 to marginally above February 2020 levels, and significantly higher in April to May 2021 compared to lockdown levels the year before.

However, visitor spend was down in June 2021 compared to June previous year, and data does not include impact of lockdown commencing end of June 2021.

Figure 13

Visitor spend YOY change

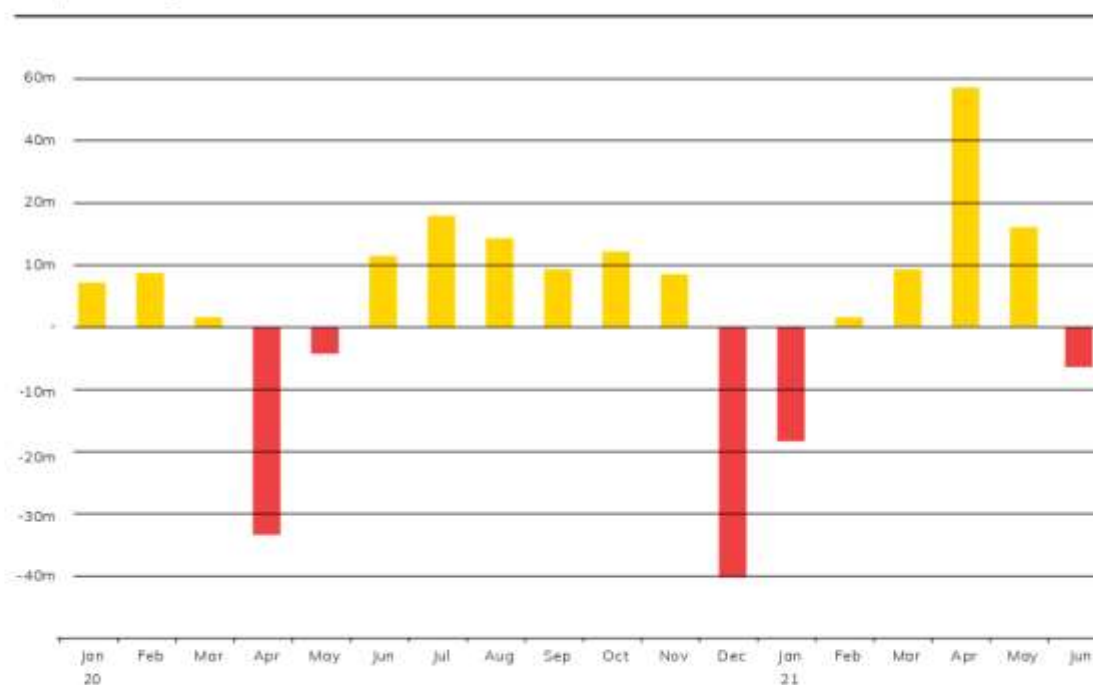


Figure 13 source:
Spendmapp.com.au

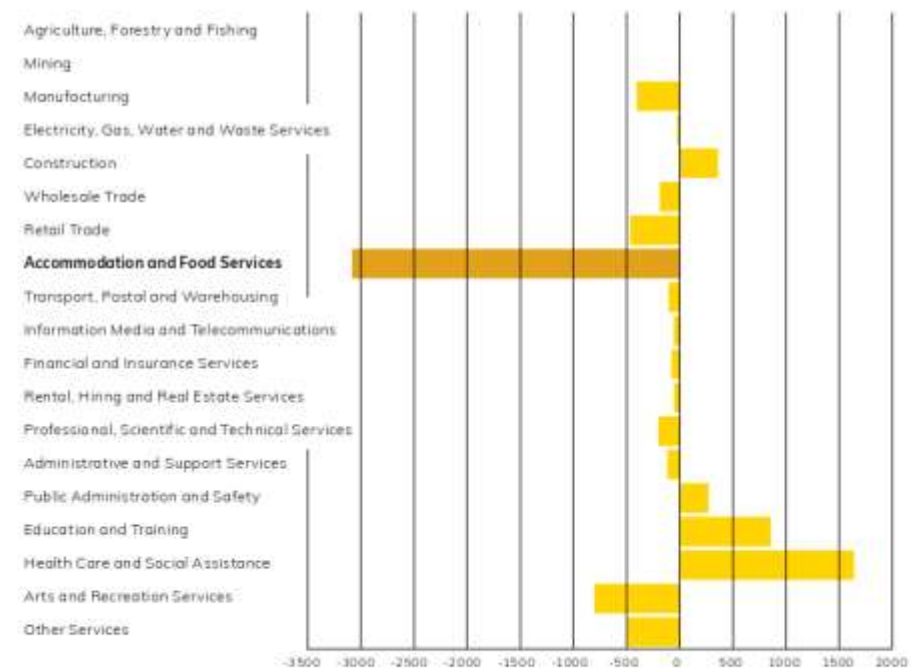
Local employment

The impact of COVID-19 on the visitor economy is clearly visible in the decline in jobs in this sector. Between March and December 2020 there was a reduction of around 3,000 local jobs on the Northern Beaches. In particular the 'Accommodation and Food' and 'Arts and Recreation' sectors which largely represent the visitor economy, were most significantly impacted, with around 3,000 fewer jobs in the 'Accommodation and Food' sector. This loss was offset by job growth in Healthcare and Education sectors.

Figure 14 source:
ID The Population Experts

Figure 14

Change in local jobs (March - December 2020)



Tourism industry survey

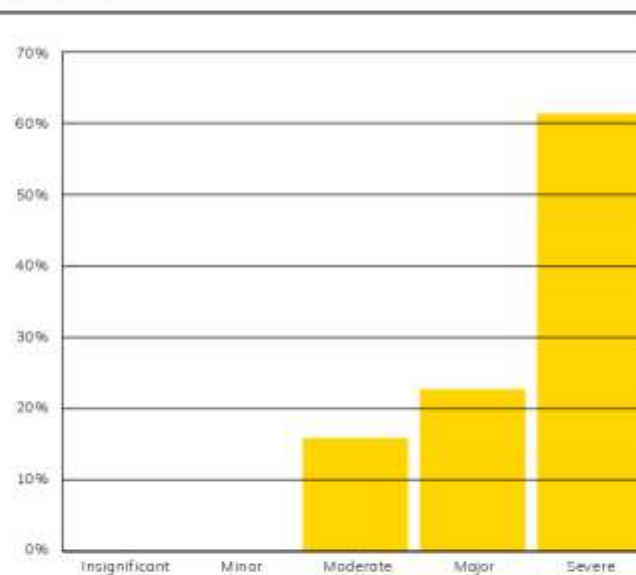
To better understand the impact of COVID-19 on local tourism operators, Council conducted a survey in September 2020.

- 84% of respondents said they were 'majorly' or 'severely' impacted
- 33% of respondents said sales revenue was down 50-75%
- 31% of respondents said sales revenue was down 25-50%

The survey identified that tourism operators want more information on new source markets, marketing and promotional assistance, and access to financial support to manage cash flow and to plan for recovery.

Figure 15

Overall impact of COVID-19 on your business



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Target markets

Key to achieving economic value from visitation is identifying potential customers and understanding what motivates them to invest in the destination.

As a result of thorough analysis of visitor research, relevant global trends in tourism and consultation insights, the following target markets have been identified for the Northern Beaches.

- Active 55+
- Contemporary female travellers
- Visiting Friends & Relatives (VFR)
- Business travel and raising awareness and appeal of the Northern Beaches for hosting smaller-scale, boutique or bespoke conferences and events.



Figure 16
Primary target markets for the Northern Beaches

Active 55+	Contemporary female travellers	Visiting friends and relatives (VFR)	Business travel
<p>55+ choosing to travel earlier than retirement to enjoy active or immersive experiences.</p> <p>Globally, this market has the highest disposable income. They are seeking new destinations to add to their bucket lists and are travelling within Australia as well as overseas.</p> <p>They want to feel part of the 'local scene', are physically active and want to be perceived as being 'young at heart'.</p> <p>They are looking for short break escapes and often choose to travel outside of peak periods to avoid crowds.</p>	<p>Increasing number of contemporary female travellers who are more likely to have a higher disposable income and will travel either on their own or in small groups of friends.</p> <p>They are key influencers in family travel.</p> <p>This market is seeking new experiences that immerse them into the destination and local culture.</p> <p>Health, wellbeing, arts and culture are important influences.</p>	<p>VFR continues to be an important reason for travel, both domestically and internationally.</p> <p>Increasingly, the VFR market is choosing to stay in commercial accommodation, participate in local tours, activities and experiences and will often travel outside of peak periods to immerse themselves in the destination.</p> <p>It is important to market to the host (local residents) to more effectively reach the VFR market.</p>	<p>Highly relevant trends relating to business travel are:</p> <p>Renewed interest in face-to-face meetings, especially for small and medium-sized enterprises (SME).</p> <p>Extending business trips for leisure, 'b-leisure' is trending.</p> <p>Influences on length of stay include destination appeal and vibrancy, quality of food, experience offerings, health and wellbeing.</p> <p>Offers by hotel loyalty programs.</p>

What the travel markets wants

Cultural tourism is an important driver of the experience economy. There is appetite for locations of all types to showcase local arts, heritage, landscapes, traditions and lifestyles.

Australia Council's Domestic Arts Tourism research paper says: Arts tourists are high value tourists – they are more likely to stay longer and spend more when travelling than domestic tourists overall. The Northern Beaches Cultural and Creative Sector generated \$1.6 billion in output and \$790 million in value added in 2018/19, 6.5% of the total Northern Beaches economy.

Domestic and international overnight business visitors spend an average \$222 per night in NSW – nearly double that of overnight leisure visitors.

Callout source:

Tourism Research Australia
International Visitor Survey (IVS)
NVS National Visitor Survey (NVS)

*** See Skift Report:**

<http://skift.com/2019/06/12/how-travel-brands-are-getting-wellness-right/>

Wellbeing is a major growth sector with the market seeking destinations and experiences that promote active and healthy lifestyles or moments of serendipity; it is more holistic than a 'day-spa moment'. The opportunity is to tap into the market's desire to maintain their wellbeing while travelling. It relies on open space, physical connectivity, directional signage and itinerary development.*

Quality food and service, especially in an up-market setting, is increasingly important to the perception of the destination. Northern Beaches offer a number of settings where this trend should be further developed or promoted.

Immersive travel is highly sought after for genuine engagement and interaction with local people, nature, heritage and arts and culture. The story of the place and its people is increasingly critical to the success of the experience, from artists and artisans to local sporting heroes or venues. A key to success is to consider the opportunities for more intimate or boutique experiences, from small-scale events to immersive and personalised tours.

Sustainable and socially responsible destinations and experiences appeal to broader audiences especially in a time following the COVID-19 pandemic. Key to this will be the authentic sustainability practices of tourism operators, which will leave visitors with a transformed view of what is possible in their hometown and create positive opportunities for post-visit reviews and advocacy. Also key, is leveraging facilities such as the Coastal Environment Centres which demonstrate and profile a commitment to education and sustainability. The aim is to make sustainability mainstream rather than a premium offering and align actions that focus on continuity, creating a positive impact across culture, conservation, community and commerce (or people, planet, place, profit).

Events from festivals to local markets are a significant drawcard for attracting visitors as well as business travellers. The 'festivalisation' of meetings and events will continue; festivals and local events add to the excitement of a destination and its appeal to conference organisers.

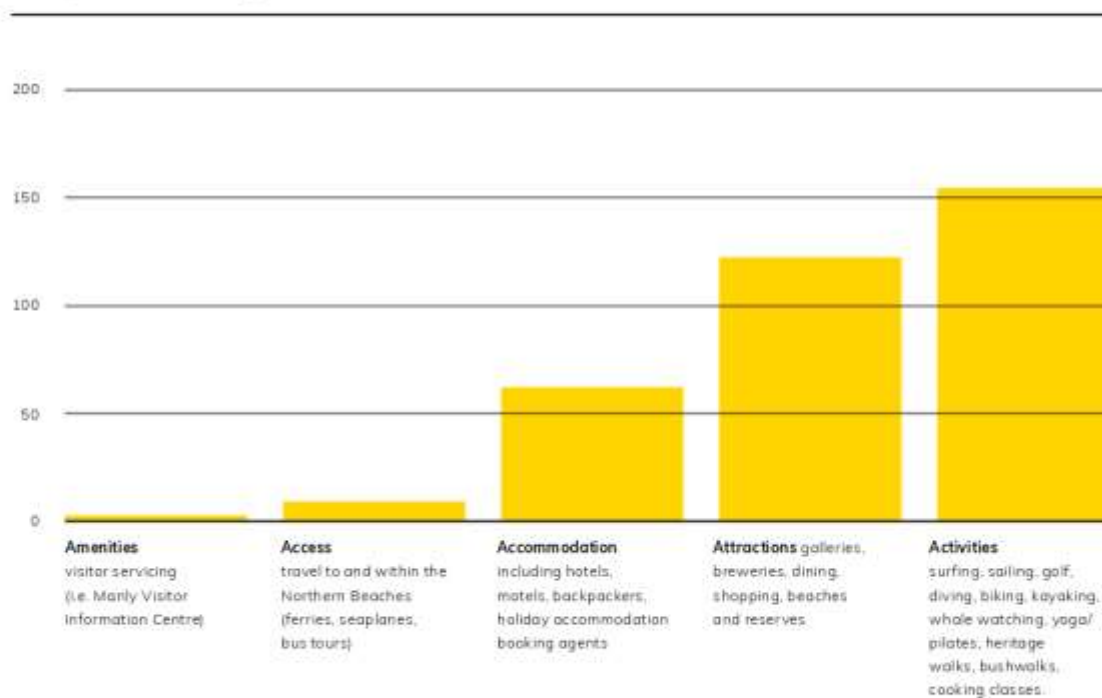
Product audit

33

Our region has many natural advantages as a tourism destination. It offers a wealth of experiences that differentiates it from other destinations, including spectacular coastal walks, nature-based offerings, urban coast culture, arts and creative industries, Aboriginal culture and heritage, events and many more.

An online audit of products and experiences across the Northern Beaches has been undertaken to highlight the range of information available to prospective visitors when planning their stay. This has been obtained through online search engines (such as TripAdvisor and Google search), as well as products listed on the Australia Tourism Data Warehouse (ATDW) platform.

Figure 17
Tourism product audit no. of listings



Listings have been grouped under the five A's

Accommodation

Visitor accommodation is condensed into the Manly tourist precinct. Through the product audit, 66 accommodation listings were identified, of which 42 were located in Manly and its surrounding suburbs. This includes major hotels such as the Novotel, The Sebel and Q Station and a number of serviced apartments. The hotels are critical to attracting tourism and pre-COVID-19, they were tapping into the growing b-leisure market midweek with 40% of midweek occupancy being conference attendees. On weekends, occupancy was mostly from the wedding and leisure market.

At the other end of the scale, Manly offers a range of backpackers and guesthouses. However, in recent years, a number of these have been converted into private dwellings, potentially restricting this visitor market. Further north along the coastline, a series of budget accommodation is also available (Avalon beach backpackers, Pittwater Eco YHA and NRMA Sydney Collaroy Beachhouse YHA and Sydney Lakeside Holiday Park), as well as mid-range and higher end stays such as Jonah's, Barrenjoey House, Pasadena, The

Sands and Newport Mirage. There is limited formal visitor accommodation inland, with a handful of large scale hotels/conference spaces at Miramar Gardens in Terrey Hills, Travelodge in Brookvale, Checkers Resort & Conference Centre in Terrey Hills and Sydney Conference and Training Centre in Ingleside.

In addition to formal visitor accommodation, there has been a significant rise in the amount of 'informal' visitor accommodation with the advent of Airbnb, Booking.com, Stayz and HomeAway as well as many private real estate agents. There are hundreds of independent hosts, property managers, business-to-business vendors supporting the renting out of first and second homes, apartments and any other types of accommodation imaginable.

Whilst only a point in time, data from 'Inside Airbnb', identifies 4,786 listings across the Northern Beaches at December 2019, of which 80% were entire homes/apartments (i.e. un-hosted) and 20% were private rooms (i.e. hosted). By comparison, Sutherland, which is a similar sized LGA, only had 468 reported listings, although Waverley, with a

population a quarter of that of the Northern Beaches, had a higher number of listings.

In terms of total dwelling stock, total Airbnb listings only represent around 5% of all dwellings, although this doubles to 10% for former Manly LGA area which has the highest share of listings. Former Pittwater LGA area has the smallest number of listings, but the highest average number of nights per year and estimated rate per night, reflecting its luxury visitor market.

It should be noted that under existing planning instruments short-term rental accommodation is exempt development in former Pittwater, but requires approval in former Manly and Warringah areas. Council investigates all requests relating to illegal uses regarding short term accommodation for properties within these areas and there is a Code of Conduct and Exclusion Register owners must follow.

Whilst this data does not include other short-term holiday letting platforms, such as Stayz, it does highlight the significant role informal/shared economy accommodation plays in adding to the mix

and spread of visitor accommodation across the Northern Beaches.

The NSW Government is implementing a new regulatory framework for short-term rental accommodation (STRA). This includes a state-wide planning framework, a mandatory Code of Conduct and changes to strata legislation. This will also consider the introduction of a new industry-led STRA property register. The framework intends to ensure local communities enjoy the economic benefits of STRA, while managing potential adverse impacts.

Residents that experience disruption as a result of short term holiday rental can be investigated by the Commissioner of Fair Trading as a breach of the Code of Conduct, which is enforceable under the NSW Fair Trading Act 1987.

Figure 18

Snapshot of Airbnb listings Northern Beaches and other Sydney LGAs at December 2019

Airbnb listings (December 2019)	Average estimated rate per night	Total number of listings	Entire home/appt	Private rooms	Estimated nights per year	Estimated income per month
Pittwater	\$497	1192	1067	124	50	\$1106
Manly	\$280	1800	1359	434	41	\$718
Warringah	\$266	1794	1379	413	33	\$509
Total Northern Beaches		4786	3805	971		
Waverley	\$243	5467	3628	1758	36	\$567
Sutherland	\$201	468	345	122	78	\$984
Randwick	\$188	3346	1993	1288	35	\$445

Figure 18 Source:
Insider Airbnb,
December 2019



Stakeholder and community engagement

Key stakeholders and information used to inform this Plan

Consultation played a key role in activating our local tourism industry and community, enabling each to contribute to this Plan.

The focus was on seeking input on how to best manage the impact of visitation and on ways to harness the economic potential of our visitor economy, recognising that visitors and tourism have been a feature of the

region for hundreds of years, from Australia's first resort town in Manly to the camping grounds of Palm Beach in the 1970's.

The consultation was critical at this time in the wake of the devastating impact of the Pandemic on the tourism industry.

Stage 1: Industry stakeholder engagement and tourism summit

Aim: To understand the challenges and opportunities for the region's tourism market. This was invaluable in framing the overall direction.

As part of Stage 1 consultation Council held a Tourism Summit on 20 May 2019, which presented emerging tourism trends to kick start a conversation with tourism operators and interest groups on planning for sustainable tourism on the Northern Beaches. It was attended by over 80 local tourism and hospitality representatives, community stakeholders with presentations from Destination NSW and Tourism Australia.

Stage 2: Community feedback on the Key Directions Paper

Aim: To understand the community response to the key priorities which set out the themes and purpose that shaped the draft DMP. This validated directions and provided further community insights.

A final review phase with key stakeholders including: Destination NSW, Manly Tourism & Economic Recovery Taskforce, local business chambers and Council's Strategic Reference Group, Economic Development and Smart Communities was also undertaken to inform the draft DMP. This included tourism industry impact and responses to the COVID-19 pandemic.

Stage 3: Exhibition of draft Destination Management Plan.

Aim: To seek broad community and stakeholder feedback.

Exhibition of the draft DMP during December 2020 February 2021 resulted in over 211 submissions and reached over 6,500 people who visited the project page. Feedback highlighted a broad range of community concerns about managing the impacts of visitation at peak times and key locations and also industry feedback on opportunities to support recovery and promote more sustainable tourism. This feedback informed a redrafting of the DMP with greater emphasis on Destination Management and Destination Marketing.

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Engagement process

The development of the Plan has been informed by consultation, visitor research and relevant trends in tourism.



What we were told

Our community is passionate about where they live, the natural amenity, the cultural heritage and the legacy we create for generations to come.

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Overall, our community values the importance of the visitor economy and the vital role it plays in providing local employment and the benefits from investment in recreational assets that are enjoyed by locals and visitors alike.

One key challenge is the pressure our community feels from visitation during peak season. This highlights the important role, we as destination managers play, in ensuring the beauty and appeal of our extraordinary destination is protected and preserved.

Across all stages of consultation a number of consistent themes presented from the feedback including (in order of priority):

1. Impact of increasing visitor numbers.
2. Pressure on transport and parking.
3. Impact on the natural environment.
4. Limited range of visitor accommodation and impacts of short-term holiday lets.
5. Opportunities to improve recreational facilities for road and mountain biking.
6. Targeted marketing and visitor servicing.



Visitor Survey

This visitor survey is the third in a series of annual surveys conducted by Northern Beaches Council to understand visitor trends at Manly and Palm Beach. The most recent face-to-face interviews were conducted between December 2019 and February 2020 during bushfires and prior to the COVID-19 pandemic.

In all, some 679 visitor interviews were conducted (195 at Palm Beach, and 484 at Manly).

Figure 19
Origin of visitors

Palm Beach visitors predominantly came from other areas of Sydney (62%), while only 23% come from overseas. (Eight per cent each travelled from interstate and from regional NSW).

Meanwhile some 65% of Manly visitors were from overseas – up sharply on previous years – while 17% came from elsewhere in Sydney, 12% from interstate and 6% from regional NSW.



Figure 20
Visitor age

Visitors tended to be older in the 2020 Visitor Survey across both sites, with a spike (vs. previous years) in those aged 40-59. (Palm Beach) and 60-79 (Manly).



Figure 21

Residents' sentiment towards tourism

Local residents were asked if they felt tourism positively contributed to the local area. The vast majority felt tourism had a positive contribution.



Figure 22

Where are they staying

The largest proportion of overnight visitors stayed with friends and relatives (Palm Beach 64%, Manly 37%). However private rentals (Airbnb etc.) also remained popular, at 29% and 26% respectively.

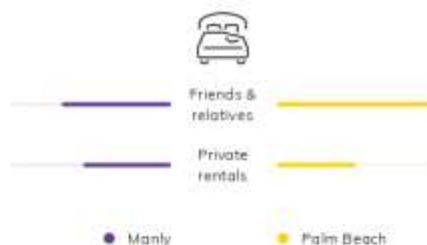
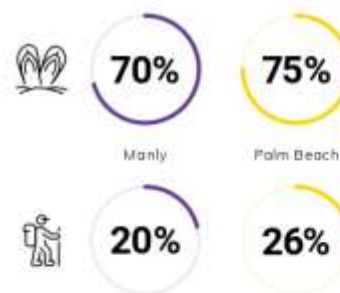


Figure 23

Reason for visit

The beach was the major attraction for visitors to both destinations (75% Palm Beach, 72% Manly), with walks also popular (Palm Beach 26%, Manly 20%).



Opportunities and challenges

The Northern Beaches offers many great experiences and is well positioned to capitalise on a range of opportunities to further support and develop its visitor economy.

Figure 24

Key findings identified through industry and community consultation

Strengths

- Global reputation of Manly and Palm Beach
- Strong community values and identity
- Vibrant surf and outdoor sport culture
- Creative community of artists and cultural assets
- Diverse history, including Aboriginal heritage
- Spectacular waterways
- Broad event experiences both major and community
- Specialised tertiary education services
- Significant international student population (pre COVID-19 pandemic)
- Healthy Visitor Friends and Relatives (VFR) market

Weaknesses

- Limited accommodation options, particularly in the northern end
- Perceived cost and limited parking capacity at peak times
- Constraints of transport and access to the Palm Beach area
- Influence of weather and seasonality of visitation
- Limited product experiences for Aboriginal and nature-based tourism
- Limited access to points of interest especially water-based places
- Constraints on recreational spaces and open spaces
- Lack of vibrant night-time economy and food offering in some places
- Poor perception of how the area is promoted to encourage greater dispersal and all year visitation

Threats

- Limited State and Federal Government funding for tourism development
- Vulnerability of tourism sector due to changing national and global economic conditions and value of the Australian dollar
- Impact of climate change and significant weather events on natural assets
- Sustainability of tourism industry that is weather dependant
- Perceptions of over-tourism
- Concerns of overcrowding and environmental degradation of key assets and attractions

Opportunities

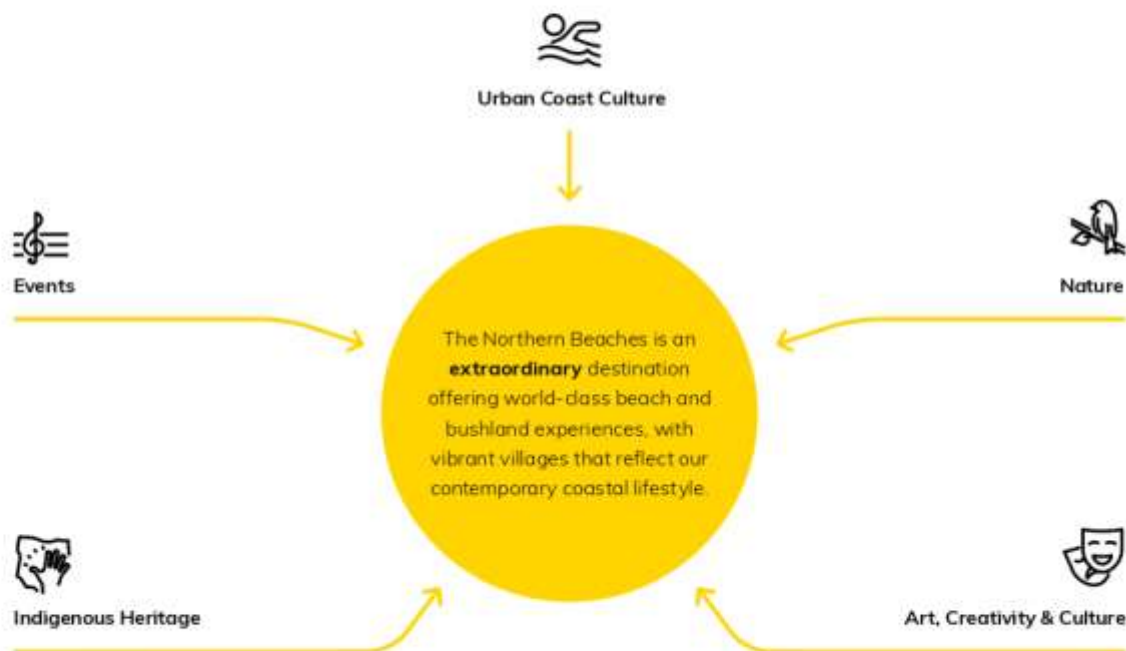
- Develop a strategic approach to the visitor economy focused on visitor yield
- Leverage Coast Walk to spread visitation across the region
- Encourage longer stays (industry packages)
- Develop parking demand strategies
- Encourage active travel and public transport options
- Support development of boutique small-scale accommodation
- Develop and promote experiences and itineraries that highlight year-round visitation
- Increase promotion by working with Destination NSW, Tourism Australia and Manly Tourism & Economic Recovery Taskforce
- Launch a dedicated destination website, involving industry partners
- Implement a new governance model with an industry-led focus
- Collaborate with NSW Aboriginal Tour Operators Council (NATOC) to engage and enable opportunities for Aboriginal-owned and operated experience development

Experience themes

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Five primary visitor experience themes have been developed to capitalise on the strengths of the Northern Beaches and to tap into global trends in tourism. They represent a summary of experience offerings on the Northern Beaches and within each of the themes, are a number of supporting experiences that reinforce the competitive appeal and comparative advantages of the destination.

Figure 25
Northern Beaches experience themes.





Urban Coast Culture experience

This experience reflects the values and lifestyle our community embraces. It has helped shape the villages and vibrant places across our region. At its core is the collaborative and welcoming sense of community on the Northern Beaches. This theme is what makes our destination highly appealing to visitors from around Australia and abroad.

Northern Beaches Coast Walk

The Coast Walk is a signature Northern Beaches' experience spanning 36 kilometres from Manly to Palm Beach. The walk provides access to a spectacular stretch of NSW coastline and also connects to the Bondi to Manly walk. It is defined by dramatic headlands, peninsulas, bushland, rock platforms, lagoons, beaches and ocean views. It reflects the area's unique identity, character, history and lively community. Option to explore opportunities to package accommodation and experiences along the Coast Walk to create a multi-day iconic urban walk.

Creating extraordinary gateways

Manly and Palm Beach, each with its own character and experience offerings, are both extremely popular destinations for different visitor markets.

- **Manly** - A popular destination since the 1900s, millions of tourists seek out the ocean beach from the ferry, enjoying coastal walks, retail stores, dining experiences, entertainment and North Head for its abundance of nature and spectacular views.
- **Palm Beach** - An extremely popular destination for its natural beauty, it is famed for its association with the long running TV series, *Home and Away*. Governor Phillip Park is the entry point to Barranjoey Lighthouse and home to a popular golf course, restaurants, boat hire as well as being arrival and departure point for the iconic seaplanes and ferries over to the Central Coast and Ku-ring-gai Chase National Park.

Celebrate the surf culture

Places along the coastline are connected by their surfing history and many intriguing stories that could be expressed in activities such as surf-themed sculptures, artworks and imagery. There is a great opportunity here to celebrate these stories by creating new and innovative experiences differentiating unique parts of the Northern Beaches, positioning it in line with competitor destinations.

Enhance visitor experience at Sydney Lakeside Holiday Park, North Narrabeen

Operating since 1913 and located on the foreshore of Narrabeen Lagoon and North Narrabeen Beach, the holiday park has 77 cabins and 250 camping sites attracting both near and far visitors. It provides a fantastic opportunity for active families and visitors to enjoy the spectacular waterways and nature of the Northern Beaches. With the Coastal Environment Centre and the Coast Walk on its doorstep, opportunities exist to collaborate with local tour operators and develop experience-based itineraries to enhance the overall visitor experience.



Nature experience

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The Northern Beaches is surrounded by bushland and waterways which provide a home to some of Australia's most iconic wildlife. All these factors make the Northern Beaches an incredible place to live, work, study or visit. Nature contributes to our health and wellbeing, as well as providing a setting for extraordinary experiences, all of which can be found on the doorstep of Australia's largest city. This provides a unique opportunity to showcase the qualities that motivate and attract people from all around the world to visit Australia.

North Head

Perched on the northern side of Sydney Harbour, North Head Sanctuary is a site of high ecological value. Comprising 74 hectares of bushland, it offers a variety of walking and bike trails to enjoy the flora and fauna, endangered species and spectacular views.

Waterways - Celebrating and connecting the waterways of the Northern Beaches

The waterways of the Northern Beaches are one of our greatest assets of the region. These waterways are habitats that support an incredible diversity of wildlife, including a number of threatened species. While access needs to be carefully managed to ensure that the environmental and aesthetic values of these special places is not adversely impacted, there are opportunities to profile and highlight the waterways as a point of distinction of the region and support visitation.

Best of nature accommodation

While there is a good selection and quantity of accommodation servicing the Northern Beaches (including commercial properties and short-term letting properties), there is limited experiential accommodation that takes advantage of, and celebrates the distinctive natural environment of the area. This type of accommodation experience complements the natural assets of the region.

The sky above

There are locations on the Northern Beaches where viewing the night sky is particularly rewarding. Whether through a telescope or the naked eye the Beaches has some of the best locations for an evening of star gazing and galaxy watching.

Off-road cycling

Off-road cycling is a growing market within the nature-based tourism sector and this niche is rapidly increasing in popularity. It can be an ecologically sustainable tourism experience encompassing social and recreational riding, touring, competition, cycling festivals and spectator events. Off-road biking reaps huge health and social benefits as it is outdoors in the fresh air amongst nature.

Manly Dam

This 377 hectare reserve Manly Warringah War Memorial State Park, known as Manly Dam, has a wonderful diversity of flora and fauna, including a number of threatened species. The area attracts an abundance of wildlife, including some very friendly black swans, a variety of ducks and other birds, goannas, lizards and many more. It's great for picnics by the water, renowned for mountain biking and water skiing, and its network of bush tracks are perfect for exploring.

Currawong Beach Cottages

Currawong Beach Cottages on Pittwater is a Northern Beaches rustic holiday experience accessible only via boat or ferry. Nestled on the fringe of the Ku-ring-gai Chase National Park, this secluded beach location has been a holiday haven for Sydney locals for decades. It is a perfect place to host a retreat, ideal for writers and artists as its natural beauty, tranquility and peacefulness make it a truly inspiring environment.



Art, Creativity and Culture

Arts and Creativity is a core strength of the Northern Beaches, whether it be in industry or the arts, the region continues to create and innovate. This theme explores the opportunities to strengthen and support the Arts and Creativity Strategy along with local artists, artisans and innovative industries, contributing to thriving villages and vibrant centres.

Coast Walk Public Art Trail

The Coast Walk, as part of the Public Art Strategic Plan, will showcase temporary and permanent art activations and installations along the walk. Works reflecting Aboriginal, environmental and cultural stories will enrich the experience for both locals and visitors, contributing flow-on benefits to our local economy.

Manly Art Gallery & Museum

The MAG&M is one of the top arts and cultural experiences on the Northern Beaches. Since 1930, MAG&M has been presenting leading exhibition programs and providing opportunities for contemporary artists to present and develop their practice and audience. Pre-COVID, approximately 33% of all visitors to the MAG&M were out-of-area and a large component of these were international visitors.

Creative Space at North Curl Curl

A venue which provides affordable exhibition and studio space encouraging local emerging artists to come together, explore and realise creative potential.

Glen Street Theatre

Glen Street Theatre has been captivating audiences since 1973, presenting a stellar line-up of theatre productions and concerts from many of Australia's major performing arts companies. Productions have included performances by celebrated actors such as Jonathan Biggs, Jackie Weaver and Barry Otto to name just a few.

Artist retreats, workshops and immersive experiences

Creative tourism is a growing area of interest for contemporary female travellers, millennials and 55+. Engaging local creative industries is an excellent way to grow brand awareness and create content and economic growth for the region. Creative art offerings such as overnight artist retreats, specialised workshops, boutique business events and experiences that engage local artisans and innovative industry leaders can all work together to create bookable experiences (weekends) to discover and get 'under the hood' of the destination.

North Head

The North Head precinct is an exceptional setting and opportunity for the region. It offers stunning views, a wealth of cultural heritage, artist studios and art installations. The North Head precinct is easily accessible from Manly village and offers a 'stage' for extraordinary experiences.

Science-based educational tourism. There is significant scope to feed inquisitive minds with surprising offerings such as citizen science and science communication experiences. These purposeful activities are both recharging and satisfying and show our community's commitment to drive home goals in the Environment and Climate Change Strategy: Protect, Create, Live. Businesses are often looking for staff retreats and team-bonding activities that encourage them to work together and focus on the bigger picture. The Northern Beaches region is well-positioned with some offerings already in this space and could develop this area to create bookable products and packages.



Indigenous Heritage

Indigenous Heritage acknowledges the connection of Aboriginal people to the Northern Beaches while also reflecting on the region's more recent history. It offers opportunity to explore the beauty and significance of rock art and to hear stories on the connection of Traditional Custodians to Country. These experiences offer insights that help shape our shared future as custodians of this extraordinary place.

Aboriginal Cultural Tourism

These experiences are on the rise, particularly with higher-yield markets. Integrating Aboriginal stories, language and heritage coupled with the extraordinary sites of significance, such as rock art and engravings across the Northern Beaches, is an opportunity to support the development of Aboriginal cultural experiences delivered by local Aboriginal people. In addition, there is an opportunity for improved interpretation of Aboriginal cultural heritage of the region which would require the involvement and guidance of organisations such as the Metropolitan Land Council and the Aboriginal Heritage Office.

Self-Guided Urban Walks

Engaging visitors with self-guided day adventures would highlight the vast array of unique art, cultural and heritage experiences to be had such as studio trails, food trails, heritage walks, art and music events.

Indigenous experiences

Supporting indigenous-owned companies and encouraging collaboration with local businesses will grow awareness for this important sector.

Manly West Esplanade

Manly West Esplanade has a rich history spanning thousands of years. The traditional owners are generally considered to be the Gayamaygal (Ka'ymaygal) people. West Esplanade's high exposure to visitors presents an opportunity to educate them on the Aboriginal heritage of Manly Cave.



Events experience

Events contribute to a more vibrant community and help bring to life the stories and lifestyle of the Northern Beaches that excite and entice visitors from across Australia and around the world. Individual and unique events put the Northern Beaches on the must-visit destination bucket list.

Multiple live site festivals and events

Events can play a critical role in activating the destination in the low peak and shoulder periods, as well as the night-time economy. Events provide the opportunity to emphasise or highlight key experience themes and strengths of the LGA, including sporting events, revitalising the live music scene and infusing arts and creativity into event delivery.

Sports and recreation tourism

The Northern Beaches has an opportunity to leverage its sporting and recreational setting, facilities and reputation.

Specifically, those relating to:

- Water sports, including surfing, sailing and kayaking
- Mountain biking and cycling
- Hiking, bush walking, exploring
- Tennis, golf and various football codes

Key considerations include:

- Leverage the positioning of the region by supporting and promoting sporting events that highlight the appeal of the region or profile specific experiences e.g. surfing and sailing.
- Develop itineraries and promote experiences and activities that encourage sporting event participants to either bring friends or family with them and/or extend their length of stay. However, the offer must match the motivations and expectations of the target market of the event.

Food and beverage events

Work with local food and beverage operators to promote the diverse range of food offered on the Northern Beaches. This includes profiling food and beverage events such as a local brewery trail or an award-winning chef dining experience. Explore opportunities to package tours and experiences to enable visitors to sample food and beverage offers across the region.

Business events

Manly offers a range of hotel and conference spaces to support boutique business events. These can attract midweek and all year round visitors, to address seasonality.

There is opportunity to extend stay to explore rest of the Northern Beaches with an increased focus on combining business travel with leisure (b'leisure).



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Strategic aim

We will balance developing a sustainable visitor economy with managing the impact of visitation. As destination managers we will protect our region and its key attributes, preserve our natural environment and uphold our community's way of life.

Our primary focus is the day trip and domestic overnight stay markets until international travel returns.

We will strive to increase spend per visitor (yield), rather than visitor numbers, to sustainably grow the visitor economy.

Our strategic aim will be achieved through increased focus on destination management.

The plan will deliver economic prosperity, support the creation of new jobs and enhance the lifestyle of our community.

Destination stretch target

Our stretch target is to double visitor spending over the next 5 years to 2026, bringing it in line with the Greater Sydney growth rate.



Goals

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Focus areas

To achieve our strategic goals we will focus on two Strategic Priorities. This will ensure that through collaboration with our local industry, government and community our efforts and resources will be directed on those areas that will have the greatest impact.

Focus area 1

Destination management (strengthening supply, capacity and governance)

Disperse visitation ●

We will support the development of quality experiences that build on recreational assets throughout the region to spread the economic benefits and reduce pressure on key destinations during peak times.

Industry collaboration ●

We will work together with businesses, key stakeholders and state and federal government agencies to support cross-sector leadership and governance.

Product development ●●

We will support our local businesses to expand the product base to promote quality and diversity of visitor experiences.

Transport and connectivity ●

We will plan and support improved physical movement access to and within the region and the impact on parking.

Environmental sustainability ●

We will help businesses become environmentally sustainable and deliver outcomes to benefit the region.

Planning and facilities ●

We will improve planning and coordination to support the region's capacity for seasonal impacts from visitation and the amenity of our open spaces.

Key: Each focus area will support achieving our goals

● Goal 1 ● Goal 2 ● Goal 3

Focus area 2

Destination marketing (shifting demand)

Attract business and major events

We will focus on attracting and developing events, including business events that drive overnight visitation in off peak seasons and mid-week.

Reduce seasonality

We will focus on marketing and promotion to drive visitation in shoulder and low season periods to support a sustainable visitor economy.

Brand and positioning

We will build on the Northern Beaches place brand to reflect the uniqueness and individual characteristics of our town centres and villages.

Visitor services, digital innovation and content

We will use data to inform and develop content and channels to engage visitors and ensure collaboration across third party channels to target value markets.

Support community engagement

We will continue to engage with our community to promote understanding of the value of the visitor economy.

Target high-value markets

We will focus on high value target markets and focus on increasing spend while managing a sustainable volume.

Key: Each focus area will support achieving our goals

● Goal 1 ● Goal 2 ● Goal 3



Governance and leadership

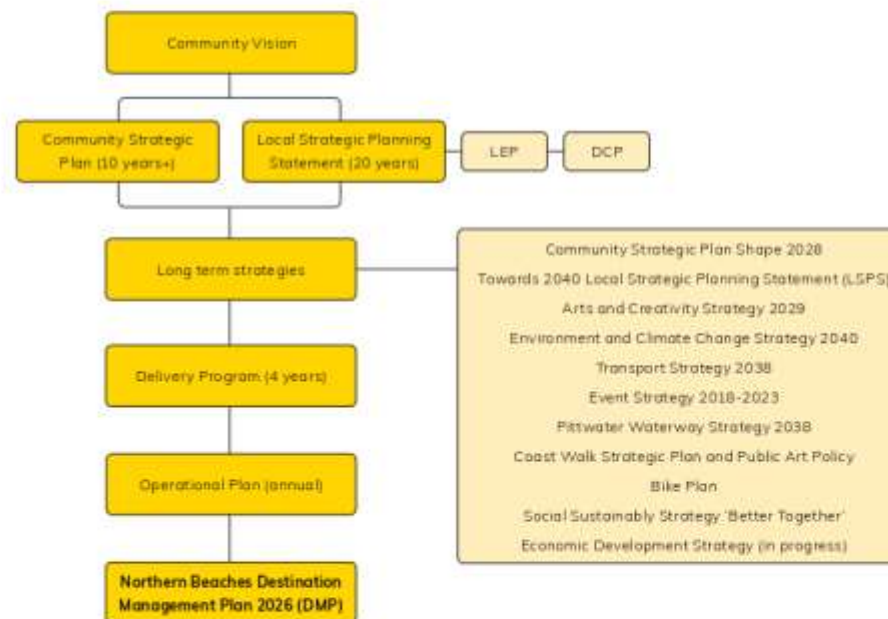
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This Plan has been developed and informed by consultation, capacity building and a review process at a time when there is still great uncertainty in the global tourism industry. Delivery of the actions will need to be agile and responsive to changes in the industry over the next five years.

To promote effective governance and leadership to oversee and support delivery of Plan, it requires the establishment of a broad based industry and stakeholder Destination Management Group (DMG), led by Council.

Figure 26 shows the governance of the plan.

Figure 26
Northern Beaches Council - Plan Structure



Tourism industry development

Northern Beaches' tourism and hospitality accounts for 12 percent of all our jobs. Many of these jobs employ locals.

Empowering these businesses to help understand the visitor economy and tourism trends will be a key initiative of Council. Engaging a range of professional development activities, participating in industry forums, learning how to work across government agencies and the importance of having distribution-ready products can align and strengthen this business sector.

A range of recommended actions for Council, industry and Government can build industry capacity and assist in developing the visitor economy on the Northern Beaches. This can be done through learning about market trends and improvements in the delivery of quality services, products and experiences.

In partnership with local tourism industry, we will:

- Strengthen the Northern Beaches tourism industry network to grow with sustainability, authenticity and connection thereby boosting the tourism sector
- Develop an understanding of the visitor economy to foster new opportunities for growth
- Encourage Northern Beaches tourism industry to be more actively involved in their industry
- Incentivise strong leadership and continued innovation within the region
- Help develop and grow the experiences and products offered, including packaging of products and services
- Access existing resources within Council and State Government to provide assistance. These include:
 - Destination NSW resources, including NSW First and Get Connected. A workshop program supporting businesses to develop, promote and sell their tourism products
 - Distribution ready. Tourism businesses with online reservation software and direct booking capability are better placed to reach both domestic and international visitor markets
- Building an understanding of international marketing and getting business export ready
- Recognise and promote excellence in the industry within the Northern Beaches and provide a means by which businesses can enter awards, as well as measuring their business performance i.e. local business awards.

- Providing an incentive to industry to continue to develop, grow, lead and innovate will position the Northern Beaches well with NSW Department of Planning, Industry and Environment (Industry NSW), recognising that the history of the Northern Beaches is one of innovation and inspiration.
- Encourage local businesses to participate in industry awards, where the industry celebrates success across the Northern Beaches while at the same time, the business benchmarks itself.

Image credit:
Destination NSW



Destination management framework

To deliver this Plan we will work collaboratively to promote effective destination management focusing on enhancing product supply through industry development, promoting demand in high value markets through marketing and supporting a collaborative approach to destination leadership with community, local industry, business chambers and government agencies.

We will develop annual delivery plans aligned with the Plan. Annual evaluation and performance tracking will ensure the delivery of the Plan is in line with the strategic aim and focus areas.

Figure 27
Destination management framework



Altogether Extraordinary

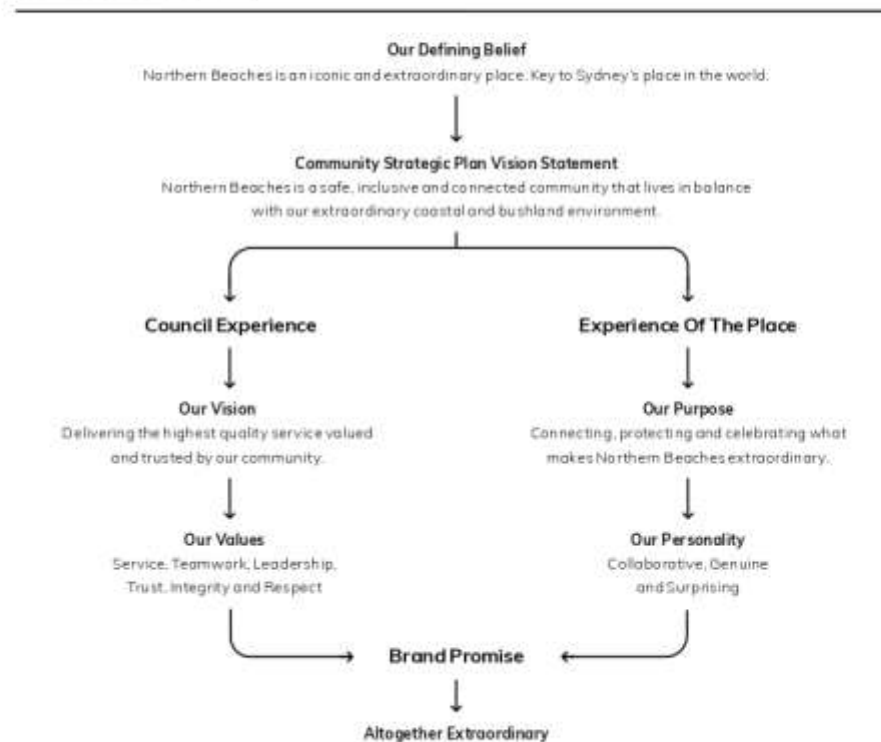
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A destination's brand identity is the sum of all the stories about the destination and the experiences visitors have during their stay.

We know through consultation with our community in 2017 as part of the brand identity the values that underpin the Northern Beaches Council brand. Through it we seek to celebrate the special things that make our region extraordinary.

This has established a solid foundation to further develop the place brand and destination marketing strategy. We will create strong consumer messaging, build local pride and showcase the experiences that make the Northern Beaches extraordinary. This will drive our region's economic recovery and accelerate future growth.

Figure 28
Northern Beaches brand strategy



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Place brand idea

Our place brand idea is at the heart of everything we do and embodies our brand promise, Altogether Extraordinary.

Place

Everyone who lives, works and visits the Northern Beaches knows that it is an extraordinary place. At the beach and in the bush, everyone is welcome and everyone has a story waiting to be heard. It's a community of people who love and are proud to be part of the area. At the heart of The Northern Beaches is our collaborative spirit, where people pitch in, contribute and support each other.

When people visit they are welcomed by the locals, and can choose from many immersive experience and places to explore.

Council

We all want to maintain what makes the Northern Beaches extraordinary. Our habitat, our culture, our sense of place. So even as it grows and develops, together we will protect what makes our place special. So that everyone in the future can love it as much as we do.

In the Northern Beaches, we're Altogether Extraordinary.



Brand framework

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In collaboration with our key stakeholders, we will create and increase distribution of simple and compelling content to raise awareness and encourage dispersal across the region, highlighting the diversity of experiences between Manly and Palm Beach.

We will continue to work with the Manly Tourism and Economic Recovery Taskforce (TERT) to realise the opportunity to drive demand for Manly and the region as a top destination for visitors. We will focus on the local and domestic audiences who underpin a sustainable visitor economy well beyond the recovery phase.

Figure 29
Campaign model to drive demand

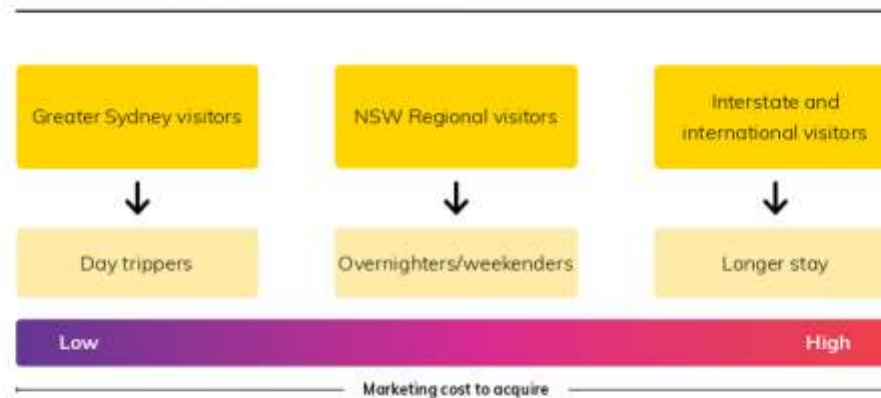


Figure 29 source:
Manly Tourism and Economic
Recovery Taskforce (TERT)

Visitor services

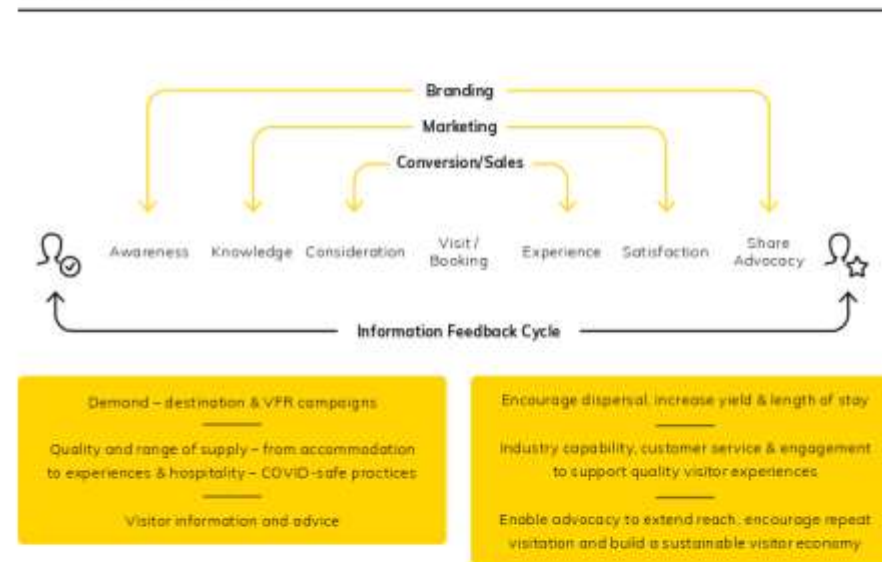
Visitor servicing is defined by all visitor interactions with a region, including:

- pre-visit (information and inspiration)
- in destination (in-trip discovery)
- post visit (reviews and advocacy)

We will improve visitor services over the next five years by developing a proactive approach in understanding the visitor journey, taking information to the visitor and aligning the physical and digital services to meet visitor needs in an ever changing tourism landscape.

The recommendations have been structured to respond to the various stages within and needs of the customer journey

Figure 30
Understanding the visitor journey



We will prepare for a rebound in tourism by promoting our destination across all channels, addressing the quality and supply of experiences and products, creating and sharing remarkable content and enhancing the industry's capabilities and customer service standards.

We will ensure visitors better understand the region, have a seamless experience and can access more impactful visitor services. We will do this by:

- understanding visitor touchpoints with the Northern Beaches
- creating an integrated digital website to promote experiences across the region
- implementing a Live Chat pilot project

- helping tourism experiences and products get market ready
- improving the experience visitors have face to face and online
- addressing transportation and connectivity across the region.

We know that when international travel resumes, Manly will once again be a key destination for many visitors who travel from Circular Quay, thus highlighting the need to have an active visitor service there.

The Manly Visitor Information Centre role will adapt to include the visitor journey be it pre-visit, during and post visit whilst still continuing to capture "in destination" travellers, supporting bookings with local tourism and hospitality products. The team will continue to work closely with other operators around Sydney helping to drive visitation across the region.



Measuring success

Measuring performance of the visitor economy in the Northern Beaches is critical to understanding the success of implementing the Plan. This will be required to track progress on meeting the stretch target of doubling visitor expenditure by 2026.

We will continue to monitor community sentiment towards tourism on the Northern Beaches through ongoing resident surveys and engagement with key community groups. Visitor impacts on the surrounding natural environment will also be further explored.

We will annually monitor recovery and performance of the Northern Beaches economy by developing a range of indicators, in-line with the NSW Government's "NSW Visitor Economy Strategy", listed below:

- community satisfaction
- visitor expenditure (by domestic day and overnight)
- share of Gross State Product and Jobs
- average length of stay
- average yield (spend)
- repeat visitation
- investment in visitor infrastructure
- access to visitor attraction
- visitor satisfaction accommodation and experiences
- visitor attendance and economic impact with events

Council will continue to work with Destination NSW to develop and monitor KPIs to understand the value of the visitor economy and community satisfaction, at a local level.

We will set specific local targets once domestic and international travel resumes and we better understand the capacity and rate of recovery of the tourism industry. This may include growth of total visitor spend, increase in number of visitor nights (international and domestic) and improvement in overall visitor satisfaction.



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Focus area 1
Destination Management
(strengthening supply, capacity and governance)

Key Direct Action Collaboration Advocacy

Destination Management	Responsibility	Priority
Industry collaboration		
Strengthen industry networks by facilitating a range of industry workshops (2 per year).	Collaboration	Moderate
Survey tourism operators annually to benchmark demand for tourism and hospitality services, gauging industry sentiment and need for ongoing support.	Direct Action	High
Encourage local operators to list their business on Australian Tourism Data Warehouse.	Collaboration	High
Continue to support and promote the Northern Beaches Business Award category of tourism operator.	Direct Action	Moderate
Consider a staged approach to create an industry-based tourism group for the Northern Beaches, including potential to expand on the existing Manly Tourism & Economic Recovery Taskforce.	Collaboration	High
Work with Council's Strategic Reference Group for Economic and Smart Communities to implement the DMP.	Direct Action	High
Engage with local tourism operators to help bring sustainability into the core of their business. Providing authentic, sustainable, connected experiences (i.e. swap out single-use plastics and be energy and water wise).	Collaboration	High
Implement regular tourism industry EDM to provide updates on key trends, helpful links, training and funding available.	Direct Action	Moderate
Planning and Facilities		
Coordinate actions across Council's business units to support the tourism industry and visitor economy (waste, transport, events, property, planning, open space and recreation etc).	Direct Action	High
Collaborate with Council staff to identify cleansing hotspots through data collection and implement improvements to inform future cleansing and waste services.	Direct Action	Moderate
Continue to provide additional cleansing and waste collection service on top of the standard frequency during the summer (November – March) and peak summer (December – February) during school holiday periods.	Direct Action	Moderate

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Key Direct Action Collaboration Advocacy

Destination Management	Responsibility	Priority
Work collaboratively with numerous government land management organisations (such as National Parks and Wildlife) to provide coordinated planning of key visitor precincts, such as North Head and Ku-ring-gai Chase National Park.		High
Work with NSW Fisheries and Transport for NSW to plan for recreational uses around Pittwater Waterway including: <ul style="list-style-type: none"> Additional signage, web-based information and publications highlighting areas of interest, services and facilities Review boat tie-up facilities and manage impacts of private water crafts Explore opportunities for sustainable marina expansion 		High
Advocate for NSW Planning to develop and implement the Short Term Holiday Rental (STHR) framework, including use of register to build knowledge on existing supply of short-term holiday lets across the Northern Beaches.		Moderate
Advocate to property owners and third-party letting agencies the need to improve visitor awareness around off-street parking, additional waste management options in peak seasons and impact of noise on close proximity residents.		
Through the Local Environment Planning Review (LEP) review: <ul style="list-style-type: none"> Consider expanding application of SP3-tourism to cover additional tourism assets Continue to support Tourist and Visitor accommodation land use across local and strategic town centres and retain as a permitted use in B2 and B4 Consider a new local provision or 'Tourism Layer' to support a range of tourism-related planning controls within identified tourism precincts. Retain provisions relating to the conversion of serviced apartments to residential flat buildings. 		High
Work with Metropolitan Local Aboriginal Land Council (MLALC) to better understand appropriate land use opportunities on their land and to implement initiatives including tourism strategies.		High
Undertake a Place Plan for Manly which will include a focus on tourism, local and night time economy, street activations, recreation, signage/ wayfinding, key pedestrian movement corridors, public amenity and creativity.		Moderate

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Key Direct Action Collaboration Advocacy

Destination Management	Responsibility	Priority
Transport and Connectivity		
Implement smart technology via a Park and Pay App to see real time parking availability directly on a mobile phone. Trial to begin in Manly 2021. Wider roll out across the LGA to follow.	Direct Action	Moderate
Annual review of Council's Pay and Display data which will give a snapshot of visitation as a means to monitor key locations, and review their demand to advocate for changes where appropriate.	Direct Action	Moderate
In peak seasons, utilise the overflow car park at Careel Bay to provide a shuttle bus service to Palm Beach.	Direct Action	Moderate
Collaborate with key stakeholders (i.e. Currumbong Cottages, NPWS) to improve visitor awareness around access and parking options.	Collaboration	Moderate
Promote already established public transport options.	Collaboration	Moderate
Promote supporting electric transport (i.e. charging) for people who have electric cars.	Collaboration	Moderate
Work with Transport for NSW to: <ul style="list-style-type: none"> continue to plan for an extension of the B-Line to Newport. advocate for the integration of luggage and bike capacity on buses to encourage the use of public transport for visitors. 	Advocacy	Moderate
Investigate parking provisions at marinas, boating facilities, foreshore reserves and boat trailer parking facilities.	Direct Action	Moderate
Continue to advocate to Transport for NSW to retain the iconic Freshwater Class Manly Ferry to support local tourism.	Advocacy	High
Collaborate and advocate for the implementation of the Brookvale Structure Plan for shared path facilities to improve visitor experience around linking Brookvale breweries, accommodation, arts and culture industries.	Collaboration	High

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Key Direct Action Collaboration Advocacy

Destination Management	Responsibility	Priority
Disperse visitation		
Manly Dam mountain bike trail and planning is underway for further improvements	Direct Action	High
Feasibility work is ongoing and proposals for new and improved off-road cycling facilities will be exhibited for public comment through the upcoming draft Open Space and Recreation Strategy.	Direct Action	High
An audit of unauthorised trails at multiple locations is currently underway which may result in the formalising of some trails and the closure of others.	Direct Action	High
New facilities are being planned to better meet the needs of various riding styles, including additional bike parks and the potential for new trails.	Collaboration	Moderate
Implement the Bike Plan to support sustainable tourism and disperse visitors, including: <ul style="list-style-type: none"> Expend, improve and maintain the Safe Cycling and Road Cycle Networks. Provide and maintain end-of-trip facilities. 	Direct Action	High
Promote experiences throughout the region through a Northern Beaches wide destination website	Direct Action	High
Highlight the unique recreational and flora and fauna of our waterways, such as Manly Dam, Narrabeen Lagoon and Pittwater	Collaboration	Moderate
Work with National Parks and Wildlife Services to improve and promote bushland walking trails	Collaboration	Moderate
Encourage operators to package and promote 'hinterland' experiences, such as horse riding, golf and art and heritage, to encourage visitors to explore inland areas.	Collaboration	Moderate
Product development		
Work with existing and new commercial operators to develop and improve the visitor offering. Aligning with the goals to deliver new products and experiences and also the packaging of local experiences to lengthen duration of stay. For example, packaging up Coast Walk (and Public Art Trail) experiences.	Collaboration	Moderate
Encourage uptake of Destination NSW industry programs such as Get Connected to help local tourism operators develop and promote their products.	Advocacy	Moderate

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Key Direct Action Collaboration Advocacy

Destination Management	Responsibility	Priority
Develop and support Aboriginal cultural tourism in partnership with local Aboriginal community and organisations, including sharing grant opportunities.	Collaboration	Moderate
Prioritise investment in Council-owned or managed accommodation sites such as Currawong Cottages and Sydney Lakeside Holiday Park in Narrabeen, to service demand for nature-based and coastal holidays by the domestic leisure market.		
Continue to invest and implement the 2015 Currawong Conservation Management Plan, including stronger links and access to the experience offering of Pittwater and Ku-ring-gai Chase National Park from Currawong.	Collaboration	High
Continue to work with Councils and all parties to identify, plan and develop upgrades to new accommodation options at Sydney Lakeside Holiday Park.		
Identify suitable sites that may be available for nature-based experience accommodation such as pop-up glamping experiences.	Collaboration	High
Explore opportunities to celebrate Manly and Narrabeen's status as a World Surfing Reserve through surf-theme public art and exhibitions and accommodation.	Collaboration	Moderate
Environment sustainability		
Encourage local tourism operators to join Council's Sustainable Business Network and seek eco-tourism accreditation to help bring sustainability into the core of their business. Providing authentic, sustainable, connected experiences (i.e. swap out single-use plastics and encourage energy, water wise and recycling practices).	Direct Action	High
Assist with implementation of Council's Bushland and Biodiversity Action Plan to create sustainable visitor experiences.	Direct Action	Moderate
Implement the Environment and Climate Change Strategy to support sustainable tourism, including: <ul style="list-style-type: none"> improve and manage sustainable recreational access whilst protecting environmentally sensitive lands consider scenic and cultural landscapes and heritage in strategic land-use planning, development controls and when undertaking works (i.e. Northern Beaches Coast Walk). 	Collaboration	Moderate
Investigate with Centre of Clean Air Policy (CCAP) to see whether they have any monitoring data that they have any monitoring data we could quantify the environmental impacts of tourism.	Collaboration	Moderate

Focus area 2

Destination Marketing (shifting demand)

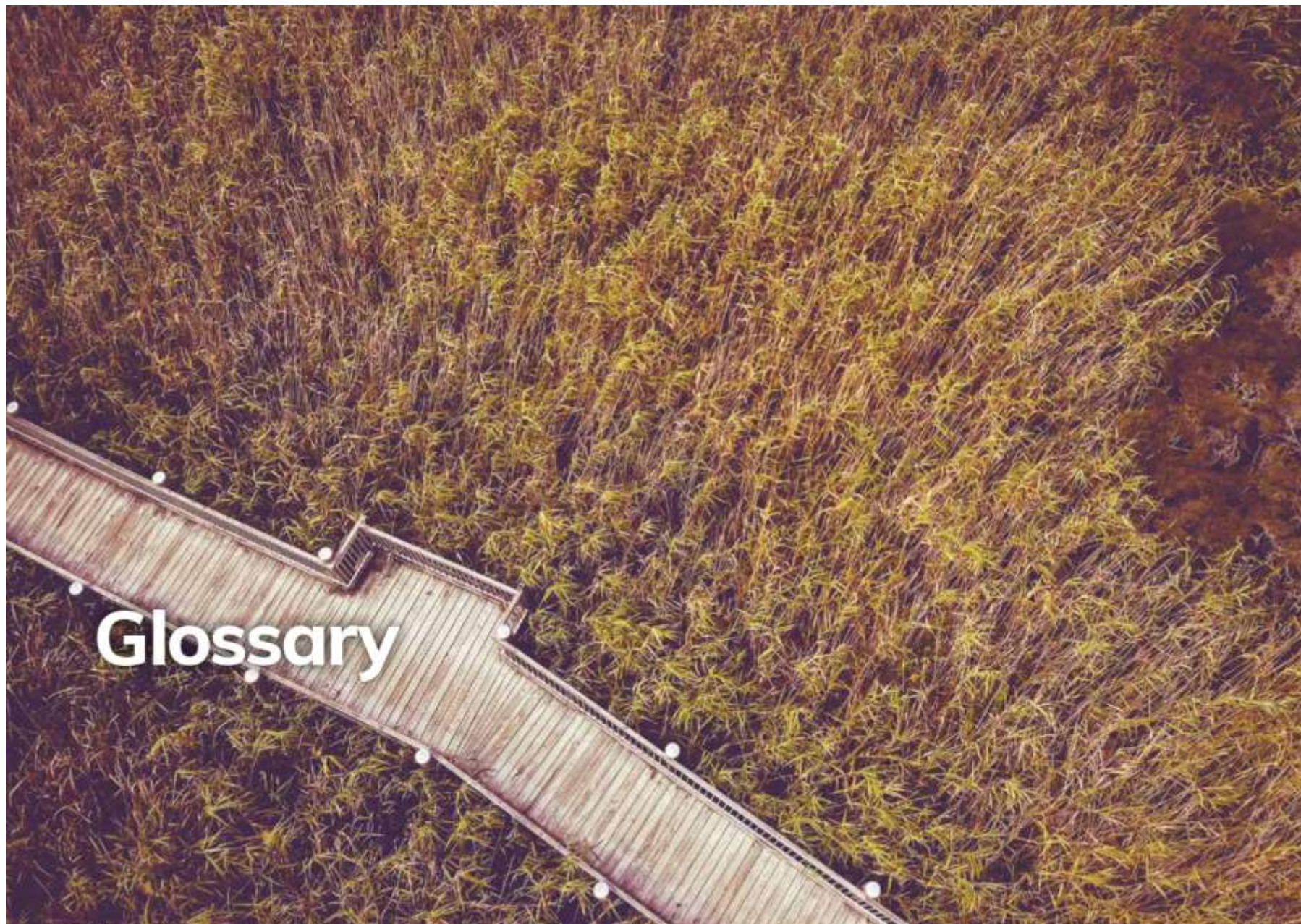
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Key Direct Action Collaboration Advocacy

Destination Marketing	Responsibility	Priority
Visitor services, Digital innovation and Content		
Develop a Visitor Services Strategy based on data gathered through visitor journey mapping and research, focused on driving longer stays, increasing the number of repeat visits and supporting the development of a year round visitor economy.	Direct Action	High
Develop a seamless visitor services experience supported via an omni-channel approach focused on innovative digital technologies online, mobile and/or brick-and-mortar store.	Direct Action	High
Find the best approach to coordinated visitor centre operations to ensuring ongoing analysis and sharing of visitor services data and performance metrics, creation of consistent key messaging and ongoing support for strong partnerships between visitor services, key stakeholders and the tourism industry.	Collaboration, Direct Action	High
Investigate and deliver a pilot program implementing Live Chat and other digital visitor services.	Direct Action	Moderate
In response to visitor journey research, investigate and create a dedicated destination website which: <ul style="list-style-type: none"> recognises local diversity across the region; assists with dispersal of visitors highlighting connectivity and access; highlights the region's aims to become a sustainable destination. 	Direct Action	Moderate
Reimagine the Manly Visitor Information Centre (VIC) and create a single multi-channel contact centre or hub to service all enquiries across all customer channels from voice to email, Live Chat, online and digital marketing including social media (Instagram, Facebook, Messenger etc).	Direct Action	High
Brand and Positioning		
Develop a destination brand identity that revolves around the Northern Beaches reputation, and that builds on the Northern Beaches place brand, reflecting on the distinctive characteristics that make our villages and places unique.	Direct Action	High
Continue to collaborate with Manly Business Chamber and the Manly Tourism & Economic Recovery Taskforce to support development of the destination brand position of Manly and marketing/ promotion of the Manly experience.	Collaboration, Direct Action	High
Continue to advocate to Destination NSW to promote Northern Beaches as a premier visitor destination	Advocacy	High

Key Direct Action Collaboration Advocacy

Destination Marketing	Responsibility	Priority
Reduce seasonality		
Implement off-season campaigns:		
<ul style="list-style-type: none"> targeting visitors during mid-week, low and shoulder seasons targeting Visiting Friends and Relatives (VFR) international and domestic market to arrive off-peak season 	●	High
Attract business and major events		
Encourage the midweek b-leisure market (combining business travel with leisure time). Focusing on small scale group conferences (up to 200 people) leveraging available regional facilities and boutique conference venues and group leisure experiences.	●	High
Develop and support multi-day events across the region:		
<ul style="list-style-type: none"> extend events over a weekend, week or month to encourage length of stay. attract major third party destination events that showcase our extraordinary experiences. align events with the Experience themes: Nature, Urban Coast Culture, Indigenous Heritage, Art and Creativity. 	●	High
Support community engagement		
Enhance community awareness of social and economic benefits of visitors, including monitoring of visitor expenditure	●	High
Continue to survey community sentiment in a two-year visitor survey	●	High
Target high-value market		
Promote the region to special interest groups, such as golfing or cycling tours, artist retreats and destination weddings.	● ●	High
Target the 'Active 55+' and 'Contemporary female travellers' markets who tend to spend higher.	●	High
Monitor change in visitor expenditure and progress towards 'stretch target' to grow visitor expenditure in-line or above Sydney average	●	High



Important industry-related terms are provided on the following pages.

Australian Tourism Data Warehouse (ATDW):

A centralised database of more than 40,000 Australian tourism product and destinations, supplying NSW product to 70 plus websites including australia.com. Destination NSW's Get Connected Program provides tourism operators with access to a tool called ATDW-Online.

Bookable product: A bookable product is a tour or activity that has a set price and is able to be booked and paid for in advance of a customer's travel arrangements.

Export ready: Tourism products that are available for distribution partners to sell, for example, third party distributors or trade sales partners such as inbound tour operators (ITO's), wholesalers and online travel agents (OTA's).

Free and Independent Travellers (FIT):

FIT comprises the largest number of international tourist arrivals to Australia. Usually solo travellers, couples or small groups of friends or family. Usually plan and book their own trips, especially online. However, they may also use travel agent services and often book small group or private tours.

High-yield markets: Travellers who have the propensity or capacity to spend more money on their holidays or during their leisure time. For example, expensive boutique-style accommodation and experiences, such as small group or personalised tours.

Market ready: Refers to a business that markets to potential visitors and communicates with potential visitors year-round, and is ready to accept advanced bookings or reservations.

Products and packaging of tourism experiences:

'Product' refers to any tourism service or combination of services that can be offered to the market for sale, use or consumption. This includes physical objects, services, people, places, organisations and ideas. Tourism operators can create packages by partnering with transport services and accommodation providers etc.

Seed Funding and Grant Funding (for events): Seed funding is about investigating and establishing new events while grant funding is more directed to existing events.

Visiting Friends and Relatives (VFR): Includes those visiting friends (typically a younger demographic) and those visiting relatives (older demographic). They are increasingly choosing to stay in commercial accommodation and engage local residents in their tourism activities.

Visitor economy: The term 'visitor economy' refers to the production of goods and services for consumption by visitors. This includes the industries that directly serve visitors, such as hotels, transport providers, tour companies and attractions, as well as intermediaries and those involved indirectly, such as retail and food production. This recognises that visitor activity does not occur in isolation and contributes to investment and jobs across a range of industry sectors.

Youth market: People aged between 15 and 29 years. The segment contributes 25% of all visitor arrivals to Australia and 45% of all visitor spend. It includes working holiday makers who tend to stay longer, spend more and disperse more widely throughout the country than most other target segments.



Community and Stakeholder Engagement Report

Destination Northern Beaches - Draft Destination Management Plan (DMP) and Action Plan Stage 3 of 3

Impact level: One

Consultation period: 3 December 2020 to 16 February 2021

TRIM Reference: 2021/106691

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1. Summary¹

This report outlines the community and stakeholder consultation conducted as part of the final Stage 3 of the draft Destination Management Plan (DMP), Destination Northern Beaches: Creating a Sustainable Visitor Economy.

This follows Stage 1, Key stakeholder engagement and Tourism Summit and Stage 2, Public consultation on the Key Directions paper. (Appendix B).

Consultation throughout the development of the draft DMP has played a key role in activating the local industry, our community and businesses, and enabled each to contribute to shaping the direction of the plan.

The objective of the Stage 3 consultation was to seek feedback and input on the strategic direction for managing the impact of visitation and on ways to harness the economic potential of our visitor economy. The DMP recognises visitors have been coming to the region for hundreds of years, to Australia's first resort town, Manly, and to the camping grounds of Palm Beach. The consultation was critical at this time in the wake of the devastating impact of the COVID-19 Pandemic (the Pandemic) on the tourism industry.

The engagement process reached over 6,500 people who visited the project page on yoursay.northernbeaches.nsw.gov.au. A total of 211 unique submissions were received. Due to the three week COVID lockdown over December 2020/January 2021 and in view of social distancing restrictions that were still in effect, consultation was limited to phone, email and digital communications.

The feedback data indicated that while the community recognises the value of the visitor economy in underpinning employment and the broader economy, there are concerns about the management of the impact from visitors. A number of respondents in the northern area of the region raised concerns about the impact peak periods of visitation is having on the lifestyle and amenity of residents. Also, there were some interpretations that the DMP is seeking to increase visitation.

There was broad support for developing the identity of the region and improving and building new infrastructure around mountain biking and road cycling to support year round visitation.

Across all stages of consultation, consistent themes that arose, included (in order of priority):








1. Impact of increasing visitor numbers.
2. Pressure on transport and parking.
3. Impact on the natural environment.
4. Limited range of visitor accommodation and impacts of short-term holiday lets.
5. Opportunities to improve recreational facilities for road and mountain biking.
6. Targeted marketing and Visitor Servicing.

The findings of the consultation are detailed in this report. These findings have informed the development of the final DMP which includes a stronger focus on destination management and more direct actions on managing impacts of visitors, especially key locations and peak times. The plan has also been updated to reflect community feedback on need for clearer

¹ Community and stakeholder views contained in this report do not necessarily reflect the views of the Northern Beaches Council or indicate a commitment to a particular course of action.

goals, prioritised action plan and better monitoring, including a stretch target for growing visitor spend. Consequently, the final DMP has a new structure with greater focus on goals and actions, categorised under the two strategic priorities of 'destination management, and destination marketing'.

Engagement snapshot

 Total submissions received		211	 Total submitters		266 (including duplicates)
<hr/>					
 Have Your Say	Webpage Visitors: 6,645		Visits: 7,982		Av. time onsite: 50 seconds
<hr/>					
 Social media	Post: 5 Facebook		Reach: 17,339 per post Clicks: 591		
<hr/>					
 Print media and collateral	Pittwater Life		Distribution: 32,000		
	Peninsula Living		Distribution: 87,000		
<hr/>					
 Electronic direct mail (EDM)	Community Engagement (fortnightly) newsletters: 4		Total distribution:		
	Council (weekly) e-newsletters: 6		185,000		
	Tourism businesses e-newsletters: 4				
	Council Business e-newsletters: 2				
	Manly Mainstreet e-newsletters: 2				
<hr/>					
 Key stakeholder engagement	Residents Aboriginal Heritage Office Destination NSW NSW Parks and Wildlife Service NSW TAFE & ICMS Manly Tourism and Recovery Taskforce Manly Business Chamber Warringah Business Chamber Mona Vale Business Chamber		Newport Business Chamber Avalon/Palm Beach Business Chamber Council's Strategic Reference Group, Economic Development and Smart Communities Sydney Harbour Federation Trust Tourism & hospitality industry (53 phone meetings)		

1.1. Who responded²



Gender

- Female
- Male
- Other id.
- N/A

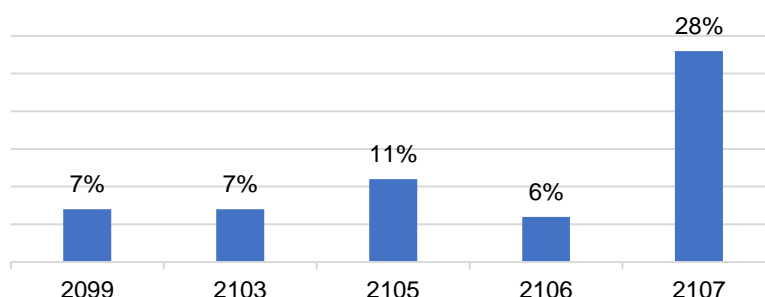


Age groups

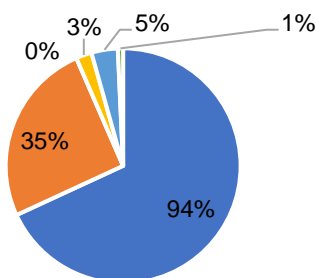
- <25 yrs
- 26-50 yrs
- 51-75 yrs
- 76+ yrs
- N/A



Postcodes
(top 5 most
frequent)



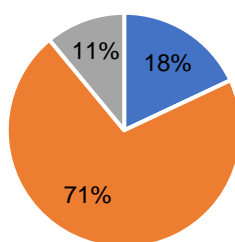
What is your
relationship
with the
Northern
Beaches?



- I live here
- I work here
- I work here in tourism
- I live and work here
- I visit
- Other



Do you work in
the tourism
industry or a
tourism-related
business?



- Yes
- No
- NA

² Demographic data was captured by request and only includes those respondents who provided their detail. The information is collected to provide Council staff with an indicative guide to the effectiveness of communication channels used to reach a diverse range from the community.

2. Background

This is the first Destination Management Plan for the Northern Beaches Council. It has been built on previous studies and plans, including the SHOROC Visitor Economy Opportunity Paper, Pittwater Tourism Emerging Issues Paper, the Manly Destination Management Plan and a commitment from Council's Community Strategic Plan Shape 2028, particularly in terms of delivering on the 'Vibrant Local Economy' community outcome which includes:

- CSP – Goal 15d: Enhance and extend opportunities for sustainable tourist economy throughout the area

It is an opportunity to create a consistent approach to tourism across the region while recognising the diversity and extent of localised impacts and issues.

The Plan was developed to support the visitor economy in balance with community aspirations. It recognises the objective is not about increasing visitors, rather, it is about getting our visitors to stay longer and spend more, in a way that supports local businesses, minimises the impact on our community, adds to the vibrancy of our region's thriving villages and centres and is balanced with the sustainability of our natural environment.

Here on the Northern Beaches, tourism and hospitality it accounts for 12 percent of all local employment, almost double that of the state average.

The development of the draft DMP has been focused on better understanding the value of the Northern Beaches visitor economy, its impact on our communities and future trends.

The Plan has a five-year lifespan, with an identified strategic aim, stretch target, goals and actions.

3. Engagement objectives

The objective of Stage 3 consultation was to seek community feedback and further industry and stakeholder input on the strategic direction of the draft DMP and Action Plan.

The focus was on seeking input on how to best manage the impact of visitation and on ways to harness the economic potential of our visitor economy, recognising that visitors and tourism have been a feature of the region for hundreds of years, from Australia's first resort town in Manly to the camping grounds of Palm Beach in the 1970's.

The consultation was critical at this time in the wake of the devastating impact of the Pandemic on the tourism industry.

4. Engagement approach

Engagement was conducted over a ten-week period, from 3 December 2020 to 16 February 2021 and consisted of informing the community through various channels and providing opportunities and platforms for the community to submit feedback.

The engagement was planned, implemented and reported in accordance with Council's [Community Engagement Matrix](#) (2017). A documented engagement approach is outlined in the Destination Northern Beaches Community and Stakeholder Engagement Plan (July 2019).

Table 1: Engagement Process

Engagement process

The development of the Plan has been informed by consultation, visitor research and relevant trends in tourism.



Due to the three-week COVID lockdown over December 2020 and January 2021, and in view of social distancing restrictions that were in effect at that time, consultation was limited to phone, email and digital communications. There were no face-to-face information sessions held during this time.

The 'Your Say' project page established in previous engagement stages was updated with a Snapshot (summary) document to provide an easily accessible format and was included in the exhibited documents.

The consultation was primarily promoted through multiple email newsletters (EDMs) including the Community, Business and dedicated Tourism newsletters. It was promoted through Council Facebook posts and featured in January 2021 Pittwater Life and Peninsular Living magazine editions.

Feedback was captured through an online submission form embedded into the 'Your Say' project page. The form included an open-field comments box for community respondents to provide feedback.

Email and written comments were also invited.

Briefings with the tourism industry via webinars were held from November 2020 to February 2021 to inform the sector of the public exhibition stage. These sessions included:

- Northern Beaches tourism webinar with Destination NSW
- Tourism Mentoring Program

- Dedicated tourism industry e-newsletter
- Numerous industry health checks either phone or zoom discussions
- Dine and Discover Voucher calls to industry.

Internal consultation was undertaken with various Business Units across Council. The purpose of this was to ascertain current tourism provision, seek feedback on alignment, inclusions and relevance on the draft DMP to their business units.

NSW Government agency notification

Notification emails were sent to Destination NSW, Tourism Australia, National Parks and Wildlife Service, International Collage of Management, TAFE Brookvale and the Aboriginal Heritage Office prior to the commencement of the public exhibition.

Exhibited materials

The following Destination Northern Beaches documents were exhibited:

- Snapshot document (6-page overview document)
- Draft Destination Management Plan (80-page document setting the foundations for the visitor economy on the Northern Beaches)
- COVID Recovery Plan (7-page action plan).



5. Findings³

Overall sentiment

Overall, the feedback indicates a solid level of recognition of the importance and value of the visitor economy in underpinning local employment and the broader economy.

Some respondents raised concern about any push to increase visitor numbers would be detrimental to their lifestyle. There was also a sentiment from some people expressing fears that the region could become like 'Byron Bay'.

One of the key challenges identified in the consultation process was the pressure being exerted on the region during peak periods of visitation, especially in the north. This was accompanied by concerns about the need for addressing the impact of large numbers of visitors to the area.

There was also broad support for developing a destination identity and the need for marketing and improved digital services to promote the region. Respondents also highlighted the impact

³ This report represents what Council has heard as accurately and transparently as possible by using consistent quantitative and qualitative analysis techniques. Submissions have been included verbatim in Appendix A of this report.

and need for improving and building new infrastructure around mountain biking and looking at other product development to support year round visitation.

Consistent themes raised

Across all stages of consultation, a number of consistent themes arose:

1. Impact of increasing visitor numbers.
2. Pressure on transport and parking.
3. Impact on the natural environment.
4. Limited range of visitor accommodation and impacts of short-term holiday lets.
5. Opportunities to improve recreational facilities for road and mountain biking.
6. Greater focus on targeted marketing and Visitor Servicing.

A large proportion of respondents agreed that digital representation for the region is lacking along with visitor servicing.

There were a significant number of mentions about mountain biking and road cycling and the benefits that could be gained for the region with increased investment in these activities.

A few respondents raised concern about the overall engagement process citing there was no community survey like the visitor survey.

A detailed description of each theme including the addressed response or proposed Council action is detailed in Table 2.

Feedback summaries from local tourism industry operators and Destination NSW have been included below along with verbatim comments.

Local tourism industry consultation summary

Throughout the three stages of consultation, Council actively sought feedback from the local tourism industry. There were 30 detailed submissions received from local tourism businesses in addition to a large number of targeted phone calls that provided further insights.

Key to the development and shaping of the direction of the DMP was the effective and genuine engagement of the local industry.

The industry has supplied valuable insights into the challenges and opportunities for the region.

Overall, respondents from the industry have indicated they would like improved digital marketing and promotion of the whole region, not just the beaches or Manly.

Several issues have been identified by industry respondents, including parking being a major inhibitor to overnight visitors in some areas like Church Point.

Without the international market and influx of backpackers, a number of budget accommodation premises are significantly impacted.

Other suggestions include:

- increasing focus on areas like Manly Dam, similar to what has been done for Narrabeen Lagoon
- creating a tourism industry register for commercial tourism operators

- becoming accredited as an eco-tourism destination with Eco-tourism Australia and truly become a sustainable destination
- establishing a destination's brand/identity, which is clear, memorable and defined
- building a dedicated visitor website and central hub visitors can go to, including experience packages for the region with a central online booking facility
- establishing a more Northern Beaches wide Visitor Information Centre – potentially a Palm Beach visitor service
- undertaking broader marketing of the region and its experiences especially beyond Manly, such as water activities like sailing, accommodation ranges, recreational experiences such as golf, dining, tours, transfers and events
- targeting niche markets and package experiences with local operators i.e. golfing packages, mountain bike groups and wedding groups
- providing better catering for international students including activities and events
- improving mountain biking infrastructure
- providing further industry training
- exploring more evening/night-time economy opportunities, especially in Brookvale and Dee Why
- establishing KPIs to ensure there is a measurable plan of action
- tapping into industry's appetite for ongoing engagement in delivering the DMP
- encouraging better use of public space, such as outdoor dining
- seeking further state/federal small businesses government cash grants and tax relief programs
- improving and managing investment in parking, public transport and wharf access
- providing for and managing commercial vessels in approved waterways
- exploring opportunities for guest parking for accommodation providers, such as a drop-off zone permitted in front premises.

In response, Council will continue to look at ways to build on the momentum it has created through developing the DMP with the tourism industry to address the ideas and issues raised through consultation. Below are some areas of focus from the Action Plan:

- Continue to advocate to Destination NSW to promote the Northern Beaches as a premier visitor destination.
- Strengthen industry networks by facilitating a range of industry workshops (two per year).
- Survey tourism operators annually to benchmark demand for tourism and hospitality services, gauging industry sentiment and need for ongoing support.

- Consider a staged approach to create an industry-based tourism group for the Northern Beaches, including potential to expand the Manly Tourism & Economic Recovery Taskforce.
- Work with Council's Strategic Reference Group for Economic and Smart Communities to implement the DMP.
- Engage with local tourism operators to help bring sustainability into the core of their business – providing authentic, sustainable, connected experiences. (i.e. swap out single-use plastics and be energy and water wise).

Destination NSW (DNSW) Submission summary

DNSW provided written feedback on the draft DMP, and noted it complies with the NSW Statewide Destination Management Plan guidelines, as well as the NSW Visitor Economy Strategy 2030 which was released during the public exhibition of the draft DMP in January 2021.

The NSW Visitor Economy Strategy 2030 includes five principles which help set a roadmap for tourism in NSW, highlighting priorities and strengths that can add value to tourism planning for the Northern Beaches.

These principles align with the strategic aims of the DMP and are referenced in the Executive Summary of the DMP document.

Waterways

Both industry and community commented on managing multiple uses of the region's waterways such as Pittwater, Narrabeen Lagoon, Manly Dam, Cabbage Tree Bay Aquatic Reserve.

Vessel operators commented on the need for improved wharf access and visitor parking both for Pittwater Waterway and access to Manly Cove.

Community respondents were focused on the need for managing the recreational waterways including their permitted uses.

The final DMP reflects these core challenges (social, environmental and economic) with renewed enthusiasm. As destination managers we see these challenges as opportunities and have incorporated a stronger emphasis in our management and planning for the region.

Table 2: Feedback summary table

Theme	What we heard	Council's response
1. Impact of increasing visitors to the beaches.	<p>Concerns that increasing tourism numbers would be detrimental to resident's quality of life. Specific issues related to:</p> <ul style="list-style-type: none"> increased traffic congestion and constrained parking increased local household waste, overflowing waste in public spaces and pollution noise from late-night venues and parties reduced access to beaches for the people who live here overcrowded shopping and dining precincts impact on the natural environment and recreational spaces how increased visitor numbers could impact an emergency evacuation processes in event of a natural disaster in the northern area of the LGA. strain on infrastructure and community services, including medical services (need to bring back Mona Vale hospital). 	<p>The DMP's strategic aim and goals have been updated to clarify the intent to have a larger focus on destination management, and increasing visitor yield (spend), not numbers.</p> <p>A more detailed Action Plan has been included, based on community feedback and subsequent input from Council's business units, on how Council can better plan for and manage impacts of visitors, especially during peak season.</p> <p>We will coordinate actions across Council's business units to support the tourism industry and visitor economy (waste, transport, events, property, planning, open space and recreation etc).</p> <p>Noise: Council will continue to investigate illegal use of short-term rental accommodation where not permitted. In mid-2021, a new planning policy will apply for the entire State regarding the use of premises for short-term accommodation and therefore will need to be reviewed by Council to determine if it will affect future investigations.</p> <p>Properties that experience nuisances as a result of short term holiday rental can be investigated by the Commissioner of Fair Trading as a breach of the Code of Conduct for the Short-term Rental Accommodation Industry, which is enforceable under the <i>NSW Fair Trading Act 1987</i>.</p> <p>Waste: Council will continue to provide additional cleansing and waste collection services on top of the</p>

Theme	What we heard	Council's response
		<p>standard frequency during the summer (November – March) and peak summer (December – Feb/during school holiday) periods. Collaborate with Council staff to identify cleansing hotspots through data collection and implement improvements to inform future cleansing and waste services.</p> <p>Traffic: Council to continue to investigate strategies to relieve local traffic congestion in the north area in peak visitation season. See more detail under Traffic.</p> <p>Beach capacity thresholds: Since the Pandemic, Council has identified the maximum permitted crowd capacity of each of our beaches. This model will assist with summer peak seasons.</p> <p>Evacuation: Council, as part of the Local Emergency Management Committee, will prepare and respond to emergency situations as needed to ensure safety of visitors and residents are met.</p>
2. Pressure on transport and parking.	<p>Issues were raised over the impact of high-volume visitation on existing infrastructure including the need for improved public transport and better connectivity.</p> <p>Suggestions included:</p> <ul style="list-style-type: none"> • more efficient and easy public transport to Palm Beach. Extend the B-Line • needs a Manly bus to Palm Beach • better wayfinding signs and real-time parking information for an improved visitor experience • introduce a shuttle bus, hop-on hop-off service to 	<p>Council recognises the importance of traffic impacts on the region and is creating mechanisms to address this in the Move Transport Strategy 2038 and Local Strategic Planning Statement Priority 19: <i>Frequent and efficient regional public transport connections</i>.</p> <p>The DMP's strategic aim and goals have been updated to clarify the Plan's intent to focus on transport and parking.</p> <p>Council to consider the needs of visitors within the creation of any Parking Plans and the Public Transport Plan. For example, in peak seasons Council will utilise the overflow car park at Careel Bay, near Avalon, to</p>

Theme	What we heard	Council's response
	<p>move people around to avoid congestion on weekends including stops in North Manly, Freshwater, Dee Why, Narrabeen and inland to Narrabeen Lagoon and Manly Dam</p> <ul style="list-style-type: none"> • create parking areas outside of popular locations and shuttle visitors to popular locations • encourage visitors from the Central Coast to catch the ferry to Palm Beach (does not impact roads and parking) • pedestrian crossings on Mitchell Road in Brookvale to safely link the breweries. • improved public wharfs for pick-up and drop-offs • better access to points of interest especially water-based places • greater provision for commercial vessels in waterways. 	<p>provide a shuttle bus service to Palm Beach.</p> <p>Council to annually review the Pay and Display parking data which will give a snapshot of visitation, as a means to monitor key beachside locations, and review their demand to advocate for changes where appropriate.</p> <p>Council will implement smart technology via a Park and Pay App to see real time parking availability directly on a mobile phone. Trial to begin in Manly on 30 June 2021. Wider rollout across the LGA to follow.</p> <p>Waterways:</p> <p>Investigate parking provisions at marinas, boating facilities, foreshore reserves and boat trailer parking facilities.</p> <p>Work with NSW Fisheries and NSW Waterways to plan for recreational uses around Pittwater Waterway including:</p> <ul style="list-style-type: none"> • additional signage, web-based information and publications highlighting areas of interest, services and facilities • a review of boat tie-up facilities and managing impacts of private water crafts • exploring opportunities for sustainable marina expansion <p>Collaborate and advocate for the implementation of the Brookvale Concept Plan for a shared path to improve visitor experience around linking Brookvale breweries and the arts and culture industries.</p>

Theme	What we heard	Council's response
		Council will continue work collaboratively with Transport NSW to improve access for residents and visitors into and within the Northern Beaches in peak periods.
3. Impact on the natural environment.	<p>There were several submissions expressing support for protecting the environment, including the region's bushland, biodiversity, waterways and coast.</p> <p>The submissions encourage Council to conserve the ecology of our existing natural assets whilst considering the inclusion of visitation infrastructure and marketing. Specific comments included:</p> <ul style="list-style-type: none"> • focus on eco-friendly tourism and consider sustainable tourism initiatives for the region • remind locals and visitors that we live in a unique area, that we do not own, and we as its custodians should work to protect it • prioritise maintaining our pristine environment, ecosystem and protecting wildlife • attracting a diverse and multicultural group of tourists, without overcrowding any particular area. 	<p>Council to implement the Environment and Climate Change Strategy 2040, <i>Protect. Create. Live.</i> to support sustainable tourism, including:</p> <ul style="list-style-type: none"> • improve and manage sustainable recreational access whilst protecting environmentally sensitive lands • consider scenic and cultural landscapes and heritage in strategic land-use planning, development controls and when undertaking works (i.e. Northern Beaches Coast Walk). <p>Council will investigate with Centre of Clean Air Policy (CCAP) if they have any monitoring data we could quantify the environmental impacts of tourism.</p> <p>Encourage local tourism operators to join Council's Sustainable Business Network to help bring sustainability into the core of their business. Providing authentic, sustainable, connected experiences. (i.e. swap out single-use plastics and encourage energy, water wise and recycling practices).</p> <p>Provide input into development and implementation of Bushland and Biodiversity Action Plan (due to be released mid 2021) to create sustainable visitor experiences.</p>
4. Limited range of visitor accommodation	The lack of accommodation of all types across the region was raised in a number of submissions. It is viewed by some as a major restriction to increasing the duration of	Council to advocate to the NSW Department of Planning to develop and implement the Short Term Holiday Letting Framework, including use of a register to build

Theme	What we heard	Council's response
and impacts of short-term holiday lets.	<p>visitor stay and spend.</p> <p>Some of the respondents from the Avalon area raised concerns about the negative impact of short term rentals, like Airbnb etc. on residents because of noise, waste and parking overflow in narrow streets. Suggestions were they would like to see more regulation.</p>	<p>knowledge on the existing supply of short-term holiday lets across the Northern Beaches.</p> <p>Advocate to property owners and third-party letting agencies the need to improve visitor awareness around off-street parking, additional waste management options in peak seasons and impact of noise on close proximity residents.</p> <p>Through the Local Environment Planning (LEP) Review consider any new opportunities to provide for a variety of tourist-oriented development and related uses under LEP Zone SP3 -Tourism, e.g.:</p> <ul style="list-style-type: none"> • continue to support Tourist and Visitor accommodation land use across local and strategic town centres (B2 and B4) • consider a new local provision or 'Tourism Layer' to support a range of tourism related planning controls within identified tourism precincts.
5. Opportunities to improve recreational facilities for road and mountain biking.	<p>A large number of respondents viewed mountain biking as an opportunity to improve visitor experiences. Suggestions included upgrading existing trails, creating new ones like Bare Creek and supporting the development of associated infrastructure.</p> <p>Benefits outlined in submissions included:</p> <ul style="list-style-type: none"> • family friendly and open to all • year round activity • disperses visitors away from crowded beach areas. <p>Bare Creek Bike Park and the mountain bike tracks around</p>	<p>Planning for further improvements around Manly Dam mountain bike trail is underway.</p> <p>Feasibility work is ongoing and proposals for new and improved off-road cycling facilities will be exhibited for public comment through the upcoming draft Open Space and Recreation Strategy.</p> <p>An audit of unauthorised trails at multiple locations is underway which may result in the formalising of some trails and the closure of others.</p> <p>New facilities are being planned to better meet the needs of various riding styles, including additional bike parks</p>

Theme	What we heard	Council's response
	<p>Manly Dam were praised by many respondents. Specific opportunities to leverage recent investment and support this visitor market included:</p> <ul style="list-style-type: none"> more trails developed for all age ranges and levels of experience build on recent infrastructure by linking trails and improving signage improved infrastructure including defibrillator, water stations, toilet/shower facilities. 	<p>and the potential for new trails.</p> <p>Council to implement the Bike Plan to support sustainable tourism and disperse visitors, including:</p> <ul style="list-style-type: none"> expand, improve and maintain the Safe Cycling and Road Cycle Networks provide and maintain end-of-trip facilities
6. Targeted marketing and Visitor Servicing.	<p>Several community and industry submissions identified the need for Council to develop appropriate means of communicating with potential visitors and suggest experiences, events or initiatives to attract the target visitor markets. For instance:</p> <ul style="list-style-type: none"> dedicated <i>Visit Northern Beaches</i> website to represent tourism business, including suggested itineraries to assist with visitor planning a dedicated visitor centric website, and one that promotes the full breadth and depth recognising local diversity across the region a digital hub for information and services to assist locals as well as visitors and can be supported with advertising acknowledge Manly as the gateway to tourism promote the hidden gems of Pittwater waterways visitation out of summer is to be encouraged, particularly in winter. e.g. Christmas in July help businesses with social media inclusion of new markets: family, food and beverage and experiences bidding for events in the off-season 	<p>The action plan sets out identified Marketing and Visitor Servicing actions for the region with particular focus on improved digital and online visitor services.</p> <p>Areas highlighted are:</p> <ul style="list-style-type: none"> visitor services, digital innovation, and content – prepare a Visitor Servicing Strategy brand and positioning – develop a Northern Beaches destination brand reduce seasonality – targeted off-season campaign attract business and major events – aligned with experience themes support community engagement – raise awareness and monitor community sentiment target high-value market – focused campaigns and monitor visitor spend (stretch target). <p>The role of Manly and Palm Beach as tourism gateways</p>

Theme	What we heard	Council's response
	<ul style="list-style-type: none"> • Brookvale highlighted as a destination for breweries and night-life • highlight the variety of destinations within the region e.g. bush and wildlife, clean beaches, calm waterways, unspoilt headlands, arts and creativity, rock pools • embrace technology, online platforms, social media, QR codes, smart parking technology • develop Aboriginal tourism products such as guided bush food and medicine tours, weaving workshops, bush food cooking experiences, rock engraving tours, an Aboriginal dance festival • Indigenous tour guides and place names to meet the growing interest in the long First Nations history of this place • access to Indigenous art and bushwalks • consideration of mobile visitor information services • provide visitor information in Palm Beach itself, especially at Palm Beach Wharf, Governor Phillip Park and the ocean beach. This should be a combination of digital and 'real' signage, i.e. a map. 	<p>will be further explored and enhanced, including developing a destination brand position of Manly and marketing/promotion of the Manly experience.</p> <p>The role of Manly as tourism gateway will be further reviewed and supported through the development of a Place Plan for Manly.</p>

Appendix A: Verbatim responses (including tourism industry)*

	Comments/Submission
1	<p>Last week, I went to visit the Barrenjoey Lighthouse again - after almost 9 years since my last visit there. The improvements to the walking tracks were great and even though it was a Weekday, there were quite a large number of Walkers about.</p> <p>One things that surprised me, there were NO real Historical Plaques around to describe what this Lighthouse (and the Keepers Cottage) was all about.</p> <p>Perhaps that could be rectified? Provide a world class mountain biking and trail walking network of trails. We live in such a picturesque place with no decent access to these outdoor areas. Mountain biking brings \$\$\$ fact!!</p>
2	<p>You have failed to fully recognise the resource for tourism to an area that is Mountain Biking. There are many examples throughout Australia and the World where a significant investment \$1-4M, results in a 10 fold return for the town with land managers who understand riders are willing to travel and stay multiple days for great trails. The follow on of this it they bring their families, need accommodation, food and entertainment in the area once they finish riding each day. This isn't a new idea now, it's be replicated many times over the last 5 years in a number of locations. The Northern Beaches could easily create a world class mountain bike trail network in a collaboration with National Parks within Garigal National Park. All residents and businesses on the Northern Beaches would benefit from this drawcard - Bare Creek Bike Park has already shown itself to be of massive interest, add to that an extensive single track trail network that caters to all levels of rider and increase in multiple night staying tourist will be astounding.</p>
3	<p>More tourism is great, we have a great location.... But please don't shoot ourselves in the foot. You have one chance at that first visitor impression. They HAVE to be able to park. Just scrap this initiative now and don't waste our money if you are not going to provide the parking spaces needed. This ABSOLUTELY CAN NOT come at the expense of the offshore communities. This is particularly important as one of your focuses is to increase overnight stays. The offshore communities already struggle or find it impossible to be able to access their homes on weekdays during the day. So communities near pinch points for parking should NOT be included in this plan. The Pasadena for example should NOT even be open by council's own determination by it rejecting three DA's on the grounds of completely inadequate parking. It went ahead anyway, and council does not have the teeth nor gumption to challenge them. So this throws doubt on all plans for this to work. Increased commercial activity is welcomed, but NOT at the expense of residents being able to simply get home. That is not a throwaway line, we have people sleeping in cars now because they cannot get home.</p>
4	<p>The public facilities at many Northern Beaches popular venues are little short of disgusting. Basic facilities such as toilets, BBQs, tables and seats are often just filthy. The cleaning is poor and seems irregular. Beach location garbage is often still overflowing and awaiting collection after 8am on a Sunday morning which the flies just love. Take note of the terrific job councils do in Queensland, especially Gold and Sunshine coasts on these facilities.</p>

*Personal details have been redacted where possible. Spelling and grammatical errors have been amended only where misinterpretation or offence may be caused.

	Comments/Submission
5	<p>You have failed to fully recognise the resource for tourism to an area that is Mountain Biking. There are many examples throughout Australia and the World where a significant investment \$1-4M, results in a 10 fold return for the town with land managers who understand riders are willing to travel and stay multiple days for great trails. The follow on of this it they bring their families, need accommodation, food and entertainment in the area once they finish riding each day. This isn't a new idea now, it's be replicated many times over the last 5 years in a number of locations. The Northern Beaches could easily create a world class mountain bike trail network in a collaboration with National Parks within Garigal National Park. All residents and businesses on the Northern Beaches would benefit from this drawcard - Bare Creek Bike Park has already shown itself to be of massive interest, add to that an extensive single track trail network that caters to all levels of rider and increase in multiple night staying tourist will be astounding.</p>
6	<p>Northern beaches has so much to offer all year round, however it is not accessible and not very welcoming. As the events director for a car club and a walking group I have the following observations. Access via public transport is not viable. 2.5 hours from Epping/Carlingford to Palm beach is exhausting even before we would arrive. If we drive the \$10 per hour parking fees are the highest in the whole State which some members cannot afford. It was only 10 years ago parking was only \$2.80 per hour. The facilities have not changed much so the general conclusion is that non-residents are not welcome.</p>
7	<p>Several points</p> <ol style="list-style-type: none">1.you need to actually save the Manly ferry as it is the number one tourist attraction2. You need to Bring back the marine centre3. Establishing up market eateries - we live here too - you cannot just change a town - I agree that all the trashy fast foods can go for healthier on the go food4. The corso has beautiful old shopfront no one looks up because big bright awful cheap digs Bd shops - make the corso likes European boulevard where boutique but accessible shops and dining and cafes - manly has too many really large eateries5. Council undertake tourism activities with an industry-based Board - no - this committee will be completely self and selfish focussed and will influence council in the wrong way - note Bavarian beer cafe and Hugo's - completely infringe on public space and out of control!6. East esplanade drinking and all sorts of random parties all over the place distract from the beauty and make manly look like a trashy Ibiza - this needs not to be the welcome to manly - as you say sophisticated tourists come here - they don't need to see this rubbish - we need to highlight natural beauty , not highlight the human being completely taking over the natural surrounds for their own personal , affecting-others 'fun'7.your expression 'competitor market ?' Like where Bondi? There is no competition - both places equally beautiful - Bondi actually feels like it caters to both tourist and local - manly already looks like it just wants to jam people in and everyone make money - you could hardly suggest that business does not make money over here.8. Tourist will come if what you provide is interesting and Manly retains its character (which it is losing quickly) council makes these decisions not industry committed. If council said all shopfronts in the corso need to fall In line with new heritage look and feel, then people would. Industry won't suggest this, industry won't lead aesthetic change and a nice enjoyable place to be, industry will say

	Comments/Submission
	<p>more food , higher buildings etc etc</p> <p>9. What about making Dee why a Mecca for events, water sports and fine dining so it becomes a destination - or Dee why can become designer clothes - something that puts it on the map?</p> <p>10. Ferry from circular quay to Clontarf - the spit connecting to fast buses along northern beaches to dee why / Narrabeen etc where you can increase Narrabeen visitation as a bush walking, canoeing place.</p> <p>11. New amazing mountain bike park in Belrose - great tourist attraction - people can go there and go to the theatre and culture hub - this area can be a weekend destination in itself - more accommodation in that area .</p>
8	<p>There are SO MANY more people who have moved into this tiny area due to the changed government regulations which have allowed so much more housing to be SQUEEZED into this TINY area. There is but one narrow, winding road serving as the entry and exit route carrying phenomenal amounts of traffic now with increased local population. Narrow roads cannot accommodate all the newly introduced vehicles which now park on these roads not designed to accommodate all these parked cars as well as through traffic on the main road or others throughout the suburb. The area is choked with cars. I have concerns about what will happen when/if a mass exodus is necessary due to some extreme event, when the roads will be grid-locked with traffic, unable to move? There is NO mention by Council or government where people could attempt to travel to or where to be able to shelter(presuming public need shelter.) I would appreciate a response from NBCouncil regarding this potential serious scenario which could happen this summer if there is a repeat of last year's Bush fires and Kuringai Chase goes up in flames when hot, strong Westerlies are potentially blowing embers towards the peninsula suburbs starting house fires. These new, uncontrollable natural events MUST be planned for and Residents need to be aware of what their survival plan should be. Until now there has been no mention of a comprehensive survival plan for residents to rely on during an Extreme Emergency.</p>
9	<p>I know it is a topic that often being debated, but I'd like to share my additional two cents on mountain biking in the Northern Beaches. The opening of the new mountain bike park at Belrose is definitely heading in the right direction. But there is an incredible network of 'unsanctioned' trails that just deserves a bit more care to become an international mecca. I've travelled the world and cycled in Europe, the Americas and Oceania. There a plenty of options out there... but although we often think at our Northern Beaches as a surfing destination only, the reality is that there is more. The trails we have here a quite unique because... the level of technical difficulty is second to none, the vegetation makes it very 'pluvial forest journey' and... not so many other places can reward with a view of the ocean (and maybe a dip a the end of the ride). Hope there will be consideration for an upgrade and formalisation of existing trails... and maybe room for some true green and blue trails to attract beginners to this wonderful sport.</p>
10	<p>Visit any bike shop and its missing half its stock. Visit any bike shop in June last year and it was pretty much empty. Last year was the biggest on record for the bike industry meaning more and more of our community and neighbours taking up the sport. And pretty much all the bikes shops have a shared emphasis on mountain biking as the Northern Beaches has become Sydney's mountain biking mecca. The council has done great work with Bare Creek and when you chat to the riders who show up at Bare Creek, they are from all over Sydney as well as the Central Coast. And so, as an area, we've taken a leadership position, let's not relinquish it. The local mountain bike community has worked tirelessly on creating trails which would attract more and more riders from all over Sydney if they</p>

	Comments/Submission
	were better supported by Council. And what is the downside? Countries like New Zealand and Canada have shown how it's done and its clear, when you welcome mountain bikers into the forests, they care and respect them. Hoping that the Council can continue its good work and go to another level with our clubs like Garrigal Gorillas.
11	As a resident of the Northern Beaches for 30 years I have seen the damage done to our beautiful area through overdevelopment and increased tourism. I already support local businesses and rarely need to shop outside our locality. I have on many occasions been caught in vehicular traffic and not been able to access my residency, my children who live further south refuse to visit on the weekends due to heavy traffic. During holiday time it is near impossible to find a parking space to shop and whilst I try to walk to the beach the small pathways I use are not maintained and are in a bad state of disrepair - if I drive to the beach it is near impossible to park unless I go at 7am. I cannot support your drive for tourism as it destroys the lifestyle of people who live in the area who chose to live here because of the casual, easy lifestyle and not the build-up of noise and traffic. I am sad to see NBC approving so many granny flats and totally oversized houses for holiday makers which is destroying our natural environment which is so important for our health and wellbeing and providing habitat for our local fauna.
12	We do NOT want more tourism in the Northern Beaches. The traffic is already horrendous on the weekends and holidays, and half the time we can't park in our own village or beaches! No to this plan!
13	I would like to offer my support for focusing on cycling as a key aspect of the current and future tourism opportunities in the Northern Beaches. The existing MTB trail network (both recognised and unrecognised by the Council), Bare Creek Bike Park, Terry Hills BMX / Pump Track / Dual Slalom, road riding can all be combined with a swim a local beach afterwards. For a cyclist that is not living in a ski town - this is living the dream. I have raced bikes for the past 40 years across BMX, Road, Cyclocross, MTB XC / Downhill / Enduro throughout the US, Canada, NZ, and Australia. The riding in the Northern Beaches is unique, challenging and draws people from local suburbs, other parts of Sydney / NSW and beyond. I've had US riders/racers/media visit for the riding. I believe that recognising the existing extensive trail network would help visitors enjoy our local facilities and promote safety as well. The MTB community is very thankful for the contributions and cooperation that the Council has offered to date and I would like to add my support to the idea of promoting further development and enjoying more users on the tracks. More users of outdoor facilities = healthier and happier tax payers.....and visitors that spend money at our local businesses.
14	Promotion of all things available on Northern Beaches, not only swimming and surfing. Older people should be encouraged to visit to sample our Flora and Fauna, water trips, fine dining and shopping and markets ... Perhaps local Hotels could provide discounts not only to Pensioners but the often forgotten ' Self-Funded ' retirees who receive nothing for their efforts to remain off the Government purse. Good luck .. We gave it all on the Northern Beaches ...[smiling face with smiling eyes] Northern Zone NBC does not need or want more tourists than already come here. It gets plenty already and always has but bit has increased via private promotions such as Home and Away. Notwithstanding covid, visitors come anyway... and spend very little. NBC actively promoting more visitation is not supported and will not be welcomed by residents and ratepayers that the council serves.

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15	<p>World class mountain bike park will have people travelling from all over the state ...</p> <p>Can be incorporated with a treetops style development and perhaps climbing / orienteering training , which will all have onward benefits to people being more outdoors , using our parks and taking greater care of the environment.</p> <p>This big problem with NSW compared to places like QLD is that many of our parks are underused and many are locked out , by releasing a small amount of land for the above developments you could harmonise / teach people to be more caring for an environment that they get use of instead of having areas largely un or underused which brings the attitude of out of mind out of sight.</p> <p>Even lock of some of the roads for families (not the lycra warriors- who soon push families out) to bike on weekends , have organised rides like the ocean swims (which by the way are great but far too expensive for a family).</p> <p>Car parking is becoming a big problem for use of waterways for locals , with no places left on weekends.</p>
16	<p>The northern beaches has some of the best mountain biking in Australia. I think we really need to put more emphasis on this and look after, grow and improve our local trails. I believe that there is a huge market of people out there looking for epic mountain biking destinations and the northern beaches has is all!!</p>
17	<p>I am a local and I do not support destination NB the area is where we live and work and I cannot support it becoming a holiday camp</p> <p>We do not have the infra structure and medical support system. With COVID which is NOT going away our beaches are capped</p> <p>increased tourism will see locals not able to use our beaches. We pay the taxes and higher home prices. Support locals and don't get ahead of ourselves in these uncertain times</p>
18	<p>Reading through your plan, I'm not sure it considers the needs of the vast majority of residents of the North Northern Beaches and instead looks at a select minority. This is not a tourism region; it's a residential region. It's one that has an infrastructure that is already hugely overwhelmed and is getting worse by the day.</p> <p>Talking specifically to Pittwater, all our representation and rights were taken from us when we were merged into Warringah council - which 92% of residents voted against. More and more developments are greenlit in Pittwater as property developers are the only voice the council listens to. The recent COVID lockdown was a stark reminder that if you live in Pittwater, you have no one to speak for you. As a result, we are getting inundated with property development that is reckless, dangerous and is making a bad situation worse. And you want to encourage more traffic? More people? More cyclists? More cars? This is not what we need right now. This plan should be about encouraging visitors away from the beaches and into the Western part of the council as a priority.</p>
19	<p>Once again developers want to destroy the one thing that makes the northern beaches so unique and charming. Its Character. Let the tourist masses stay in Manly and Dee Why and travel to the beach of their choice with appropriate styled shuttle buses.</p> <p>The residents here should have as much say as those out to make short term profits by destroying this jewel we have. Please do not put high rise in Mona Vale or Narrabeen.</p>
20	<p>To Northern Beaches Councillors. I have lived on the Northern Beaches for the past 30 of my 66 years & so have witnessed the changes to our environment over an extended period. It is hard to imagine that anyone living here actually wants our Council to spend money on developing an increase in tourism to our Peninsular. Increased population sees that occur by default. Yes, infrastructure</p>

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	needs to support the population growth but endless encouragement for growth & development only leads to destroying the reasons we enjoy living here. The glossy brochure contains pictures of Palm Beach with no one on it! Yes, that is what people like but it is not the reality. The bends are blocked on weekends, it's hard to find a park in the shopping centres or at the beaches etc, etc. I don't like saying I want to keep to myself but in all honesty I think this is what most residents feel. Living here during shut down has been blissful. Constant growth & development is not an improvement to the quality of life for humans & the environment. It's sad to see so few residents have taken the time to comment but I'm guessing it's out of a sense of hopelessness that they will be listened to.
21	My response is very brief...I certainly don't want increased numbers of tourists in the northern zone of the Northern Beaches. There is already limited space to park, limited seats in restaurants and cafes, poor Council services (especially since the merger of the 3 Northern Beaches councils) and in general insufficient infrastructure. It is about time this council paid attention to the residents!
22	Why are our rates being spent on a walking and cycle path before we even have a sealed footpath between palm beach and Avalon? Do visitors have precedence over rate payers? Try walking along Barrenjoey road! Why do our rates pay for cyclists who pay no fees when our dogs who pay licence fees cannot even go to the beach!! We need a new Pittwater council not the huge Manly based council that thinks that Pittwater does not exist!!!! I have paid rates in Pittwater for 50 years and all I see is the area going backwards. No more direct buses to the city, reduced postage, fewer facilities, holes in the road and parking reduced in favour of pedestrians and cyclists.
23	The key is a great tourism website. From a promotion point of view, the council should provide a range of itineraries suggesting how people could spend a few days in the area. These could be both walking tours (the coastal walk) and driving tours showing a range of themed destinations. There are plenty of good beaches between Manly and Palm Beach, there are good short walks/bike rides (Narrabeen Lagoon Circuit, Manly Dam, North Heads and Q Station, Coastal Walk sections), boat trips (from Palmies to Ku-Ring-Gai etc). You can link them together to give themed weekend breaks (surfing, walking in nature, beaching, health/spa breaks, foodies etc) and to inspire people to stay you'll need to provide comprehensive links to accommodation and local restaurants. It's all there, you just need to promote it, and we don't have a real winter here in the Beaches and it's rare to rain for days on end, so there's no reason why you can't showcase things to do in all seasons. If you're concerned about getting people further away from Manly wharf, what about a (possibly weekend-only) hop-on hop-off tourist bus service like they have in the Blue mountains: make it cheap, with painted livery and perhaps go up the coast through beach areas at North Manly, Freshwater, Dee Why, Narrabeen and inland to Narrabeen Lagoon and Manly Dam... probably too far to get into Pittwater areas, but these could be addressed through the B-line. That might spread some of the love.
24	I don't have an issue necessarily encouraging more tourists in winter when things are quieter but during summer, the Pittwater end of the beaches is already rammed. Covid has actually made this situation worse (outside of our lockdown period). You can drive around Avalon for 15 mins just trying to get a parking spot on any given day, which definitely was not the case 2 years ago. Parking at any of the beaches during summer is a nightmare and in placed like Palm Beach the parking recently was reduced to create a footpath!! This plan is on top of the Housing Plan currently open which is looking at putting 6 story buildings and subsequently more people in the area!! We do not need any more tourists from October to March. Focusing on off-season visitation and events schedule would be

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	ideal. Road and beachside parking management plans for tourists and locals alike could be better in peak months.
25	<p>I am happy to have tourists to the area. However, one of the reasons we chose to live here was that it wasn't overrun with tourists and seasonal visitors. It's a quiet part of the world and we like it like that. I have friends living in Byron Shire and they find Byron itself to be completely unbearable on every level. Traffic, litter, noise, antisocial behaviour, lack of amenities for locals, ridiculous cost of living, the list goes on. I also regularly have clients visit from the Bondi area and they are gobsmacked at the sense of peace and space we have here. They usually leave asking themselves "Why on earth do I live in Bondi?" More importantly, we do not have the public transport, roads or infrastructure to deal with a large amount of additional visitors. I applaud your intention to support business (as a business owner who welcomes visitors from out of area). And I am happy to have tourists to a larger extent than we have now. I'm happy to share the space. But we MUST prevent any chance of this ending up like Byron, Bondi, Gold Coast. Let's think of a better way to do this.</p>
26	<p>Hi. I think the whole plan to increase visitors to the area is going to overwhelm the roads and spaces really quickly. The more local businesses depend on visitors/tourists, the less sustainable their businesses are when things like Covid strike in communities. How about some more good old face to face consulting? It's a complicated issue and when I look at how busy Avalon is already there are the numbers to support local businesses already. If business owners want to increase their foot traffic it makes sense they move to where there's denser populations.</p>
27	<p>If we wish to foster eco-friendly tourism to the Pittwater end of the Northern Beaches, I submit that the first thing we need to do is to work hard to conserve the ecology of our existing natural assets. the second is to plan and execute the recovery of those primary assets that have/are being degraded/. Do this and the "right" tourists will come to the Pittwater area. I suggest that we need to:</p> <ol style="list-style-type: none"> 1. Conserve our sand dunes and support the planted vegetation by keeping it free of noxious weeds such as the rampant ipomea indica smothering the natives at the Northern end of Newport Beach. 2. Conserve our remaining sea grass beds and mangrove clusters and actively work to extend and re-seed these 3. Cease constructing sea walls where they will impact on existing wild eco- systems. 4. Most importantly curb the aspirations of the Pittwater Unleashed group who are demanding dog access to Station Beach (one of our most environmentally sensitive) as well as other Ocean beaches. <p>We need to acknowledge that dogs and conserved eco-systems are not compatible. Further free running dogs are not compatible with general public recreation areas such as parks and beaches.</p> <ol style="list-style-type: none"> 5. progressively convert all block and chain boat moorings to block and float moorings 6. Constantly remind locals that pittwater is a unique world asset that we do not own and we as its custodians should work to protect it ... not to covet it for our sole gratification.
28	<p>I do not support the tourism plan for the northern beaches LGA The plan has no consideration for residents, who pay rates and have invested in the area The northern region beaches is an area that is very poorly serviced for any form of emergency after the mona vale hospital was</p>

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	closed. Attracting more visitors to the already congested roads will increase the risks to residents bring able to get urgent care. Roads cannot cope at the moment with traffic from tourism, increasing more tourist will be a disaster for residents to do normal activities like going to do shopping or visiting local restaurants. The current cuts to public transport - smaller ferries, not express bus from north Avalon, reduced bus service for schools kids - is increase traffic and travel times, putting more cars on the road will make this worse and is completely unfair on residents. Financial cost to residents to upgrade facilities for tourists is both unfair and unaffordable. We as residents do not want more AirBNB coming to our neighbourhood. It increases noise, crime rate group, with cuts to police on the northern beach who will protect residents when there are fights and parties at airbnb's. This whole plan is unconsidered, rushed and unwanted by a large amount of residents on the northern beaches. I am not against tourism, but this does not consider residents at all and needs wider community consultation, needs to be reduced in its size. Medical services need to be restored the area. Traffic reduction plans need to be implanted. Thank you for reading my submission and please contact me If you need any other information or want to discuss any of my submission
29	The Goal: Transition from day-visitors to overnight visitors and encourage greater regional dispersal is an attempt to hide the fact that day or overnight visitors cause the same issues - traffic, congestion, pollution and a decreased wellbeing for residents. As a fourth generation northern beaches resident I can clearly state that transient population growth is having a negative effect on the community. We need to transition away from this approach. Tourism based interest groups lobbying Council need to be challenged. Council needs to look for a more sustainable model for the whole community.
30	Please note that the governance and process around this is flawed. It started with surveying/interviewing visitors. Then went through several steps of consultation with people and groups who do not need to identify how many people or whom they represent. The reference groups and whatever other groups are picked by Council (not sure of the basis) and again have no requirement to consult with or even take the temperature of the community/residents/rate payers/homeowners etc. Finally, once it's been polished it is put out to community comment. This part of the process, like the others, is opaque and there is no planned step to accommodate any input from this last stage. Then it goes straight approval, which we know will happen because it's what the Council wants. For a project that started pre amalgamation and which has clearly been undertaken using a flawed approach, I suggest this is held over until the next election. This Council should be considered caretaker now, as through no fault of the people we should have had an opportunity by now to endorse or remove the elected Councillors.
31	Great to have visitors who want to enjoy our home. But if this is planned to be on a large scale (and it doesn't need to be very large at all) then it will completely overwhelm current infrastructure for transport, roads, parking at the beaches and shopping and dining precincts. In this context it doesn't sound like a plan at all? Instead it looks like an ill-conceived disaster waiting to happen to the Northern Beaches residents and workers alike. When I see infrastructure spending before marketing, I will know this is a plan. Until then, get out of our lives and stop taking a public servant pay check for doing half arsed work. This publication is at best a brainstorm. To think it got published and distributed is an embarrassment to the council.
32	A place of interest that should be promoted is The Governor Phillip Lookout at Beacon Hill.

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	<p>This is a hidden gem that has been "let go" over recent years, but could be promoted to Photographers (for both day & night photography), Artists, Bush Walkers and in particular to tourists, to get a great overall picture of the southern end of the peninsula. The bush has been allowed to become overgrown and some of the view has been lost (see Google & Trip Advisor reviews), but with a plan of management the great views from The Blue Mountains to The Coast all the way from Manly to Collaroy, could be brought back.</p> <p>TRAVEL TV SHOW OPPORTUNITY - Our marketing agency [REDACTED] is based in Manly on Pittwater road. I have been in business in Manly for 12 years and we all live in the Northern Beaches. We recently produced the Xmas and Aus Day video series for northern Beaches Council with local singers. We are producing [REDACTED] 2021 with a sub-business we own called 'Global Sports Media'. [REDACTED] will live on Fox Sports and Kayo. It is a golf and travel show The show is brand funded and will have a title sponsor, however we also visit local councils around the country to have the show come along and feature local golf courses, places to stay, things to do, where to eat etc. When I saw read about Destination Northern Beaches, I immediately thought that the golf show would be great to bring golfers from around the country to our wonderful area and great courses. During the pandemic, golf has seen a massive rise in player numbers and as borders open in the future golfers will want to flock to new courses around the country. The show will also be syndicated international following production. See the attached document for more detail on the show.</p>
33	<p>The Northern Beaches has the ability to draw a lot of cyclists to the area, especially mountain bikers. The combination of the new Bare Creek Park and the informal trail network makes the NB a good destination when combined with everything else we have to offer. Mountain bikers spend money with local businesses, that has been proved time and time again with Derby, Maydena, St. Helens in Tasmania with more projects planned, and also Rotorua, Nelson and Queenstown in New Zealand. Mountain bikers are like skiers in that they will travel internationally to do the sport they love. Countless Aussies, pre- Covid, would travel to Whistler, Canada each year to ride the bike park there. The NB has the ability to catch travellers coming the other way on stop overs to Tasmania and NZ. Local riders will also travel. Riders will often go from Sydney to Thredbo for the weekend. Expanding the trails and formalising them on the Northern Beaches would be a draw card for a lot of NSW riders and their families as there is so much else to do. It could be a real family destination.</p>
34	<p>It seems a marketing fantasy and complete waste of money to promote destination northern beaches until " the house is put in order". If you can't do the basics right, then don't waste ratepayer's money. The public facilities at many Northern Beaches popular venues are little short of disgusting.</p> <p>Basic facilities such as toilets, BBQs, tables and seats are often just filthy. The cleaning is poor and seems irregular. Beach location garbage is often still overflowing and awaiting collection after 8am on a Sunday morning which the flies just love. Take note of the terrific job councils do in Queensland, especially Gold and Sunshine coasts on these facilities. So get the basics working first before you spend money on promotions. In fact if a decent job is done, the westies will come in increasing numbers to enjoy a clean and safe day at the beach. Why are our rates being spent on a walking and cycle path before we even have a sealed footpath between palm beach and Avalon? Do visitors have precedence over rate payers? Try walking along Barrenjoey road! Why do our rates pay for cyclists who pay no fees when our dogs who pay licence fees cannot even go to the beach!! We need a new Pittwater council not the huge Manly based council that thinks that Pittwater does not exist!!!! I have paid rates in Pittwater for 50 years and all I see is the area</p>

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	going backwards. No more direct buses to the city, reduced postage, fewer facilities, holes in the road and parking reduced in favour of pedestrians and cyclists.
35	<p>I am an avid and active mountain biker. Those who do not understand the sport do not realise there are a number of genres of mountain biking. I prefer 'All Mountain' riding which is another term for riding all types of terrain -up/down/across/technical/fast and smooth.</p> <p>Bear Creek Mtb Park which recently opened is a wonderful facility, however does not address the type of riding which I do and many riders across the Northern Beach, and Australia enjoy. There are only a few sanctioned trails which fit the description of an All Mountain track in the Northern Beaches, one being Manly Dam. The sad truth is there are many world class unsanctioned trails I ride across the Northern Beaches in areas including Red Hill; Narrabeen Lakes; Oxford Falls; Cascades; Bah'ai; Garigal; and many others. I truly believe if many of the above tracks were formalised and sanctioned, the drawing card for the Northern Beaches would be immense, bringing in riders from all over the world, which would support new businesses like e-bike and bike rentals; tour groups; clinics; and support existing cafes, restaurants, and hotels. When most think of the Northern Beaches, the thought is of course our amazing coastline and beaches. The hidden gem however, with untapped economic and tourist potential is our Northern Beaches bushlands, which already have a large network of trails for many different levels of riders (and don't forget walkers/hikers/outdoor/nature enthusiasts). Destination Northern Beaches will hopefully be a world class destination for all things beaches and all things mountain biking!</p>
36	<p>I have travelled to some of the most incredible places for mountain biking across the globe including the USA and NZ and still Sydney's northern beaches is one of the most diverse, technically challenging, and varied of trail networks I have had the chance to ride on, despite trail maintenance being run by volunteers with no funding. There is still so much potential for growth in this area. I know friends who previously have considered leaving the northern beaches to be closer to the city but these bike networks and the love of the sport and the community that has been created in this area through Mountain biking has kept them around. With support from local government there is capacity to make the trails safer and introduce more beginner friendly terrain to the trail network which will only provide greater opportunities for the community to engage with these underutilized natural areas. As someone with prior experience in Property Development and some of the accommodations that are made for increased housing supply it would be great to see the same level of enthusiasm for an industry that is having such a positive impact on the local community. Mountain biking offers a point of difference to any other suburb in Sydney and is becoming a world class location for riding which will only improve economic growth and sustainability in the area through tourism and greater local retention. I hope council has the foresight to see what a huge opportunity they have here to embrace what has become the cornerstone of so many places around the world like Squamish, Canada and Virgin, Utah. There is massive potential here, the community is growing and there is a huge need for greater engagement and funding by council.</p>
37	<p>It is already difficult to find parking at the beaches of a weekend. Why would we want more crowding, littering, noise and the antisocial behaviour of tourists? I think it's a false economy. For the revenue it brings a few, the inconvenience to those of us who have paid premium prices to live in a quiet, safe, unspoiled part of Sydney is not worth it. There are very few submissions because you have not</p>

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	advertised this plan! So disappointed.
38	\$100 voucher to be used on any small business to include hair, nails, face, shops. Not just dining.
39	The northern beaches of sydney is unique in its geography and cannot sustainably receive a huge increase in population, even if only seasonally through tourism. I would like to see locals further consulted with respect to their desire for greater tourism as I believe many would believe we need time tread very lightly to ensure the environment remains unaltered/damaged and the feel of the area is retained. What this area really needs is rules to ensure landlords are not overcharging and keeping properties vacant as this has a real impact on the communities that make up the northern beaches and make it difficult for locals to run successful local businesses and for local to enjoy using and supporting this local business.
40	Build a beautiful timber bike and walking track alongside the Avalon Bends- the way Byron bay have done on the road to the lighthouse. It looks great, it is reasonably natural, it encourages health and fitness, it would be a great view, it takes the bikes off the bends (which will stop the locals getting upset by the visitors when they can't drive around them), If done well, it would become a known path to come to - to walk, run, ride etc and then grab coffee and breakfast. When I see the pathway at Byron bay, I just want to get on it and run to the lighthouse.
41	This looks awful! High rises and crowded (more dangerous to monitor swimmers, more crime to police, more filthy) beaches to ensue. Increased traffic to the area to add to the already impossible roads into the city etc. How to ruin a perfectly special and unspoiled, natural area bordering on the national park. Watch house prices dive. In the name of what? To what and whose benefit? Parking revenue for the council. Soooo disappointed.
42	It is impossible to develop a plan for the 3 council areas as they all have different needs etc etc the best plan would be to have 3 councils run by their own councillors and communities. We are heading to the same situation that is currently happening with the Central Coast Council. Mike Baird caused this crap of 1 large council then jumped ship now his mates should fix it. The reason people come to the northern beaches is not to have added tourist attractions They come here to see the natural beauty of the area Leave the area as it is Another wasteful report and waste of time.
43	We're living in Balgowlah. My partner has been operating fishing charter business on Sydney Harbour. He used to have customers from all around the world. Now, of course, mainly from NSW resident. The most glorious and beautiful part of Australia, Northern Beaches, we could promote new ways of enjoying our Beaches (not just from the land but from boats). I.g: Spit to Manly walk combined with boat tour to admire beautiful Sydney Harbour. Or Islands hooping etc. I think my partner has some contact from NSW tourism. He was approached by one of the staff for photo shooting.
44	Mountain biking on the Northern Beaches has been surging in popularity. Having travelled to areas around Australia to riding Mountain Bike trails, the trails here on the Northern Beaches revel even the most professionally built and most funded. With the recent completion of Bare Creek Bike Park, the willingness of people to travel to ride great Mountain Bike trails is clear and real. The existing

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	informal trail network could be greatly improved with signage, maps and facilities such as water and toilets. This would help attract visitors to stay more than just a day to ride the vast and unique network of trails here on the Northern Beaches.
45	<p>Revitalize key attractive areas with strong touristic potential:</p> <p>The Yellow Brick Road is a flat pathway that connects Avalon village to North Avalon, providing for a pleasant stroll from the beach to cafes and other amenities. Residents and visitors walk regularly on this path. However, many complain about – and rightly so – the appalling conditions of the Careel Creek that runs adjacent to Yellow Brick Road. There is perennial accumulation of organic products in waterways, which leads to the emission of gases. Carcasses of rodents often lie side by side with debris over stagnated water, making for an eyesore. The odour that disperses from the creek into the vicinity is oftentimes unbearable, particularly in the summer, which hinders touristic enterprises in the area.</p> <p>While I accept that the capital investment required for a large urbanization project to revitalise the Careel Creek is significant, such a project, in my opinion, should take precedence over many other enterprises, in that it would benefit significantly the local community and tourism alike.</p> <p>Well-known reconstruction projects, such as the ones at the Cheonggyecheon River in Seoul and Oxley Creek in Brisbane, have brought formidable public and touristic visibility to hitherto neglected areas. Closer to our shores, the Lardelli Park in Putney is also an example of a successful venture between public and private enterprise that has been acclaimed as a considerable success. Improve the experiences of visitors as well as the state of the local economy: During the summer, there are incipient efforts to foment the night-based economy, with some cafes and restaurants offering live music in Avalon. Similar initiatives should be supported further by procedural incentives, such as the fast-tracking of licensing applications. Avalon is home to many writers. Many readers and cognoscenti trend to gravitate around the Bookoccino bookshop and café, where a series of literary events with well-established writers take place regularly. The potential of such a thriving literary scene could be capitalized on by the promotion of events, such as an annual literary festival.</p>
46	<p>After a forensic audit of Northern Beaches Council to assist the inhabitants of Pittwater, Warringah and Manly recover from Covid-19 the Northern Beaches Council needs to de-amalgamate and immediately re-establish the original three councils. Each council then needs to lobby state and federal governments for the re-building and re-commissioning of Mona Vale Public Hospital and Manly Public Hospital. These actions will vastly increase business in each respective council chambers location and the positive response in economical terms will vastly improve the wellbeing of all members of their communities.</p>
47	<p>Local, live on the beaches for past 15 years or so. Love to see better upkeep of Mountain Bike Trails on the beaches, particularly within the Garagil National Park, it's an extremely popular sport. A few times a year I would visit Canberra or Thredbo to avail of their better facilities. Few suggestions to improve local MTB Trails are...</p> <ol style="list-style-type: none"> 1. This could include better signage of trails, at the moment I relay on others to show me the way, or mobile, but when in NP somethings no mobile phone coverage. 2. Defib, most sporting venues have one. The more popular trails could have one. 3. Water stations on trails to re-fill, this could again be a main start / mid points on the most popular trails.

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	4. Toilet / Shower Facilities, Deep Creek has toilets, but could definitely do with and upgrade to newer facilities.
48	There has to be a balance between the needs and desires of local residents who have worked hard to make the Northern Beaches their home. The limited points of access, limited parking and seasonal influx/dearth of tourists must be considered when planning tourism in the Peninsular communities - many of these communities are gridlocked in summer and poorly served in off- seasons because of unsustainably high commercial rent charged to local businesses. In addition, congestion on local roads resulting from multi vehicle households PLUS multi vehicle short-term rentals is causing lots of stress and distress in the area already. As a rate-paying resident I am against any proposal to increase tourism promotion for the beaches of the Northern Peninsular - ie north of the Narrabeen bridge.
49	The northern beaches has some of the best world class mountain bike trails you can find. They rival the canyon rocky shelves of Utah in the USA, they are as challenging as anything you'll find in Canada but some of the most picturesque and beautiful landscapes anywhere. I have met people on the trails that come from all over NSW just to ride the spectacular trails and scenery we have because it is so unique and fun. Creating a formalised trail network would truly make our amazing home a must-see destination for both local Sydney riders as well as interstate riders looking for places to visit and stay. There is a large enough network already to keep people in the area for weeks as they explore what the northern beaches has to offer. Expanding the trail network to offer more for all level of riders would be a massive benefit as well to help more people explore and enjoy the area. It would be amazing to recognise and formalise what is already here and available so people can get out and connect with nature while getting to know our special little piece of earth.
50	The Northern Beaches are an attractive destination because of our pristine environment. The most important consideration in any tourism planning is to ensure that maintaining our pristine environment, ecosystem and protecting wildlife is the absolute priority, and that we attract a diverse and multicultural group of tourists, without overcrowding any particular area or focusing on any particular demographic. Northern Beaches should always be a home for locals, and we should not feel that any particular part of Northern Beaches becomes overrun by tourists.
51	Hi, my thoughts are in 2 streams. Firstly, is to be clear on the problem to be solved. I realize there is a kind of overarching theme that is outlined in the detailed document. The problem to be solved: the northern beaches (NB) economy has shrunk because of COVID, most impacted is hospitality. before COVID this sector was worth about \$2bn, at least that's a number I saw in 2019. So, the problem is: the NB economy needs to grow the hospitality sector dramatically by way of encouraging residents to spend and attracting tourists. If the draft plan is specific in terms of numbers, then it's possible to create a plan of actions that is measurable. e.g. in 2019 we had 100,000 tourists visit and in 2020 we had 20,000 tourists. In 2021 (assuming COVID is controlled) we want to get back to 100,000 visitors. In 2022 we want to achieve 200,000 visitors. The means to get there should be specific and not vague and aspirational. Like, NB Council will engage with the top 50 packaged tour companies in Australia and incentivized to develop tours to the NBs. Second is to create a NB loyalty program. This can be the basis of all advertising and social media marketing. A name like, Love the

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	Northern Beaches, can be played with like, LOVE the NBs, Love the eNBeez, to create a memorable meme. On the back of growth in numbers of people who sign-up to the program could be developed into an App that is recognized in hospitality businesses across the region. As per normal loyalty programs, benefits could accrue as points, discounts, connecting visitors to the businesses they love etc If you create a visitor brand then it's feasible to build loyalty and track progress for NB hospitality businesses and visitors.
52	Pittwater does not want any of the current council, Manly/Warringah's plans for Pittwater! The only people you suggest that want this is people from outside or even inside the area trying to make money from filling the place up to the brim with population or causing traffic jams in a dead end peninsula, inconveniencing the residents and doing everything possible to turn Pittwater and its beaches into Disneyland! What community groups were used to determine anything about turning Pittwater into a tourist venue to make others rich? My opinion is that every effort that the current council makes is to turn a profit from selling Pittwater! Its not a fit for purpose approach by a council that is supposed to be representative of the people of the electorate! Once again Pittwater wants nothing to do with the current plans!
53	Very pleased to see that the amendments to NOT allowing dual occupancies in R2 zones to be built except in the 1 K radius of shopping centres, has finally been drafted. Currently a dual occupancy development next door in Bayview has managed to slip through in July 2020, after the codes were changed in NSW 2018 and council allowed the time to lapse in making submissions against this. Unfortunately, this dual occupancy will go ahead but at least the future of this beautiful area is looking a little brighter if this submission is accepted by government. In terms of any housing developments in this area, the Mona Vale road extension must first be completed. It is currently a major headache for existing residents and couldn't possibly have any more traffic. There are many good ideas..But something that will really help the local economy, is creating a stronger night life for TOURISM and locals, 5his will create more work for anyone from hospitality industry, traders, food suppliers (so all the chain up to farmers etc.) artists, our local breweries and so on.... Tax and gst in the pocket and real money for real people... First of all you should close the main roads ls in front the beaches (where possible) .. Definitely in Manly and Dee why) and let local businesses, including new ones, using these new areas to set up tables or just using them as a court yards where you can drink or eat, while watching artist performing music. Exactly As happen in Europe or US.. Check Barcelona, Miami etc...This is one idea.. Good?
54	While it's wonderful to see council acknowledge off road cycling's value to the area in attracting tourism, unfortunately this documents statement that Manly Dam mountain bike track is 'one of Sydney's best mountain biking tracks' is simply not true. However, it certainly could reclaim this crown if council put some investment into developing this trail and help fend off threats like the Beaches Link road widening on Wakehurst Parkway. Council has invested very little money in the trail in the last five years and as a result it's in a dangerous condition for its key user group of intermediate riders and visitors are now going to better council run facilities such as Hornsby's Old Man's Valley and Sutherland's Mill Creek. With our abundance of amazing trails and landscape mountain biking should be a key plank of Northern beaches tourism strategy, just as it is in Tasmania but council will first have to invest and help formalise our local trail network. Whilst the plan identified that there is little Aboriginal cultural assets or products the international tourist is craving that experience. With significant cultural sights, rock engravings and Aboriginal artists in the area it seems remiss not to find the development of these assets into tourist product that could enhance the other tourist assets of the area and extend the stay of

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	international visitors. Developing a cultural centre near the Museum seems a great place to start - abc business development grants and workshops to develop other Aboriginal tourism products like guided bush food and medicine tours, weaving workshops, Bush food cooking experiences, rock engraving tours, an Aboriginal dance festival or black market.
55	<p>I am not in support of the extended access:</p> <ul style="list-style-type: none"> - traffic and parking aren't design for so many people - parking at Church point is already a nightmare, no need for more people - the weekend usage of the waterways are busy and on busy days not always safe. Some visitor consider the area like an attraction park with little understanding of their impact on the environment and the community - we chose to live here for its community feel, not for transient tourist appeal - there is already plenty Airbnb and similar for those seeking to stay more than the day - we don't want the area to be a new Manly or a new Bondi. - the idea of always developing business is a capitalist otopy, the residents are the ones impacted. - more development means more trees down, not the values we are seeking in the upper northern beaches.
56	<p>Whatever you do make sure you factor in any perverse impact. For example, I live in Dee Why and I don't want to see any more high-density dwellings or parking problems escalate. You've missed an opportunity to consider the redevelopment of Brookvale Industrial area as a tourist attraction. Compare to Alexandria for eg and Canberra bus depot markets. So much potential here specially to cultivate a night life beyond Manly. My young adult kids are already going to boutique breweries but you could cultivate so much more - just open up to creative people, including our indigenous people - food, art, theatre - pop up or other.</p> <p>Also not a tourism issue per se but in terms of economic recovery - offer up more work hubs for local city workers so they can work closer to home.</p>
57	<p>Thank you for the opportunity to comment. Firstly, as a rate payer I believe the Council should be using our rates to look after residents, the essential services required & enforcing the protection of council reserves etc to retain the natural beauty of this unique area. Visitors come here because of the latter.</p> <p>The NB is a big LGA with many suburbs. The 'Destination Northern Beaches' plan will be concentrated on a small number of actual beach villages (aka Pittwater) as I can't envisage tourists flocking to Belrose or Frenchs Forrest. The lack of infrastructure, not the least being a true public hospital, is already struggling to cope with the current, & steadily increasing number of residents. The Northern Beaches housing strategy (also up for comment) will obviously impact seriously on the stretched infrastructure & natural environment that visitors & residents so love & that native wildlife so needs to survive. A city needs lungs to breathe & Pittwater is a beautiful & essential part of this. Once gone, it's gone forever. I have read the Destination Northern Beaches plan carefully & for the reasons above, cannot in any way support it. I implore you not be the Council that 'kills the golden goose'.</p>
58	<p>You correctly identify that the majority of visitors to Palm Beach are from NSW (mainly Greater Sydney), are families, the 55+ age are a key spend target and that more overnight stays are a primary goal. You have not noticed that these are precisely the people who</p>

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	would flock to Palm Beach if they could bring their dog! You are going to have to recognise that everyone with dogs simply bypasses the Northern Beaches to go elsewhere. Dog sitting is expensive so you immediately lose a big potential market. In Europe dogs are welcomed in most hotels and even have room service and other facilities. On the Central Coast they are just a normal part of life. I personally find Manly often overloaded with activities and crowds and would welcome less. I pay significant rates and would be quite happy if there were a lot less crowds, and if North Head could be left in peace and quiet, and Little Manly too, ...
59	Starting a shuttle bus/walking tour of the Brookvale Breweries and distilleries. Will drive more tourist to the area who are not so confident with taking public transport into the middle of an industrial area. Also, the additions of crosswalks etc across Mitchell Rd would help increase safety not only for tourists but the amount of workers in the area walking to the many cafes. Something they have setup in the inner west for the breweries [REDACTED] [REDACTED]
60	Seriously? Why do you assume that people who pay a premium to live over here want an increase in tourism. Look what has happened to Byron where the visitors outnumber the locals. Is this what we want? Do you envisage another Bondi - full of pack packers? Do you think that a constant stream of visitors is going to look after our pristine environment the way we do? Just look at the ridiculous amount of litter at Governor Phillip Park after a public holiday - yuck. Do you think we can accommodate the increase in traffic when the Palm Beach markets is enough to warrant a park and ride because there aren't enough parking spots on the day? I see an increase in noise, pollution, the afore mentioned traffic - where will they all stay? Do we want more caravan parks and Air BNB's? Apart from the money (it's always about the money), why do you people think that development and massive change always represents progress? You are supposed to represent us and I would imagine there would be a lot of resounding no's to your plans. Let me add mine. I am against your proposal.
61	I oppose what I have read in the proposed plan for the Northern Beaches. The idea of supporting business already here and impacted by the Covid lockdown I do support but creating a tourism destination for our beautiful northern beaches is not viable given our infrastructure and the only people I know who want more housing and potential high rise developments are councillors and developers. I have lived here for 58 years and never thought I'd want to leave my beautiful beaches but the overload of housing in the Warriewood valley just to name one has left us with not enough school, kindergartens and our roads are overcrowded and in appalling state. I am now thinking of life away from the Northern Beaches as State and Local governments have ruined what was an ideal place to live and raise my family. Shame on those who haven't had the vision to keep the beaches an idyllic place to live and visit. Who wants a Gold Coast in Sydney, not me?
62	I have read through your proposal thoroughly. I noticed that there were no grounded strategies to improve the sustainability of our DMP plan. How will we encourage visitors to recycle? Why don't we have Public Recycling bins with both paper and bottles at beaches? I have been living on the Northern beaches my whole life and have never learned anything or found anything about Indigenous

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	<p>heritage, however I would love to learn about its significance on the beaches. So I was confused to see that highlighted as a core part of our 'offering'. Therefore, I would love to see more accessibility of residential knowledge transfer so that we may, as residents, educate and transfer this valuable knowledge of our First Nations People's: both in language, customs and traditions.</p> <p>Can the destination northern beaches plan include increasing available hotel accommodation? Having had a family wedding here on the beaches we found little choice of accommodation for interstate guests. I am also a member of a local outriggering club. We have held state titles at Palm Beach but again if those travelling from afar wish to stay for the weekend there is little affordable accommodation.</p>
63	<p>No high-rise developments north of Narrabeen. No Flight Decks or similar polluting the northern Ed of the northern beaches. This causes housing prices to fall, under durable elements drawn to the area delivering higher crime rates. A strain on our out-dated sewerage system at Warriewood which cannot cope now. Much higher volumes of traffic creating pollution and more stress on our public transport. We don't want our pristine area becoming unviable with this monstrous development planned.</p>
64	<p>Road cycling should be listed as you have listed off-road cycling. I suspect there are greater number of visiting road cyclists than mountain bikers? I know people seem to hate us lycra cyclists but you can't ignore the numbers of residents and visitors enjoying this activity. I can assure you that most of us have plenty of money to spend too! A great opportunity to embrace road cycling! The cycling and triathlon clubs are also very active in racing as attracting visitors.</p> <p>I do not feel that an large increase is in the interests of the area north of Narrabeen. An increase in tourists would mean more traffic and nowhere for them to park. The roads are already busy particularly at weekend and in the summer. Car parking is frequently difficult both in the village centres and at the beaches. To enlarge car parking and roads would be to the detrimental to the environment, the bush and the flora and fauna that is already struggling.</p>
65	<p>I am opposed to the Destination Tourism and COVID Recovery Plan. Our roadways and parking simply are simply already overflowing. The traffic congestion on weekends with tourists trying to get to the beaches is a nightmare for local residents and trying to find parking is nigh on impossible! Until these issues are adequately addressed, we cannot encourage more people to our region. This funding should be used to support our local businesses who were unable to trade during what should have been our busiest time of year.</p>
66	<p>As a northern beaches (Pittwater) resident I am happy for manly to carry the burden of massive tourist visitor numbers all year round. With its closeness to the city and range of facilities, attractions, accommodation and transport accessibility it is sensible for this area to maintain its pre-eminence as destination of choice.</p> <p>Palm Beach is much less appealing with its distance from the city and limits on the attractions on offer because of limited land availability and transport limitations.</p> <p>The number of visitors to Palm Beach in summer is already well over its capacity. Parking is impossible, restaurants and shopping venues overrun.</p> <p>Smaller spots such as palm beach Avalon Whale Beach Bilgola and Newport are just too small to have a yearlong tourist influx as the writers of this report are hoping for. These areas are small residential hubs and cater for the residents all year but are overrun in "the</p>

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	<p>season” as the wealthy eastern suburbs come to stay and the western suburbs day-trippers invade. These poor people sit for hours in traffic queues to leave the area because our roads are 1 lane each way from Newport. To encourage more people to visit the area throughout the year is irresponsible. It is unsafe with the nearest hospital so far away on congested roads. It makes living here unpleasant for residents and sacrifices their amenity and their investments to a desire to somehow run tiny suburban shops to an overrun trashed tourist hotspot capacity. As a resident of Avalon I have taken to becoming a hermit throughout January until the chaos and crowding and madness calms down. Residents don’t need this stress in their lives all year round. I expect to hide away during the day and avoid dining out in summer but I don’t believe it’s fair for residents to endure the hordes all year in an area that could never cater for the expectations of Destination Northern Beaches.</p> <p>Keep the hordes down at manly please- you’re welcome to them. You correctly identify that the majority of visitors to Palm Beach are from NSW (mainly Greater Sydney), are families, the 55+ age are a key spend target and that more overnight stays are a primary goal. You have not noticed that these are precisely the people who would flock to Palm Beach if they could bring their dog! You are going to have to recognise that everyone with dogs simply bypasses the Northern Beaches to go elsewhere. Dog sitting is expensive so you immediately lose a big potential market. In Europe dogs are welcomed in most hotels and even have room service and other facilities. On the Central Coast they are just a normal part of life.</p>
67	<p>This idea of increasing the population anywhere on the northern beaches is ludicrous. The traffic is already horrendous almost all day. Peak hour is gridlock. The beach parking on the weekend is almost impossible to get a park. Park & ride parking stations are totally inadequate for the amount of people already crammed into this area. Enough is enough I totally object to anymore development that increases the population on the northern beaches. To make it worse taking away our public hospitals has been totally irresponsible for the number of people living here. But I guess the decision has already being made just like the hospitals being taken away. It makes me angry when the opinions of the majority people is not listened to.</p>
68	<p>Please consider allowing the development of affordable accommodation for visitors who may wish to stay for longer than a day. Narrabeen Caravan park is often booked out and as far as I am aware there is a dearth of motel or guest house accommodation. The units available at Mona Vale Beach near the park are widely considered to be below standard. Please also consider increasing the amenity of the coastal walk between Mona Vale Golf Course and the Mona Vale Surf Club by building a boardwalk.</p>
69	<p>No. No. No. The northern beaches do not need or want to become the next Manly or Bondi. The benefit to a small number of Business is not in balance to the negative impacts on 90% of residents. We have a lot of tourists already, with air bnb - have you actually researched the numbers. Avalon and Palm Beach are already overcrowded due to tourists. We do not want or need more. No.</p>
70	<p>We don’t need an increase in tourism on the Northern Beaches. Weekends on Northern Beaches roads are already like a car park. No point going to a car park or shopping centre because there is nowhere to park. No point going to the beach unless you park miles away.</p> <p>As a local there is so much I can’t enjoy because there are too many people already.</p> <p>Love to go to Shelley Beach for a snorkel, maybe enjoy a brunch or walk along the beach, but so many cars that’s streets become one</p>

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	<p>way, so I don't bother ever visiting. Love to go to Dee Why beach for a meal, but can't get anywhere near the place, so don't bother. Many of us bought here years ago because of the lifestyle and the fact it is quieter than places like Bondi, but the lifestyle we paid for is gone, yet you want to further increase tourism. The Northern Beaches is already overpopulated with residents, we don't need even more tourists.</p> <p>More tourists. Will mean more accommodation is needed. More tourists will increase already gridlocked roads. We do not want the Northern Beaches to become another Gold Coast or Bondi. More tourists means more costs charged to ratepayer to maintain the roads, Beaches, garbage etc.</p> <p>Ratepayer and residents will pay more but get less. Less access to Beaches, shops, cafes etc and less time and space to enjoy what we have to offer.</p> <p>Please Northern Beaches Council, listen to your ratepayers and forget the ridiculous idea of increasing tourism.</p> <p>I have read through your proposal thoroughly. I noticed that there was no grounded strategies to improve the sustainability of our DMP plan. How will we encourage visitors to recycle? Why don't we have Public Recycling bins with both paper and bottles at beaches?</p> <p>I have been living on the Northern beaches my whole life and have never learned anything or found anything about Indigenous heritage, however I would love to learn about its significance on The beaches. So I was confused to see that highlighted as a core part of our 'offering'. Therefore, I would love to see more accessibility of residential knowledge transfer so that we may, as residents, educate and transfer this valuable knowledge of our First Nations People's: both in language, customs and traditions.</p>
71	<p>I object to this plan for the northern beaches as the area does not have the road infrastructure to support additional traffic. There is insufficient parking on the weekends at the beaches already and without a train line or improved bus network this will cause havoc to already clogged and congested road arteries. You cannot park at the beaches during summer and if there are any events; beach carnivals, Cole classic, surf competitions, volleyball comps etc it is impossible to access the beach and park. More planning needs to be considered. Public transport options need to be improved and provided (train, Bus etc) rather than the beaches link tunnel which will encourage more people to drive to the beaches and bring 40,000 extra vehicles to already congested beach areas.</p>
72	<p>I think it is great to find ways to improve economic outcomes for the local small businesses highlighting all that Northern Beaches have to offer. Two things I feel are lacking in the area is diversity and cycling infrastructure. It is a shame how many people drive to Western Sydney and further south for family friendly mountain biking. The jumps at Bare Creek are a step in the right direction, but also a bit overwhelming. We need mountain bike activities that are better for small children. This will increase the participation from their mothers as well. The trails are too technical in the area, and not always in great condition. Additionally, too many people ride when they're wet. It would great to see more access to food and tamer trails in the area. The new cafe, Tempo, is a great example. There is now easily accessible food for people looking to make a day of riding around the national park. Unfortunately, the trails nearby are suitable for small children.</p> <p>What if we traded a golf course for some flowy, family friendly trails? I jest, but I think that making it easier to cycle around the northern beaches would attract a lot more families who could pop over the ferry and ride to Brookvale or Dee Why. There isn't good support for safe routes, and the shared cycleways fall so short with many dangerous passing's and obstacles. I recently had a pedestrian knock</p>

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	over my 3 year old son, by walking into him from the bus stop. This was after he and I made eye contact. He looked right at us! Cycling is more than adults in Lycra, and it shouldn't limited to parks scattered across part of the beaches.
73	Formalise mountain biking trails and create infrastructure to support the growing sport. Have a look at Derby and Maydena in Tasmania and the success of mountain biking.
74	I have been a resident of the far northern beaches for 66 years and thus have experienced changes that were inevitable and changes that should not be encouraged. I would like to point out that our topography , a peninsula our environment and our historical lack of purpose built tourist accommodation sets us apart and it's not appropriate for council to compare greater Sydney or use it as a benchmark when planning for visitors. The only alternative is to turn the fnb into one big Airbnb, how's that worked out for Byron or Crescent Head where residents can't find car park. The roads on the Fnb are narrow and totally congested and dangerous. Places like Avalon would have to double the size of their parking and as for Palm beach near the ferry that's already a disaster. If council wanted substantial overnight accommodation their about 50 years too late.
75	We do not have the infrastructure to support any more development in the area from Newport to Palm Beach. The locals are opposed to increased tourism ...our area simply cannot support the numbers as it is. The roads are congested. There is not sufficient parking. Attempting to stuff more people into this area is foolhardy.
76	<p>This may not be entirely applicable but I found the paper too broad to be useful. I ran a small tour business which picked up internationally travellers from Manly Wharf and either took them along the coast up to Palm Beach and then into West Head, or up to St Albans and through Yengo National Park to Wollombi and the Hunter Valley. The trip to the Hunter took off with 80% British over 55 visiting their expat children on the beaches. Rest were Western Australians. And some waiting to get on a cruise. The Beaches day trip did not take off. National Parks required a large commitment, there were legal issues with cliff top walks, and everyone wanted to go swimming, which with Australian insurance issues became very difficult. Also, the concierges not from this part of the world could not see the point and thought a public bus trip to palm beach was enough, not understanding the hidden gems of our coast. They just did not have the time to take up my offer of a free day tour.</p> <p>Although not on the beaches, my tours did enrich the experience available to tourists on the beaches. AS I have a Biology degree with majors in Ecology and the Flora of the Sydney Basin. The tourists got a real snapshot of the bush. They loved it up at the back of St Albans.</p> <p>Personally, the best thing for my tourists would be to offer whale watching from a Manly Pier. It would have sealed the destination as offering something on an international class. The views from Palm Beach, West Head, Turriameta Beach, Narrabeen Lagoon can compete on an international basis. and maybe the microbreweries popping up over the beaches. But we have to be very careful that what we offer is equal to a day in London, or the castles of the Loire, or a cruise on the Rhine. If it's not, don't screw it up. Because it will be forever damaged. As a resident of the Northern Beaches for 30 years I have seen the damage done to our beautiful area through overdevelopment and increased tourism. I already support local businesses and rarely need to shop outside our locality. I have on many occasions been caught in vehicular traffic and not been able to access my residency, my children who live further south</p>

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	refuse to visit on the weekends due to heavy traffic. During holiday time it is near impossible to find a parking space to shop and whilst I try to walk to the beach the small pathways I use are not maintained and are in a bad state of disrepair - if I drive to the beach it is near impossible to park unless I go at 7am. I cannot support your drive for tourism as it destroys the lifestyle of people who live in the area who chose to live here because of the casual, easy lifestyle and not the build-up of noise and traffic. I am sad to see NBC approving so many granny flats and totally oversized houses for holiday makers which is destroying our natural environment which is so important for our health and wellbeing and providing habitat for our local fauna. Completely against this proposal! Do not destroy another piece of paradise to line the pockets of greedy developers! Mona vale is already congested. We do not want to see another repeat of the disaster created in Dee Why and live in the shadows of high-rise buildings. We did not ask for this and do not want it!
77	Hello, I believe the words 'extreme tourism' to create fear amongst our community. Sure, we like a little tourism and I think most locals enjoy the buzz and excitement that goes with the busy summer period as much as the calm, serenity that is the feel when the tourists are not around. Besides the fact that we are a dead end and traffic will never be accommodated in our area, we strive to maintain our sense of community and this will most definitely be lost with this idea of extreme tourism. When will people stop sacrificing quality of life for the prospect of making MORE money? Is it the people making the decisions whose quality of life will be destroyed? Probably not but the idea of a year-round influx of tourists in this area could not be a good thing for the people or the environment. Please do not proceed with this plan!
78	I object to proposed plan, particularly for growth in the northern beaches. I reject to more housing and increased density housing. Suburbs like Avalon and further north simply do not have the capacity for more residents. The narrow roads with only one option cannot take any more traffic during peak hours and school time. Moreover, the very reason that people want to visit here and live here is because it is beautiful, with magnificent flora and fauna and low density housing. A move towards higher density will change Avalon and I strongly oppose any such plan for this suburb. Expecting more population does not necessarily mean we need to provide accommodation in areas that cannot hold it when there are suburbs that are expansive enough to withstand that population change such as Terry Hills and Ingleside.
79	I am against the plan you present and shared as I find with all of the recent work presented by council, it is not thought through and considered with full impact. I have objected the Bilgola shared zone and the shared bike/footpath - too risky, bad environmental impact, no clear strategy on how to handle impact for residents etc. These form part of the proposal and therefore I object to the development and the related plan. The engagement with residents has been non-existent or very bad and I would strongly recommend a closer link to the community to develop solutions that are workable,
80	Consider more mountain bike trails in the Kurringai park, it's a magnificent area with amazing scenery and really good potential to give people a safe, open air form of exercise and recreation. Riding a bike alone or with friends and family outdoors is an uplifting experience. It's a break from the oppression and doom and gloom of Covid rules and restrictions. It requires no policing and we have a HUGE opportunity to build support businesses around this. Trails can be built very inexpensively and maintained by volunteers. You don't need millions of dollars, just speak to the local clubs like Garrigal Gorillas and give them locations and permission. The rest will

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	<p>just happen.</p> <p>Increase waterside destination venues. Places people can go by boat or car and enjoy the magnificent Pittwater and creeks along the Hawksbury. Dredge the stinky mud from the outflows and drains to make areas along parks pleasant to spend a day picnicking, swimming, or at a hospitality venue close to the beach/swimming area. This notion that dredging in these places with mud and silt build-up has environmental impacts is really just an excuse! Stop selling waterfront land that provides public access to the water. It's crazy that a few affluent people get exclusive rights to these areas and the general population end up trying to squeeze into tiny car parks and between the high and low tide marks. Sand point in particular is an example of a beautiful beach for families that is owned by a dozen or so grumpy, affluent folk.</p>
81	<p>The DMP states "Off-road cycling is a growing market within the nature-based tourism sector and this niche is rapidly growing in popularity". Early this year with Covid travel restrictions there was a 300% increase in bicycle sales compared to corresponding periods of previous years.</p> <p>This is untapped participants ready to be involved in local riding experiences. The NBC has only one sanctioned trail (Manly Dam) which does not cater for the diverse nature of the sport. Only recently after a 12 + year wait we have finally been presented with the Bare Creek Bike Park. Visitors are coming from all over the state and once Covid restrictions are lifted, international and interstate riders will be visiting the Northern Beaches to stay, ride and spend their money in what "could" be the best MTB destination in the world. Especially when you combine it with the surf beaches and restaurants. It can be an ecologically sustainable tourism experience which encompasses, social and recreational riding, touring, competition, cycling festivals and spectator events. It reaps huge health and social benefits from getting out and about in the fresh air.</p> <p>NBC needs more MTB off road trails to make it a viable destination to compete with other states like Tasmania and Victoria. The income generation possibilities are enormous, not just to the bike industry, but also tourism and local retailers.</p> <p>NBC and NSW is lagging behind and if not addressed ASAP they may miss the boat.</p> <p>Sorry the Tassie boarders are open and I'm going on a MTB Holiday. See ya.</p> <p>Council should prioritise working with other landowners and stakeholders to leverage the potential for mountain biking-based tourism in the region. With Bare Creek Bike Park, Bantry Bay trails and Manly Dam, the area has the bones of a MTB network that will attract tourists from elsewhere in Sydney, other parts of NSW and Australia, and even overseas if done right. Coupled with readily available accommodation, food and beverage outlets and magnificent beaches, such a strategy would be a winner. Please don't commercialise our area any further! Ratepayers here would like the council to act for the benefit of ratepayers... we DON'T want a tourism hotspot. We came here for a residential lifestyle, not teeming visitors. We want basic services like a completed footpath at the end of George St in Avalon where boats, trailers etc are parked. Already, people have tripped and fallen against trailers when getting off the road as cars approach. Children on tricycles, toddlers in strollers, mothers with babies, elderly folk, residents from the John St nursing home in wheelchairs are all vulnerable users of this stretch of road... and it is unsafe! I have separately requested such a path in the past and have been rejected. Does it take a fatality to get a simple safe path in this busy area?</p> <p>Your "engagement" activities have been very targeted to an agenda that does not meet our simple requirements, so that items like the above don't fit in, no matter that you claim community consultation.</p>

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82	<p>I write concerning the idea of “promoting tourism” north of the Bends. There is a single lane road to Avalon, known as “ the Bends”. This is the only access route to the part of the peninsula from Avalon Beach to Palm Beach.</p> <p>Avalon Beach is a quiet residential area. People choose to live here for a quiet lifestyle away from the city and closer suburbs. We have seen a big increase big visitors increase in our area, particularly during Covid 19.</p> <p>Day traffic of visitors on weekends, and often during the week already causes very long slow moving traffic jams, and parking chaos. This makes it very hard for RATE PAYING RESIDENTS to enjoy the area, or even get out of their homes to shop or exercise.</p> <p>In the event of a bush fire or other emergency we would not be able to escape to south of the bends because of the clogged day tripper traffic, without the addition of escaping residents. To promote further tourism into the area is to invite a calamity if there is a bush fire.</p> <p>The area north of the bends is already overstressed with day trippers. They add nothing to the local economy other than the odd coffee or take away and they severely limit the quiet enjoyment of our chosen place to live.</p> <p>I and many like me will be outraged if you further promote tourism in this area! We are already like Venice, Barcelona and other European cities where the locals are pushed out by the visitors. Stop this madness now. No way do I want tourism increased on the peninsula (Narrabeen to Palm Beach)</p> <p>So much has changed in last decade and the lack of planning for the increased families and vehicles for residents and increased services (delivery vehicles on the road) is significantly higher. This comes with a bunch of problems like slower traffic, congestion, lots of damage to street parked cars due insufficient space and crazy driving, parking difficulties due to insufficient allotments. Using my local area on a weekend in summer and either side is already a drain when I’m taking the kids to events/trying to park at a beach or at certain shops. Driving us necessary as the bus timetables are inadequate.</p> <p>North Avalon to Palm Beach cannot handle any more traffic than what already comes through in good weather on a weekend all year round and also during school hours and surrounding times. Traffic jams at 8:30 from Palm beach to Bilgola are already common. Add in garbage collection days and there’s more delays.</p> <p>Until the peninsula is working well for locals, please do not even entertain turning it into a tourism haven.</p>
83	<p>I would prefer we aimed higher than provide employment for Baristas and bed makers - these jobs seem to go to back backers most of the time anyway</p> <p>How about an education or technology cluster give our young people something gritty to aim at.</p> <p>Less gritty more arty - and Art Apprentice process like the old Renaissance process seemed work for the likes of da Vinci and Michelangelo.</p> <p>Provide a Northern Beach's campus for the Conservatory of Music. Look to combine the Arty with the Gritty - Special Effects Aspiration and Inspiration V perspiration with little appreciation(may be a dollar tip - surely that's appreciation - no that's sarcasm)</p> <p>The beaches are already overcrowded during summer. Any more people coming into the area and we would not be able to park at our beaches. The infrastructure is not good enough. If there are to be more people, we require better facilities for parking - let's face it most people come in a car to our beaches. The traffic is terrible morning and afternoon - it takes us 30 mins to get from Palm Beach to Avalon some Sunday afternoons. We cannot accommodate more people with present day facilities.</p>

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84	<p>Hello & thank you for the opportunity to respond to Destination Northern Beaches (DNB). It is reassuring to see a pragmatic, realistic position paper coming forward. The Northern Beaches occupies a major place in the minds of a great many people throughout the Greater Metro area of Sydney.</p> <p>I have only just coincidentally, come from a discussion about how, as a family we used to visit and holiday on the northern beaches when we were children before eventually settling here. Since that time, the Sydney population has grown and I'm sorry to say, so too has grown an unwelcoming feeling among community groups on the northern beaches towards 'others' coming to this area. This attitude has led to the slowing down and stopping of a great deal of infrastructure and progress that would benefit both residents and visitors.</p> <p>I have always seen the beaches economy being linked to what the beaches provides and thought that the Greater Sydney Commission might recognise the importance the beaches area plays in the R&R of people throughout the Sydney area. That such recognition might justify and support the improvement of roads & facilities – e.g., the main roads that feed the area. The Mona Vale Road improvements at present underway will help enormously. Wakehurst Parkway is long overdue for improvement to cater for higher volumes of traffic. So too are some local roads in the beaches area. E.g., Barrenjoey Road north of Newport – 'the bends'. This is an area that historically has been seen by local community groups, not intent on sharing the beaches, as a preventative measure for people coming here to visit or holiday. I hope the practical, realistic views in the DNB will demonstrate that the beaches area is a part of Greater Sydney and that such groups will accept this view.</p> <p>In due course, sooner the better, the extension of the B1 bus service to Avalon Beach and a forward plan for a rail service (which is subject of more support than many want to acknowledge) should be planned.</p> <p>I am aware through contact with those who work in the hospitality management area in the Sydney CBD, that when hotel residents seek advice from hotel reception of what to do for an enjoyable day out near the beaches that travel to the northern beaches either by public transport or other is suggested and recommended. It is a common suggestion in many hotels.</p> <p>I support the plan and am aware of those who I have discussed it with that the good sense that it conveys in the way of economic hope is widely supported. I make it a point of being among other pragmatic, progressive people and I can say we are the majority who want to see acceptable development. We are therefore not associated with local community groups whose main aim and objective it would appear to us, has always been negative and non-supportive of any type of progress. Hence the 'progress associations' of old have become residents' associations to largely prevent change.</p> <p>The potential to achieve what is outlined in the discussion paper is excellent in my view; particularly as the beaches centres are becoming increasingly attractive. Newport looking very stately in the main street (Barrenjoey Road) with the growth of Norfolk Pines and Palms. It is a shame that the Avalon Beach centre does not have the same appeal with the centre-of-the-road trees that would have been more appropriate in another area. Any chance of replacing them and emulating what's in Newport would be better.</p>
85	<p>I am against further increase in tourism for the area. The location and amenities provided by the ratepayers are overstretched at present. Asking them to live in an area where it is already impossible to park and stretching travelling time to local facilities seems to be against the very reason your ratepayers have chosen to live here. I for one would change my residency to a less urban environment. So, to have our chosen Council hell bent on encouraging out of area tourism for the benefit of a few seems to be a great</p>

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	way to move present ratepayers out of the area.
86	Without council tackling real issues, like reopening the manly aquarium. The plan is doomed to fail
87	Mona Vale and greater Pittwater does not have the infrastructure to accommodate more people. The council needs to better meet the logistical and lifestyle needs of the current population before considering increasing numbers of visitors. Traffic congestion and environmental protection against land/ mangrove/ tree destruction from too many people/ pets will be magnified by more visitors so NO to increased tourism as it will negatively impact daily life for most residents
88	<p>Thanks for the opportunity to comment.</p> <p>Every weekend, and to a lesser extent weekdays, thousands of road cyclists enjoy the incredible beauty on offer across the northern beaches. Generally, the profile of a road cyclist is someone with reasonable disposable income and appreciation for the great outdoors. These are not only residents of the Northern Beaches, but also come from all across Sydney to ride the area. Cyclists can often be seen anywhere from 2 or 3 to larger groups, stopping at cafes all across the area to inject income to the local economy. While this is a great encouragement, I see zero in this Destination Northern Beaches draft to accommodate this vibrant and growing sector. There is mention of off-road cycling which is a much smaller subset of cyclists.</p> <p>Northern Beaches could rival the great cycling areas of Europe by thinking about several things:</p> <ol style="list-style-type: none"> 1. Education of all motorists and enforcement of road rules ~ there is much aggression, dangerous behaviours, impatience and overall disregard for cyclist's safety. For example, riders are allowed to ride two abreast and motorists must pass riders with a metre to spare under 60kmh and 1.5kmh on roads 80kmh or more. 2. Encourage local businesses to accommodate cyclists ~ a recent great addition of thoughtful application to the cyclist market is Tempo cafe at Terrey Hills.....large tables, bike racks, simple menu, great coffee and service. It's already in a short time garnered a strong loyalty from cycling fans. Considering the hundreds of cafes across the northern beaches, its odd that this is perhaps the only one that's really thought about the needs of this market. 3. Build weekend and holiday packages ~ work with accommodation and hospitality providers to create packages that would encourage people from other parts of Sydney to stay a night or two. These people would then spend in restaurants, cafes and pubs all around the area. Cyclists may happily billet other cyclists for free. Develop a cycling friendly cafe guide as a way to reward businesses that really support this segment. 4. Sign posting with key milestones on a ride ~ Europe does this incredibly well. A ride can be well planned in advance with markers every few kilometres showing distance to next major point, incline percentages on hills, destination pointers etc. Cyclists love these things and would feature often in social media posts. 5. Roads and infrastructure ~ as a follow up point to 1 above, our roads in some places are poorly maintained, making an already risky sport that much riskier. Bike paths, while good, don't suit road cyclists who travel at speeds much higher than a path can accommodate. Most bike paths are shared with pedestrians which is not a good mix. 6. Link activities with appropriate services ~ example, a ride to Palm Beach in the summer....cyclists might want to stop, have a swim, dry off then head back. However, its impractical to carry a towel. Could the local surf lifesaving club provide a cheap shower and towel

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	<p>service.?</p> <p>7. Designate no traffic zones at certain times of the day ~ perhaps weekend mornings from 6 to 8 am, no vehicle traffic allowed out to West Head or Akuna Bay (workers excepted).</p> <p>These are just a few ideas that I'd love to see considered for the plan.</p> <p>without doubt the natural beauty of the Northern Beaches is unsurpassed. However what lets the area down is the urban ugliness with too many signs and ugly street furniture not to mention the poles and wires and council's lenient attitude to graffiti , The mayor has endorsed the concept of removal of poles and wires but this will take years and council should get their own house in order by limiting the number of signs .</p> <p>Other improvements would be a plan to plant more Norfolk Island pines along the beach fronts and also to develop a rock pool for Warriewood Beach.</p> <p>Having previously submitted some comments I have had a few more thoughts</p> <p>I am always concerned with the aesthetics of our coastal beaches which makes me wish to point out the ugly industrial looking storm water outlet on Collaroy beach. while it may be too costly to relocate it is my suggestion to extend it with the aim of creating a beach groyne. This may have an effect of influencing ocean currents and lead to a sand build up on the northern side which no doubt would help with the beach erosion problem towards Narrabeen. a well-built rock outcrop would no doubt soften the ugliness which is now evident</p>
89	<p>The rugged scenic beauty of our Sydney sandstone overlooking vast waterways and beaches is the perfect backdrop for adventure eco-tourism - namely mountain biking. It ticks all of the goals as it provides year-round opportunity for extended visitation. An existing informal trail network could be made formal and link up areas that are currently seen by few. It provides opportunities for collaboration with national parks and aboriginal land council to work with local council to deliver world class mountain biking facilities for a buoyant growing eco-tourism market. It allows less popular areas to be developed and assist the growth of local facilities and services which are essential for our local economy. Think accommodation, food and beverage, retail and hire facilities. Mountain biking has proven Australia wide that small infrastructure and trail building can reap large return on investment dollar wise. It fits in with the local image of an outdoor healthy lifestyle and eco based recreation. The opportunity to create an off-road bike track out to west head for example is one initiative to target underutilised areas such as Terry hills. Linking mountain bike trails with the water ways like manly dam, or Bantry bay provides world class scenery for eco tourists. The rugged bushland of garigal NP above Narrabeen lake and off Belrose provides a perfect adventure background for bike tourism. Interstate/ international Bike tourism usually involves multi night stays and eating and sleeping locally near the trails. The beaches are well known for beauty it's high tide we show our sandstone escarpment in the same light.</p>
90	<p>In reply to some of OUR GOALS</p> <p>1. RESPOND TO COVID SAFE PRACTICES AND MARKET TREND</p> <p>Whilst we still have closed international borders and often interstate borders, there are more locals visiting our beaches & parks. This is putting a strain on how the local ratepayers/community can enjoy these facilities. Many Northern Beaches residents therefore do not</p>

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	<p>want any more tourists at least until borders open & pressure is taken off local facilities.</p> <p>2. INCREASE LENGTH OF STAY AND ENCOURAGE REPEAT VISITATION</p> <p>TRANSITION FROM DAY VISITORS TO OVERNIGHT VISITORS AND ENCOURAGE GREATER REGIONAL DISPERSAL</p> <p>As above point1, pause on promotion of increasing stays. In fact, there should be a cap or ban on Airbnb type accommodation. The Pittwater region does not want to be an area of tourists.</p> <p>Increases in Airbnb type accommodation of private homes is turning residential neighbourhoods into streets of strangers sometimes with antisocial behaviour e.g. three homes in a row opposite are short stay accommodation resulting in overcrowded parking and recently two situations where police attended - a visitor overdosing and a street brawl.</p> <p>3. BUILD A RESILIENT & CAPABLE TOURISM INDUSTRY & STRENGTHEN & ENHANCE COLLABORATION</p> <p>The SWOT analysis was poorly executed & promotes forming a "united industry body".</p> <p>Unfortunately often these types of bodies are costly, time consuming & of self-interest to the individuals involved. Recommend that Council appoints a professional destination marketing company with proven experience including current industry & government contacts. Collaboration with funding to be obtained from State Government - Destination NSW.</p> <p>Where there are tourism opportunities, entrepreneurs will respond. Council can assist with fast tracking/reduced fees for licensing & development approvals. Post tourism/travel inhibitors eg. weather, industrial action, currency fluctuations, political unrest or government sanctions & health issues, travellers will revisit & return is they feel safe & the infrastructure is restored to allow them to do so. This is where Council can assist with physical structures or presence e.g. Visitor Information hosts, car park & road Marshalls, presence of council rangers patrolling parks & beaches, announcements & promotions across digital platforms.</p> <p>In summary, whilst tourism can bring additional revenue to a region, there are also costs in maintaining facilities, anti-social interactions due to over-crowding & alienation of neighbourhoods & these need to be evaluated as to any long-term benefits gained.</p>
91	<p>I do not agree with this part of the plan "Build awareness of a single, unifying identity for Sydney's Northern Beaches". It smacks of Council's amalgamation agenda getting in the way of a sensible marketing plan. It is not very market focussed. A better plan would be to emphasise the variety of destinations within the area - something for everyone! The urban joys of Manly and Dee Why, the unspoiled headlands and clean beaches of Pittwater. Variety, not unification should be the main message. Make an effort to be less inwardly focussed when coming up with the plan.</p>
92	<p>As a local northern beaches resident I would love to make our area a destination for mountain biking. We have so many beautiful trails and now with the addition of bare creek bike park, it would be great to be able to formalise more mountain biking trails, in addition to the manly dam trails. If you look at Whistler Canada as an example, their tourism is built around mountain biking and skiing. Summer tourism numbers for biking now exceed those in winter. If we were able to formalise more legal trails in the northern beaches area we could be known as a premier biking destination in Australia. Thanks for all of your hard work!</p>
93	<p>Full beaches, nose-to-tail roads, scarce parking all characterise the area north of Narrabeen during the summer months. Boaties cannot find a mooring on Pittwater or the Hawkesbury. The marinas are beyond capacity. It's often hard to find a spot to sit in our cafes and restaurants. The last thing the people who live on the Northern Beaches need is more tourists. We really want fewer if this area is</p>

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	to retain any if the charm that attracted people here in the first place. Development has already devastated the flora and fauna of the area - who last saw a koala up here? - yet they were numerous in the 1970s. We need to stop now to preserve what is left of our precious environment.
94	<p>Hi, my thoughts are in 2 streams.</p> <p>Firstly, is to be clear on the problem to be solved. I realize there is a kind of overarching theme that is outlined in the detailed document. The problem to be solved: the northern beaches (NB) economy has shrunk because of COVID, most impacted is hospitality. before COVID this sector was worth about \$2bn, at least that's a number I saw in 2019.</p> <p>So, the problem is: the NB economy needs to grow the hospitality sector dramatically by way of encouraging residents to spend and attracting tourists. If the draft plan is specific in terms of numbers, then it's possible to create a plan of actions that is measurable. e.g. in 2019 we had 100,000 tourists visit and in 2020 we had 20,000 tourists. In 2021 (assuming COVID is controlled) we want to get back to 100,000 visitors. In 2022 we want to achieve 200,000 visitors. The means to get there should be specific and not vague and aspirational. Like, NB Council will engage with the top 50 packaged tour companies in Australia and incentivized to develop tours to the NBs.</p> <p>Second is to create a NB loyalty program. This can be the basis of all advertising and social media marketing. A name like, Love the Northern Beaches, can be played with like, LOVE the NBs, Love the eNBeez, to create a memorable meme. On the back of growth in numbers of people who sign-up to the program could be developed into an App that is recognized in hospitality businesses across the region. As per normal loyalty programs, benefits could accrue as points, discounts, connecting visitors to the businesses they love etc. If you create a visitor brand then it's feasible to build loyalty and track progress for NB hospitality businesses and visitors.</p> <p>As a resident of the Northern Beaches, I object to the DMP for this area.</p> <p>Why?</p> <p>The northern beaches is a small area of Sydney, and a residential area. As such, we welcome visitors, but do not see the need to make the area a tourism destination or hotspot.</p> <p>Our small residential area will not be able to cope with large numbers of tourists. Already there are problems with traffic in Barrenjoey Rd, Pittwater Rd, Wakehurst Parkway and McCarrs co rd. These problems would only increase with the area becoming a "tourism destination".</p>
95	<p>Thank you for giving me the opportunity for expressing my views. I am a resident of Avalon.</p> <p>I have read the draft copy of Destination Northern Beaches and it seems that this is driven by local "industry" and not the needs of the local residents.</p> <p>I believe that tourism in our area is not sustainable. The influx of tourists to our area will destroy it. I believe that we all have a responsibility to protect the environment and not trash it by over development!</p> <p>The council should be more concerned about protecting our environment, not exploiting it.</p> <p>Avalon has poor public transport, we have lost our public hospital and now you are suggesting we encourage an unsustainable tourist industry.</p>

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	<p>More tourists means more congestion, more traffic and more backyard development.</p> <p>Avalon has become more and more busy and congested over the years with the influx of tourists, we don't want any more.</p> <p>Before the Avalon COVID cluster lock down, the area was very congested. The lock down showed us what life would be like without tourists. It was so much better. I am against the expansion of tourism in our area. It is a beautiful place to live and we need to protect it.</p>
96	<p>We have the ability to build a world class mountain biking destination in the local area, Derby, Queenstown are examples Sydney would offer an excellent stop override to base from.</p>
97	<p>Council needs to consider its position as part of a greater Sydney plan. To seek to create tourism opportunities Council has to offer the planning room and infrastructure for such development to take place within its management parameters as a council.</p> <p>The market will do the rest.</p> <p>There are many examples of how other councils have succeeded here. One needs only look at councils in tourist states such as Tasmania as a lead.</p> <p>Therefore the framework should be as follows:</p> <ol style="list-style-type: none"> 1) Infrastructure development for locals and tourists 2) Allowing market driven development for tourism 3) maintaining those aspects that currently attract tourism and enhancing them. <p>1a) - Look to other councils and how they succeed in doubling/tripling their tourism. There are plenty of examples. The Northern Beaches has significant natural attraction that isn't limited to its beaches. The beach attractions are already at a point, especially Manly, that the attractions are over successful and need infrastructure upgrade and controls to manage the excess tourists. Provide more flexible planning regulation in hubs such as Brookvale which has many breweries and distilleries but there is no opportunity to outside dining/drinking. total loss. Look at the land opportunity for say a Derby TAS style MTB park that attracts thousands of riders a year. NB has extensive opportunity, but council shows no interest in developing trails to attract high value individuals as in Derby/St Helens.</p> <p>The Many to Palm beach walk has been touted for years. Even funded... but there is little to no development of this iconic opportunity to date.</p> <p>The connection between Roseville bridge and Manly via walks along the Killarney and Bantry bay foreshores is another huge tourist opportunity not considered and lost. The list goes on and on and on and on. Without infrastructure the tourists will simply drive their cars to overloaded and crowded beaches. That's all that we are known for.</p> <p>1b) Limit tourism around high pressure point areas such a Manly/Fairlight and the beaches. The sheer volume of tourism is a 'put off' from Manly. The low-end low value development within Manly is another distractor.</p> <p>2) Planning should encourage high end development in Manly driving the lower end further throughout NB region. The NB LEP has little opportunity for medium density accommodation nor high density hotel accommodation hence there are few overnight stays. It's the horse before the cart. Become more flexible in planning to allow development to take place and the appropriate market forces will present the opportunity for growth. It's very simple.</p>

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	<p>But NB is staunchly anti-development - especially with the recent medium density intentions of the State Government which NB council fought against - so housing costs remain high; there is little to no population growth and there are either huge homes which can accommodate a family member tourist or many small apartments which cannot.</p> <p>Only with medium density can you expand the opportunity for more long stay matched with more affordable housing and more happy and comfortable population growth.</p> <p>3) Maintain high tourism attraction facilities better. There are still examples of poor/smelly/dirty areas and toilets at many of the NB beaches. Poorly surfaced areas of dusty lawns. Poor paths. Overgrown walkways. To encourage visitors to not arrive by car and walk from busses it has to be safe and comfortable. there needs to be shade. There needs to be either high quality grass areas or cool paved areas. Clean toilets and no open bins right next to iconic beach/swim areas such as fairy bower. Just the basics need to be adhered to to increase the tourist potential</p> <p>No thank you, the traffic congestion is already bad enough weekdays let alone summer weekends and parking is a total nightmare! The rubbish left in or near our beaches after public holidays and holiday periods is already a total disgrace.</p> <p>This plan would encourage holiday rental accommodation, increasing unaffordable housing and drive locals away. Ultimately destroying the community.</p> <p>Our community generally cares some others don't.</p>
98	<p>There is an enormous opportunity to leverage the natural assets to build a world class flow mountain bike trail line blue tier or the Thredbo valley track. Look at what blue tier has done for Derby and the massive tourism influx- especially since This would be a draw card to get tourists out of the palm beach and manly hubs. And its high-quality draw as well- the demographics of these riders - often families and those with high disposable incomes is brilliant. In addition, it is a likely a "free experience- however the industry that builds up around renting bikes, guiding, shuttles, food and accommodation would have major spill over effects. It would also complement bare creek incredibly well and really provide the missing link. I object to this proposal. I do not want more tourism in our area. We do not have the roads, public transport. Or Parking to facilitate an increase in tourists. I have friends who live in units next door to Avalon backpackers and they play drums/party every night. I do not want our residential areas to turn into tourist Airbnb with parties and constant turnover of guests. Please leave our area as it is and where we love to live. We pay the rates and we shouldn't have to struggle to get car parks and have the enjoyment of our environment crowded by tourists</p>
99	<p>This is a disgrace, how are you going to get all these extra people in?, by helicopter?</p> <p>The people who have come up with this plan need to drive to Palm Beach on the weekend, it's almost impossible and I live in Bilgola Plateau.</p> <p>I have lived on the Peninsular since 1970 ,when I was born in Mona Vale Hospital.</p> <p>I have a commercial refrigeration and electrical business with clients located on the northern end of the peninsular, one of my clients is Club Palm Beach and I have experienced on several occasions a forty minute commute from Bilgola Plateau to Club Beach on the weekend to carry out a service call, this is already a joke, let alone if you plan to add more people to our only road in and out of the area.</p>

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	<p>The plan to add more tourist to the area in the winter is a very bad plan as this is the only time we get to enjoy our area without all the horrendous traffic.</p> <p>There will no doubt be a lot of litigation against the council for mental health stress caused by this ridiculous proposal.</p> <p>By the way, way too much use of weasel words in your proposal, I lost count of how many times you used sustainable and I love the sustainable life.</p>
100	<p>I have just read the Action Plan for the Northern Beaches and believe it to be a wonderful idea. I recently launched AussieBirdingTours.com which are half day and full day birdwatching tours of the Northern Beaches!! How do I get involved with this Action Plan, Aimed at local domestic market, intrastate and interstate visitors. Full day and half day birdwatching tours in the northern beaches. How can I be involved in the process?</p>
101	<p>Reading through covid recovery plan. It seems that a lot has been written but I would like to see more defined steps - like a budget set to help small businesses, or perhaps funding for local artists/musicians. Or plans to help holiday apartments with their social media pages. Or perhaps plans to renovate council accommodation- similar to the recent upgrades to currawong.</p> <p>I also think the lack of domestic overnight stays is so low as there is very little affordable options that are suitable for families- I feel the family market is who you want to also target to visit the beaches. There are no outdoor public pools for kids or splash pads, parking is stupidly expensive for people coming into the beaches and I feel if anything discourages families or lower income families who can't afford to live by the beach from visiting. Simple things like mini mountain bike tracks for kids (we recently lived near one when we were in Canberra for my husband's work which was simple and brought in so many families and kids) The beaches has a lot to offer visitors but I understand there is a balance with keeping the area somewhat residential. However, there are a lot of real tangible things that can be done to help drive tourism in the area. The question is whether or not the "insular peninsula" actually wants it.</p> <p>Good work- happy to read the desire is there!</p>
102	<p>I think there is a huge opportunity in the Northern Beaches to take advantage of local mountain bike trails, bmx parks and the world class bare creek bike park. Northern Beaches could become a destination for biking, an attraction for both domestic and international tourism. This strategy has worked in a number of locations, including Derby and Thredbo along with many international locations. Please consider investing resources into developing more tracks, connecting them and building infrastructure to support them.</p>
103	<p>I live in Avalon beach. I do not want More people visiting and staying here because the roads are already very congested in the park tourism period (summer). The pressure on parking is already too great and increasing tourism will exacerbate this. Local business is aimed at supporting the residential community. An increase in day trippers would not benefit local Business at all because they bring their own food from home for picnics. Longer stay tourists might benefit local Business, which would be welcome. I am also concerned about food waste. More people generate MORE rubbish. I would very much like to see more recycling options put in place in public spaces. And I would like to know what the overall waste management plan is going to be. We residents pay rates. Tourists do not. I would be in favour of increased short stay tourism ONLY IF day trippers arrived by coach and not in their individual vehicles. I would also prefer that they actually spent money in our local businesses. Finally, I would prefer that tourists were required/invited to</p>

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	contribute to the beautiful natural environment which motivates so many people to visit the northern beaches. Eg., Via paid tours run by NPWS to Barrenjoey Headland and Kuringai NP.
104	The lack of adequate toilet facilities at Freshwater Beach is an embarrassment and a health hazard. There is little point in writing marketing brochures encouraging people to visit this beach when, despite repeated requests, the Council has still failed to provide temporary port a loo toilet facility over the busy holiday periods. It has been estimated that in excess of up to 5000 people per day have attended Freshwater Beach and adjacent reserves over the current holiday season. It's no good referring to the proposed Master Plan which provides for the construction of new toilet facilities as this won't solve the problem until it is built. We need Council to act now!!! It is not a difficult problem for Council to solve.
105	<p>One of the most important aspects of a sustainable tourism plan is that is just that - Sustainable. That means improving public transportation options (otherwise there will just be increased demand on parking etc.) and maybe even introducing smaller shuttle buses so visitors can move around the area without needing a car. These shuttle buses could move between the main shopping areas and the beaches in both directions.</p> <p>Another aspect is promoting low impact tourism such as bush walking and beach activities that do not require any motorised vehicles. Local guides could volunteer with activities such as "Visit your best local gardens", meet local vegetable growers, local bush reserve guided tours etc.</p> <p>The Northern Beaches offers so much in natural beauty and interest and has a large retired population that might enjoy volunteering, meeting people etc.</p> <p>Local businesses could be encouraged to collaborate for example sell picnic hampers with local produce that can be booked with local tour etc.</p>
106	The Northern Beaches has such a unique landscape. This provides an ideal opportunity for the council to install MTB infrastructure that is world class to draw in tourists and for use by the locals. Instead of making packed beaches even busier it will allow to tourism load to be spread across the beaches. Derby in Tasmania brings in millions each year in tourism from MTB. The Northern Beaches could do the same
107	I live in the northern part of the Northern Beaches.. On the weekends the streets are congested as it is. Pre-COVID-19 it was almost impossible to get a parking spot at peak times at the beach car parks or get breakfast at one of the cafés. There is congestion each side of the Bilgola roundabout and throughout the main streets. I can't even park my car to pick up my mail. I live here because it is unspoilt and quiet. I vote strongly against Destination Northern Beaches and against any motel/hotel development. I do not want my local area crawling with tourists all weekend and be dealing with crowds. This is my home and it should not be ruined for the sake of money. Local business is well-supported by the local community. It has only suffered this year because of lockdown Everything is forward thinking and positive but to enhance tourism, public transport should include one bus from Sydney to Palm Beach. Or perhaps Manly to Palm Beach. The four ferries should be retained. And The tunnel should be for light rail traffic ...

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108	<p>I support the general initiative of council to progress "Destination Northern Beaches".</p> <p>I think there is probably a lot more potential than you realise for attracting people to the area to participate in "offline adventures" (as you call them in the 43 page publication linked above). I will speak to the sport of mountain biking as this is my area of most experience.</p> <p>In brief, mountain biking:</p> <ol style="list-style-type: none"> 1. is well documented to fit tourism and travel industry trends. See megatrends in sport report from the CSIRO 2013. and destinations such as Mt Stromlo (ACT), Thredbo/Jindabyne/Cooma (NSW), Derby/Maydena/Queenstown (TAS) as examples where things are accelerating so quickly that demand cannot always keep us with supply. https://www.sportanddev.org/en/document/background-and-situation-reports/future-australian-sport-megatrends-shaping-sports-sector 2. It's outdoors 3. it's seasonal it is best in the shoulder seasons (spring and autumn) when the weather is cooler and less humid. It is also a viable winter sport if promoted correctly - particularly as Sydney winters tend to be relatively dry and sunny. 4. Caters to youth market (which is identified in the document as a potential for improvement) 5. required significant equipment and a vehicle so participants usually drive to their destination (bioregional tourism) 6. has participants with money to spend on equipment and overseas holidays to Europe, North America and New Zealand (pre covid) and generally spend well when staying in an area. <p>Now, the Northern Beaches has a massive amount of bushland that has somehow, without any support from any level of government, ended up with a vast network of mountain bike single track trails that are actually world class.</p> <p>The biggest problem is that the terrain is so varied and rough that without machines to help in construction (all trails on the Northern Beaches apart from firetails have been built by hand), it is really difficult to get true beginner and intermediate trails that cater to everyone and give people new to the sport somewhere to start. When there is permission and money, the result is amazing, just look at Bare Creek. What we need on the beaches is the right will to sort out permission for trail construction and then fund it adequately.</p> <p>Considering:</p> <ul style="list-style-type: none"> *What mountain biking has done for the "perception of place in the mind of the visitor" for Mt Stromlo, Tasmania, Cairns, Orange, Mt Buller, Thredbo, Jindabyne, the whole of New Zealand and the whole of British Columbia, Canada, to name a few. It can become a similar story for the Northern Beaches (we already have the best jump park in Australia - Bare Creek) the good weather all year in Sydney, *the density of population across NSW. *the fact that people from all over Australia are constantly travelling to the NSW and VIC alps, Canberra and Tassie to ride (again to name a few). *the sheer volume of existing attractions on the Northern Beaches that other mountain bike destinations don't have *the sheer volume of people passing through or living in the greater bioregion. <p>It seems to me that the lagging development of a truly well planned, maintained and promoted trail network on the Northern Beaches that would serve as a major attraction has not been tapped into virtually at all.</p> <p>The region is sitting on a gold mine that ticks all of the boxes outlined in the plan.</p>

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	<p>With the right plan and proper formalising and development of the network, it could be an absolute boon. Sectors that would benefit include accommodation providers, food outlets and restaurants, And with a formal network, trail guiding and skills development businesses that are currently largely restricted to Manly Dam (see note below) would be able to advertise and cross promote with other businesses to provide packages for all included guided tours and so on.</p> <p>Your brochure talks about the "sum of all the stories about the destination and experiences" that creates a "perception of place that lives in the mind of visitors". It's time for mountain biking on the Northern Beaches to fulfill its full potential as a story in the minds of visitors that brings them back to the region again and again and contributes to a vibrant and sustainable bioregional tourism industry. p.s. your plan says Manly Dam is "renowned for mountain biking" but really it is really just the only formalised single track for exclusive Mountain Bike use on the Northern Beaches, hence why it gets promoted probably a fair bit more than it should. Compared with other "showcase" style tracks in other regions it is pretty poor which is basically a result of the loop being a Hodge podge of old bits of trail prior to the understanding we have today about trail alignment and construction techniques that maximise a positive, safe and fun user experience.</p> <p>We need a new story around mountain biking on the Northern Beaches and the idea of Manly Dam being held up as a premier facility needs to be retired.</p>
109	<p>I think we are a shining light of an excellent residential area of Sydney. We support our local business and have a reasonable balance of visitors.</p> <p>I definitely do not support the impact that excess tourism will have. It can only be negative and there are plenty of other parts of NSW and Australia that welcome tourists and their holidaymaking. My vote is No Expansion.</p> <p>I personally find Manly often overloaded with activities and crowds and would welcome less. I pay significant rates and would be quite happy if there were a lot less crowds, and if North Head could be left in peace and quiet, and Little Manly too, ...</p>
110	Please see attached file for submission
111	<p>As a local northern beach resident I would love to make our area a destination for mountain biking. We have so many beautiful trails and now with the addition of bare creek bike park, it would be great to be able to formalise more mountain biking trails, in addition to the manly dam trails. If you look at Whistler Canada as an example, their tourism is built around mountain biking and skiing. Summer tourism numbers for biking now exceed those in winter. If we were able to formalise more legal trails in the northern beaches area we could be known as a premier biking destination in Australia. Thanks for all of your hard work!</p>
112	<p>I am concerned that the waters of Pittwater are being filled with moored boats. This is particularly noticeable at the southern end of Pittwater and the waters around Scotland island. It is becoming more difficult to navigate on the western side of Scotland island due to the mass of boats.</p>
113	<p>Sydney's northern beaches are graced with the outstanding naturally beauty of both beach and bushland.</p> <p>The beaches have well developed facilities and are a mature, well developed destination for surfers and families.</p>

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	<p>The bushland however has much undeveloped potential for mountain bikers, with a huge informal network of high quality mountain bike trails.</p> <p>If formalised these mountain bike trails would provide world class great trails and a huge drawcard for tourists. The same adventurous tourists who go to the beach, surf etc. Places such as Santa Cruz, Fort William, Lake Garda, Finale Ligure, Les Gets, etc have all flourished from the top-level mountain bike trails and industries they support. Let's formalise the mountain bike trails and make Sydney's northern beaches a world class mountain bike destination.</p>
114	<p>I've spoken to as many as I can and they don't want people who don't live here outnumbering the locals (like Byron Bay) they don't want huge numbers of back packers (Bondi and other eastern beaches), they don't want us paying for the overhead these 'tourists' bring. Overheads we the residents must pay for from our rates.</p>
115	<p>I was born here and have lived here all my life. The missed opportunity sitting in front of us all is immense. We can utilise our amazing local environment to make the beaches even better for us locals to enjoy day to day and a gem for those visiting. If we use our brains and keep greedy fingers out of the pot we can also achieve this for less cash than you would think. This can be achieved without the degradation of our local environment too. Fundamentally the more people that use the natural environment regularly for their recreation and pursuits the greater value and respect for it becomes. We need less red tape, less bureaucracy and a bit more action and it could be next level! Have a look at some other areas that have the mix right and proceed accordingly. Outdoor recreation and pursuits are at the core of this moving forward. Just my two cents here, hope it actually gets a read.</p>
116	<p>The Northern Beaches already has an expansive non-legalised Mountain Biking Network. Why not enhance this with the legalisation and proper funding to future proof all the available trails and more. MTB is one of the fastest growing sports globally. It also is a great family sport.</p>
117	<p>Can the destination northern beaches plan include increasing available hotel accommodation? Having had a family wedding here on the beaches we found little choice of accommodation for interstate guests. I am also a member of a local outriggering club. We have held state titles at Palm Beach but again if those travelling from afar wish to stay for the weekend there is little affordable accommodation. With roads and parking clogged at weekends and without major infrastructure spend it makes no sense in trying to get more tourists. We live at Church Point and there is already an issue with parking and the industrial processing of waste at the Cargo Wharf mixed with attracting more tourists to the Pasadena complex? Common sense is a rare commodity and seems to be non-existent in Council attracting more problems without sorting the current ones first. Thank you.</p>
118	<p>I'd like to see more affordable tourist options provided on the northern beaches. Currawong and Pittwater's western shores for simple ecologically sustainable camping and cabins. Avalon Golf Course could establish a collection of restored classic caravans spread out across the course to provide funky low cost, low impact accommodation - a short walking distance from the shopping precinct and the beach. The cinema in Avalon would make a fabulous cultural centre for live theatre, music, arthouse cinema and performances. A cafe and bar would enhance the venue, providing an entertainment hub for visitors and locals. At present the much-used cultural hubs of Pittwater are located in the Avalon Bowlo and Narrabeen RSL. The Artist's Trail, Erambu Gallery and the wall art along the rainwater</p>

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	canal in Avalon (aka Poo Creek) could form part of a visual/ cultural map that links with the gorgeous rock carvings in Kuringai National Park. Indigenous tour guides and place names would be a great addition, to meet the growing interest in the long First Nations history of this place.
119	<p>██████████ wish to assist council in eradicating weeds in the areas where tourists love to visit. There is nothing worse than walking amongst beautiful native bushlands and finding crofton weed, wandering jew and other dastardly weeds that are choking our native orchids, grasses, shrubs and trees. If council could provide teams of people to help, Harvest could provide the expertise.</p> <p>Those of us who live here do not want to see this become a tourist mecca. Day trippers do not always respect our environment and living standards need to be kept in control and not run rampant here, with people leaving their rubbish everywhere and negatively impacting our lifestyle. More tourist type businesses and attractions are not a good move.</p>
120	<p>Consider more mountain bike trails in the Kuringai park, it's a magnificent area with amazing scenery and really good potential to give people a safe, open air form of exercise and recreation. Riding a bike alone or with friends and family outdoors is an uplifting experience. It's a break from the oppression and doom and gloom of Covid rules and restrictions. It requires no policing and we have a HUGE opportunity to build support businesses around this.</p> <p>Trails can be built very inexpensively and maintained by volunteers. You don't need millions of dollars, just speak to the local clubs like Garrigal Gorillas and give them locations and permission. The rest will just happen.</p> <p>Increase waterside destination venues. Places people can go by boat or car and enjoy the magnificent Pittwater and creeks along the Hawksbury. Dredge the stinky mud from the outflows and drains to make areas along parks pleasant to spend a day picnicking, swimming, or at a hospitality venue close to the beach/swimming area. This notion that dredging in these places with mud and silt build-up has environmental impacts is really just an excuse!</p> <p>Stop selling waterfront land that provides public access to the water. It's crazy that a few affluent people get exclusive rights to these areas and the general population end up trying to squeeze into tiny car parks and between the high and low tide marks. Sand point in particular is an example of a beautiful beach for families that is owned by a dozen or so grumpy, affluent folk.</p> <p>Having read the documents relating to tourism in Northern Beaches area and having lived in the area for over 40 years, I make the following comments. The road infrastructure and access to the area needs to be extensively improved if more tourists are to be attracted. Also, car parking needs to be addressed at many of the areas where tourists are to be targeted. eg Palm Beach Ferry terminal, Church Point cafe area. The Mona Vale Road upgrade seems to be taking forever and the Wakehurst needs serious re-development along its length. More cafes need to have the ability to cater for alfresco dining. Something needs to be done about the road from Mona Vale to Palm Beach, an accident on that road closes the whole area for long periods of time. I am sure the Council is well aware of these issues but seems to lack the ability to address them, but it is obvious to people who live in the area. I am not aware of any brochures or leaflets that are distributed to tourists who come to the area to advise them of activities and places to visit, which I have encountered when I am visiting other places. Talking to some people they are totally unaware of Pittwater when they fly into Sydney.</p>

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121	<p>MOUNTAIN BIKING: The northern beaches already boasts some of the best destinations for mountain biking, but the competition for mountain bikers in Sydney is heating up with destinations in the Shire, central coast and further afield attracting Sydney's mountain bikers. Many of the existing venues are poorly maintained (Manly Dam) and yet the unofficial tracks (Mount Narra) provide an excellent experience and are maintained by a volunteer force. There is so much that could be improved to create a joined-up mountain biking experience across the whole of the northern beaches incorporating linkages between venues.</p> <p>CYCLING: With traffic congestion becoming an ever-present problem across the whole of Sydney; the northern beaches could offer a world class cycling culture linking Manly to Palm Beach. Wollongong has recently been named an official bike city by the UCI.. the northern Beaches should be looking to gain that same accolade.</p>
122	<p>Don't care about plans, submissions etc..... we are choking down here. Let people discover the place on their own. Find us or don't. Some places are meant to be left to develop on their own and at their own pace. Lived here for 50 years and never ever had it suffered from under development, lack of people or visitors. Leave it be</p>
123	<p>Destination Northern Beaches assumes we'd like more tourism in the area when we don't. We need better infrastructure on the far end of the NB, and a cycle path that links to Newport and Palm beach through Avalon, but definitely not more B&Bs or tourists who end up littering on our beautiful beaches. This has been a problem, and nothing is done with any proper signage or rule in place yet. We don't want party venues or increased noise pollution in the area. Palm beach doesn't need the night lights - we need to protect our native animals / birds in the area.</p> <p>We don't want increased tourism in our area - Build a better road link from the far end of northern beaches to Newport and Mona Vale via bicycle; implement sustainability for our businesses and commercial system, implement electric charging points for e-bikes and e-cars throughout the NB. Build better walkways for residents and kids walking to school. Encourage more the arts and culture, food, historical, aboriginal free events in the area. Plants market, new sustainability innovation market etc should have a part to play as yearly events. Thanks.</p>
124	<p>As a long-time resident of the northern beaches and someone working in premium travel media, I submit that the current roadmap potentially under-values the importance of food & beverage, to the destination consideration set for the 2 key demographics identified - ie, the over 55's and contemporary women.</p> <p>Looking at Roy Morgan data for People 55+ with the intent to travel, they place equal weight on the Arts, Culture AND food/restaurants in their travel decisions - so this is a vertical which needs to be more supported/ discussed.</p> <p>Given the lack of public transport/ travel infrastructure at this point in time, I agree that identifying and promoting optimal itineraries will be a key planning tool for many potential visitors.</p> <p>I would be more than happy to discuss in further detail, if there is an opportunity to do so.</p> <p>North Curl Curl - There is an enormous opportunity to leverage the natural assets to build a world class flow mountain bike trail line blue tier or the Thredbo valley track. Look at what blue tier has done for Derby and the massive tourism influx- especially since This would be a draw card to get tourists out of the palm beach and manly hubs. And its high-quality draw as well- the demographics of these riders - often families and those with high disposable incomes is brilliant. In addition, it is a likely a "free experience- however the</p>

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	<p>industry that builds up around renting bikes, guiding, shuttles, food and accommodation would have major spill over effects. It would also complement bare creek incredibly well and really provide the missing link.</p> <p>The transport infrastructure in the Northern Beaches is already under capacity and unable to deal with current traffic. I object to any plans to increase tourist numbers that WILL increase traffic and congestion for the residents and rate payers.</p>
125	<p>My name is [REDACTED] and I am against this submission. You have not provided the community that already lives here infrastructure and as it is become busier over the past 9 years I have lived in Bilgola Plateau. There has been no effort to put in things like public pathways for kids to walk safely to school. The area is feeling more and more congested and I feel its not the right decision for area, we are not a Manly and the beauty of the area is the Nature and space. By getting rid of that you ruin what is special about the area.</p>
126	<p>I had no idea of this plan until tonight! (Last chance for feedback) There is a superb network of informal mountain bike trails spread throughout the bushland on the Northern Beaches. "Destination Northern Beaches" would be crazy to miss an opportunity not to promote the bmx and mountain bike facilities as a prime activity to attract visitors. The new formal facility at Bare Creek and the BMX track at Terry Hills are attracting incredible numbers of local residents. For it to continue and grow into a fantastic holiday destination where people are repeatedly visiting from further afield, the informal trails currently being used need to be legalised. It would only require a relatively small amount of help from council with planning permissions and funding to achieve.</p>
127	<p>Please consider that over population of this area has already begun to inhibit the enjoyment of the beaches already. Any weekend or holiday is an absolute traffic jam, we must que up to restaurants and endure cars parking all over the neighbourhood as beach car parking is full. I'm opposed to tourism being promoted as the next great idea for this area. Please have a heart for the residents and back off with your money-making ventures that benefit the few and inconvenience the majority.</p>
128	<p>Please consider the following concerns in relation to the Pittwater foreshores:</p> <ol style="list-style-type: none"> 1. Unreasonable noise from tourist activities affecting residents - more regulation is needed going forward to maintain residents' enjoyment of their property <ol style="list-style-type: none"> a) Increased seaplane traffic at odd hours and increased frequency at various 'peak hours' b) Increased crowd noise and loud music unreasonably near to the foreshores of Scotland Island from chartered party vessels c) Increased noise and noise frequency from high powered, speeding jet skis at all and any daylight hours 2. Wash from tourist activities affecting vulnerable foreshores and creating risk for small boat commuters - recent and expected increases in Pittwater 'traffic' should facilitate a review of vessel speeds and increased monitoring of vessel behaviour <ol style="list-style-type: none"> a) unreasonable wash is affecting foreshores (more specifically the 'transit lane' from the sailing and motor yacht clubs up to Barrenjoey Head) b) unreasonable wash from vessels is becoming increasingly dangerous for small boat operators/resident commuters embarking and disembarking and travelling at peak visitor times.
129	<p>Before encouraging more visitors there needs to be a well thought out traffic management plan which does not rely on private vehicles. Our roads are choked on weekends already. On Saturdays it can take residents more than an hour to drive north for a journey that</p>

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	would normally take 15-20 minutes. Appreciate that you want to help local businesses, but the infrastructure has to come first, and this plan doesn't give a lot of detail on how that will be managed
130	<p>Unfortunately, I have only belatedly become aware of the opportunity to comment. Further I am very busy do not have time at this time to review all my old briefing notes to write a detailed submission backed up by empirical data. However in my previous role of 8 years and now 13 years into my retirement I still strongly believe the Northern Beaches, properly marketed and supportive planning can play a very important contribution to tourism's benefits to local, the NSW and national economy. The NB's single handily could be responsible for keeping international visitors in Sydney and effectively NSW for an extra 2 nights. Given the daily spend for internationals is higher than the domestic overnight ... it starts to add up. Research proves time and time again that the visitor dollar gets well and truly spread around the community .. newsagents coffee shops general retail, boat hire kayak and stand up board hire restaurants and of course accommodation.</p> <p>The highest yield comes from conference delegates either pre and post touring as well as a conference being held on the NB's . We don't have a great deal of conference in infrastructure up here but there are niche facilities. (Miramare Gardens Manly Pacific). Any plan should develop a road map for events etc attraction (MICE business) perhaps working with the Sydney Convention and Visitors Bureau. There are many niche conferences with numbers too small to justify a city location. Events are part of this industry and I feel more could be done using events as the hook as well as bidding for appropriate events .</p> <p>The major obstacle is that the area is not flush with accommodation . Council needs to investigate what time it might play in attracting accommodation.</p> <p>Airbnb is not where the jobs for young people are. The area needs to Leto its young people employed locally or we become like a country town that loses its young folk. It us one if they few industries where a you g person can start with low levels of education and work their ways up to a general manager with 600 employees it offers wonderful opportunities. Tourism sails under the radar , everyone thinks it just keeps chugging along. Well it does not. As the pandemic prices it. It is an industry, it us an export and vital to any economy and all levels of government have a time to play. I commend council for undertaking this exercise.</p> <p>happy to be contacted if needed. Happy to be involved in progressing the policy. I am no longer in the industry but held a very senior position in my time hence my interest</p>
131	I am against the plan you present and shared as I find with all of the recent work presented by council, it is not thought through and considered with full impact. I have objected the Bilgola shared zone and the shared bike/footpath - too risky, bad environmental impact, no clear strategy on how to handle impact for residents etc. These form part of the proposal and therefore I object to the development and the related plan. The engagement with residents has been non-existent or very bad and I would strongly recommend a closer link to the community to develop solutions that are workable
132	There is insufficient infrastructure such as parking, public transport, single lane roads, healthcare etc to support which increased tourism. When people come to the area for tourism there is an increase in drinking alcohol, water activities and potential for accidents and anywhere north of Narrabeen does not have the roads/parking/ services to support this safely. There is already unsafe parking and Car activity on McCarrs creek road and along Bayview. Residents are unable to use the services and cafe's etc because there is

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	very little parking available. Therefore, there is no capacity to increase visitors. We already have sufficient tourism in this area. To Increase it would change the area for the worse and would encourage residents to move elsewhere. There is also very little disabled people parking in the area and this should be increased first
133	The peninsula from Newport on down is an amazing, community-based place to live. Please don't ruin it by making it Bondi beach!! Residents DO NOT want this. I only found out about this through a community Facebook group- no one else I know has heard anything about it. The submissions you have here are not a valid representation of the community if the community doesn't know about it.
134	<p>Destination Northern Beaches: Mountain Biking Tourism. There is an amazing informal network of mountain bike trails spread throughout the bushland corridors on the Northern Beaches and it seems like the perfect addition to the "Destination Northern Beaches" plan to include significant funding and planning permission to develop and promote mountain biking as a prime activity to attract visitors.</p> <p>The snapshot states:</p> <p>The key to achieving economic value is to identify potential customers and understand what motivates them as this is an important part of any marketing strategy.</p> <p>Failing to consider or support the immense contribution that Mountain Biking on the northern beaches will have towards generating significant local (within NSW) and interstate/overseas tourism would be a huge oversight.</p> <p>The network of trails on the Northern Beaches are truly amazing, despite virtually no money being spent on facilities by any level of government.</p> <p>There would certainly be many people that would stay longer or visit more frequently if the trail network was formalised and upgraded. This could include signage, network maps, facilities at network hubs (e.g. water, toilets), more true green and blue trails etc.</p>
135	I would like to make a submission for mountain biking in the northern beaches. If existing trails are formalised this would open the northern beaches up as a premium destination for mountain biking - we already have some of the best bike tracks in Sydney - let's put them to good use in a responsible, environmentally sensitive way.
136	Promote Mountain Biking. Promote Mountain Bike Coaching. Promote Mountain Bike Guiding. Provide more sanctioned mountain bike trails. Create a pathway for professional mountain bike coaching and mountain bike guiding on NBC land managed trails and open space venues.
137	<p>I would like to say that I welcome visitors to the area, however, there needs to be additional council staff on hand to control the amount of rubbish left behind at beaches and waterways, not to mention life guards to pull those who cannot swim and attempt to at a beach that is not for beginners. My husband, who is not a life guard, has pulled 5 people out of the water at Mona Vale beach.</p> <p>I am local and disgusted at the amount of rubbish left in the sand and surrounding areas after a weekend or public holiday in the warmer months. Visitors do not appreciate the fragility of this environment and the impact that the small and large amounts and sizes of rubbish they leave behind. For this reason, I oppose any kind of promotion of this area as a tourist destination.</p>

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	<p>Adding more housing and increasing density is also not feasible in the northern end of the beaches. This is a peninsula and has limited access via public transport. Say all you want about adding transport options but we all know by now that governments do not follow up on promises of infrastructure (example is Mona Vale surf club) and that the majority of people will use the cars because of frustration and fears of 'catching something' when crammed into buses where ventilation (i.e. fresh air through windows) is not an option. I would also like to point out the school situation, many already heaving with students and other basic offerings. The area is already full, the natural environment needs to be retained to house animals, trees, birds, and a thriving ecosystem to ensure human health, not torn down to accommodate more developers who want to make money selling supposed 'affordable housing'.</p> <p>I haven't even started on actually just being able to enjoy where we live. Increased population will decrease the standard of living and increase the likelihood of illness (eg COVID and other diseases spread when there is not enough distance between people!) and stress related illness simply because its crappy to live where its crowded. I completely oppose increased density in the region of the Northern Beaches and increasing tourism to the area. I note that my rates will increase substantially soon due to 'Harmonisation', this make it even more imperative that I oppose this increased density nonsense. If I am paying top dollar to live in God's country, I expect it to stay that way.</p>
138	The Northern beaches is our home, not a tourist destination. Maybe you should ask the ratepayers via a plebiscite what we think of the plan before imposing your ideas.
139	Tourists will come to our beautiful peninsula to find crowded car parks and banked up traffic that the locals fight with every day. Our environment is at risk and being ruined by over development.
140	I work on boats and charters in Pittwater. Great idea, we need the business to keep going
141	Northern Zone NBC does not need or want more tourists than already come here. It gets plenty already and always has butbitbhas increased via private promotions such as Home and Away. Notwithstanding covid, visitors come anyway... and spend very little. NBC actively promoting more visitation is not supported and will not be welcomed by residents and ratepayers that the council serves.
142	<p>The planners need to come out on the streets before deciding to cram even more humans, cars and domestic animals into the Northern Beaches. The traffic and parking is abysmal now. The amount of litter has increased to an unacceptable level. Graffiti is everywhere, a war memorial plaque was defaced, and God knows how much it cost to restore. Humans' impact on bush, beach and reserve areas is visible to all- it has deteriorated to a point of no return if something is not done quickly. Cats roam unabated, I have seen three wandering in the bush today alone. Dog faeces is left to rot on footpaths. Just take a walk-through Warriewood Wetlands and see the choking weeds and dumping going on there. Look at 'Pond 3' which used to be inhabited by waterfowl of all kinds, now choked to the point you could walk on it by a weed that proliferates when pollution is uncontrolled. It's disgusting, the lack of care is everywhere to be seen, but the developers, who close half the road at will, are allowed to continue their unrelenting decimation of the last green spaces. Nowhere is sacred, not even flood plain. Come to Macpherson Street/Ponderosa Parade at Mater Maria school drop-off time or take a drive anywhere around Warriewood Square almost anytime. Come to Honeyeater Grove, where we Bushcare volunteers fight a losing battle against introduced weeds of all kinds. Cross the little bridge and look for a creek- we've had loads of</p>

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	rain; it should be running- why isn't it? It's absolutely choked with weeds that gradually strangle the natives. God knows how the little wallaby, the Eastern water dragons and Blue-tongue lizards manage. They still live in there, but not as many now. Is this what you really want? To bring the area down to its lowest point? How very sad. Pittwater council had pride in our area, and we had pride too. The current council don't appear to give a toss. We want our hospital, our fire stations, our ambulance stations and our police stations fully restored and fully staffed. Stop stuffing up our area or be prepared to be damned by history.
143	Oh dear! I hope my rates didn't pay for these proposals! I know what VFR is because whenever I fly a light aircraft, I fly under Visual Flight Rules rather than IFR but what are "Contemporary women?" Women who are not dead yet? And where are these visitors going to stay or park? My wife went to Manly on Saturday morning and left after an hour because there was nowhere to park. Our local beaches, Mona Vale and Warriewood are often too busy to find a parking spot on the weekend. And where are these (hopefully) rich people going to stay? In low-rent Manly? Or at the Mona Vale Hotel? Nobody minds too much about places like Manly because it's been stuffed for a decade or more but the real Northern Beaches are currently full up in summer and can't take many more people. My guess is that few locals, other than pub or restaurant owners, will want more visitors. I am asking that you consider very carefully the impact of encouraging more visitors to the Northern Beaches. As residents we are aware of the big wrecking ball hanging over the NB and it appears the Government is absolutely hell bent on wrecking it with their stupid plans for larger population and more "affordable housing" We don't believe a word of it nor do we believe in this proposal to encourage more tourists. We don't want the NB to become another Bondi of Byron Bay, Police cannot handle late night drunkenness and the idea of throwing more revellers into the mix is not going to work. Additionally, more traffic, more late-night venues for parties, and reduced access to beaches for the residents is not acceptable. WE DON'T WANT IT
144	Since COVID, there has been a marked decrease in competitive, 'drive to' team ball sports, and a major increase in unstructured, social 'from home' recreational activities. This was most notable regarding all forms of bicycling- an increase of 300%. This has resulted in a global shortage of bicycles, and hundreds of new bicyclists, all looking for places to ride... And of all bicycles sold in Australia, over 75% were mountain bicycles, designed to be ridden on DIRT, single track trails. The N. Beaches- with its heavenly hills, natural environments, proximity to the ocean, and opportunity for connectivity through bushlands and along waterways to partner and link trail networks to other LGA's- is in a prime position to become the premier destination for mountain bicycling in Greater Sydney.
145	Thank you to everyone who was involved putting this analysis of the Northern Beaches together. I use the word "analysis" as I would like to have seen it containing more in the way of a measurable plan of action. To my mind, having "plans of action" for the Northern Beaches is the most important part e.g. <ul style="list-style-type: none"> - What is being built? - What is being invested? - What is being created? - What is being developed? In addition to the above, I get a sense that many aspects of the document feed off a crucial sentence. That sentence is the "DEFINING BELIEF" sentence below.

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	<p>"The Northern Beaches is an iconic and extraordinary place. Key to Sydney's place in the world".</p> <p>I see this sentence as being an attempt to describe what the destination's brand identity is. Having a memorable and clearly defined brand identity is fundamental to any business's success.</p> <p>I have listed some destinations below, which we would all agree have clear brand identities. A business must commit 100% to it's brand's identity and repeat that message over and over again until the brand is utterly synonymous with that business.</p> <p>My worry is that the Northern Beaches does not have the clear branding that these destinations below have, and I am not sure that describing the Northern Beaches as an "extraordinary place" is enough to create a long lasting and memorable brand identity.</p> <p>In an attempt to find a solution and not just a problem, I believe the branding of the Northern Beaches should focus more on the concoffany of activities and experiences that are on offer up and down the length and breadth of the peninsula. You could then liken it to be an "adventure playground" concept or a "One-Stop-Shop".</p> <p>Ironically, the destinations that I have listed below have far less to offer than the N.B. however what they do offer is clear and simple and that informs people exactly what they can expect from that destination. Branding MUST be clear and simple and must not leave the customer guessing or struggling to remember what it is. When there are SO MANY different offerings on the N.B it's hard for visitors to know exactly what the place really stands for. Sadly, I believe that due to its lack of identity, many people around Australia (let alone the World) do not even know where the Northern Beaches is, let alone what it's brand identity is. I bet though, that there are very few people in Australia who have never heard of the Hunter Valley!</p> <p>WHAY HAS IT TAKEN SO LONG FOR THE NORTHERN BEACHES TO ESTABLISH A CLEAR AND MEMORABLE BRAND IDENTITY? Just some of the destinations that have clear and memorable brand (which we can all instantly put our fingers on are).</p> <p>- The Hunter Valley - Margaret River - Kakadu - Port Stephens - Broome - Philip Island - Blue Mountains - Coober Pedy</p> <p>My very last point is such a no-brainer. Every popular destination needs a central hub that visitors can go visit. A go-to place for information. For the Northern Beaches to have any hope of establishing a brand identity, it needs a place that visitors can go to get information. Hello Manly, is obviously branded around Manly and although it offers info on the N.B, visitors can be forgiven for ONLY learning and visiting parts of Manly. Either a second Visitor Information Centre on the Northern Beaches should be built and branded accordingly OR Hello Manly changes it's branding and becomes the Northern Beaches Visitor Centre. A clear and specific course of action, such as this, is exactly what I would like to have seen more of in the document. I'm afraid, that for as long as the Northern Beaches does not have its own Visitor Information Centre, then the Northern Beaches will not be remembered or appreciated by the masses for anything other than it just being Manly. WE ALL KNOW THAT THERE IS MORE TO THE NORTHERN BEACHES THAN JUST MANLY. 10 YEARS AGO, I PASSIONATELY PUSHED THIS CONCEPT, BUT SADLY NOONE FROM THE COUNCIL AT THAT TIME WAS INTERESTED TO SUPPORT MY EFFORTS.</p>
146	<p>Avalon and surrounds are already bursting at the seams. With the removal of more parking spaces at Palm Beach (why?????) you want to encourage more people just to drive up and loop around over and overlooking for parking? We lack the infrastructure for the people who already live here. Empty shops, overpriced, monopolised rents in the commercial area, a lack of parking, and streets at standstills in summer. Perhaps improve the area for those who pay rates here, before burdening them with more people, and pollution</p>

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147	Covid Recovery Plan - needs to also include promotion of villages such as Newport as a destination rather than a bypass on the way to Palm Beach. The Bilgola Bends traffic is excessive for the area on the weekend, therefore hubs such as Newport Bert Payne Park and all the extra parking needs to be promoted. Perhaps using Newport as a steppingstone to Palm beach providing free community buses around the bends to monitor traffic flow - such as the Hop Skip Jump bus in Manly. Newport has the capacity to grow and entertain more tourists with accommodation at the Mirage and entertainment choices at the Yacht Clubs. Council should focus more on promoting this village as the destination rather than a drive through.
148	Reading through covid recovery plan. It seems that a lot has been written but I would like to see more defined steps - like a budget set to help small businesses, or perhaps funding for local artists/musicians. Or plans to help holiday apartments with their social media pages. Or perhaps plans to renovate council accommodation- similar to the recent upgrades to currawong. I also think the lack of domestic overnight stays is so low as there is very little affordable options that are suitable for families- I feel the family market is who you want to also target to visit the beaches. There are no outdoor public pools for kids or splash pads, parking is stupidly expensive for people coming into the beaches and I feel if anything discourages families or lower income families who can't afford to live by the beach from visiting. Simple things like mini mountain bike tracks for kids (we recently lived near one when we were in [REDACTED] which was simple and brought in so many families and kids) The beaches has a lot to offer visitors but I understand there is a balance with keeping the area somewhat residential. However, there are a lot of real tangible things that can be done to help drive tourism in the area. The question is whether or not the "insular peninsula" actually wants it. Good work- happy to read the desire is there!
149	I live at Avalon and surf palm beach every weekend. Already on a sunny day you cannot find a parking spot at palm beach after 9.30..while cars are in gridlock. When they come home from the beach the traffic queue goes from Newport to Avalon and takes 30 mins to travel the 3kms..the streets are clogged and all one way due to airbnbers..buses have trouble negotiating them- the few services the state govt has left us with anyway..The road to palm beach is clogged with pushbike riders some in groups of 50 or more riding side by side having a gd ol chat and not in a hurry. Weekends there is no parking in the shopping precinct. The place is already bursting with people. I can't see how promoting an already super busy area is going to benefit anyone? Where is everyone going to fit?
150	We don't want any further tourism in our area, we have more than enough. Tourism in this area benefits only a small handful of people, not the greater population so it is not something that needs to be focused on. Do something more constructive with your time and our taxes.
151	Great Job. Highlights the attractions of the Northern beaches and the Market we need to attract. Just wondering what the feedback is from National Parks? They are currently working on a Plan of Management for the Kuring-gai National Park, the draft I have seen highlighted the need for more facilities and to increase usage. Since this Park forms a large part of the Northern beaches, I thought the Destination plan would include more use of this beautiful resource instead of focusing on the well-worn tourist routes of the thin Stretch of land from Manly to Palm beach.

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	know.... it took long enough to build just the baby sized car parks. I would HAPPILY be part of any committee that is pulled together from the community to help work on this.
155	<p>My family owns an offshore holiday home, [REDACTED] and we've listed it successfully on Airbnb for the last 3 years. I have also started the e-tourism marketing mentoring program that the Northern Beaches Council is currently providing for 4-5 weeks to small tourism businesses. This is a great course. I've read both plans and they are spot on in terms of strategy and action points. The Northern Beaches needs a strong tourism push - a dedicated microsite and one that promotes the full breadth and depth of the region rather than just Manly and Palm Beach. The hidden gems of the Pittwater waterways is a great opportunity. My offshore holiday home is very popular (appeals to nature-based travellers which is particularly popular during covid times) however our major challenge is costly and lack of guest parking. At the Church Point public carpark it is a costly \$35 - 40 per day and it takes on average 20mins to go in circles to find a spare park. This is a core infrastructure need to meet the DMP goal to increase overnight guests and long stay guests. As a business owner I can't even buy a car space and lend it to my guest - that's not allowed. Also, the on-demand water taxi to my cottage is \$28 each one-way for up to 4 people. In summary, my guests spend on average of \$328 on a return trip to get to my cottage which sleeps up to 10 people (2 cars at \$40 per night for two nights, \$28 x 3 trips to arrive cottage and \$28 x 3 trips to depart my cottage). It would be great for the new tourism site to provide more heritage information to businesses - even have a dedicated heritage research team. I've been trying very hard to find personal history about my cottage and the local area - this has proved difficult. The online library was a very helpful service, but they had limited information as did local Facebook groups etc. A dedicated Northern Beaches tourism industry digital sites would be helpful as many businesses in the Pittwater are offshore, 1 person businesses and we could benefit from working together to package unique experiences. I look forward to following the progress of this exciting plan and would like to be involved in any way.</p>
156	<p>Formal Letter of Opposition: I am a full-time resident of Whale Beach and currently, we have full-time Airbnb's on either side and across the road. We have no permanent neighbours. An increase to what is already an un-managed ghetto of holiday-house's, with constant late-night parties and noise, and lack of peaceful amenity to permanent residents, would be unbearable. Our neighbouring property owners have no intention of permanently residing in their properties as they are just land-bank holding's used for tax breaks. Despite repeated complaints to police and council, council have done nothing to control the 24/7 noise emitted from the Airbnb's. Council have done nothing to control the piles of rubbish left by holidaymakers, both on the street in overflowing residential bins and on the nearby beachfront, which is often littered with broken glass from these parties. And council do not manage the parking in the already narrow local roads, which become chaotic and dangerous when these homes have simultaneous gatherings of over 30 people per house, all arriving by car. The school bus that travels along Whale Beach Rd to Avalon Public School, is often blocked by the parked cars of people staying in the Airbnb's and my children have found themselves late to school numerous times because the bus driver literally has to go door knocking to try to find the vehicle owners and have their cars moved. The expected peace and privacy of our home is severely impacted by the Airbnb's, with large groups of people overlooking our private garden and into our home. These drunken groups play loud music, shout and sing at all hours of the day and night; every day of the week and on the weekend. The guests often host significant birthday parties or hens/buck's weekends, where strippers and other entertainment perform, usually</p>

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	outside in full view of our young children playing on our deck. We have had many strangers from these properties wander into our property and we have had to install security fencing along both boundaries to protect our family. Police rarely attend the noise complaints when called and likewise the letting agents don't take any action on the complaints, as the guests provide their source of income. Living in this environment with young children and with us having to go to work each day exhausted from lack of sleep is upsetting, frustrating and entirely unfair. We would not be opposed to local managed tourism in the form of designated hotels or resorts, however due to this unmanaged form of tourism, with streets of unlicensed Airbnb's, our local community is being decimated, following in the unenviable footsteps of now spoilt communities like Byron Bay. As a ratepayer, we should be entitled to peaceful and safe amenity in our own home. More tourists and more Airbnb's in our suburb would severely impact our daily life, and we vehemently oppose any such plan.
157	My business relies on the support of the local community, ensuring repeat customers and weekly income. There is a shortage of parking and traffic congestion greatly impacts my patronage numbers. This proposal doesn't work for me.
158	Northern beaches has so much to offer all year round, however it is not accessible and not very welcoming. As the events director for a car club and a walking group I have the following observations. Access via public transport is not viable. 2.5 hours from Epping/Carlingford to Palm beach is exhausting even before we would arrive. If we drive the \$10 per hour parking fees are the highest in the whole State which some members cannot afford. It was only 10 years ago parking was only \$2.80 per hour. The facilities have not changed much so the general conclusion is that non-residents are not welcome.
159	Focusing on off-season visitation and events schedule would be ideal. Road and beachside parking management plans for tourists and locals alike could be better in peak months
160	I think that the Destination Northern Beaches is wonderful, However, I feel that it is a little centred around Manly rather than take in all of the wonderful places including Pittwater. There is very little mentioned about the fabulous and very famous sailing including the many sailing clubs. You can race every day on Pittwater in Summer. There is very little mentioned about Narrabeen, with the caravan park and Coastal Environment Centre and Church Point with the Ferry Service, access to indigenous art and bushwalks, and two wonderful cafe/restaurants. There are a few yacht charters companies as well as cafe's happy to cater for them.
161	Good to see you've mentioned mountain biking, if the local trail network is upgraded, formalised and maintained the Northern Beaches really would become the premiere riding destination in the greater Sydney area - which would give local business a huge boost.
162	Build a beautiful timber bike and walking track alongside the Avalon Bends- the way Byron bay have done on the road to the lighthouse. It looks great, it is reasonably natural, it encourages health and fitness, it would be a great view, it takes the bikes off the bends (which will stop the locals getting upset by the visitors when they can't drive around them), If done well, it would become a known path to come to - to walk, run, ride etc and then grab coffee and breakfast. When I see the pathway at Byron bay, I just want to get on it and run to the lighthouse.

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163	<p>Oh dear! I hope my rates didn't pay for these proposals! I know what VFR is because whenever I fly a light aircraft, I fly under Visual Flight Rules rather than IFR but what are "Contemporary women?" Women who are not dead yet? And where are these visitors going to stay or park? My wife went to Manly on Saturday morning and left after an hour because there was nowhere to park. Our local beaches, Mona Vale and Warriewood are often too busy to find a parking spot on the weekend. And where are these (hopefully) rich people going to stay? In low rent Manly? Or at the Mona Vale Hotel? Nobody minds too much about places like Manly because it's been stuffed for a decade or more but the real Northern Beaches are currently full up in summer and can't take many more people. My guess is that few locals, other than pub or restaurant owners, will want more visitors.</p>
164	<p>I think there is a huge opportunity in the Northern Beaches to take advantage of local mountain bike trails, bmx parks and the world class bare creek bike park. Northern Beaches could become a destination for biking, an attraction for both domestic and international tourism. This strategy has worked in a number of locations, including Derby and Thredbo along with many international locations. Please consider investing resources into developing more tracks, connecting them and building infrastructure to support them.</p>
165	<p>Avalon Beach us enough tourism as it is. We don't have the infrastructure to cope with more and I'm not looking for changes to infrastructure. Avalon has a lovely village feel and a natural beauty and any additional development will be detrimental. My view is council should be focusing on areas that affect the existing population like direct transport links to and from the city and other towns, retention of the natural environment and wildlife corridors as well as youth mental health. Any plan to increase business should be about encouraging locals to shop and support local, not bringing in yet more tourists who often bring everything they need and don't necessarily spend in our local shops and businesses</p>
166	<p>There is an amazing informal network of mountain bike trails spread throughout the bushland corridors on the Northern Beaches and it is a no-brainer for the "Destination Northern Beaches" plan to include significant funding and planning permission to develop and promote mountain biking as a prime activity to attract visitors.</p> <p>Formally recognizing the current network of trails on the northern beaches, as well as their possible expansion will have an extensive financial, economic, environmental, educational and impact on the region.</p> <p>Financial – In 2020, and with the onset of COVID, one of the few retail sectors to buck the trend and see an increase in sales was bike stores, most stores struggling to meet the demand. This provides a unique opportunity given that there is already a large population with a growing demand and desire for increased mountain bike trail access. Coupled with the fact that these resulting bike sales have been seen nationally means that there is an opportunity to create a world class draw card to encourage visitors, both local and interstate.</p> <p>As an avid mountain biker I have seen the impact that mountain biking as a recreational pursuit and the development of a supporting environment can have on the local economy.</p> <p>Derby in Tasmania's North East, once a ghost town, reported an increase of some 30,000 visitors to the town and it's bike town in the first 12 months. Town now sports numerous cafés, restaurants, bars, breweries, bike shops and day spars., not to mention an extensive increase in accommodation.</p> <p>The Creswick project, in Victoria, was forecast to attract 90,000-100,000 visitors to the region, and deliver \$9-12 million per year in</p>

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	<p>economic benefits.</p> <p>The formalization and development of riding trails has a number of potential economic flow-on effects.</p> <ul style="list-style-type: none"> - The development of infrastructure catering to the needs of cyclists, creating jobs to meet this development. - Employment opportunities centred around the development and ongoing maintenance of trails. - The formalization and development of mountain biking trails in the area has the potential to reduce the swelling numbers and the congestion on nearby recreation trails, such as the one running around Narrabeen Lake, subsequently creating a safer recreation environment - Increased demand from interstate and local travellers traveling to the region to explore trails. Demand, such as accommodation, hospitality, - The formalization and development of mountain biking trails in the area has the potential to expand the opportunities provided by local sport and recreation facilities as well as schools to students. - The formalization and development of mountain biking trails in the area, in particular novice and intermediate trails, would increase access to mountain biking for the general public and subsequently provide a safer progression in the sport. - The formalization and development of mountain biking trails in the area has the potential to attract more children and females and more family groups. - Fundamentally individuals that use wild places/national parks and recreation reserves on a regular and consistent basis are far more responsible users with a greater sense of the importance these areas. - The formalization and development of mountain biking trails in the area would see a reduction in the number of riders riding on walking tracks not intended for riding, riders that pose a risk to other recreational users. - The formalization and development of mountain biking trails in the area would allow the local council/national parks to have greater control over track development, maintenance and reduce the development of informal tracks and subsequent damage to native environments. This would also provide greater capacity to monitor and protect sites of interest, such as aboriginal sacred sites.
167	<p>Was not sure what to do as I answered a few questions but then it submitted and did not get opportunity to put forth issues we are having as an accommodation provider. Council has not helped to encourage travellers/locals to our hotel and in fact have destroyed our business but taking away the ability to offer some of our guests a parking permit. Our market is for seniors, people with disabilities and travelling with pets - it is tough enough trying to get and keep a booking but once they find out we cannot provide parking they stay away from the area. This is affecting our 2 hotels being [REDACTED]</p> <p>In regards to [REDACTED] we had an online meeting with the Mayor for over 1 hour to discuss the numerous issues we are being faced with and not one of these issues has been resolved. Again, we are being totally ignored. We provide a service to the community of Manly/Northern Beaches and council is just not listening. We have two drainage holes outside [REDACTED] which has a barrier over it, the Mayor said he would get that fixed immediately, well that was over 6 weeks ago. There is no drop off zone for our hotels to allow guests to park, unload and check-in, one of the streets is one way and traffic is being disrupted because taxis have to block the street or any vehicle to allow guests to unload. I think it absolutely disgusting of council to insist we have an audit done of one of our buildings which was built early 1900s as over \$4,000 when we could least afford it and now pushing</p>

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	us to bring this beautiful building into a modern society meeting the requirements of building codes today - this is rubbish as there are over 200 very old buildings in manly alone in this situation and we are certain they have not been targeted to have a safety audit done and told we would have to spend over 1/4 of a million to bring it to today's requirements. Please keep us informed on developments, we are happy to participate in helping to get ourselves and the northern beaches back on the map and in a prime destination position, at the moment, it is dead as a popular tourist spot - taking away our ferries, not allowing businesses to have parking permits to allow their contractors to get on with their job or to provide visitor parking for our tourists is destroying the northern Beaches.
168	This document is totally useless. Once opened I spreads out to the right and you have to scroll SIDEWAYS to read it all. Was this even reviewed before it was sent out?
169	As a local resident for nearly 50 years I am against any increase in tourism to our Northern Beaches. The problem, simply, is that we have failed to adjust to the number of people here already and any increase will exacerbate the clogged up local roads and parking areas. The problem, simply, is that we have failed to adjust to the number of people here already and any increase will exacerbate the clogged up local roads and parking areas.
170	<p>Introduction</p> <p>Over-tourism is a problem all over the world. So many areas are under enormous pressure from tourism. Byron Bay is an example of this. Local residents are significantly adversely impacted in terms of amenity, character, traffic, accommodation and losing the sense of community. This is not a future we want for our community.</p> <p>Here on the Peninsular, tourism is increasing. While we welcome visitors, tourism needs to stay relatively low key. Our natural environment is unique and precious. We have one road in. There is limited parking. There are no longer direct buses to and from the city. We do not want to destroy what people come to enjoy.</p> <p>Why do we need to increase tourism just because our visitor economy has underperformed compared to both the national and Sydney averages? Why do we want to compete with the CBD?</p> <p>Build awareness of a single, unifying identity for Sydney's Northern Beaches</p> <p>A single unifying identity is not appropriate for the Northern Beaches. What is appropriate for Manly is not appropriate for Palm Beach, for example. The Northern end of the peninsular is unique and the natural beauty and the environment need to be protected. Natural recreation areas such as McKay Reserve, the Angophora Reserve and Stapleton Park should be preserved and not developed with visitor amenities. Recreation areas such as Governor Phillip Park could do with picnic tables in shaded areas and better upkeep. All recreation areas should be protected from development. Greater use of the waterways puts greater demand on dinghy and kayak storage. There is increased use of jet skis by out of area visitors. Traffic and parking are already at intolerable levels on weekends. There are no longer direct buses from the city. During the COVID lockdown from March visitor numbers were at the same level as during a normal summer. It was only the December-January lockdown that prevented the area from being inundated with visitors, but this also meant our local businesses lost trade during what would have been the busiest time of the year.</p> <p>Transition from day-visitors to overnight visitors and encourage greater regional dispersal</p> <p>In recent years there has been a big transition to overnight visitors on the Peninsular with the rise in houses available for Airbnb</p>

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	<p>rental. Previously houses were rented over Christmas and Easter, now short-term rental is available any time. Fortunately, hotel style accommodation is only available on a small scale at Jonah's and Barrenjoey House. In addition, there are holiday apartments, camping at The Basin and cottages at Currawong. There is no hotel style accommodation in Avalon or Bilgola, and it should stay that way. The Peninsular does not need more visitors to stay overnight. There is already a strong VFR market here. We need to build community, not lose it to tourism.</p> <p>Increase yield (spend), length of stay and repeat visitation</p> <p>While encouraging visitors to spend more during their stay is admirable and helpful for local businesses, there is a risk that lower income people are priced out and not encouraged to visit our beaches. The cost of parking is already prohibitive and commercial rental rates are very high, including for tables on footpaths. There is no need to encourage an increase length of stay and repeat visitation in this area, except perhaps visitors from the Central Coast who arrive by ferry for the day. The beaches, the walk to the lighthouse, the walk from the ferry to the beach etc already attract as many visitors as the area can manage. Events such as the Big Swim and the Polo attract a lot of day visitors but do, they spend in the area? The Big Swim is an important fund-raising event for Whale Beach Surf Club. However small-scale events such as the Artists Trail, outdoor cinema nights, markets and Market Days are primarily for residents and build a connected community but do also attract visitors. Small scale events for both residents and visitors are beneficial.</p> <p>Address seasonality with increase visitation during low and shoulder seasons</p> <p>During 2020 there was increased visitation to the Peninsular during low and shoulder seasons and this will continue while travel is restricted. Regardless of COVID, visitor numbers have been increasing during these times. the coastal walks, the Lighthouse walk, and rock fishing are examples of activities that increase visitors during low season. This area is also popular for weddings, with wedding parties staying in the area. We need strategies to cope with the visitors already arriving, not promotion of more tourism.</p> <p>Build a resilient and capable tourism industry and strengthen and enhance collaboration</p> <p>We do not need to build a tourism industry on the Peninsular. We already have seaplanes, boat and kayak rentals, ferries and Home and Away tours. We have art galleries, a cinema, golf courses, playgrounds and picnic areas. We have cafes and restaurants and accommodation. Collaboration already happens eg seaplanes and restaurants. There is already high demand for our amenities and services, especially in peak times. Our area needs tourism to stay low key to protect our environment and amenity. It is what people come here to enjoy.</p> <p>Respond to COVID-safe practices and resulting market trends, desires or expectations</p> <p>Our local businesses have been severely impacted during COVID, particularly during the December- January lockdown which would have been their busiest time. Many businesses rely on larger events such as weddings or cater for small events and during COVID-19 this business has not existed. For example, florists, day spas, and cafes and the clubs all rely on events both for residents and visitors. Our businesses need support. Residents and visitors, as well as council, can support to our local businesses. Council could support lowering the fees for outside dining for example. Market trends have seen an increase in walking, but this does not necessarily help local businesses.</p> <p>Digital platforms</p> <p>I support NBC's concept for providing better digital information for visitors. Sydney.com has good information for visitors to the Northern Beaches. NBC website has outdated COVID restrictions, but otherwise has good information on bush-walks activities and</p>

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	<p>amenities in the area supported by council, more helpful for residents than visitors' Commercial activities are not included. For comprehensive information for visitors, commercial activities should also be included. Our local magazine, Pittwater Life, has good information for visitors.</p> <p>Conclusion</p> <p>We need tourists on the Peninsular, both day visitors and overnight. Encouraging tourists from the Central Coast who arrive by ferry does not impact our roads or parking. Many of our businesses are seasonal and need tourists. However, our area is very fragile, has limited access and parking. Increased tourism should not be at the expense of amenity for residents or impact on our unique environment. Tourism should be sustainable and not destroy this unique area.</p>
171	<p>I live in Manly and listen to many older residents when I'm volunteering in Lifeline. So, I would like to be a voice for the vulnerable and elderly. My partner is a Vietnam war veteran. We live in Central Manly and know that many of the food outlets there are very well attended. The day tourists spend very little ... maybe an ice cream and a few chips! Do the residents have to pay for the rubbish removal made by the tourists ??? Alcohol consumption on public spaces eg East Esplanade is a disaster and just encourages underage drinking and anti-social behaviour. I can't believe councillors voted for that ... what were they thinking!!! The consensus is that Manly is at full capacity!</p>
172	<ul style="list-style-type: none"> • Residents should have been involved in the consultation from the outset • Limited roads and parking are the major inhibitors of any strategy especially in the northern Beaches • Yes, it's NIMBY because we want to preserve our quality of life in the northern Beaches. It's why we chose to live here. <p>Re the report itself:</p> <ul style="list-style-type: none"> • Exquisite graphic design for a hard copy - agreed • Please ensure all future reports are: <ul style="list-style-type: none"> o easier to read on line without having to move pages sideways o print effectively without having missing text at page edge (while retaining a legible font size) o include page numbers.
173	<p>I would like to make a submission for the northern beaches' destination proposal. I am a avid mountain biker and am part of a group of families that mountain bike out amongst the national parks located within the northern beaches. Mountain biking has grown rapidly over the past 5 years or so and is evident with the huge growth in the junior arenas as each school will have a mount bike team and compete regularly at price and school (inter school) sanctioned events throughout the year. We constantly have people come from interstate and regionally to ride with us. Local businesses and local accommodation has benefited over the years and will continue to do so. I encourage the idea of funds being allocated to the mount biking industry locally.</p>
174	<p>Favourable mountain biking</p>
175	<p>██ I am writing to you since I would like to oppose to making this area even more attractive for tourism. The peninsular we live on and so cherish is already chocabloc full every weekend. Not many</p>

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	cars can come in and out if this continues, there is no hospital nearby now and roads are blocked every weekend, we also do not have a police station anymore. Please do stop developing this area into an even more 'touristy' place. We simply do not have the infrastructure for it.
176	<p>We write this letter to provide feedback on Northern Beaches Councils proposed: Destination Management Plan. We would like to see the proposed document adjusted to include specific timelines, budgets and a marketing plan. As it currently sits, it is more of a skeleton framework, requiring further detail.</p> <p>Elements from the previously presented Manly DMP, by the Manly Business Chamber should be reviewed and pulled into this document.</p> <p>As key property stakeholders, we are adamant that the Manly Beach brand remains the hero for the beaches as a destination. The Manly brand should be utilised to encourage bookings for Manly and beyond, rather than diluted.</p> <p>General points:</p> <p>Should changes in operation be made to Hello Manly Information Centre, to encompass Northern Beaches businesses, the cost of operation should be apportioned to all commercial rate payers, rather than solely the responsibility of the Manly CBD rate payers.</p> <p>Manly, as a destination, should have allocated and experienced staff with a relevant budget to facilitate social media content along with paid, targeted advertising, which includes and allows for the promotion of specific businesses.</p> <p>It is essential that marketing is focused on increasing spend and length of stay, whilst informing and encouraging visitor bookings prior to arrival.</p> <p>A guaranteed timeline for completion and execution of the Manly Place Plan should be included.</p> <p>Additional activities such as a Surf Museum should be considered, which embraces the essence of the Manly Village, and offers an all ages, all weather experience.</p> <p>Some markets and categories have very little focus throughout the plan, and should be elaborated on further:</p> <p>Food and Beverage, Retail, furthermore, International Students, who have previously generated \$20M annually within Manly, barely receives a mention. It is essential that this category is expanded. The suggestion of a Tourism Taskforce, whilst appreciated, needs to be facilitated at no cost to operators to ensure its success and even participation.</p>
177	<p>We came to live in the Northern Beaches as an attractive residential area with suitable household services NOT as a DESTINATION or a sustainable visitor economy. Northern Beaches does not need to advertise - visitors come and enjoy its natural beauty to the available capacity. More people overnight means extra load on rate payer funded services, especially sewerage.</p>
178	<p>Tourism: tourism is definitely a critical part of our economy and infrastructure – it accounts for 12% of all the LGA's jobs (I may have missed it but I could not find any reference to what % of our economy is represented by tourism – an important consideration). I applaud the work that is being done for tourism – however I do ask what is being done for the rest of the economy (besides the embarrassing display at the Council meeting earlier this month). As part of our push to support Tourism, we have to ask what is being done for the non tourism components of your economy.</p> <p>Northern Beaches Brand (what a great word!!!): Northern Beaches as a whole does not currently have any exposure or impact, it is</p>

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	<p>only places such as Palm Beach and Manly – and this is a very fragmented / disjointed promotion by the tourism / hospitality suppliers. When you think of a lot of strong tourist places, both domestic and international, the major attraction is a region not a destination. NB needs to have a strong identity created and strongly promoted. The destinations can then be sub brands.</p> <p>Technology: NB should be known as a “Smart” place to visit by using current and emerging technology to enhance the visitor experience and make it ease for tourism. Electronic guided walks / drives are just one example. I believe other regions are way ahead of NB in this regard.</p> <p>Manly: congratulations to the businesses and people of Manly for their efforts in promoting Manly, however, the Northern beaches does not start and end at Manly. Recent exercises and government support has, in my opinion, re-enforced the concept of “Only Manly”. We need to get our local politicians to do similar support for the rest of the NB. Manly is definitely one of the gateways to the region but is not the only destination nor the total focus for tourism.</p> <p>Areas of Tourism: the brochure re-enforces the concept that there are really only two “tourism” hotspots in the NB: Manly and Palm Beach. As part of the push for a viable and sustainable tourism region, strong support must be given to develop attractions away from Manly and Palm Beach.</p> <p>Errors in the brochure: a) p14 refers to a 35 metre rock pool. If this is the case, I have really slowed down in my swim times. The Council’s own website lists it as a 50 m pool. b) there is a difference in the number of residents between p8 and p43 – there should be consistency.</p> <p>Accommodation: A major influence in tourism success, as mentioned in the brochure, is the push to extend the durations of stays and increase the visitor spend (these two are often related). One major restriction in increasing visitor duration is the lack of accommodation – basically of all types. A major focus on increasing the return from tourism must be to increase suitable accommodation – without being detrimental to the fabric of our areas and to the residents (not an easy ask).</p> <p>Cost of being a tourist: Excluding maybe a day at the beach, NB is not a cheap place to visit. The brochure recommendation seems to be targeting the upper “high yield” end of the market. Should there be also a promotion to attract the more cost conscious tourist.</p> <p>Types of Tourism: a major part of the current tourism value is the “backpackers”. Whilst not necessarily a but \$ earner, they are critical, in a lot of places, to businesses in the way of employment. Backpackers must be added to our target market.</p> <p>Domestic Tourism: Looking at the local (PB) tourist economy, I would guestimate that a large % of visitors and \$ come from domestic tourist who live within 25 kms – this market is excluded from both the research and the targeting. Again, especially for the “Pittwater” region, this market must be considered and attracted.</p> <p>Urban Night Sky Park: this gets strong coverage which is very concerning: it has not been approved yet (as far as I know) and we do not know the advantages or disadvantages this will offer for local businesses. I am also uncertain of the “pulling” power of such an exercise. It could soak up a lot of promotional energy and \$ for dubious local return.</p> <p>Marketing: There seem to be a lot of words in the brochure about this but very little in the way of strategies or actions. I do like to concept of the Northern Beaches Tourism and Hospitality Organisation as long as it is a true representation of all areas, all types and sizes of businesses and includes some local, ie not “in the business” representation. I feel the PBWBA is a very good example at taking a balanced approach (no progress v too much progress) and this approach should be followed by this organisation.</p> <p>Events: a lot of tourist visitation, these days, is “controlled” by wholesalers. NBC should set up an Expo for wholesalers (similar what</p>

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	<p>used to be called, from memory, the Australian Tourism Expo) where local tourism and hospitality supplies can promote their “product” to wholesalers. The first one could be used as a launch pad for the new NB brand.</p> <p>Seasonality: within the Pittwater area, at the peak periods (COVID excluded), we really cannot handle many more visitors. So the promotion should be targeted for non peak periods – when the tourist can enjoy themselves more.</p> <p>Sustainability: There seems to be a push to develop the area and hospitality suppliers as “environmentally sustainable”. Whilst I support this direction, I am not sure if it is a great “Attraction” tag?</p>
179	Promote Mountain Biking. Promote Mountain Bike Coaching. Promote Mountain Bike Guiding. Provide more sanctioned mountain bike trails. Create a pathway for professional mountain bike coaching and mountain bike guiding on NBC land managed trails and open space venues.
180	<p>I just wanted to reach out to say I think this is a fantastic initiative and I hope it helps our tourism on the Northern Beaches. I know from listening to clients over the years how difficult it is to get day trippers to the northern end of the beaches. Also, so many businesses struggle during the off season, no matter where they are located on the beaches.</p> <p>It's so refreshing to see you are focusing on the whole of the Northern Beaches as a destination of choice and a single destination website, not just Manly. I'm sure you are receiving plenty of quality feedback from tourist operators first hand, so I'm probably not of any assistance in that area, but please don't hesitate to contact me if you think I may be of help in any way.</p> <p>Well done, I'm looking forward to see it all come to fruition!</p>
181	Without council tackling real issues, like reopening the manly aquarium. The plan is doomed to fail.
182	<p>Once again developers want to destroy the one thing that makes the northern beaches so unique and charming. Its Character. Let the tourist masses stay in Manly and Dee Why and travel to the beach of their choice with appropriate styled shuttle buses. The residents here should have as much say as those out to make short term profits by destroying this jewel we have. Please do not put high rise in Mona Vale or Narrabeen.</p>
183	<p>It is impossible to develop a plan for the 3 council areas as they all have different needs etc etc the best plan would be to have 3 councils run by their own councillors and communities. We are heading to the same situation that is currently happening with the Central Coast Council. Mike Baird caused this crap of 1 large council then jumped ship now his mates should fix it. The reason people come to the northern northern beaches is not to have added tourist attractions. They come here to see the natural beauty of the area. Leave the area as it is. Another wasteful report and waste of time.</p>
184	<p>Northern Beaches hospitality businesses have suffered from reduced trading due to Covid 19 to which I agree. That more focussed tourism to the Northern Beaches will help these businesses to which I do not agree. I believe that the majority of hospitality businesses are more focussed on the local community and will recover when Covid trading restrictions are lifted. New hospitality businesses will inevitably be introduced which will compete with existing businesses currently struggling. That the residents</p>

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	<p>of the Northern Beaches would welcome more tourism into the area – to which I strongly do not agree. I, like most residents I have spoken to would not welcome increase in tourism on the Northern Beaches. We have chosen to live here for the merits and benefits of its surrounding environment and associated lifestyle. Associated issues As outlined in the Draft Northern Beaches Local Housing Strategy, an increase in population of nearly 23,000 residents on the Northern Beaches is planned by 2036. This in itself will create more demand for local amenities such as parks and open spaces, public transport, parking, improved roads etc. An increase in tourism to the area would be counterproductive to these goals. There are already problems and resident complaints regarding parking of recreational water craft in streets – an increase in holidaymakers will add to this problem □ There is no rapid transit system in place or planned instead, a short sighted, woeful bus service that is currently reducing some of it's services and which is not expected either to support increased passenger numbers nor future population growth There are increasing social issues and vandalism in the Northern Increase – an increase in holidaymakers would add to the problem.</p>
185	<p>Thank you for publishing Council's proposals for tourism on the northern beaches. My interest in these proposals began with Council's notification on zoning proposals for Governor Philip Park in Palm Beach some time ago. This current proposal beggars belief. How is it that Council has commissioned such shabby research? How much did this research cost ratepayers? Why, and at whose command was this proposal initiated? Why were areas such as Bronte/Waverley used as comparison models when there is no possible comparison in terms of area size and infrastructure and, indeed, identifying the type of tourist and their behaviour patterns whilst in the area? Were studies done by Council to ascertain how small businesses in the Waverley area operate differently to those in the areas from Newport to Palm Beach? Or did studies provide how much of their income split was due to tourist or local activity? In this area, small businesses which cater for tourist activity are subject to seasonal influences. This contrasts with the Waverley area, which can be sustained through Autumn and Winter months by movement of locals and ease of access by interstate or international tourists. We ratepayers support our local small businesses; however, it is a nonsense to believe that developing a 'tourist' plan for the area replaces a sound business plan or is a rescue for a venture that cannot factor slow periods due to seasonal influences. The Peninsula has been developed by our local Council to a degree that there is now very little infrastructure that can improve how this area operates for its residents or small business owners. There is only one road in and one out, as they say. Stop/Start traffic is a fact of life. Parking, particularly around areas that would be frequented by tourists is severely limited. In short, too much traffic, not enough roads. Council has done some magnificent work in protecting areas of significance and creating infrastructure for our younger people recently. We are guardians of an exceptionally beautiful area and it is natural that tourists should want to visit, and we should share with them. However, tourism that is driven by merchants and Council seeking the \$ value is dull, and has a very short lifespan. This proposal is outrageous. It is uninspiring, and, let's be honest, because Council continues to ignore the obvious traffic/roads problem, it simply won't work. Seriously, Council can, and should, do better. This area needs an approach that is innovative, workable and exciting. Who came up with this idea? Who authorised this proposal and what funding was provided? In the end, Council has to ask itself if it truly represents its ratepayers.</p>
186	<p>We write this letter to provide feedback on Northern Beaches Councils proposed: Destination Management Plan. We would like to see the proposed document adjusted to include specific timelines, budgets and a marketing plan. As it currently sits, it is more of a</p>

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	<p>skeleton framework, requiring further detail. Elements from the previously presented Manly DMP, by the Manly Business Chamber should be reviewed and pulled into this document. As key property stakeholders, we are adamant that the Manly Beach brand remains the hero for the beaches as a destination. The Manly brand should be utilised to encourage bookings for Manly and beyond, rather than diluted. General points: Should changes in operation be made to Hello Manly Information Centre, to encompass Northern Beaches businesses, the cost of operation should be apportioned to all commercial rate payers, rather than solely the responsibility of the Manly CBD rate payers. Manly, as a destination, should have allocated and experienced staff with a relevant budget to facilitate social media content along with paid, targeted advertising, which includes and allows for the promotion of specific businesses. It is essential that marketing is focused on increasing spend and length of stay, whilst informing and encouraging visitor bookings prior to arrival. A guaranteed timeline for completion and execution of the Manly Place Plan should be included. Additional activities such as a Surf Museum should be considered, which embraces the essence of the Manly Village, and offers an all ages, all weather experience. Some markets and categories have very little focus throughout the plan, and should be elaborated on further: Food and Beverage, Retail, furthermore, International Students, who have previously generated \$20M annually within Manly, barely receives a mention. It is essential that this category is expanded. The suggestion of a Tourism Taskforce, whilst appreciated, needs to be facilitated at no cost to operators to ensure its success and even participation.</p>
187	<p>1. Narrabeen Lake is missing on the iconic items of the NB, but Manly Dam is present. 2. The "measuring success" section seems a bit thin, it does not say what you would call a successful outcome in e.g. 1 year, 2 years, 5 years. But just says how you will gather data... would you aim for e.g. an x% increase of X visitors by x time (assuming COVID is managed etc.). Good luck. Looks like it's time for me to move away from this quite serene location.</p>
188	<p>Thank you so much this is amazing!! So excited to be closely involved with NBC, I admire what you guys do immensely and worked with a few of the team during Avalon on the Green 2019 which I conceptualised and organised with my team (including your next level awesome bro in law!). I feel really strongly that our business is a great fit for the area and we are determined to run it as committed community members. Thanks again for getting in touch and I'll get onto the training sessions.</p>
189	<p>We run a [REDACTED] and pick up a lot of clients from Manly. The only wharf to pick up from is not very yacht friendly, very hard loading and unloading passengers at low tide and strong Southerlies. Would it be possible to build a wharf in front of the old aquarium that was more suitable for smaller commercial and private vessels to pick up and drop off passengers safely. They could do so without having to pass in front of or near the Manly ferries and fast ferries. [REDACTED] My opinion is that our "vibrant local community" with the 'enhanced and extended opportunities for a sustainable tourist economy throughout the Council area' will be soon a crowded, frustrating place with constant traffic jams where parking is impossible and even the locals will think twice before they visit any of the Northern Beaches events (especially in Manly). Oh, what am I talking about? This won't happen. It is already happening. Let's see how are the weekends? I cannot go to the nearest beach on a sunny Sunday unless my husband drops us off with our beach gear because it is impossible to park. I have trouble getting to Warriewood Square to do my weekly shopping on a Saturday because the traffic in the direction of Palm Beach is bigger during weekends than on any weekday (sorry, I work full time and cannot do it during the week). I feel this Destination Management Plan has nice words only, how we (as a Council) can do as little as</p>

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	possible without spending much, focusing on marketing and relationships only. The basic thing is that we cannot bring more people to the Beaches without improving public transport. Yes, public transport again. The parking places never will be enough and we don't want to bring more cars to our roads which have limited capacity. As a local, I do enjoy B-line to the city and back and the commuter car park but I haven't been in Palm Beach for years due to the traffic, lack of efficient public transport, and parking places. And we do not want to increase the car traffic on Barrenjoey Road, do we? Then we have to increase public transport and encourage people to live their cars outside of the area. Manly is another nightmare. We know that we have problems with drinking and driving people. You could have shuttle buses going around Manly constantly, stopping at bus stops, parking places, at the wharf, along the beaches at a few places. There never ever will be enough parking places at Manly unless cars fly. Dee Why is not mentioned in the study while we know that it is a popular place as well with big events. While parking capacity is a bit better at the Dee Why Beach car park, it reaches its limit if there is an even. Improve public transport with a real network (!) with very frequent (!) bus service. Create parking places outside of the busy area and connect them to the popular destinations by public transport.
190	<ul style="list-style-type: none"> • Have a tourism business register facilitated by council. This register will outline activities, accreditation's, driver's authorities, bus operator accreditation, qualifications of lead staff members, insurances and business registration requirements for business operating tourism businesses in the local area. All tourism business must apply to operate in the council area. • The register is a place for consumers to search for quality providers and also a way for the council to set a high benchmark for operators in the council area. • This will ensure quality providers and safety of the visitors. Also all visitors will be covered by insurance if there is an incident with a tour provided. • Safety is a key buying factor so a high quality benchmark of tour operators will attract more visitors. • Sustainability is key. Council can aim to get the area accredited as an eco tourism destination with eco tourism Australia. • Congestion is a serious issue for high traffic areas. For example Cabbage Tree bay swimming clubs have exploded and now have very high swimming numbers through more hours of the day. Also the surf club also runs training drills in the Aquatic reserve very regularly through summer. • I propose a designated swimming/training/exercise channel in the middle of Cabbage tree bay to manly beach and a designated snorkeling channel on the sides of the bay where most people snorkel. This will help all users of the bay have access and avoid each other. At the moment all snorkelers need to be on high alert as swimmers pass by constantly. Collisions can cause injury and the natural experience is impacted as snorkelers need to dodge swimmers. The number of swimmers and snorkelers is only going to increase. Each users group can enter each zone but the swimming channel swimmers have right of way. Swimmers can go into the snorkel zone but snorkelers have right of way. Like the bike paths. Consulting with the swimming groups could create a swimming code of conduct set of rules like for surfing? There is an unwritten set of rules in the water, which is to avoid other people in the water and to not swim into people but it seems not all people have been taught this. Education needs to be the solution to manage the users of the area. Most people are compliant so you will get high uptake of people following the rules to help the issue. There will be people who will defy anything but it will be a small minority. • Boats should be banned from Cabbage Tree Bay unless there is serious weather and they are seeking refuge. At the moment boats anchor very close in the bay causing threats to swimmers and damage to the sea floor on days when weather is not dangerous. The biggest danger is a swimmer getting hurt by a boat.
191	I'm in hire car business, since last March my business lost 100%. At the moment I get jop keepers payment till March. But my business

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	completely dead.
192	I would like to see the manly visitor centre display my tour brochures and book my tours without the ridiculous fees involved.
193	<p>Thank you for putting this plan in place and letting us locals have a say! The plan is put together very well, with a lot of thought and research going into it. Unfortunately for me the council is still overlooking one of the fastest growing sports on the Northern beaches, a recreation sport and a family one too.....Mountain biking. This fantastic community-based sport is forever being at the bottom of the list when it comes to council management and funding, yet to the mountain bike community on the beaches it is by far one of the most accessible things to do, instead of going to the beach. If you look at all the amazing trails on the Northern beaches and the abundance of National parks, we are so lucky! From a pure tourist's point of view of the Northern beaches all they see in the brochures and websites and information centers is water and sand. Yes, we do have an amazing amenity on or doorstep, world class beaches, but if you look at a map from Manly to Palm beach with 'satellite view' in Google you can see the number of parks, reserves, and bush, all full of mountain bike trails and hiking trails, an amenity that is seldom advertised. Let us take Manly dam for instance, a superb piece of real estate, a 10 minutes' drive, Taxi, Uber or a 30min bus ride from Manly wharf. A beautiful place to go for a swim, a walk, a trail run, take the kids to the new playground, BBQs to rent out for that special event, you can also go mountain biking on the 10km loop around the dam itself. Even with all these things you can do there, it is still not being used to full potential. Narrabeen lake a few kms North is a perfect example of an amenity that is being used to that potential. Yes, it is a larger water mass but what it offers the tourist if they were to venture up that far, is kayaking, paddle boarding, boating, bike hire, walking and cycle track, fishing and canoeing. Most of these activities are being supplied by local vendors and are a valuable commodity In the Narrabeen area. From this viewpoint, why can't we make that same product work for Manly dam? Imagine using it a destination, a place where those same activities mentioned are offered with quick and easy access to Manly. What about a direct shuttle bus line to the Dam? Getting back to the mountain biking. You should look at the towns around Australia where council has embraced this mountain biking phenomenon. Derby in Tasmania, Dungog and Cooma in NSW and many more have seen the revenue potential and an amenity that can be shared by all. Manly dam could be that same MOUNTAIN BIKING DESTINATION. With over 30kms of trails, together with Garigal national park, with such diverse terrain for all skill levels and beautiful views of Sydney, its an opportunity not to missed! As a tour operator in Collaroy, it would be incredible to see some if these ideas come to fruit, it cannot be all about the wonderful beaches.</p>
194	<p>Since Covid commenced, my largely outbound (international) Travel agency based on Northern Beaches has suffered considerably. I have been spending the last 12 months considering how I can pivot and I am looking to use my 25 plus years in the Travel and Tourism industry to pivot into a DMC (Destination Management Company) and specifically for the Northern Beaches. As a DMC I would promote all areas of Tourism from accommodation, experiences, dining, tours, transfers and Events. I would love to discuss this idea with you and how I can move forward with my business plan. I am still operating as a Travel agent however I have to ability to sell immediately travel and packages to Northern Beaches. I would need some guidance in looking to explore the exposure interstate and if there is funding from council to support this type of business.</p>
195	I have been reading the Draft DMP with great interest. I have been working as [REDACTED]

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	<p>██████████ for the past 17 years working with high end holiday rentals at Palm Beach and would like to add any input that I can to this DMP. Tourism has so many invaluable ways to grow and we can learn a lot from other Councils as to their successes. If I can please be added to any further forums I would look forward to the opportunity of being included in these discussions and the future of tourism in the area.</p>
196	<p>██████████ is a network of local wedding venues and suppliers and my purpose is to support their business and drive enquiries by promoting the NB as a wedding Destination. I do this via several channels including an online wedding directory, exhibiting at larger wedding expos, social media and coordinating local wedding showcase events. I have highlighted a few points from the plan and have some questions on how the plan could help support the ██████████ and our events when we get to run them again.. I would love for ██████████ to get more involved with our tourism and also see what support could be offered in return to help promote the website and our wedding showcase events. These are all free for guests to attend and are a huge way of promoting the NB as a wedding destination, whilst supporting local wedding venues and events. The biggest concern we have with Covid and what is keeping us in a holding pattern is getting an event together, promoting and spending on advertising then having to cancel due to lockdowns. I have also found there is a real gap on where we could be advertising the events, and the support of NB tourism would be a great collaboration as they go hand in hand.</p>
197	<p>Better infrastructure in place before expanding the draw of domestic and international tourism. I have worked and own a business in the maritime industry and have been involved with hospitality and eco tours for over 30 in Pittwater and Broken Bay, currently there is no provision for commercial vessels and the onslaught of more and more private vessels with less public space is a major impediment to expansion.</p>
198	<p>Thank you for preparing the Draft DMP inclusive of the COVID Recovery Plan. By way of background ██████████ as well as a lifelong resident of the Northern Beaches. It is an understatement to say that my drive for showcasing our slice of paradise to the world is strong and my wish for the medium term is for the Northern Beaches LGA to be a thriving precinct for residents, visitors and wildlife whilst also being a model case for the management of a socially led economic COVID recovery. The DMP and CRP are both an excellent start in shaping the medium term plan of action. I would seek to highlight some key areas of focus that will make the recovery and plan meaningful today to visitors, businesses and residents alike. For the purpose of this submission it should be noted that I seek to wrap residents, businesses and visitors together as beneficiaries, as, many residents are employed by, or own, local business. These beneficiaries will wish for greater amenity and will also have friends and relatives visit from time to time. Splitting these beneficiaries as individual stakeholder groups is dangerous as it undermines the concept of community- the strongest binder of common goals we have. 1. Time. a. Start yesterday. The economic cost of waiting to implement some of these changes and goals is vast and local business simply does not have the balance sheet to hold on for delayed bureaucratic process. b. Direct action in the short term is going to have a far greater net positive impact than delayed approval for plans as outlined in the DMP and CRP. c. Measure in days. Businesses are currently measuring their runway in days, not months or years and council should adopt the same pace if it wishes to maintain the services of business to facilitate the recovery. 2. Council unity a. The council must work as one unit in creating an investable precinct. Specifically, the</p>

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	interrelation between the goals and pace of the Tourism and Placemaking team versus the backlog and slow process of the Property team is perhaps the greatest inhibitor to action we have. Slow paperwork and hazy subjective decision making within the Property team is no way of creating an investable precinct. b. Council amalgamation need to be a thing of the past. You are the Northern Beaches council, not 3 councils. I am constantly getting referred between Manly, Warringah and Pittwater council business units and this simply has to stop. The council must remember that they are tasked with catering for the beneficiaries and must ensure their process and mindset is conducive to the betterment of the community as a whole. 3. Cashflow boosts a. Significant and swift relief of rates and taxes needs to administered to vulnerable business. Noting many businesses have lost all or most staff, paperwork and processing volume should be kept to a minimum.
199	Stony Range Botanic Gardens of Australian Bushland Gateway To Dee Why • Officially opened in September 1961 • Federation Cascade opened in 2001. Area: 7 Acres The area is of special interest to Native Plant lovers and overseas visitors to see the variety of Australian plants and trees. Features: • Surfaced paved walking tracks as well as primitive walking tracks. A sensory paved circular track developed for handicapped visitors. • Great diversity and variety of Australian trees and plants. Highlighted by a Rainforest walk. • Two areas dedicated for children, one for small children called "Magic Circle", the other for older children called "Secret Hideout". • Picnic area with Gas BBQ, water and seating • Parking area for cars and buses. • Native plants on sale from the onsite nursery on Tuesdays and Saturdays. • Covered stage area for concerts and events
200	Yes I think these initiatives will help businesses rebound & recover. Regarding ideas, I've already made a suggestion to council about another way to help businesses like mine specifically, but the feedback I've had so far suggests it's not going to get approved.
201	Professional tour guides are continually dealing with passengers, cruise ships, airports, hotel, luggage etc as part of our daily work. I think it would be a shame not to include their experience when looking at plans that involve visitors, transport and accommodation to the Northern Beaches. You could contact [REDACTED] to get their perspective, or please feel free to contact me via this email address or on my mobile.
202	In my experience organising 'group' tours to the area have not been easy for a multitude of reasons. As an FIT destination, it is quite good, as people can come and go as they please, but anything regarding multiple people is complicated by: - Suppliers offers are not considered with regards to other offers. You need to wait around and kill time between activities - there is no one coordinating activities in the area, so it requires multiple phone calls - busses find it particularly hard to park - signage and information about the area is scant - residents are opposed to travellers in the area (unless it is to take over their Air BnB property in which the money goes into their own pocket. - Anything organised by suppliers not from the area, is opposed to - there is no central or online booking facility - Funding focuses around Manly and Palm Beach I see in this draft that many of these points are considered and look forward to some of the points being included. Just a little correct, the International Dark-Sky Association is IDA not IDSA.
203	Hi there.. There are many good ideas. But something that will really help the local economy, is creating a stronger night life for TOURISM and locals, this will create more work for anyone from hospitality industry, traders, food suppliers (so all the chain up to farmers etc.) artists, our local breweries and so on.... Tax and gst in the pocket and real money for real people... First of all you should

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	close the main roads ls in front the beaches (where possible) .. Definitely in Manly and Dee why) and let local businesses, including new ones, using these new areas to set up tables or just using them as a court yards where you can drink or eat, while watching artist performing music. Exactly As happen in Europe or US.. Check Barcellona, Maiami etc... This is one idea.. Good?
204	I just wanted to reach out to say I think this is a fantastic initiative and I hope it helps our tourism on the Northern Beaches. I know from listening to clients over the years how difficult it is to get day trippers to the northern end of the beaches. Also, so many businesses struggle during the off season, no matter where they are located on the beaches. It's so refreshing to see you are focusing on the whole of the Northern Beaches as a destination of choice and a single destination website, not just Manly. I'm sure you are receiving plenty of quality feedback from tourist operators first hand, so I'm probably not of any assistance in that area, but please don't hesitate to contact me if you think I may be of help in any way. Well done, I'm looking forward to see it all come to fruition!
205	<p>After sleeping on it, I have one more thing to add to my previous submission. I'm hoping you can see from my contact details which submission that was an put them together.</p> <p>I didn't actually say how my work engages visitors. I work as a mountain bike skills coach - teaching people to the basics of how to ride bikes safely and skilfully so they can enjoy their time out there on the trail. I don't think the council understands how coaching works and what kind of facilities are needed (e.g. skills parks) to support these kind of business. Nor do they understand what it means for impact on other trail users that are not participating in a skills session or a guided tour. This is an understanding quite quickly, so everyone is on the same page. Also, at the moment it is not easy as a mountain bike guide or coach to get permission to use trails or grass 'gravel areas for coaching. Some businesses have managed to get permission for some areas and others are told things like "well, that was a one off for that business and it shouldn't have happened". This red tape needs to go so there is fair and equitable access.</p> <p>By understanding how coaching and guiding works, formalising the trail network and filling in the gaps where infrastructure is missing it lowers the barrier of entry for visitors to a mountain bike experience. This could be a beginner/first time experience through a guiding company or an advance experience where riders from out of town can follow easy to follow maps and trail signage. Once people of all different appetites for mountain bike adventures realise how easy it is to have an amazing experience riding off road on the Northern Beaches, mountain biking becomes part of "the sum of all the stories about the destination and the experiences visitors have during their stay. It is a perception of 'place' that lives in the mind of the visitors" that keeps them coming back for more!!!!</p> <p>(For the record. During the first covid lockdown I joined an online group that mapped out a Northern Beaches challenge to ride about 80% of the good/decent single-track North of the Spit Bridge. It took 10 weekends in a row for advanced riders to get through it all once doing one fast paced half day ride per weekend. My point is there is plenty out there to bring people back for more. We need to cater now to the beginner/intermediate riders with new facilities so they can join in too)</p>
206	Since COVID, there has been a marked decrease in competitive, 'drive to' team ball sports, and a major increase in unstructured, social 'from home' recreational activities. This was most notable regarding all forms of bicycling- an increase of 300%. This has resulted in a global shortage of bicycles, and hundreds of new bicyclists, all looking for places to ride... And of all bicycles sold in Australia, over 75% were mountain bicycles, designed to be ridden on DIRT, single track trails. The N. Beaches- with it's heavenly

	Comments/Submission
	<p>hills, natural environments, proximity to the ocean, and opportunity for connectivity through bushlands and along waterways to partner and link trail networks to other LGA's- is in a prime position to become the premier destination for mountain bicycling in Greater Sydney.</p> <p>1) Build mutually beneficial partnerships which would facilitate links and bridging transport options</p> <p>a) Why aren't local bus companies having their busses fitted with bicycle racks?</p> <p>b) Promoting the use of bicycles to raise visitor and resident awareness of alternate ways of moving around the beaches other than private cars</p> <p>c) Overlap with Tourism and place attachment: a brilliant network of safe cycle ways- or a stunning road cycling route like Mac Carrs Creek(and more)- or purpose built mountain bike trails networks through natural environments or navigable walks which link to other walks or take in specific local features will become defining area attractions in and of themselves. Partner with Central Coast Council and develop mutual mountain bicycling opportunities via the ferry from Palm Beach. Establish shuttle bus companies which can collect riders and shuttle them to trail heads thereby reducing private car use. Link up with mtb trails networks in Kuringai, Hornsby, Lane Cove etc.</p> <p>2) Get on board with E-Bikes!</p> <p>With the soaring use of e-bikes, the hills of N. Beaches are no longer an excuse!? E-bikes mean that your aging population can continue benefitting from cycling deep into their eighties... There does not seem to be an understanding in LGA plans of the huge range of distances which can be quickly and efficiently covered by using a bicycle. So, extensive linking cycle networks of 25 -100km or more should be integrated to access transit hubs and features - via linking paths and purpose-built dirt mtb/walking trails.</p> <p>3) Lobby to disallow obstructive NSW State cycling regulations:</p> <p>Footpath riding in NSW is illegal. If local police are in the mood for an anti-cycling day, they have legal state censure to fine anyone, 16 years or older, who is cycling on a footpath. With a meteoric increase of new 'COVID Riders' systemic state obstruction of cycling in NSW needs to be urgently addressed, and all draconian, petty cycling regulations and extortionate fines of March 2016 permanently disallowed. Otherwise, great local strategies to encourage cycling (and walking) like this, are basically pointless. NSW State has undermines its own active transport initiatives by maintaining these cycling specific regulations & penalties.</p> <p>Safety' lacks any credibility to the mainstream cycling community due to police bullying, NSW anti-cycling regulations and extortionate fines, intolerant driver behaviour and zero driver education regarding vulnerable road users, political black holing, and very biased media coverage which always blames cyclists for road incidents while making calls for bicycle registration.</p> <p>4) Do not marginalise mountain bicycling trails under a 'Nature-Based Recreation Strategy.'</p> <p>It means that millions in funding will be allocated to concrete or asphalt paths for a mere 25% of all people who actually ride, while the</p>

	Comments/Submission
	<p>screamingly urgent needs of the other 75% of riders will be deferred (again) and lumped with vehemently anti-cycling minority NIMBY / Environmentalist groups and biased land management organisations who will see to it that mountain bicyclists continue to be marginalized. There are already discriminatory practises, sparse, over-used and confined facilities, trail closures and impermanent 'unsanctioned' riding areas that nobody wants to care for because they could be taken away or demolished at any time. While those who appoint themselves as sole custodians over our bushlands research 'scientific' ways to justify landlocking out all bicycle use within local natural environments. This results in reactionary illegal trail building, all these factors percolating into an exceedingly toxic environment being crafted for mountain bicycling in Greater Sydney. However, as is the case with this document, one of several systemic disconnects I see is the way in which mountain biking is separated from road cycling- like the vagabond 'poor cousin.' People who ride, do so on the road, in the bush and they also walk. Why treat mountain bicyclists as offenders and indulge in political 'Activity Apartheid?'</p> <p>Don't landlock humans out of the natural environments that their taxes pay for. Nobody is going to be interested in conserving anything if they are constantly told the planet is dying, humans are a plague and therefore must be barred from 'impacting' fragile nature all while 'special rights and privileges for select groups' are granted.</p> <p>5) Create Public Open Spaces which are accessible, protected and enhanced:</p> <p>Suburban third places like pump tracks for adults and youth to play are an invaluable asset to good mental and physical health outcomes. They should be accessible without necessitating the use of a private car, so that local youth in particular, can get there independently, on their bikes!</p> <p>6) Adapt People and places to climate change and future shocks and stresses:</p> <p>The more use of bicycles there is, the better- since Climate Change activism is aiming to outlaw/disinvest fossil fuelled cars/power, not many people will be able to afford the imposition of 'new improved' electric cars. Let alone the toll fees on yet another NSW state vanity project tunnel. For a mere fraction of the time and money spent on motorized transport infrastructure, a network of continuous cycle paths and strategically-placed bike sharing stations could be established in Sydney in just two years. That's an immediate and cost effective solution to traffic congestion and personal health. Billion dollar eight lane freeways will crawl along as they do today in just 5 years' time. Like it or not, the long term answer lies in choosing to find a cheap and efficient way to avoid using any motor vehicle- particularly for short trips like getting to and from schools.</p> <p>7) Reduce Exposure to natural and urban hazards- and manage heatwaves and extreme heat:</p> <p>While some paved paths are necessary, there are also strong research & related trends towards 'de-paving.' Review some of your strategy plans in the light of this.</p> <p>a) Dirt paths and single tracks do not smother soil ecosystems or create hard barriers.</p> <p>b) They also do not emit heat and CO2 like concrete, astro turf, softfall and asphalt do.</p>

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	<p>c) They cost a fraction to build compared to the invasive construction processes of concrete paths.</p> <p>d) They also facilitate 'desire lines' whereby communities can evolve dirt paths to reflect what they want and need- not what urban authorities and construction firms IMPOSE on them and their natural & built environments.</p> <p>8) TOURISM:</p> <p>Cycle tourism, bicycle events & recreational cycling inject much-needed additional revenue for local and regional businesses. A bicycle is the most cheap, fun and efficient way for any visitor to explore with. The city of Adelaide, for example, receives a major economic boost, to the tune of \$47.9 million, thanks to the Santos Tour Down Under.</p> <p>Dorset Council in Tasmania : Tim Watson, Dorset Council GM, 2017 "Our estimates are that we are experiencing in excess of 30,000 visitors per annum to the trails. The impact on the Local Economy (Dorset) is estimated to be between \$15mil and \$18mil per annum and for \$30mil for Tasmania in total."</p> <p>WELCOME DOG OWNERS !!</p> <p>Open More beaches & Specific paths, water courses and dirt trails should be identified and promoted for walking and cycling with your dog off leash. And the same should apply for our vast, inaccessible National Parks. It is hypocritical that carelessly bulldozed fire trail roads allow 3500kg+ vehicles for land management- yet you are treated like a criminal because you own a dog and like to walk with it in a natural environment. This is petty over-regulation, and self-righteous green-taping at its finest</p> <p>9) DON'T EXCLUDE YOUR LOCAL COMMUNITIES!! Work with mountain bicycle clubs and their individual riders to educate new riders about the natural environment and how to build sustainable trails. Engage in a series of Beaches Council Skills Clinics to teach people how to ride. There are thousands of new 'COVID Riders' and this is why there has been a marked increase of injuries on trails- they think they can ride it, but they can't- and because there are no difficulty graded mtb trails or easily accessible pump/jump tracks that allow skills progression, people are injuring themselves!</p> <p>10) BUILD EXTENSIVE, PUBLIC TRAIL NETWORKS:</p> <p>Trails through natural environments are excellent capital expenditure. The ROI for any local regional economy is major and includes higher property values, good lifestyle and mental health outcomes, environmental awareness/appreciation, sense of belonging & meaning etc etc: it's the non-measurables, which deeply influence the measurables.</p> <p>Incorporating user needs and requirements at the design stage for trails is important as it can reduce ecological impacts and the potential for social conflict (Moore,1994). The design of trails to accommodate different skill levels and desires of mountain bikers can avoid user disappointment and dangerous situations (Cess-ford, 1995). Environmental damage can be reduced with appropriate trailsiting, design and management (CALM, 2007; Goeft & Alder,2001; Lathrop, 2003; Marion &Leung,2004). Also providing some trails with jumps, steep sections and obstacles can lessen the impact of people creating them informally elsewhere (Goeft& Alder,2001). The physical aspects of a trail are also important for sustainable trail design, including taking into consideration cross slope, soil types</p>

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	<p>,aspect, exposure, climate, use and maintenance (Beneficial Designs,1999; IMBA, 2004; Marion &Leung,2004). In Western Australia the management strategy is to provide a continuum of mountain trail user difficulty in selected areas so that riders can select the type of trail that best suits their skill level and personal riding preference. This includes the initiatives developed by the Department comprising a track difficulty rating and a compatibility matrix for grading trails based on information from IMBA (2004) and Whistler Trails Standard(www.whistlercycling.org) (CALM, 2007). It is important that such information be made available to users so they can judge the suitability of the trail in accordance with their abilities. Such an approach is similar to the system used for ski slopes(CALM, 2007). Sustainability criteria developed for managing mountain bike activities in Western Australia clearly specify trail planning, design and maintenance(Davis,2015; DPaW,2015). For example, trail designs need to be consistent, i.e .trail width and vertical clearance, to ensure that the whole trail is suitable for intended users and there are no sudden changes in terrain or obstacles on a trail intended for inexperienced riders(Beneficial Designs,1999). Such consistency is important as a trail that starts as easy and ends up being very difficult can lead to safety problems. To resolve safety issues that may require a significant management response if there is an accident , information can be provided at the start of trails indicating if sections of the trail are difficult to complete. Such advice can emphasize that if the rider finds it difficult to complete initial sections they should not attempt to complete the remainder of the trail.</p> <p>D. Newsomeetal./Journal of Outdoor Recreation and Tourism 15 (2016)26–34 28</p>

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18 February 2021

Destination Northern Beaches
Northern Beaches Council
PO Box 82
MANLY NSW 1655
via: council@northernbeaches.nsw.gov.au

Dear Sir/Madam,

Re: Northern Beaches DMP submission.

We write this letter to provide feedback on Northern Beaches Councils proposed: Destination Management Plan.

We would like to see the proposed document adjusted to include specific timelines, budgets and a marketing plan. As it currently sits, it is more of a skeleton framework, requiring further detail.

Elements from the previously presented Manly DMP, by the Manly Business Chamber should be reviewed and pulled into this document.

As key property stakeholders, we are adamant that the Manly Beach brand remains the hero for the beaches as a destination. The Manly brand should be utilised to encourage bookings for Manly and beyond, rather than diluted.

General points:

Should changes in operation be made to Hello Manly Information Centre, to encompass Northern Beaches businesses, the cost of operation should be apportioned to all commercial rate payers, rather than solely the responsibility of the Manly CBD rate payers.

Manly, as a destination, should have allocated and experienced staff with a relevant budget to facilitate social media content along with paid, targeted advertising, which includes and allows for the promotion of specific businesses.

It is essential that marketing is focused on increasing spend and length of stay, whilst informing and encouraging visitor bookings prior to arrival.

A guaranteed timeline for completion and execution of the Manly Place Plan should be included.

Additional activities such as a Surf Museum should be considered, which embraces the essence of the Manly Village, and offers an all ages, all weather experience.

Some markets and categories have very little focus throughout the plan, and should be elaborated on further:

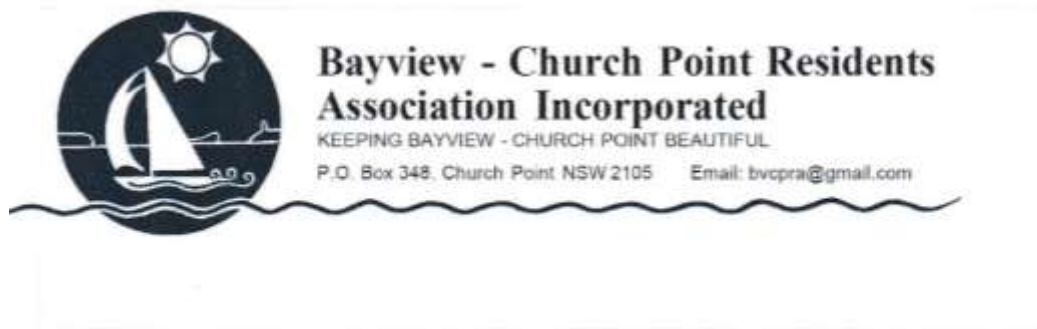
Food and Beverage, Retail, furthermore, International Students, who have previously generated \$20M annually within Manly, barely receives a mention. It is essential that this category is expanded.

The suggestion of a Tourism Taskforce, whilst appreciated, needs to be facilitated at no cost to operators to ensure its success and even participation.

With all the above points taken into consideration, we would like you to accept our formal submission.

Yours sincerely,

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12 February 2021

council@northernbeaches.nsw.gov.au

To whom it may concern:

Re: Have Your Say: DESTINATION NORTHERN BEACHES.

Bayview Church Point Residents Association thanks you for the opportunity to comment on the draft DESTINATION NORTHERN BEACHES Management Plan. It is noted that the plan highlights the importance of sustainability. BCPRA would appreciate advice on what provision will be made for assessing the impact on northern beaches residents as the plan is finalised and implemented. We will be happy to be engaged in further discussions.

Sincerely,



The Palm Beach & Whale Beach Association Inc.

www.pbwba.org.au | PO Box 2 Palm Beach NSW 2108

COVID RECOVERY PLAN & DESTINATION NORTHERN BEACHES: CREATING A SUSTAINABLE VISITOR ECONOMY 2021

THOUGHTS FROM THE PALM BEACH & WHALE BEACH ASSOCIATION FEBRUARY 2021



Tourism/visitation strategies must be respectful of both the Community and the Environment.

Achieving the correct balance between residents, the environment and business/livelihood is paramount and very delicate. In the end, we will all suffer if we get it wrong. Council's DESTINATION NORTHERN BEACHES document recognises that there is resistance from residents in the area to promote the Northern Beaches for further large scale business/tourist activity. The scope of this project has to be of a truly sustainable scale. Sustainability must refer to the physical/natural as well as the cultural/social environments. The amenity of the area must be maintained (or better still improved) which is the very thing visitors are drawn to.

This document highlights the difficulty of planning for the Northern Beaches LGA as a whole, as this is such a large area broken into five wards, each ward with its own characteristics. In particular the northern end of the northern beaches (Pittwater) has unique geographical characteristics and a delicately balanced environment. It is valued for many reasons: it is seen as clean, green, safe, peaceful and relaxed. It has spectacular scenery, world class beaches and waterways, is accessible to everyone and enjoyed by all age groups.

NBC COVID RECOVERY PLAN

PBWBA supports the continued implementation of the Council's COVID-19 Summer Action Plan for Outdoor Public Spaces. This plan must continue particularly on weekends, public holidays and school holidays while ever the pandemic continues.

Palm Beach and Whale Beach - Observations during various lockdown periods.

- *most visitors are families and small group "bubbles".*
- *social interaction and mental health well being are as important as physical health*
- *just seeing or being in/on the water/ocean is very therapeutic in times of stress and anxiety.*
- *visitors from the NB LGA and outer suburbs (1-2 hours drive away) and Central Coast arriving via ferry predominate.*
- *a drive with family or friends is back!*
- *an area with water/ocean access for off-leash pet dogs is desired by many residents and visitors*
- *outdoor activities in open spaces, parks, beaches, for exercise, picnics, bbqs, quiet reflection, reading are very popular. Walking. walking, walking!*
- *increase in jetski and boat usage means management and infrastructure pressures on waterways.*
- *Maintaining public access to Pittwater for personal water craft activities (eg canoe/kayaks/supps), walking and swimming is important.*
- *The pandemic is expected to continue for much longer and international visitors will not be back for at least another year. Uncertainty prevails.*
- *Increase in residents working from home and staying at home*
- *Increase in permanent use of holiday homes by owners*
- *very limited long term rentals available*
- *very limited supply of homes for sale*
- *The constant description of "The Avalon Cluster" tainted the whole of the Northern Beaches.*
- *The effect of the 3 week lockdown over the peak Christmas trading period was catastrophic for the local economy - and not just hospitality and tourism - water taxis, massage, beautician, boat hire, surf schools, retail, cleaning, laundry, florists, babysitting, party hire, celebrants and a myriad of associated small businesses etc etc etc were all severely impacted and many are still struggling.*

DESTINATION NORTHERN BEACHES: ALTOGETHER EXTRAORDINARY

The Northern Beaches is a valuable tourism asset for Greater Sydney and more broadly NSW and Australia.

The Northern Beaches is an extraordinary destination offering world-class beach and bushland experiences with vibrant villages that reflect a contemporary coastal lifestyle.

Great care must be taken to ensure that tourism/visitation strategies are respectful of both the Community and the Environment.

PBWBA supports Council's goals which are as follows -

1. Build awareness of a single, unifying identity for Sydney's Northern Beaches
2. Transition from day-visitors to overnight visitors and encourage greater regional dispersal
3. Increase yield, length of stay and repeat visitation
4. Address seasonality - increase visitation during low and shoulder seasons
5. Build awareness of a single, unifying identity for Sydney's Northern Beaches
6. Build a resilient and capable tourism industry and strengthen and enhance collaboration
7. Respond to COVID-safe practices and resulting market trends, desires or expectations.

FOCUS ON THE WORD "VISITOR" NOT "TOURIST"

DESTINATION: PITTWATER WARD (PITTWATER) Don't be afraid to use the word "Pittwater" - far more meaningful and descriptive than "the northern northern beaches"!

SO MUCH ANGST ABOUT PARKING & TRAFFIC!!!

Barrenjoey Rd ends in a cul-de-sac!

While creating a sustainable visitor economy we must -

- manage low key, "gentle footprint" visitation
- protect the environment both land and sea
- protect the Pittwater waterways
- embrace technology, online platforms, social media, QR codes, apps
- provide & maintain infrastructure
- protect the unique natural character of the seaside villages
- make moving around easier, safer, more sustainable
- acknowledge and promote the indigenous connection and history of the area.
- reduce the pressure on both Palm Beach & Manly by raising the profile of attractions in between and not just in summer.
- manage recreational and open spaces for the public so that they are not monopolised by large commercial or private events

CREATE A BRAND

Use the Coast Walk, Manly to Palm Beach, to promote the Northern Beaches as a whole and create a digital hub for information and services etc. This hub will assist locals as well as visitors and can be supported with advertising. As the Coast Walk stretches along the entire length of the LGA there is a wonderful opportunity for visitors to branch off into villages/points of interest along the way - not just Manly and Palm Beach.

"VISIT NORTHERN BEACHES" Website, social media is essential.

This would certainly enable a marshalling of resources and provide up to date information for visitors .

Topics could include -

- Events & What's on
- The Ocean & Beaches
- Pittwater Fun
- Indigenous Heritage
- Natural Wonders
- Parks and Open Spaces
- Eat & Drink
- Outdoor adventures
- Wellness & Leisure
- Walking
- Shopping & Markets
- Arts, Culture & History
- Drives
- Family Experiences
- Tours & Daytrips

- Sights to See
- Free Things to Do
- Real time Parking/traffic updates

www.visitnoosa.com.au and www.margaretriver.com are great examples of vibrant websites.

It must be a true representation of all areas, all types and sizes of businesses and include local "at the coalface" representation.

The Northern Beaches as a whole does not currently have much exposure or impact. It is only places such as Palm Beach and Manly – and this is a very fragmented / disjointed promotion by the tourism / hospitality suppliers. For many strong, viable tourist places, both domestic and international, the major attraction is a region not a specific destination eg The Hunter Valley, The Snowy Mtns, The Sunshine Coast, Tuscany, Provence, The Cotswolds, The Big Sur.

Northern Beaches needs to have a strong identity created and promoted. The destinations (or the Wards) or the town centres and villages eg Freshwater, Dee Why, Avalon, Palm Beach can then be sub brands.

Include a PODCAST which visitors can listen to while travelling here. This could be produced by those in the Arts & Culture industry who have been impacted severely by Covid regulations.

The Council website has a lot of excellent information in "Things to Do" but it is not prominent enough and gets "lost". This section could be completely separated into an easier to find "Destination Northern Beaches" section.

DESTINATIONS

The document re-enforces the concept that there are really only two "tourism" hotspots in the Northern Beaches: Manly and Palm Beach. As part of the push for a viable and sustainable tourism region, strong support must be given to develop attractions away from Manly and Palm Beach.

The document pays minimal attention to many sights/experiences "in the middle" which may help take the pressure off Palm Beach and Manly.

eg -

- Public golf courses - Long Reef, Mona Vale with fabulous scenery!
- Golf driving ranges at Warriewood and Terrey Hills
- Long Reef Aquatic Reserve
- Dee Why Wildlife Refuge
- Tania Park Balgowlah Hts - spectacular views
- Stony Range Botanic Gardens
- Warriewood Wetlands
- Narrabeen Lake and Lagoon and Environmental Centre - walking, bike riding
- Baha'i Temple
- West Head - walks, views, Indigenous carvings
- Equestrian experiences - Terrey Hills
- Public tennis courts
- Mountain bike trails Deep Creek
- Manly Dam

TECHNOLOGY

The Northern Beaches should be known as a "Smart" place to visit by using current and emerging technology to enhance and facilitate the visitor experience. Electronic guided walks / drives are just one example. Re-instate the excellent "Walking Pittwater" app (former Pittwater Council). QR codes are now a way of life and could be used extensively for providing information.

Smart parking technology is essential for sharing limited car parking.

Perhaps the currently closed, Council Customer Service Centre in Avalon Community Centre could be put to good use as a pop up tourist information centre and "Shop Local" or "Buy on the Beaches" hub.

ACCOMMODATION

A major influence in visitation success, as mentioned in the document, is the push to extend the duration of stays and increase the visitor spend (these two are often related). One major restriction in increasing visitor duration is the lack of accommodation – basically of all types. A major focus on increasing the return from visitors must be to increase suitable accommodation – without being detrimental to the fabric of our areas and to the residents (not an easy ask).

Rather than approving even more shoptop housing developments in commercial zones - which would only create even more unnecessary shops - could the possibility of boutique overnight accommodation developments be explored? This would help achieve the aim of increasing the length of stay and support existing and surrounding local businesses.

"Party Houses" and "event" houses located in quiet residential areas - short term holiday rentals whose guests are not respectful of the local community - must be able to be better managed by Council and NSW Govt regulations and authorities.

Currawong Cottages & The Basin camping are wonderful, unique resources which should be promoted as such - especially out of summer.

COST OF BEING A VISITOR

Excluding perhaps a day at the beach, The Northern Beaches is not a cheap place to visit. The document recommendation seem to be targeting the upper "high yield" end of the market. There should also be promotion to attract the more cost conscious visitor and families. Review of parking rates in off season for affordability would be welcome and suggestions for free things to do. Money would probably still be spent in cafes, takeaways, kiosks and retail.

"BACKPACKERS" & INTERNATIONAL STUDENTS

A major part of the current (pandemic aside!) visitor value is the "backpackers" and international students. Whilst not necessarily a big \$ earner, they are critical, in many places, to businesses for employment. Backpackers and international students must be added to our target market.

DOMESTIC TOURISM

Looking at the Pittwater economy, a large % of visitors and \$\$ come from domestic daytrippers who live within 25 kms – this market is excluded from both the research and the targeting. Again, especially for Pittwater, this market must be considered and attracted. VFR (Visiting Friends & Relatives) is a very important sector. This will continue while the pandemic prevails.

PALM BEACH/WHALE BEACH SPECIFICALLY

It is interesting to note from the Council survey (summer 19/20) that Palm Beach visitors predominantly came from other areas of Sydney (62%), while only 23% came from overseas. (Eight per cent each came from interstate and regional NSW.) Visitors tended to be older this year in Palm Beach, with a spike (vs. previous years) in those aged 40-59. The beach was the most important reason (75%) to visit with walks second (26%) [note this is 101%???]. 64% of visitors surveyed stayed overnight with family & relatives, 26% used AirBnB or similar.

Things to do in or from Palm Beach/Whale Beach include - amongst other things - ferries, Currawong Cottages, The Basin, Barrenjoey Lighthouse, "Home & Away", boat hire, seaplanes, whale watching cruises, Hawkesbury cruises, wedding venues, golf, Club Palm Beach cruise + lunch, learn to surf school, paddle-boarding, kayaking, the Coastal Walkway and walking in general, Palm Beach markets, sailing, beaches, swimming and surfing, fishing, cafes and restaurants.

WEAKNESSES

- Limited accommodation options
- Perceived cost and limited parking capacity and traffic congestion at peak times
- Constraints of transport and access to the Palm Beach/Whale Beach area
- Influence of weather and seasonality of visitation
- Limited product experiences for Aboriginal and nature-based tourism
- Limited access to points of interest especially water-based places
- Constraints on recreational spaces and open spaces
- Perceptions of over-tourism
- Concerns of overcrowding and environmental degradation of key assets and attractions
- Increase in boat ownership placing pressure on boat ramps, parking, traffic flow

STRENGTHS

- Spectacular Pittwater, beaches, environment
- world renowned Barrenjoey Lighthouse
- strong Visiting Friends and Relatives (VFR) market
- Coast Walk - eventually Manly to Palm Beach
- The Walkway from the Wharf to the ocean beach is now complete and a real asset.
- Popular weddings and small events destination
- Clean, green. peaceful, relaxed, safe
- suits families and all age groups
- ferry link from Central Coast - huge visitor pool without vehicles.

ESSENTIAL

- Designate the northern Northern Beaches as "Pittwater" sub brand. (Mona Vale to Palm Beach). Easier marketing. Don't be afraid to use the word **PITTWATER**!
- Provide visitor information in Palm Beach itself, especially at The Wharf, Gov Phillip Park, the ocean beach. This should be a combination of digital and "real" signage ie a map.
Real time traffic and parking info ahead of arrival and continued implementation of NBC Summer Action Plan for traffic and crowd monitoring is essential.

- Gov Phillip Park PoM upgrade essential. "Home & Away" fees must be transparent, set at fair market value and reinvested in the Park itself. Parking should be charged to the film unit and they should not receive free parking passes for the LGA.
There needs to be an increase/upgrade in public toilets and change room facilities in Gov Phillip Park. Garbage facilities, recycling bins, public amenities must be monitored and cleaned frequently. Mature trees planted near picnic tables for shade. Fit for purpose audit of picnic tables and bbqs as they are well used.
- Urban Night Sky Park: this gets strong coverage which is very concerning as it has not been approved yet. The advantages or disadvantages this will offer for local businesses is unknown. A great deal of promotional energy and budget could be expended for dubious local return.
- 250 000 plus visitors to the Lighthouse annually and increasing. Management of visitors is important. Are the toilets located at the top now permanent? Council & NSW Govt must work cooperatively to manage this area and provide the latest technology for state of the art visitor information.
- There needs to be a strong focus on efficient and easy public transport to Palm Beach. Use Careel Bay for overflow parking at peak times and as a Keoride hub. Could some 199 buses be express from Manly Wharf to the beaches which are right beside the bus route such as Newport, Avalon then Palm Beach? What a great day out - ferry from Circular Quay then straight to the Pittwater Beaches.
"The Beach Bus" loop from Careel Bay/Avalon (park and ride) to Palm Beach/Whale Beach should be explored. Investigate the use of an electric, solar powered or other "green" powered bus which could be "on show" from an innovative manufacturer? Mid to longterm traffic and parking is likely to become a barrier to the peace and enjoyment visitors seek here. Eventually a characterful hop on hop off public transport must be the solution.
- Active travel should be encouraged between places of interest, beaches, villages, parks etc via footpaths. A footpath along Barrenjoey Rd between Careel Bay and Iluka Rd (south) is required. Wayfinding signs and keeping public pathways and rights of way in public hands is essential. As a start the "Walking Pittwater" app is a very valuable resource and should be rebooted. Encourage residents to maintain scenic streets as per the "Scenic Streets Register" so views can be enjoyed by all when walking along public footpaths.
- There needs to be careful attention paid to parking for the local businesses and residents and providing as much as possible for visitors. Wayfinding signs and real time parking information are essential for an improved visitor experience. Use of smart parking technology for turnover and sharing of limited spaces. Reduce parking rates in off season to encourage off season visitation. Remove trailers, boats etc from streets in commercial and high use areas to allow for turnover/sharing of parking. Pittwater Park parking times should allow overnight parking then be adjusted to (daytime) 4 hours Western side and 2 hours Eastern side using smart parking technology and monitored regularly. The 1P, 2P & 4P zones in the Palm Beach commercial precincts should be monitored particularly at weekends and public holidays.

- There should be more government support for the Blue Highway (ferries) as this will improve transport and accessibility for visitors and the local community. Encourage tours by boat/ferry to explore Pittwater waterways (with bus or Keoride links) and move people off the roads. These could be themed eg art, history, geology etc to appeal to specific groups. It is interesting to note that the luxury French small ship company Ponant has listed the Hawkesbury/Broken Bay as an overnight stop in an itinerary along the East Coast in September 2021.
- State/local Government needs to remove barriers where appropriate to create more accommodation options for visitors. The current lack of options is forcing the growth of the Air BnB style accommodation which causes other pressures on the community.
- Waterways - safety issue of jetskis and swimmers . Are popular swimming areas designated for swimming only eg Station Beach, Clareville so jetskis have to stay away?
- The Pittwater waterway is particularly vulnerable to large craft which contribute to erosion and noise pollution. The mangroves in Careel Bay are of particular concern as a valuable habitat for fish, birds and sea grasses. RMS & Council must work together to manage this.
- Boat charter and accommodation on boats is welcome but caution and community consultation is required regarding approval for moored houseboats.
- Free camping near beaches and waterways has become an issue in many coastal areas - eg Crescent Head, Hat Head, South West Rocks, Byron Bay.
Is Council alert to this? Are strategies in place to provide sites in appropriate places?
- Ensure that, as far as possible, infrastructure, beach and waterway access, open spaces, points of interest, accommodation and visitor information are accessible to people of all abilities, particularly those using wheel chairs and walking aids. Lets be known as "smart" via technology and "accessible" for all abilities.
- Visitation out of summer is to be encouraged, particularly in winter. Christmas in July? Pittwater seems to have it's own microclimate and is often sunnier and warmer than other parts of Sydney in winter.

The Palm Beach and Whale Beach Association is very appreciative and protective of this unique and fragile environment and welcomes the opportunity to work with Council and State Government to preserve the environment while balancing and managing the impact and expectations of visitors, the amenity of residential neighbourhoods and coastal villages and the needs and nurturing of business/livelihoods.

WEST PITTWATER

COMMUNITY ASSOCIATION

'Destination Northern Beaches'
Northern Beaches Council
PO Box 82
MANLY NSW 1655

council@northernbeaches.nsw.gov.au

Dear Sir/Madam,

Draft Destination Management Plan (DMP)

Destination Northern Beaches: Creating a Sustainable Visitor Economy

We refer to the above document and provide feedback from the perspective of our local community, being the Lower Western Foreshore of Pittwater (LWFP).

We note a stated goal of the DMP is to ... *build awareness of a single unifying identity for Sydney's Northern Beaches* and a key objective is to... *encourage visitor spread*, this being with increased overnight accommodation.

The LWFP is unlike other parts of the NBC LGA due to its location, fringed by water to the east and the Ku-ring-gai Chase National Park to the west. As a consequence there is dependence upon water transport (ferry, water taxi and private boats), there being no public vehicle access permitted through the National Park. Furthermore, the residential properties are not serviced by town water (with a few hosepipe exceptions) or connected to sewage lines.

Consequently, the LWFP cannot be part of a *single unifying identity for Sydney's Northern Beaches*. Our strong message in reference to the development of this one-size-fits-all DMP to expand tourism accommodation is that such a plan cannot be sustained at the LWFP. There are significant geographical, social and environmental constraints present in this predominantly residential area in bushland. We expand on this below:

Access constraints:

- The Church Point public wharf is the principal access point to not only the 170 residences of the LWFP but also the 377 residences on Scotland Island, with the occupants of the total of 547 properties relying for access to their homes upon only about 430 available car parking spaces at and near Church Point. They must be shared with the patrons of Church Point businesses and the public generally. Only 289 Church Point Parking Permit limited spaces are available, while as at May 2019, 449 permits had been issued (being 431 for residents and 18 for non-residents). Note also that the home ownership ratio of 1.8 cars per offshore household is much lower than other areas of the NBC LGA.
- Already the ever-increasing demands of the informal AirBnB accommodation offering in our offshore community and the recently reopened Pasadena accommodation and venue center restrict families from parking to access their homes over popular summer times.



REPRESENTING THE COMMUNITIES OF McCARRS CREEK, ELVINA BAY, LOVETT BAY AND MORNING BAY
ABN 58 001 355 820 - PO BOX 289 CHURCH POINT NSW 2105 WESTPITTWATER.COM.AU

– 2 –

- Further growth in accommodation and restaurant/venue center usage with its impact on parking is not tenable.

Service constraints:

- The properties of the LWFP are not serviced by town water (with a few hoseline exceptions), nor are they connected to a town sewage plant. Both water in and water out are managed on each property, which accommodates only individuals, couples or families.
- Increasing the population by provision of more visitor accommodation would result in increased demand on limited rainwater and on sewage output with a resulting adverse impact on groundwater quality.

Waste management:

- NBC is currently reviewing the existing rubbish collection system across the LWFP due to its shortcomings, including overloading in busy times with holiday visitor and recreational boating influx. Pollution proofing (against waste into Pittwater), wildlife-secure and recycle-effective systems are under evaluation.
- Further growth in accommodation and the resulting impact on the rubbish collection (that relies on education of the residents for effective working) is not sustainable with an increase in short term visitors.

Residential amenity:

- The ethos and attraction of the LWFP is that of a small residential community living in harmony with the "quiet" of the adjoining National Park and its unspoilt natural environment.
- Already the communities of LWFP and Scotland Island have experienced disruptive behaviour by short term visitors who do not respect the same quiet intention as the residential community, thus disrupting the harmony of the community. Increasing visitor accommodation will likely cause further disruption to the community.

In summary, we raise our concern regarding any plan to increase tourist visitation to the LWFP due to the potential of significant negative social and environmental impacts on the community.

We appreciate the opportunity to provide feedback on this matter and invite you to contact the undersigned for any further discussion.

Yours faithfully

Tourism Recovery Plan and Destination Management Plan:

Notes and Questions:

1. Can Northern Beaches Tourism help support NBWE in promoting the region to the weddings market? How is this below going to be rolled out:

“It is clear that now is the time to further strengthen engagement with loyal visitors and the Northern Beaches’ community of supporters, as well as build awareness of the destination, especially with those market segments who are the most likely to be interested in a visit to the destination. This involves understanding and responding to the interests, motivations and behaviour of our target audience and market segments.”

2. The below is vital to improve NBWE’s online presence and allowing guests interested in the NB as a wedding Destination to be able to source venues and suppliers in one place as well as find out information on the region and other things to do when visiting:

As highlighted above, the use of **online and digital platforms for personal and professional interactions** during the COVID-19 pandemic has increased familiarity with these platforms. The implication is that there is a significant increase in people’s expectations about the use of online and digital platforms for a range of functions, from sourcing visitor information through to online booking. This trend in customer expectations had been rapidly increasing over recent years. It will now accelerate and involve all market segments and demographics.

3. NBWE would love to start creating and capturing Hens/Bucks weekends or tailor-made VIP showcase experiences. Are there any networking opportunities to connect with other tourism operators to create bundled package experiences? Where and how could we promote these via NB Tourism?

Another trend that is likely to strengthen is the **desire or expectation for tailored or curated itineraries and experiences** that match the interests, motivations or behaviour of the customer, especially as competition between destinations increases in the aftermath of COVID-19. This could cover special interest or niche markets such as nature-based activities (from kayaking to multi-day walks), health and well-being itineraries and sporting events through to art and culture and food and drink as well as the inter-relationships between them all. This is about enriching and creating remarkable content that brings depth to the experience offer and encourages dispersal within the region.

4. A new idea for my business is to create bespoke itineraries blog posts for VIP Showcase tours and hens/bucks weekends – can these be shared via NB Tourism to generate stronger interest:

Higher-yield or bespoke itineraries could be created for potential visitors, with bookings made for a range of services from guided experiences or masterclasses through to accommodation and hospitality. Likewise, local experts would be able to assist in providing local tips and developing more remarkable content for distribution (especially across digital and online channels), such as hints on what to pack, favourite spots or hidden gems.

5. How can NBWE tap into the below to provide options and support for Weddings and guests travelling to attend?

Implement a Visiting Friends & Relatives (VFR) program – **local loyalty + reconnect**

6. Can we build the NBWE showcases into these itineraries as a small scale and boutique event?

Small scale and boutique events, workshops and masterclasses linked to itineraries to increase length of stay

7. How do we get involved in the following initiatives:

1.2 Establish a single destination website and dedicated social media channels that are visitor-centric and offer an easy way for visitors or potential visitors to find out more about the destination.

1.3 Implement a campaign for the local community and VFR market leading to a microsite. Launch Feb/March 2021.

• Develop a remarkable content calendar and create compelling content to bring to life the personalities of the villages, places and precinct. Focus on regional dispersal and raise awareness of COVID-safe things to see through to the solutions to key challenges for visitors during peak periods.

8. I am looking to launch a printed Wedding Directory – is there a way of building this in with NB Tourism, can we distribute it via our tourism centres?

Ensure collateral includes easy to read and easy to use itineraries that profile a range of things to do within specified timeframes e.g. half day, full day, two days. Integrate content from private sector providers where appropriate to the experience being curated.

9. Is the below something that can help our wedding showcases come back and NB Tourism and council can help implement?

3.1 Develop and profile COVID-safe experiences and itineraries. Outdoor recreation, accommodation and dining, nature-based and wellness experiences should be the highest-order priority. This will deliver on the COVID-19 consumer behaviour trends while also leveraging investment in key assets such as the Coast Walk. Pilot experiences to be trialled over summer could include naturebased glamping.

3.4 Plan for small-scale and boutique events and promote workshops and masterclasses, including through linking to multiday itineraries.

Plan and promote more frequent series of small-scale events that utilise local venues or outdoor spaces in a COVID-safe way. This should involve collaboration with local businesses.

10. Are there advertising opportunities or a “events calendar” that will be included:

Implement a regular tourism industry e-newsletter.

Appendix B: Summary of outcomes from Stages 1 and 2 consultation and Visitor Surveys*

Destination Northern Beaches: *Creating a Sustainable Visitor Economy*

Stage 1:

Key stakeholder engagement and Tourism Summit

1. The project began in January and February 2019 with substantial one-on-one and group workshops with key industry stakeholders including Councils Strategic Reference Group (SRG), Economic and Smart Communities. The aim of the first round of consultation was to:

- obtain information and ideas for the destination analysis (including the audit and the market analysis)
- develop a vision and guiding principles for the draft DMP
- review the destination analysis and develop a draft positioning statement to provide a framework to guide the development of the DMP, including strategic themes and hero experiences
- understand Strengths Weaknesses, Opportunity and Threat (SWOT) to identify stakeholder concerns and aspirations.

Tourism Summit

As part of Stage 1 consultation Council also held a Tourism Summit on 20 May 2019, which presented emerging tourism trends to kick start a conversation with tourism operators and interest groups on planning for sustainable tourism on the Northern Beaches.

The purpose of the summit was to identify and discuss trends in the tourism and travel industry and understand how these related to the Northern Beaches. It also aimed to engage stakeholders in the development of the plan and create an ongoing group of stakeholders to test ideas (Key Directions).

More than 80 local tourism and hospitality representatives, DNSW, Tourism Australia and other key stakeholders attended the event.

*Personal details have been redacted where possible. Spelling and grammatical errors have been amended only where misinterpretation or offence may be caused.

Stage 2:

Public consultation on the Key Directions Discussion Paper 2019

In July 2019 over a three-week period, Council consulted with the community to provide residents with the opportunity to comment on the draft Key Directions paper, providing Council with insights into community sentiment towards the DMP.

The community were asked to comment on the Key Directions Paper including:

- i. Destination statement
- ii. Draft visitor experience themes (Nature, Urban Coast Culture, History & Heritage and Events)
- iii. Draft experience offerings.

Engagement Activity	Overview
Online Platform	A total of 643 visits to the project's online consultation page with an average time on-site of 3.1 minutes.
Social Media	Two Facebook posts. Total reach of 20,458, with 357 click throughs, 14 comments, five shares and 69 likes.
Survey	One survey facilitated during this period, with a total of three completions.
Interactive PDF	37 comments and seven questions submitted.
Traditional Media	Two advertisements were published in the Manly Daily on 22 and 29 June 2019.
EDMs	55,224 direct emails (included in the community engagement newsletter and Council newsletter) had 1,677 clicks (the most clicked story in the Council newsletter).
News Story	4,343-page views, 8 minutes 16 seconds time spend on the page.
Supporting information	Project documentation was available on the project page: <ul style="list-style-type: none"> • Draft Key Directions Paper • Community Strategic Plan 2028 • NSW Department of Industry 'Visitor Economy Industry Action Plan 2030' • Greater Sydney Commission 'North District Plan' • Australian Department of Resources Energy & Tourism 'Tourism 2020'.

There were 34 respondents to the consultation. Analysis of the feedback showed a range of views and while there was general support for tourism and the benefits it brings to the local economy, there were a range of concerns about the impact increased visitation would bring to the region.

The engagement process gave consistent information and asked a uniform set of questions of all participants. Responses were received from a broad spectrum of our community including the tourism sector.

The key themes that emerged from feedback include:

Concerns about transport and parking:

- Introduction of a tourist bus and day visitor parking passes
- Implementation of a tourist tax on visitors added to ferry, bus fares, accommodation, retail revenue, tour operators, etc.
- Extension of the B-Line service.

Improved marketing and promotion of tourism activities:

- Additional services for mountain biking
- Small scale theatre space
- Recognition and upkeep of a lookout at Beacon Hill
- More connections to Aboriginal heritage
- Recommendations on how to promote the area.

Managing impact of increased visitation:

- Protection of Dee Why Lagoon
- Loss of lifestyle in Manly for residents at peak periods
- Council's focus should be on the provision of services to residents.

Annual Visitor Surveys

Council conducted an annual survey of visitors and locals to understand sentiment and provide a baseline for data at Manly and Palm Beach.

The random face-to-face interviews were conducted in late December/early January 2019-20 (Palm Beach) and February 2020 (Manly Beach), prior to the Pandemic.

There were 679 visitor interviews conducted, 195 at Palm Beach and 484 at Manly.

Attitude of locals to visitors

In 2019, a question was included to ask locals/residents, prior to being screened out of the survey, about their perceptions of the impact of tourism on the Northern Beaches.

Results:

2019

60% of Palm Beach respondents

70% of Manly respondents

Said visitors made a “positive” or “extremely positive” contribution.

30% and 22% (respectively) were neutral.

10% and 8% (respectively) believing the impact was negative.

2020

“Do you think visitors positively contribute to the local area?” – Yes/No answer.

81% of Palm Beach respondents

94% of Manly respondents

Said ‘yes’ visitors positively contribute to the local area.

Document administration	
Version	3.0
Date	12 April 2021
Status	Final
Related Projects	Northern Beaches Council's Community Strategic Plan 2018-2028.

General Purpose Financial Statements

1 July 2020 to 30 June 2021

Draft

Northern Beaches Council

Financial Commentary 2020/21

Introduction

This commentary provides the highlights of Council's 2020/21 Financial Statements. The Financial Statements provide information in relation to Council's financial performance and position. The Statements are prepared in accordance with Australian Accounting Standards, the NSW Local Government Act 1993, and the NSW Local Government Code of Accounting Practice and Financial Reporting (Dec 2020).

The Financial Statements comprise:

- General Purpose Financial Statements
- Special Schedules

The Financial Statements are independently audited by the Auditor General, reported to Council, placed on public exhibition and lodged with the Office of Local Government.

Summary results 2020/21

Income Statement for the year ended 30 June 2021

Total income from continuing operations	\$365.8m
Total expenses from continuing operations	\$365.7m
Net operating result for the year	\$0.1m
Net operating result for the year before capital grants and contributions	(\$26.5m)

Capital Expenditure for the year ended 30 June 2021

New capital works	\$33.8m
Capital renewal works	\$39.3m
Non-cash asset dedications	\$0.8m
Total capital expenditure	\$73.9m

Financial Position as at 30 June 2021

Total assets	\$5,245.2m
Total liabilities	\$198.6m
Net assets	\$5,046.6m

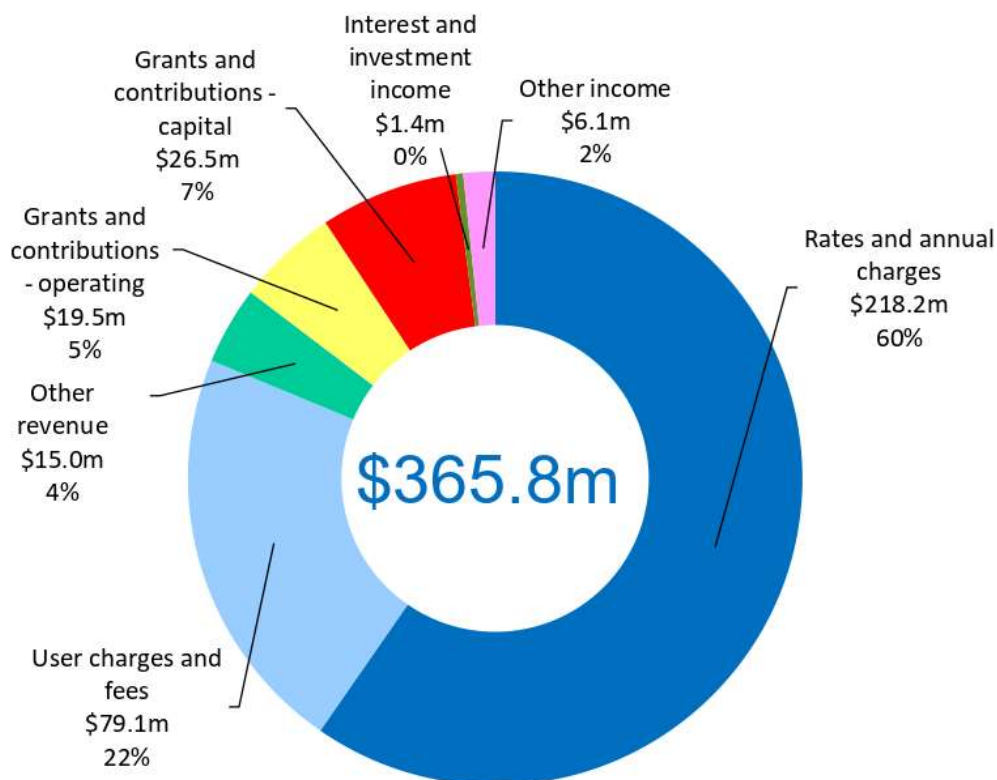
Performance indicators 2020/21

Operating performance	X	(7.32)%
Unrestricted current ratio	✓	1.69x
Building and infrastructure renewals ratio	✓	117.2%

Northern Beaches Council | Financial Commentary | For the year ended 30 June 2021

Northern Beaches Council

Income from continuing operations



Income Items	1 July 2020 - 30 June 2021 (\$'000)
Rates and annual charges	218,169
User charges and fees	79,105
Other revenue	14,994
Grants and contributions - operating	19,460
Grants and contributions - capital	26,544
Interest and investment income	1,430
Other income	6,087
Total Income from Continuing Operations	365,789

Northern Beaches Council

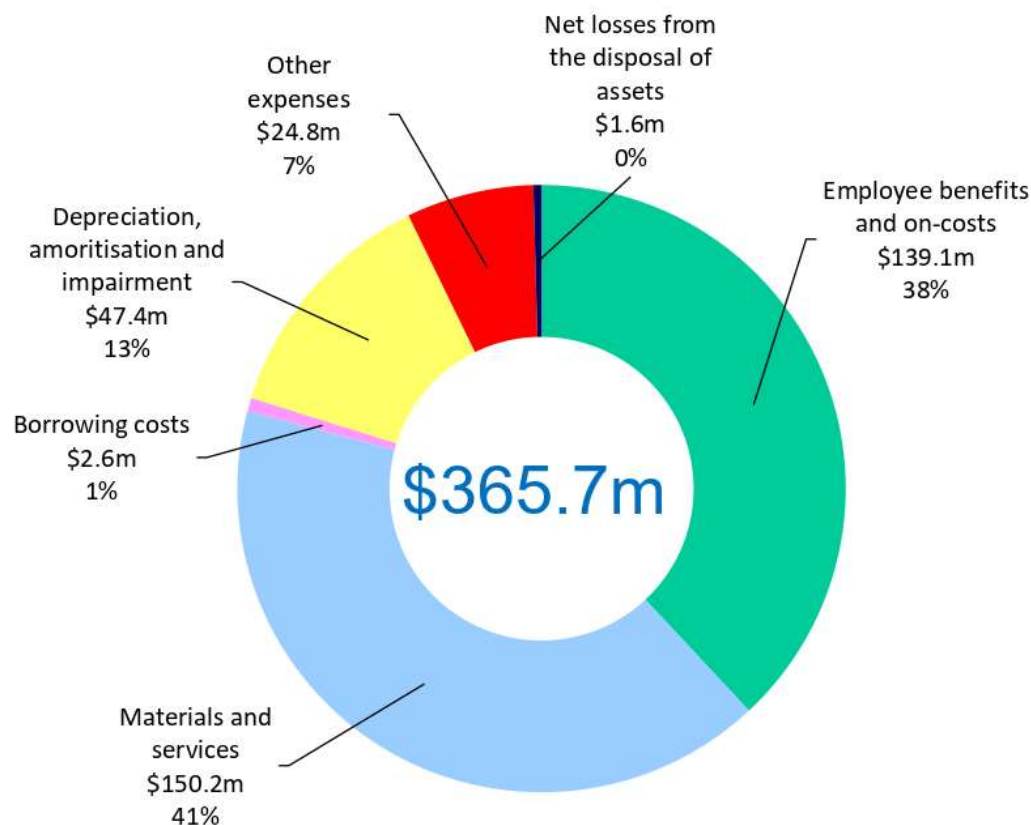
Income from continuing operations analysis

2021 \$'000	2020 \$'000	Incr/(Decr) \$'000	%	Details
218,169	208,594	9,575	4.6%	Rates and annual charges
Rates were \$171.4m and total Annual Charges were \$46.8m. Annual Charges for the period are predominantly represented by domestic waste charges \$46.3m. Income from rates increased by \$4.7m (2.8%). Income from domestic waste charges increased by \$4.9m (12%). The 2019/20 domestic waste charge included a greater offset from surplus funds from the waste reserve (\$3.7m) compared to 2020/21 (\$2m).				
79,105	74,512	4,593	6.2%	User charges and fees
Major items include Kimbriki Waste & Recycling Centre fees \$24.0m (\$0.4m increase on the prior year), child care \$12m, parking fees \$11.4m, aquatic centres \$7.4m, planning fees \$7.7m and \$4.2m from the caravan park. COVID-19 significantly impacted this income in 2019/20 and 2020/21 as a result of closed services and less demand for others. Major variances to 2019/20 results included decreases in the caravan park (\$0.6m) and Glen Street Theatre (\$0.6m) with increases in planning fees \$1.3m, aquatic centres \$0.8m and golf course fees \$0.412m. Child care fees were higher in 2020/21 by \$2.4m primarily due to government grants supplementing fees during the 'fee free' period in 2019/20.				
14,994	17,544	(2,550)	-14.5%	Other revenue
Other Revenues included \$2.9m raised through the Kimbriki Waste & Recycling Centre (\$0.6m increase on prior year). Major items include \$4.5m in parking fines, \$0.6m in advertising income and \$0.6m from the Container Deposit Scheme. The COVID-19 pandemic has impacted other revenues including a reduction compared to the prior year in parking fines (\$1.8m), advertising (\$0.3m) and market hire (\$0.2m).				
19,460	20,230	(770)	-3.8%	Grants and contributions - operating
Significant items in 2020/21 included: <div> <ul style="list-style-type: none"> - \$7.9m Financial Assistance Grant - \$2.8m Children's services incl 'free preschool' funds - \$1.4m Emergency services levy contribution </div> <div> <ul style="list-style-type: none"> - \$0.9m NSW RFS Local Government grants - \$0.8m Natural disaster funds (Feb 2017 and Nov 2019 storms) </div>				
26,544	35,194	(8,650)	-24.6%	Grants and contributions - capital
Income is lower than the prior year primarily due to a non-cash dedication of B-Line car park and amenities assets in the 2019/20 financial year (\$11.8m). Significant items in 2020/21 include: <div> <ul style="list-style-type: none"> - \$8.1m Development contributions - \$5.2m Stronger Communities Fund grants including Mona Vale and Long Reef surf clubs and Currawong - \$3.0m Local Roads and Community Infrastructure grants </div>				
1,430	4,300	(2,870)	-66.7%	Interest and investment income
Interest and investment income was lower than the previous financial year as a result of decreased interest rates and lower cash on hand. Council's investment portfolio performed strongly over the financial period returning an average of 0.74%, compared to the bank bill benchmark return of 0.34%. Interest income from outstanding rates and annual charges was \$0.2m lower than the previous year as no interest was charged from 1 July 2020 to 31 December 2020.				
6,087	5,575	512	9.2%	Other income
Other income refers to rent from leases. The 2020/21 financial year includes extra income from golf club leases and commercial properties.				
-	6	(6)	-100.0%	Net gains from the disposal of assets
The net result in 2020/21 was a loss of (\$1.6m) - refer to the commentary on expenses below. In 2019/20 disposals resulted in a net gain primarily due to a land swap transaction at Fem Creek in Warriewood for \$1.181m (less \$1.413m asset book value) and the sale of a road reserve at Whale Beach for \$0.100m.				
365,789	365,955	(166)	0.0%	TOTAL INCOME

Northern Beaches Council | Financial Commentary | For the year ended 30 June 2021

Northern Beaches Council

Expenses from continuing operations



Expense Items	1 July 2020 - 30 June 2021 (\$'000)
Employee benefits and on-costs	139,118
Materials and services	150,209
Borrowing costs	2,605
Depreciation, amortisation and impairment	47,406
Other expenses	24,781
Net losses from the disposal of assets	1,579
Total Expenses from Continuing Operations	365,698

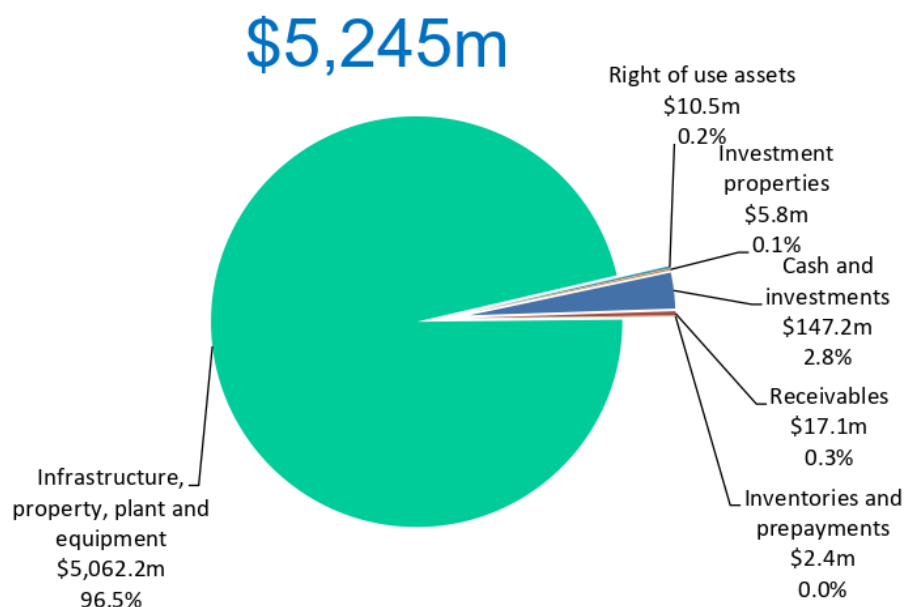
Northern Beaches Council

Expenses from continuing operations analysis

2021 \$'000	2020 \$'000	Incr/(Decr) \$'000	%	Details
139,118	135,555	3,563	2.6%	Employee benefits and on-costs
Employee Benefits and On-Costs were \$139.1m, representing 38% of Council's Total Expenses from Continuing Operations. The increase on the prior year was \$3.6m (2.6%). However when Agency Personnel expenses are included (\$2.8m which are categorised Materials and Services), the total cost was \$141.9m, which was \$2.0m higher than the previous year (1.4%). The Local Government Award increase was 1.5%.				
150,209	146,283	3,926	2.7%	Materials and services
Materials and Services included \$15.9m in waste disposal costs, \$16.4m in waste collection costs and \$14.5m in expenses at the Kimbriki Waste & Recycling Centre. Larger variances compared to the prior year included: - Legal fees - Following mediation before the Hon Keith Mason AC QC, the dispute between Built Athas and Northern Beaches Council relating to the development of Manly Council's Whistler Street Car Park has been resolved by the parties, without admission of liability by any party, on terms that Council pay to Built Athas \$6,750,000 in full and final settlement of all matters in dispute. The terms of the settlement are otherwise confidential. - IT and communications - \$4.2m higher primarily due to the implementation of the new HR and payroll system and COVID related expenses to support business continuity. - Agency costs - (\$1.6m) lower than 2019/20 - External roadwork - (\$3.9m) lower as the 2019/20 year included an extra \$3.0m for the LED streetlighting replacement project - Tree works - (\$2.2m) lower than the prior year which included storm clean up costs.				
2,605	2,947	(342)	-11.6%	Borrowing costs
Borrowing Costs consist of interest on loans of \$1.1m, \$0.3m interest on leases and the amortisation of discounts for remediation liabilities for the Kimbriki Waste Landfill \$1.2m. The lower costs in comparison to 2019/20 were due to lower interest rates on variable loans and the reduced principal owing on loans.				
47,406	43,546	3,860	8.9%	Depreciation, amortisation and impairment
Increased depreciation was associated with the creation of new assets and renewal of a significant number of assets over the past 12 months including site development works at Kimbriki, IT infrastructure, new transport assets and building assets. Further, a recent International Financial Reporting Standards Interpretations Committee (IFRIC) decision has changed the way the implementation of 'software as a service' is accounted for, resulting in a once-off additional depreciation expense of \$0.9m.				
24,781	18,975	5,806	30.6%	Other expenses
Major items within Other Expenses include \$8.1m in donations, contributions and assistance to other organisations, \$8.0m Waste Levy and \$7.4m Emergency Services Levy (\$1.2m higher than 2019/20). This included \$6.8m in business and community support due to the COVID-19 pandemic (compared to \$1.5m in 2019/20). The 2019/20 year also included a \$1m contribution to the Barrenjoey High School performance space project (Stronger Communities Fund).				
1,579	-	1,579	n/a	Net losses from the disposal of assets
The net loss included a loss on the replacement infrastructure assets (\$3.0m), gain on disposal of plant and equipment \$1.4m and a gain on the disposal of property \$0.1m. The property transaction related to the sale of land adjacent to Wakehurst Parkway Oxford Falls for \$0.26m. Refer to the commentary under income above for the 2019/20 results.				
365,698	347,306	18,392	5.3%	TOTAL EXPENSES

Northern Beaches Council

Assets



Asset Items	30 June 2021 Actual (\$'000)
Current Assets	
Cash and cash equivalents	10,661
Investments	135,751
Receivables	15,993
Inventories	378
Prepayments	2,028
Total Current Assets	164,811
Non Current Assets	
Investments	826
Receivables	1,087
Infrastructure, property, plant and equipment	5,062,151
Investment properties	5,835
Right of use assets	10,475
Prepayments	-
Total Non Current Assets	5,080,374
TOTAL ASSETS	5,245,185

Northern Beaches Council

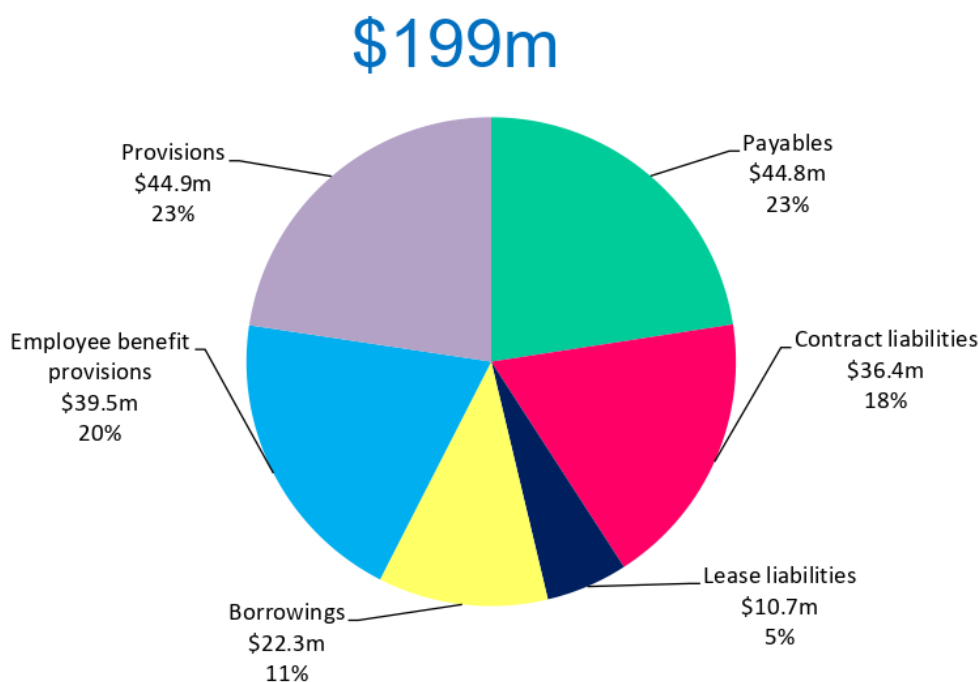
Assets analysis

30-Jun-21 \$'000	30-Jun-20 \$'000	Incr/(Decr) \$'000	%	Details	
147,238	154,289	(7,051)	-4.6%	Cash, Cash Equivalents and Investments	
Cash, Cash Equivalents and Investments totalled \$147.2m as at 30 June 2021. This represents a decrease of \$7.1m from the 2019/20 balance. This is principally due to the delivery of projects funded through large grants including the Stronger Communities Fund, settlement of the Whistler Street Car Park matter (refer to the Expenses Analysis), the impact of the COVID-19 pandemic and returning surplus funds from the domestic waste reserve to customers through lower fees. This was partially offset by a large number of grants received in May and June 2021 for future projects.					
17,080	16,557	523	3.2%	Receivables	
Receivables were \$0.5 million higher than the previous year primarily due to the timing of payments for user charges and fees and government grants.					
378	403	(25)	-6.2%	Inventories	
Inventories comprise stores, materials and trading stock and were consistent with the prior year.					
2,028	1,576	452	28.7%	Prepayments	
Prepaid expenses were higher than the previous financial year as \$0.4m in insurance costs for Kimbriki were prepaid in June 2021.					
5,062,151	5,072,703	(10,552)	-0.2%	Infrastructure, property, plant and equipment	
During the financial year a full revaluation of buildings and operational land was undertaken, resulting in a \$10.8m increase in the carrying value of the Buildings asset class and a (\$49.8m) decrease in the value of the Operational Land asset class. The decrease in the value of Operational Land reflects changes in land parcel features including new easements, land subdivisions and consolidations. This movement in the value is held in equity within the IPP&E revaluation reserve.					
Summary - Comprehensive Asset Revaluation 2020/21					
		Prior to Revaluation \$'000	After Revaluation \$'000	Movement \$'000 %	
Buildings	Gross Carrying Amount	662,908	688,071	25,163	
	Accumulated Depreciation	(173,611)	(187,934)	(14,323)	
	Total carrying value	489,297	500,137	10,840	2.2%
Operational land	Gross Carrying Amount	433,348	383,584	(49,764)	
	Accumulated Depreciation	-	-	-	
	Total carrying value	433,348	383,584	(49,764)	(11.5%)
Total		922,645	883,721	(38,924)	(4.2%)
5,835	5,835	-	0.0%	Investment properties	
Council holds three investment properties located at Sydney Road Balgowlah, Condamine Street Balgowlah and Pittwater Road Brookvale. Professional property valuations are undertaken annually. There was no change in the value this year for these commercial properties.					
10,475	11,289	(814)	-7.2%	Right of use assets	
Right of use plant and equipment assets were (\$1.2m) lower and office and IT equipment assets were (\$0.1m) lower due to scheduled lease payments under these contracts. This was offset by an increase in buildings of \$0.5m due to the Dee Why Children's Centre contract renewal.					
5,245,185	5,262,652	(17,467)	-0.3%	TOTAL ASSETS	

Northern Beaches Council | Financial Commentary | For the year ended 30 June 2021

Northern Beaches Council

Liabilities



	30 June 2021
Liability Items	Actual
	(\$'000)
Current Liabilities	
Payables	44,606
Contract liabilities	26,546
Lease liabilities	1,269
Borrowings	5,033
Employee benefit provisions	37,044
Provisions	762
Total Current Liabilities	115,260
Non-Current Liabilities	
Payables	200
Contract liabilities	9,815
Lease liabilities	9,474
Borrowings	17,293
Employee benefit provisions	2,432
Provisions	44,150
Total Non-Current Liabilities	83,364
TOTAL Liabilities	198,624

Northern Beaches Council | Financial Commentary | For the year ended 30 June 2021

Northern Beaches Council

Liabilities analysis

30-Jun-21 \$'000	30-Jun-20 \$'000	Incr/(Decr) \$'000	%	Details
44,806	40,305	4,501	11.2%	Payables
The principal components of the balance in 2020/21 are security deposits and retentions of \$18.3m, accrued expenses including borrowings, salaries and wages and other expenditure accruals of \$15.6m and invoices payable of \$8.1m. The increase in payables compared to the prior financial year was primarily due to the timing of the payroll payrun, with salaries and wages accrued expenses \$2.6 million higher.				
36,361	22,362	13,999	62.6%	Contract liabilities
Contract liabilities totalled \$36.4m as at 30 June 2021, a \$14.0m increase on the 2019/20 balance of \$22.4m. A large number of grants were received in May and June 2021 for future works including \$4.6m for the Frenchs Forest Precinct Support Scheme, with grant related contract liabilities \$13.0m higher than the prior year while user fees and charges received in advance were \$1.0m higher.				
10,743	11,441	(698)	-6.1%	Lease liabilities
Lease liabilities totalled \$10.7m as at 30 June 2021, a \$0.698m decrease on the 2019/20 balance of \$11.4m. The balance is primarily related to Council's waste collection contract with \$9.9m of the balance related to the vehicle component of the contract. The reduction related to \$1.2m in contract payments, partially offset by an increase of \$0.5m following the renewal of the lease for the Dee Why Children's Centre.				
22,326	27,456	(5,130)	-18.7%	Borrowings
Borrowings continue to decrease due to the ongoing repayment of existing loans.				
39,476	37,540	1,936	5.2%	Employee benefit provisions
Employee leave entitlements increased \$1.9m due to increases in pay and a reduction in leave taken due to COVID-19. Management encourages staff to take annual leave at regular intervals and reviews balances in excess of eight weeks. Council will take appropriate steps to support the expected increase in leave requests as COVID restrictions ease while maintaining service levels.				
44,912	37,999	6,913	18.2%	Provisions
Provisions comprise workers compensation self insurance (\$3.8m) and landfill remediation (\$41.1m). Following a desktop review of the remediation provision, the provision was increased by \$5.8m, while the self insurance provision increased \$1.1m to provide for future claims.				
243,001	221,115	21,886	9.9%	TOTAL LIABILITIES

Northern Beaches Council

Key performance indicators

2021				
Financial performance indicators				
Operating performance	(7.32%)			X
Own source operating revenue ratio	87.42%			✓
Unrestricted current ratio	1.69x			✓
Debt service cover ratio	2.81x			✓
Rates and annual charges outstanding percentage	3.92%			✓
Cash expense cover ratio	5.20 months			✓
Infrastructure asset performance indicators				
Buildings and infrastructure renewals ratio	117.21%			✓
Infrastructure backlog ratio	1.50%			✓
Asset maintenance ratio	106.52%			✓
Cost to bring assets to agreed service level	1.25%			n/a
✓ indicates performance indicator has achieved the Office of Local Government benchmark				
2021	2020	2019	Benchmark	Details
X (7.32)%	X -4.93%	✓ 2.89%	>0	Operating performance
Purpose: Measures Council's achievement of containing operating expenditure within operating revenue. It is important to distinguish that this ratio is focusing on operating performance and hence capital grants and contributions, fair value adjustments and reversal of revaluation decrements are excluded. The benchmark is greater than 0%.				
Commentary: The COVID-19 pandemic has impacted revenue streams for services and resulted in additional costs to support the community and businesses. The \$6.75m settlement of the Whistler Street Car Park matter and the \$3.1m in additional operating expenses due to a change in the accounting method for software implementation costs further impacted results in 2020/21 along with the planned release of surplus funds from the waste reserve through lower waste charges (\$2m). If these items are removed from the ratio the result would meet the benchmark at 1.4%.				
✓ 87.42%	✓ 84.85%	✓ 90.64%	>60%	Own source operating revenue ratio
Purpose: This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue. The benchmark is greater than 60%.				
Commentary: Council's Own Source Operating Revenue indicator is well above the benchmark of 60% highlighting Council's financial flexibility.				

Northern Beaches Council | Financial Commentary | For the year ended 30 June 2021

Northern Beaches Council

Key performance indicators (continued)

2021	2020	2019	Benchmark	Details
✓ 1.69x	✓ 2.09x	✓ 2.65x	>1.5x	Unrestricted current ratio
Purpose: The Unrestricted Current Ratio is specific to local government and is designed to represent a Council's ability to meet short term obligations as they fall due. Restrictions placed on various funding sources (e.g. Section 7.11 developer contributions) complicate the traditional current ratio used to assess liquidity of businesses as cash allocated to specific projects is restricted and cannot be used to meet a Council's other operating and borrowing costs. The benchmark is greater than 1.5.				
Commentary: Cash and investment balances have reduced as funds are utilised in the delivery of the capital works program and responding to the COVID-19 pandemic. However, the ratio remains above the benchmark, indicating that Council is comfortably able to meet its short term financial obligations as they fall due after excluding all external and internal restrictions.				
✓ 2.81x	✓ 3.72x	✓ 6.40x	>2x	Debt service cover ratio
Purpose: This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The benchmark is greater than 2.				
Commentary: Council's Debt Service Cover Ratio of 2.81 is above the benchmark of 2. This ratio has decreased over the last two years due to a reduction in the operating result.				
✓ 3.92%	✓ 4.12%	✓ 3.67%	<5%	Rates and annual charges outstanding %
Purpose: The purpose of this ratio is to assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.				
Commentary: Council maintains low levels of outstanding rates and annual charges particularly given that it may allow aged pensioners, where in its opinion payment would cause hardship, to accrue rates and charges against their estate. The ratio remains higher than pre-COVID levels in 2018/19 due to additional payment arrangements to support customers facing financial hardship due to the COVID-19 pandemic.				
✓ 5.20 months	✓ 5.39 months	✓ 7.53 months	>3 months	Cash expense cover ratio
Purpose: This liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.				
Commentary: Council's ratio of 5.20 months is within the benchmark of greater than 3 months.				
✓ 117.21%	✓ 121.34%	✓ 139.09%	>100%	Buildings and infrastructure renewals ratio
Purpose: To assess the rate at which these assets are being renewed against the rate at which they are depreciating.				
Commentary: Council's ratio of 117.21% is above the benchmark of 100% and represents the timing of the completion of projects and the Council's recent investment in the renewal of infrastructure assets.				

Northern Beaches Council | Financial Commentary | For the year ended 30 June 2021

Northern Beaches Council

Key performance indicators (continued)

2021	2020	2019	Benchmark	Details
✓ 1.50%	✓ 1.37%	✓ 1.32%	<2%	Infrastructure backlog ratio
Purpose: This ratio shows what proportion the backlog is against the total value of Council's infrastructure.				
Commentary: Council's Infrastructure Backlog Indicator is 1.50% which is below the benchmark of 2% indicating that Council does not have a comparatively significant infrastructure backlog. The marginal increase in this ratio is largely due to efforts to improve asset condition data and the impact of the buildings revaluation on the value of these assets.				
✓ 106.52%	✓ 107.92%	✓ 115.45%	>100%	Asset maintenance ratio
Purpose: This ratio compares actual versus required annual asset maintenance. A ratio of above 100% indicates that the Council is investing enough funds within the year to stop the infrastructure backlog from growing. The benchmark is greater than 100%.				
Commentary: Council's Asset Maintenance Ratio of 106.52% indicates that the level of expenditure on the maintenance of infrastructure assets is sufficient to prevent the infrastructure backlog from growing.				
1.25%	1.15%	1.10%	n/a	Cost to bring assets to agreed service level
Purpose: To provide a meaningful snapshot of the proportion of outstanding renewal works compared to the total gross replacement cost of assets under Council's care and stewardship. Outstanding renewal works relate to the value of work required for assets that have reached the intervention level set by Council based on the condition of the asset. The use of the gross replacement cost as the denominator in this ratio provides a more stable measure over time and is considered to be more reflective of Council's infrastructure 'backlog'.				
Commentary: Council's ratio of 1.25% indicates the cost to bring assets to agreed service levels are at a financially sustainable level.				

Northern Beaches Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2021

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

Northern Beaches Council

General Purpose Financial Statements

for the year ended 30 June 2021

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Overview

Northern Beaches Council is constituted under the Local Government Act 1993 (NSW).

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All media releases, financial statements and other information are publicly available on our website: www.northernbeaches.nsw.gov.au.

PRINCIPAL PLACE OF BUSINESS

725 Pittwater Road
Dee Why NSW 2099

OPENING HOURS

Monday to Friday
8.30am - 5.00pm

CONTACT DETAILS

Mailing Address:
PO Box 82
Manly NSW 1655

Telephone: 1300 434 434

Internet: www.northernbeaches.nsw.gov.au

Email: council@northernbeaches.nsw.gov.au

OTHER INFORMATION

ABN: 57 284 295 198

AUDITORS

Audit Office of New South Wales

Northern Beaches Council

General Purpose Financial Statements

for the year ended 30 June 2021

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on dd MMMM yyyy.

Michael Regan
Mayor
28 September 2021

[Councillor]
Councillor
28 September 2021

Ray Brownlee
Chief Executive Officer
28 September 2021

David Walsh
Responsible Accounting Officer
28 September 2021

Northern Beaches Council | Income Statement | For the year ended 30 June 2021

Northern Beaches Council

Income Statement

for the year ended 30 June 2021

<i>Original unaudited budget 2021</i>	<i>\$ '000</i>		<i>Actual 2021</i>	<i>Actual 2020</i>
		Notes		
	Income from continuing operations			
218,106	Rates and annual charges	B2-1	218,169	208,594
77,954	User charges and fees	B2-2	79,105	74,512
25,256	Other revenue	B2-3	14,994	17,544
15,573	Grants and contributions provided for operating purposes	B2-4	19,460	20,230
36,238	Grants and contributions provided for capital purposes	B2-4	26,544	35,194
1,700	Interest and investment income	B2-5	1,430	4,300
—	Other income	B2-6	6,087	5,575
—	Net gains from the disposal of assets	B4-1	—	6
374,827	Total income from continuing operations		365,789	365,955
	Expenses from continuing operations			
135,923	Employee benefits and on-costs	B3-1	139,118	135,555
139,656	Materials and services	B3-2	150,209	146,283
2,829	Borrowing costs	B3-3	2,605	2,947
41,418	Depreciation, amortisation and impairment for non-financial assets	B3-4	47,406	43,546
23,192	Other expenses	B3-5	24,781	18,975
3,028	Net losses from the disposal of assets	B4-1	1,579	—
346,046	Total expenses from continuing operations		365,698	347,306
28,781	Operating result from continuing operations		91	18,649
28,781	Net operating result for the year		91	18,649
87	Net operating result attributable to non-controlling interests		104	97
7,457	Net operating result for the year before grants and contributions provided for capital purposes		(26,453)	(16,545)

The above Income Statement should be read in conjunction with the accompanying notes.

(*) Items have been reclassified in accordance with The Local Government Code of Accounting Practice and Financial Reporting 2020/21. This relates to B2-2, B2-3, B2-6, B3-2 and B3-5.

Northern Beaches Council | Statement of Comprehensive Income | For the year ended 30 June 2021

Northern Beaches Council

Statement of Comprehensive Income

for the year ended 30 June 2021

\$ '000	Notes	2021	2020
Net operating result for the year – from Income Statement		91	18,649
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	(38,925)	46,909
Total items which will not be reclassified subsequently to the operating result		(38,925)	46,909
Total other comprehensive income for the period		(38,925)	46,909
Total comprehensive income for the year		(38,834)	65,558
Total comprehensive income attributable to Council		(38,938)	65,461
Total comprehensive income attributable to non-controlling interests		104	97

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Northern Beaches Council | Statement of Financial Position | For the year ended 30 June 2021

Northern Beaches Council

Statement of Financial Position

as at 30 June 2021

\$ '000	Notes	2021	2020 *
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	10,661	6,199
Investments	C1-2	135,751	147,311
Receivables	C1-4	15,993	15,421
Inventories	C1-5	378	403
Prepayments		2,028	1,572
Total current assets		164,811	170,906
Non-current assets			
Investments	C1-2	826	779
Receivables	C1-4	1,087	1,136
Infrastructure, property, plant and equipment	C1-6	5,062,151	5,072,703
Investment properties	C1-7	5,835	5,835
Right of use assets	C2-1	10,475	11,289
Prepayments		–	4
Total non-current assets		5,080,374	5,091,746
Total assets		5,245,185	5,262,652
LIABILITIES			
Current liabilities			
Payables	C3-1	44,606	40,055
Contract liabilities	C3-2	26,546	15,782
Lease liabilities	C2-1	1,269	1,230
Borrowings	C3-3	5,033	5,137
Employee benefit provisions	C3-4	37,044	35,315
Provisions	C3-5	762	560
Total current liabilities		115,260	98,079
Non-current liabilities			
Payables	C3-1	200	250
Contract liabilities	C3-2	9,815	6,580
Lease liabilities	C2-1	9,474	10,211
Borrowings	C3-3	17,293	22,319
Employee benefit provisions	C3-4	2,432	2,225
Provisions	C3-5	44,150	37,439
Total non-current liabilities		83,364	79,024
Total liabilities		198,624	177,103
Net assets		5,046,561	5,085,549
EQUITY			
Accumulated surplus		4,866,196	4,866,209
IPPE revaluation reserve		179,229	218,154
Council equity interest		5,045,425	5,084,363
Non-controlling equity interests		1,136	1,186
Total equity		5,046,561	5,085,549

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

(*) Items have been reclassified in accordance with The Local Government Code of Accounting Practice and Financial Reporting 2020/21

Northern Beaches Council | Statement of Changes in Equity | For the year ended 30 June 2021

Northern Beaches Council

Statement of Changes in Equity for the year ended 30 June 2021

\$ '000	Notes	as at 30/06/21					as at 30/06/20				
		Accumulated surplus	IPPE revaluation reserve	Council interest	Non-controlling interest	Total equity	Accumulated surplus	IPPE revaluation reserve	Council interest	Non-controlling interest	Total equity
Opening balance at 1 July		4,866,209	218,154	5,084,363	1,186	5,085,549	4,873,907	171,245	5,045,152	1,042	5,046,194
Changes due to AASB 1058 and AASB 15 adoption		-	-	-	-	-	(26,204)	-	(26,204)	-	(26,204)
Restated opening balance		4,866,209	218,154	5,084,363	1,186	5,085,549	4,847,703	171,245	5,018,948	1,042	5,019,990
Net operating result for the year		(13)	-	(13)	104	91	18,552	-	18,552	97	18,649
Other comprehensive income											
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	-	(38,925)	(38,925)	-	(38,925)	-	46,909	46,909	-	46,909
Other comprehensive income		-	(38,925)	(38,925)	-	(38,925)	-	46,909	46,909	-	46,909
Total comprehensive income		(13)	(38,925)	(38,938)	104	(38,834)	18,552	46,909	65,461	97	65,558
Dividends paid to minority interest		-	-	-	(154)	(154)	-	-	-	-	-
Transfers between equity items		-	-	-	-	-	(46)	-	(46)	47	1
Closing balance at 30 June		4,866,196	179,229	5,045,425	1,136	5,046,561	4,866,209	218,154	5,084,363	1,186	5,085,549

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Northern Beaches Council | Statement of Cash Flows | For the year ended 30 June 2021

Northern Beaches Council

Statement of Cash Flows

for the year ended 30 June 2021

<i>Original unaudited budget 2021 *</i>	<i>\$ '000</i>		<i>Actual 2021</i>	<i>Actual 2020</i>
		Notes		
Cash flows from operating activities				
Receipts:				
219,319	Rates and annual charges		218,524	207,777
81,665	User charges and fees		82,123	78,491
2,240	Investment and interest revenue received		2,123	5,710
40,014	Grants and contributions		58,012	38,074
5,116	Bonds, deposits and retention amounts received		7,356	5,740
43,513	Other		37,697	41,213
Payments:				
(134,821)	Employee benefits and on-costs		(134,939)	(132,220)
(118,526)	Materials and services		(164,584)	(137,714)
(1,195)	Borrowing costs		(1,429)	(3,025)
(5,116)	Bonds, deposits and retention amounts refunded		(6,416)	(6,386)
(61,802)	Other		(23,879)	(56,258)
70,407	Net cash flows from operating activities	G1-1a	74,588	41,402
Cash flows from investing activities				
Receipts:				
—	Sale of investment securities		367,193	347,119
2,315	Sale of infrastructure, property, plant and equipment		2,539	3,619
Payments:				
—	Purchase of investment securities		(355,613)	(306,465)
(103,449)	Purchase of infrastructure, property, plant and equipment		(77,720)	(80,171)
(101,134)	Net cash flows from investing activities		(63,601)	(35,898)
Cash flows from financing activities				
Payments:				
(5,102)	Repayment of borrowings		(5,130)	(5,162)
(1,231)	Principal component of lease payments		(1,241)	(1,195)
—	Dividends paid to minority interest		(154)	—
(6,333)	Net cash flows from financing activities		(6,525)	(6,357)
(37,060)	Net change in cash and cash equivalents		4,462	(853)
142,660	Cash and cash equivalents at beginning of year		6,199	7,052
105,600	Cash and cash equivalents at end of year	C1-1	10,661	6,199

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

(*) The original budget Statement of Cash Flows includes investments

Northern Beaches Council

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A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on **28th September 2021**. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the Local Government Act 1993 (Act) and Local Government (General) Regulation 2005 (Regulation), and the Local Government Code of Accounting Practice and Financial Reporting.

Northern Beaches Council is a not-for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities, and certain classes of infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- i. estimated fair values of investment property – refer Note C1-7
- ii. estimated fair values of infrastructure, property, plant and equipment – refer Note C1-6
- iii. estimated asset remediation provisions – refer Note C3-5
- iv. employee benefit provisions – refer Note C3-4.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- iii. Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

The Consolidated Fund has been included in the financial statements of the Council.

A1-1 Basis of preparation (continued)

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations
- Kimbriki Environmental Enterprises Pty Limited

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the Council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at Council offices, during opening hours, by any person free of charge.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

Volunteer services

Volunteer services are not recognised as they would not be purchased if not donated.

New accounting standards and interpretations issued not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2021 reporting periods. Northern Beaches Council's assessment of the impact of these new standards and interpretations relevant to them is set out below.

Pronouncement	AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current AASB 2020-6 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date
Nature of change in accounting policy	This Standard amends AASB 101 Presentation of Financial Statements to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. For example, the amendments clarify that a liability is classified as non-current if an entity has the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period. The meaning of settlement of a liability is also clarified.
Effective date	Annual reporting period beginning on or after 1 January 2023 (i.e. year ended 30 June 2024).
Expected impact on Council's financial statements	From our assessment, there is no impact expected for Council in the classification of our reported liabilities as current or non-current.

A1-1 Basis of preparation (continued)

Pronouncement	AASB 2020-3 Amendments to Australian Accounting Standards – Annual Improvements 2018-2020 and Other Amendments
Nature of change in accounting policy	<p>This Standard amends a number of standards as follows:</p> <ul style="list-style-type: none"> • AASB 1 First-Time Adoption of Australian Accounting Standards - to simplify the application of AASB 1 by a subsidiary that becomes a first-time adopter after its parent in relation to the measurement of cumulative translation differences; • AASB 3 Business Combinations - to update a reference to the Conceptual Framework for Financial Reporting without changing the accounting requirements for business combinations; • AASB 9 Financial Instruments - to clarify the fees an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability; • AASB 116 Property, Plant and Equipment – to require an entity to recognise the sales proceeds from selling items produced while preparing property, plant and equipment for its intended use and the related cost in profit or loss, instead of deducting the amounts received from the cost of the asset; • AASB 137 Provisions, Contingent Liabilities and Contingent Assets - to specify the costs that an entity includes when assessing whether a contract will be loss-making; and • AASB 141 Agriculture - to remove the requirement to exclude cash flows from taxation when measuring fair value, thereby aligning the fair value measurement requirements in AASB 141 with those in other Australian Accounting Standards.
Effective date	Annual reporting period beginning on or after 1 January 2022 (i.e. year ended 30 June 2023)
Expected impact on Council's financial statements	Council has reviewed the changes above and determined there is no impact from these narrow-scope amendments.

Pronouncement	AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates
Nature of change in accounting policy	The amendments provide a definition of and clarifications on accounting estimates and clarify the concept of materiality in the context of disclosure of accounting policies.
Effective date	Annual reporting period beginning on or after 1 January 2023 (i.e. year ended 30 June 2024).
Expected impact on Council's financial statements	This change is expected to result in a minor update to terminology and disclosures within the financial statements.

New accounting standards and interpretations adopted during the year

During the year Council adopted the following accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective for the first time at 30 June 2021. These standards did not have a significant impact on the reported financial position or financial performance:

AASB 1059 – Service Concession Arrangements; Grantors

AASB 2018 – 7 Amendments to Australian Accounting Standards – Definition of material

AASB 2020 – 4 Amendments to Australian Accounting Standards – Covid-19 Related Rent Concessions

IFRS Interpretations Committee's (IFRIC's) agenda decision 'Configuration or Customisation Costs in a Cloud Computing Arrangement' (April 2021)

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Environment and Sustainability

This service protects and enhances the natural and built environments by delivering programs which preserve biodiversity, manage natural hazards and improve sustainability and resilience of our community. This includes management of Council's stormwater network.

Kimbriki Resource Recovery Centre

This facility delivers sustainable waste management and recycling services to the community. It recycles around 80% of waste received and also provides education on sustainability via the Eco House and garden.

Development Assessment

This service assesses Development Applications in line with local and state planning controls. It also provides pre-lodgement meetings to assist applicants in the preparation of their applications.

Parks and Recreation

This service manages open space for sport, recreation and leisure, as well as public trees in streets. This includes developing and maintaining playgrounds, sportsfields, rockpools, golf courses, gardens and parks as well as Manly Dam and Narrabeen Lagoon. It also provides professional lifeguards at 21 beaches.

Community, Arts and Culture

This service provides, supports and facilitates programs to build social capital and enhance the health and well-being of individuals and families in the community. It includes the Meals on Wheels service, programs for aged, people with disability and youth, Community centre bookings and arts and cultural events via a theatre, creative spaces, art gallery and museum.

Transport, Traffic and Active Travel

This service maintains the road network, car parking areas/stations, footpaths, bus shelters, guard rails, bridges, causeways, retaining walls, pedestrian crossings, the Hop, Skip and Jump bus service, roundabouts and cycleways. It also delivers road safety programs to educate the community.

Property and Facilities

This service manages Council's portfolio of community and civic buildings, including aquatic centres, holiday accommodation facilities and cemeteries. It also manages leases/licences of property and the cleaning of toilet facilities.

Customer Services

This service provides front of house customer service centres for people attending Council in person at Avalon, Dee Why, Manly and Mona Vale as well as a call centre for people contacting Council by phone.

Waste and Cleansing

This service manages the collection of waste and recyclables from households, cleaning of public places (beaches, parks, streets, centres and graffiti removal), street sweeping and the collection of dumped rubbish.

Strategic Land Use Planning

The service prepares strategic plans and policies to sustainably manage growth and development on the Northern Beaches.

Environmental Compliance

This service safeguards public health, safety and the natural environment through education, regulation and enforcement. This includes responding to issues relating to illegal land use, noise, water, food safety, parking and companion animal management as well delivering public health programs.

Children's Services

This service offers high quality professional care for children aged 0-11 years via seven long day care centres, four vacation care locations, two pre-schools, an occasional care centre and a network of family day carers.

Library Services

This service provides free access to the library collection as well as space for reading, study and recreation at Dee Why, Forestville, Glen Street in Belrose, Manly, Mona Vale and Warringah Mall as well as a home library service. It also supports community libraries at Avalon, Terrey Hills, Seaforth, Harbord and Book Lovers' Club Northern Beaches in Narrabeen.

Economic Development, Events and Engagement

This service delivers community events, economic development and tourism initiatives, projects to activate our centres, marketing and promotion and community engagement services.

B Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020 ⁽¹⁾
Functions or activities										
Environment and Sustainability	4,814	5,959	36,817	38,069	(32,003)	(32,110)	2,965	4,369	814,327	818,035
Waste and Cleansing	46,710	42,075	66,284	62,820	(19,574)	(20,745)	310	278	15,016	16,452
Kimriki Resource Recovery Centre	27,138	26,022	19,100	19,983	8,038	6,039	–	–	83,453	80,081
Strategic Land Use Planning	1,401	1,184	7,268	6,511	(5,867)	(5,327)	318	326	29,757	32,277
Development Assessment	3,391	2,992	7,185	6,613	(3,794)	(3,621)	–	–	–	–
Environmental Compliance	6,546	8,745	13,578	12,944	(7,032)	(4,199)	–	–	–	–
Parks and Recreation	9,137	5,190	40,771	38,512	(31,634)	(33,322)	6,885	2,739	320,632	317,274
Children's Services	14,815	13,546	15,471	14,474	(656)	(928)	2,857	4,007	6,158	9,513
Community, Arts and Culture	3,615	5,436	12,418	13,979	(8,803)	(8,543)	899	1,936	49,225	50,472
Library Services	1,150	1,000	11,451	11,084	(10,301)	(10,084)	922	746	42,766	36,059
Transport, Traffic and Active Travel	26,432	23,165	37,192	39,364	(10,760)	(16,199)	11,944	8,716	841,488	815,660
Economic Development, Events and Engagement	387	742	10,052	10,979	(9,665)	(10,237)	60	–	–	–
Property and Facilities	27,928	38,517	56,770	46,218	(28,842)	(7,701)	2,640	15,743	2,918,847	2,957,572
Governance and Assurance Services	215	185	11,722	11,449	(11,507)	(11,264)	–	–	–	–
Customer Services	1,070	891	4,081	3,496	(3,011)	(2,605)	–	–	–	–
Corporate Support Services	11,835	13,187	15,538	10,811	(3,703)	2,376	8,255	8,478	123,516	129,257
General Purpose Income	179,205	177,119	–	–	179,205	177,119	7,949	8,086	–	–
Total functions and activities	365,789	365,955	365,698	347,306	91	18,649	46,004	55,424	5,245,185	5,262,652

(1) Items have been reclassified according to asset functionality

B1-2 Components of functions or activities (continued)

Governance and Assurance Services

This service supports the elected Council and provides functions including secretarial support for meetings, legal and internal audit services, complaints management, business continuity and risk management services.

Corporate Support Services

This service supports the organisations to efficiently deliver services to the community by providing financial management, procurement, human resources management, technology and information systems, corporate planning and reporting and project management services to the organisation.

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2021	2020
Ordinary rates		
Residential	143,275	139,493
Farmland	15	14
Business	27,785	26,893
Less: pensioner rebates (mandatory)	(1,884)	(1,913)
Less: pensioner rebates (Council policy)	(149)	(139)
Rates levied to ratepayers	169,042	164,348
Pensioner rate subsidies received	1,034	1,048
Total ordinary rates	170,076	165,396
Special rates		
Business	1,307	1,311
Rates levied to ratepayers	1,307	1,311
Total special rates	1,307	1,311
Annual charges		
(pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic waste management services	46,326	41,385
Stormwater management services	879	878
Section 611 charges	190	197
Less: pensioner rebates (mandatory)	(607)	(587)
Less: pensioner rebates (Council policy)	(335)	(307)
Annual charges levied	46,453	41,566
Pensioner subsidies received:		
– Domestic waste management	333	321
Total annual charges	46,786	41,887
Total rates and annual charges	218,169	208,594

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

\$ '000	2021	2020
Aquatic centres	7,397	6,596
Caravan park	4,151	4,796
Cemeteries	1,082	1,015
Child care	11,952	9,517
Community centres	1,563	1,544
Currawong State Park	284	244
Glen Street Theatre	728	1,298
Golf course	2,359	1,947
Kimbriki waste and recycling centre	24,042	23,634
Libraries	121	141
Parking areas	11,427	11,186
Planning and building regulatory	7,738	6,459
Regulatory/statutory fees	248	539
Restoration charges	1,231	1,198
Section 10.7 certificates (EP&A Act)	870	707
Section 603 certificates	517	417
Sportsfields and reserves	1,310	1,448
Other Fees	2,085	1,826
Total user charges and fees	79,105	74,512
Timing of revenue recognition for user charges and fees		
User charges and fees recognised over time	25,347	22,697
User charges and fees recognised at a point in time	53,758	51,815
Total user charges and fees	79,105	74,512

Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as joining fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are mainly either short-term or low value and all revenue from licences < \$5k is recognised at the time that the licence is granted rather than over the term of the licence.

B2-3 Other revenue

\$ '000	2021	2020
Advertising income	612	893
Ex gratia rates	26	26
Fines – other	537	699
Fines – parking	4,458	6,248
Legal fees recovery	338	325
Other revenues – Kimbriki	2,853	2,216
Recycling income (domestic)	629	640
Sales of inventories	870	918
Licences, consents & deeds	3,284	3,055
Other	1,387	2,524
Total other revenue	14,994	17,544

Timing of revenue recognition for other revenue

Other revenue recognised over time	3,284	3,055
Other revenue recognised at a point in time	11,710	14,489
Total other revenue	14,994	17,544

Accounting policy for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

B2-4 Grants and contributions

\$ '000	Operating 2021	Operating 2020	Capital 2021	Capital 2020
General purpose grants and non-developer contributions (untied)				
General purpose (untied)				
Current year allocation				
Financial assistance – general component	2,732	2,824	–	–
Financial assistance – local roads component	1,107	1,101	–	–
Payment in advance - future year allocation				
Financial assistance – general component	2,922	2,991	–	–
Financial assistance – local roads component	1,188	1,170	–	–
Amount recognised as income during current year	7,949	8,086	–	–
Special purpose grants and non-developer contributions (tied)				
Cash contributions				
Previously specific grants:				
Bushfire services	946	886	–	172
Child care	2,847	4,007	10	–
Coast and estuaries	–	–	600	1,967
Community services	944	948	60	90
Environmental protection	3,166	1,906	–	137
Heritage and cultural	–	70	–	–
Library	703	133	219	613
LIRS subsidy	370	466	–	–
Recreation and culture	471	307	2,575	1,928
Street lighting	807	1,243	–	–
Stronger communities fund	106	1,153	5,212	4,313
Transport (other roads and bridges funding)	410	284	6,786	2,086
Transport (roads to recovery)	–	–	1,418	1,418
Transport for NSW contributions (regional roads, block grant)	741	741	1,219	1,141
Other	–	–	–	64
Total special purpose grants and non-developer contributions – cash	11,511	12,144	18,099	13,929
Non-cash contributions				
TfNSW Dedication of B-Line Carpark and Amenities	–	–	–	11,800
Other	–	–	369	667
Total other contributions – non-cash	–	–	369	12,467
Total special purpose grants and non-developer contributions (tied)	11,511	12,144	18,468	26,396
Total grants and non-developer contributions	19,460	20,230	18,468	26,396
Comprising:				
– Commonwealth funding	9,071	9,774	4,850	1,652
– State funding	9,781	9,094	10,894	23,334
– Other funding	608	1,362	2,724	1,410
	19,460	20,230	18,468	26,396

B2-4 Grants and contributions (continued)

Developer contributions

\$ '000	Notes	Operating 2021	Operating 2020	Capital 2021	Capital 2020
Developer contributions:	G3				
(s7.4 & s7.11 - EP&A Act, s64 of the LGA):					
Cash contributions					
S 7.11 – contributions towards amenities/services		–	–	751	3,453
S 7.12 – fixed development consent levies		–	–	6,874	4,163
Total developer contributions – cash		–	–	7,625	7,616
Non-cash contributions					
Other developer contributions		–	–	451	1,182
Total developer contributions non-cash		–	–	451	1,182
Total developer contributions		–	–	8,076	8,798
Total contributions		–	–	8,076	8,798
Total grants and contributions		19,460	20,230	26,544	35,194
Timing of revenue recognition for grants and contributions					
Grants and contributions recognised over time		4,358	6,099	15,420	11,044
Grants and contributions recognised at a point in time		15,102	14,131	11,124	24,150
Total grants and contributions		19,460	20,230	26,544	35,194

B2-4 Grants and contributions (continued)

Unspent grants and contributions

Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner or in a future period, but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2021	Operating 2020	Capital 2021	Capital 2020
Unspent Grants and Contributions Held As Externally Restricted Funds				
Unspent funds at 1 July	654	732	32,020	32,985
Recognised as income in the current period but not yet spent	213	159	8,308	10,600
Received for the provision of goods and services in a future period	–	–	–	–
Recognised in a previous reporting period now spent	(605)	(237)	(10,786)	(11,565)
Unspent Funds at 30 June	262	654	29,542	32,020

Unspent Grants and Contributions Held as Internally Restricted Funds

Unspent funds at 1 July	7,501	8,212	13,727	17,992
Recognised as income in the current period but not yet spent	111	–	–	–
Received for the provision of goods and services in a future period	3,269	896	16,729	726
Received in a previous reporting period now spent and recognised as income	(792)	(1,607)	(6,449)	(4,991)
Unspent funds at 30 June	10,088	7,501	24,007	13,727

Nature of unspent grants and contributions:

	2021	2020
- Currawong Cabin Renovations	1,364	–
- Local Roads and Community Infrastructure	2,409	–
- Precinct Support Scheme Frenchs Forest	4,624	–
- Transport for NSW B-line projects	8,428	1,800
- Stronger Communities Fund	11,789	17,265
- New Council Implementation Fund	–	484
- Other grants	5,743	2,078
- ECE&C Childcare Funds-	–	255
Closing balance unspent grants and contributions - refer to Note C1-3:	34,357	21,882
Closing balance unspent Developer Contributions - refer to Note G3:	29,542	32,020

Accounting policy

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include an enforceability clause, details on the specific performance obligations of the transfer of goods or services to an external party through the contract or as part of an agreed work schedule or plan, and refund stipulations if the performance obligations are not met. Payment terms vary depending on the terms of the grant. Cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g.

B2-4 Grants and contributions (continued)

completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

\$ '000	2021	2020
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	227	443
– Cash and investments	1,136	3,831
Fair value adjustments		
– Movements in investments at fair value through profit and loss (FVTPL)	67	26
Total interest and investment income (losses)	1,430	4,300

Accounting policy

Interest income is recognised using the effective interest rate at the date that interest is earned.

Northern Beaches Council | Notes to the Financial Statements 30 June 2021

B2-6 Other income

\$ '000	Notes	2021	2020
Rental income			
Investment properties			
Rental Income Investment Properties		204	310
Total Investment properties		204	310
Other lease income			
Rental Income Leased Council Properties ¹		5,883	5,265
Total Other lease income		5,883	5,265
Total rental income	C2-2	6,087	5,575
Total other income		6,087	5,575

(1) Rental income reclassified to Licences Consents & Deeds, and Other Revenues

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2021	2020
Salaries and wages	112,604	109,235
Employee termination costs (where material – other than vested leave paid)	743	643
Employee leave entitlements (ELE)	12,081	11,973
Superannuation	12,610	12,281
Workers' compensation insurance	2,472	2,265
Fringe benefit tax (FBT)	677	816
Kimbriki salaries and on-costs	4,734	4,868
Total employee costs	145,921	142,081
Less: capitalised costs	(6,803)	(6,526)
Total employee costs expensed	139,118	135,555

Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

Council is a self-insurer for workers compensation claims up to \$600k. Claims above this amount are covered by an external insurance provider. 'Workers compensation insurance' includes all costs associated with self-insurance and the external policy – refer to Note E3-1 for more information.

Northern Beaches Council | Notes to the Financial Statements 30 June 2021

B3-2 Materials and services

\$ '000	Notes	2021	2020
Agency personnel		2,832	4,385
Audit fees	F2-1	222	220
Bank charges		498	495
Bush regeneration		4,108	4,283
Cleaning		7,180	6,264
Consultancy		389	345
Councillor and Mayoral fees and associated expenses	F1-2	595	659
Electricity, heating and water		4,503	4,466
Environment and floodplain management		2,373	1,760
External roadwork		4,076	8,017
Golf course and driving range		1,158	1,139
Insurance		3,020	2,574
IT and communications		11,863	7,629
Kimbriki Waste and Recycling Centre		14,486	14,281
Land use planning		1,190	687
Legal fees - other		8,389	2,969
Legal Fees - planning and development		2,336	1,128
Lifeguard services		1,405	1,188
Maintenance and servicing		6,103	5,590
Management fees		1,692	1,697
NSW Revenue fine processing fees		552	836
Other contracts		8,358	9,053
Parking		672	622
Performance and events		986	1,245
Plant and vehicle		2,167	2,378
Printing, postage and stationery		1,245	1,428
Raw materials and consumables		4,114	4,408
Recreation and sportsfields		7,801	7,453
Stormwater		824	658
Street lighting		2,615	2,635
Training costs		776	999
Tree works		3,501	5,662
Valuation fees		458	434
Waste collection ¹		16,325	16,440
Waste disposal and processing		15,892	16,049
Materials and services - other		5,764	6,565
Total materials and services		150,468	146,641
Less: capitalised costs		(259)	(358)
Total materials and services		150,209	146,283

Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

⁽¹⁾ Includes \$15.417m variable lease charges related to the waste collection contract refer note C2-1

B3-3 Borrowing costs

\$ '000	Notes	2021	2020
(i) Interest bearing liability costs			
Interest on leases		317	351
Interest on loans		<u>1,052</u>	<u>1,374</u>
Total interest bearing liability costs		<u>1,369</u>	<u>1,725</u>
Total interest bearing liability costs expensed		<u>1,369</u>	<u>1,725</u>
(ii) Other borrowing costs			
Unwinding of discount asset remediation	C3-5	<u>1,236</u>	<u>1,222</u>
Total other borrowing costs		<u>1,236</u>	<u>1,222</u>
Total borrowing costs expensed		<u>2,605</u>	<u>2,947</u>

Accounting policy

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2021	2020
Depreciation and amortisation			
Plant and equipment		5,729	6,053
Office equipment		4,029	2,438
Furniture and fittings		39	33
Land improvements (depreciable)		2,611	1,682
Infrastructure:	C1-6		
– Buildings		8,570	8,427
– Roads sealed		7,749	6,980
– Roads unsealed		5	5
– Other road assets		1,743	1,643
– Bridges		70	72
– Footpaths		836	741
– Stormwater drainage		6,744	6,574
– Swimming pools		392	378
– Other open space/recreational assets		3,550	3,143
– Other infrastructure		2,104	2,182
Right of use assets	C2-1	1,357	1,347
Other assets:			
– Library books		1,098	1,214
Reinstatement, rehabilitation and restoration assets:			
– Asset remediation	C3-5, C1-6	780	634
Total depreciation, amortisation and impairment for non-financial assets		47,406	43,546

Accounting policy

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

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B3-5 Other expenses

\$ '000	Notes	2021	2020
Impairment of receivables	C1-4	115	148
Fair value decrement on investment properties	C1-7	–	130
Donations, contributions and assistance to other organisations		8,141	3,601
Contributions/levies to other levels of government:			
- Crown land levy		106	112
- Emergency services levy		7,369	6,194
- Land tax		384	293
- Planning levy		681	669
- Waste levy		7,985	7,828
Total other expenses		24,781	18,975

Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2021	2020
Gain (or loss) on disposal of property (excl. investment property)			
Proceeds from disposal – property		263	1,282
Less: carrying amount of property assets sold/written off		(210)	(1,413)
Gain (or loss) on disposal		53	(131)
Gain (or loss) on disposal of plant and equipment			
	C1-6		
Proceeds from disposal – plant and equipment		2,276	2,337
Less: carrying amount of plant and equipment assets sold/written off		(892)	(1,339)
Gain (or loss) on disposal		1,384	998
Gain (or loss) on disposal of infrastructure			
	C1-6		
Less: carrying amount of infrastructure assets sold/written off		(3,016)	(861)
Gain (or loss) on disposal		(3,016)	(861)
Gain (or loss) on disposal of investments			
	C1-2		
Proceeds from disposal/redemptions/maturities – financial assets		355,633	347,119
Less: carrying amount of financial assets sold/redeemed/matured		(355,633)	(347,119)
Gain (or loss) on disposal		–	–
Net gain (or loss) on disposal of assets		(1,579)	6

Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 23rd June 2020 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2021 Budget	2021 Actual	2021 Variance	
REVENUES				
Rates and annual charges	218,106	218,169	63	0% F
User charges and fees	77,954	79,105	1,151	1% F
Other revenues	25,256	14,994	(10,262)	(41)% U
<ul style="list-style-type: none"> Income received from leases is now required to be reported as 'Other Income' while all other income from property arrangements under licences, deeds, consents and other arrangements remains classified as 'Other Revenues'. The budget for property arrangements including leases was \$8.9 million and actual income was \$9.4 million. Income from 'Other Revenues' and 'Other Income' combined was \$21.1 million, which represents an unfavourable variation of \$4.2 million against the budget of \$25.3 million primarily due to the impact of the COVID-19 pandemic including reductions in income from fines (\$3.1 million), advertising on structures (\$0.7 million), event sales (\$0.4 million) and sales at Glen Street Theatre (\$0.35 million). 				
Operating grants and contributions	15,573	19,460	3,887	25% F
Council budgets for recurring and secured operating grants and contributions. Variations to the budget included:				
<ul style="list-style-type: none"> Children's Services income through COVID-19 Local Government Early Childhood Education and Care grants and Transition funding \$1.9 million Recognition of the NSW State Library subsidy as an operational grant (previously partly classified as a capital grant for book purchases) \$0.7 million NSW Public Works Natural Disaster Payments for November 2019 storm \$0.5 million and February 2017 storm \$0.3 million Emergency Services Levy 2021/22 grant received in advance \$0.2 million 				
Capital grants and contributions	36,238	26,544	(9,694)	(27)% U
Council budgets conservatively for new capital grants and contributions so as to avoid reliance on unsecured funding. The timing of revenue recognition for most grants now aligns with meeting the milestones throughout the expenditure of the grant. Delays in projects have resulted in an unfavourable variance against the Original Budget, with the timing of this income now expected in future financial years.				
Significant variations include:				
<ul style="list-style-type: none"> Connecting Communities Footpaths and Cycleways programs delays to allow further consultation (\$6.4 million) Mona Vale and Long Reef SLSC delays to enable design changes before submitting development plans (\$4.8 million) Narrabeen Lagoon Pedestrian and Cycle Bridge delays to allow geotechnical investigation (\$4.7 million) 				
Offset by increased funding for projects including Road Resheeting (\$1.6 million), Bike Plan Implementation (\$1.3 million) and footpath renewals works (\$0.7 million) along with \$2.0 million in higher than anticipated developer contributions.				
Interest and investment revenue	1,700	1,430	(270)	(16)% U
Interest and investment revenue was unfavourable against the budget due to the lowering of the cash rate and the decline in margins due to the lower demand for funds from banks.				
Net gains from disposal of assets	-	-	-	∞ F

continued on next page ...

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B5-1 Material budget variations (continued)

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
Other income	–	6,087	6,087	∞ F
'Lease income' has been re-classified in accordance with the Local Government Code of Accounting Practice and Financial Reporting from 'Other Revenues' to 'Other Income'. Refer to 'Other Revenues'.				

EXPENSES

Employee benefits and on-costs	135,923	139,118	(3,195)	(2)% U
Materials and services	139,656	150,209	(10,553)	(8)% U

The unfavourable variance in this expense category was primarily related to two items:

- Following mediation before the Hon Keith Mason AC QC, the dispute between Built Athas and Northern Beaches Council relating to the development of Manly Council's Whistler Street Car Park has been resolved by the parties, without admission of liability by any party, on terms that Council pay to Built Athas \$6,750,000 in full and final settlement of all matters in dispute. The terms of the settlement are otherwise confidential.
- Higher IT costs primarily due to the impact of the reclassification of 'software as a service' implementation costs from capital expenses to operating expenses in accordance with an April 2021 decision of the International Financial Reporting Standards Interpretations Committee (IFRIC) (\$2.2 million)

Borrowing costs	2,829	2,605	224	8% F
Depreciation, amortisation and impairment of non-financial assets	41,418	47,406	(5,988)	(14)% U

Increased depreciation was associated with the creation of new assets and renewal of a significant number of assets over the past 12 months including site development works at Kimbriki, IT infrastructure, new transport assets and building assets.

New lease accounting resulted in a new expense for the amortisation of leases for \$1.4 million (primarily related to the waste collection contract). Further, a recent International Financial Reporting Standards Interpretations Committee (IFRIC) decision has changed the way the implementation of 'software as a service' is accounted for, resulting in a once-off additional depreciation expense of \$0.9 million.

Other expenses	23,192	24,781	(1,589)	(7)% U
Net losses from disposal of assets	3,028	1,579	1,449	48% F

Disposal costs were lower than budget primarily due to delays in plant and fleet replacements caused by COVID-19 supply issues and the timing of property project related asset disposals. The Council also received \$0.26m following the sale of land adjacent to Wakehurst Parkway Oxford Falls.

STATEMENT OF CASH FLOWS

Cash flows from operating activities	70,407	74,588	4,181	6% F
Cash flows from investing activities	(101,134)	(63,601)	37,533	(37)% F

The favourable performance against budget reflects lower than anticipated capital works expenditure. Consultation, design and approval delays along with the disruption of the COVID-19 pandemic have slowed progress on a number of projects. The unspent budget for these projects is to be revoted into future years. Also, as noted within the 'Materials and Service' expense category, 'software as a service' implementation costs were re-classified from capital expenses.

Cash flows from financing activities	(6,333)	(6,525)	(192)	3% U
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C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2021	2020
Cash and cash equivalents		
Cash on hand and at bank	205	1,222
Cash-equivalent assets		
– Deposits at call	10,456	4,977
Total cash and cash equivalents	10,661	6,199

Reconciliation of cash and cash equivalents

\$ '000	Notes	2021	2020
Total cash and cash equivalents per Statement of Financial Position	C1-1	10,661	6,199
Balance as per the Statement of Cash Flows		10,661	6,199

Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Financial investments

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Financial assets at fair value through the profit and loss				
Mortgage backed securities	–	826	–	779
Total	–	826	–	779
Debt securities at amortised cost				
Term deposits	135,751	–	147,311	–
Total	135,751	–	147,311	–
Total financial investments	135,751	826	147,311	779

Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)

Financial assets are not reclassified subsequent to their initial recognition.

C1-2 Financial investments (continued)

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

Council's financial assets measured at fair value through profit or loss comprise investments in a mortgage backed security.

C1-3 Restricted cash, cash equivalents and investments

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Total cash, cash equivalents and investments	146,412	826	153,510	779
attributable to:				
External restrictions	30,009	826	38,269	779
Internal restrictions	83,399	–	71,475	–
Unrestricted	33,004	–	43,766	–
	146,412	826	153,510	779

Unrestricted refers to the remaining balance of cash, cash equivalents and investments that are not subject to externally imposed restrictions on their use or internal allocations by resolution of Council for specific future purposes.

\$ '000	2021	2020
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Details of restrictions

External restrictions

External restrictions included in cash, cash equivalents and investments above comprise:

Developer contributions – general (A)	29,542	32,021
Specific purpose unexpended grants (recognised as revenue) – general fund (B)	262	170
Domestic waste management (C)	428	5,393
Stormwater management (C)	194	683
New council implementation fund (B)	–	484
Balgowlah area improvement special rate (D) ¹	407	297
Manly business centre improvements special rate (E)	2	–
Total external restrictions	30,835	39,048

(1) This reserve has been re-categorised from internal to external restrictions.

External Restrictions

- A Development contributions which are not yet expended for the provision of services and amenities in accordance with contribution plans (refer Note G3)
- B Grants already recognised as revenue which are not yet expended for the purposes for which the grants were obtained
- C Domestic Waste Management (DWM) cash surplus from operations is held as a restricted asset to fund future capital expenditure, including bin replacements and process improvements to the Domestic Waste collection business
- D Funds received through a special rate are set aside to be used on future capital works in Balgowlah around Sydney Road and Condamine Street.
- E Funds received through a special rate are set aside to be used on future capital works in the Manly Business Centre

C1-3 Restricted cash, cash equivalents and investments (continued)

\$ '000	2021	2020
Internal restrictions		
Council has internally restricted cash, cash equivalents and investments as follows:		
Mona Vale Cemetery reserve (A)	5,023	4,595
Deposits, retentions and bonds (B)	13,750	13,169
Employees leave entitlement (C)	7,633	7,248
Environmental levy (former Manly Council) (D)	1,839	1,681
Meals on wheels (E)	262	222
Road reserve (F)	–	–
Special rates variation (former Pittwater Council) (G)	2,611	4,976
Merger savings fund (H)	3,647	5,169
Tennis liaison trust fund (I)	199	192
Unexpended loans (J)	–	1,479
Manly Art Gallery (K)	710	723
Plant and Fleet Replacement (L)	1,406	–
Kimbriki Landfill Remediation (M)	12,153	10,697
Stronger Communities Fund Tied Grants (N)	11,789	17,265
Other Tied Grants (N)	22,306	3,963
Other (O)	71	96
Total internal restrictions	83,399	71,475
Total restrictions	114,234	110,523

Internal restrictions over cash, cash equivalents and investments are those assets restricted by a resolution of the Council for specific future purposes. Internal restrictions are utilised to disclose the purpose of cash balances held by Council including the management of liabilities and long term financial planning for future commitments.

- A Any cash surplus from Mona Vale Cemetery operations is held as a restricted asset to fund future perpetual maintenance.
- B 75% of deposits, retentions and bonds are held as restricted funds.
- C 20% of the employee leave entitlement provision is set aside to fund extraordinary movements of staff.
- D Unexpended funds received through the environmental component of the former Manly's rates are set aside to be used to fund various environmental programs around the Manly area.
- E Any cash surplus from Meals on Wheels operations is held as a restricted asset to fund future expenses.
- F In accordance with Section 43 (4) of the Roads Act (NSW) 1993, proceeds from the sale of public roads are set aside for the acquisition of land for public roads, and/or carrying out works on public roads.
- G Funds received through a special rates variation are set aside to be used on major capital and infrastructure works, environmental projects, community facility improvements and the replacement of ageing infrastructure in the Pittwater area.
- H Amalgamation savings achieved to 30 June 2018 and set aside to fund various future capital and operational projects.
- I 70% of rental income from Mona Vale, Careel Bay, Elanora Park and Bayview Tennis Clubs is held as a restricted asset to be expended on future capital works and improvements at the Tennis Clubs.
- J Balance of loan taken out by Council for a water detention tank at Manly Oval.
- K Bequest to Council from Theodore Batten to fund future youth art award programs and artwork acquisitions.
- L Funds set aside for future plant and fleet replacement
- M Funds set aside to remediate the Kimbriki tip landfill site
- N Tied grants relate to any grants received where revenue recognition is deferred until obligations are satisfied
- O
 - Any cash surplus from the Bible Garden Public Reserve is held as a restricted asset to fund future maintenance at the site.
 - Rental income from the Café at Mona Vale Surf Club is held as a restricted asset to fund future maintenance and improvements.
 - Cash set aside as a contribution towards the future replacement of pipeline and ongoing maintenance to the Scotland Island non potable emergency water supply.

C1-4 Receivables

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Purpose				
Rates and annual charges	7,219	652	7,210	678
Interest and extra charges	727	435	722	458
User charges and fees	6,235	–	5,147	–
Interest on investments	149	–	891	–
Government grants and subsidies	859	–	313	–
Net GST receivable	1,578	–	2,015	–
Total	16,767	1,087	16,298	1,136
Less: provision of impairment				
Rates and annual charges	(119)	–	(120)	–
User charges and fees	(655)	–	(757)	–
Total provision for impairment – receivables	(774)	–	(877)	–
Total net receivables	15,993	1,087	15,421	1,136

Accounting policy

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the receivables are over 7 years past due, whichever occurs first.

None of the receivables that have been written off are subject to enforcement activity.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

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C1-5 Inventories

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
(i) Inventories at cost				
Stores and materials	274	–	293	–
Trading stock	104	–	110	–
Total inventories at cost	378	–	403	–
Total inventories	378	–	403	–

Accounting policy

Stores, materials and trading stock

Stores, materials and trading stock are stated at the lower of cost and net realisable value. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2020			Asset movements during the reporting period						At 30 June 2021		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ⁽¹⁾	Additions new assets	Carrying value of disposals	Depreciation expense	Adjustments and transfers	Revaluation decrements to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000												
Capital work in progress	24,906	–	24,906	9,761	20,411	–	–	(18,849)	–	36,229	–	36,229
Plant and equipment	42,954	(15,382)	27,572	1,480	3,570	(891)	(5,729)	–	–	44,376	(18,374)	26,002
Office equipment	23,440	(16,758)	6,682	1,041	598	–	(4,029)	–	–	23,927	(19,635)	4,292
Furniture and fittings	2,118	(1,963)	153	–	135	–	(39)	–	–	2,250	(2,001)	249
Land:												
– Operational land	435,251	–	435,251	–	–	(210)	–	(1,693)	(49,764)	383,584	–	383,584
– Community & Crown land	2,111,810	–	2,111,810	–	2,951	–	–	1,693	–	2,116,454	–	2,116,454
– Land under roads (post 30/6/06)	721	–	721	–	4	–	–	–	–	725	–	725
Land improvements – depreciable	15,336	(5,590)	9,746	170	–	–	(2,611)	6,314	–	21,820	(8,201)	13,619
Infrastructure:												
– Buildings	665,615	(169,636)	495,979	9,734	411	(2,449)	(8,570)	–	10,839	694,661	(188,717)	505,944
– Roads sealed	532,140	(55,371)	476,769	8,432	493	(133)	(7,749)	–	–	537,899	(60,087)	477,812
– Roads unsealed	1,745	(246)	1,499	17	148	–	(5)	–	–	1,910	(251)	1,659
– Bridges	12,509	(3,354)	9,155	–	–	–	(70)	(36)	–	12,436	(3,387)	9,049
– Footpaths	114,562	(12,455)	102,107	1,319	5,459	(31)	(836)	–	–	120,069	(12,851)	108,018
– Other road assets (including bulk earthworks)	247,355	(39,534)	207,821	2,400	3,418	(241)	(1,743)	–	–	252,114	(40,459)	211,655
– Stormwater drainage	977,219	(159,887)	817,332	2,355	1,253	(100)	(6,744)	–	–	980,704	(166,606)	814,096
– Swimming pools	27,338	(4,709)	22,629	1,493	–	–	(392)	–	–	28,831	(5,101)	23,730
– Other open space/recreational assets	130,957	(15,456)	115,501	2,302	1,295	(46)	(3,550)	(3)	–	133,538	(18,039)	115,499
– Other infrastructure	212,074	(32,511)	179,563	3,100	1,198	(16)	(2,104)	39	–	215,764	(33,984)	181,780
Other assets:												
– Library books	17,151	(13,840)	3,311	25	1,338	–	(1,098)	–	–	18,514	(14,938)	3,576
– Other	4,577	–	4,577	–	193	–	–	–	–	4,771	(1)	4,770
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):												
– Asset remediation	24,372	(4,753)	19,619	–	4,570	–	(780)	–	–	28,942	(5,533)	23,409
Total infrastructure, property, plant and equipment	5,624,148	(551,445)	5,072,703	43,629	47,445	(4,117)	(46,049)	(12,535)	(38,925)	5,660,318	(590,167)	5,062,151

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

(2) Total capital expenditure was \$73.9 million in 2020-21 and \$97.2 million in 2019-20.

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C1-6 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2019			Asset movements during the reporting period						At 30 June 2020		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ⁽¹⁾	Additions new assets	Carrying value of disposals	Depreciation expense	Adjustments and transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000												
Capital work in progress	22,236	–	22,236	2,812	16,587	–	–	(16,729)	–	24,906	–	24,906
Plant and equipment	44,096	(15,233)	28,863	236	5,864	(1,338)	(6,053)	–	–	42,954	(15,382)	27,572
Office equipment	20,491	(14,332)	6,159	–	2,876	(1)	(2,438)	86	–	23,440	(16,758)	6,682
Furniture and fittings	2,041	(1,929)	112	–	74	–	(33)	–	–	2,116	(1,963)	153
Land:												
– Operational land	439,879	–	439,879	–	–	(1,413)	–	(3,215)	–	435,251	–	435,251
– Community & Crown land	2,077,361	–	2,077,361	–	1,810	–	–	2,490	30,149	2,111,810	–	2,111,810
– Land under roads (post 30/6/08)	1,704	–	1,704	–	193	–	–	725	(1,901)	721	–	721
Land improvements – depreciable	14,110	(3,906)	10,204	274	–	–	(1,682)	950	–	15,336	(5,590)	9,746
Infrastructure:												
– Buildings	639,613	(166,820)	472,793	15,793	16,060	(240)	(8,427)	–	–	665,615	(169,636)	495,979
– Roads	524,382	(50,372)	474,010	8,355	1,546	(162)	(6,980)	–	–	532,140	(55,371)	476,769
– Bridges	12,451	(3,361)	9,090	85	52	–	(72)	–	–	12,509	(3,354)	9,155
– Footpaths	104,264	(12,266)	91,998	1,006	9,883	(39)	(741)	–	–	114,562	(12,455)	102,107
– Other road assets (including bulk earthworks)	243,485	(38,776)	204,709	1,937	3,047	(229)	(1,643)	–	–	247,355	(39,534)	207,821
– Stormwater drainage	949,913	(149,813)	800,100	3,661	1,630	(146)	(6,574)	–	18,661	977,219	(159,887)	817,332
– Swimming pools	27,242	(4,393)	22,849	158	–	–	(378)	–	–	27,338	(4,709)	22,629
– Other open space/recreational assets	124,625	(13,026)	111,599	1,189	5,746	(23)	(3,143)	133	–	130,957	(15,456)	115,501
– Other infrastructure	202,062	(31,247)	170,815	4,395	6,690	(22)	(2,182)	(133)	–	212,074	(32,511)	179,563
– Roads unsealed	1,732	(241)	1,491	–	13	–	(5)	–	–	1,745	(246)	1,499
Other assets:												
– Library books	15,949	(12,626)	3,323	–	1,202	–	(1,214)	–	–	17,151	(13,840)	3,311
– Other	4,556	–	4,556	–	21	–	–	–	–	4,577	–	4,577
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):												
– Asset remediation	28,057	(4,120)	23,937	–	(3,684)	–	(634)	–	–	24,372	(4,753)	19,619
Total infrastructure, property, plant and equipment	5,500,249	(522,461)	4,977,788	39,901	69,610	(3,613)	(42,199)	(15,693)	46,909	5,624,148	(551,445)	5,072,703

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

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C1-6 Infrastructure, property, plant and equipment (continued)

Accounting policy

Infrastructure, property, plant and equipment (IPPE) is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

IPPE are held at fair value.

At balance date the following classes of IPPE were stated at their fair value:

- Operational land (External Valuation)
- Buildings - (Internal Valuation)
- Plant and equipment (as approximated by depreciated historical cost)
- Road assets - roads, bridges and footpaths (External Valuation)
- Drainage assets - (Internal Valuation)
- Community and Crown land - (Valuer General/Internal Valuation)
- Other structures (External Valuation)
- Other assets (as approximated by depreciated historical cost)

Non-specialised assets with short useful lives are measured at depreciated historical cost as an approximation of fair value. Council has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

For all asset classes, Council assesses at each reporting date whether there is any indication that a revalued asset's carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date. If any such indication exists, Council determines the asset's fair value and revalues the asset to that amount. Full revaluations are undertaken at least every 5 years.

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

When infrastructure, property, plant and equipment are acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment	Years	Other equipment	Years
Office equipment	4 to 10	Playground equipment	5 to 15
Office furniture	10 to 20	Benches, seats etc.	10 to 20
Vehicles	5 to 8	Park Structures - Masonry	50 to 100
Heavy plant/road making equipment	5 to 8	Park Structures - Other Construction	20 to 40
Other plant and equipment	5 to 15		
		Buildings	
		Buildings - Masonry	50 to 100
		Buildings - Other	20 to 40
Transportation assets		Stormwater Drainage	
Sealed roads: surface	15 - 40	Drains	60 to 100
Sealed roads: structure	75 - 200		
Bridge: concrete	100		
Bridge: other	100		
Road pavements	50 to 60	Other Assets	
Kerb, gutter and footpaths	80	Library Books	5 to 15
		Artworks	indefinite

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

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C1-6 Infrastructure, property, plant and equipment (continued)

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

Capitalisation Thresholds

All items of infrastructure, property, plant and equipment are capitalised with the exception where the cost of acquisition is as follows:

Office Furniture	< \$5,000
Office Equipment	< \$5,000
Other Plant and Equipment	< \$5,000

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Where the Crown reserves are under a lease arrangement they are accounted for under AASB 16 Leases, refer to Note C2-1.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Rural Fire Service assets

Under Section 119 of the *Rural Fire Services Act 1997 (NSW)*, "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed".

Council has assessed that it does not control any Rural Fire Services plant and equipment. As a result, these assets and any associated depreciation expenses and non-cash contribution income are not included within these financial statements.

C1-7 Investment properties

\$ '000	2021	2020
Owned investment property		
Investment property on hand at fair value	<u>5,835</u>	<u>5,835</u>
Total owned investment property	<u>5,835</u>	<u>5,835</u>
 Owned investment property		
At fair value		
Opening balance at 1 July	5,835	5,965
Net gain/(loss) from fair value adjustments	<u>-</u>	<u>(130)</u>
Closing balance at 30 June	<u>5,835</u>	<u>5,835</u>

Accounting policy

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council. Changes in fair values are recorded in the Income Statement as part of other income.

C2 Leasing activities

C2-1 Council as a lessee

Council has leases over a range of assets including land and buildings, vehicles, machinery and IT equipment. Information relating to the leases in place and associated balances and transactions is provided below.

Buildings

Council leases a building in Dee Why for the purpose of providing long day care. The lease was extended this year and now expires in 2032.

The building lease contains an annual pricing mechanism based on CPI movements at each anniversary of the lease inception.

Office and IT equipment

Leases for office and IT equipment are generally for low value assets, except for significant items such as the photocopiers/printers used for large scale printing, along with fibre connecting 3 Council sites. The leases are between 2 and 6 years. The payments are fixed, however some of the leases include variable payments based on usage.

Plant & Equipment

Council's waste collection service is under a lease with an external party. The lease is for 10 years starting on the 1st July 2019 and contains the dedicated use of specific vehicles allocated to the collection service. These vehicles comprise 40 large Dennis Eagle trucks and 4 smaller Hino hybrid trucks for difficult access areas. Council determines the customisation of these vehicles, and receives all the economic benefit of these trucks being in operation. The specific nature of the vehicles renders the lessor limited in their ability to substitute these vehicles.

The lease is a combination of fixed and variable fees. The variable fees are dependent on the number of bins collected for garbage, recycling and vegetation. The bulky goods clean up fees, offshore and isolated communities waste collection, and the on-line booking fee are all fixed fees per annum. The actual right of use asset comprises the 44 trucks listed above, and the stand alone value of these trucks has been calculated using readily available data.

At each anniversary of the commencement date, the prices in the contract will be adjusted in accordance with CPI for the subsequent year.

Council's childcare services lease 2 PHEV Mitsubishi Outlanders on a 3 year term.

Council's subsidiary Kimbriki Environmental Enterprises holds a lease for a Solar PV System. The lease commenced in July 2019 and has a duration of 120 months. The panels are installed at the Kimbriki site at 1 Kimbriki Road, Ingleside, and are expected to have a useful life of 20 years.

Extension options

Council includes options in the building leases to provide flexibility and certainty to Council operations and reduce costs of moving premises; and the extension options are at Council's discretion.

At commencement date and each subsequent reporting date, Council assesses where it is reasonably certain that the extension options will be exercised.

C2-1 Council as a lessee (continued)

(a) Right of use assets

\$ '000	Plant & Equipment	Buildings	Office and IT Equipment	Total
2021				
Opening balance at 1 July	10,993	103	193	11,289
Depreciation charge	(1,226)	(47)	(84)	(1,357)
Adjustments due to re-measurement of lease liability	–	540	3	543
Balance at 30 June	9,767	596	112	10,475
2020				
Adoption of AASB 16 at 1 July 2019 – first time lease recognition	–	149	272	421
Additions to right-of-use assets	12,215	–	–	12,215
Depreciation charge	(1,222)	(46)	(79)	(1,347)
Balance at 30 June	10,993	103	193	11,289

(b) Lease liabilities

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Lease liabilities	1,269	9,474	1,230	10,211
Total lease liabilities	1,269	9,474	1,230	10,211

(c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
2021					
Cash flows	1,557	5,852	4,612	12,021	10,743
2020					
Cash flows	1,556	5,816	5,618	12,990	11,441

(d) Income Statement

\$ '000	2021	2020
The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:		
Interest on lease liabilities	317	351
Variable lease payments based on usage not included in the measurement of lease liabilities	15,417	14,339
Depreciation of right of use assets	1,357	1,347
Expenses relating to short-term leases	–	5
Expenses relating to low-value leases	277	264
	17,368	16,306

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C2-1 Council as a lessee (continued)

\$ '000	2021	2020
(e) Statement of Cash Flows		
Total cash outflow for leases	(1,557)	(1,546)
	(1,557)	(1,546)

(f) Leases at significantly below market value – concessionary / peppercorn leases

Council has a number of leases at significantly below market for land and buildings which are used for:

i) Council as lessee:

- Beacon Hill playing fields
- Warringah Mall library

ii) Council as lessor:

- Surf Life Saving Clubs
- Transport for NSW B-Line Car Parks
- NSW Rural Fire Services

The leases are generally between 10 and 20 years and require payments of a maximum amount of \$100 per annum. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide and these services are detailed in the leases.

Council does not believe that any of the leases in place are individually material from a statement of financial position or performance perspective.

Accounting policy

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / Concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

C2-2 Council as a lessor

Operating leases

Council leases out a number of properties and plant and equipment to community groups; these leases have been classified as operating leases for financial reporting purposes and the assets are included in the statement of financial position as:

- Investment Property - where the asset is held predominantly for rental or capital growth purposes (refer note C1-7).
- Property, Plant and Equipment - where the rental is incidental, or the asset is held to meet Councils service delivery objectives (refer note C1-6).

\$ '000	2021	2020
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(i) Assets held as investment property

Investment property operating leases relate to three buildings owned for purposes of earning investment income.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below:

Lease income (excluding variable lease payments not dependent on an index or rate)	204	310
Direct operating expenses from property that generated rental income	(24)	(18)
Direct operating expenses from property that did not generate rental income	—	(20)
Total income relating to operating leases for investment property assets	180	272

(ii) Assets held as property, plant and equipment

Council provides operating leases on Council buildings mainly for the purpose of road reserves and community buildings.

Lease income (excluding variable lease payments not dependent on an index or rate)	5,883	5,265
Total income relating to operating leases for Council assets	5,883	5,265

Amount of IPPE leased out by Council under operating leases

Buildings	106,480	91,680
Community & Crown Land	21,613	21,613
Operational land	830	677
Total amount of IPPE leased out by Council under operating leases	128,923	113,970

(iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	4,902	6,392
1–2 years	3,250	2,857
2–3 years	2,858	2,751
3–4 years	2,160	2,313
4–5 years	1,509	2,227
> 5 years	14,662	14,418
Total undiscounted lease payments to be received ¹	29,341	30,958

(1) In 2020–21, the future lease income receivable shown is calculated based on current amounts invoiced in light of COVID-19 conditions

C3 Liabilities of Council

C3-1 Payables

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Payables				
Goods and services	8,121	–	7,500	–
Accrued expenses:				
– Borrowings	168	–	228	–
– Salaries and wages	4,181	–	1,691	–
– Other expenditure accruals	11,234	–	11,098	–
Security bonds, deposits and retentions	18,332	–	17,392	–
Government departments and agencies	102	–	37	–
Prepaid rates	2,134	–	1,795	–
Other	334	200	314	250
Total payables	44,606	200	40,055	250
Total payables	44,606	200	40,055	250

Current payables not anticipated to be settled within the next twelve months

\$ '000	2021	2020
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	11,835	9,728
Total payables and borrowings	11,835	9,728

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs and subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

\$ '000	Notes	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	19,093	4,473	12,830	–
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	4,747	5,342	1,220	6,580
Total grants received in advance		23,840	9,815	14,050	6,580
Deposits received in advance of services provided		2,706	–	1,732	–
Total user fees and charges received in advance		2,706	–	1,732	–
Total contract liabilities		26,546	9,815	15,782	6,580

Notes

(i) Council has received funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which requires Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

Revenue recognised (during the financial year) from opening contract liability balances

\$ '000	2021	2020
Grants and contributions received in advance:		
Capital grants (to construct Council controlled assets)	6,449	4,991
Operating grants (received prior to performance obligation being satisfied)	792	1,607
Deposits received in advance of services provided (e.g. Caravan park fees, hire fees)	1,732	2,452
User fees and charges received in advance:		
Deposits received in advance of services provided (e.g. caravan park fees, hire fees)	–	2,452
Total revenue recognised that was included in the contract liability balance at the beginning of the period	8,973	11,502

Significant changes in contract liabilities

The contract liabilities have increased from \$22.362 million in 19/20 to \$36.361 million in 20/21 primarily due to the receipt of several significant grants relating to the construction of Council controlled assets. This includes the Precinct Support Scheme funds for Frenchs Forest for \$4.624 million, B-Line Active Transport funds of \$5.713 million and Local Roads and Community Infrastructure funds of \$2.519 million.

Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer. Council presents the funds which exceed revenue recognised as a contract liability.

Northern Beaches Council | Notes to the Financial Statements 30 June 2021

C3-3 Borrowings

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Loans – secured	5,033	17,293	5,137	22,319
Total borrowings	5,033	17,293	5,137	22,319

(a) Changes in liabilities arising from financing activities

\$ '000	2020		Non-cash movements				2021
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	27,456	(5,130)	–	–	–	–	22,326
Lease liabilities (Note C2-1b)	11,441	(1,241)	–	543	–	–	10,743
Total liabilities from financing activities	38,897	(6,371)	–	543	–	–	33,069

\$ '000	2019		Non-cash movements				2020
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	32,619	(5,163)	–	–	–	–	27,456
Lease liability (Note C2-1b)	421	(1,195)	12,215	–	–	–	11,441
Total liabilities from financing activities	33,040	(6,358)	12,215	–	–	–	38,897

(b) Financing arrangements

\$ '000	2021	2020
Total facilities		
Bank overdraft facilities ¹	5,500	500
Credit cards/purchase cards	150	150
Total financing arrangements	5,650	650

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Drawn facilities

– Credit cards/purchase cards

Total drawn financing arrangements

Undrawn facilities

– Bank overdraft facilities

– Credit cards/purchase cards

Total undrawn financing arrangements

Additional financing arrangements information

Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of the loans.

Security over loans

Loans are secured over the income of Council

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C3-3 Borrowings (continued)

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs and subsequently at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.

C3-4 Employee benefit provisions

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Annual leave	12,020	–	11,338	–
Sick leave	373	–	414	–
Long service leave	24,338	2,432	23,447	2,225
Gratuities	8	–	9	–
Other leave	305	–	107	–
Total employee benefit provisions	37,044	2,432	35,315	2,225

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2021	2020
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	22,746	21,798
	22,746	21,798

Accounting policy

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

The obligations are presented as current liabilities in the Statement of Financial Position if the Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

Northern Beaches Council | Notes to the Financial Statements 30 June 2021

C3-5 Provisions

\$ '000	2021 Current	2021 Non-Current	2020 Current	2020 Non-Current
Other provisions				
Self insurance – workers compensation	762	3,057	560	2,152
Sub-total – other provisions	762	3,057	560	2,152
Asset remediation/restoration:				
Asset remediation/restoration (future works)	–	41,093	–	35,287
Sub-total – asset remediation/restoration	–	41,093	–	35,287
Total provisions	762	44,150	560	37,439

Description of and movements in provisions

\$ '000	Other provisions		
	Self insurance	Asset remediation	Net carrying amount
2021			
At beginning of year	2,712	35,287	37,999
Unwinding of discount	–	1,236	1,236
Additional provisions	1,809	–	1,809
Amounts used (payments)	(702)	–	(702)
Remeasurement effects	–	4,570	4,570
Total other provisions at end of year	3,819	41,093	44,912
2020			
At beginning of year	1,893	37,745	39,638
Unwinding of discount	–	1,226	1,226
Additional provisions	1,813	–	1,813
Amounts used (payments)	(994)	–	(994)
Remeasurement effects	–	(3,684)	(3,684)
Total other provisions at end of year	2,712	35,287	37,999

Nature and purpose of provisions

Asset remediation

Asset Remediation Provisions represent the present value estimate of future costs Council will incur in order to remove, restore and remediate assets and/or activities as a result of past operations. Council is required by law to restore the present tip site at Kimbriki to passive open space at the end of its useful life. An Evaluation of Costs for Landfill Closure and Post Closure Management was prepared by Mockinya Consulting in June 2020. The projected cost of this restoration is \$118.25 million (\$121.8 million incl GST) based on the Landfill Closure and Post Closure Management Evaluation of Costs Report. As a result of current economic conditions due to the COVID- 19 pandemic, there is increased difficulty in applying a 'discount rate' to estimate the present value for such a long term liability. The NSW Independent Pricing and Regulatory Tribunal's (IPART) published discount and inflation rates from February 2021 have been used to estimate the present value of the remediation provision. Regular, ongoing reviews of these inputs are undertaken given the current level of volatility in the economy. Costs have been escalated at an inflation rate of 2.3% (IPART) and the provision has been discounted to its present value at 3.10% per annum (nominal discount rate from IPART).

Self-insurance

Self Insurance Provisions represent both;

- (i) Claims incurred but not reported; and
- (ii) Claims reported and estimated as a result of Council being a self insurer for Workers Compensation Claims.

Public Liability and Professional Indemnity claims are expensed as they meet the recognition criteria set out in AASB 137 Provisions, Contingent Liabilities and Contingent Assets.

Specific uncertainties relating to the final costs and the assumptions made in determining provisions for Self Insurance include:

- Claims Escalation of 2.000% - 2.500% per annum and Bond Yields of -0.030% - 2.801% per annum over a 12 year period;
- All monetary amounts for past Workers Compensation Claims were indexed to bring them to "standardised" values at June 2021;

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C3-5 Provisions (continued)

- Workers Compensation Claim payments projected into the future by the adopted actuarial model are in standardised values as at June 2021;

The last actuarial assessment of Workers Compensation claims was undertaken in July 2021 for the 30 June 2021 provision balance, and was performed by David A Zaman Pty Ltd, Director David Zaman, BSc, FIA, FIAA, MBA.

Accounting policy

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

Asset remediation – tips

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Council also capitalises the costs of remediation as part of the landfill assets at the date the council becomes obligated to incur them under the Cost Model method - refer Note C1-6. Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

The ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

Self-insurance

Council has decided to self-insure for workers compensation for claims up to \$600,000. Claims above \$600,000 are covered by an external insurance provider. A provision for self-insurance has been made to recognise outstanding claims.

C4 Reserves

C4-1 Nature and purpose of reserves

Infrastructure, property, plant and equipment revaluation reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

D Council structure

D1 Interests in other entities

D1-1 Subsidiaries

Council's consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries in accordance with AASB 10 Consolidated Financial Statements and the accounting policy described below.

Name of Operation/Entity	Principal place of business
Kimbriki Environmental Enterprises Pty Limited	Kimbriki Road, Ingleside, NSW

Interests in Subsidiary	Ownership 2021	Ownership 2020	Voting rights 2021	Voting rights 2020
Council's interest in Subsidiary	96.16%	96.16%	96.16%	96.16%

The nature and extent of significant restrictions relating to the Subsidiary

Council is the majority shareholder in Kimbriki Environmental Enterprises Pty Limited (Company). The Company commenced operating its waste and recycling business on 1 July 2009 with a lease over the Council owned site for a period of 25 years. The one minority shareholder in the Company is Mosman Council.

The Shareholder Agreement requires that a Super Majority Consent of Shareholders (majority shareholder plus one other shareholder) is required for the following decisions:

- any decision of the company to require the Councils to subscribe for further Shares to fund the continuing operation of the Company.
- any decision of the shareholders in relation to any of the following matters:

- any lease of the Kimbriki Facility from Northern Beaches Council;
- any call offer in favour of Northern Beaches Council to purchase the Kimbriki Residential Properties (assuming the Company acquires them); and
- any Collection Contract between the Company and Northern Beaches Council

Further, an Extraordinary Majority Consent of Shareholders (majority shareholder plus two other shareholders) is required for any decision relating to:

- Constitution amendment: any amendment to the constitution documents of the Company;
- Liquidation: the liquidation of winding up of the Company;
- Capital reorganisation: any reorganisation, reclassification, reconstruction, consolidation or subdivision of the capital of the Company, including any buyback or redemption of Shares, or the creation of any different class of marketable securities in the capital of the Company;
- Significant investments: any agreement by the Company to purchase any asset, make any investment or otherwise commit to a project with a value in a single case, or any number of cases with the same vendor or other contracting party (or person associated with them) in any year with an aggregate value exceeding \$2,500,000;
- Bonus issue: the issue of any bonus shares in the capital of the Company; and
- Share offers: any issue of marketable securities in the capital of the Company, except where this agreement expressly permits otherwise.

Northern Beaches Council now holds the shares of the former Manly, Pittwater and Warringah Councils and for the purposes of the Shareholder Agreement is taken to hold the position of majority shareholder and two other shareholders.

D1-1 Subsidiaries (continued)

Summarised financial information for the Subsidiary

\$ '000	2021	2020
Summarised statement of comprehensive income		
Revenue	39,689	38,834
Expenses	(36,976)	(36,291)
Profit for the period	2,713	2,543
Total comprehensive income ⁽¹⁾	2,713	2,543
(1) Non-controlling interest share	104	97
Dividends Paid to NCI	154	—
Summarised statement of financial position		
Current assets	27,030	26,866
Non-current assets	33,014	33,593
Total assets	60,044	60,459
Current liabilities	8,083	8,166
Non-current liabilities	22,367	21,406
Total liabilities	30,450	29,572
Net assets ⁽²⁾	29,594	30,887
(2) Non-controlling interest share	1,136	1,186
Summarised statement of cash flows		
Cash flows from operating activities	9,098	6,980
Cash flows from investing activities	(3,065)	(4,105)
Cash flows from financing activities	(4,610)	(579)
Net increase (decrease) in cash and cash equivalents	1,423	2,296

Accounting policy for subsidiaries

Subsidiaries are all entities (including structured entities) over which the Council has control. Control is established when the Council is exposed to, or has rights to variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity.

These consolidated financial statements include the financial position and performance of controlled entities from the date on which control is obtained until the date that control is lost. Intragroup assets, liabilities, equity, income, expenses and cash flows relating to transactions between entities in the consolidated entity have been eliminated in full for the purpose of these financial statements. Appropriate adjustments have been made to a controlled entity's financial position, performance and cash flows where the accounting policies used by that entity were different from those adopted by the consolidated entity. All controlled entities have a June financial year end.

D1-2 Associates and Joint Ventures

Council held an immaterial interest in the Premsure insurance pool. The fund has closed and the distributed funds due to Council are \$74k.

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the Local Government Act 1993 and the Minister's order issued in terms of Section 625. This policy is regularly reviewed by Council and its staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from independent advisers before placing any funds in cash equivalents and investments.

(a) Market risk – interest rate and price risk

\$ '000	2021	2020
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	1,464	1,535
Impact of a 10% movement in price of investments		
– Equity / Income Statement	83	78

E1-1 Risks relating to financial instruments held (continued)

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk. The level of outstanding receivables is reported to Council quarterly and benchmarks are set and monitored for acceptable collection performance.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	< 1 year overdue	1 - 2 years overdue	2 - 5 years overdue	> 5 years overdue	Total
2021						
Gross carrying amount	–	4,258	1,047	1,189	1,377	7,871
2020						
Gross carrying amount	–	4,914	718	1,010	1,246	7,888

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	0 - 30 days overdue	31 - 60 days overdue	61 - 90 days overdue	> 91 days overdue	Total
2021						
Gross carrying amount	7,576	411	290	256	1,450	9,983
Expected loss rate (%)	2.44%	6.08%	10.69%	6.25%	27.45%	6.56%
ECL provision	185	25	31	16	398	655
2020						
Gross carrying amount	6,564	418	208	329	2,027	9,546
Expected loss rate (%)	1.55%	4.31%	4.33%	5.17%	30.14%	7.93%
ECL provision	102	18	9	17	611	757

E1-1 Risks relating to financial instruments held (continued)

(c) Liquidity risk

Payables, lease liabilities and borrowings are subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in: 1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
2021							
Trade/other payables ^{1.}	0.00%	18,332	24,140	200	–	42,672	42,672
Loans and advances	4.03%	–	5,033	12,369	4,924	22,326	22,326
Total financial liabilities		18,332	29,173	12,569	4,924	64,998	64,998
2020							
Trade/other payables ^{1.}	0.00%	17,392	20,868	250	–	38,510	38,510
Loans and advances	4.26%	–	5,137	15,413	6,906	27,456	27,456
Total financial liabilities		17,392	26,005	15,663	6,906	65,966	65,966

Loan agreement breaches

There were no breaches to loan agreements during the reporting year.

(1.) Excludes Prepaid rates on the basis that this amount is not anticipated to be paid out to the ratepayers

E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- infrastructure, property, plant and equipment
- investment property
- financial assets and liabilities

During the reporting period Council will measure non-current assets classified as held for sale at fair value on a non-recurring basis if their carrying amount is higher than their fair value and therefore the assets need to be written down to fair value. They are measured at the lower of their carrying amount and fair value less costs to sell. During the current reporting period, there were no assets measured at fair value on a non-recurring basis.

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes. AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

		Fair value measurement hierarchy					
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
\$ '000	Notes	2021	2020	2021	2020	2021	2020
Recurring fair value measurements							
Financial assets							
At fair value through profit or loss		826	779	–	–	826	779
Total financial assets		826	779	–	–	826	779
Investment property							
	C1-7						
Commercial Office and Retail		5,835	5,835	–	–	5,835	5,835
Total investment property		5,835	5,835	–	–	5,835	5,835
Infrastructure, property, plant and equipment							
	C1-6						
Plant & Equipment		–	–	26,002	27,572	26,002	27,572
Office Equipment		–	–	4,292	6,682	4,292	6,682
Furniture & Fittings		–	–	249	153	249	153
Operational Land		383,584	435,251	–	–	383,584	435,251
Community & Crown Land		–	–	2,116,454	2,111,810	2,116,454	2,111,810
Land Under Roads		–	–	725	721	725	721
Land Improvements - Depreciable		–	–	13,619	9,746	13,619	9,746
Buildings		–	–	505,944	495,979	505,944	495,979
Roads Sealed		–	–	477,812	476,769	477,812	476,769
Roads Unsealed		–	–	1,659	1,499	1,659	1,499
Other Road Assets		–	–	211,655	207,821	211,655	207,821
Bridges		–	–	9,049	9,155	9,049	9,155
Footpaths		–	–	108,018	102,107	108,018	102,107
Drainage Infrastructure		–	–	814,096	817,332	814,096	817,332
Swimming Pools		–	–	23,730	22,629	23,730	22,629
Other Open Space/Recreational Assets		–	–	115,499	115,501	115,499	115,501
Other Infrastructure		–	–	181,780	179,563	181,780	179,563
Library Books		–	–	3,576	3,311	3,576	3,311
Other		–	–	4,770	4,577	4,770	4,577
Remediation asset		–	–	23,409	19,619	23,409	19,619

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E2-1 Fair value measurement (continued)

		<i>Fair value measurement hierarchy</i>					
\$ '000	Notes	<i>Level 2 Significant observable inputs</i>		<i>Level 3 Significant unobservable inputs</i>		<i>Total</i>	
		2021	2020	2021	2020	2021	2020
Total infrastructure, property, plant and equipment		383,584	435,251	4,642,338	4,612,546	5,025,922	5,047,797

Valuation techniques

Level 2 measurements

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 2 asset class fair values.

\$ '000	Fair value (30/6/21)	Valuation technique/s	Unobservable inputs
Investments - at fair value through profit or loss	826	Indicative market valuation advice from an independent external investment advisor	Weighted average life of the security, any current trading activity, information on credit quality, relevant economic and market information and information received from the Trustee in relation to these securities
Investment properties	5,835	Direct market comparison approach by independent qualified expert	Price per square metre, direct comparison to sales evidence, zoning, location, land area and configuration, planning controls
Operational Land	383,584	Direct market comparison approach by independent qualified expert	Price per square metre, direct comparison to sales evidence, zoning, location, land area and configuration, planning controls

E2-1 Fair value measurement (continued)

Fair value measurements using significant unobservable inputs (level 3)

b. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

\$ '000	Fair value (30/6/21) 2021	Valuation technique/s	Unobservable inputs
Infrastructure, property, plant and equipment			
Plant & Equipment, Office Equipment, Furniture & Fittings, Library Books and Other Assets	38,889	Depreciated historical cost assessed as fair value	Asset condition and remaining useful life
Community Land and Crown Land	2,116,454	Land values obtained from the NSW Valuer-General with internal assessment for reasonableness of VG value with adjustments where required.	VG value (price per square metre)
Land Under Roads	725	Average municipal rate, determined by the NSW Valuer-General, after applying 90% discount to reflect restricted nature of asset	VG value (price per square metre)
Land Improvements - Depreciable	13,619	Replacement cost used to approximate fair value	Asset condition and remaining useful life
Buildings	505,944	Replacement cost used to approximate fair value	Asset condition and remaining useful life
Roads Sealed	477,812	Unit rates per m2 and length	Asset condition and remaining useful life
Roads Unsealed	1,659	Unit rates per m2 and length	Asset condition and remaining useful life
Roads Other Assets	211,655	Unit rates per m2 and length	Asset condition and remaining useful life
Bridges	9,049	Replacement cost used to approximate fair value	Asset condition and remaining useful life
Footpaths	108,018	Unit rates per m2 and length	Asset condition and remaining useful life
Drainage Infrastructure	814,096	Unit rates per m2 and length	Asset condition and remaining useful life
Swimming Pools	23,730	Replacement cost used to approximate fair value	Asset condition and remaining useful life
Other Open Space/Recreational Assets	115,499	Replacement cost used to approximate fair value	Asset condition and remaining useful life
Other Infrastructure	181,780	Replacement cost used to approximate fair value	Asset condition and remaining useful life

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E2-1 Fair value measurement (continued)

\$ '000	Fair value (30/6/21) 2021	Valuation technique/s	Unobservable inputs
Asset Remediation	23,409	Cost model applied using Landfill Closure and Post Closure Report and Cost Estimate prepared by independent expert	Remaining life of site, pattern of consumption and potential latent conditions

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Total IPP&E	
	2021	2020
Opening balance	4,612,546	4,515,673
Total gains or losses for the period		
Recognised in profit or loss – realised (refer to Note B4-1)	(1,632)	136
Other movements		
Purchases	60,902	90,112
Sales	(2,276)	(2,337)
Depreciation and impairment	(46,049)	(42,199)
Other Movements	8,008	4,252
Revaluations	10,839	46,909
Closing balance	4,642,338	4,612,546

E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a "multi-employer fund" for purposes of AASB119 Employee Benefits. Sufficient information is not available to account for the Scheme as a defined benefit plan in accordance with AASB119 because the assets to the Scheme are pooled together for all Councils. Further information is provided under d) below.

a) **Description of the funding arrangements, including the method used to determine Council's rate of contributions and any minimum funding requirements.**

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund. The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates are 1.9 times employee contributions.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million per annum from 1 July 2018 to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2020. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities. The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

b) **Description of the extent to which Council can be liable to the plan for other entities' obligations under the terms and conditions of the multi-employer plan.**

Each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

c) **Description of any agreed allocation of a deficit or surplus on:**

- i) Wind-up of the plan
There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.
- ii) Council's withdrawal from the plan
There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

d) **Additional information under paragraph 34 of AASB 119**

- i) The plan is a defined benefit plan
- ii) The reasons why sufficient information is not available to enable the Council to account for the plan as a defined benefit plan is as follows:
 1. Assets are not segregated within the sub-group according to the employees of each sponsoring employer;
 2. The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer;
 3. Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer; and
 4. The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors set out above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses (to the extent that they are not borne by members). As such we do not believe that there is sufficient reliable information to allow each sponsoring employer to account for its proportionate share of the defined benefit obligation, sub-group assets and costs associated with the sub-group in the same way as it would for a single employer sponsored defined benefit plan.
- iii) The expected contributions of fee plan for the next annual reporting period are \$1,546,909.

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E3-1 Contingencies (continued)

- iv) Information about any deficit or surplus in the plan that may affect the amount of future contributions, including the basis used to determine that deficit or surplus and the implications, if any, for the entity.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2021 is:

Employer reserves only*	\$millions	Asset Coverage
Assets	2,620.50	
Past Service Liabilities	2,445.60	107.20%
Vested Benefits	2,468.70	106.20%

*excluding member accounts and reserves in both assets and liabilities

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.75% per annum
Salary inflation	3.5% per annum
Increase in CPI	2.5% per annum

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. The estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review, which will be a triennial actuarial investigation will be completed by December 2021.

- v) An indication of the level of participation of Council in the plan compared with other participating entities.
- Council's additional lump sum contribution per annum of \$1,002,400 as a percentage of the total additional lump sum contributions for all Pooled Employers (of \$40m each year from 1 July 2018 to 30 June 2021) is 2.51% which provides an indication of the level of participation of Council compared with other employers in the Pooled Employer subgroup.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) Workers Compensation

Council has decided to self-insure for workers compensation for claims up to \$600,000. Claims above \$600,000 are covered by an external insurance provider. Council provides bank guarantees to the value of \$3,281,000 to secure its self-insurance licence for workers compensation. The guarantee is provided to the State Insurance Regulatory Authority.

(iv) Other guarantees

Kimbriki Environmental Enterprises Pty Ltd has provided a bank guarantee in the amount of \$1,000,000 to the Environmental Protection Authority as a condition to the granting of a licence to operate a dry waste facility. The amount may be drawn down by the authority if licence conditions are not met. It is not expected that this amount will be drawn down.

Council has provided two bank guarantees totalling \$904,085 to Sydney Water in relation to on-going capital work projects as security against damage to their nearby assets. It is not expected that this amount will be drawn down.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

E3-1 Contingencies (continued)

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) S7.11 and S7.12 Plans

Council has significant obligations to provide Section 7.11 and Section 7.12 infrastructure. It is possible that funds contributed may be less than the cost of this infrastructure requiring Council to borrow or use general revenue to fund the difference. (Refer Note G-3).

(iii) Legal Expenses

Council, the Sydney North Planning Panel and the Northern Beaches Local Planning Panel are ordinarily the planning consent authorities for the Northern Beaches local government area under the Environmental Planning & Assessment Act 1979. Pursuant to that Act, certain persons dissatisfied by a planning decision of the Council or the panels may appeal to the Land & Environment Court. In relation to a determination by a panel, Council is to be the respondent to the appeal but is subject to the control and direction of the panel in connection with the conduct of the appeal. The Act also provides an entitlement for any person to commence proceedings to remedy or restrain a breach of the Act in civil enforcement and judicial review proceedings. It is the Court's normal practice in Class 1 proceedings that parties bear their own legal costs. In class 4 (or judicial review) proceedings, costs usually follow the event.

At 30 June 2021, Council was party to 25 Class 1 appeals and 2 Class 4 appeals in the Land & Environment Court. All known costs have been recognised, however the amount of further costs cannot be known until the appeals are determined.

Council is involved in other litigation (including civil liability proceedings and Local Court prosecutions). Whilst these matters are unlikely to cost Council in excess of \$100,000 individually the amount of further costs cannot be known until these proceedings are concluded.

(iv) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

ASSETS NOT RECOGNISED

(i) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

(ii) Storm Damage Assistance

In the 2019-20 financial year, Council experienced two major storm events in November 2019 and February 2020. Council is able to claim from the State Government under the Natural Disaster Relief funding arrangement and will be pursuing the recovery of the claimable expenditure in the order of \$1.2 million.

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly. KMP roles comprise one Chief Executive Officer, six Directors, and two Public Officers.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2021	2020
Compensation:		
Short-term benefits	3,574	3,402
Post-employment benefits	188	179
Other long-term benefits	96	98
Total	3,858	3,679

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

During the financial years 2019-20 and 2020-21 there were no other transactions with KMP and their related parties.

F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2021	2020
Council has 15 Councillors including the Mayor. The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	89	89
Councillors' fees	456	456
Other Councillors' expenses (including Mayor)	50	114
Total	595	659

Northern Beaches Council | Notes to the Financial Statements 30 June 2021

F1-3 Other related parties

\$ '000	Transactions during the year	Outstanding balances including commitments	Terms and conditions
2021			
Subsidiary - Kimbriki Environmental Enterprises Pty Limited			
Tipping Fees	12,466	875	
Lease Income	3,168	288	Payable on the 1st of each month
Dividends	3,853	-	
2020			
Subsidiary - Kimbriki Environmental Enterprises Pty Limited			
Tipping Fees	12,448	2,697	
Lease Income	3,084	584	Payable on the 1st of each month
Dividends	-	-	

F2 Other relationships

F2-1 Audit fees

\$ '000	2021	2020
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During the year, the following fees were incurred for services provided by the auditor of Council.

Auditors of the Council - NSW Auditor-General:

(i) Audit and other assurance services

Audit and review of financial statements

	222	220
Remuneration for audit and other assurance services	222	220

G Other matters

G1-1 Statement of Cash Flows information

(a) Reconciliation of net operating result to cash provided from operating activities

\$ '000	2021	2020
Net operating result from Income Statement	91	18,649
Adjust for non-cash items:		
Depreciation and amortisation	47,406	43,546
Net losses/(gains) on disposal of assets	1,579	(6)
Non-cash capital grants and contributions	(820)	(13,649)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investments classified as 'at fair value' or 'held for trading'	(67)	(26)
– Investment property	–	130
Unwinding of discount rates on reinstatement provisions	1,236	–
+/- Movement in operating assets and liabilities and other cash items:		
Decrease/(increase) in receivables	(420)	3,543
Increase/(decrease) in provision for doubtful debts	(103)	32
Decrease/(increase) in inventories	25	(29)
Decrease/(increase) in other assets	(452)	(287)
Increase/(decrease) in payables	621	(1,783)
Increase/(decrease) in accrued interest payable	(60)	(78)
Increase/(decrease) in other accrued expenses payable	2,626	(3,258)
Increase/(decrease) in other liabilities	1,314	(523)
Increase/(decrease) in contract liabilities	13,999	(5,574)
Increase/(decrease) in employee leave entitlements	1,936	2,354
Increase/(decrease) in other provisions	5,677	(1,639)
Net cash provided from/(used in) operating activities from the Statement of Cash Flows	74,588	41,402

(b) Non-cash investing and financing activities

Non Cash Contributions - Land and Infrastructure	820	13,649
Total non-cash investing and financing activities	820	13,649

G2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2021	2020
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Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Property, plant and equipment

Land and Buildings ¹	16,275	2,604
Plant and equipment	956	992
Infrastructure	8,447	8,168
Total commitments	25,678	11,764

Details of capital commitments

Contractual commitments for capital works currently being undertaken.

⁽¹⁾ Significant increase of Land and Buildings capital commitments due to purchase orders raised for Mona Vale Surf Life Saving Club \$8.4 million and Long Reef Surf Life Saving Club \$6.6 million

G3 Statement of developer contributions as at 30 June 2021

G3-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Drainage	6,092	24	451	44	(667)	-	5,944	-
Roads	(5,613)	40	-	(43)	(236)	-	(5,852)	-
Open space	3,959	41	-	19	(1,400)	-	2,619	-
Community facilities	8,348	30	-	56	(794)	-	7,640	-
Other	606	2	-	5	(46)	-	567	-
Local Infrastructure (Repeated Plan)	6,451	614	-	46	(2,317)	-	4,794	-
S7.11 contributions – under a plan	19,843	751	451	127	(5,460)	-	15,712	-
S7.12 levies – under a plan	10,279	6,874	-	93	(4,900)	-	12,346	-
Total S7.11 and S7.12 revenue under plans	30,122	7,625	451	220	(10,360)	-	28,058	-
S7.11 not under plans	136	-	-	-	(49)	-	87	-
S7.4 planning agreements	1,883	-	-	13	(427)	-	1,469	-
Less: Land	(121)	-	-	-	49	-	(72)	-
Total contributions	32,020	7,625	451	233	(10,787)	-	29,542	-

G3-2 Developer contributions by plan

	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
\$ '000		Cash	Non-cash					
Former Manly Council - Residential (2005 plan)								
Local Infrastructure (Repealed Plan)	2,783	317	-	21	(987)	-	2,134	-
Total	2,783	317	-	21	(987)	-	2,134	-
Former Manly Council - Manly Precinct/Commercial (2005 plan)								
Local Infrastructure (Repealed Plan)	938	(55)	-	6	(287)	-	602	-
Total	938	(55)	-	6	(287)	-	602	-
Former Manly Council - Other Precincts (2005 plan)								
Local Infrastructure (Repealed Plan)	20	11	-	-	(31)	-	-	-
Total	20	11	-	-	(31)	-	-	-
Former Manly Council - Parking (2005 plan)								
Local Infrastructure (Repealed Plan)	1,997	-	-	15	(443)	-	1,569	-
Total	1,997	-	-	15	(443)	-	1,569	-
Former Manly Council - Other Manly (1999 plans)								
Local Infrastructure (Repealed Plan)	179	-	-	-	(179)	-	-	-
Total	179	-	-	-	(179)	-	-	-
Former Manly Council - Tourist Developments (2005 plan)								
Local Infrastructure (Repealed Plan)	109	-	-	-	(109)	-	-	-
Total	109	-	-	-	(109)	-	-	-
Former Pittwater Council - Contribution Plan Number 2 - Open space, bushland and recreation								
Local Infrastructure (Repealed Plan)	182	148	-	2	(132)	-	200	-
Total	182	148	-	2	(132)	-	200	-
Former Pittwater Council - Contribution Plan Number 3 - Public library services								
Local Infrastructure (Repealed Plan)	30	34	-	-	(56)	-	8	-
Total	30	34	-	-	(56)	-	8	-
Former Pittwater Council - Contribution Plan Number 18 - Community service facilities								
Local Infrastructure (Repealed Plan)	-	60	-	-	-	(25)	35	-
Total	-	60	-	-	-	(25)	35	-

continued on next page ...

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Northern Beaches Council | Notes to the Financial Statements 30 June 2021

G3-2 Developer contributions by plan (continued)

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Former Pittwater Council - Contribution Plan Number 19 - Village streetscape								
Local Infrastructure (Repealed Plan)	213	99	-	2	(93)	25	246	-
Total	213	99	-	2	(93)	25	246	-
Former Pittwater Council - Contribution Plan Number 4 to 10 & 15 - Warriewood Valley and material public works								
Drainage	6,092	24	451	44	(667)	-	5,944	-
Roads	(5,613)	40	-	(43)	(236)	-	(5,852)	-
Open space	3,959	41	-	19	(1,400)	-	2,619	-
Community facilities	8,348	30	-	56	(794)	-	7,640	-
Other	(403)	2	-	(3)	(46)	-	(450)	-
Total	12,383	137	451	73	(3,143)	-	9,901	-
Dee Why Town Centre Contributions Plan								
Other	1,009	-	-	8	-	-	1,017	-
Total	1,009	-	-	8	-	-	1,017	-

S7.12 Levies – under a plan

Former Warringah Council - s7.12 contribution plan								
Local Infrastructure (Repealed Plan)	7,942	118	-	59	(1,803)	-	6,316	-
Total	7,942	118	-	59	(1,803)	-	6,316	-
Northern Beaches Council - s7.12 contribution plan								
Other	2,337	6,756	-	34	(3,097)	-	6,030	-
Total	2,337	6,756	-	34	(3,097)	-	6,030	-

Northern Beaches Council | Notes to the Financial Statements 30 June 2021

G3-3 Contributions not under plans

	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
\$ '000		Cash	Non-cash					
Former Manly Council								
Local Infrastructure (Repealed Plan)	15	-	-	-	-	-	15	-
Total	15	-	-	-	-	-	15	-
Former Warringah Council								
Land	121	-	-	-	(49)	-	72	-
Total	121	-	-	-	(49)	-	72	-

G3-4 S7.4 planning agreements

Other	1,883	-	-	13	(427)	-	1,469	-
Total	1,883	-	-	13	(427)	-	1,469	-

G4 Statement of performance measures

G4-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2021	Indicator 2021	Prior period 2020	Benchmark
1. Operating performance ratio				
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(24,826)	(7.32)%	(4.93)%	>0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	339,178			
2. Own source operating revenue ratio				
Total continuing operating revenue excluding all grants and contributions ¹	319,718	87.42%	84.85%	>60.00%
Total continuing operating revenue ¹	365,722			
3. Unrestricted current ratio				
Current assets less all external restrictions	133,111	1.69x	2.09x	>1.50x
Current liabilities less specific purpose liabilities	78,924			
4. Debt service cover ratio				
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	25,185	2.81x	3.72x	>2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	8,976			
5. Rates and annual charges outstanding percentage				
Rates and annual charges outstanding	8,914	3.92%	4.12%	<5.00%
Rates and annual charges collectable	227,344			
6. Cash expense cover ratio				
Current year's cash and cash equivalents plus all term deposits	146,412	5.20	5.39	>3.00
Monthly payments from cash flow of operating and financing activities	28,135	mths	mths	mths

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

Northern Beaches Council

General Purpose Financial Statements for the year ended 30 June 2021

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Northern Beaches Council

General Purpose Financial Statements for the year ended 30 June 2021

Northern Beaches Council

SPECIAL SCHEDULES
for the year ended 30 June 2021

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

Northern Beaches Council

Special Schedules

for the year ended 30 June 2021

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Report on infrastructure assets as at 30 June 2021	96

Northern Beaches Council | Permissible income for general rates (Merger Councils) | For the year ended 30 June 2021

Northern Beaches Council

Permissible income for general rates

\$ '000	2020/21 Former Manly Council	2020/21 Former Pittwater Council	2020/21 Former Warringah Council	2020/21 Northern Beaches Council	2021/22 Northern Beaches Council
Notional general income calculation ¹					
Last year notional general income yield	30,835	43,103	93,962	167,900	173,165
Plus or minus adjustments ²	46	78	728	852	477
Notional general income	30,881	43,181	94,690	168,752	173,642
Permissible income calculation					
Rate peg percentage	2.60%	2.60%	2.60%		2.00%
Plus rate peg amount	803	1,123	2,462	4,388	3,473
Sub-total	31,684	44,304	97,152	173,140	177,115
Plus (or minus) last year's carry forward total	-	10	15	25	-
Sub-total	-	10	15	25	-
Total permissible income	31,684	44,314	97,167	173,165	177,115
Less notional general income yield	31,684	44,314	97,167	173,165	177,226
Catch-up or (excess) result	-	-	-	-	(111)
Plus income lost due to valuation objections claimed ³	-	-	-	-	113
Carry forward to next year ⁴	-	-	-	-	2

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- (3) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (4) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Local Government Act 1993. The OLG will extract these amounts from Council's Permissible Income for general rates Statement in the financial data return (FDR) to administer this process.

Northern Beaches Council | Report on infrastructure assets as at 30 June 2021 | For the year ended 30 June 2021

Northern Beaches Council

Report on infrastructure assets as at 30 June 2021

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2020/21 Required maintenance ^a	2020/21 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
Buildings	Buildings	5,710	5,710	13,147	17,038	505,944	694,661	55.0%	37.3%	6.3%	0.4%	0.9%
	Sub-total	5,710	5,710	13,147	17,038	505,944	694,661	55.0%	37.3%	6.3%	0.4%	0.9%
Roads	Sealed roads	7,955	7,955	7,878	7,861	477,813	537,899	47.6%	36.5%	12.5%	3.1%	0.4%
	Unsealed roads	39	39	13	24	1,659	1,910	24.1%	64.5%	6.2%	5.1%	0.0%
	Bridges	—	—	43	7	9,049	12,436	21.8%	77.4%	0.8%	0.0%	0.0%
	Footpaths	428	428	1,924	2,181	108,018	120,869	32.8%	51.0%	15.4%	0.7%	0.1%
	Other road assets	2,766	2,766	2,995	2,889	211,654	252,114	6.6%	64.9%	26.1%	2.0%	0.4%
	Sub-total	11,188	11,188	12,853	12,962	808,193	925,228	34.1%	46.7%	16.4%	2.4%	0.4%
Stormwater drainage	Stormwater drainage	17,393	17,393	3,679	2,759	814,096	980,704	6.5%	67.4%	21.9%	3.9%	0.3%
	Sub-total	17,393	17,393	3,679	2,759	814,096	980,704	6.5%	67.4%	21.9%	3.9%	0.3%
Open space / recreational assets	Swimming pools	281	281	1,600	998	23,730	28,831	25.7%	31.1%	41.0%	2.0%	0.2%
	Other	745	745	5,119	6,037	115,499	133,538	35.3%	50.5%	12.9%	1.0%	0.2%
	Sub-total	1,026	1,026	6,719	7,035	139,229	162,369	33.6%	47.1%	17.9%	1.2%	0.2%
Other infrastructure assets	Other	1,921	1,921	4,799	4,090	181,780	215,764	16.4%	60.4%	21.3%	1.7%	0.3%
	Sub-total	1,921	1,921	4,799	4,090	181,780	215,764	16.4%	60.4%	21.3%	1.7%	0.3%
Total – all assets		37,238	37,238	41,197	43,884	2,449,242	2,978,726	28.6%	52.3%	16.3%	2.3%	0.5%

^a Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Northern Beaches Council | Report on infrastructure assets as at 30 June 2021 | For the year ended 30 June 2021

Northern Beaches Council

Report on infrastructure assets as at 30 June 2021

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2021	Indicator 2021	Prior period 2020	Benchmark
Buildings and infrastructure renewals ratio				
Asset renewals ¹	37,230	117.21%	121.34%	>100.00%
Depreciation, amortisation and impairment	31,764			
Infrastructure backlog ratio				
Estimated cost to bring assets to a satisfactory standard	37,238	1.50%	1.37%	<2.00%
Net carrying amount of infrastructure assets ²	2,485,471			
Asset maintenance ratio				
Actual asset maintenance	43,884	106.52%	107.92%	>100.00%
Required asset maintenance	41,197			
Cost to bring assets to agreed service level				
Estimated cost to bring assets to an agreed service level set by Council	37,238	1.25%	1.15%	
Gross replacement cost	2,978,726			

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

(2) 2019/20 has been re-stated as this item now includes work in progress (WIP)

Postponement of the 2021 local government elections

Frequently asked questions



Questions about the postponement of council elections

When will council elections be held?

All council elections will be held on **4 December 2021**.

Why are council elections being postponed?

Council elections are being postponed in response to the current outbreak of the Delta variant of the COVID-19 virus. Global experience has demonstrated that previously effective mitigation strategies for the COVID-19 virus are no longer effective in containing the spread of the Delta variant. Only the strictest controls will contain the current outbreak.

It would be untenable for the Government to encourage electors to leave their homes to vote at a time when people are also being advised not to leave their homes unless it is essential to do so, to limit the spread of the virus.

The Government is also concerned that the current outbreak and restrictions may see a low voter turnout at council elections that could jeopardise the legitimacy of election outcomes and public confidence in them.

Has the NSW Electoral Commissioner been consulted?

The decision to postpone council elections has been made in consultation with the NSW Electoral Commissioner and NSW Health. The NSW Electoral Commissioner has advised the Government that it is no longer tenable to hold council elections during the current COVID outbreak. The Commission now faces insurmountable challenges in conducting council elections in areas affected by outbreaks.

The current outbreak and stay at home restrictions do not only affect electors' ability to vote in person but also the ability of election workers to attend polling places and counting venues for the purposes of their work. The Commission is also finding it increasingly difficult to engage and retain election workers because of fear of COVID.

Why have council elections in regional areas been postponed?

The current outbreak has seen stay at home restrictions imposed in the Orange, Blayney and Cabonne local government areas and cases and transmission hotspots identified in other regional areas.

The Government cannot take the chance that there will be no further outbreaks in regional areas between now and 4 September 2021 that would put council elections in those areas at risk.

Conducting council elections in regional areas will also require the movement of personnel and equipment from Greater Sydney to those areas creating the risk that holding elections in regional areas may cause the virus to be seeded in those areas.

Postponement of the 2021 local government elections

Frequently asked questions



Why can't council elections be held on 4 September 2021 by postal voting?

When holding postal voting only elections for the 2021 local government elections was proposed as an option to address the risks of holding council elections during the COVID-19 pandemic, it was strongly opposed by the local government sector. It is now too late to revisit that option.

To allow council elections to be held by postal voting only outside the circumstances current permitted under the *Local Government Act 1993* (the Act) would require an amendment to that Act. The earliest this could occur is in the week starting on the 4 August when Parliament is scheduled to resume, by which time it will already be too late. There is no guarantee any legislation mandating postal voting only elections would be supported by the local government sector or would pass the Parliament.

Even if the necessary amendments could be passed, the NSW Electoral Commission has advised that it will not be logistically possible to distribute, receive and process postal votes for every elector in NSW in the time between now and 4 September.

Why can't council elections be held on 4 September 2021 using on-line voting?

Technology assisted voting is currently only available to a limited class of electors and only at council elections administered by the NSW Electoral Commissioner. The eligibility criteria for technology assisted voting for council elections is largely the same as State elections.

As with postal voting, to allow council elections to be held by online voting only would require an amendment to the Act. The earliest this could occur is in the week starting 4 August. The Parliament has previously indicated opposition to any expansion of technology assisted voting and any legislation allowing an expansion of technology assisted voting would be unlikely to pass.

Even if the necessary amendments could be passed, the NSW Electoral Commission has advised that its online voting systems could not accommodate every elector in NSW.

Questions about the 4 December 2021 elections

How can the Government be sure that it will be safe to hold council elections on 4 December 2021?

The restrictions imposed under the *Public Health (COVID-19 Temporary Movement and Gathering Restrictions) Order 2021* are designed to contain and reduce the spread of the current outbreak. It is hoped that the measures imposed under the Public Health Order will be effective in containing the current outbreak well before December.

The Government also expects that community vaccination rates will have increased to a level by December to allow available mitigation strategies to be more effective in containing the spread and impact of the Delta variant.

Postponement of the 2021 local government elections

Frequently asked questions



What legislative measures have been taken to support council elections in December being COVID-safe?

Amendments have been made to the *Local Government (General) Regulation 2005* (the Regulation) to facilitate delivery of the December 2021 local government elections in a COVID-safe manner.

Among other things, the amendments to the Regulation expand the eligibility criteria for pre-poll and postal voting in response to the COVID-19 pandemic and allow technology assisted voting at elections administered by the NSW Electoral Commission.

The criteria for pre-poll voting for the 2021 elections have been relaxed allowing any elector to vote during the pre-poll voting period. This will mean that voting will not occur on a single day but over a period of 13 days, including election day. This will assist in allowing a range of COVID-safe measures to be implemented at polling places.

Additional eligibility criteria have been introduced for postal voting in response to the COVID-19 pandemic. These allow electors to vote by post if they are self-isolating because of COVID-19 related reasons, or because they reasonably believe that attending a polling place on election day will pose a risk to their health or safety or the health or safety of another person because of COVID-19. Permanent and temporary residents in hospitals, nursing homes, retirement villages and similar facilities are also eligible to vote using postal voting because of their particular vulnerability.

Technology assisted voting, or iVote, will be able to be made available to electors at council elections administered by the NSW Electoral Commission, and will operate in the same way it does for State elections. Eligibility to vote using iVote will be limited to the same criteria that apply at State elections. Electors who are eligible to vote by post and who have applied for but have not received their postal ballot paper 8 days before election day will also be eligible to vote using iVote.

New powers have also been introduced to allow election managers and officials to maintain COVID-safe measures at and around polling places and at venues where votes are scrutinised or counted. The Regulations empower election managers to:

- restrict posters being displayed and canvassing activities within 100 metres of polling places where this is necessary to comply with a public health order or to reduce the risk of infection from COVID-19, (where posters and canvassing are restricted, links to the posters and other election material may instead be published on the election manager's website)
- prohibit or restrict the number of scrutineers present at polling places and places where ballot-papers are scrutinised or votes counted where this is necessary to comply with a public health order or to reduce the risk of infection from COVID-19, subject to there being alternative scrutiny arrangements (eg filming the counting of votes)

Postponement of the 2021 local government elections

Frequently asked questions



- temporarily suspend voting at a polling place for up to 4 hours and to adjourn voting for up to 13 days after election day in response to a health hazard.

What are the key dates for the 4 December local government elections?

Key dates for the December 2021 local government elections are as follows:

Key date	Step
25 October 2021	Close of electoral rolls (6pm) Candidate nominations open Commencement of the “regulated period” for the elections (for example, published electoral material must comply with authorisation rules)
26 October 2021	Postal vote application opens
3 November 2021	Close of candidate nominations (12pm) Registration of electoral material that is for distribution on election day commences
4 November 2021	Ballot paper draw
5 November 2021	Caretaker period commences
22 November 2021	Pre-poll voting opens iVote commences
26 November 2021	Registration of electoral material for distribution on election day closes (5pm)
29 November 2021	Postal vote applications close (5pm)
3 December 2021	Pre-poll voting closes
4 December 2021	iVote applications close (1 pm) iVote voting closes (6pm) Election day (8am-6pm)
17 December 2021	Return of postal votes closes (6pm)
21 – 23 December 2021	Results declared progressively as counts are finalised by Returning Officers

Postponement of the 2021 local government elections

Frequently asked questions



When will council elections be declared?

In response to changing postal delivery services, on the advice of the NSW Electoral Commission, the time for the receipt of postal votes has been extended to 13 days after election day. This change has been made to provide a greater opportunity for valid postal votes to be received and counted. This change will mean it is unlikely council elections will be declared before **21 December 2021**.

When should councils schedule their first meetings after the election?

As noted above, council elections are not likely to be declared before **21 December 2021**. Councils should schedule the timing of their first meetings following the election on this basis.

Councils that elect their mayor are required to hold a mayoral election with 3 weeks after the declaration of the ordinary election and will be required to schedule a meeting for this purpose within 3 weeks of the declaration of the election.

When scheduling the first meeting following the election, councils will need to factor in the Christmas/New Year period.

What needs to happen at the first meeting after the elections?

At the first meeting after the election:

- all councillors and members of county councils must take an oath or make an affirmation of office - councillors are not permitted to participate in meetings until they have done so
- councils must, by resolution, declare that casual vacancies occurring in the office of a councillor within 18 months of the election are to be filled by a countback of votes cast at the election if councils want to fill vacancies by these means – councils that do not resolve to fill vacancies using a countback at their first meeting after the election will be required to fill vacancies using a by-election
- councils that elect their mayors must hold a mayoral election and an election for deputy mayor where they have one
- joint organisations must elect a new chairperson
- county councils must elect a new chairperson.

The Office of Local Government will issue more detailed guidance about these requirements closer to the elections.

Postponement of the 2021 local government elections



Frequently asked questions

Questions about the effect of the postponement of council elections?

What does the postponement of the elections mean for current councillors?

Current councillors will continue to hold their civic offices until council elections are held on 4 December 2021. The civic offices of current councillors will expire on election day on **4 December 2021**.

What does the postponement of the elections mean for popularly elected mayors?

Popularly elected mayors will continue to hold their civic offices. Under the Act, popularly elected mayors continue to hold their office until their successor is declared elected.

What does the postponement of the elections mean for mayors elected by councillors?

The making of the order will not affect the requirement to hold mayoral elections. Mayoral elections must be held for mayors elected in September 2019 when their two year-terms expire in September 2021. The Office of Local Government will issue more detailed guidance on this before September.

Mayors elected in September 2020 will continue to hold office until council elections are held on 4 December 2021.

The civic offices of all mayors elected by councillors will expire on election day on **4 December 2021**.

What does the postponement of the elections mean for deputy mayors?

Deputy mayors may be elected for the mayoral term or a shorter term. Deputy mayors hold their office for the term specified by the council's resolution. If a deputy mayor's term expires before election day on 4 December 2021, an election may need to be held for deputy mayor. It should be noted however, that councils are not required under the Act to have a deputy mayor.

What does the postponement of the elections mean for chairpersons of county councils?

Chairpersons of county councils now hold office for two years. Chairpersons of county councils elected in September 2020 will continue to hold office until council elections are held on 4 December 2021.

The civic offices of chairpersons of county councils will expire on the election day for their constituent council on **4 December 2021**.

Postponement of the 2021 local government elections



Frequently asked questions

What does the postponement of elections mean for joint organisations?

The composition of joint organisation boards may need to change in September 2021 if mayors of member councils elected by councillors are not re-elected.

Joint organisations elected chairpersons for a two-year term in 2020. Chairpersons elected in 2020 will continue to hold office until council elections are held on 4 December 2021.

The civic offices of chairpersons of joint organisations will expire on the election day for their member council on **4 December 2021**.

Will councils need to hold by-elections to fill casual vacancies occurring before 4 December 2021?

No. The order postponing the ordinary elections provides that any casual vacancies occurring in a council between now and 4 December are to be filled by the ordinary election for that council to be held on 4 December 2021.

This means that councils are not required to hold a by-election to fill casual vacancies occurring between now and 4 December 2021 or to apply to the Minister for a dispensation from the requirement to hold a by-election.

General managers are still required to notify the Office of Local Government, Local Government NSW, and the NSW Electoral Commissioner of any vacancies within 7 days of their occurring.

What happens if the resignation of councillors between now and 4 December results in a loss of quorum?

It is not possible under the Act for councils to lose quorum because of councillor resignations.

A quorum is defined under section 368 of the Act as *"a majority of the councillors of the council who hold office for the time being and are not suspended from office"*. This means that the quorum is calculated based on the number of councillors who hold office at a particular point in time and does not include civic offices that are currently vacant.

How will the postponement of elections to 4 December 2021 affect the next term of councils?

The postponement of the elections will not affect the timing of future council elections, and the subsequent ordinary local government elections will still proceed in September 2024.

Postponement of the 2021 local government elections



Frequently asked questions

What does the postponement of elections mean for the requirement for councillors to lodge returns of interests?

Under the *Model Code of Conduct for Local Councils in NSW*, councillors (and designated persons) must lodge returns of their interests within three months of 30 June of each year.

All current serving councillors, members of county councils and voting representatives of the boards of joint organisations must lodge a written return of interests with the general manager (or the executive officer in the case of joint organisations) before **30 September 2021** unless they have submitted a return within the previous three months.

Returns of interests must be tabled at the first meeting of the council or board of the joint organisation after they are required to be lodged. They must also be made publicly available free of charge on councils', county councils' and joint organisations' websites, unless there is an overriding public interest against disclosure of the information contained in them or to do so would impose unreasonable additional costs on the council or joint organisation.

When will the caretaker period begin for the next local government elections?

The caretaker period no longer commences on 6 August 2021 and *Circular 21-17 Council decision-making prior to the September 2021 local government elections* may now be disregarded.

The caretaker period for the 4 December 2021 elections will now commence on **5 November 2021** and end on **4 December 2021**.

During the caretaker period, councils, general managers, and other delegates of councils (other than a joint regional planning panel, a local planning panel or the Central Sydney Planning Committee) must not exercise the following functions:

- entering into any contract or undertaking involving an expenditure or receipt by the council of an amount equal to or greater than \$150,000 or 1% of the council's revenue from rates in the preceding financial year (whichever is the larger)
- determining a "controversial development application" (as defined by clause 393B(3) of the Regulation), except where a failure to make such a determination would give rise to a deemed refusal, or such a deemed refusal arose before the commencement of the caretaker period
- appointing or reappointing the council's general manager (except for temporary appointments).

Councils should plan now to avoid the need to make these types of decisions during the caretaker period.

Postponement of the 2021 local government elections

Frequently asked questions



The Office of Local Government will issue more detailed guidance about the caretaker requirements closer to the elections.

When will the “regulated period” begin for the next local government elections?

The “regulated period” is the period commencing 40 days before elections in which rules regulating “electoral material” as defined by the Regulation come into effect.

The regulated period no longer commences on 26 July 2021 and *Circular 21-12 “Electoral matter” and use of council resources prior to local government elections* may now be disregarded.

The “regulated period” for the 4 December 2021 elections will now commence on **25 October 2021** and end on **4 December 2021**.

Councils should plan now to issue publications that may be affected by the rules governing “electoral material” during the regulated period before that period commences.

The Office of Local Government will issue more detailed guidance about “electoral matter” and use of council resources during the regulated period closer to the elections.

How will the postponement of the elections affect councils’ IP&R cycle?

The postponement of the elections will not impact on councils’ IP&R cycles.

The postponement of council elections from 4 September 2021 to 4 December 2021, will not alter the requirement under the Act for councils to review the community strategic plan before 30 June 2022 and establish a new delivery program to cover their principal activities for the 4-year period commencing on 1 July 2022.

However, the postponement of elections will impact of the timing of the end of term report.

Has Central Coast Council’s referendum been postponed?

Central Coast Council will not be proceeding with its referendum on 4 September 2021. It will be a matter for the Council to determine the future timing of the referendum based on the advice of NSW Health and the requirements of the Public Health Order.

How does the postponement of elections affect councils that are currently under administration?

Four councils are currently under administration:

- Balranald Shire Council
- Central Coast Council
- Central Darling Shire Council
- Wingecarribee Shire Council.

Postponement of the 2021 local government elections



Frequently asked questions

Balranald Shire Council, Central Coast Council and Central Darling Council will continue under Administration despite the postponement of the elections.

Version update as of 27 July 2021: The Minister's position regarding Wingecarribee Shire Council has not been finalised and the Minister is waiting on the interim report from the Administrator.

Where can I get more information?

Contact your Engagement Manager or the Office of Local Government's Council Governance Team on 4428 4100 or olg@olg.nsw.gov.au.



Our ref: Rxx/xxxx Out-
10 August 2021
GMs and Mayors

Dear Member,

OFFICIAL NOTICE

Local Government NSW Annual Conference: 29 Nov (online)

Event: LGNSW Annual Conference 2021

Time & Date: 0930, 29 November, 2021

Venue: Online

As a result of COVID constraints and the further postponement of local government elections, Local Government NSW (LGNSW) will this year truncate the Annual Conference to a one-hour, online event from 0930 on 29 November 2021, followed by a Special Conference from 28 February 2022.

While the Special Conference will incorporate the debate and resolution of motions and a range of keynote speakers, the Annual Conference online event will be limited to the adoption of standing orders, along with reports from the President and Treasurer.

The following letter contains important information to help you to plan ahead and participate fully in the Annual Conference online event.

Registration to attend the Conference

Registrations to the online Annual Conference is free, with attendees asked to register online on [the LGNSW website](#).

Voting Delegates: 2021 Annual Conference and Board election

Separate from Conference registration, members must advise LGNSW of the name(s) of their nominated voting delegates for both or the Annual Conference and LGNSW Board election by **5pm (AEDT) on Tuesday 5 October 2021**.

Details on how to advise LGNSW of the names of their voting delegates for the Special Conference will be emailed directly to members at a later date.

Voting entitlements

The formula for calculating members' voting entitlements is prescribed at rule 23 of the LGNSW rules. A copy of the LGNSW (Federal) rules may be found [here](#).



The **number of voting delegates** that each member is entitled to send to the Annual Conference and for voting in the Board election is listed in **Appendix A**. Column A indicates the number of voters for voting at the Annual Conference and, where applicable, Column B indicates the number of voters for voting in the Board election.

In accordance with the LGNSW rules, only members that were financial on 1 March 2021 (the 'calculation date') have been allocated voting entitlements. To exercise voting rights, members also need to be financial on the date the 'roll of voters' closes (31 August 2021).

Nomination as a voting delegate

Ordinary members need to advise LGNSW of the name(s) of their nominated voting delegate(s) for voting on Standing Orders and the Treasurer's Report, as well as voting in the Board election.

Associate members need to advise LGNSW of the name(s) of their nominated voting delegate(s) for voting at the Annual Conference only.

Nominations received after **5pm (AEDT) on Tuesday 5 October 2021** cannot be accepted. However, a member may, subject to the LGNSW rules, notify LGNSW of a change to the name of an already nominated voting delegate for voting on motions (a substitute delegate - see below).

For further information on voting entitlements and processes, [email Adam Dansie](mailto:adam.dansie@lgnsw.org.au) or call (02) 9242 4140.

Substitution of nominated voting delegates for voting on motions

Subject to the LGNSW rules, Ordinary members and Associate members may notify a change to the name of a nominated voting delegate for voting at the Annual Conference under rule 34(b) of the LGNSW rules (a substitute delegate). This is achieved by giving notice in writing signed by either the Mayor/Chairperson (or Deputy Mayor/Deputy Chairperson with the Mayor/Chairperson's written delegated authority), or General Manager/Chief Executive Officer (or Acting General Manager/Acting Chief Executive Officer with the General Manager/Chief Executive Officer's written delegated authority).

Written notice should be sent to Andrew Olivares (LGNSW) at andrew.olivares@lgnsw.org.au.

Further instructions on how to substitute voting delegates, and a link to a 'Substitute Delegate Form' will be provided in future Conference communications.

Business Papers

The Annual Conference Business Paper is expected to be available on the LGNSW website and forwarded to members (in electronic format) approximately two weeks prior to the Conference.



Previously Booked Accommodation

Conference delegates who have booked accommodation directly through the previously-provided Conference booking link will have their rooms all automatically cancelled without penalty. Accommodation at the Hyatt Regency Sydney for the Special Conference (28 February to 2 March 2022) will need to be re-booked via this special link:

[Rebook Hyatt Regency Sydney for Special Conference](#)

Delegates who had already reserved accommodation for November 28 (with the Hyatt Regency Sydney or other hotels) through other means will need to cancel their original reservations via their original booking platform.

Privacy Statement

LGNSW, which is regulated by the *Privacy Act 1988* (Cth), collects private information about registered attendees to the Conference such as names, addresses, telephone numbers, credit card information and email addresses. We use the private information you give us to process your registration and to send you information in relation to the Conference.

If you choose not to provide some or all of the private information that we have sought, LGNSW may be unable to process your registration, or it may result in you being unable to vote at the Conference. Further information about how LGNSW collects, holds and uses private information is contained in LGNSW's Privacy Policy which is available on the [LGNSW website](#).

Further details

Further details about the Conference can be found on the [LGNSW website](#).

I look forward to seeing you online at the Conference in November.

Yours sincerely

Cr Linda Scott
President



Appendix A

Members' voting entitlements: 2021 Annual Conference and Board election

Member	Column A – Number of voters for voting on motions	Column B – Number of voters for voting in Board election
Albury (R/R)	4	4
Armidale Regional (R/R)	3	3
Ballina (R/R)	3	3
Balranald (R/R)	1	1
Bathurst Regional (R/R)	3	3
Bayside (M/U)	9	9
Bega Valley (R/R)	3	3
Bellingen (R/R)	2	2
Berrigan (R/R)	1	1
Blacktown (M/U)	11	11
Bland (R/R)	1	1
Blayney (R/R)	1	1
Blue Mountains (R/R)	4	4
Bogan (R/R)	1	1
Bourke (R/R)	1	1
Brewarrina (R/R)	1	1



Broken Hill (R/R)	2	2
Burwood (M/U)	3	3
Byron (R/R)	3	3
Cabonne (R/R)	2	2
Camden (M/U)	6	6
Campbelltown (M/U)	9	9
Canada Bay (M/U)	5	5
Canterbury-Bankstown (M/U)	11	11
Carrathool (R/R)	1	1
Castlereagh-Macquarie County (R/R)	1	0
Central Coast (R/R)	7	7
Central Darling (R/R)	1	1
Central Tablelands Water County (R/R)	1	0
Cessnock (R/R)	4	4
Clarence Valley (R/R)	4	4
Cobar (R/R)	1	1
Coffs Harbour (R/R)	4	4
Coolamon (R/R)	1	1
Coonamble (R/R)	1	1
Cootamundra-Gundagai Regional (R/R)	2	2
Cowra (R/R)	2	2
Cumberland (M/U)	9	9
Dubbo Regional (R/R)	4	4
Dungog (R/R)	1	1



Edward River (R/R)	1	1
Fairfield (M/U)	9	9
Far West Joint Organisation	1	0
Federation (R/R)	2	2
Forbes (R/R)	1	1
Georges River (M/U)	9	9
Gilgandra (R/R)	1	1
Glen Innes Severn (R/R)	1	1
Goldenfields Water County (R/R)	1	0
Greater Hume (R/R)	2	2
Griffith (R/R)	3	3
Gunnedah (R/R)	2	2
Gwydir (R/R)	1	1
Hawkesbury City (M/U)	5	5
Hawkesbury River County (M/U)	2	0
Hay (R/R)	1	1
Hilltops (R/R)	2	2
Hornsby (M/U)	9	8
Hunters Hill (M/U)	2	2
Inner West (M/U)	9	9
Inverell (R/R)	2	2
Junee (R/R)	1	1
Kempsey (R/R)	3	3
Kiama (R/R)	3	3



Kimbriki Environmental Enterprises Pty Ltd (M/U)	1	0
Ku-ring-gai (M/U)	6	6
Kyogle (R/R)	1	1
Lachlan (R/R)	1	1
Lake Macquarie (R/R)	7	7
Lane Cove (M/U)	3	3
Leeton (R/R)	2	2
Lismore (R/R)	3	3
Lithgow (R/R)	3	3
Liverpool (M/U)	9	9
Liverpool Plains (R/R)	1	1
Lockhart (R/R)	1	1
Maitland (R/R)	4	4
Mid-Coast (R/R)	4	4
Moree Plains (R/R)	2	2
Mosman (M/U)	3	3
Murray River (R/R)	2	2
Murrumbidgee (R/R)	1	1
Muswellbrook (R/R)	2	2
Nambucca (R/R)	2	2
Narrabri (R/R)	2	2
Narrandera (R/R)	1	1
Narromine (R/R)	1	1
Newcastle (R/R)	7	7



New England County (R/R)	1	0
Norfolk Island Regional Council (R/R)	1	0
North Sydney (M/U)	5	5
Northern Beaches (M/U)	10	10
Northern Sydney Regional Organisation of Councils (M/U)	1	0
Oberon (R/R)	1	1
Orange (R/R)	3	3
Parkes (R/R)	2	2
Parramatta, City of (M/U)	10	9
Penrith (M/U)	9	9
Port Macquarie-Hastings (R/R)	4	4
Port Stephens (R/R)	4	4
Queanbeyan-Palerang Regional (R/R)	4	4
Randwick (M/U)	9	9
Richmond Valley (R/R)	3	3
Riverina Water County (R/R)	1	0
Rous County (R/R)	1	0
Ryde (M/U)	6	6
Shellharbour (R/R)	4	4
Shoalhaven (R/R)	5	5
Singleton (R/R)	3	3
Snowy Monaro Regional (R/R)	3	3
Snowy Valleys (R/R)	2	2
Southern Sydney Regional Organisation of Councils	1	0



(M/U)		
Strathfield (M/U)	3	3
Sutherland Shire (M/U)	9	9
Sydney, City of (M/U)	10	9
Tamworth Regional (R/R)	4	4
Temora (R/R)	1	1
Tenterfield (R/R)	1	1
The Hills Shire (M/U)	9	9
Tweed (R/R)	4	4
Upper Hunter (R/R)	2	2
Upper Lachlan (R/R)	1	1
Upper Macquarie County (R/R)	1	0
Uralla (R/R)	1	1
Wagga Wagga (R/R)	4	4
Walcha (R/R)	1	1
Walgett (R/R)	1	1
Warren (R/R)	1	1
Warrumbungle (R/R)	1	1
Waverley (M/U)	5	5
Weddin (R/R)	1	1
Wentworth (R/R)	1	1
Western Sydney Regional Organisation of Councils (M/U)	1	0
Willoughby (M/U)	5	5
Wingecaribee (R/R)	4	4



Wollondilly (R/R)	4	4
Wollongong (R/R)	7	7
Woollahra (M/U)	5	5
Yass Valley (R/R)	2	2
LGNSW Board (M/U)	10	10
LGNSW Board (R/R)	8	8
TOTAL:	476	458



Places for People
Strategic Reference Group

NOTES OF THE MEETING

PLACES FOR PEOPLE STRATEGIC REFERENCE GROUP

held online via TEAMS on:

THURSDAY 4 FEBRUARY 2021

**Notes of the Meeting of the Places for People
Strategic Reference Group
held online via TEAMS on Thursday 4 February 2021
Commencing at 6:10pm**

ATTENDANCE:

Committee Members

Cr Ian White (Chair)	Councillor
Mayor Michael Regan	Councillor
Cr Candy Bingham	Councillor
Merinda Rose	Community Representative – Pittwater Ward
Miranda Korzy	Community Representative – Pittwater Ward
Maryann Novakovic	Community Representative – Manly Ward
Richard Michell	Manly, Warringah and Pittwater Historical Society

Council Officer Contacts

Louise Kerr	Director Planning and Place
Andrew Pigott	Executive Manager Strategic and Place Planning
Steven Lawler	Executive Manager Parks and Recreation
Ben Fallowfield	Resilience and Emergency Management Coordinator (<i>item 6.1</i>)
Phil Jemison	Manager, Strategic and Place Planning (<i>item 6.2</i>)
Paula Moretti	Principal Planner (<i>item 6.2</i>)
Damian Ham	Manager Open Space and Recreation Planning (<i>item 6.3</i>)
Jessica Currie	Coordinator Recreation Planning (<i>item 6.3</i>)
Ximena Von Oven	Governance Officer

NOTE: The Chair advised that the meeting would proceed as an informal meeting due to a lack of quorum. as per the Strategic Reference Group Terms of Reference.

1.0 ACKNOWLEDGEMENT OF COUNTRY

As a sign of respect, Northern Beaches Council acknowledges the traditional custodians of these lands on which we gather and pays respect to Elders past and present.

2.0 APOLOGIES

Apologies were received from Cr Sprott, S Cairns, C Ghatt, J Koopman and S Pearse.

3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

There were no declarations of pecuniary or non-pecuniary conflicts of interest.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 MINUTES OF PLACES FOR PEOPLE STRATEGIC REFERENCE GROUP MEETING HELD 5 NOVEMBER 2020

NOTE: Due to a lack of quorum this item was deferred to the next meeting.

5.0 UPDATE ON ACTIONS FROM LAST MEETING

Nil

6.0 AGENDA ITEMS

6.1 NORTHERN BEACHES RESILIENCE STRATEGY

OVERVIEW OF UPDATE

Ben Fallowfield, Resilience and Emergency Management Coordinator briefed Strategic Reference Group (SRG) members on this topic. A Resilience Strategy (the Strategy) is being developed by Northern Beaches Council in order to continue building the resilience of the community from the impact of short and longer term disruptions. The importance of collective resilience is highlighted in the Strategy. This means that all aspects of the community have a shared responsibility including government, business, groups and individuals.

A presentation on this topic was provided.

ITEMS DISCUSSED

The following items were discussed:

- Background of the Strategy
- Definition of resilience
- Importance of a resilient community

- Drivers for action towards a resilient community
- Community and organisational resilience
- Proposed community engagement
- Timeframe

ACTION

That the Places for People Strategic Reference Group members participate in further engagement activities to assist in the development of the Resilience Strategy.

6.2 BROOKVALE STRUCTURE PLAN UPDATE**OVERVIEW OF UPDATE**

Phil Jemison, Manager Strategic Place and Planning, introduced the topic to the SRG members. The draft Brookvale Structure Plan (draft Structure Plan) commenced in 2015. It was placed on public exhibition in late 2017 and placed on hold in 2018 due to pending traffic and transport studies. The traffic and transport studies were required to respond to community feedback received during the public exhibition of the draft Structure Plan. State Government released an updated planning policy which required Council to review and amend the draft Structure Plan to be consistent with the State Government's new policy direction on employment lands.

P Jemison introduced P Moretti, Principal Planner to the group. David Attwood, Stefan Meissner and Chris Bain, Consultants from Ethos Urban were also introduced. Ethos Urban consultants provided a presentation on this topic.

ITEMS DISCUSSED

The following topics were discussed:

- Structure plan exhibition of 2017
- Employment study
- Development Principles of the Draft Structure Plan:
 - Distinguish Brookvale's employment lands
 - High amenity core
 - Cultivating spaces for people to connect, create and learn
 - Creating a walkable grid
 - Integrating the B-line
 - Linking the environment
- Vision and aspiration of the Draft Structure Plan

6.3 OFF-ROAD CYCLING ACTION PLAN UPDATE

OVERVIEW OF UPDATE

Jessica Currie, Coordinator Recreation Planning provided an update on this topic. An off road-cycling action plan (the Plan) is being developed as part of the Open Space and Recreation Strategy (the Strategy). The aim of the plan is to guide Northern Beaches Council in developing and managing off-road cycling facilities to meet current and future needs and reduce unauthorised trail building.

ITEMS DISCUSSED

- Actions taken to understand riders needs which include: telephone survey, off road cycling survey, meetings with local biking riding groups, analysis of existing off-road cycling, internal stakeholder discussions, consultation with people attending the Northern Beaches Council vacation care program, audits of unauthorised trails.
- Results of the research undertaken highlighted that:
 - Off-road cycling is growing in popularity and the current riding facilities on the Northern Beaches do not meet rider's needs.
 - Riders want biking riding facilities that cater for a range of age groups and skill levels
 - Riders want more places to ride
 - Manly Dam mountain biking trail requires an upgrade
 - There has been an increase off road cycling during Covid-19
 - Unauthorised trail building and riding has increased
- Existing Northern Beaches Council bike riding facilities and committed ones
- Potential new bike parks and trails
- Proposed Strategy Plan

7.0 GENERAL BUSINESS

Discussion about confidentiality on Agenda items particularly what can be discussed or not with other SRG members.



MINUTES OF PLACES FOR PEOPLE

4 FEBRUARY 2021

SUMMARY OF ACTIONS

ITEM NO.	ACTION	RESPONSIBLE OFFICER	DUE DATE
6.1	That the Places for People Strategic Reference Group members participate in further engagement activities to assist in the development of the Resilience Strategy	B Fallowfield	ongoing

Attachment 1 – Presentation on item 6.1 Northern Beaches Resilience Strategy

Attachment 2 – Presentation on item 6.3 Off-road Cycling Action Plan Update

The meeting concluded at 8:00pm

This is the final page of the Minutes comprising 6 pages
numbered 1 to 6 of the Places for People Strategic Reference Group meeting
held on Thursday 4 February 2021 and confirmed on Thursday 6 May 2021

Attachment 1

Northern Beaches Resilience Strategy

Withstand. Adapt. Transform

Ben Fallowfield
Resilience & Emergency Management Coordinator



Attachment 1

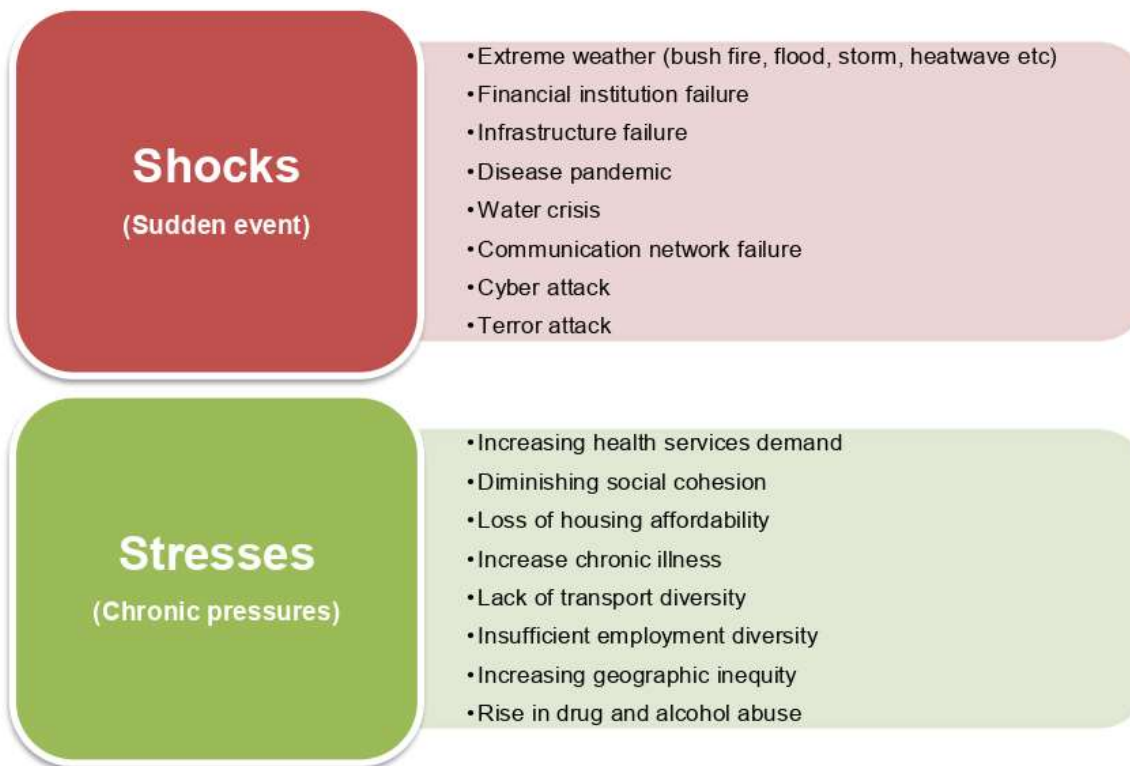
Background



What is Resilience?

The capacity of individuals, communities, businesses and systems to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience

Shocks and Stresses

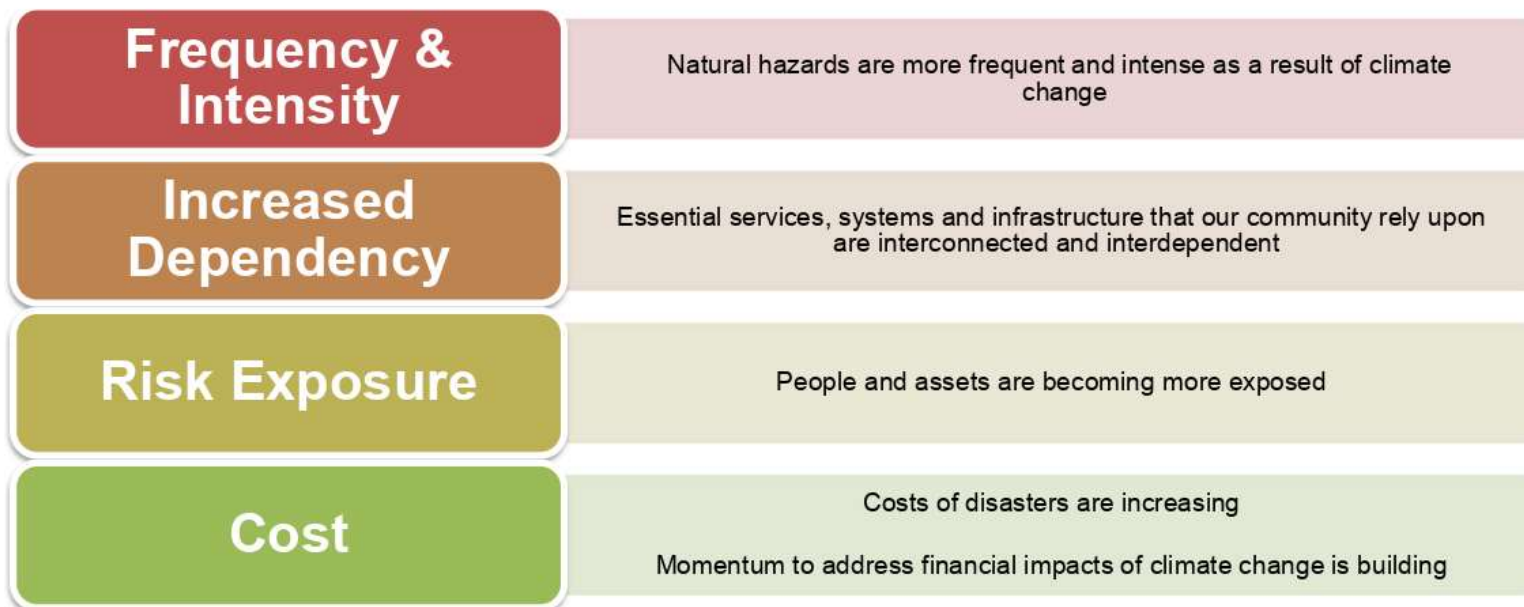


What does a resilient community look like?

Understands Risk	Our community understands risks that may affect them and others
Prepared	Our community is prepared and knows how to respond during an emergency, and has plans in place to deal with crisis
Collaborates	Working in partnership to overcome crisis & adversity
Participates	The emergency management volunteer sector is valued and strong
Demonstrated Leadership	Resilience outcomes are embedded in decision making
Plans for the future	Communities are designed to reduce or avoid risks from known hazards
Recovers quickly	Services, infrastructure and functioning of our community is restored quickly
Supports those in need	Our community looks after those in need, and understands that support will be offered to the most vulnerable in the first instance

[National Strategy for Disaster Resilience](#)

Drivers for Action



[National Disaster Risk Reduction Framework](#)

Resilience Themes



Proposed Engagement



Proposed Timeframe

Phase	Action	Description	Approx. Timeframe
Phase 1	Project Planning & Background Research	<ul style="list-style-type: none"> Review of existing information Develop project plan Develop engagement strategy 	<ul style="list-style-type: none"> Complete
Phase 2	Community and Stakeholder Engagement	<ul style="list-style-type: none"> Targeted community and stakeholder engagement SRG engagement 	<ul style="list-style-type: none"> March - April
Phase 3	Public Exhibition	<ul style="list-style-type: none"> Public consultation Review of submissions 	<ul style="list-style-type: none"> July - August
Phase 4	Adoption and Implementation	<ul style="list-style-type: none"> Strategy adoption by Council Commence actioning implementation plans 	<ul style="list-style-type: none"> Adoption - September/October Implementation – ongoing



Questions & Discussion



Understanding Rider Needs

- Off Road Cycling Stakeholder Group
- Off Road Cycling Survey Feb 2020 – 1,800 responses
- Open Space and Recreation Strategy Telephone Survey
- Social Pinpoint idea gathering – 1,400 comments
- Meetings with bike clubs and groups
- Vacation Care consultation
- Spatial analysis of existing facilities compared to demand
- Review of locations of unauthorised trails
- Audit of unauthorised trails
- Written submissions

Findings:

- Riders want more facilities catering to a range of riding disciplines with varied skill levels to allow progression
- At some locations unauthorised trails are evidence of unmet need
- Vacation Care kids (6-12 years) voted bike parks as their preferred recreation facility
- 21% of respondents over 15 ride off road (telephone survey)
- People living in bushland areas are more likely to ride off road, e.g.
 - 42% in Terrey Hills/Frenchs Forest catchments compared to 13% in Dee Why/Brookvale catchment

During Covid-19

- Riding increased:
 - 24% said they rode more often
 - 14% said they rode less often
 - 11% stopped riding
 - 0% participated for the first time
- Laps of Manly Dam increased from 4,000 to 10,000 per month
- Anecdotally, bike shops sold more bikes



Facilities - Existing & Committed

Planning Catchment	Trail/Facility - Existing	Trail/Facility - Committed
Manly	<ul style="list-style-type: none"> • Manly Dam mountain bike trail • The Grove Bike Park 	<ul style="list-style-type: none"> • Manly Dam trail improvements • The Grove upgrade 20/21
Frenchs Forest	<ul style="list-style-type: none"> • Bare Creek Bike Park • Gahnia and Serrata trails (NPWS) • Belrose fire trails (NPWS) 	<ul style="list-style-type: none"> • Wyatt Ave, Belrose - Junior/Beginner Bike Park 20/21
Terry Hills	<ul style="list-style-type: none"> • JJ Melbourne - BMX track, pump track, dirt jump track • Terrey Hills fire trails (NPWS) 	
Mona Vale		
Brookvale - Dee Why		



Manly -18% participation in off road cycling
 Frenchs Forest/Terrey Hills - 42% participation in off road cycling
 Mona Vale - 24% participation in off road cycling
 Dee Why/Brookvale - 13% participation in off road cycling

Unauthorised Trail Building

- Increased since COVID-19
- Significant impact on bushland
 - Multiple locations and increasing
 - Council response is reactive
- Costly to close trails and remediate
 - \$89,000 annually for Bushland and Biodiversity team, not including Parks and Recreation unit costs
 - Time consuming for staff
- Trail closures often unsuccessful
- Anti-social behaviour



*** Timely provision of additional facilities that are in demand and 'correctly' located and designed may deter unauthorised trail building**



Potential Actions to better meet need

POTENTIAL NEW BIKE PARKS

- Seaforth / Manly Area
- Potential site includes near Seaforth Oval
- Avalon
- Preferred locations are opposite Avalon Public School and Careel Bay
- Warriewood/ North Narrabeen/ Elanora/ Newport/ North Curl Curl
- Feasibility work ongoing

- Mountain bike event at Manly Dam
- Trial event being considered with view to potential annual event

POTENTIAL NEW TRAILS

- Deep Creek and JJ Melbourne Hills
- Potential formalisation of some unauthorised trails
 - Closure of some unauthorised
 - Draft audits prepared and being reviewed by Council
 - Upcoming meeting with National Parks to discuss cross tenure linkages
- Forestville Park
- Some trails awaiting funding for formalising
 - Awaiting draft audit report for additional trails
 - Closure of some unauthorised
- Ingleside Chase
- Potential formalisation of some unauthorised trails
 - Feasibility work pending





Partnerships & Participation
Strategic Reference Group

MINUTES

PARTNERSHIP AND PARTICIPATION STRATEGIC REFERENCE GROUP

held online on

WEDNESDAY 10 FEBRUARY 2021

Version 2: 23 March 2021



MINUTES OF PARTNERSHIP AND PARTICIPATION

10 FEBRUARY 2021

**Minutes of the Partnership and Participation
Strategic Reference Group
held on Wednesday 10 February 2021
Commencing at 6:00pm**

ATTENDANCE:

Committee Members

Cr Sue Heins (Chair)	
Cr Penny Philpott	
Tony Hilliger	Surf Life Saving Sydney Northern Beaches Inc
Antony Biasi	
John Buggy	Belrose Open Space Corridor Association
Denice Smith	
Myriam Conrie	
Chris Fulton	
David Hope	North Sydney District Council of P&C Associations
Jane Meccelli	

Council Officer Contacts

Melanie Gurney	Executive Manager Library Services
Andrew Grocott	Manager Community Engagement
Jasmine Evans	Governance Officer

1.0 ACKNOWLEDGEMENT OF COUNTRY

As a sign of respect, Northern Beaches Council acknowledges the traditional custodians of these lands on which we gather and pays respect to Elders past and present.

2.0 APOLOGIES

An apology was received from Cr Regan.

3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

There were no declarations of pecuniary or non-pecuniary conflicts of interest.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 MINUTES OF PARTNERSHIP AND PARTICIPATION STRATEGIC REFERENCE GROUP MEETING HELD 4 NOVEMBER 2020

D Smith / P Philpott

The minutes of the Partnership and Participation Strategic Reference Group meeting held 4 November 2020 were confirmed as a true and correct record of the proceedings of that meeting.

6.0 GENERAL BUSINESS

Cr Heins acknowledged and thanked Denice Smith and Tony Hilliger for being part of the Australia Day Awards judging panel.

The meeting concluded at 6:10pm

This is the final page of the minutes comprising 3 pages
numbered 1 to 3 of the Partnership and Participation Strategic Reference Group meeting
held on Wednesday 10 February 2021 and confirmed on Wednesday 5 May 2021



Community & Belonging
Strategic Reference Group

MINUTES

COMMUNITY AND BELONGING STRATEGIC REFERENCE GROUP

held online on

WEDNESDAY 10 FEBRUARY 2021

**Minutes of the Community and Belonging
Strategic Reference Group
held on Wednesday 10 February 2021
Commencing at 6:00pm**

ATTENDANCE:

Committee Members

Cr Kylie Ferguson (Chair)	Councillor
Cr Penny Philpott	Councillor
Cr Sarah Grattan	Councillor
Tamzin Lee	Community Representative, Arts, Culture & Youth
Simon Moriarty	Community Representative, Curl Curl Ward
Michelle Povah	Northern Beaches Child & Family Interagency
Julie Williams	Community Representative - Narrabeen Ward
Samuel Wilkins	Community Representative - Forest Ward, Youth, Arts & Culture
Maria-Elena Chidzey	Community Northern Beaches Inc. (CNB), Multi-Cultural
Cathy Hockey	Community Representative, Disability
Justene Gordon	Burdekin Association

Council Officer Contacts

Kylie Walshe	Executive Manager Community, Arts & Culture
Tamara Lukic	Governance Officer

1.0 ACKNOWLEDGEMENT OF COUNTRY

As a sign of respect, Northern Beaches Council acknowledges the traditional custodians of these lands on which we gather and pays respect to Elders past and present.

2.0 APOLOGIES

Apologies were received from Cr Candy Bingham, Dan Giles and Margaret Shonk.

3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

There were no declarations of pecuniary or non-pecuniary conflicts of interest.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 MINUTES OF COMMUNITY AND BELONGING STRATEGIC REFERENCE GROUP MEETING HELD 11 NOVEMBER 2020

J Gordon / S Wilkins

The minutes of the Community and Belonging Strategic Reference Group meeting held 11 November 2020 were confirmed as a true and correct record of the proceedings of that meeting.

The meeting concluded at 6:12pm

This is the final page of the minutes comprising 3 pages
numbered 1 to 3 of the Community and Belonging Strategic Reference Group meeting
held on Wednesday 10 February 2021 and confirmed on Wednesday 12 May 2021



MINUTES

JOINT MEETING OF THE COMMUNITY AND BELONGING & PARTNERSHIP AND PARTICIPATION STRATEGIC REFERENCE GROUPS

Extraordinary meeting held online on

WEDNESDAY 10 FEBRUARY 2021

**Minutes of the Extraordinary Strategic Reference Group Meeting
held on Wednesday 10 February 2021
Commencing at 6:15pm**

ATTENDANCE:

Strategic Reference Group Members

Kylie Ferguson	Councillor
Penny Philpott	Councillor
Sarah Grattan	Councillor
Sue Heins	Councillor
Tony Hilliger	Surf Life Saving Sydney Northern Beaches Inc
Antony Biasi	
John Buggy	Belrose Open Space Corridor Association
Denice Smith	
Myriam Conrie	
Chris Fulton	
David Hope	North Sydney District Council of P&C Associations
Jane Meccelli	
Tamzin Lee	
Simon Moriarty	
Michelle Povah	Northern Beaches Child & Family Interagency
Julie Williams	
Samuel Wilkins	
Maria-Elena Chidzey	Community Northern Beaches Inc. (CNB), Multi-Cultural
Cathy Hockey	
Justene Gordon	Burdekin Association
Gordon Lang	
Billy Bragg	
Jacqueline Marlow	
Matthew Adderton	

Council Staff

Kylie Walshe	Executive Manager Community, Arts & Culture
Melanie Gurney	Executive Manager Library Services
Ben Fallowfield	Resilience & Emergency Management Coordinator
Russell Peake	Manager, Social Planning & Services
Briana Davis	Social Planning & Strategy Coordinator
Andrew Grocott	Manager Community Engagement
Jasmine Evans	Governance Officer

External Facilitators

Lucy Cole Edelstein	RPS Consulting
Laura Fayers-Pooley	RPS Consulting

ACKNOWLEDGEMENT OF COUNTRY

As a sign of respect, the meeting acknowledged the traditional custodians of the lands and paid respect to Elders past and present.

1.0 AGENDA ITEMS

1.1 NORTHERN BEACHES RESILIENCE STRATEGY

DISCUSSION

Ben Fallowfield, Resilience & Emergency Management Coordinator gave a presentation on this item (attachment 1). B Fallowfield briefed the group on the development of the draft Northern Beaches Resilience Strategy. This included information about:

- The resilience strategy's purpose
- What is resilience, including shocks and stressors within the Northern Beaches
- Resilience themes to be included in the strategy
- Engagement timeframes.

The Strategic Reference Groups will be invited to participate in workshops to help shape the development of the resilience strategy.

1.2 BETTER TOGETHER STRATEGIC REFERENCE GROUP WORKSHOP

DISCUSSION

Kylie Walshe, Executive Manager Community, Arts & Culture, thanked B Fallowfield for his presentation and spoke to how they will be working in partnership on the development of the Resilience Strategy and Social Sustainability Strategy (the draft strategy) as the two projects are closely aligned.

Briana Davis, Social Planning & Strategy Coordinator, provided an update on the draft strategy's community engagement and survey results, including some highlights from the creativity challenge.

Russell Peake, Manager Social Planning & Services, briefed the group on how the engagement feedback has been incorporated into the draft strategy and outlined what has been changed and/or refined in the document.

Members then participated in a number of workshops facilitated by Lucy Cole Edelstein and Laura Fayers-Pooley from RPS Consulting. Workshop activity topics included:

- Testing objectives and priority areas
- Vision for Safe, Inclusive and Connected
- Key opportunities for partnerships.

A large amount of information was gathered during the Workshop. Some key points that we heard during the session were:

- Overall, feedback regarding the outcomes and the priority areas was that they are interrelated and it would be good to show that visually with a matrix.

- The outcome focused on a healthy and active community is potentially unnecessary, with the other three outcomes Safe Place, Safe People, and Safe Participation effectively covering that outcome.
- Access to information is critical and there needs to be better coordination and promotion of how people can access accurate and reliable information when they need it.
- When it comes to activities, services and programs they need to be accessible and affordable so they people can participate and be connected.
- In terms of connection, older people may not see themselves as being classed in that category which can be a barrier to them participating. As a group they need more opportunities, spaces and programs that encourage connection to avoid social isolation. This is even more challenging for older people from CALD backgrounds.
- There is an opportunity to be clearer about which groups are included within the outcome focused on 'A resilient and sustainable social services sector'.
- It is important to consider that different people will experience Safety, Inclusion and Connection differently and this should be incorporated into the visions for the strategic directions.
- Young people and children need to be included in decision making, which is one of the outcomes within the Inclusion strategic direction. There needs to be evidence of inclusive representation of all groups when decisions are made.
- Multi-generational connection is an important consideration for promoting connection, the different generations can learn from and support each other.

The meeting concluded at 8:45pm

This is the final page of the Minutes comprising 4 pages
numbered 1 to 4 of the Extraordinary Strategic Reference Group Meeting
held on Wednesday 10 February 2021



Northern Beaches Resilience Strategy

Ben Fallowfield
Resilience & Emergency Management Coordinator

Background



What is Resilience?

The capacity of individuals, communities, businesses and systems to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience



Stresses

Challenges that weaken the fabric of a city on a day to-day or cyclical basis	Health Services Demand	Increased rate and distribution of chronic illnesses and mental well being
	Social Cohesion	Complex issue with many interconnected influences
	Housing Affordability	Decrease in housing affordability and diversity of housing supply
	Transport Diversity	Unequal access to multimodal transport options
	Employment Diversity	Employment opportunities are failing to respond to a changing workforce.
	Geographic Inequity	Rising income disparity and unequal access to service & infrastructure
	Drug/Alcohol Abuse	Pressure on society with an increase in domestic and drug and alcohol related crime



Shocks

Sudden events that threaten a city.	Extreme Weather Event	Natural hazards are more frequent and intense
	Financial Crisis	Failure of a major financial mechanisms or institution
	Pandemic	Rapid and massive spread of infectious diseases
	Critical Infrastructure	Failure of critical infrastructure that our community rely upon
	Water Crisis	Drought and water contamination concerns
	Information & Communications	Failure of critical information infrastructure and networks
	Cyber Attack	Emerging risk with the potential wide spread effects
	Terror Attack	Terror attacks have emerged over the past decade as a significant risk for cities and their communities



What does a resilient community look like?

Understands Risk	Our community understands risks that may affect them and others
Prepared	Our community is prepared and has plans in place to deal with crisis
Collaborates	Working in partnership to overcome crisis & adversity
Participates	The volunteer and community service sector is strong and valued
Demonstrated Leadership	Resilience outcomes are embedded in decision making
Plans for the future	Communities are designed to reduce or avoid risks from known hazards, promote connectedness and affordable housing options
Recovers quickly	Services, infrastructure and functioning of our community is restored quickly following significant disruption
Supports those in need	Our community looks after those in need, and understands that support will be offered to the most vulnerable in the first instance

[National Strategy for Disaster Resilience](#)



Resilience Themes

Community Resilience



Organisational Resilience



Proposed Engagement



Proposed Timeframe

Phase	Action	Description	Approx. Timeframe
Phase 1	Project Planning & Background Research	<ul style="list-style-type: none"> Review of existing information Develop project plan Develop engagement strategy 	<ul style="list-style-type: none"> Complete
Phase 2	Community and Stakeholder Engagement	<ul style="list-style-type: none"> Targeted community and stakeholder engagement SRG engagement 	<ul style="list-style-type: none"> March - April
Phase 3	Public Exhibition	<ul style="list-style-type: none"> Public consultation Review of submissions 	<ul style="list-style-type: none"> July - August
Phase 4	Adoption and Implementation	<ul style="list-style-type: none"> Strategy adoption by Council Commence actioning implementation plans 	<ul style="list-style-type: none"> Adoption - September/October Implementation - ongoing



Thank you

MINUTES

TRANSPORT AND TRAVEL STRATEGIC REFERENCE GROUP

held Online on

THURSDAY 11 FEBRUARY 2021

**Minutes of the Transport and Travel
Strategic Reference Group
held on Thursday 11 February 2021
Online commencing at 6:04pm.**

ATTENDANCE:

Committee Members

Cr Sarah Grattan (Chair)	
Mayor Michael Regan	
Cr Kylie Ferguson	
Emma Tonkin	
Andrew Chivers	
Wendy Dunnet	Newport Residents Association
Keith Povah	
Richard Saunders	Manly Warringah Cycling Club
John Hawkins	Bicycle NSW
Victor Konijn	
Craig Smith	
Dan Giles	Easylink

Council Officer Contacts

Craig Sawyer	Executive Manager Transport & Civil Infrastructure
Phil Devon	Manager, Transport Network
Michelle Carter	Strategic Transport Coordinator
Ben Fallowfield	Resilience & Emergency Management Coordinator
Karen Menzies	Road Safety Officer
Tamara Lukic	Governance

1.0 ACKNOWLEDGEMENT OF COUNTRY

As a sign of respect, Northern Beaches Council acknowledges the traditional custodians of these lands on which we gather and pays respect to Elders past and present.

2.0 APOLOGIES

Apologies were received from Cr Amon, Graeme Laughton and Colin Langford.

3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

There were no declarations of pecuniary or non-pecuniary conflicts of interest.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 MINUTES OF TRANSPORT AND TRAVEL STRATEGIC REFERENCE GROUP MEETING HELD 12 NOVEMBER 2020

RECOMMENDATION

That the Minutes of the Transport and Travel Strategic Reference Group meeting held 12 November 2020 are hereby confirmed as a true and correct record of the proceedings of that meeting.

K Ferguson/J Hawkins

5.0 UPDATE ON ACTIONS FROM LAST MEETING

Meeting Date	Item No.	Responsible Person	Action	Due Date	Status / Comment
14/5/2020	6.1	SRG members	Members provide project ideas for funding from State Government to Michelle Carter.	Ongoing	M Carter updated the group on the revised scheme in Manly. The install to start on 28 Feb 2021. Notifications to residents and business to go out soon.
14/5/2020	6.1	C Sawyer	C Sawyer to review bike storage and report back to the next meeting.	13/8/2020	C Sawyer looking for opportunities. Working with property team to include bike storage in the new building projects. Open to suggestions from members.
14/5/2020	6.3	SRG members	Provide initial feedback to Council's Transport Network Team by 30 June 2020 via the Transport@northernbeaches.nsw.gov.au email, attention Phil Devon, Manager Transport Network.	30/6/2020	Matter paused due to road work related issues and will be brought back on the agenda this year.
13/8/2020	6.1	C Sawyer	Invite Hyundai hydrogen team to present on hydrogen vehicles at a Transport & Travel Strategic Reference Group meetings. •	Ongoing	C Sawyer will follow up and see if they can attend the May meeting.
13/8/2020	6.3	C Langford	C Langford to provide briefing on State Government projects on shared paths and temporary footpaths for the SRG members.	Ongoing	Follow up with C Langford.

6.0 AGENDA ITEMS

6.1 NORTHERN BEACHES RESILIENCE STRATEGY

UPDATE ON THE TOPIC

Ben Fallowfield, Resilience & Emergency Management Coordinator presented on this item. A copy of the presentation is at Attachment 1.

He shared the following information:

- The intent of the Northern Beaches Resilience Strategy (The Strategy) - to identify strengths and work on the weaknesses.
- Resilience:
 - Stresses.
 - Shocks.
 - What does a resilient community look like.
 - Resilience Themes- Community and Organisational.
 - Proposed Engagement.
 - The timeframe.

DISCUSSION

Question - How does the Northern Beaches (NB) Resilience plan fit in with the bigger Sydney plan? How reliant is NB Council to come together, work together and what will go into plan?

Answer – Elements of the Sydney plan are consistent with the NB plan but not most of it, due to the uniqueness of the NB community and in most the NB offshore communities. In times of emergency Councils do come together and although there is still nothing formalised there is a move into a more organised arrangements.

Question – Noting the recent COVID-19 lockdown, what was learned from that and will carry forward in The Strategy; and how will it influence the creation of The Strategy?

Answer – One of the main issues identified was how unprepared businesses were. As a result a webinar is being developed to provide information and tools on how to be better prepared in future and similar situations.

ACTION

That members of the Strategic Reference Group:

1. Note the commencement of the project.
 2. Participate in further engagement activities to assist in the development of the Resilience Strategy.
-

6.2 SAFER SCHOOLS UPDATE

UPDATE ON THE TOPIC

K Menzies presented on the Road Safety Plan intended to improve pedestrian safety around local schools. A copy of the presentation is at Attachment 2.

She provided the following information:

- **Goal** - improve pedestrian safety around the 80 local schools not including the childcare centres.
- **Concerns:**
 - traffic and parking congestion near schools at drop off and pick up times which may pose safety risks for children
 - preference for driving children to school and the risk of adding to traffic congestion
 - speeding of traffic through school zone
- **Actions completed in the last 12 months.**
- **Education campaigns.**
- **Infrastructure improvements completed.**
- **Future plans.**

DISCUSSION

A question was raised on the safety management around childcare centres and if they were part of the project. K Menzies noted that while childcare centres were not included in this particular project, Council continues to work with them.

K Menzies also noted the following:

- Private schools were not part of the project as many of them have their own traffic management plans in places.
- In relation to public schools, Council's involvement is limited to infrastructure and improvements due to Union agreements and ultimately school principals and their willingness to cooperate.
- When it comes to road safety education, Councils are not allowed to go into schools as this is dictated by Department of Education and schools have their own trained staff to provide education. Council can provide input, however a final decision on what they comply with is up to schools as they are under a different set of instructions.

A question was raised in relation to the online survey, feedback received and if 60% feedback was enough. K Menzies noted that feedback received varied and comments also varied from multiple per person to none, highlighting also that it was very dependent on school principals and how the survey was communicated to parents. Nevertheless, feedback enforced the issues that were already identified.

Question – How are the school works prioritised, based on audits or feedback?

Answer – Audits are important however it is very much based on complaints and safety issues. Council involves traffic engineers to determine what changes need to be made and to assist with developing a plan forward.

Question - Can schools see if they are on the list of Council's priorities?

Answer - This information is not generally released because priorities do shift due to safety issues; and having a list would create expectations and eventually issues.

ACTION

That the Transport and Travel Strategic Reference Group:

1. Assist the Transport Team through their networks to identify key community issues
 2. Provide feedback to the group during these update sessions on what is working and what we need to improve on.
-

6.3 PARKING PLAN - ACTIONS WORKSHOP**UPDATE ON THE ITEM**

M Carter informed the group on the purpose of the workshop and sought their input. A summary of input from the workshop and screen shots of comments provided by the group is at Attachment 3.

Objectives of the workshop:

- Build on developed Goals and Actions identified in draft Parking Plan
- Identify opportunities to include additional Goals and Actions
- Consider all parking impacts across all modes of transport and future initiatives

The group provided input into the following directions:

Direction 1 - Parking for centres

- Goal 1.1 - Commercial area parking management
- Goal 1.2 - Manly parking stations
- Goal 1.3 - Parking to support businesses
- Goal 1.4 - Services, freight and delivery
- Goal 1.5 - Aterial road parking

Direction 2: - Local parking management

- Goal 2.1 - Beach and recreational parking
- Goal 2.2 - Residential street parking
- Goal 2.3 - Boats, caravans and trailers
- Goal 2.4 - Commuter parking

Direction 3: - Parking permit schemes

- Goal 3.1 - Northern Beaches Beach Parking Permit
- Goal 3.2 - Off-shore community parking permits and coupons
- Goal 3.3 - TfNSW Residential Parking Permit Schemes
- Goal 3.4 - Boat and trailer permit parking scheme
- Goal 3.5 - Strategic parking permit management

Direction 4 - Parking demand management**Direction 5 - Shared and on-demand transport parking****Direction 6 - Motorcycle, scooter and bicycle parking**

- Goal 6.1 - Motorcycle and scooter parking

- Goal 6.2 - Bicycle parking

Direction 7 - Parking enforcement, awareness and signs and lines

Direction 8 - Emerging trends and innovation in parking

ACTION

That the Transport and Travel Strategic Reference Group:

1. Provide input to develop the parking plan directions.
 2. Contribute in the community engagement process.
-

6.4 RESIDENTIAL SPEED ROUND TABLE

UPDATE ON THE ITEM

P Devon provided an update on this item and informed the group of the following:

- P Devon met with Transport to discuss the community feedback on 30Km/h in Manly.
- Another issue that arose at the meeting was Transport's concept of self-enforcing speed limits.
- In Dee Why, decrease in speed limit resulted in approx. 5km/h- 6km/h decrease in speed and it's getting closer to 40km/h.
- Not proceeding with the speed limit of 10km/h in the northern parts of the Northern Beaches but still looking at 20km/h shared zone that Transport is willing to trial.
- Council to trial more people friendly road spaces.

DISCUSSION

The group was asked for consensus on what they thought was a reasonable/suitable speed limit is for residential shared zone, in a through road or cul de sac couple of hundred metres long road. The intent was to go out to the community with this concept and gather a better idea of what the community would accept.

- The fatality rate drops more than ½ in 30km/h – 40km/h zones.
- 20 miles/h (approx. 32.18km/h) rolled out in the residential areas in US.
- 30km/h to be default.
- The group agreed on a suggestion to make the speed limit 20km/h with pedestrians having the right of way, noting a different manner of presenting information; and while it sounds faster in reality it will be slower as the pedestrians will have the right of way.
- Increase in speeding in Newport due to changes of speed limit within short distances. Need for consistency as it creates confusion to have different speed limits in one area. P Devon noted that in Newport area, Serpentine Road residents agreed to 10km/h at the Kamikaze corner but wanted the speed limit increased in other parts; and this is what increases the chances for speeding and danger.
- It is Transport for NSW that sets all speed limits and Council's role is to advocate for speed limit to be appropriate.

In response to a question about Manly residents' response to 20km/h proposal, P Devon noted that while initially they were reluctant, when he provided visual examples the proposal resonated with them; and it was agreed that in the cul de sac areas Council will proceed with proposal for 20km/h. The next step is to proceed with it via Council's **your say** page and then take it to the Traffic

committee in April 2021.

ACTION

That the Transport and Travel Strategic Reference Groups:

1. Actively participate in the initial round table discussion.
 2. Provide information back to their networks and report back to the next meeting on 13 May 2021.
 3. Review the operation of the several different speed zone combinations discussed during the initial background discussion.
-

7.0 GENERAL BUSINESS

J Hawkins raised a question about NB no longer participating in a super Tuesday bike counts.

M Carter acknowledged it and advised that:

- Council is looking at different data collection method for cyclists.
- The intent is to have a better control of a time period surveyed, data captured and also to look into doing it potentially the whole week and not just one day. Might be done during the week commuter riders to provide a realistic cycles usage and not only weekend recreational usage.

P Devon noted that during the COVID-19 Council cameras surveyed six locations during a seven day period, capturing walking and cycling activities to gather baseline. He noted that survey showed increased number of female participants and also usage of cycleway at all hours of the day.

The meeting concluded at 8:06pm.

This is the final page of the Minutes comprising 9 pages
numbered 1 to 9 of the Transport and Travel Strategic Reference Group meeting
held on Thursday 11 February 2021 and confirmed on Thursday 13 May 2021



Northern Beaches Resilience Strategy

Ben Fallowfield
Resilience & Emergency Management Coordinator

What is Resilience?

*The capacity of individuals, communities, businesses
and systems to survive, adapt and thrive no matter what
kinds of chronic stresses and acute shocks they
experience*



Stresses

Challenges that weaken the fabric of a city on a day to-day or cyclical basis	Health Services Demand	Increased rate and distribution of chronic illnesses and mental well being
	Social Cohesion	Complex issue with many interconnected influences
	Housing Affordability	Decrease in housing affordability and diversity of housing supply
	Transport Diversity	Unequal access to multimodal transport options
	Employment Diversity	Employment opportunities are failing to respond to a changing workforce
	Geographic Inequity	Rising income disparity and unequal access to service & infrastructure
	Drug/Alcohol Abuse	Pressure on society with an increase in domestic and drug and alcohol related crime



Shocks

Sudden events that threaten a city.	Extreme Weather Event	Natural hazards are more frequent and intense
	Financial Crisis	Failure of a major financial mechanisms or institution
	Pandemic	Rapid and massive spread of infectious diseases
	Critical Infrastructure	Failure of critical infrastructure that our community rely upon
	Water Crisis	Drought and water contamination concerns
	Information & Communications	Failure of critical information infrastructure and networks
	Cyber Attack	Emerging risk with the potential wide spread effects
	Terror Attack	Terror attacks have emerged over the past decade as a significant risk for cities and their communities



Resilience Themes



Proposed Engagement



Proposed Timeframe

Phase	Action	Description	Approx. Timeframe
Phase 1	Project Planning & Background Research	<ul style="list-style-type: none"> Review of existing information Develop project plan Develop engagement strategy 	<ul style="list-style-type: none"> Complete
Phase 2	Community and Stakeholder Engagement	<ul style="list-style-type: none"> Targeted community and stakeholder engagement SRG engagement 	<ul style="list-style-type: none"> March - April
Phase 3	Public Exhibition	<ul style="list-style-type: none"> Public consultation Review of submissions 	<ul style="list-style-type: none"> July - August
Phase 4	Adoption and Implementation	<ul style="list-style-type: none"> Strategy adoption by Council Commence actioning implementation plans 	<ul style="list-style-type: none"> Adoption - September/October Implementation – ongoing



Attachment 2

Safer Schools

Karen Menzies
and
Robynann Dixon
Council Road Safety Officers



2. Safer Schools

- **Goal:** improve pedestrian safety around the 80 local schools
- **Concerns:**
 - Traffic and parking congestion near schools at drop off and pick up times
 - safety risk for children
 - Preference for driving children to school
 - adds to congestion
 - Speeding of traffic through school zone



Safer Schools - actions

- In the last 12 months
 - External road safety audit with 6 local schools
 - Progressively implementing - 83 recommended solutions
 - Online feedback requested from same 6 local school communities
 - 289 responses received
 - Close engagement with an additional 20 schools
 - Developed / installed signs, brochures and banners for school zones
 - Developed and shared a "Park and Walk" safety video
 - Regular media campaigns



Education campaigns, signs, flyers

- Campaigns: Safe parking video, 40km school zone
- Flyers: Parking around schools
- Signs and banners: Kiss and Drop, Slow down, No Parking



Infrastructure improvements completed

Improvements

- Replaced missing/faded signs
- No Stopping/Parking zones
- Improved footpaths
- Pedestrian fencing
- Upgraded crossings



Schools

- Newport
- Collaroy Plateau
- St Mary's Manly
- Wakehurst
- Balgowlah North
- Killarney Heights
- Forestville
- Pittwater High



Future plans

- Additional school audits / community engagement
- Continue
 - Engaging with schools
 - Running campaigns
 - Developing/ distributing flyers and signs
 - Updating infrastructure



Any questions, email:
roadsafety@northernbeaches.nsw.gov.au

Northern Beaches Parking Plan

Parking key directions

All changes saved

- Direction 1:** Parking for centres
- Direction 2:** Local parking management
- Direction 3:** Parking permit schemes
- Direction 4:** Parking demand management
- Direction 5:** Shared and on-demand transport parking
- Direction 6:** Motorcycle, scooter and bicycle parking
- Direction 7:** Parking enforcement, awareness and signs and lines
- Direction 8:** Emerging trends and innovation in parking

DIRECTION 1: PARKING FOR CENTRES

Goal 1.1 Commercial area parking management

Bike lanes improve turnover. <https://www.fastcompany.com/90182112/want-to-make-money-build-a-business-on-a-bike-lane>

Consider the use of the area at a point in time not necessarily just the purpose of businesses (e.g. sports fields and performance spaces will have high demand for parking for short periods of time at certain times but not others).

Substitute bike parking for some car spots. You can fit 12 bikes in the space taken up by one car.

Investigate the development / re-development of existing asphalt carparks into underground parking, creating safe spaces for people above ground eg. Canopy, Lane Cove

Provide signs (eg at bus stops) showing cyclists where the cycle parking is.

Locate bike parking conveniently, instead of banishing it to the least accessible corner

Talk to State Government about boat and trailer parking

Survey existing spaces to determine useage between 1 and 2 hour spaces and look at the best mix between the two

Consider bus standing (driver on board) away from commercial spaces (but not too far) to reduce the parking demand for large vehicles.

Goal 1.2 Manly parking stations

smart parking solutions - use data and dynamic uses & possibly pricing

Whistler st is really really ugly ...

various uses of parking in Manly including community groups/ lifesavers; market operators and employees

Goal 1.4: Services freight and delivery

Good idea! Some loading zones are at times when the associated businesses do not use them.

Good idea! In some of the apartment dominated areas there are no safe spaces for delivery vans and small trucks to safely park e.g. Woolworths deliveries, Uber, Aus Post

Rangers to patrolled timed parking to ensure turnover.

Goal 2.2: Residential street parking

Reduce time before abandoned vehicles can be removed.

Goal 2.4 Commuter parking

commuter parking should be strictly limited and only allowed where there is low demand from hourly casual parkers - which is not the case in Manly!

DIRECTION 3: PARKING PERMIT SCHEMES

Goal 3.3: TfNSW Residential Parking Permit Schemes

Hot topic! Based on the local Facebook groups

DIRECTION 6: MOTORCYCLE, SCOOTER AND BYCYCLE PARKING

Clarity on whether scooters / motorbikes are allowed to use bike-parking facilities

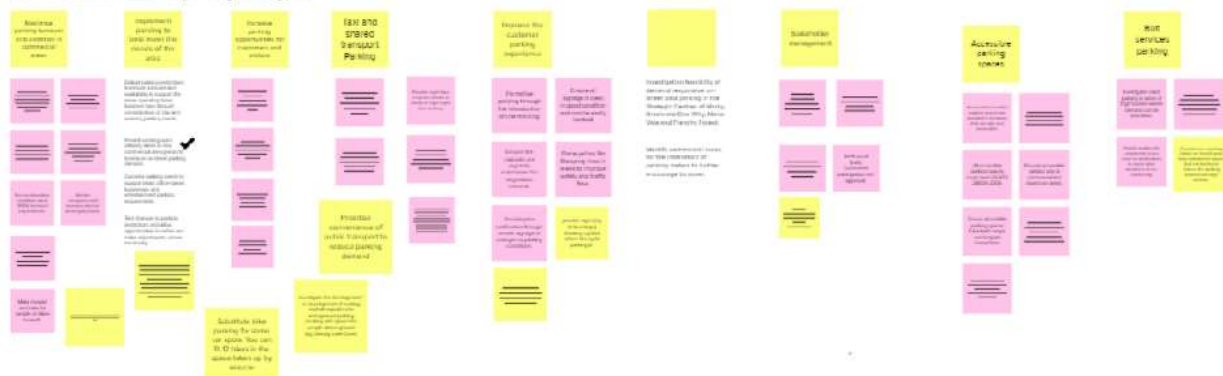
MINUTES OF TRANSPORT AND TRAVEL

11 FEBRUARY 2021

DIRECTION 1: PARKING FOR CENTRES

and a 10% increase in the number of people who are employed.

Goal 1.1 Commercial area parking management



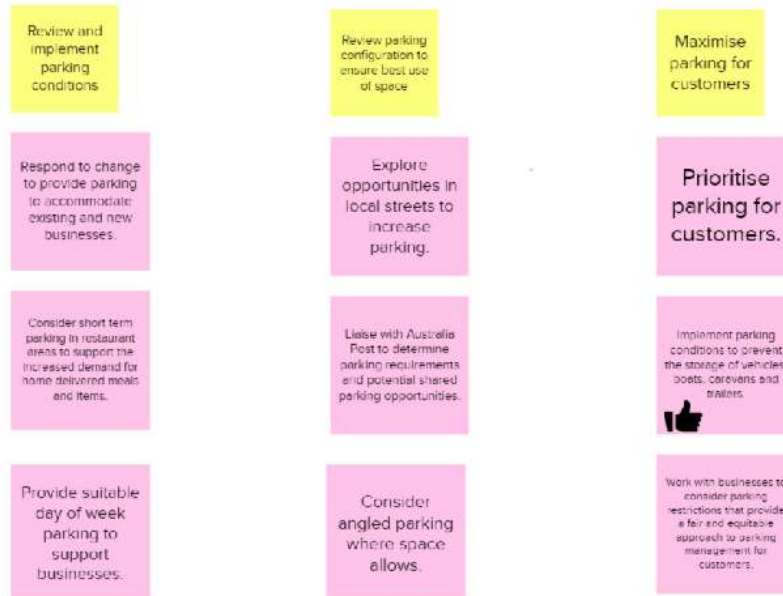
Talk to State Government about boat and trailer parking



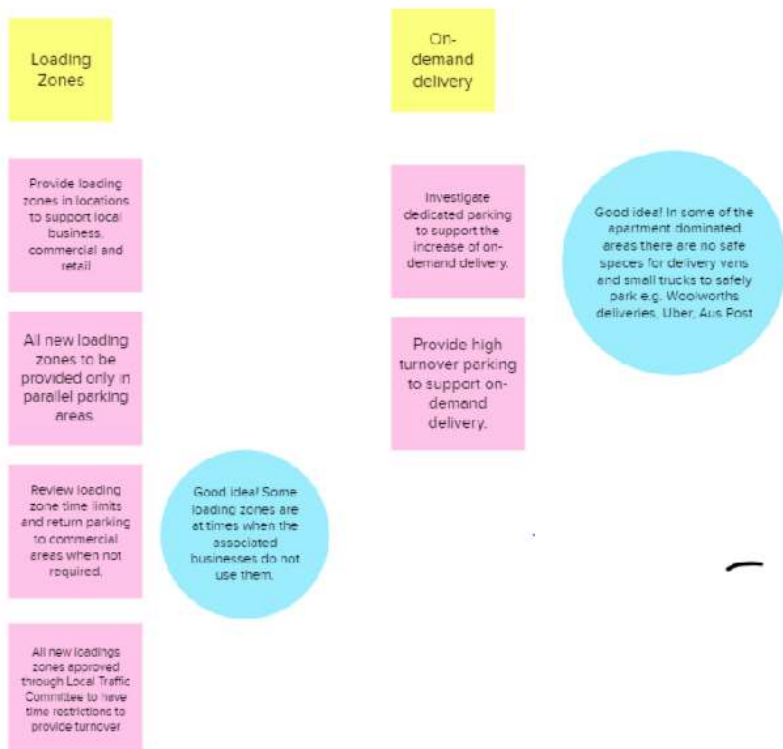
Goal 1.2 Manly parking stations



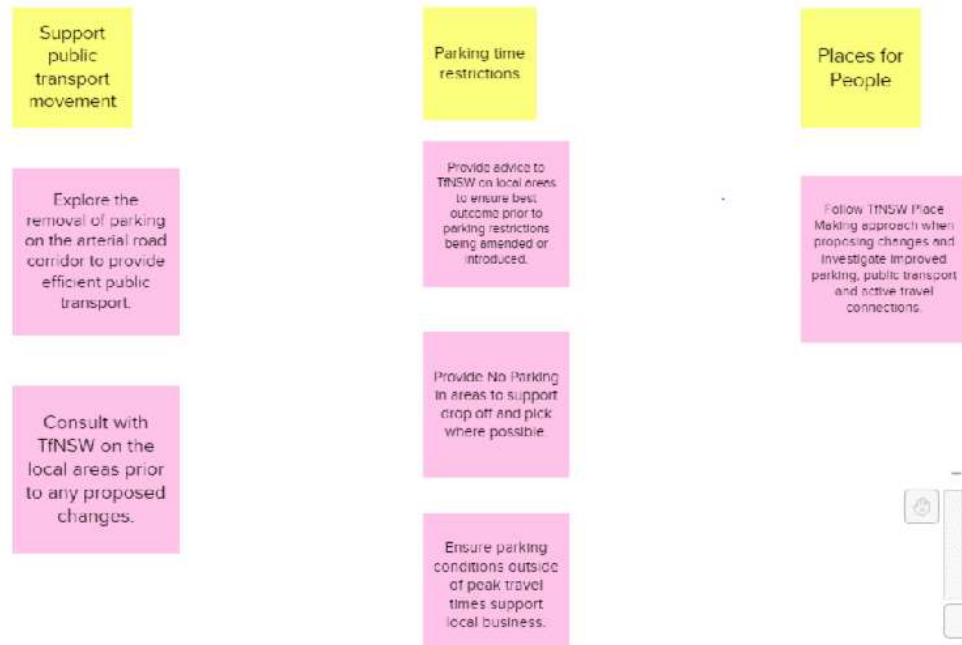
Goal 1.3 Parking to support businesses



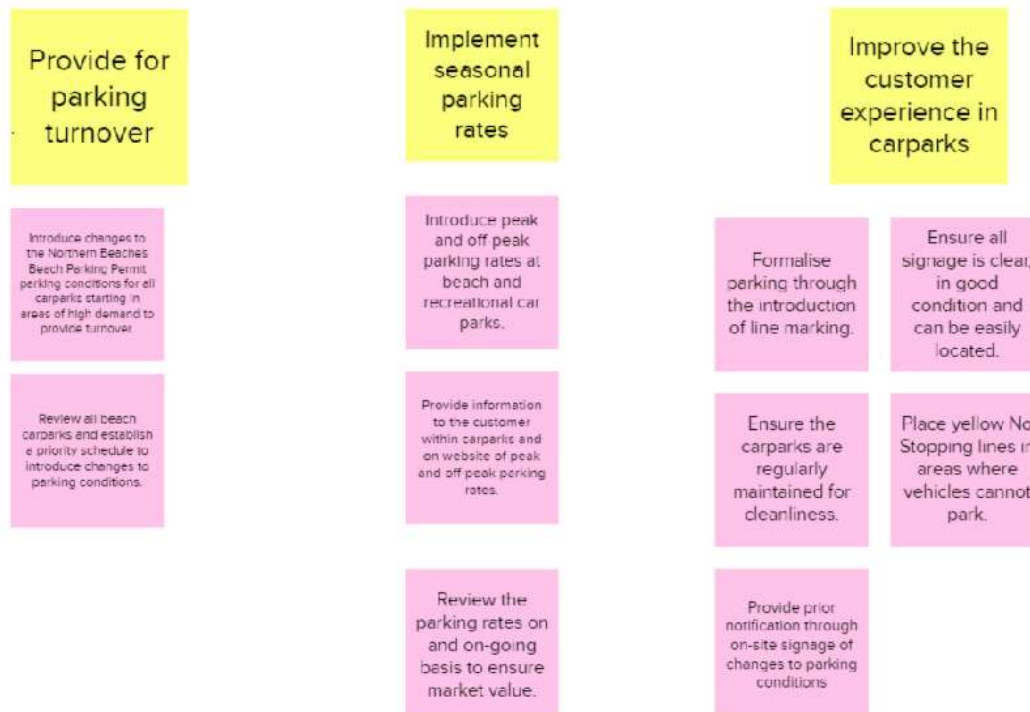
Goal 1.4: Services freight and delivery



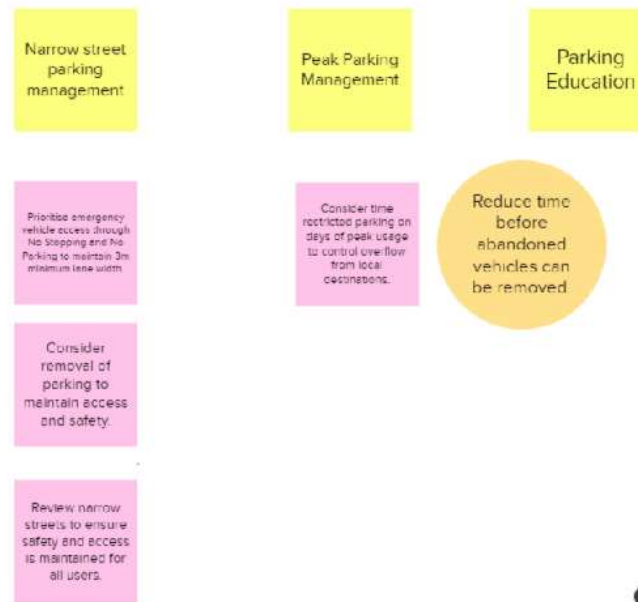
Goal 1.5: Aterial road parking



Goal 2.1: Beach and recreational parking



Goal 2.2: Residential street parking



Goal 2.3: Boats, caravans and trailers



Goal 2.4 Commuter parking

Increase
commuter
parking

commuter parking should be strictly limited and only allowed where there is low demand from hourly casual parkers - which is not the case in Manly!

Goal 3.1: Northern Beaches Beach Parking Permit

Ensure the beach parking permit meets the current and future parking demands of the LGA.

Undertake detailed review and audit of the Northern Beaches Beach Parking Permit Scheme.

Prioritise
parking for
residents.

Review the current allocation and distribution of parking permits.

Continue to provide up to two beach parking permits to all residential properties based on vehicle registration.

Explore options for all Northern Beaches residents to be eligible for parking permits.

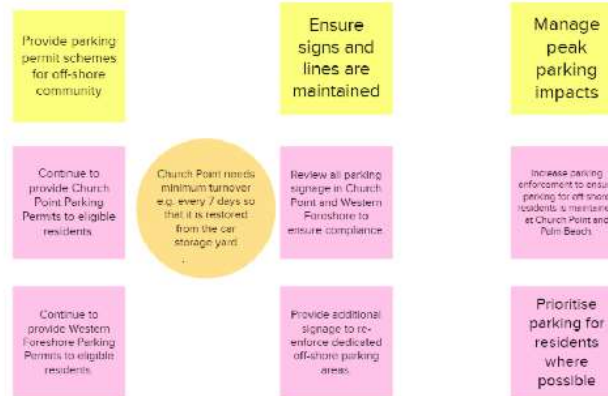
Consider removal of parking permit eligibility to all properties rated as a business.

Consider removal of beach parking permits from rates notices sent to property managers.

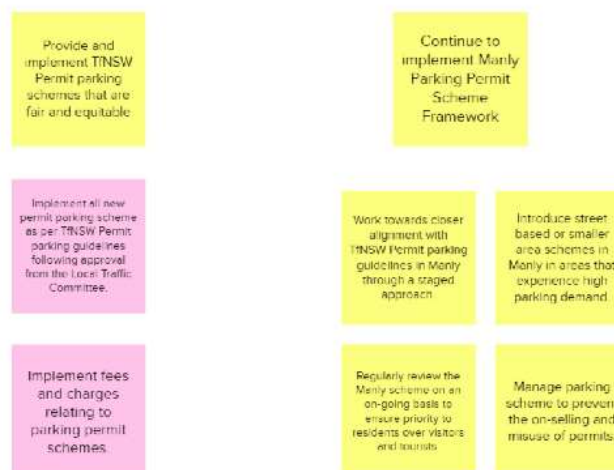
Look for methods to support abuse of the system and sale of permits etc.

Consider the provision of parking or not should be a matter for the business owner, as with any other input to their business.

Goal 3.2 Off-shore community parking permits and coupons



Goal 3.3: TfNSW Residential Parking Permit Schemes

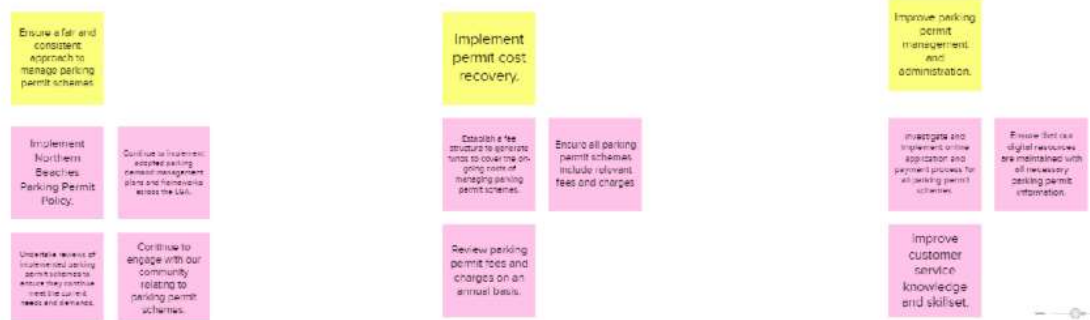


Goal 3.4: Boat and trailer permit parking scheme



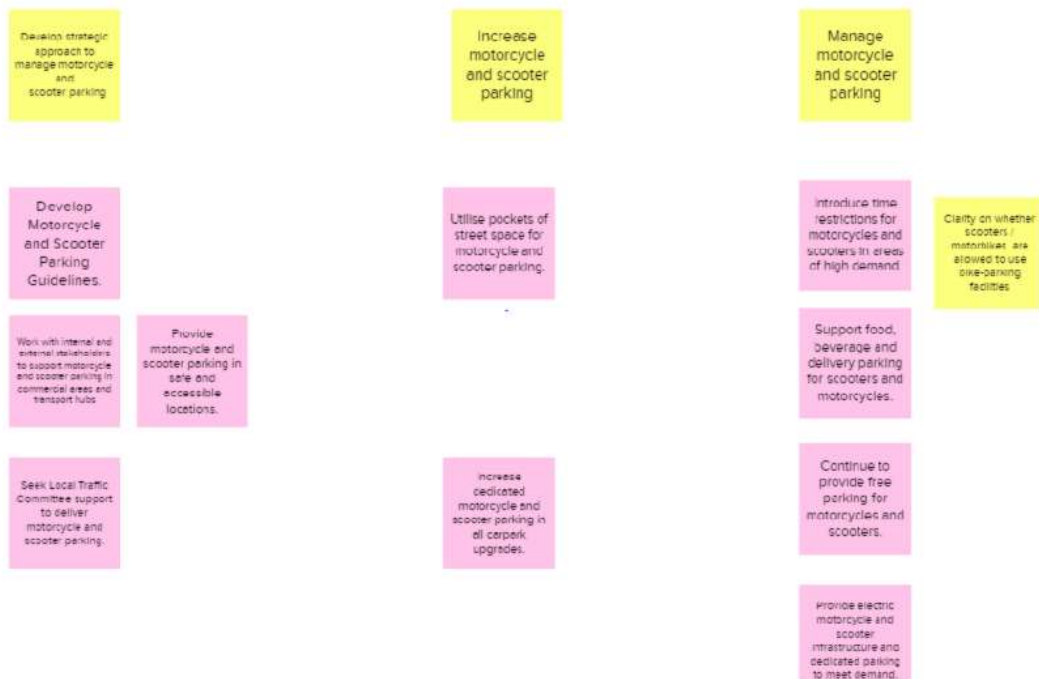
Goal 3.5 Strategic parking permit management

All ch



DIRECTION 6: Motorcycle, scooter and bicycle parking

Below is a high-level overview of the goals, outcomes, and actions for the 2021-2025 Strategic Plan.



Goal 6.2: Bicycle parking



Value other good ideas





Economic & Smart Communities
Strategic Reference Group

MINUTES

ECONOMIC AND SMART COMMUNITIES STRATEGIC REFERENCE GROUP

held via Teams on

WEDNESDAY 17 FEBRUARY 2021



MINUTES OF ECONOMIC AND SMART COMMUNITIES

17 FEBRUARY 2021

**Minutes of the Economic and Smart Communities
Strategic Reference Group
held on Wednesday 17 February 2021
via Teams
Commencing at 6:02pm**

ATTENDANCE:**Members**

Cr Sue Heins

Saul Carroll

Andy West

Stuart White

Microsoft Australia

Drew Johnson

Manly Business Chamber

Peter Middleton

Newport Residents Association

Ngaire Young

Northern Beaches Campus, TAFE NSW

Geri Moorman

Gordon Lang

Alexander Coxon

Stephen Pirovic

International College of Management

Chris Wilcocks

Council Officer Contacts

Kath McKenzie

Executive Manager, Community Engagement & Communications

Katie Kirwan

Senior Advisor – Governance

Deb Kempe

Team Leader Economic Development & Tourism

Phil Jemison

Manager Strategic & Place Planning

Ben Fallowfield

Resilience & Emergency Management Coordinator

Felicity Shonk

Planner

Visitors

David Attwood

Ethos Urban

Lee Cikuts

Ethos Urban

Note: In the absence of Mayor Regan, Councillor Heins assumed the Chair.

1.0 ACKNOWLEDGEMENT OF COUNTRY

As a sign of respect, Northern Beaches Council acknowledges the traditional custodians of these lands on which we gather and pays respect to Elders past and present.

2.0 APOLOGIES

Mayor Michael Regan and Matthew Adderton.

3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

There were no declarations of pecuniary or non-pecuniary conflicts of interest.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 MINUTES OF ECONOMIC AND SMART COMMUNITIES STRATEGIC REFERENCE GROUP MEETING HELD 18 NOVEMBER 2020

CONFIRMED

That the Minutes of the Economic and Smart Communities Strategic Reference Group meeting held 18 November 2020, copies of which were previously circulated to all Members, are hereby confirmed as a true and correct record of the proceedings of that meeting.

5.0 UPDATE ON ACTIONS FROM LAST MEETING

5.1 ACTION LOG UPDATE - KATH MCKENZIE

DISCUSSION

Kath McKenzie, Executive Manager Communications and Community Engagement provided members with the following update on actions:

ITEM NO.	ACTION	UPDATE
5.1	Circulate Agenda and Minutes for the Glen Street Theatre former restaurant site Council Meeting decisions.	Links provided in Minutes of November 2020 meeting.
6.2	Provide an update to the SRG on	Director Planning & Place and Director

	Smart Beaches	Environment & Sustainability are looking into this request.
6.3	Share link to Council Meeting papers with the DMP	Emailed to members on 19 November 2020.

6.0 AGENDA ITEMS

6.1 NORTHERN BEACHES RESILIENCE STRATEGY - BEN FALLOWFIELD

DISCUSSION

Ben Fallowfield, Resilience and Emergency Management Coordinator provided members with an overview of the concept of resilience, and what that means for our community and Council. See *attachment 1*.

B Fallowfield advised members that Council is developing a resilience strategy and provided an approximate timeline of the development and consultation of the strategy.

B Fallowfield noted that invitations to participate further in the consultation phase will be sent in due course, and encouraged members to participate.

6.2 BUSINESS SUPPORT SERVICE - DEB KEMPE

DISCUSSION

Deb Kempe, Economic Development & Tourism Team Leader provided members with an overview of the newly established Business Support Service. The purpose of the service is to provide a one stop shop concierge service to local businesses, to manage their enquiries within Council.

D Kempe provided a brief history on the development of the service, noting it was following a [Mayoral Minute](#) put to Council in November 2020, influenced by members of the SRG. D Kempe highlighted the following points:

- The service was launched on 5 January 2021
- It has received approximately 150 enquiries to date
- Most of the enquiries received have been in relation to NSW Government cash grants and COVID-19 Public Health Order restrictions

D Kempe advised that the recent announcement of a support package by the NSW Government has caused a significant upswing in calls to the service, noting the majority of those calls were seeking financial assistance.

Members commended Council on this initiative.

ACTION

Staff to provide data on the number of calls received and how many of those calls were returned within 24 hours.

DECISION

That the Economic and Smart Communities Strategic Reference Group request Council advocate for the widening of the eligibility criteria for the NSW *Dine and Discover* initiative, to benefit Northern Beaches small businesses.

6.3 DESTINATION MANAGEMENT PLAN - UPDATE ON OUTCOMES OF PUBLIC EXHIBITION – KATH MCKENZIE**DISCUSSION**

Kath McKenzie, Executive Manager Community Engagement & Communications provided members with an update on the draft Destination Management Plan (the Plan) and the supporting COVID-19 Recovery Plan – see *attachment 2*. She noted the following highlights:

- The draft plan was placed on exhibition in November 2020
- The outcome of the public exhibition will be reported to Council in March 2021
- Engagement feedback
- Re-imagining of all council events. Must be aimed at driving visitation is a multi-stay even, and bespoke lunch. Collaborating with accommodation suppliers and the ferry companies to create packages for an overnight stay, primarily for a lunch but then a sunset cruise, or SUP or yoga. A lot of reluctance from regional NSW to come to Sydney at this time.
- Report due back to Council in March.

There was broad discussion on the perception that residents in the northern area of the LGA seem more reluctant to embrace tourism. It was noted that not all residents in that area are reluctant, but it was something that needed to be managed responsibly in a way that protects residents and the environment. K McKenzie noted that the focus of the Plan is not to drive the numbers of visitors to the area, but to increase their spend whilst there.

Note: Post meeting it was decided that the report will now be presented at the April Council meeting.

6.4 BROOKVALE STRUCTURE PLAN UPDATE - PHIL JEMISON**DISCUSSION**

Phil Jemison, Manager Strategic Planning and Place introduced David Attwood and Lee Citkus of Ethos Urban Planning Consultants.

P Jemison provide members with a brief history of the development of structure plan, noting it originated in 2015 as the result of [Mayoral Minute](#) regarding the lack of planning framework in place for Brookvale.

David Attwood provided members with a presentation on the development of the structure plan so far, and provided an update on its current status – *attachment 3*.

There was broad discussion with members, and members provided the following feedback:



MINUTES OF ECONOMIC AND SMART COMMUNITIES

17 FEBRUARY 2021

- Difficulties for access to the area to the rear of Warringah Mall and a need to make this more pedestrian friendly, nothing better access to John Fisher Park would be beneficial.
- Members noted the mix of interested parties and the subsequent difficulties this causes. Brookvale needs a 'heart' to bring the other areas together.
- It needs a cultural focus – a creative, artistic sub-culture that would rival Newtown.
- A two sided model of development: one side of Pittwater Road to be commercial, the other side more green space and recreation.

P Jemison thanked members for their feedback.

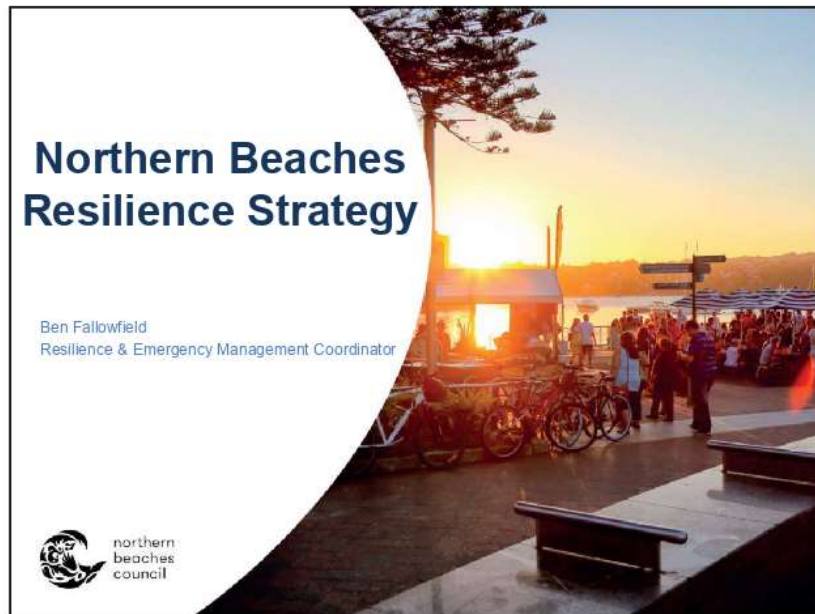
SUMMARY OF ACTIONS

ITEM NO.	ACTION	RESPONSIBLE OFFICER	DUE DATE
6.2	Staff to provide data on the number of calls received and how many of those calls were returned within 24 hours.	Deb Kempe	ASAP

The meeting concluded at 8:11PM

This is the final page of the Minutes comprising 6 pages
numbered 1 to 6 of the Economic and Smart Communities Strategic Reference Group meeting
held on Wednesday 17 February 2021 and confirmed on Wednesday 19 May 2021

6/04/2021



6/04/2021

What is Resilience?

The capacity of individuals, communities, businesses and systems to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience



Stresses

Challenges that weaken the fabric of a city on a day to-day or cyclical basis

Health Services Demand

• Increased rate and distribution of chronic illnesses and mental well being

Social Cohesion

• Complex issue with many interconnected influences

Housing Affordability

• Decrease in housing affordability and diversity of housing supply

Transport Diversity

• Unequal access to multimodal transport options

Employment Diversity

• Employment opportunities are failing to respond to a changing workforce.

Geographic Inequity

• Rising income disparity and unequal access to service & infrastructure

Drug/Alcohol Abuse

• Pressure on society with an increase in domestic and drug and alcohol related crime



6/04/2021

Shocks

Sudden events that threaten a city.	Extreme Weather Event	• Natural hazards are more frequent and intense
	Financial Crisis	• Failure of a major financial mechanisms or institution
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	Critical Infrastructure	• Failure of critical infrastructure that our community rely upon
	Water Crisis	• Drought and water contamination concerns
	Information & Communications	• Failure of critical information infrastructure and networks
	Cyber Attack	• Emerging risk with the potential wide spread effects
	Terror Attack	• Terror attacks have emerged over the past decade as a significant risk for cities and their communities



What does a resilient community look like?

Understands Risk	• Our community understands risks that may affect them and others
Prepared	• Our community is prepared and has plans in place to deal with crisis
Collaborates	• Working in partnership to overcome crisis & adversity
Participates	• The volunteer and community service sector is strong and valued
Demonstrated Leadership	• Resilience outcomes are embedded in decision making
Plans for the future	• Communities are designed to reduce or avoid risks from known hazards, promote connectedness and affordable housing options
Recovers quickly	• Services, infrastructure and functioning of our community is restored quickly following significant disruption
Supports those in need	• Our community looks after those in need, and understands that support will be offered to the most vulnerable in the first instance

[National Strategy for Disaster Resilience](#)



6/04/2021

Resilience Themes



Proposed Engagement



6/04/2021

Proposed Timeframe

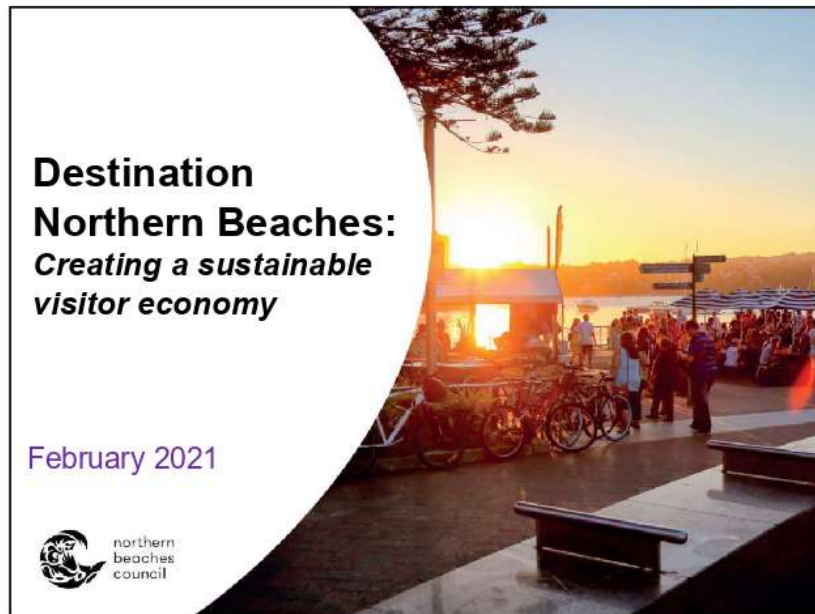
Phase	Action	Description	Approx. Timeframe
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Phase 4	Adoption and Implementation	<ul style="list-style-type: none"> Strategy adoption by Council Commence actioning implementation plans 	<ul style="list-style-type: none"> Adoption - September/October Implementation - ongoing



Thank you



6/04/2021



Open for feedback

- Destination Northern Beaches (Destination Management Plan): Creating a sustainable visitor economy
- Destination Northern Beaches COVID Recovery Plan

6/04/2021

The position statement

The Northern Beaches is an extraordinary destination offering world-class beach and bushland experiences, with vibrant villages that reflect our contemporary coastal lifestyle.



The goals

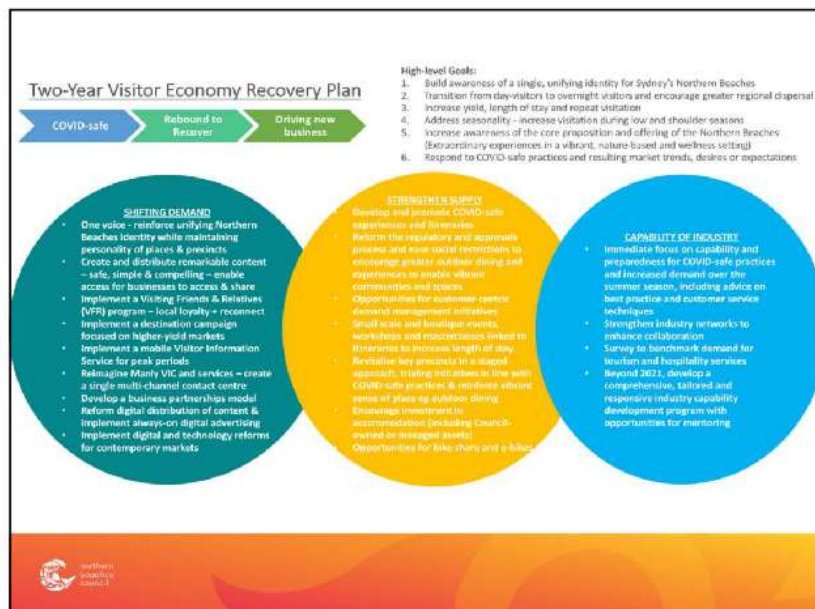
- Offer a clear a unique position statement
- Enhance visitor servicing
- Improve visitor digital connectivity
- Attract higher yield visitors
- Increase visitors length of stay
- Promote visitation across the seasons and throughout the region.



6/04/2021

The key focus areas

- Destination management
- Destination marketing



6/04/2021

COVID Recovery Plan 2020-2022

Survey of local tourism operators September 2020:

- 84% 'majorly' or 'severely' impacted
- 33% of businesses, sales revenue down 50-75%
- Further 31% citing sales revenue down 25-50%.

Key areas of support needed:

- 1) Identification of new source markets
- 2) Marketing and promotions to tap into the increasingly important 'local' market.



Engagement feedback

Total engagement from Your Say:

- 7,808 unique visits to Your Say page
- 267 total submissions
 - 22 x Tourism industry
 - 124 x Favourable resident submissions
 - 97 x Unfavourable resident submissions (mostly from the northern area)
 - 2 x Chambers of Commerce & Resident Group submissions
 - 6 x Internal Stakeholders: (Planning, Environment, Sustainable Waste education, CEC, Open Space & Recreation Planning)
 - 9 x Mixed submissions
 - 7 x Out of project scope



6/04/2021

Key themes and issues

- 90% support improving mountain biking to compete with places like Tasmania as a biking destination.
- Unfavourable submissions concerned about traffic, infrastructure, over development, parking, environment, transport and hospitals.



What people would like more ...

Experiences like ...

- Road & mountain biking
- Indigenous tourism
- Nightlife beyond Manly
- Nature experiences
- Dog friendly beaches
- Walking
- Boating
- Events
- Food and beverage

Infrastructure ...

- Affordable accommodation
- Transport / connectivity
- Parking
- Facilities, toilets

Marketing & PR ...

- Itineraries
- Advertising



6/04/2021

What they don't like

- Noise
- Late night venues
- Airbnb
- Over crowding
- Tourists
- Threat to environment
- Impact on local villages
- No parking
- No backpackers
- Traffic
- Housing density
- Manly overloaded
- Pollution

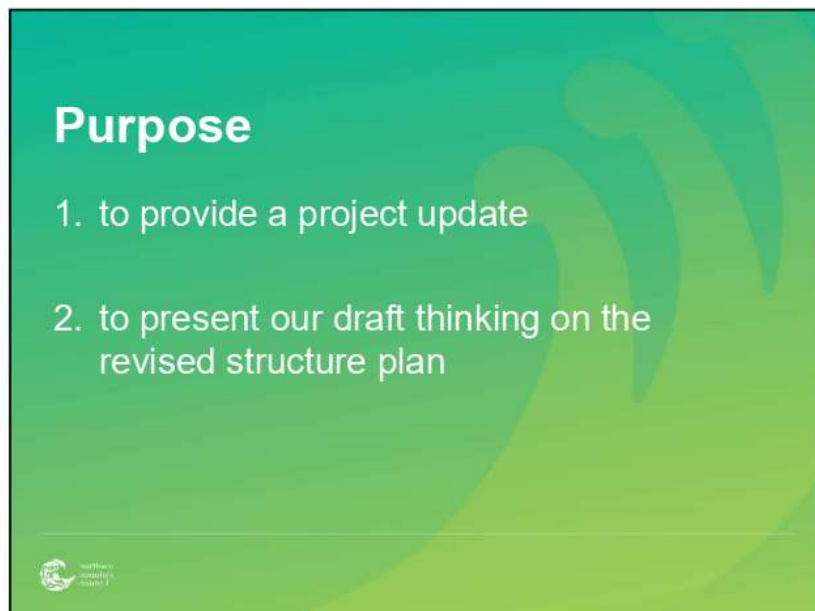


Next steps:

- Engaging the tourism industry
- Responding to community issues
- Marketing and promotions
 - Dine and Discover / Love it Like you mean it/ Taste of the Beaches
- Report back to Council March 2021.



6/04/2021



6/04/2021



6/04/2021

What has happened?



Greater Sydney
Commission



Employment Study

- **Establish a high amenity Commercial Core** to cluster professional employment in close proximity to the Mall and B-line with quality office stock that meets the diverse needs of our growing cohort of small professional businesses and remote workers.
- **Co-locate regionally focused social infrastructure** to compliment the regional function and amenity of Warringah Mall, supporting vibrancy in Commercial Core.
- **Protect and Manage Industrial land** while supporting industry to transition and adapt to growth opportunities including Advanced Manufacturing.
- **Re-focus the role of Brookvale and develop a place brand** that emerging innovative and creative businesses would be attracted to, prioritising high skilled employment, leveraging the history of Innovation in Brookvale and our vibrant local community of over 33,000 businesses.



6/04/2021

Draft thinking so far...

- revised vision and aspirations
- 6 x development principles to inform location of future growth (housing, employment, building heights)



Vision and Aspirations

Nestled in its unique coastal and bushland environment, Brookvale will be a vibrant, accessible and enlivened place. It will fulfil its role as an employment-focused centre, supporting the local economy with opportunities that are proudly diverse, innovative and creative. The centre will be a liveable and sustainable place supported by activity, public spaces, and community services that embrace parts of Brookvale's gritty character and unique environmental qualities that will be highly valued by employees, residents and visitors.



6/04/2021

Point of departure

Pittwater Rd – highway vs. high street



Previous Structure
Plan Render 2017



Today



Revised development principles

Ethos Urban (2020):

- 01 Distinguish Brookvale's Employment Lands
- 02 High Amenity Core
- 03 Cultivating Spaces for People to Connect, Create and Learn
- 04 Creating a Walkable Grid
- 05 Integrating the B-Line, and
- 06 Linking the Environment

Hames Sharley (2017):

- 01 Recognise the importance of Brookvale's employment lands to the Northern Beaches
- 02 Create green links and green destinations
- 03 Leverage the B-Line, and
- 04 Activate the Brookvale Town Centre.



6/04/2021

01 Distinguish Brookvale's Employment Lands

- importance of employment lands
- protect and manage industrial land
- establish commercial core at B-line and Cross Street
- blend creative industries hub into a focused area and build upon existing character
- integrate Westfield
- create appropriate interfaces



02 High Amenity Core

- transfer mixed-use away from eastern edge of Pittwater Road
- re-imagine Cross Street as a 'High Street'
- shift the core towards B-Line stop where there can be a concentrated cluster of activity
- replace industrial along northern edge of Cross Street with employment uses (Commercial Core)



6/04/2021

03 Cultivating Spaces for People to Connect, Create and Learn

- three typologies
- establish a Creative Hub linked by laneways whereby like-minded businesses can cluster
- consolidate/co-locate community services around the B-Line stop.
- creation of a retail high street
- **activation** - street scape elements and public art, programmed events, one offs.
- **programming and management framework** - importance of planning and ongoing council involvement, partnership with non-for-profit, competitions, grants etc.



04 Creating a Walkable Grid

- greater permeability of town centre grid
- 300mx100m to turn into 100x100m
- large lots to facilitate the delivery of through block links
- only one genuine crossing at Cross Street
- limited crossings of Pittwater Road (grid offset)
- improve public domain and legibility of crossing at key intersections



6/04/2021

05 Integrating the B-Line

- Warringah Mall to stitch into the existing grid by activating Pittwater Road and providing linkages
- intensification of land uses around stop
- delineate commercial core in Cross Street from retail/mall activities
- opportunity for new square, park or plaza as well as community facilities west of the B-Line
- opportunity for local bus routes to stop along Cross Street – activation



06 Linking the Environment

- natural topography and flow of creeks is east-west
- Cross street to become a green boulevard applying principles of W SUD – anchor open space
- smaller connections east-west – further linking the bush to the beach
- increased green canopy - opportunistic planting throughout Brookvale where there is sufficient space of new development
- encourage redevelopment to engage with the creek as a key source of workplace amenity
- Pittwater Road connection



6/04/2021



MINUTES

ENVIRONMENT STRATEGIC REFERENCE GROUP

held in the Online via Teams on

THURSDAY 18 FEBRUARY 2021

**Minutes of the Environment
Strategic Reference Group
held online via TEAMS on Thursday 18 February 2021
Commencing at 6:04pm**

ATTENDANCE:

Committee Members

Cr Alex McTaggart (<i>Acting Chairperson</i>)	Councillor
Sophie Scott	Community Representative – Manly Ward
Roberta Conroy	Community Representative – Pittwater Ward
Billy Bragg	Community Representative – Pittwater Ward
Scott Markich	Community Representative – Narrabeen Ward
Alan Jones	Community Representative – Curl Curl Ward
Tom Hazell	Community Representative – Curl Curl Ward
Nigel Howard	Community Representative – Frenchs Forest Ward
Jacqueline Marlow	Friends of Narrabeen Lagoon Catchment

Council Officer Contacts

Yianni Mentis	Executive Manager Environment and Climate Change
Ben Fallowfield	Resilience & Emergency Management Coordinator (<i>item 6.1</i>)
Patrick Stuart	Senior Floodplain Management Officer (<i>item 6.2</i>)
Andrew Ward-Harvey	Executive Manager Waste Management & Cleansing (<i>item 6.3</i>)
Jacqueline Grove	Manager, Environment Resilience & Climate Change (<i>item 6.4</i>)
Ximena Von Oven	Governance Officer

NOTE: Cr McTaggart chaired the meeting as Cr Warren was an apology.

1.0 ACKNOWLEDGEMENT OF COUNTRY

As a sign of respect, Northern Beaches Council acknowledges the traditional custodians of these lands on which we gather and pays respect to Elders past and present.

2.0 APOLOGIES

Apologies were received from Cr Warren, Cr Sprott, T Dickinson, D Tribe and M Mcrae

3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

There were no declarations of pecuniary or non-pecuniary conflicts of interest.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 MINUTES OF ENVIRONMENT STRATEGIC REFERENCE GROUP MEETING HELD 19 NOVEMBER 2020

DECISION

That the Minutes of the Environment Strategic Reference Group meeting held 19 November 2020, copies of which were previously circulated to all Members, are hereby confirmed as a true and correct record of the proceedings of that meeting subject to the below amendment:

Item 6.5 to read:

Climate Change

SRG members raised concerns on this topic. Northern Beaches Council has declared a Climate Emergency, however some members noted that this is not being reflected on Council's website, in the Protect Create Live Strategy or in the Local Strategic Planning Statement (LSPS).

Action

T Dickinson to arrange meeting with N Howard, Y Mentis, L Kerr and A Pigott to discuss climate change and how Council can better respond in its planning documents, in its strategies and action plans and on the website.

5.0 UPDATE ON ACTIONS FROM LAST MEETING

21 January 2021 Teams Meeting

Nigel Howard, Billy Bragg, Alan Jones and Jacqueline Marlow met with Todd Dickinson, Director Environment and Sustainability, Yianni Mentis, Executive Manager Environment and Climate Change, Jacqueline Grove, Manager Environment Resilience and Climate Change, Andrew Piggott, Executive Manager Strategic Place and Planning, Louise Kerr, Director Place and Planning, Neil Cocks, Manager Strategic and Place Planning and Suzy Lawrence, Principal Planner, met via Teams to discuss the lack of consideration of the Climate Emergency within the Local Strategic Planning Statement (LSPS).

Page 3 of 8

Environment Strategic Reference Group (ESRG) members considered there was still an opportunity to incorporate their feedback to the LSPS, however this was not feasible anymore.

Another opportunity for the ESRG member to incorporate their feedback into the planning documents would be through the Development Control Plan (DCP) and Local Environment Planning (LEP).

A follow-up face-to-face meeting was requested to discuss other aspects of Council's response with regards to Climate Emergency, Protect Create Live Strategy, Transport Strategy, Housing Strategy, DCP and LEP and whether these were on a trajectory to meet the community net zero aspirations to 2030 and commitments to 2050.

1 February 2021 Meeting (Flannel Flower, Dee Why)

Nigel Howard, Billy Bragg, Alan Jones and Jacqueline Marlow met with Yianni Mentis, Jacqueline Grove met to consider the wider issues. A detailed spreadsheet was reviewed with the attendees. The below points were discussed:

- Scale of community emissions from different activities and the estimated potential for reductions to 2030, 2040, 2050 which highlighted that current initiatives and actions were not close to adequate and that there were significant sectors (e.g. business - 44% of community emissions) for which there seemed to be little to no initiatives.
- Review of the current website from a climate emergency perspective and a proposed restructure of content and where new content was needed for it to appropriately address the climate emergency.
- References to information sources and a review of the high level policies being adopted in all of the other Local Government Areas that have made a Climate Emergency Declaration.

ESRG members advocated that there is no other issue for which the Council has made an "Emergency Declaration" (even COVID) and that there not enough acknowledgement and initiatives to respond to the Climate Emergency. Climate Emergency is a big issues and constitutes an existential threat to our entire species and 90% of others and unfortunately Council's response is not even close to commensurate with the scale of the challenge. Y Mentis, agreed to consider the presentation and spreadsheet, and adjust website to reflect emphasis on climate change.

6.0 AGENDA ITEMS

6.1 NORTHERN BEACHES RESILIENCE STRATEGY

OVERVIEW OF UPDATE

Ben Fallowfield, Resilience and Emergency Management Coordinator briefed the Strategic Reference Group (SRG) members on this topic. A Resilience Strategy (the strategy) is being developed by Northern Beaches Council to continue building the resilience of the community to the impact of short and longer term disruptions. The importance of collective resilience is highlighted in the strategy. This means that all aspects of the community have a shared responsibility, including government, business, groups and individuals.

A presentation on this topic was provided.

ITEMS DISCUSSED

The following items were discussed:

- Background of the strategy

- Definition of resilience
- Importance of a resilient community
- Drivers for action towards a resilient community
- Community and organisational resilience
- Proposed community engagement

Timeframe.

ACTION

That members of the Environment Strategic Reference Group participate in further engagement activities to assist in the development of the Resilience Strategy.

6.2 NARRABEEN LAGOON ENTRANCE MANAGEMENT STRATEGY

OVERVIEW OF UPDATE

Yianni Mentis, Executive Manager Environment and Climate Change provided an introduction on this topic. Patrick Stuart, Senior Floodplain Management Officer was introduced to the SRG members. Council is in the process of developing the Narrabeen Lagoon Entrance Management Strategy (the strategy). The strategy will investigate all aspects of entrance management, including emergency response arrangements, clearance work improvements and the long-term costs and sustainability of entrance specific options.

A video regarding Narrabeen Lagoon management was presented to the group.

Council's website - Your Say

https://yoursay.northernbeaches.nsw.gov.au/narrabeen-lagoon-entrance-management-strategy?utm_source=northernbeaches.nsw.gov.au&utm_medium=301&utm_campaign=Website

You Tube

<https://www.youtube.com/watch?v=FXcSLDIMlqQ&feature=youtu.be>

ITEMS DISCUSSED

Members highlighted that the surfer community, flood situations and ecological factors should be considered when developing the strategy.

6.3 NORTHERN BEACHES WASTE STRATEGY

OVERVIEW OF UPDATE

Y Mentis introduced Andrew Ward-Harvey, Executive Manager Waste Management & Cleansing to the SRG members. Council is in the process of preparing a Waste Strategy (the strategy) which will align with the NSW Government's 20 year Waste Strategy.

A presentation on this topic was provided.

ITEMS DISCUSSED

The following items were discussed:

- Background of the strategy
- Process and Challenges of developing the strategy
- Vision of the strategy
- Areas on which the community can improve with regards to waste reduction
- Guiding principles
 - Keep Northern Beaches clean and protected from waste
 - Maximise circularity of materials and resources
 - Efficient Waste Management System
- Focus Areas of the strategy.

Recycling of waste, promotion of a circular model economy, impact of plastic waste on wildlife, polystyrene packaging and its impact on the environment were topics highlighted by the SRG members.

SRG members expressed their interest in meeting with A Ward-Harvey to further discuss the strategy.

ACTIONS

- SRG members requested to meet with A Ward-Harvey to further discuss the Waste Strategy.
- A Ward-Harvey to contact Louise Kerr, Director Place and Planning to discuss the amount of waste generated from construction projects.

6.4 STAFF UPDATE

DISCUSSION

Y Mentis updated the group on the following topics:

- The draft Climate Action Plan is undergoing final edits for completion and uploading on Council's website.
- Outcomes of the public exhibition of the Draft Bush Fire Management Policy and Draft Bushland and Biodiversity Policy will be presented to Council at its February meeting.
- Preparations for the 2021 bushfire season have included ongoing maintenance of Asset Protection Zones, hazard reduction burns and fire trail maintenance works. Council's contractors completed maintenance works on 250 extreme risk sites ahead of the fire season. Fire agencies have undertaken 14 hazard reduction burns on Council land. Fire trails have been inspected and found to be passable for fire-fighting purposes.
- The Local Environmental Planning (LEP) and Development Control Plan (DCP) will identify key issues and concerns that Council will need to address to implement the actions contained in Council's Local Strategic Planning Statement – Towards 2040 and to consolidate Council's 4 current LEPs and DCPs into a single plan.
- Council is investigating grant opportunities with the New South Wales Government for co-funding a micro-factory at Kimbriki to recycle community problem wastes (including plastics).

An online portal for the Northern Beaches network of recycling and reuse facilities is being finalised. This will be an interactive portal for the community to locate recycling and reuse facilities across the Northern Beaches.

7.0 GENERAL BUSINESS

The following items were discussed:

Northern Beaches Eco Awards

This award acknowledges outstanding environmental and conservation efforts to protect the Northern Beaches unique environment. There are four categories to submit entries: bushland, oceans, waterways and biodiversity. Winners will be announced in May 2021.

<https://www.northernbeaches.nsw.gov.au/environment/sustainability-and-climate-change/sustainability-awards>

SRG members were requested to express an interest in being part of the judging panel for the awards. Expressions of Interest should be forwarded to Y Mentis.

Ausgrid Community Battery Project

The Ausgrid community battery will harness and store solar power from local homes, providing bill savings and allowing more renewable energy into the grid. The launch of the community battery marks the start of a two year trial being run by Ausgrid which aims to transform the way solar energy is stored, reduces residents' hip-pocket costs and is a big step towards cost-effectively increasing the amount of clean energy that goes into the grid. A community battery has been installed at Beacon Hill.

<https://www.ausgrid.com.au/About-Us/News/community-battery-trial>



MINUTES OF ENVIRONMENT

18 FEBRUARY 2021

Urban Night Sky Project

Project is progressing.

Beaches Link Tunnel

- Impact of the construction of the Northern Beaches tunnel on the environment (loss of bushland, greenhouse gas implications, traffic problems and potential reduced public transport use). Council has prepared a submission. Council's response to the Beaches Link and Gore Hill Freeway Connection - Environmental Impact Statement - public exhibition concludes on 1 March 2021.

<https://www.planningportal.nsw.gov.au/major-projects/project/10456>

- Overpasses should be constructed when building the Northern Beaches tunnel as currently the project only shows underpasses (Wakehurst Parkway).
- Manly Dam bushland will be isolated. There will be no connectivity for small birds and micro bats.
- Land available in the deferred lands at Redhill (which are under the control of the Local Environmental Plan 2000) could be used as local offsets for the Northern Beaches tunnel.

Improvement of biking trails in the Northern Beaches.

SUMMARY OF ACTIONS

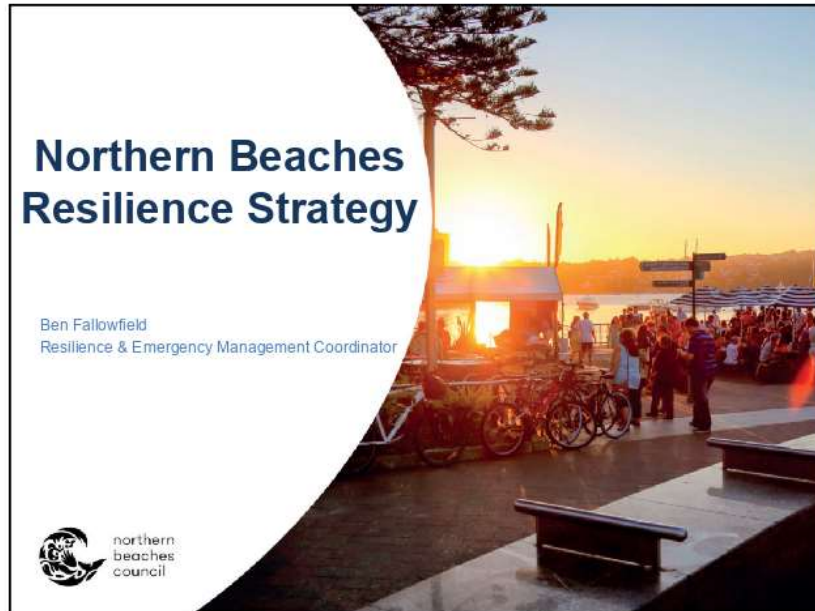
ITEM NO.	ACTION	RESPONSIBLE OFFICER	DUE DATE
6.1	That members of the Environment Strategic Reference Group participate in further engagement activities to assist in the development of the Resilience Strategy.	B Fallowfield	Ongoing
6.3	SRG members requested to meet with A Ward-Harvey to further discuss the Waste Strategy.	A Ward-Harvey	Ongoing
6.3	A Ward-Harvey to contact Louise Kerr, Director Place and Planning to discuss the amount of waste generated from construction projects.	A Ward-Harvey	As soon as possible

Attachment 1 – Presentation on item 6.1 Northern Beaches Resilience Strategy

Attachment 2 – Presentation on item 6.3 Northern Beaches Waste Strategy

The meeting concluded at 8:30pm

This is the final page of the Minutes comprising 8 pages
numbered 1 to 8 of the Environment Strategic Reference Group meeting
held on Thursday 18 February 2021 and confirmed on Thursday 20 May 2021



What is Resilience?

The capacity of individuals, communities, businesses and systems to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience



Stresses

Challenges that weaken the fabric of a city on a day-to-day or cyclical basis

Health Services Demand	• Increased rate and distribution of chronic illnesses and mental well being
Social Cohesion	• Complex issue with many interconnected influences
Housing Affordability	• Decrease in housing affordability and diversity of housing supply
Transport Diversity	• Unequal access to multimodal transport options
Employment Diversity	• Employment opportunities are failing to respond to a changing workforce.
Geographic Inequity	• Rising income disparity and unequal access to service & infrastructure
Drug/Alcohol Abuse	• Pressure on society with an increase in domestic and drug and alcohol related crime



Shocks

Sudden events that threaten a city.	Extreme Weather Event	• Natural hazards are more frequent and intense
	Financial Crisis	• Failure of a major financial mechanisms or institution
	Pandemic	• Rapid and massive spread of infectious diseases
	Critical Infrastructure	• Failure of critical infrastructure that our community rely upon
	Water Crisis	• Drought and water contamination concerns
	Information & Communications	• Failure of critical information infrastructure and networks
	Cyber Attack	• Emerging risk with the potential wide spread effects
	Terror Attack	• Terror attacks have emerged over the past decade as a significant risk for cities and their communities



What does a resilient community look like?

Understands Risk	• Our community understands risks that may affect them and others
Prepared	• Our community is prepared and has plans in place to deal with crisis
Collaborates	• Working in partnership to overcome crisis & adversity
Participates	• The volunteer and community service sector is strong and valued
Demonstrated Leadership	• Resilience outcomes are embedded in decision making
Plans for the future	• Communities are designed to reduce or avoid risks from known hazards, promote connectedness and affordable housing options
Recovers quickly	• Services, infrastructure and functioning of our community is restored quickly following significant disruption
Supports those in need	• Our community looks after those in need, and understands that support will be offered to the most vulnerable in the first instance

[National Strategy for Disaster Resilience](#)



Resilience Themes



Proposed Engagement



Proposed Timeframe

Phase	Action	Description	Approx. Timeframe
Phase 1	Project Planning & Background Research	<ul style="list-style-type: none"> Review of existing information Develop project plan Develop engagement strategy 	<ul style="list-style-type: none"> Complete
Phase 2	Community and Stakeholder Engagement	<ul style="list-style-type: none"> Targeted community and stakeholder engagement SRG engagement 	<ul style="list-style-type: none"> March - April
Phase 3	Public Exhibition	<ul style="list-style-type: none"> Public consultation Review of submissions 	<ul style="list-style-type: none"> July - August
Phase 4	Adoption and Implementation	<ul style="list-style-type: none"> Strategy adoption by Council Commence actioning implementation plans 	<ul style="list-style-type: none"> Adoption - September/October Implementation - ongoing



Thank you



Context

- SRG briefing last year on Council waste services and programs
- NSW Government 20 Year Waste Strategy:
 - Draft due for release in next few months
 - Key themes: Sustainable, reliable, affordable

Developing waste strategy

- Leverage off process for Environment and Climate Change Strategy and SRG – strong community collaboration
- Clear roles of Council, community, business and other layers of government
- How optimise each element of waste hierarchy and stage in supply chain



Challenges

- Take, make, dispose culture
- Limited end markets for recycled material
- 'Red bin' management
- Climate change impact



What are we good at?

- Community awareness and participation – particularly around plastics
- Keeping streets, ocean and waterways clean
- Efficient waste collection service
- Local recycling - Kimbriki



Where can we improve?

- Reuse waste locally
- Waste reduction - Less disposable items, food waste and unnecessary consumption



Vision

- Identify vision for Northern Beaches:
 - Align with NSW 20 Year waste strategy?
 - Adopt our own vision tailored to our unique environment/community?



Guiding Principles

1. **Keep Northern Beaches clean and protected from waste**

- Quality bin and collection infrastructure
- Waste and Cleaning services
- Education
- Problem waste management



Guiding Principles

2. Maximise circularity of materials and resources

- Develop and facilitate efficient sharing networks and hubs in the region, promoting local employment and financial opportunities
- Collection systems promote circularity
- Promote recycling opportunities for end of life materials
- Education on waste reduction
- Strong community engagement and participation



Guiding Principles

3. Efficient waste management system

- Waste collection is reliable and adaptable to meet community needs
- Maximise reuse/recycling of waste close to source to minimise transport costs and emissions
- Recycling and other waste management minimises externalities (including excess energy/water use)



Mechanisms

Base on Environment and Climate Change Strategy:

- Advocacy
- Leading by example
- Education
- Levers (including planning process)
- Funding
- Engagement and collaboration



Key Focus Areas

- Food Waste
- Sharing economy and reuse of recycled material
- Plastics
- Circular Economy Targets



Feedback

- Guiding Principles?
- Process?

MINUTES

PARTNERSHIP AND PARTICIPATION STRATEGIC REFERENCE GROUP

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

WEDNESDAY 5 MAY 2021

**Minutes of the Partnership and Participation
Strategic Reference Group
held on Wednesday 5 May 2021
in the Flannel Flower Room, Civic Centre, Dee Why
Commencing at 6:00pm**

ATTENDANCE:

Committee Members

Cr Sue Heins (Chair)	
Cr Kylie Ferguson	
Cr Penny Philpott	
Tony Hilliger	Surf Life Saving Sydney Northern Beaches Inc
Ina Vukic	Northside Enterprise
Antony Biasi	
John Buggy	Belrose Open Space Corridor Association
Denice Smith	
Jane Meccelli	

Council Officer Contacts

Melanie Gurney	Executive Manager Library Services
Andrew Pigott	Executive Manager Strategic & Place Planning
Robert van den Blink	Manager Youth & Community Development
Michael Spikmans	Acting Library Service Development Manager
Jasmine Evans	Governance Officer

1.0 ACKNOWLEDGEMENT OF COUNTRY

As a sign of respect, Northern Beaches Council acknowledges the traditional custodians of these lands on which we gather and pays respect to Elders past and present.

2.0 APOLOGIES

Apologies were received from Cr Regan, David Hope, Myriam Conroy, Chris Fulton and Andrew Grocott.

3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

There were no declarations of pecuniary or non-pecuniary conflicts of interest.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 MINUTES OF PARTNERSHIP AND PARTICIPATION STRATEGIC REFERENCE GROUP MEETING HELD 10 FEBRUARY 2021

The Minutes of the Partnership and Participation Strategic Reference Group meeting held 10 February 2021 were confirmed as a true and correct record of the proceedings of that meeting.

5.0 UPDATE ON ACTIONS FROM LAST MEETING

Nil

6.0 AGENDA ITEMS

6.1 NORTHERN BEACHES LOCAL HOUSING STRATEGY

Andrew Pigott, Executive Manager Strategic and Place Planning provided the group with an update on the Northern Beaches Local Housing Strategy (the Strategy). Following community consultation the Strategy has now been adopted by Council and submitted to the Department of Planning, Industry and Environment for approval.

A Pigott gave a presentation on the consultation outcomes, including information about the submissions received, key concerns raised and amendments made to the Strategy.

Some of the discussion points and questions raised by the group were:

- The issues around housing affordability on the Northern Beaches and what Council can do to address that in the Strategy.
- Young people who grew up in the Northern Beaches being priced out of the area.
- Alternative living arrangements such as multigenerational buildings and manor houses could help support families in the area.

- Q.** Does the State Government review historical housing targets and check whether Councils have met those targets when developing new ones?
- A.** No, not for the Northern Beaches.
- Q.** Do State Government housing targets take into consideration the need for open space as well as development?
- A.** Yes, there is a greater emphasis on developing spaces and communities now.
- Q.** How likely is it that the State Government will ask Council to make revisions to the Strategy?
- A.** Unlikely, Council is confident the Strategy will be approved.

Note: A Pigott left the meeting at 6:45pm

6.2 COMMUNITY DEVELOPMENT AND ARTS & CREATIVITY GRANT PROGRAMS

Robert van den Blink, Manager Youth and Community Development, presented on Council's Community Development and Creativity grants programs. The presentation provided the group with an overview of the previous grants program and details of the changes intended for the new 2021-22 program.

Suggestions and questions from the group included:

- Publishing examples of successful grant applications on Council's website to help other applicants understand the level of information required and to assist them prepare grant applications.
- Cr Heins requested that the Partnership and Participation SRG members be included in the group of people invited to participate in the judging panel.
- Q.** Regarding eligibility for Arts Grants, could a group of artists, who don't have an ABN or insurance apply for a grant and how?
- A.** They could still be eligible to apply, there are options such as approaching a larger organisation to auspice them. Further information will be provided in the supporting guideline.
- Q.** Are there any restrictions on the size of organisations that can apply for a grant?
- A.** No.

Note: R van den Blink left the meeting at 7:30pm.

6.3 24/7 LIBRARY PILOT

Michael Spikmans, acting Service Development Manager, gave a presentation on the Forestville Library upgrades and 24/7 library pilot. M Spikmans provided the group with an overview of the project and provided examples of 24/7 library models used in other parts of Australia and overseas.

Feedback from the group included:

- Forestville Library is a good location to trial after-hours access as it feels like a safe place due to the parking and good lighting at night. This should be considered if the program is extended to other locations.



MINUTES OF PARTNERSHIP AND PARTICIPATION

5 MAY 2021

- Manly Library was suggested as another site for a 24/7 library.
- Having access to meeting spaces after-hours would be great for book clubs that like to meet at night.
- The community may raise concerns about security and the potential for the library to attract antisocial behaviour if unattended. It was suggested that Police could be involved so they have a presence at the library to deter antisocial behaviour and also provide them with an opportunity to have friendly interactions with the public and be seen as a member of the community.
- An emergency speaker or button could be installed in the library in case there are any after-hours incidents. This is already in the plan for the space.
- A QR code for access could be made available at the after-hours door so members could enter using their phone and not have to carry a card around with them.
- Council could partner with high schools and have a joint library membership so if there are any incidents involving students the issue could be raised with their school.

6.4 SOCIAL SUSTAINABILITY STRATEGY DEVELOPMENT UPDATE

There was no discussion or presentation for this item. The report was provided as an information only update.

7.0 GENERAL BUSINESS

Nil

The meeting concluded at 8:12pm

This is the final page of the Minutes comprising 5 pages
numbered 1 to 5 of the Partnership and Participation Strategic Reference Group meeting
held on Wednesday 5 May 2021 and confirmed on Wednesday 4 August 2021



Places for People
Strategic Reference Group

MINUTES

PLACES FOR PEOPLE STRATEGIC REFERENCE GROUP

held in the Online via Teams on

THURSDAY 6 MAY 2021



MINUTES OF PLACES FOR PEOPLE

6 MAY 2021

**Minutes of the Places for People
Strategic Reference Group
held on Thursday 6 May 2021
Online via Teams
Commencing at 6:06pm**

ATTENDANCE:**Committee Members**

Cr Ian White (Chair)	Councillor
Cr Candy Bingham	Councillor
Jim Koopman	Community Representative – Pittwater Ward
Merinda Rose	Community Representative – Pittwater Ward
Les Irwig	Community Representative – Frenchs Forest Ward
Miranda Korzy	Community Representative – Pittwater Ward
Maryann Novakovic	Community Representative – Manly Ward
Richard Michell	Manly, Warringah and Pittwater Historical Society
Kelvin Milsom	Northern Beaches Junior AFL Association, Manly Warringah Pittwater Sporting Union

Council Officer Contacts

Louise Kerr	Director Planning & Place
Andrew Pigott	Executive Manager Strategic & Place Planning
Ximena Von Oven	Governance Officer

1.0 ACKNOWLEDGEMENT OF COUNTRY

As a sign of respect, Northern Beaches Council acknowledges the traditional custodians of these lands on which we gather and pays respect to Elders past and present.

2.0 APOLOGIES

Apologies were received from Councillor Michael Regan, Mark Lowe, Sita Mason, Stephen Pearse

3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

There were no declarations of pecuniary or non-pecuniary conflicts of interest.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 MINUTES OF PLACES FOR PEOPLE STRATEGIC REFERENCE GROUP MEETING HELD 4 FEBRUARY 2021

M Novakovic / R Michell

That the minutes of the Places for People Strategic Reference Group meeting held 4 February 2021, copies of which were previously circulated to all members, are hereby confirmed as a true and correct record of the proceedings of that meeting.

5.0 UPDATE ON ACTIONS FROM LAST MEETING

Nil

6.0 AGENDA ITEMS

6.1 DISCUSSION PAPER FOR THE NEW NORTHERN BEACHES LOCAL ENVIRONMENTAL PLAN (LEP) AND DEVELOPMENT CONTROL PLAN (DCP)

OVERVIEW OF UPDATE

A Pigott, Executive Manager Strategic & Place Planning briefed the group on this topic.

The LEP/DCP discussion paper will bring together Council's existing four LEPs and DCPs. This document will form a key part of the new land use planning framework.

The purpose of the discussion paper is to update the community on Council's work preparing a new LEP and DCP for the Northern Beaches, explain the legislative context in which Council operates and makes decisions, outline the differences between the existing LEPs and DCPs, and seek feedback on the issues raised and proposed approaches.

ITEMS DISCUSSED

The following points were discussed:

- Background
- Strategic planning framework
- Discussion paper framework
- Legislative context (State and Local Planning controls)
- Current LEPs and DCPs
- Sustainability and resilience
- Infrastructure planning framework
- Housing planning framework
- Housing diversity
- Current residential zones
- Local housing strategy recommendations
- Transport planning framework
- Economy in the Northern Beaches
- LEP employment zones
- Planning for tourism in the Northern Beaches
- Consultation and timeline for the discussion paper

6.2 NORTHERN BEACHES LOCAL HOUSING STRATEGY

DISCUSSION

A Pigott briefed the group on this item. SGS Economics and Planning consultants were engaged to work with Council and the community to prepare the Northern Beaches Local Housing Strategy (the Strategy).

The Strategy will follow the Local Housing Strategy Guideline prepared by the NSW Department of Planning, Industry and Environment (DPI & E) and will demonstrate how the housing directions with the North District Plan will be delivered locally.

The Strategy was adopted at the 27 April Council meeting.

ITEMS DISCUSSED

The draft Strategy was publicly exhibited from 15 January to 7 March 2021. During the public exhibition 622 submissions were received (plus 32 additional submissions received after the public exhibition).

Key amendments to the draft strategy following the exhibition period were highlighted with the SRG members:

- Inclusion of a maximum of 1000 dwellings in the Ingleside area.
- Reduce the size of the centre investigation area from one-kilometre radius to an 800-metre

radius to better reflect walkable catchments.

- Reduce the size of proposed housing diversity areas around local centres from a 1 km radius to a 400 metre radius to better reflect walkable catchments.
- Remove Terry Hills from proposed housing diversity areas based on bushfire concerns.

Next Step

The Strategy will be submitted to the DPI & E for approval.

7.0 GENERAL BUSINESS

Nil

The meeting concluded at 7:35pm

This is the final page of the minutes comprising 5 pages
numbered 1 to 5 of the Places for People Strategic Reference Group meeting
held on Thursday 6 May 2021 and confirmed on Thursday 5 August 2021



Community & Belonging
Strategic Reference Group

MINUTES

COMMUNITY AND BELONGING STRATEGIC REFERENCE GROUP

held in the Council Chambers, Civic Centre Dee Why on

WEDNESDAY 12 MAY 2021

**Minutes of the Community and Belonging
Strategic Reference Group
held on Wednesday 12 May 2021
in the Council Chambers, Civic Centre Dee Why
Commencing at 6:06pm**

ATTENDANCE:

Committee Members

Cr Kylie Ferguson (Chair)	Councillor
Cr Candy Bingham	Councillor
Simon Moriarty	Community Representative, Curl Curl Ward
Michelle Povah	Northern Beaches Child & Family Interagency
Julie Williams	Community Representative - Narrabeen Ward
Samuel Wilkins	Community Representative - Forest Ward, Youth, Arts & Culture
Dan Giles	Easylink
Evelyn Shervington	Community Representative with experience in volunteering, social services, charitable or, strategic marketing

Council Officer Contacts

Russell Peake	Acting Executive Manager Community, Arts & Culture
Robert van den Blink	Manager Youth and Community Development
Caroline Psaltis	Manager Community Centres
Briana Davis	Social Planning and Strategy Coordinator
Kath Young	Community Safety Coordinator
Jasmine Evans	Governance Officer

1.0 ACKNOWLEDGEMENT OF COUNTRY

As a sign of respect, Northern Beaches Council acknowledges the traditional custodians of these lands on which we gather and pays respect to Elders past and present.

2.0 APOLOGIES

Apologies were received from Cathy Hockey, Maria-Elena Chidzey, Cr Penny Philpott, Cr Sarah Grattan and Justene Gordon.

3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

Dan Giles declared an interest in item 6.1 Community Development and Arts & Creativity Grant Programs, stating that Easylink is likely to apply for a grant.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 MINUTES OF COMMUNITY AND BELONGING STRATEGIC REFERENCE GROUP MEETING HELD 10 FEBRUARY 2021

M Povah / S Wilkins

The Minutes of the Community and Belonging Strategic Reference Group meeting held 10 February 2021 were confirmed as a true and correct record of the proceedings of that meeting.

4.2 MINUTES OF EXTRAORDINARY JOINT STRATEGIC REFERENCE GROUP HELD 10 FEBRUARY 2021

M Povah / S Wilkins

The Minutes of the Extraordinary Joint Strategic Reference Group held 10 February 2021 were confirmed as a true and correct record of the proceedings of that meeting.

5.0 UPDATE ON ACTIONS FROM LAST MEETING

Nil

6.0 AGENDA ITEMS

6.1 COMMUNITY DEVELOPMENT AND ARTS & CREATIVITY GRANT PROGRAMS

Robert van den Blink, Manager Youth and Community Development, presented on Council's Community Development and Arts and Creativity grants programs. The presentation provided the group with an overview of the previous grants program and details of the changes intended for the new 2021-22 program.

Feedback from the group included:

- When promoting the Arts and Creativity grants it should be clear that the program isn't just for visual arts and invites other creatives such as musicians etc.
- Council's community is continuously growing however funding for the grants programs appears to be static year on year. Council should look at increasing the funding as the population grows.
- Collaborative projects and activities that build capacity should be encouraged through the program.
- Standout programs that have been previously been awarded a community development or arts and creativity grant could be featured during promotion. Past recipients could be asked to attend grant writing workshops to share their experience.

The group was invited to be part of the judging panel for the grants program. Nominations were received from Simon Moriarty and Michelle Povah. If any other members would like to participate please contact the Chair (Cr Ferguson).

Action: The group requested a further report highlighting examples of standout programs or projects that have previously been awarded a community development or arts and creativity grant to be submitted to the next meeting.

6.2 UPDATE - BETTER TOGETHER - SOCIAL SUSTAINABILITY STRATEGY 2041

Briana Davis, Social Planning and Strategy Coordinator, provided the group with a brief on the changes made to the Better Together - Social Sustainability Strategy 2041 (the Strategy).

Following the workshop with the SRGs, a number of changes have been made to the Strategy. An updated presentation was provided to the group (attachment 1). Some of the key changes included:

- A new circular graphic representing the strategic framework has been included to better illustrate how elements of the Strategy are connected.
- The number of strategy outcomes has been reduced from 12 to 10.

Some of the questions raised by the group were:

- Q.** How can Council help create safe spaces online, without appearing to be big brother?
- A.** Council will focus on creating safe spaces online through building digital literacy within the community, eg. educating the elderly to protect them from online scams.
- Q.** How will the goals and actions in the Strategy be funded?
- A.** The majority of actions can be delivered within operational budgets by realigning our current work activities. Many of these actions rely on other organisations and part of the Strategy's

MINUTES OF THE COMMUNITY AND BELONGING
STRATEGIC REFERENCE GROUP MEETING
12 MAY 2021

consultation process will be seeking feedback from the relevant organisations about whether the actions are deliverable.

The Strategy will be presented at the next Council meeting (25 May) to be placed on public exhibition. Subject to the submissions received, Council intends to present the final Strategy for adoption in July 2021.

Note: B Davis left the meeting at 6:50pm.

6.3 DRAFT COMMUNITY SAFETY PLAN

R van den Blink and Kath Young, Community Safety Coordinator, presented on Council's draft Community Safety Plan (the Plan). The presentation provided the group with an overview of Plan including:

- The purpose of the Plan and how it fits in Council's strategic framework and the other documents it will support eg. Community Strategic Plan and Social Sustainability Strategy.
- The outcomes, priority areas and actions for the Plan.
- The research and consultation undertaken so far to develop the Plan.
- Crime statistics and trends for the Northern Beaches community.

Some of the feedback and questions raised by the group were:

- Council needs an audit program to proactively identify and address accessibility issues in town centres and the broader community, such as wheel chair ramps that don't comply with standards, so they can be fixed before an incident occurs.
- Transport hubs should be called bus stops as more people in the Northern Beaches will understand what that means.
- The Northern Beaches has a lack of lighting at bus stops which can make people feel unsafe.

The Plan will be presented at the next Council meeting (25 May) to be placed on public exhibition. Subject to the submissions received, Council intends to present the final Plan for adoption in August 2021.

Note: R van den Blink left the meeting at 7:38pm

6.4 COMMUNITY CENTRES STRATEGY AND POLICY - PROJECT UPDATE

Caroline Psaltis, Manager Community Centres, provided the group with an update on the Community Centres Strategy and Policy. She gave a presentation outlining the:

- Project timeline and outcomes.
- Key findings and some of the community feedback.
- Strategic Directions.
- Implementation and next steps.

The group provided positive feedback on how the community centres operated during COVID 19

commenting that the check-in processes were easy and people felt safe.

Action: Update the location of the Manly district on the 'Proposed new and upgraded district centres' map.

7.0 GENERAL BUSINESS

Nil

The meeting concluded at 7:58pm

This is the final page of the Minutes comprising 6 pages
numbered 1 to 6 of the Community and Belonging Strategic Reference Group meeting
held on Wednesday 12 May 2021 and confirmed on Wednesday 11 August 2021



Changes actioned following SRG Workshop



Update to Outcomes

Reduced 12 Outcomes to 10 Outcomes

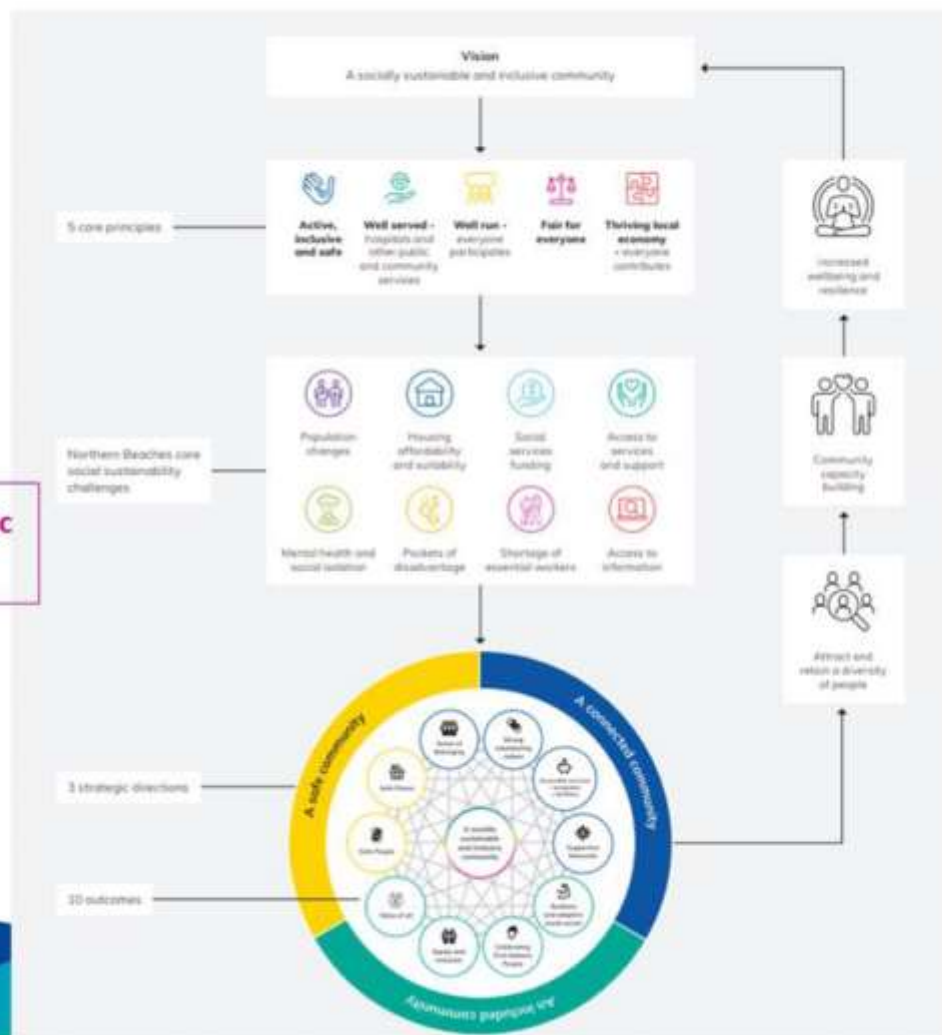


Update to Strategic Framework



MINUTES OF THE COMMUNITY AND BELONGING STRATEGIC REFERENCE GROUP MEETING
ATTACHMENT ONE
12 MAY 2021

Updated Draft Strategic
Framework





Next steps



May

Draft Better Together presented to Council seeking approval to publicly exhibit.



June

Publicly exhibited for 28 days.



July

Submissions and final Better Together Strategy reported for adoption to Council







Transport & Travel
Strategic Reference Group

NOTES OF A MEETING

TRANSPORT AND TRAVEL STRATEGIC REFERENCE GROUP

held in Flannel Flower Room, Civic Centre, Dee Why

THURSDAY 13 MAY 2021



NOTES OF A MEETING OF TRANSPORT AND TRAVEL

13 MAY 2021

**Notes of a Meeting of the Transport and Travel
Strategic Reference Group
held on Thursday 13 May 2021
in Flannel Flower Room, Civic Centre, Dee Why
Commencing at 6:00pm**

ATTENDANCE:**Committee Members**

Cr Sarah Grattan (Chair)
Mayor Michael Regan
Wendy Dunnet
John Hawkins
Victor Konijn
Dan Giles

Newport Residents Association
Bicycle NSW

Easylink

Council Officer Contacts

Craig Sawyer
Phil Devon
Michelle Carter
Katie Kirwan

Executive Manager Transport & Civil Infrastructure
Manager, Transport Network
Strategic Transport Coordinator
Senior Advisor - Governance

1.0 ACKNOWLEDGEMENT OF COUNTRY

As a sign of respect, Northern Beaches Council acknowledges the traditional custodians of these lands on which we gather and pays respect to Elders past and present.

2.0 APOLOGIES

Apologies were received from Councillor Ferguson, Andrew Chivers, Keith Povah and Graeme Laughton.

Note: Due to a lack of quorum the order of business was changes to allow informal discussions on items 6.1, 6.2 and 6.3. No formal business was undertaken.

6.0 AGENDA ITEMS

6.1 SMART PARKING – PHIL DEVON

DISCUSSION

Phil Devon, Manager Transport Network provided members with a brief update on the following smart parking initiatives:

PARK'nPAY

P Devon provided members with a brief overview of the app and noted the following features:

- The app allows people to pay for parking on an app instead of a meter
- It knows how many metered parking spaces there are in the LGA
- It knows the time parameters for metered parking so won't allow you to pay when free parking is in place
- You cannot top up past the restrictive time

View the PARK'nPAY app [here](#), and the promotional video can be viewed [here](#).

P Devon noted that the only parking locations not available to check via the app are those at Whale and Bilgola beaches due to the lack of network coverage.

There was discussion around incorporating the parking permits into the system, and what benefit this app is to someone who already holds a beach parking permit. Craig Sawyer, Executive Manager Travel and Civil Infrastructure noted that the concept is to allow people to check parking anywhere and as a result, perhaps encourage people to change their mode of transport.

Smart Parking

P Devon noted that the target date for the roll out of sensors in the following locations is July/August:

- Manly beach
- Shelly beach
- Clontarf beach
- Battle Boulevard
- Little Manly carpark

There was discussion around the preferred proprietary technology for the sensors. It was noted that cameras were not suitable as a means of monitoring due to the corrosive environment of the beachfront. Instead, Council are looking into the use of AI and embedding sensors into each space.

6.2 STREETS AS SHARED SPACES - PROJECT UPDATE – PHIL DEVON

DISCUSSION

P Devon provided members with an update on the progress of the Streets as Shared Spaces trial at The Strand, Dee Why. He provided members with an overview of the community consultation findings, noting the following:

- 700+ submissions were received
- Eight information sessions were held
- The general consensus was in support of the trial
- Some concerns were raised by residents about noise pollution and increased traffic, particularly in Clyde Avenue
- There were some concerns from business owners about the loss of passing trade
- A report will be presented to Council in May seeking endorsement of the trial.

There was broad discussion on the proposed trial, noting that the choice of traffic direction was favourable to cyclists and pedestrians, and would have less impact on the passing 'pick up and go' trade to businesses along The Strand.

Members raised the issue of suitable pick up and drop off points for those with accessibility issues and the SRG requested Council look into the possibility of allowing some short term (15 minute) allocated spaces for this purpose.

Members articulated their overall support for the trial, noting that it would open up the beach front and make it more accessible to more people.

6.3 FEDERAL STIMULUS - SCHOOL ZONE INFRASTRUCTURE PROGRAM – PHIL DEVON

DISCUSSION

P Devon provided members with an update on the progress of the school infrastructure program provided for under the Federal Governments' stimulus package.

Consultation on Manly West Public School closed on 12 May 2021. Only five submissions were received.

P Devon briefly discussed the proposals for other schools and noted that whilst some changes require community consultation, many smaller changes (such as footpath widening) do not. He noted that where Council are creating new crossings, these will be raised wherever possible.

C Sawyer noted that staff are creating a further list of other potential sites based on feedback provided, in the event Council secures additional funding.



NOTES OF A MEETING OF TRANSPORT AND TRAVEL

13 MAY 2021

7.0 GENERAL BUSINESS**7.1 WAKEHURST PARKWAY FLOOD MITIGATION STUDY – WENDY DUNNETT****DISCUSSION**

Wendy Dunnet queried the consultation dates for the Wakehurst Parkway Flood Mitigation Study. She noted the article in Pittwater Life calling for submissions.

C Sawyer noted public exhibition of the study is planned for May.

3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

Note: The item was deferred due to a lack of quorum.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**4.1 MINUTES OF TRANSPORT AND TRAVEL STRATEGIC REFERENCE GROUP MEETING HELD 11 FEBRUARY 2021**

Note: The item was deferred due to a lack of quorum.

5.0 UPDATE ON ACTIONS FROM LAST MEETING

Note: The item was deferred due to a lack of quorum.

The meeting concluded at 7:36pm

This is the final page of the Notes comprising 5 pages
numbered 1 to 5 of the Transport and Travel Strategic Reference Group meeting
held on Thursday 13 May 2021 and confirmed on Thursday 12 August 2021

24/05/2021



Agenda

1. Federal Stimulus - School Zone Funding Program
2. Streets as Shared Spaces, Dee Why
3. Smart Parking RFQ

24/05/2021

1. Federal Stimulus - School Zone Infrastructure Program



Federal Stimulus - School Zone Infrastructure Program

- \$8.57 million awarded
- The money will benefit 32 schools across the Northern Beaches, improving pedestrian safety in and around school zones
- Roll out of infrastructure over 18 months



24/05/2021

Approach

- Body of works divided into 3 phases
– Jan-Jun 21, July-Dec 21, Jan-Jun 22
- Each project is designed by the Transport and Travel Team before going to community consultation/notification on the Say page



Current status

- Two pedestrian crossing upgrades have been constructed
- Four more to be constructed before the end of the financial year
- Roll out of projects for next financial year at the end of May



Completed pedestrian crossing – Hill Street, Balgowlah



24/05/2021

2.

Streets as Shared Spaces: The Strand, Dee Why



Engagement

- Engagement between 22 March – 26 April
- 700 + submissions
- Eight information sessions



24/05/2021

Key themes: support

- Full road closure
- Improved social space for people
- Less vehicles and traffic in The Strand
- Improved pedestrian safety
- Improved cycle connections



Key themes: non support

- Increased traffic in Clyde Road and Oaks Avenue
- Buses in Clyde Road
- Increase in noise and pollution
- Parking
- Business support over residents



24/05/2021

Next steps

- Reviewing comments
- Considering alternative proposals
- Council meeting 25 May
- Review RFQ for street concept



3.

Smart Parking



24/05/2021

What is the Park'nPay App

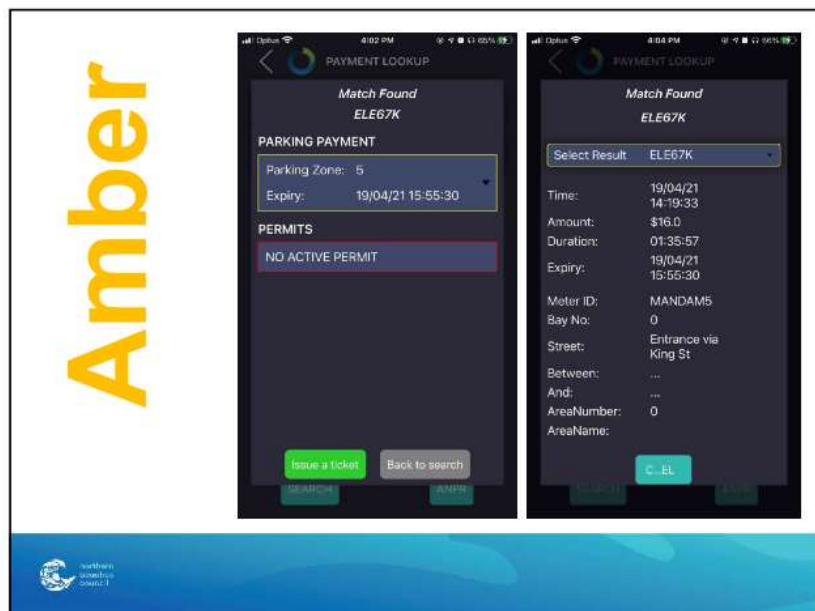
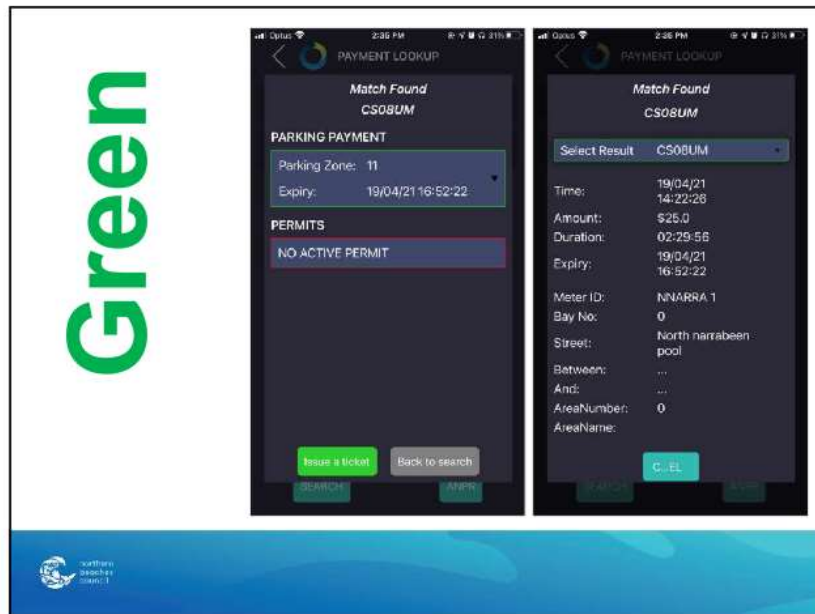
Park'nPay is a smartphone app developed by NSW Government with the intention to have a single integrated app across the state aimed to improve the parking experiences for its citizens



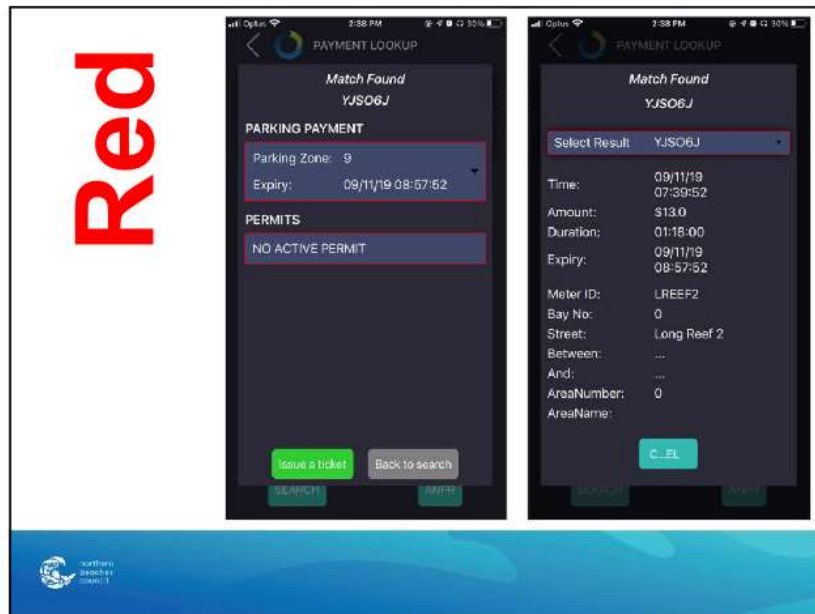
- Customer Service NSW Park'nPay app launched 1 May
- 44 carparks



24/05/2021



24/05/2021



Smart Parking *in confidence*

- RFQ released through Tenderlink
- Six respondents
- Shortlisted providers invited to present to Council

24/05/2021

Locations

- Parking sensors to be rolled out in Manly Ward:
 - Manly beach front
 - Shelly Beach
 - Clontarf beach
 - Battel Boulevard
 - Little Manly carpark



Next steps

- Rollout July/August
- Integration to:
 - NSW Park'nPay app
 - digital parking permits
 - Ticketless parking



MINUTES

ENVIRONMENT STRATEGIC REFERENCE GROUP

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

THURSDAY 20 MAY 2021

**Minutes of the Environment Strategic Reference Group
held on Thursday 20 May 2021
in the Flannel Flower Room, Civic Centre, Dee Why
Commencing at 6:30pm**

ATTENDANCE:

Committee Members

Cr Natalie Warren (Chair)	Councillor
Sophie Scott	Community Representative – Manly Ward
Roberta Conroy	Community Representative – Pittwater Ward
Alan Jones	Community Representative – Curl Curl Ward
Tom Hazell	Community Representative – Curl Curl Ward
Nigel Howard	Community Representative – Frenchs Forest Ward
Viktorija McDonnell	Curl Curl Lagoon Committee
Marita Macrae	Pittwater Natural Heritage Association
Jacqueline Marlow	Friends of Narrabeen Lagoon Catchment
Billy Bragg	Community Representative – Pittwater Ward
Scott Markich	Community Representative – Narrabeen Ward

Council Officer Contacts

Yianni Mentis	Executive Manager Environment and Climate Change (<i>item 6.7</i>)
Andrew Ward-Harvey	Executive Manager Waste Management & Cleansing (<i>items 6.4, 6.5 and 6.6</i>)
Jeremy Smith	Manager Park Assets Planning – Design & Delivery (<i>item 6.1</i>)
Jacqueline Grove	Manager Environment Resilience & Climate Change (<i>item 6.2</i>)
James Leigh	Manager Stormwater & Floodplain Engineering (<i>item 6.3</i>)
Emma Mackay	Coordinator Waste Education (<i>items 6.4, 6.5 and 6.6</i>)
Ximena Von Oven	Governance Officer (<i>minute taker</i>)

1.0 ACKNOWLEDGEMENT OF COUNTRY

As a sign of respect, Northern Beaches Council acknowledges the traditional custodians of these lands on which we gather and pays respect to Elders past and present.

2.0 APOLOGIES

Apologies were received from Cr Daley, Cr Sprott, Cr McTaggart and Alan Jones

3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

There were no declarations of pecuniary or non-pecuniary conflicts of interest.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 MINUTES OF ENVIRONMENT STRATEGIC REFERENCE GROUP MEETING HELD 18 FEBRUARY 2021

J Marlow / S Markich

That the Minutes of the Environment Strategic Reference Group meeting held 18 February 2021, copies of which were previously circulated to all Members, are hereby confirmed as a true and correct record of the proceedings of that meeting.

5.0 UPDATE ON ACTIONS FROM LAST MEETING

Nil

6.0 AGENDA ITEMS

6.1 UPDATE ON PARKS FOR PEOPLE PROJECT

OVERVIEW OF UPDATE

Jeremy Smith, Manager Park Assets - Planning Design and Delivery joined the meeting via conference call. He provided an update to the group.

Northern Beaches Council entered into an agreement with the New South Wales Department of Planning, Industry and Environment and the Planning Ministerial Corporation for the design and delivery of landscape embellishment works to Nandi Reserve, Frenchs Forest and County Road Reserve, Belrose and the transfer of land to Council through the New South Wales Parks for People Program. The Parks for People agreement was finalised in February 2021.

Stage 1 community engagement regarding Nandi Reserve, Frenchs Forest and County Road Reserve and Belrose commenced on 16 April 2021.

Council was allocated a grant from the Department's Precinct Support Scheme which will fund the upgrade of parks at Brickpit Reserve, Akora Reserve and Rabbett Reserve in Frenchs Forest.

A presentation on this topic was provided to the group.

ITEMS DISCUSSED

- Nandi Reserve

The intention for this reserve is to reinforce and improve the natural environment and allow for sustainable access to it. Currently this project is in an analysis stage of the initial community engagement results.

- Country Road Reserve

The aim of this project is to augment the existing use of the reserve as a sportsfield through upgrading the sportsfield and introducing public amenities, sportsfield lights and car parking.

- Brickpit Reserve

The aim of this project is to create a natural park with a constructed wetland that will filter stormwater capture from the local stormwater network before discharging it downstream. The park will include a playground, boardwalk and a path connection through the reserve to Wakehurst Parkway.

- Akora Reserve

The design of this park aims to create a backyard and social connection point for the people living in the area. It will include a community garden, playground, half court and path connections.

- Rabbett Reserve

The urban bushland and creek of this reserve will be restored. It will provide sustainable access around it with pods of grassed area for more general recreation.

NOTE: SRG discussed Nandi and community sentiment regarding access and biodiversity (including nesting powerful owls on the site that should not be disturbed). Y Mentis noted the project is in consultation phase and Council is conscious of sensitivity of site and local community's wishes.

6.2 ACTION PLANS

OVERVIEW OF UPDATE

Jacqueline Grove, Manager Environment Resilience & Climate Change briefed the group on this item. Council is seeking comments from the Environment Strategic Reference Group members on the draft actions prepared for four action plans being developed to implement the Environment and Climate Change Strategy

The first action plan completed is the Climate Change Action Plan currently available on Council's [website](#).

Draft Action Plans have been prepared for the following plans:

- Coast
- Waterways and Catchments
- Bushland and Biodiversity
- Environmental Education and Sustainable Behaviours

SRG members were requested to provide feedback on the Action Plan via email to Y Mentis (Yianni.mentis@northernbeaches.nsw.gov.au) by 2 June 2021.

6.3 WAKEHURST PARKWAY FLOOD MITIGATION STUDY COMMUNITY CONSULTATION UPDATE

OVERVIEW OF UPDATE

James Leigh, Manager Stormwater & Floodplain Engineering provided an update on this item.

In 2017, a grant from the Stronger Communities Fund from the Office of Local Government was received by Northern Beaches Council to investigate and implement options to address the frequent flooding of Wakehurst Parkway.

Between 2017 and 2019, Northern Beaches Council developed the draft Wakehurst Parkway Flood Mitigation Study (the Study). The aim of this study was to provide options to reduce the impacts of frequent flooding of Wakehurst Parkway.

The Study identified and provided detailed information on the flash flooding in three separate locations on Wakehurst Parkway (vicinities of Oxford Falls Grammar School, a location called "The Bends" and the Sydney Academy of Sport and Recreation). The Study also identified that more funding was needed to deliver works to achieve flood protection. Transport for NSW allocated additional funding to Council in February 2021.

The Study is due to be exhibited on public exhibition and the results will be reported back to Council following the consultation period.

A presentation on this topic was provided to the group.

ITEMS DISCUSSED

- Background
- Definition of best flood benefit
- Ecological implications
- Funding for the Study
- Community Consultation
- Next Steps
- Timeframe

Feedback was requested from the group via Council's Your Say page or via email to Yianni Mentis (Yianni.mentis@northernbeaches.nsw.gov.au)

- Since the meeting the "Have Your Say" page is live and ESRG members are encouraged to review the information and provide feedback by following this [link](#).

6.4 WASTE COMMUNITY DASHBOARD

OVERVIEW OF UPDATE

Andrew Ward-Harvey, Executive Manager Waste Management & Cleansing briefed the group on this item. A waste community dashboard has been created by Council's waste staff.

This dashboard visualises information about waste generated in the Northern Beaches by waste stream, suburb and provides resources to educate residents on how to reduce their foot print.

The aim of the dashboard is to educate residents on waste quantities generated within the Northern Beaches and downstream processing of the different waste commodities. It also shows the seasonal trends associated with waste generated in the area and allows users to gain a deeper understanding about what is done with their waste and ways to reduce what goes in their bin.

A demonstration showed the SRG members how to use the Waste Community Dashboard and its functionalities before it is published on Council's website.

A presentation was provided on this topic.

SRG members were requested to provide feedback via email to Andrew Ward- Harvey (Andrew.ward-harvey@northernbeaches.nsw.gov.au)

NOTE: S Scott left the meeting at 8:10pm

6.5 RED BIN STRATEGY

OVERVIEW OF UPDATE

A Ward briefed the group on this item. Northern Beaches Council has been awarded a grant under the Environment Protection Authority's Local Council Transition Fund. Council will be carrying out two separate projects as part of this grant to provide information on the Northern Beaches Waste Strategy. The two projects are:

"What's in the bin"

Aims to audit the red waste bin to determine the baseline mix and volumes of waste types from a representative sample of Northern Beaches bins. The audit will look at different waste profiles for different communities.

Red Bin Strategy

Aims to develop a red bin strategy, focusing on food organics and soft plastics recovery. The bin audit will help to inform waste streams and communities to target for developing solutions in this strategy.

Council has commenced the procurement process to engage a consultant for the red bin audit and will soon commence the process for the red bin strategy.

A presentation on this topic was provided.

ITEMS DISCUSSED

- Context
- Landfill diversion percentage
- Increases landfill diversion
- Diverting from red bin
- Issues regarding residual management
- Red bin plan strategy

SRG members were requested to provide feedback via email to Andrew Ward-Harvey (Andrew.ward-harvey@northernbeaches.nsw.gov.au)

The following news articles regarding waste and recycling were shared by R Conroy with the group:

Waste Management Review – Shoalhaven Council's Australia First Bioelektra Technology

<https://wastemanagementreview.com.au/filling-the-void/>

Central Coast Council mattress recycling

<https://www.governmentnews.com.au/council-finds-solution-to-mattress-headaches>

6.6 RECOVERY OF PROBLEM WASTE (TEXTILES AND PLASTIC)

OVERVIEW OF UPDATE

A Ward-Harvey updated the SRG members on this topic. Council is seeking feedback and comments from the SRG members on Council's proposed approach to develop a whole of supply chain solution to recover resources from soft plastics and textile waste generated in the Northern Beaches. Currently there are limited processing options in NSW and Australia however, there are emerging technologies which can be used. Council is proposing to seek flexible and innovative whole of supply models to maximise the potential recovery of resources from used soft plastics and textiles.

A presentation on this topic was provided to the group.

ITEMS DISCUSSED

- Context
- Addressing the problems of maximising the reuse and recycling of soft plastics and textiles
- Proposals
- Issues to consider.

6.7 STAFF UPDATE

OVERVIEW OF UPDATE

Yianni Mentis, Executive Manager Environment & Climate Change updated the group on this item. The following topics were discussed:

Simplifying Solar Expo

Northern Beaches Council is hosting its Simplifying Solar Expo on 5 June 2021. The aim of the expo is to address the key barriers to solar uptake and allow attendees to speak directly with the independent experts about energy efficiency, renewable energy, solar and battery technology as well as the solar installation process.

The event will provide opportunities to understand the right solar system for households and the type of technology currently available and will give residents information to take the next step in approaching solar businesses for quotes.

Council staff will be also available to provide solar advice, discuss any development application

concerns and the responsible waste management of solar panels.

Local Priority Weed Management Plan 2021-2026 (LPWMP)

Council's LPWMP has been developed to identify weeds that pose a biosecurity risk within the Northern Beaches LGA. The LPWMP is now in effect. It supports the application of Council's Bushland and Biodiversity Policy in dealing with the management of invasive species on public and private land. Marita McCrae noted this is an important item which is not well understood by the community.

Offshore Waste Service Review

Investigation of options for improvement of waste services to offshore communities is continuing. Waste staff have been liaising with the Transport and Civil Infrastructure business unit regarding current planning for wharf upgrades and how consideration for waste is included.

7.0 GENERAL BUSINESS

The following items were discussed:

- Sensitive Bushland
 - Vegetation over Smith and from Smith corridors – How much vegetation is being lost in this area.
 - Lots for sale (near Oxford Falls – Sisters of Samaritan land) – these lots would be a good addition for Council's bushland sites
 - Proposed Gai-Mariagal Aboriginal owned national park.
- Dogs off leash on Mona Vale Beach – SRG members expressed concerns. Y Mentis noted environment studies and approvals process will be undertaken to determine impacts before any decision is made by Council.

SUMMARY OF ACTIONS

ITEM NO.	ACTION	RESPONSIBLE OFFICER	DUE DATE
	Yianni to arrange biodiversity offsets presentation to SRG re Council's biodiversity offset approach – for August meeting.	Yianni Mentis	Future meeting
6.1	Yianni to arrange presenting details of the Local Priority Weed Management Plan at the August SRG meeting.		

Attachment 1 – Advanced Recycling Technology for Shoalhaven City Council pamphlet

The meeting concluded at 9:12pm

This is the final page of the Minutes comprising 8 pages numbered 1 to 8 of the Environment Strategic Reference Group meeting held on Thursday 20 May 2021 and confirmed on Thursday 19 August 2021

The Shoalhaven is running out of space. Within 12 years our West Nowra landfill facility will reach capacity.

As a result, Shoalhaven City Council has undergone an extensive process of consulting with industry experts to find an economically and environmentally sound solution to a waste problem that faces local governments across Australia.

The **Resource Recovery Facility (RRF)** will be constructed on Council owned land, adjacent to the current West Nowra landfill site. Works will commence in 2019 with the facility expected to be fully operational in 2021.

RRF will be a giant leap forward for how Shoalhaven manages waste that would normally end up in landfill. The additional good news is there will be no increase in costs for ratepayers and no changes to your kerbside collection.



Yellow bins are here to stay.

When the RRF is operational, households will still continue with the current 2 bin collection system. There will be no change to the current collection and sorting of your yellow lid bin.



If this new facility recycles everything from the red lid (mixed-waste) bin, why do we still need a yellow lid recycling bin?

As there is less contamination in the contents of the yellow lid bin, the sorting process is simpler and less costly, and produces a potentially cleaner and superior recycled product.

Australia is a world leader in waste segregation. Removing the yellow lid bin would be a giant step backwards in our recycling process.

Shoalhaven residents have adopted great recycling habits and continue to improve on them every year.

While the RRF is going to relieve pressure on our landfill capacity it is only one part of the Waste Management journey. We urge all residents to continue to be good environmental citizens by avoiding waste in the first place and to reuse and recycle whenever possible.



WASTE \ REDUCE \ REUSE \ RECYCLE

Bridge Road, Nowra NSW 2541

P: 4429 3111 | council@shoalhaven.nsw.gov.au

For more information and a video of the
Advanced Recycling Technology in action go to
getinvolved.shoalhaven.nsw.gov.au

Shoalhaven
City Council

Advanced Recycling Technology for the Shoalhaven



Resource Recovery Facility
West Nowra



An Australian First in Waste Management

In collaboration with  **Bioelektra Group**

shoalhaven.nsw.gov.au    

Advanced Recycling Technology for the Shoalhaven

All of the Shoalhaven's household mixed-waste (red lid bins) will soon be processed at the new Resource Recovery Facility (RRF) in West Nowra.

Everything that can be reused or recycled will be extracted in one process.

This state-of-the-art facility will be Australia's first Advanced Waste Treatment plant capable of diverting over 90% of Mixed Waste from landfill.

The process involves sterilising and drying the waste to eliminate odours. The dry material is then sorted through a series of screens into its separate recyclable components.

What is unique about this technology?

Its simplicity and innovation.

The **upfront sterilisation process is new and innovative.** The remaining process uses traditional sorting methods found in most Materials Recovery Facilities throughout the country.

Council is conscious of the risk that can be associated with being 'first in the field' with state-of-the-art technology, which is why a lengthy, thorough and robust investigation was conducted for this new facility.

What are the environmental benefits?

- Increased resource recovery
- Further opportunities to increase the amount and diversity of recycling
- Sterilised waste is free of odour or biological activity
- Clean recyclable materials are separated
- The unrecyclable reject material returned to landfill is inert, significantly reducing the landfill environmental risk

- Projected landfill life is extended from 12 years to more than 50 years
- Everything the householder places into the red lid waste bin that can be recycled will be recycled
- The whole process is enclosed in a building
- No additional kerbside collection vehicles are required
- RRF has the potential to process material from neighbouring Councils, reducing waste to landfill across the region. This is at no cost to Shoalhaven City Council.

What are the benefits to the Shoalhaven community and ratepayers?

- No change to managing waste at home
- No changes to the annual domestic waste charge
- Ongoing job opportunities expected for over 30 people
- 200 job opportunities during construction
- Landfill waste reduction is projected to reduce Council's levy bill to the NSW Government by nearly \$7million per year.



Autoclave (Sterilization Unit)



Autoclave being loaded



For more detailed information and a video of this technology in action go to getinvolved.shoalhaven.nsw.gov.au



Economic & Smart Communities
Strategic Reference Group

MINUTES

ECONOMIC AND SMART COMMUNITIES STRATEGIC REFERENCE GROUP

held in the Flannel Flower Room, Civic Centre

WEDNESDAY 19 MAY 2021



MINUTES OF ECONOMIC AND SMART COMMUNITIES

19 MAY 2021

**Minutes of the Economic and Smart Communities
Strategic Reference Group
held on Wednesday 19 May 2021
in the Flannel Flower Room, Civic Centre
Commencing at 6:00pm**

ATTENDANCE:**Committee Members**

Mayor Michael Regan
(Chair)

Cr David Walton

Cr Sue Heins

Cr Stuart Sprott

Andy West

Peter Middleton

Newport Residents Association

Ngaire Young

Northern Beaches Campus, TAFE NSW

Gordon Lang

Alexander Coxon

Stephen Pirovic

International College of Management

Matthew Adderton

Chris Wilcocks

Council Officer Contacts

Kath McKenzie

Executive Manager, Community Engagement &
Communications

Deb Kempe

Team Leader Economic Development Coordinator

Phil Devon

Manager Transport Network

Lesley Milbourne

Manager Governance

Visitors

Nathan Pratt

NDP Economic Development

NOTE: Councillor Heins assumed the position of Chair for the meeting.

1.0 ACKNOWLEDGEMENT OF COUNTRY

As a sign of respect, Northern Beaches Council acknowledges the traditional custodians of these lands on which we gather and pays respect to Elders past and present.

2.0 APOLOGIES

Apologies were received from Geri Moorman, Drew Johnson, Saul Carroll and Stuart White

3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

There were no declarations of pecuniary or non-pecuniary conflicts of interest.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 MINUTES OF ECONOMIC AND SMART COMMUNITIES STRATEGIC REFERENCE GROUP MEETING HELD 17 FEBRUARY 2021

CONFIRMED

That the Minutes of the Economic and Smart Communities Strategic Reference Group meeting held 17 February 2021, are hereby confirmed as a true and correct record of the proceedings of that meeting.

5.0 UPDATE ON ACTIONS FROM LAST MEETING

5.1 ACTION LOG UPDATE - KATH MCKENZIE

UPDATE

MEETING DATE	ITEM NO.	REPORT	ACTION	UPDATE
17 Feb 2021	6.2	Business Support Service	Provide data on the number of calls received and how many of those calls were returned within 24 hours.	150 calls to date - all responded to within 24 hours

6.0 AGENDA ITEMS

6.1 SMART PARKING – PHIL DEVON

DISCUSSION

Phil Devon, Manager Transport Network provided members with a brief update on the following smart parking initiatives:

PARK'nPAY

P Devon provided members with a brief overview of the app and noted the following features:

- The app allows people to pay for parking on an app instead of a meter
- It knows how many metered parking spaces there are in the LGA
- It knows the time parameters for metered parking so won't allow you to pay when free parking is in place
- You cannot top up past the restrictive time.

View the PARK'nPAY app [here](#), and the promotional video can be viewed [here](#).

P Devon noted that the only parking locations not available to check via the app are those at Whale and Bilgola beaches due to the lack of network coverage.

There was discussion around incorporating the parking permits into the system, and what benefit this app is to someone who already holds a beach parking permit. P Devon noted that the concept is to allow people to check parking anywhere and as a result, perhaps encourage people to change their mode of transport.

Smart Parking

P Devon noted that the target date for the roll out of sensors in the following locations is July/August:

- Manly Beach
- Shelly Beach
- Clontarf Beach
- Battle Boulevard
- Little Manly carpark

With regard to the proprietary technology for the sensors, it was noted that cameras were not suitable as a means of monitoring due to the corrosive environment of the beachfront. Instead, Council is looking into the use of AI and embedding sensors into each space.

A further update will be provided when the initiatives are fully implemented.

6.2 DESTINATION MANAGEMENT PLAN UPDATE - DEB KEMPE

UPDATE

Following extensive community feedback on the draft DMP, an updated DMP has been developed with a stronger focus on destination management and marketing, with a clearer strategic aim around sustainably growing the visitor economy in balance with protecting our environment and community aspirations.

Council sought SRG members' feedback on the draft key directions via this workshop, particularly the prioritising of actions in the plan, KPIs and performance measures/metrics.

Copies of the presentation were handout out (*Attachment 1*).

DISCUSSION

Discussion included the challenges of how to: ensure the plan is strategic; ensure engagement with sections of the community who are less vocal than others; embrace opposing views of the appropriate level of visitation; address the effect of COVID-19; and measure success.

ACTION

1. K McKenzie will share Destination NSW videos with members.
2. K McKenzie will collate feedback and advise SRG members of amendments to the plan prior to submission to Council.

6.3 ECONOMIC DEVELOPMENT STRATEGY - DEB KEMPE

UPDATE

Nathan Pratt of NDP Economic Development, engaged by Council to prepare the Economic Development Strategy (EDS), presented to the group.

It was noted that this SRG provided preliminary input to the EDS through a workshop on the challenges and opportunities to supporting local economic development in October 2020, resulting in a short discussion paper presented back to the SRG at the November 2020 meeting.

Wider business engagement is now being undertaken to inform the EDS development. Tools being used include:

- Site visits
 - undertake site visits to key business precincts (Brookvale, Dee Why, Manly, Mona Vale, Warriewood and Frenchs Forest) to observe existing industry mix, business conditions and opportunities
- Interview business leaders
 - 1:1 interview with business chambers and organisations, large employers and education institutions to gain a deeper understanding of their aspirations for the economic development of the region and the barriers to achieving these.
 - identify key focuses/themes for the strategy
 - insights from the interviews will inform development of the Business Survey Business

Survey – Business Confidence and Retention/Expansion

- online survey aiming to collect 150-200 responses across the region, building on NDP Economic Development's Vibe Survey
- enable wider business engagement and create an understanding of business confidence and aspirations.

In particular, SRG members' feedback was sought on the process for engaging the business community in developing the strategy and specifically recommendations for:

- business leaders and industry stakeholders for 1:1 interviews
- scope of the business survey and how to encourage businesses to participate.

DISCUSSION

There was discussion prompted by the question 'What should the Northern Beaches EDS be about?' Issues included: the large percentage of residents who need to leave the beaches for work (however COVID working from home requirements will have a positive impact on this); housing affordability, the importance of infrastructure and connectivity; the need for work and innovation hubs (and statistical analysis to support decision making on this); higher education availability; and latent potential and capital for start-ups.

In response to the question, 'What are some of the common misconceptions about the NB economy?', there was discussion about: branding; how to address potential constraints to, and retain, growing industries; staffing and freight logistics; supporting and educating small businesses; 'hidden' small businesses not well connected to chambers of commerce or Council and the support available to them; and telling the history and story of Northern Beaches businesses.

Members discussed and offered interviewee suggestions. N Pratt asked that individual members email details to him.

ACTION

1. D Kempe will circulate N Pratt's contact details to SRG members.
2. SRG members will provide their feedback and names of suggested interviewees to N Pratt. Members to flag with their suggested interviewees that their names have been put forward.

7.0 GENERAL BUSINESS

Nil.

SUMMARY OF ACTIONS

ITEM NO.	ACTION	RESPONSIBLE OFFICER	DUE DATE
	1. K McKenzie will share Destination NSW videos with members.	K McKenzie	ASAP
6.2	2. K McKenzie will collate feedback and advise SRG members of amendments to the plan prior to submission to Council.		



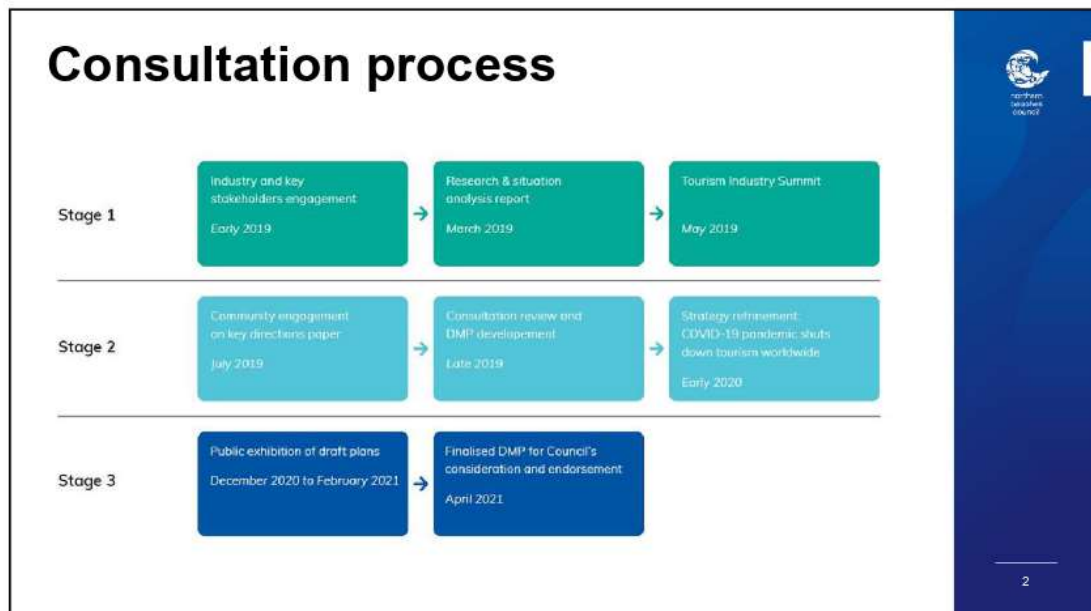
MINUTES OF ECONOMIC AND SMART COMMUNITIES

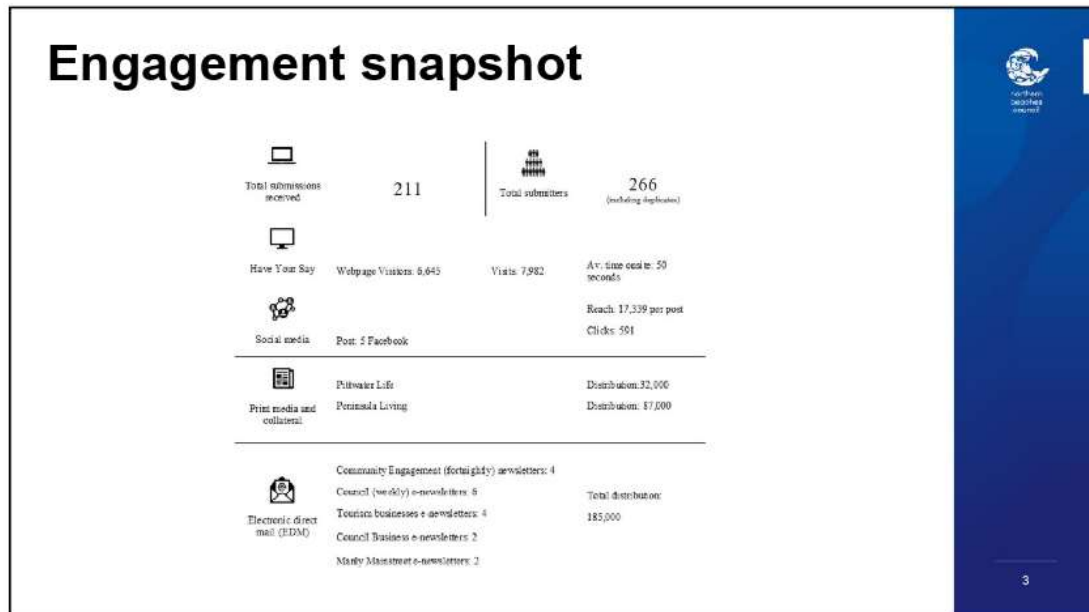
19 MAY 2021

1. D Kempe will circulate N Pratt's contact details to SRG members. D Kempe ASP
- 6.3 2. SRG members will provide their feedback and names of suggested interviewees to N Pratt. SRG members
Members to flag with their suggested interviewees that their names have been put forward.

The meeting concluded at 8:34pm

This is the final page of the Minutes comprising 7 pages
numbered 1 to 7 of the Economic and Smart Communities Strategic Reference Group meeting
held on Wednesday 19 May 2021 and confirmed on Wednesday 18 August 2021





Destination Northern Beaches: A plan for creating a sustainable visitor economy

What's changed?

- Structure of the plan
- Creation of a clear strategic intent
- Inclusion of performance measures in line with DNSW
- Revised detailed action plan.

Updated contents/ sections:

- Destination analysis
- Stakeholder and community engagement
- The strategy
- Delivering the plan
- Action plan: *Recover – Rebuild – Drive new business.*



5

Strategy on a page

Strategic aim

We will balance developing a sustainable visitor economy with managing the impact of visitation. As destination managers we will protect our region and its key attributes, preserve our natural environment and uphold our community's way of life.

Destination stretch target

To double visitor spending over the next 5 years to 2026, bringing it in line with the Greater Sydney growth rate.

Goal 1

Focus on yield over volume

Goal 2

Become the brand promise: Altogether extraordinary.

Goal 3

Making the region key to Sydney's place in the world.

Focus Area 1

Destination management

(strengthening supply, capacity and governance)

Planning and facilities

Transport and connectivity

Disperse visitation

Environmental sustainability

Product development

Industry collaboration

Focus Area 2

Destination marketing

(shifting demand)

Visitor services, digital innovation and content

Support community engagement

Target high-value markets

Brand and positioning

Reduce seasonality

Attract business and major events

Action Plan

Council will collaborate and lead a broad industry and stakeholders Destination Management Group



6

Destination management: key focus areas

Focus area	Example Action
Industry collaboration	Create an industry based tourism group (Destination Management Group)
Planning and facilities	Through LEP Review and Manly Place Plan identify opportunities for tourism development
Transport and connectivity	Implement smart technology to manage parking (Park n' Pay)
Disperse visitation	Plan for new off-road cycling facilities and promote hinterland experiences
Product development	Develop Aboriginal cultural tourism and nature-based experience accommodation
Environment sustainability	Promote sustainable tourism through Council's Sustainable Business Network



7

Destination marketing: key focus areas

Focus area	Example Action
Visitor Services, Digital Innovation & Content	Develop a Visitor Servicing Strategy and dedicated destination website
Brand & Positioning	Develop a destination brand identity building on the Northern Beaches place brand and distinct character of our villages
Reduce Seasonality	Implement an off-season campaign targeting VF&R
Attract business & major events	Develop and support multi-day events and encourage midweek b-leisure travel market
Support Community Engagement	Survey community sentiment as part of visitor survey
Target high-value markets	Target 'Active 55+' and 'Contemporary female travellers' markets



8



**Reconvene and report
back.**



Community and Stakeholder Engagement Report

Draft Community Safety Plan (Stage 3 of 3)

Impact level: 3

Consultation period: 1 June 2021 – 20 July 2021

Contents

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	Appendix 3 Mailed/uploaded submissions.....	30

1. Summary

This report outlines stage 3 of the community and stakeholder engagement process for the Community Safety Plan project. Stage 3 involved the public exhibition of the draft Community Safety Plan (the draft Plan).

The public exhibition followed extensive engagement with more than 1162 community members and stakeholders who provided comments and insights to assist the development of the draft Plan.

A further 520 people engaged in the public exhibition process and 19 submissions were made during this stage of engagement.

The feedback received during public exhibition of the draft plan indicated a high level of support for the draft Plan with 74% of respondents supporting the plan outright or with some changes.

The range of submissions in response to the draft Plan was diverse and included suggestions for safe active transport, response to youth, attention to bushfire management, and the inclusion of implementation and accountability planning.

This report should be read in conjunction with the Community and Stakeholder Engagement Report Stages 1 and 2 (Attachment 3 of the Council Report on the outcome of the Public Exhibition of draft Community Safety Plan 2021-2026 (2021/534751)).

1.1. Key outcomes

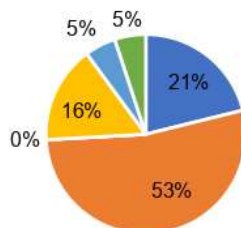


19

Total submissions
received



Overall, do you
support the Draft
Community Safety
Plan



- Yes
- Yes, with changes
- Neutral
- No
- Prefer not to say
- Unknown



Feedback themes

Attention to youth programs
and facilities
Infrastructure to support safe
active transport
Support for affordable
housing

Protect community from bushfires
Include accountability measures in
the Plan
Vandalism
Liquor licensing/restrictions

1.2. How we engaged



Have Your Say

Visitors: 520

Visits: 670

Av. time onsite: 1m



Social media

Post: 2 (Facebook)

Reach: 15,000

Clicks: 62



Print media and
collateral

Manly Daily: 1 article

Distribution: 236,000

Peninsula Living: 1 ad

Distribution: 87,000

Peninsula Living (south ed.): 1 ad

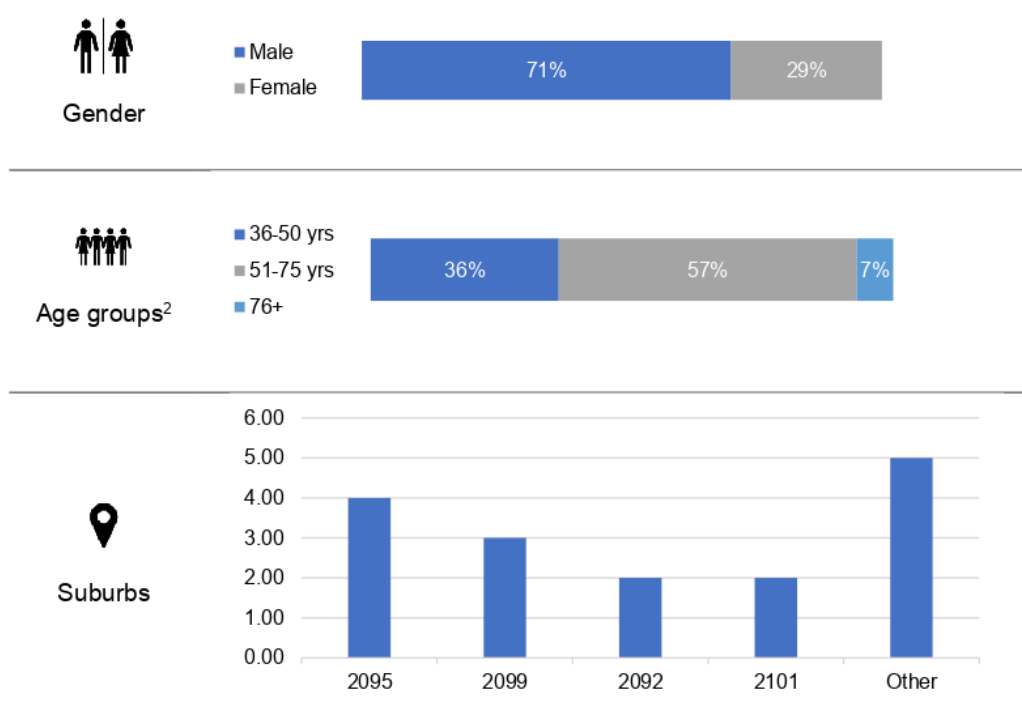
Distribution: 57,000

Northern Beaches Review: 1 ad

Distribution: 65,000

 Electronic direct mail (EDM)	Community Engagement (fortnightly) newsletter: 1	Distribution: 20,000 subscribers
	Council (weekly) e-News: 1	Distribution: 152,000 subscribers
	Religious and Cultural Leaders News: 1	Distribution: 208
	Disability Newsletter: 1	Distribution: 1362

1.3. Who responded¹



2. Background

The Community and Stakeholder Engagement Plan for the Community Safety Plan project involved a three-stage community consultation approach.

Stages 1 and 2 were conducted between September 2019 and April 2021 and were designed to identify and prioritise key issues for future action. This included the conduct of community surveys and focus group sessions to identify crime and safety issues that impact the community and targeted interviews with key stakeholders to refine the development of proposed actions. Outcomes of stages 1 and 2 can be viewed at Attachment 3 of the Council

¹ Demographic data only includes those respondents who voluntarily answered these questions.

² Age groups not provided were zero.

Report on the outcome of the Public Exhibition of draft Community Safety Plan 2021-2026 (2021/534751).

The information gathered during the engagement process was considered alongside crime trends, information from service providers and a comprehensive program of research. The development of the draft Plan also benefitted from consultations undertaken in the development of the broader Better Together Social Sustainability Strategy 2040 on community safety related issues.

A draft Community Safety Plan was developed to help realise Council's vision of 'a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment' (Community Strategic Plan 2018) and to activate the Safe pillar of the draft Better Together Social Sustainability Strategy 2040.

The draft Plan outlines the actions that Council has identified to build on our responsiveness to community safety issues over the next five years. 10 Priority Areas and a range of Actions have been identified to achieve the outcomes of Safe Places and Safe People.

This current report outlines the community and stakeholder engagement conducted as part of stage 3 of the project.

3. Engagement objectives

Community and stakeholder engagement across all stages aimed to:

- understand actual and perceived safety in public spaces
- facilitate collaboration on social issues that contribute to safety
- identify our most vulnerable citizens
- understand what it takes to build a resilient and safe community
- engage with community and industry stakeholders who work with vulnerable groups
- understand the broader community perceptions on safety to confirm or compliment current data
- understand contributing factors to crime
- develop ongoing relationships with those who influence behaviour.

4. Engagement approach

Community and stakeholder engagement for stage 3 of the draft Community Safety Plan was conducted over a seven-week period, from 1 June 2021 to 20 July 2021. The consultation provided opportunities for community and stakeholders to review the draft Plan and provide feedback.

The engagement was planned, implemented and reported in accordance with Council's [Community Engagement Matrix](#) (2017).

A project page was established on Council's Your Say platform with information provided in an accessible and easy to read format. The project was primarily promoted through our regular email newsletter (EDM) channels.

Feedback was captured through an online comment form embedded onto the Your Say project page. The form included a question that directly asked respondents for their level of support on the proposal.

An open-field comments box provided community members a space to explain or elaborate on their support, not support or neutral sentiment as well as any other feedback they wished to contribute.

Email and written comments were also invited.

We asked a uniform set of questions of participants in all activities. Results provide responses across a spectrum of demographics, expertise, experience and understanding of our local government area.

Council liaison teams provided use of their networks and communication channels to increase likelihood of exposure and promote awareness of the project particularly to youth and culturally and linguistically diverse audiences.

5. Findings

Throughout the engagement process results indicated that the Northern Beaches is a very safe place to live and perceptions of personal safety overall are high.

Key themes identified for attention, across all stages of engagement, included:

- Community incidence of alcohol and other drug use, domestic and family violence, and homelessness
- Need for safe spaces including online, active transport and the night-time economy
- Concern for young people related to drug and alcohol use, anti-social behaviour, mental health, recreation activities and their feelings of safety in the community
- Concerns for seniors including elder abuse, frauds and scams
- Desire for safe design including Crime Prevention Through Environmental Design (CPTED)
- Desire to build resilient and connected communities to increase safety and address social isolation
- Emergency response management including community preparedness.

Key findings of Stage 3 community engagement

The low level of submissions received in response to stage 3 of this process, and the nature of the submissions received, may indicate that the community continues to perceive the Northern Beaches to be a very safe place to live and/or that the lengthy engagement process for this project has been successful in integrating community sentiment into the Plan.







74% of respondents indicated support for the draft Plan either entirely or with some suggested improvements or additions, such as the inclusion of separate and more detailed attention to youth and increased detail regarding Council activities and intentions. 15% indicated they did not support the draft Plan, citing reasons including attention to bush fire management, safety walking at night and feeling that proposed actions are outside the scope of Council.

Submissions received during the stage 3 engagement process canvassed a wide range of issues. Few common themes were apparent, with 16 of the 19 submissions being disparate in nature.

In light of this, a response to each submission received in the online form is attached for information at Appendix 1. A response to each of the recommendations made in submissions received separately to the online form is attached at Appendix 2 (with full copies of those submissions attached at Appendix 3).

All submissions received have been considered and the resulting amendments made to the Plan are as follows:

Page	Amendment
23	Added statement: <i>and the youth and senior population groups have been identified for priority attention in the implementation of actions.</i>
25	Added: <i>Key Outcome Indicator: % of residents who say they are able to participate in community life.</i>
25	Added to list of other key Council strategies and plans supporting Safe Places: <ul style="list-style-type: none"> <i>Bushfire Management Policy 2021</i>
25	Added to list of other key Council strategies and plans supporting Safe Places: <ul style="list-style-type: none"> <i>Resilience Strategy (under development)</i>
29	Added statement that Council will continue to: <ul style="list-style-type: none"> <i>protect life and reduce the negative impact of bush fire on property, infrastructure and the environment through effective bush fire risk management and location based bush fire management.</i>
33	Added statement that Council will continue to: <ul style="list-style-type: none"> <i>install lights along key pedestrian pathways in parks to help encourage active transport and greater uptake of running, jogging and walking to help build a healthier community.</i>
47	Added: <i>Key Outcome Indicator: % of residents who say they know where to get 'help' when they need it.</i>
51	Added statement that Council will continue to: <ul style="list-style-type: none"> <i>Build the collective resilience of our community from a range of shocks and stressors that affect the Northern Beaches.</i>
56	Included statement: <i>The full extent of this situation is unknown as many incidents of domestic, family and sexual violence go unreported.</i>
59	Under partnerships for the action to 'promote awareness of elder abuse', added: <i>Northern Beaches Multicultural Network</i>

60	Under issues of importance to the community, replaced 'attention to engagement of priority groups such as seniors and youth' with: <ul style="list-style-type: none"> • <i>priority attention to engagement and support of young people</i> • <i>safe, supported and connected seniors</i> 						
63	Included an additional action to: <i>Develop a Youth Discussion Paper to identify youth specific needs and challenges and to inform the delivery of youth programs.</i>						
63	Added statement that Council will continue to: <ul style="list-style-type: none"> • <i>develop and review youth facilities and programs in consultation with service providers and young people</i> 						
67	Added statement that Council will continue to: <ul style="list-style-type: none"> • <i>work with local services to increase access to mental health services for young people.</i> 						
68	Added statement: <i>Implementation of the Plan will be supported by detailed action planning and outcome measurement.</i>						
68	Added section: Financial implications <i>The implementation of the Plan will have financial implications in relation to actions identified over the next 5 years.</i> <i>The actions and outcomes within the Plan will be allocated to the relevant department and delivered within operational budgets, which are set annually by Council.</i>						
69	Added section: Key Outcome Indicators <table border="1"> <thead> <tr> <th>Outcomes</th><th>Indicator</th></tr> </thead> <tbody> <tr> <td>  Safe Places Our community is safe in public, at home and online </td><td>% of residents who say they are able to participate in community life.</td></tr> <tr> <td>  Safe People Our community has access to people, organisations and information that can help when they need assistance </td><td>% of residents who say they know where to get 'help' when they need it.</td></tr> </tbody> </table> <p><i>The key indicators identified for each outcome will be measured and reported every two years through a Community Wellbeing Survey.</i></p>	Outcomes	Indicator	 Safe Places Our community is safe in public, at home and online	% of residents who say they are able to participate in community life.	 Safe People Our community has access to people, organisations and information that can help when they need assistance	% of residents who say they know where to get 'help' when they need it.
Outcomes	Indicator						
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 Safe People Our community has access to people, organisations and information that can help when they need assistance	% of residents who say they know where to get 'help' when they need it.						

In addition to the above, the following amendments have also been made in order to update the draft Plan:

Page	Amendment
14	Added: <i>The draft Plan was placed on public exhibition during June and July 2021, during which time the community was invited to review the Plan and make submissions. All submissions received were considered and amendments made to the Plan as appropriate.</i>
15	Updated number of community members and stakeholders engaged with during the development of the Plan following public exhibition.
30	Added: <i>The community values the sense of neighbourhood safety experienced in the Northern Beaches (8% above the national average for safety from crime, traffic, pollution etc). 2021 Australian Liveability Census</i>
60	Added: <i>The community values the sense of safety experienced in the Northern Beaches (10% above the national average for all ages, genders, day or night). Australian Liveability Census</i>
67	Added partner to first Action to collaborate with mental health services: <i>NSW Health</i>

Appendix 1 Verbatim online submissions and Council response

	Submission	Theme/s	Council Response
1	<p>I support the principles of the Plan.</p> <p>But the Plan will be more informative if you can link the range of proposed initiatives back to Council budgets, e.g. the cost of the proposed safety infrastructure</p>	Financial implications	<p>The implementation of the Plan, once adopted, will have financial implications in relation to actions identified over the next five years. The actions and outcomes within the Plan will be allocated to the relevant department and delivered within operational budgets, which are set annually by Council.</p> <p><u>Action:</u></p> <p>New section regarding financial implications added at page 68 of the Plan.</p>
2	<p>The largest threat to our safety is from bush fires and yet the council is not taking action in line with the findings of the Final-Report-of-the-NSW-Bushfire-Inquiry. Nor is it taking steps to create a safety buffer between residential property and bushland. In fact the council is actively planting vegetation alongside property in what is classified as extreme bush fire risk zones.</p> <p>Council has a conflict of interest when the department in charge of protection of property from bush fires is also in charge Bushland & Biodiversity.</p> <p>I would like to see more detail in this plan on how Council intends to take action in response to the growing threat of bush fires due to climate change.</p> <p>If that is not possible then please direct me to the relevant area of Council responsible for addressing the safety issues regarding bush fire.</p>	Bush fire management	<p>The Bush Fire Management Policy (2021) sets out our approach to effective bush fire risk management and location based bush fire management throughout the LGA, in order to protect life and reduce the negative impact of bush fire on property, infrastructure and the environment. We consulted with the community in 2020 in the development of this policy and have adopted relevant legislation and inquiry recommendations wherever possible.</p> <p>We are also a partner agency on the Northern Beaches Bush Fire Risk Management Committee (BFMC). Each BFMC around the state prepares a Bush Fire Risk Management Plan that assesses and prioritises assets at risk of bush fire and assigns tenure blind treatments for agencies and land holders to implement to reduce the risks. The BFMC is currently undertaking the review and consolidation of Bush Fire Risk Management planning across the Northern Beaches.</p> <p>More detailed Fire Management Plans outline more specific fire management planning for some of our reserves. These are subject to review in the near future following review of the BFMC risk plan.</p>

			<p>From legislative, policy and planning requirements we then implement an extensive bush fire hazard reduction program. We currently have a number of planned burns, numerous asset protection zones and fire trail works that are all implemented on Council land, and assists other agencies where required.</p> <p>We are committed to ensuring environmental impacts associated with bush fire management activities are appropriately considered, and avoided where it is safe to do so.</p> <p>A Resilience Strategy which will canvas bush fire and other natural hazards in consideration of climate change scenarios is currently being developed.</p> <p><u>Actions:</u></p> <p>Statement added on page 29 of the Plan noting Council will continue to:</p> <ul style="list-style-type: none"> • <i>protect life and reduce the negative impact of bush fire on property, infrastructure and the environment through effective bush fire risk management and location based bush fire management.</i> <p>Added to list of other key Council strategies and plans supporting Safe Places (page 25):</p> <ul style="list-style-type: none"> • Bushfire Management Policy 2021 • Resilience Strategy (under development)
3	Keeping the public at least 10 meters from residents homes (and private lives) - threats, dog attacks and abuse from the public towards residents are dramatically on the increase. A fence with plants and a riparian zone (great for wildlife) would achieve this.	<p>Threats to residents and property</p> <p>Dog attacks</p>	<p>Crime data does not indicate an increase in threats or offensive language in the Northern Beaches LGA. Bureau of Crime Statistics and Research data shows that rates of trespass, disorderly conduct and offensive language have either been stable or decreasing in recent years.</p> <p>Council records indicate that there are currently 70 317 dogs in the Northern Beaches LGA and during the 12 months to 31 March 2021 there were 173 dog attacks reported to Council. This is 40 attacks fewer than recorded in the previous 12 months. The vast majority of dog owners are compliant and responsible.</p>

			<p>Under the Companion Animals Act, both dog owners and local councils have responsibilities. Pet owners are legally required to microchip a dog (at 12 weeks of age), register their dog before it is six months old and ensure their contact details are kept up to date. Owners are encouraged to have their dog desexed prior to registration to reduce straying, fighting, aggression and anti-social behaviour with discounted registration fees for desexed dogs.</p> <p>Our Rangers and Animal Management Officers monitor and regulate concerns relating to companion animals and patrol known locations throughout the council area to regulate responsible pet ownership. Off-leash dog exercise areas are also patrolled.</p> <p>All reported dog attacks are thoroughly investigated by Council Rangers, and in cases where serious incidents occur and/or involve dogs which are declared as menacing or dangerous, prosecution action is pursued.</p> <p>Awareness and enforcement campaigns are conducted in response to identified trends and in partnership with other stakeholders such as the RSPCA and Police.</p> <p>Property owners are welcome to plant gardens within their property boundary. Council encourages the use of native plants that attract birds, bees, butterflies and other native species and create wildlife corridors for our native animals to move safely between our bushland reserves.</p> <p><u>Action:</u></p> <p>No change required to the Plan.</p>
4	There is a huge scope-creep for the NBC going on here. Where in the constitution of the Council does it say that the NBC can take over the roles & responsibilities of the Law, the Police & Federal agencies such as OH & S? There are many useful rules & regulations that already exist within State & Federal law that cover the areas that the NBC are now proposing to either take over or become a secondary authority. This is a waste to	Role of Council	<p>Council functions are conferred or imposed on it by or under the Local Government Act 1993 or under any other Act or law.</p> <p>Local Councils are concerned with matters close to our homes, such as building regulations and development, public health, local roads and footpaths, parks and playing fields, libraries, local</p>



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<p>reviews? Has NBC or Manly before it? What can we learn from them? What recommendations do/did they make and why or why weren't these implemented? The issue of alcohol related violence and other anti-social behaviours in this area, including at the Office, have been around for ages. Are we really saying we're going to do another review?</p> <p>Consulting on an action is not doing anything. Considering an action is not an action. This "action" planning approach (consider, review, reflect, postulate, etc) is emblematic of NBC Strategy documents. They may be verbs but they are definitely not actions.</p> <p>Priority Area 3:</p> <p>This has similar vagueness. Provide Post-COVID Support. What support? Engage with the Business Community to build crime prevention capacity....what does that even mean?</p> <p>Strategic Plans need actions which are specific (including clear), measurable, achievable, relevant and time based. There are literally no actions in this plan that meet these. Work with STA to reduce ASB....how? What are the metrics you will use for this (noting not all ASB is strictly criminal and therefore likely to be captured in BOCSAR – customer complaints might be a useful metric)? The year column is ambiguous – is this starting in year 1 or finishing in year 1? If starting, how long will it take? How will we know if you achieved it?</p> <p>Priority Area 6:</p> <p>Strong on graffiti removal (which is appropriate, but again, quite ambiguous on targets/SLAs). Where are the initiatives to improve detection of graffiti vandals (and illegal waste dumping)? Other councils use covert cameras at hot spots in conjunction with targeted communications into areas which are criminogenic....our Council has vague statements like "improve the actual and perceived safety of residents by monitoring crime trends" and "develop crime prevention strategies to address</p>	<p>Alcohol restricted zones</p> <p>Business Support</p> <p>Antisocial behaviour</p> <p>Graffiti</p>	<p>can be reported through Council's website. If the matter is urgent or dangerous it may be reported to Council on 1300 434 434, 24 hours a day, 7 days a week.</p> <p>We have a program of alcohol restricted areas throughout the LGA. A review of Alcohol Prohibited Areas is currently underway with a view to consolidating these areas following the amalgamation of the previous three Councils. Alcohol Free Zones (AFZs) are put in place to prevent disorderly behaviour caused by the consumption of alcohol in public areas in order to improve public safety. AFZs are established for up to 4 years and we will review a large number of these zones during 2021/22 in consultation with police and the community and re-establish them if appropriate.</p> <p>Council has provided substantial support to the business community during COVID-19, along with other levels of government. The impact on businesses is a recurring and constantly evolving situation and the nature of post COVID support must remain fluid in order to meet these changing needs. It is not unreasonable to anticipate that with closed businesses, increased unemployment, deepening financial stress in the community and altered business practices, new approaches to crime prevention support will be required. Council has indicated a preparedness to engage with businesses and police and assist in this.</p> <p>The community has indicated concerns about feelings of safety when travelling on public transport. We will consult stakeholders and available data, and with the State Transit Authority to identify strategies to address identified issues.</p> <p>Illegal graffiti should be reported to police. We are committed to removing illegal graffiti in public areas and walls or fences adjoining public land. An online booking process can be accessed via Council's website. We undertake a range of activities to deter, detect and remove graffiti. The Community</p>
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	risks." I thought this document was supposed to be a crime prevention strategy? But the action is to develop one?	Implementation	Safety Plan does not include full detail on current service provision.
		Crime prevention	<p>The years indicated against each Action reference the schedule for completion of actions. For example, Year 1 indicates an Action will be completed in the 12 months following endorsement of the Plan.</p> <p>The Community Safety Plan outlines the actions Council currently undertakes to ensure the general safety of the Northern Beaches community, and its priorities and actions for improvement over the coming five years. Crime prevention is one part of this.</p> <p><u>Action:</u></p> <p>Statement added to page 68 of the Plan.</p> <p><i>'Implementation of the Plan will be supported by detailed action planning and outcome measurement.'</i></p> <p>New section on Key Outcome Indicators added to page 69 of the Plan and reference to Indicators made at pages 25 and 27.</p>
6	I think we already have too much signage. It almost makes the community more unsafe. There needs to be a complete review and important issues only. There needs to be a higher bar within Council to accept a new sign. For example when walking along an ocean path in rough weather with the noise of crashing waves, it is more than apparent that 'waves may break on path'. Also 'please hold onto the hands of your children' - really?! The 30km/hr speed limit throughout Manly is unprecedentedly and unjustifiably too low and therefore largely not adhered to. If you have seen any reduction in incidences, it can't be due to this due to public non compliance. Introducing unrealistic rules makes the community untrustworthy of councils reasoning. I think around the school it should be the standard school limit that is the federal standard and otherwise the streets should be 50km/hr.	Signage	<p>The use of warning signage is an important tool in our management of known hazards and community risk. While hazards may be obvious to residents who are familiar with the area, the LGA has high visitor numbers and signs have been installed for the safety of all who use these areas. For example, we have installed signage on the Manly to Shelly Beach walkway due the wave overtopping and unpredictable waves that occur in that area.</p>
		Speed limits	<p>The 30km/h speed limit in the Manly town centre has been introduced by Transport for NSW who are trialling the introduction of the lower speed limit in high pedestrian activity areas. We are supportive of the lower speed limit, particularly in town centre areas for a number of road safety reasons including :</p> <ul style="list-style-type: none"> • A fatal injury to a pedestrian is at least twice as likely to occur in a crash at 40km/h than at 30km/h

			<ul style="list-style-type: none"> A reduction in speed limits in urban areas has minimal impact on travel time We want to create streets that everyone can enjoy - whether they are walking, driving or riding - to create a safer neighbourhood feel The streets within the Manly town centre have a mix of cyclists, pedestrians, cars and buses and the lower speed limit creates a safer environment for all road users. <p>We are working with Transport for NSW to monitor the effectiveness of the 30km/h trial and we have collected speed data in streets throughout the 30km/h zone before and after implementation of the reduced speed limit. The speed monitoring is being used to identify locations where additional traffic calming measures are needed to make the speed limit more self enforcing. At these locations, in line with available funding, and following consultation and Traffic Committee approval, these traffic calming measures are being introduced.</p> <p><u>Action:</u> No change required to the Plan.</p>
7	In relation to safe places, I would like to suggest a footpath be placed on Victor Road, Narraweena between Parr Parade and McIntosh Road. This fits in the transport area. This is a busy road that is used as a cut through road by vehicles. It is also a walking route to access to Dee Why and to public bus transport in McIntosh Road. The current unpaved nature strips are very uneven and dangerous in poor light. One side of the road is very high due to sandstone and the other is very uneven. One is inclined to walk on the road but this is dangerous due the constant traffic flow through this road,	Footpath	<p>A footpath in Victor Road, between Parr Parade and McIntosh Road has been included in the current program of new footpaths for construction. At this stage it is scheduled to be completed in the 2022/23 financial year, however this is dependent on the funding allocated to new footpaths in the Annual Delivery Program and Budget.</p> <p><u>Action:</u> No change to the Plan required.</p>
8	I note the crime figures do not address vandalism which remains very high. Education helps but if community assets are not secure they will be damaged and destroyed by late night mainly teenagers	Vandalism	<p>The issue of vandalism is included in the crime figures within the category of <i>malicious damage to property</i> on page 21 of the Plan.</p> <p>We regularly consult with Police and the community on locations experiencing vandalism. Where vandalism is an ongoing issue</p>

	on drugs and alcohol. Schools do not have as big a problem since they were all fenced about 15 years ago.		Council and Police consider and apply appropriate security strategies to deter ongoing damage and provide advice to the community on minimising the opportunity for vandalism. <u>Action:</u> No change to the Plan required.
9	<p>I am disappointed to see the Draft Community Safety Plan does not include actions to improve night access to parks and walkways - for example, through improved lighting.</p> <p>As a woman I frequently feel unsafe walking in the Northern Beaches at night and on winter evenings. Key walkways used to access public transport and exercise are very dark - for example the Balgowlah end of the North Harbour Walk. On busy work days my opportunities to access our lovely parks and walkways are limited because I feel unable to access these areas safely in the evening.</p> <p>With 1 in 5 Australian women having experienced sexual assault, it is critical that our public spaces are safe - and feel safe - for women.</p> <p>I ask you to include in the Community Safety Plan an action item to improve night access to parks and walkways, including through improved lighting.</p>	Night access to parks and walkways	<p>We support the installation of lights along key pedestrian pathways in parks to help encourage active transport and greater uptake of running, jogging and walking to help build a healthier community. Decisions regarding the installation of lighting are made after an assessment of individual locations and may need to be balanced with other factors such as environmental and safety issues.</p> <p>There are no current plans to install lighting in this specific area, however we will consider it for inclusion in the future Capital Works program.</p> <p><u>Action:</u> Statement added on page 33 of the Plan noting Council will continue to:</p> <ul style="list-style-type: none"> install lights along key pedestrian pathways in parks to help encourage active transport and greater uptake of running, jogging and walking to help build a healthier community.
10	<p>Thank you for the opportunity to feedback on Council's draft Community Safety Plan 2021-2026.</p> <p>The Women's Housing Company broadly welcomes measures set out in the draft document with particular reference to plans over the next five years to develop an Affordable Housing Action Plan to accommodate the developing community in partnership with community housing providers and to continue to advocate for increased access to safe and affordable housing with wrap around support services.</p>	Affordable housing	<p>Noted.</p> <p><u>Action:</u> No change to the Plan required.</p>

	We also welcome your action to identify partnerships and investigate ways the community can work together to reduce social isolation.		
11	I really like this plan. The only thing that I'd point out that transport is not just about commuting to work, but also getting around the area, going to local activities, taking kids to school/day care, etc. Many people might drive to work as it's far away, but for many of those local activities other modes of transport have likely higher usage. And with cycling in particular there's always a chicken-and-egg problem, i.e., not many people might cycle because of limited cycling infrastructure. It would be great to have improved or extended cycle lanes mentioned in the 5-year plan.	Cycleways	<p>We recently adopted the Northern Beaches Bike Plan that sets out the priority schedule for the expansion of the cycling network. In the current financial year, we will be constructing over \$1 million in shared paths and upgrading nominated pedestrian crossings to include a green cycle connection.</p> <p>Council action is already underway.</p> <p><u>Action:</u></p> <p>No change to the Plan required.</p>
12	I am concerned that some parts of Australia have Unisex public toilets, or shared entries to toilets/ changerooms. As an adult woman I find this unsafe and feel it is even more inappropriate for children who may be unaccompanied by a parent.	Unisex amenities	<p>This submission does not specifically refer to the Northern Beaches and the issue of public amenities design is not addressed in the Plan.</p> <p>When undertaking construction and upgrades to public amenities, we are required to abide by relevant building codes. We also review the needs of all members of the community and accommodate these needs where practicable.</p> <p>Unisex facilities allow for parents of any gender to supervise or change young children. Unisex facilities are also required to ensure that a person with a disability can be assisted by a carer or person of any gender, if required.</p> <p><u>Action:</u></p> <p>No change to the Plan required.</p>
13	My Safety Circle is a new App launching July 2021 which ensures teenagers, women and vulnerable people can travel throughout our cities and feel protected, no matter the place or time of the day. The App provides multiple options to connect to help and assistance from your Personal Safety Circle in situations of distress.	My Safety Circle	<p>Noted.</p> <p><u>Action:</u></p> <p>No change to the Plan required.</p>

	<p>My Safety Circle provides multiple options to connect to help and assistance from your Personal Safety Circle in situations of distress.</p> <p>Demographics most likely to engage:</p> <ul style="list-style-type: none"> • Tweens, teenagers and young adults - public and private safety, assisted Independence development, family support, anti-bullying • Elders - health, elder abuse, getting help, assisted living, family support • University Students - Campus Safety • LGBTQ - public and private safety, anti-bullying • Women and Men - public and private safety, anti-bullying • Persons at risk of Suicide or Self-harm - emotional and psychological support • Alzheimer's/Dementia sufferers - Poor short term memory, may have a history of wandering 		
14	<p>Yes, the idea of safe and accessible places is great. The best example would be the opening up of East Esplanade in Manly. There is a small minority groups trying to close and restrict access to this wonderful that gives enjoyment to very many people in Manly. For the good of the community, the park needs to be always open. Especially so on beautiful sunny evenings watching the sunset.</p> <p>It is such a wonderful community facility/park full of great and happy people and should be kept that way (and not closed off or blocked by a small minority view point)</p>	East Esplanade	<p>East Esplanade Reserve is available for all community members to enjoy and is not closed to the public, unless in line with NSW Health Public Health Orders during COVID, nor is access restricted to that area.</p> <p>The reserve is currently declared an Alcohol Prohibited Area from 8pm to 8am each day in order to address community concerns of alcohol related antisocial behaviour. This restriction applies only to the consumption of alcohol and does not impede public access. This zoning is enforced by Police and Council Rangers to ensure that the East Esplanade Reserve remains a safe and inclusive area for the community to come together and enjoy this public amenity.</p> <p><u>Action:</u></p> <p>No change to the Plan required.</p>
15	<p>CCTV should be mandatory for all existing and any future Public Housing developments on the Northern Beaches. Low rise density and above should have CCTV within each</p>	CCTV Community housing	<p>The Northern Beaches is a desirable place to live. Housing affordability has become an increasing issue across this region,</p>

<p>development's boundaries, and detached Public Housing could rely on nearby CCTV in the streets.</p> <p>Most Public Housing residents on the Northern Beaches seem nice. But there needs to be more of a deterrent to address the portion who engage in criminal and antisocial behaviour, otherwise these persons should be relocated. Adopting CCTV at these locations would therefore be a beneficial part of this deterrent. Once the Public Housing members are aware of the possibility of being relocated elsewhere, this will help reinforce their appreciation of living on the Northern Beaches. This will lead to better community safety and harmony.</p> <p>The above thoughts relate to the 11-June-2021 incident where police were attacked outside of a Public Housing complex in Narrabeena. Onlookers in the street mentioned that evening a CCTV/RMS attendant on-site had confirmed that the nearby CCTV cameras in the street were not working at the time of the incident for some reason (faulty or vandalised). Having CCTV installed is one thing, but if these systems can knowingly be disabled (or just stop working) and go unnoticed for an extended period of time, then this is not an acceptable outcome for community safety. CCTV is listed as being in partnership with the police, please pass on these concerns for their consideration. We do not want to see any more young police officers attacked or discharge their weapon, so this approach with more CCTV at Public Housing complexes should help reduce drug and alcohol related issues.</p> <p>The other aspects is CPTED and the mention of passive security. I agree with the passive surveillance benefits of a public open space area, where the surrounding developments support long-term residents/families who help contribute and develop the local community spirit towards this safety outcome. But I question whether these safety benefits will be properly realised if Boarding Houses (transient 3 month stays) or Public Housing (often having resentment towards home owners). I believe these types of developments are not appropriate nearby</p>	<p>with many households being under considerable rent or mortgage stress, putting them at risk of homelessness.</p> <p>We are committed to increasing the range and supply of affordable housing to meet the growing and changing needs of its community.</p> <p>We support the provision of community housing in the Northern Beaches, the residents of community housing and the network of services which provide support to residents.</p> <p>Northern Beaches Council has established 10% affordable rental housing targets for all new development in support of our residents and in anticipation of future needs.</p> <p>It is a matter for providers of community housing as to whether they include CCTV in housing developments to improve the safety and wellbeing of tenants.</p> <p><u>Action:</u></p> <p>No change to the Plan required.</p>
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	Public Open space for the benefit of community safety. The CPTED passive security/surveillance requirements therefore need to be clarified alongside the type of developments that will best ensure these outcomes are achieved.		
16	<p>My comments on shared pathways :</p> <p>I am a pedestrian, I do not drive (never have) and walk everywhere - to the shops, the library, the beach, Stoney Range Botanical Garden, Dee Why Wetlands and wherever I get off the bus in other areas. It is my experience that pedestrians get zero consideration in this "sharing" concept. The rot set in in 2018 with the Howard Avenue Shared Path proposal and I wrote with my objections at that time. I sent a follow up letter in November 2020, in which I pointed out that cyclists were using any and every pathway in the area even the quiet side streets where the footpaths are 1.5m wide (barely wide enough for 2 people to walk side by side or pass one another if going in opposite directions) and they could safely ride on the road even though cars, are parked there. I quite understand that parents would not want their young children to ride on the road. This means of course riding on the footpath. They should not peddle as fast as they can however, expecting people to get out of their way by stepping on to the nature strip. Very young children should not race away from the parent with them and, at some time, every child should be taught to ride safely and considerately, whether it be on a shared pathway or on the road. I did read in one of Council's Newsletters it is proposed that a 10km speed limit be imposed on shared pathways (for cyclists I presume). Actually this is too fast for supposedly pedestrian areas and I wonder who is going to "police" this. Currently in the central part of Dee Why some cyclists "coast" on downhill sections (Stony Range Reserve, Kingsway just 2 examples) It is unnerving to have someone behind me speed past barely 12 inches from my shoulder as they do. Cyclists are not the only speedsters on the FOOTpaths, scooters, skateboarders (including motorised scooters and skateboards) are another impediment to safe walking for pedestrians in Dee Why town centre and elsewhere.</p>	Shared pathways	<p>We acknowledge that some residents have concerns over safety on shared paths. Transport for NSW Centre for Road Safety released a discussion paper on shared paths in 2015 based on extensive research and evidence. The concluding remarks stated that shared paths represent a relatively low safety risk.</p> <p>One of the directions of Council's Transport Strategy is to encourage the use of bicycles for transport and provide safe cycling infrastructure. Separation cannot always be achieved due to competing land uses and hence in many instances a shared path is the most suitable treatment.</p> <p>We will continue to monitor safety and aim to provide more separation between people riding bicycles and walking where possible in future projects.</p> <p><u>Action:</u></p> <p>No change to the Plan required.</p>

Appendix 2 Verbatim recommendations of mailed/uploaded submissions and Council response

	Recommendations		Council Response
17	'Safe Youth' should be a section of its own in the Community Safety Plan.	Youth	<p>We recognise the breadth and depth of youth needs across the Northern Beaches LGA.</p> <p>In the development of our Better Together Social Sustainability Strategy 2040, young people were consulted on what a safe, inclusive and connected community means to them. On the recommendation of the Social Sustainability Strategy, we will undertake development of a Youth Discussion Paper in the next year, and young people will have significant input into that process. Better Together has made recommendations for progressions of youth related issues and the Community Safety Plan should be read in conjunction with that Strategy.</p> <p>The Community Safety Plan has indicated that young people are a priority population in terms of community safety and all actions will be implemented with that in mind. The Youth Discussion Paper however, will be the tool to drill down on those issues in consultation with young people, to develop a youth specific strategy. In the interim we will continue to pay significant attention to youth and we have included the action of 'Explore opportunities to extend youth outreach activities throughout the Northern Beaches' (page 63) to facilitate any additional support services that are required during this unique time.</p> <p>The Plan has been designed as an inclusive document organised around community issues rather than population groups. There are a number of priority populations within the Northern Beaches and the community and service providers have identified youth and the elderly as requiring heightened attention over the next five years. In implementing actions under the Plan it is intended that we will ensure the needs of young people are identified and addressed within the sphere of a safe, inclusive and supported community.</p>

		<p>A broad overview of our current community safety related activities has been included in the Plan as an indication of the breadth of Council's current work in this arena, rather than a detailed list. Each of the issues raised as a concern by the community has been addressed in the Plan.</p> <p>We currently deliver significant attention to youth through a dedicated Youth Development Team. It is not the intention of the Community Safety Plan to reiterate the detail of current service delivery but to indicate priority focus areas and actions for the next five years. The details of youth needs across the Northern Beaches will be examined in the development of the Youth Discussion Paper and more specific Actions to support youth will be determined through that process.</p> <p><u>Action:</u></p> <p>Maintain existing Plan format and ensure attention to youth across all aspects of community safety as a priority population group.</p> <p>Included an additional action at page 63 of the Plan:</p> <p><i>'Develop a Youth Discussion Paper to identify youth specific needs and challenges and to inform the delivery of youth programs'</i></p> <p>Strengthened reference to work currently being undertaken by Council, including addition of:</p> <ul style="list-style-type: none"> • <i>develop and review youth facilities and programs in consultation with service providers and young people (page 63)</i> • <i>work with local services to increase access to mental health services for young people (page 67).</i>
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	This area of the plan should include clear, measurable actions that address the youth issues of concern and that they include the delivery of a planned program of suitable, structured diversionary activities across a range of locations that also engages appropriate youth outreach service providers.	Accountability	Any actions arising out of the Plan and the Youth Discussion Paper will have measurable actions. <u>Action:</u> Additional information has been added to page 68 of the Plan in this regard: <i>Implementation of the Plan will be supported by detailed action planning and outcome measurement.</i>
18	As part of safety audits, consider the greening of vacant lots to reduce antisocial behaviour and improve perceptions of overall community safety	Vacant lots	Private or commercially owned vacant lots in the Northern Beaches are usually intended for development in the short term. Greening of private land is a matter for property owners. Under section 124 of the Local Government Act 1993 Council can serve Notices and Orders to owners or occupiers, requiring them to maintain property in a safe and healthy condition. Unhealthy conditions may include issues such as overgrown residential properties, vermin, hoarding, slippery/unsafe conditions, damaged sewer / on-site sewage management system, mosquitos / unhealthy swimming pool water. Non-compliance with notices and orders may result in fine, prosecution and/or Council arranging clean up. <u>Action:</u> No change required to the Plan.
	Under Safe Neighbourhoods, provide more emphasis on youth facilities and programs	Youth	The Safe Neighbourhood section of the Plan addresses place based actions. The proposed action 'to ensure community facilities that are accessible, flexible and functional shared spaces for the community' is broadly inclusive of the intention to provide facilities suitable for youth activities. Outdoor recreation options for the community are referred to under Safe Open Spaces. The programs and services referred to under Safe Relationships, Safe Communities and Safe Supports are available for youth.

		<p>We currently deliver significant attention to youth through a dedicated Youth Development Team and delivers, consults with and supports a significant amount of ongoing youth programs across the LGA. The Community Development Grants process for 2021/2022 is currently underway, with funding priorities being developed from the Better Together Social Sustainability Strategy 2040, associated actions, consultation and research. Funding will be preferenced to projects that address the targeted actions of:</p> <ul style="list-style-type: none"> • Mental health and wellbeing • Building community connections <p>It is not the intention of the Community Safety Plan to reiterate the detail of current service delivery but to indicate priority focus areas and actions for the next five years. The details of youth needs across the Northern Beaches will be examined in the development of the Youth Discussion Paper and more specific Actions to support youth will be determined through that process.</p> <p><u>Action:</u></p> <p>Included an additional action at page 63 of the Plan:</p> <p><i>'Develop a Youth Discussion Paper to identify youth specific needs and challenges and to inform the delivery of youth programs'.</i></p> <p>Strengthened reference to work currently being undertaken by Council, including:</p> <ul style="list-style-type: none"> • <i>develop and review youth facilities and programs in consultation with service providers and young people (page 63)</i> • <i>work with local services to increase access to mental health services for young people (page 67).</i>
Identify hotspots for antisocial behaviour and review the effectiveness of existing Council facilities in meeting the needs of local young people e.g. Collaroy Plateau Oval Community youth centre	Youth	<p>We regularly consult with Police and youth service providers in the identification of areas experiencing issues with antisocial behaviour. We consult with service providers and young people in the development and review of youth facilities and programs,</p>

		Council facilities	<p>for example through its Youth Advisory Group and KALOF youth platforms.</p> <p>We are committed to delivering inclusive community centres that embrace diversity and are available and inviting to all ages, cultures and abilities. These unstaffed multi-use facilities are available to all services and individuals in the community to hire for a variety of activities and serve to connect community members. Between 2018 and 2021 we undertook a review of all Community Centre facilities and developed the Community Centres Strategy to guide future management of these facilities.</p> <p><u>Action:</u></p> <p>No change required to the Plan.</p>
Prioritise the above hotspots and engage young people in the co-design of facilities and programs which encourage constructive activities		Youth	<p>Our staff are part of the Northern Beaches Youth Interagency (NBYI). NBYI is the local youth interagency network for services supporting young people aged 12 - 25 years. The NBYI covers services in the Northern Beaches area. The Executive Team supports advocacy, professional development, and connectivity within the youth services sector. NBYI provides a forum for information exchange, investigation, lobbying, providing advice, and linking services. Several organisations within NBYI collaborate on youth related projects, programs and events and will continue to do so. Examples of this have included Youth Week activations, All About Youth Forum and associated workshops held within local high schools and night time activations.</p> <p>Each year we receive funding from Department of Community and Justice for diversionary events, activities and programs designed by young people for young people. During the past year 14 activations took place across the Northern Beaches with a number of local youth service organisations supporting Council in the delivery of these programs.</p> <p>All capital works projects that have a youth focus undergo extensive consultation with young people and the broader community, through a range of strategies, including the our Youth</p>

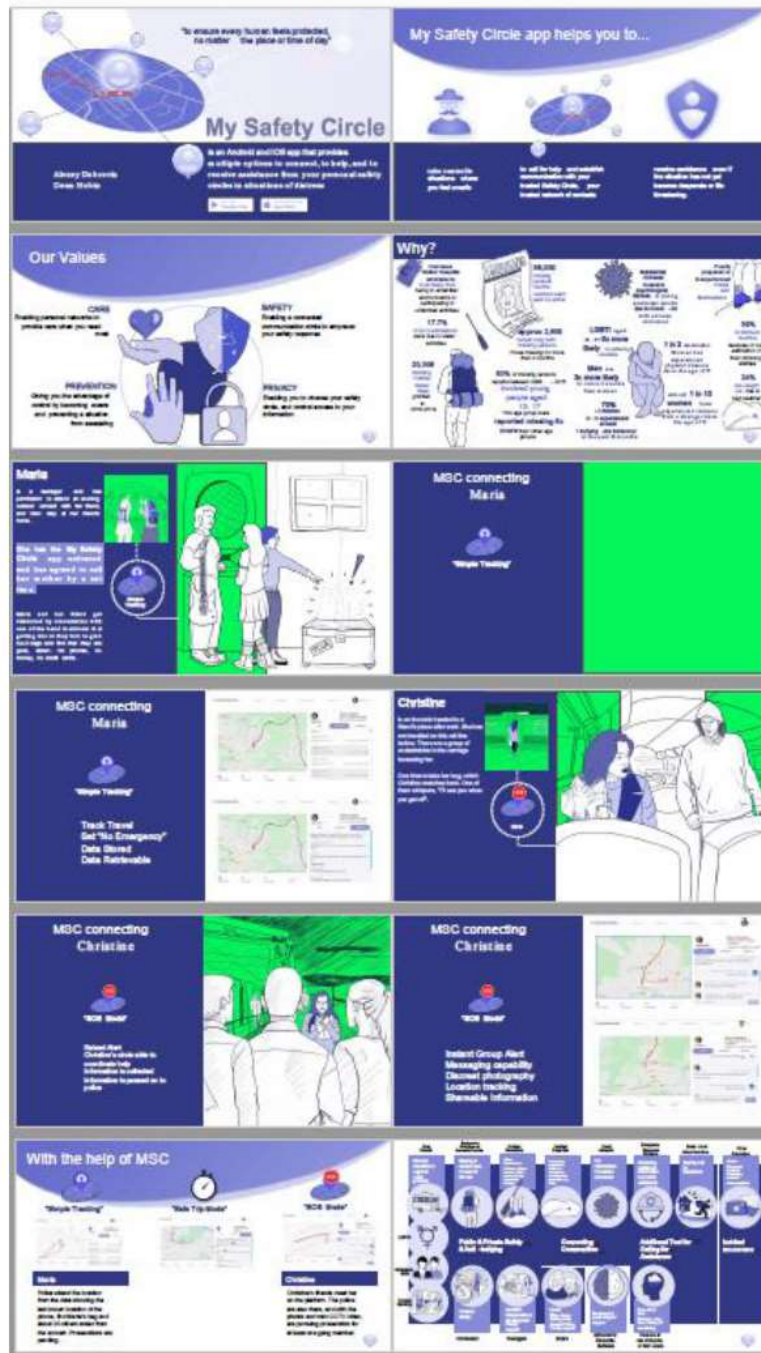
		Advisory Group, NBYI, local services, targeted workshops and general community engagement. <u>Action:</u> No change required to the Plan.
Co-locate youth facilities such as skate parks and basketball courts with other social infrastructure such as libraries, playgrounds and youth hubs, to enhance social cohesion rather than separation.	Youth facilities	We currently optimise the development of community facilities for multigenerational use. Social cohesion and the encouragement of connectedness across community and intergenerational groups is a priority for Council. The priority of social cohesion is stated in Priority Area 9: Safe Communities (page 60) and is also reflected at page 33 of the Plan with the inclusion of the Action to 'Ensure community facilities are accessible and functional shared spaces for the community'. <u>Action:</u> No change required to the Plan.
Design out graffiti by using resistant materials and finishes where possible in community facilities e.g. skate parks	Graffiti	We utilise the principles of Crime Prevention Through Environmental Design (CPTED) in the design and management of community facilities. As part of this process we consider the use of graffiti resistant materials and finishes where possible in community facilities, as well as applying deterrents such as strategic planting and lighting. Where graffiti does occur, we are committed to removing illegal graffiti in public areas and walls or fences joining public land. Our Graffiti Rapid Removal Program involves regular cleaning from specified sites and Council buildings. <u>Action:</u> No change to the Plan required.
Council to re-establish a process for reviewing liquor licence applications within the Northern Beaches LGA and respond to those presenting an unacceptable level of risk to the community.	Liquor licenses	We respond to all referrals received from Local Government NSW (LGNSW) concerning formal applications for liquor licenses. A response is provided to LGNSW concerning the existence of a

		<p>relevant development consent and consistency or otherwise of the liquor application with that approval.</p> <p>The Community Safety Coordinator is a member of the Northern Beaches Community Drug Action Team and is responsible, along with the representative from Northern Sydney Local Health District (NSLHD) for coordinating the Committee's response to Liquor License applications in the Northern Beaches.</p> <p>The Community Safety Coordinator monitors the Liquor & Gaming NSW website for new applications.</p> <p>We also consult with Police regularly on a range of local safety issues, including liquor license applications.</p> <p><u>Action:</u></p> <p>No change to the Plan required.</p>
The Community Safety Committee and Community Safety Coordinator to form partnerships with State and local stakeholders (including NSLHD Health Promotion) to ensure coordinated and collaborative responses.	Collaboration	<p>The function of the Community Safety Committee is to act in an advisory role to Council to collaborate, consider and advise Council on ways to maintain, improve, resolve and progress issues that impact on community safety, crime prevention across the Northern Beaches.</p> <p>The Community Safety Committee has representatives from Federal, State and local stakeholders including Health. A representative from NSLHD Health Promotion is a current Committee member.</p> <p>The Community Safety Coordinator ensures collaborative responses to community safety issues through the Community Safety Committee and through direct contact with stakeholders.</p> <p><u>Action:</u></p> <p>No change to the Plan required.</p>
Council to extend its Alcohol Prohibited Areas to include playgrounds including the equipment and the area in the immediate vicinity e.g. soft fall surfaces.	Alcohol restrictions	<p>Most playgrounds across the Northern Beaches have signage installed which informs the community of a range of rules including no alcohol and no smoking or dogs within 10 metres of the area.</p>

		<p>Playgrounds located in parks and reserves are already declared Alcohol Prohibited Areas (APAs). Alcohol is prohibited in APAs between the hours of 8pm and 8am, or 24 hours a day, depending on the location.</p> <p>We are currently undertaking a review of APAs with a view to consolidating restrictions across the LGA. This recommendation has been referred to for consideration as part of review of the APAs.</p> <p>Non-Council owned playgrounds and play equipment are the responsibility of property owners.</p> <p><u>Action:</u></p> <p>Recommendation referred for consideration in Council's review of APAs.</p> <p>No change to the Plan required.</p>
Include Multicultural Networks/Organisations under partnerships for action 'promote awareness of elder abuse'.	Elder abuse	<p>Agree</p> <p><u>Action:</u></p> <p>Under partnerships for the action to 'promote awareness of elder abuse', added:</p> <p><i>Northern Beaches Multicultural Network</i></p>
When referring to assault statistics, acknowledge that the full extent of the problem is unknown as many incidents of domestic, family and sexual violence go unreported.	Domestic, family and sexual violence	<p>Agree</p> <p><u>Action:</u></p> <p>Included statement regarding at page 56 of the Plan:</p> <p><i>'The full extent of this situation is unknown as many incidents of domestic, family and sexual violence go unreported.'</i></p>

Appendix 3 Mailed/uploaded submissions

Submission 1 (uploaded attachment accompanying online submission)



The collage displays the 'My Safety Circle' app interface, which is designed to help users stay safe by tracking their location and providing emergency services with their location. The app is available on both iOS and Android devices.

My Safety Circle
To ensure every human being protected, no matter the place or time of day.

My Safety Circle app helps you to...

- Share your location with emergency services, so they can find you quickly.
- Get help from emergency services, so they can find you quickly.
- Share your location with emergency services, so they can find you quickly.

Our Values

- CARE**: Treating everyone with respect and dignity.
- SAFETY**: Making sure everyone is safe and secure.
- PREVENTION**: Using the knowledge of what is coming next and preventing a disaster from happening.
- PROTECTION**: Making sure everyone is safe and secure.

Why?

- 17.7% of the population is over 65 years old.
- 17.7% of the population is over 65 years old.
- 17.7% of the population is over 65 years old.

Maria

Maria is a mother of two children. She is a single parent and is struggling to make ends meet. She is looking for a way to get help from the community.

MSC connecting Maria

MSC connecting Maria is a service that helps Maria find a place to live and get help from the community.

Christine

Christine is a mother of two children. She is a single parent and is struggling to make ends meet. She is looking for a way to get help from the community.

MSC connecting Christine

MSC connecting Christine is a service that helps Christine find a place to live and get help from the community.

With the help of MSC

With the help of MSC, Maria and Christine can find a place to live and get help from the community.

Submission 2 (uploaded attachment accompanying online submission)

Northern Beaches Draft Community Safety Plan –Feedback

Having had close involvement in the development of this plan prior to this draft version I wish to provide the following feedback that primarily relates to youth related concerns.

The number one issue of community safety concern that emerged during the research and consultation stages of this plan related to Young People including:

- a) their concerns about feeling safe - especially for young women at night and on public transport;
- b) their mental health; parenting issues and a general increased vulnerability being experienced
- c) their involvement in drug and alcohol related crime and anti-social behaviour. Illicit drug and alcohol use in public spaces.

The level of concern around these youth related issues has not been duly reflected in the draft NB Community Safety plan. It is a serious priority issue that was consistently and clearly identified and agreed on during the development of this plan.

References to Youth issues in the Draft Plan

In the seventy page draft plan the references to this most serious of issues are difficult to locate. In the ten 'Safe' priority issues the only specific reference to young people is hidden under the broad headings 'Safe Relationships' and 'Safe Communities'. The following excerpts are those that relate to safe youth issues:

Page 22 *What our community told us states:*

You are concerned about: • our young people and their future • alcohol related behaviour in community places • personal safety when walking and using public transport at night • members of the community with alcohol and other drug issues etc.

You want Council to prioritise: • safe futures for young people....

Page 56 'Safe Relationships' together with Elder issues and Domestic Violence.

*The issues most important to you are:
Attention to adolescent violence towards parents –*

And the related action is:

Examine the prevalence and causes of adolescent violence towards parents across the NB.

Page 60 contains a brief youth reference under 'Safe Communities', where the issue is once again diluted by including it with senior's issues:

*The issues most important to you are:
Attention to engagement of priority groups such as seniors and youth*

Page 63 Your proposed Action is to:

Explore opportunities to extend youth outreach activities throughout the NB

It also states that:

we will also continue to improve youth engagement in the Northern Beaches community by ensuring that youth programs are diverse and accessible

and

Collaborate with local services to reduce the impact of alcohol and other drug use on the community.

Actions

The plan does not contain adequate actions to address the issue and does not illustrate detail around the concerns. It is a vague and inadequate response to the issues around youth that was identified as being of most concern raised by both stakeholders and community. The actions that relate to this most important of issues must be far more concrete and meaningful and deliver measurable results.

These could include Council's youth development team and partner agencies targeting disengaged youth, conducting outreach and developing programs that build relationships and trust. Council leading the programming and delivery of range of suitable diversionary activities on weekend nights and holiday periods. These should be planned in public spaces such as skate parks, basketball courts in a variety of locations where young people gather across the NB. In addition, community centres could be dedicated at certain times as youth drop in centres.

Covid-19 notwithstanding, a massive LGA such as Northern Beaches needs to do more than hold occasional band nights in one location – this type of youth event planning activity could be outsourced as an opportunity for local youth business entrepreneurs. This would free up the skills of the experienced youth development officers to better target the more dysfunctional issues across the area. Council youth development staff resources can then be utilised in the planning and delivery of structured, diversionary activities that target disengaged youth using innovative ideas and situated in places where young people gather. They can also work more closely with police and drug and alcohol agencies and parents/carers to better understand why this issue is the most important of all to reduce the destructive behaviours that manifest in an entitled, advantaged area such as the NB.

An Action Plan needs an evaluation plan that can show measurable results rather than broad, vague intentions. The plan in its current form is also unlikely to attract any crime prevention grant funding opportunity due to its broad scope and vague actions.

Recommendation:

- 'Safe Youth' should be a section of its own in the Community Safety Plan.
- This area of the plan should include clear, measurable actions that address the youth issues of concern and that they include the delivery of a planned program of suitable, structured diversionary activities across a range of locations that also engages appropriate youth outreach service providers.

It is not expected that Council can solve these complex societal issues on their own however the community could expect more strength and leadership in the actions contained in this draft plan to help address the concerns the community has clearly expressed around the vulnerabilities that are emerging in youth welfare, crime and safety issues.

Thank you for your consideration

[Redacted Signature]

Submission 3 (received via email)

From: [REDACTED]
Sent: Tuesday, 22 June 2021 10:32 PM
To: Council Mailbox <council@northernbeaches.nsw.gov.au>
Subject: Draft Community Safety Plan 2021-2026

My comments on shared pathways :

I am a pedestrian, I do not drive (never have) and walk everywhere - to the shops, the library, the beach, Soney Range Botanical Garden, Dee Why Wetlands and wherever I get off the bus in other areas. It is my experience that pedestrians get **zero consideration** in this "sharing" concept. The rot set in in 2018 with the Howard Avenue Shared Path proposal and I wrote with my objections at that time. I sent a follow up letter in November 2020, in which I pointed out that cyclists were using any and every pathway in the area even the quiet side streets where the footpaths are 1.5m wide (barely wide enough for 2 people to walk side by side or pass one another if going in opposite directions) and they could safely ride on the road even though cars, are parked there. I quite understand that parents would not want their young children to ride on the road. This means of course riding on the footpath. They should not peddle as fast as they can however, expecting people to get out of their way by stepping on to the nature strip. Very young children should not race away from the parent with them and, at some time, every child should be taught to ride **safely and considerately**, whether it be on a shared pathway or on the road. I did read in one of Council's Newsletters it is proposed that a 10km speed limit be imposed on shared pathways (for cyclists I presume). Actually this is too fast for supposedly pedestrian areas and I wonder who is going to "police" this. Currently in the central part of Dee Why some cyclists "coast" on downhill sections (Soney Range Reserve, Kingsway just 2 examples) It is unnerving to have someone behind me speed past barely 12 inches from my shoulder as they do. Cyclists are not the only speedsters on the FOO (paths, scooters, skateboarders (including motorised scooters and skateboards) are another impediment to safe walking for pedestrians in Dee Why town centre and elsewhere.

Submission 4 (received via email)

Mr Ray Brownlee
Chief Executive officer
Northern Beaches Council
council@northernbeaches.nsw.gov.au



29th June 2021

Dear Mr Brownlee,

Re: Draft Northern Beaches Community Safety Plan

Thank you for the opportunity to comment on the Draft Northern Beaches Community Safety Plan. Northern Sydney Local Health District (NSLHD) Health Promotion is committed to keeping our population healthy and out of hospital. Our key priorities include healthy built environments, preventing alcohol related harm and improving social wellbeing through the prevention of domestic and family violence, gambling-related harm and social isolation.

We commend Northern Beaches Council for addressing community safety through a range of perspectives including physical environment and social policies. Our Health Promotion team would like to provide further comment on the draft plan.

Built Environment and Urban Planning

We congratulate the Council on the inclusion of safe open spaces and travel networks in the community safety plan and the adoption of Crime Prevention Through Environmental Design principles in designing safer spaces.

A key recommendation is for a greater emphasis on the needs of young people. As indicated by the Council's community surveys and community safety committees, youth engaging in antisocial behaviour in public spaces is an ongoing issue in the Northern Beaches. This is particularly evident during school holidays where more frequent gathering of young people which can be problematic, especially at night time.

Recommendations:

- As part of safety audits, consider the greening of vacant lots to reduce antisocial behaviour and improve perceptions of overall community safety¹
- Under Safe Neighbourhoods, provide more emphasis on youth facilities and programs
- Identify hotspots for antisocial behaviour and review the effectiveness of existing Council facilities in meeting the needs of local young people e.g. Collaroy Plateau Oval Community youth centre
- Prioritise the above hotspots and engage young people in the co-design of facilities and programs which encourage constructive activities
- Co-locate youth facilities such as skate parks and basketball courts with other social infrastructure such as libraries, playgrounds and youth hubs, to enhance social cohesion rather than separation.
- Design out graffiti by using resistant materials and finishes where possible in community facilities e.g. skate parks

Alcohol Related Safety Strategies

Alcohol and Liquor licensing

Regulating and restricting alcohol supply is recognised globally as an effective measure to reduce alcohol-related harm². As a mandatory stakeholder required to be notified of all Category A and Category B liquor licence applications, Northern Beaches Council is well placed to act on behalf of the community to raise

¹ NSW Health (2020) Healthy Built Environment Checklist (2020) <https://www.health.nsw.gov.au/urbanhealth/Pages/healthy-built-enviro-check.aspx>

² Miller P, et al., Interventions for reducing alcohol supply, alcohol demand and alcohol-related harm - Final Report, National Drug Law Enforcement Research Fund Research Bulletin no. 3, 2015, Available at: <https://www.nlc.gov.au/sites/default/files/2020-05/monograph37.pdf> (Accessed 25 June 2021)

concerns regarding proposed licences and oppose those that are likely to negatively impact residents' health, safety and amenity.

Historically, the former Manly Council played an active role in the liquor licensing process, regularly providing submissions in response to applications that presented an unacceptable level of risk to the community. However, this vital Council input into the decision making process has reduced markedly since the amalgamation of the three former Councils. The Authority often considers a lack of Council response as implicit support for the proposed licence. With Council currently disengaged from the liquor licensing process, there is the genuine potential for problematic licences to be granted, thus jeopardising the health and safety of the Northern Beaches community.

Increased alcohol outlet density is associated with alcohol related harms including malicious damage, interpersonal violence, increased alcohol-related presentations to emergency departments, poor health outcomes and alcohol-related chronic illnesses³. According to the Australian Urban Observatory, the average distance to the closest off-licence alcohol outlet (bottle shop) across the Northern Beaches is just 685.1m and only 632.8m to the nearest on-premises licence (pubs, clubs, restaurants etc.). This demonstrates that the Northern Beaches is a poor performing LGA across all Australian Major Cities (26th percentile) in terms of excessive alcohol access. Furthermore, particular suburbs within the LGA such as Manly, Balgowlah, Freshwater and Dee Why, provide residents with especially high access to licensed premises (see appendix 1 for a full list of alcohol access across the Northern Beaches).⁴

This excessive alcohol access is already having an adverse impact on the Northern Beaches community. Longitudinal evidence from 2001 to 2019 indicates that the Northern Beaches LGA has had a consistently higher rate of alcohol-attributable hospitalisations than the NSW state average (see image 1)⁵. The most recent health data from 2017-2019 highlights that the Northern Beaches LGA has an alcohol-attributable hospitalisation rate 39.2% higher than the NSW average.

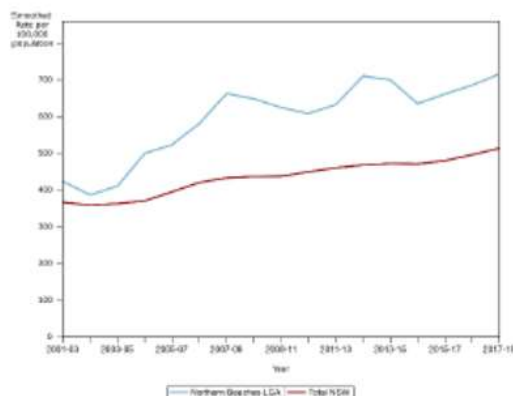


Fig 1: Northern Beaches LGA Alcohol Attributable Hospitalisation Rate

As the local health authority, we have made the following data available to provide further context to the health-related harms currently experienced by the local community. The most recently available data indicates that there were 612 Emergency Department alcohol-related visits to the Northern Beaches Hospital

³ Livingston M, Wilkinson C, Room R. Community impact of liquor licences: an Evidence Check rapid review brokered by the Sax Institute (www.saxinstitute.org.au) for the NSW Ministry of Health, 2015

⁴ Australian Urban Observatory website, Available at: www.aus.org.au (Accessed 23/06/2021)

⁵ NSW Ministry of Health (Centre for Epidemiology and Evidence), HealthStats NSW, Available at: <http://www.healthstats.nsw.gov.au> (Accessed 23/06/2021)

between 1 January 2019 and 31 December 2019. The rate of alcohol visits per 1,000 unplanned ED visits at the Northern Beaches Hospital was 67% higher than the state average.

The crime impacts attributable to alcohol also remain a significant concern locally. There were 209 alcohol-related non-domestic assaults in the year to March 2021, which is consistent with the NSW average. Furthermore, this rate was considerably higher in suburbs such as Manly and Brookvale (412% and 152% higher respectively).⁶

There is strong evidence linking domestic violence with increasing density of packaged liquor outlets³. 329 domestic assaults were recorded by Police in the last 12 months, with specific hotspots identified in the suburbs of Manly, Dee Why, Brookvale, Narrabeena, Beacon Hill, Freshwater, Manly Vale, Queenscliff, Cromer, Collaroy, Bayview, Newport and Avalon. This indicates that a higher proportion of these offences are occurring in these locations. The granting of additional packaged liquor licences in these zones would present an increased risk of domestic assaults in the local area.

Whilst the Northern Beaches LGA has a high SEIFA score (100th percentile), this doesn't preclude residents from experiencing the harms associated with alcohol⁷. According to an Australian Institute of Health and Welfare web report on risk factors to health, adults living in the least disadvantaged areas are 1.3 times as likely to exceed alcohol consumption guidelines as those living in the most disadvantaged areas. Healthstats NSW data also confirms that the most advantaged (ie least disadvantaged) population are more likely to drink daily than the rest of the population, with the Northern Sydney population (incorporating the Northern Beaches) amongst the highest daily drinkers across the state⁸.

Priority 2 of the National Alcohol Strategy 2019-2028 aims to reduce opportunities for availability, promotion and pricing contributing to risky alcohol consumption⁹. As outlined above, the availability of alcohol is already excessive in many suburbs across the Northern Beaches LGA with the current number of existing liquor licences. The National Alcohol Strategy suggests that in an area with such high alcohol access and a demographic known to engage in frequent and risky drinking behaviours, Northern Beaches Council should play an active role in reducing the availability of alcohol in the local community.

Recommendation:

- Council to re-establish a process for reviewing liquor licence applications within the Northern Beaches LGA and respond to those presenting an unacceptable level of risk to the community.
- The Community Safety Committee and Community Safety Coordinator to form partnerships with State and local stakeholders (including NSW Health Promotion) to ensure coordinated and collaborative responses.

Safe Places and Alcohol Prohibited Areas

The Draft Northern Beaches Community Safety Plan is 'committed to ensuring that Council managed open spaces are high quality, safe, accessible and facilitate the healthy and active lifestyle that is important to the Northern Beaches community'. To facilitate this commitment, Council has identified that the establishment of alcohol restricted zones is one of its strategy areas.

The Northern Sydney Local Health District 'Drink Less. Live More.' research project explored the role that alcohol plays in the lives of Northern Beaches women aged 35 – 59 years. As part of the research, we conducted both a series of focus groups and a quantitative survey with Northern Beaches women. Of the 583

⁶ NSW Bureau of Crime Statistics and Research, Crime Maps, Available at: <http://crimemap.bocsr.nsw.gov.au/bocsr> (Accessed 25 June 2021)

⁷ Australian Bureau of Statistics, IRSD Interactive Map, Available at: <https://www.abs.gov.au/ausstats/abs@.nsw/lookup/by%20subject/2033.0.33.00%2016%20Main%20Features%20Interactive%20Map%2016> (Accessed 1/4/2021)

⁸ Commonwealth of Australia (Department of Health), National Alcohol Strategy 2019-2028, 2019. Available at: <https://www.health.gov.au/sites/default/files/documents/2020/04/national-alcohol-strategy-2019-2028.pdf> (Accessed 25 June 2021)

eligible survey respondents, 60% reported that all child-orientated gatherings they attended had alcohol present.

The *First 2000 Days Framework* outlines that the first 2000 days (0-5 years) of life is a critical time for physical, cognitive, social and emotional health. Early life experiences are linked to increased risk of drug and alcohol misuse⁹.

Studies show that parents play a significant and powerful role in shaping their child's beliefs and attitudes about alcohol, through their role-modelling of alcohol-related behaviours¹⁰. Parental role modelling of alcohol use is known to influence alcohol consumption in adolescence and in later life¹¹.

One of the key strategies of the 'Drink Less. Live More.' project is to reduce alcohol availability in child oriented gatherings by highlighting the importance of positive parent role modelling. Parents and adults can positively shape a young person's understanding of the role alcohol may, or may not, play in their life. At a child oriented gathering, this can be achieved simply by hosting an event without alcohol. This demonstrates that alcohol does not have to play a key role in all social gatherings.

Playgrounds have been identified as a popular environment to host parties for young children. In an attempt to address this finding, Council can support NSLHD by auditing its existing Alcohol Prohibited Areas to ensure that playgrounds are considered an 'alcohol restricted zone'. This would assist with addressing two of the five priority areas – safe open spaces and safe neighbourhoods.

Recommendation:

- Council to extend its Alcohol Prohibited Areas to include playgrounds including the equipment and the area in the immediate vicinity e.g. soft fall surfaces.

Safe People

NSLHD Health Promotion aims to address social factors that impact the health and wellbeing of the Northern Sydney population, in partnership with local organisations including Council. Current priorities include preventing domestic and family violence, gambling-related harm and social isolation. Therefore we strongly support the five priority areas identified by Council to achieve your outcome of Safe Places, as well as welcome opportunities for collaboration.

Recommendations

- Include Multicultural Networks/Organisations under partnerships for action 'promote awareness of elder abuse'. For example, older people from Chinese backgrounds are known to face additional risks of abuse.
- When referring to assault statistics, acknowledge that the full extent of the problem is unknown as many incidents of domestic, family and sexual violence go unreported.

We appreciate the opportunity to comment on the Northern Beaches Draft Community Safety Plan. Should you have any queries about this submission please contact me at the NSLHD Health Promotion (RNS unit) on 9462 9569 or Andrew.wheeler@health.nsw.gov.au. We look forward to continuing our work with the Northern Beaches Council to support projects that benefit the health, wellbeing and safety of the community.

Yours sincerely,

Andrew Wheeler
Manager – Healthy Built Environments
On behalf of the Northern Sydney Local Health District Health
Health Promotion Unit

⁹ NSW Ministry of Health. The First 2000 Days Framework. February 2019. Available at www.health.nsw.gov.au. Accessed 22nd June 2021.

¹⁰ Bowden, J. A., Deffebor, P., Room, R., Miller, C. & Wilson, C. (2019). Parental drinking in Australia: Does the age of children in the home matter? *Drug and Alcohol Review*, 38(3): 306-13.

APPENDIX 1 –Northern Beaches Suburbs Access to Alcohol

Avg number of on-licences within 400m (# of licences)			Avg number of off-licences within 800m (# of licences)			Avg distance to closest off-licence alcohol outlet (m)			Avg distance to closest on-licence alcohol outlet (m)		
Suburb	Value	Percentile	Suburb	Value	Percentile	Suburb	Value	Percentile	Suburb	Value	Percentile
Manly	13.7	1	Manly	6.1	4	North Curl Curl	367.5	5	Manly	270.2	4
Dee Why	4.4	5	Brookvale	3.8	6	Manly	376.8	5	Balgowlah	327.9	7
Balgowlah	3.1	6	Freshwater	2.8	8	Collaroy Plateau	391.8	6	Narrabeen	329.3	7
Narrabeen	3	6	Dee Why	2.8	8	Balgowlah	414.9	7	Dee Why	335.6	7
Newport	2.2	8	Manly Vale	2.6	9	Freshwater	427.3	7	Queenscliff	404	11
Avalon Beach	1.4	12	Balgowlah	2.6	9	Manly Vale	430.6	8	Billgola Beach	430.6	12
Collaroy	1.3	12	Newport	2.5	9	Brookvale	444.1	8	Collaroy Plateau	453.2	14
Freshwater	1.2	13	Queenscliff	2.4	10	North Balgowlah	477.9	10	Whale Beach	481.7	16
Mona Vale	1.1	14	North Manly	2.3	10	Billgola Beach	487	11	Collaroy	488.7	16
Queenscliff	1	15	Collaroy Plateau	2	12	Fairlight	487.9	11	Cromer	505	18
Seaford	0.8	18	Narrabeena	1.8	14	North Manly	514	13	Mona Vale	512.4	19
Whale Beach	0.7	20	Balgowlah	1.8	14	Dee Why	517.6	13	Manly Vale	533.1	20
Elanora Heights	0.7	21	North Curl Curl	1.7	15	Narrabeena	533.6	15	Palm Beach	537.5	20
Palm Beach	0.6	22	Mona Vale	1.5	17	Queenscliff	567.5	16	Newport	548.8	21
Church Point	0.6	22	Collaroy	1.4	19	Forestville	569.7	17	Clontarf	557.1	22
Billgola Beach	0.5	26	Wheeler Heights	1.3	20	Wheeler Heights	571.6	17	Freshwater	569.5	23
North Narrabeen	0.5	26	Forestville	1.1	23	Newport	593.6	18	Elanora Heights	576.9	23
Brookvale	0.5	27	Killarney Heights	1.1	25	Clontarf	607.9	20	Brookvale	586.9	24
Collaroy Plateau	0.4	28	Fairlight	1.1	25	Narrabeen	626.2	21	Balgowlah Heights	586.9	24
Cromer	0.4	30	Cromer	1	27	Collaroy	636.3	22	Warriewood	642	29
Oxford Falls	0.3	32	Billgola Beach	1	28	Cromer	643.8	23	North Curl Curl	653.9	31
Balgowlah Heights	0.3	34	Narrabeen	1	29	Balgowlah Heights	694.7	28	Curl Curl	675	32
Manly Vale	0.3	38	Elanora Heights	0.9	30	Killarney Heights	739.7	32	Killarney Heights	702.4	34
Curl Curl	0.2	40	Seaford	0.9	30	Seaford	754	33	North Balgowlah	721.7	36
Terrey Hills	0.2	41	Clontarf	0.8	35	Belrose	765.7	34	Clareville	731.6	36
Belrose	0.2	41	Belrose	0.8	37	Billgola Plateau	772	34	North Narrabeen	752.4	37

1

North Curl Curl	0.2	43	Avalon Beach	0.7	39	Mona Vale	787.2	36	Fairlight	768.7	38
Clareville	0.2	44	Curl Curl	0.7	41	Avalon Beach	787.8	36	Wheeler Heights	776.4	39
Warriewood	0.2	46	Frenchs Forest	0.7	42	Terrey Hills	833.5	40	Church Point	784.3	40
Wheeler Heights	0.2	48	Balgowlah Heights	0.7	42	Curl Curl	848.4	42	Belrose	799.4	41
Frenchs Forest	0.2	48	North Narrabeen	0.6	43	Elanora Heights	878.1	44	Avalon Beach	815.4	42
Clontarf	0.2	48	Terrey Hills	0.6	47	Davidson	884.8	45	Frenchs Forest	864.2	45
Forestville	0.1	50	Palm Beach	0.5	52	North Narrabeen	890.3	45	Forestville	871.2	46
Killarney Heights	0.1	51	Billgola Plateau	0.5	52	Frenchs Forest	899.5	46	Seaford	886.1	47
Allambie Heights	0.1	52	Allambie Heights	0.5	54	Warriewood	953.2	50	Terrey Hills	919.9	50
North Balgowlah	0.1	52	Davidson	0.4	55	Allambie Heights	964.5	51	North Manly	925	50
Billgola Plateau	0.1	55	Church Point	0.4	62	Palm Beach	1044.8	57	Allambie Heights	950.4	52
Narrabeena	0.1	55	Warriewood	0.3	63	Church Point	1188.3	66	Narrabeena	950.6	52
Fairlight	0.1	64	Clareville	0.2	70	Clareville	1277.7	71	Billgola Plateau	958.9	52
Bayview	0	66	Duffys Forest	0.1	77	Beacon Hill	1309.2	72	Bayview	1289.4	69
Duffys Forest	0	68	Beacon Hill	0.1	78	Oxford Falls	1678.2	83	Oxford Falls	1332.1	70
Inglewood	0	69	Inglewood	0.1	80	Duffys Forest	1735.3	84	Beacon Hill	1336.1	71
North Manly	0	77	Bayview	0	87	Whale Beach	2157.4	89	Inglewood	1687.9	80
Scotland Island	0	100	Whale Beach	0	100	Bayview	2285.5	90	Duffys Forest	1735.3	81
Davidson	0	100	Scotland Island	0	100	Inglewood	2554.3	92	Davidson	1840.9	83
Beacon Hill	0	100	Oxford Falls	0	100	Scotland Island	N/A	100	Scotland Island	N/A	100

Document administration	
Version	1
Date	8 September 2021
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Related Projects	Better Together 2040 Social Sustainability Strategy Social Sustainability Policy

Community Safety Plan

2021 - 2026



northern
beaches
council





Acknowledgment of Country
Council acknowledges the traditional custodians of these
lands and shows its respect to the Elders past and present.



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Message from the Mayor

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



Council is committed to ensuring we continue to live, work and play in one of the safest communities in the country. We want people to be and feel safe, no matter where they are and what they're doing in our community.

Community safety and wellbeing is a complex issue and requires us all as part of this community to play a role.

It's more than just policing and security – it's about building a cohesive, resilient community where everyone feels safe and connected.

In working with the Police and other agencies, our responses must be multi-faceted, co-operative and collaborative. More importantly, they need to address the specific needs of different locations and vulnerable populations.

Council is committed to playing its role which includes developing projects, initiatives and education resources that assist our community.

The Community Safety Plan outlines the actions we will take to build on our responsiveness to community safety issues over the next five years.

The Plan builds on established partnerships that lead to developing effective strategies. We value the hard work and dedication of our partners, which includes government and non-government agencies, Police, businesses, residents and visitors.

Community safety is a high priority and the Community Safety Plan puts us in good stead to tackle the challenges of the future.



Michael Regan
Mayor

Executive summary

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Northern Beaches Council's Community Safety Plan 2021-2026 (the Plan) is an important tool to help realise Council's vision of a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.

This Plan provides a five year roadmap for Council and the community to sustain and increase safety for all residents of the Northern Beaches. It outlines the actions that Council, service partners and the community will take to achieve the 'safe community' direction of Council's Better Together Social Sustainability Strategy 2040, and contribute toward Shape 2028's vision for a 'safe, inclusive and connected community'.

Extensive consultation has been undertaken with the community and stakeholder groups on the issue of safety over the past 2 years, through the development of the Community

Safety Plan, and the development of the broader Better Together Social Sustainability Strategy. The feedback from both of these processes has been integrated and considered, alongside crime data and research. Through this process, ten priority areas have been identified. Actions under these priority areas will focus attention on identified issues and on achieving our outcomes of Safe Places and Safe People.

The Plan looks at community safety from a range of perspectives:

- the safe design and planning of our community
- the prevention of crime and anti-social behaviour
- the connection and support of vulnerable community members
- providing accessible services
- building resilience to support against any adversity in the future.

The Plan values the role that community members, service providers, government agencies and Council all have to play in making our community a safe and vibrant place to live.

Although the Northern Beaches is a very safe place, there is always more we can be doing to sustain and enhance our attention to crime prevention. The Plan integrates key criteria required to apply for potential crime prevention grant funding in the coming years, to ensure that relevant and appropriate strategies can be implemented as required.

Strategic Overview - Part of the Better Together Strategy

The Plan contributes to the Northern Beaches Council Better Together Social Sustainability Strategy 2040.

The Better Together Social Sustainability Strategy 2040 has the vision to create a socially sustainable and inclusive community for all.

The Strategy's three strategic directions work towards achieving the vision in our Community Strategic Plan: Shape 2028 of 'a safe, inclusive and connected community'.

The Community Safety Plan serves to action the Safe pillar of the Better Together Social Sustainability Strategy 2040.

Imagining a safer Northern Beaches

The Northern Beaches is a safe and resilient place to live, work and visit, where there is an individual and collective feeling of comfort and security.

People in the community may experience and perceive safety differently. Regardless of individual circumstances, people on the Northern Beaches live in a safe environment where everyone's right to be free from harm and danger is respected by others.

Instances of harm are greatly minimised. Everyone can access information and safe agencies are available for those who experience physical or emotional harm. The community identifies keeping children safe as a priority and has a strong commitment to best practice child safeguarding.

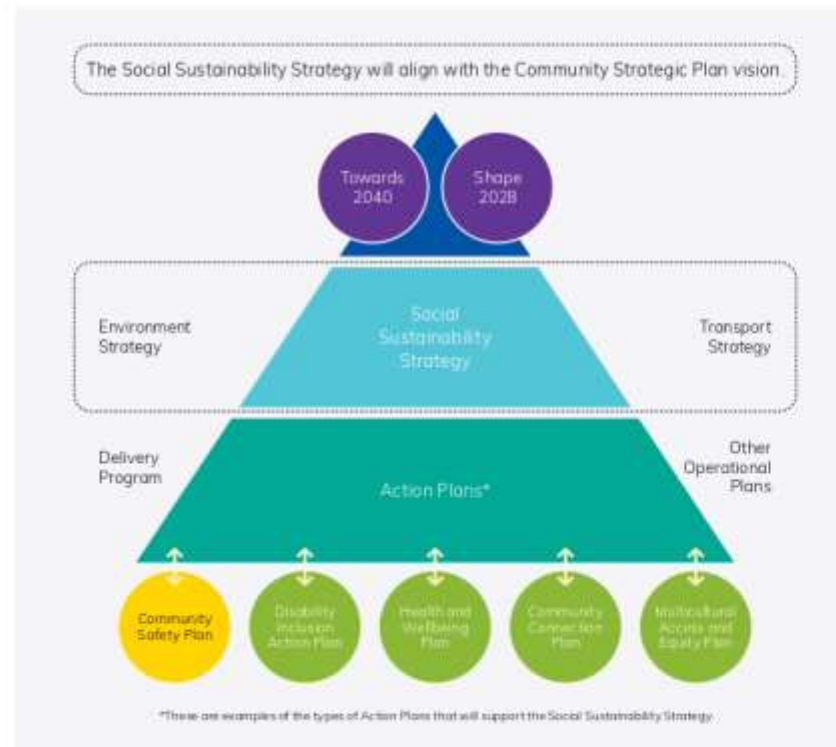
The community is resilient and has capacity to address difficult and complex personal safety issues including suicide and domestic and family violence. Everyone feels empowered to contribute and shares knowledge and information about available supports and systems.

A diverse network of public spaces enables everyone to be healthy, active and feel safe to participate in community life. There is cohesion and a culture of mutual caring, safe and free from bullying in the community, at home, and online. (Better Together 2040)

The Safe pillar of Better Together 2040 aims to achieve two outcomes:

- Safe Places: our community is safe in public, at home and online
- Safe People: our community has access to people, organisations and information that can help when they need assistance.

Relationship to existing Council strategic directions



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What is safety?

For the purposes of this Plan, safe is defined as being protected from harm and danger, both emotionally and physically.

Community safety involves reducing crime, controlling risk, preventing injury and supporting vulnerable community members. Community safety is about recognising the need for all sections of the community to work together to create a safer environment for people to live, work and travel.

The perception of safety is just as important as the experience of safety itself. When people feel safe they are more prepared to connect with others and participate in community life and together they can build more cohesive and resilient communities.



Safety is everyone's business

Community safety is a complex issue that requires a whole of community approach.

The safety of the Northern Beaches community is the responsibility of all who live, work and visit here as well as all agencies who deliver services to the area. The NSW Police Force has an essential role in preventing, responding to, detecting and investigating crime. Other State Government agencies such as the State Transit Authority and NSW Health deliver vital infrastructure to the area and manage a wide range of direct and funded services that impact community safety. Local service providers have an integral role in engagement with the community and in the direct delivery of information, education and support. The willingness of the broader community to engage in community safety is another vital part of the process.

None of these parts of the process can deliver a safe community alone – we must all make it our business to contribute and collaborate for a safer community.

One of the ways Council has facilitated a collaborative approach to community safety on the Northern Beaches is through the establishment of the Northern Beaches Community Safety Committee.

Community Safety Committee

The Community Safety Committee is an advisory committee to Northern Beaches Council. The Committee has been established to collaborate, consider and advise Council on ways to maintain, improve, resolve and progress issues that impact on community safety and crime prevention across the Northern Beaches.

Membership of the Committee includes the Mayor, Councillors, key Council staff, local State and Federal MPs, Northern Beaches Police Area Command, Chambers of Commerce, Northern Beaches Liquor Accord, Northern Sydney Local Health, Department of Communities and Justice, State Transit Authority and key representatives from local service providers and the community.

The role of Council in community safety

Local government plays an essential role in community safety through its responsibility for the design and management of public spaces, public events management, local community recreational services and its planning and regulatory functions.

While safety is a responsibility for all, Council has a role to play as a leader, advocate, infrastructure provider, facilitator, researcher, capacity builder, partner and promoter in addressing identified community safety challenges.

Council collaborates with a wide range of stakeholders to implement strategies for improving safety.

Council has a role in building partnerships between Police, government agencies, representative bodies, community organisations and individuals to promote community safety.

Feeling safe

The perception of safety impacts how well residents of the Northern Beaches engage with and feel connected to one another, and how active we are in the community.

Perceptions of safety often relate to perceptions of crime and social problems in the neighbourhood, media and social media attention, previous experience as a victim of crime, and the level of trust in the local community.

Living in communities that are clean, well maintained and serviced, with residents who are kept informed of crime, social issues and the actions being taken to address risks can positively impact feelings of safety.

What the Community Safety Plan will achieve

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The Community Safety Plan sets the roadmap for Council's community safety activities with partner agencies over the next five years, split across two outcomes.

Safe Places will be achieved through the delivery and responsive management of well maintained, safely designed, connected and activated spaces. Our work with the community and businesses will raise crime and safety awareness and decrease the impact of alcohol related crime and antisocial behaviour on the community.

Safe People will be achieved through the support of local service providers to network on priority issues, increase their capacity to address community wellbeing and to minimise harm. We will work to increase awareness of the information and support services available to the community and will aim to provide better support, connections and outcomes for people in vulnerable circumstances. Our engagement with the community will ensure our actions address their needs and improve community perception of safety.

How the plan was developed

Northern Beaches Council consulted with residents and stakeholders in the development of the Community Safety Plan over a period of 18 months to March 2021 via stakeholder focus groups, telephone and online surveys. These activities allowed us to assess the community's sense of safety living on the Northern Beaches, their level of satisfaction with community safety and crime prevention, and to identify issues causing concern. Targeted interviews with stakeholders allowed us to explore those issues more deeply, and discuss potential strategies to address identified issues.

We were also able to benefit from extensive consultations undertaken as part of the Better Together Social Sustainability Strategy 2040 on the issue of safety.

Input from these consultation processes was considered alongside feedback from the Northern Beaches Council Customer Satisfaction Survey 2019, and the knowledge of Council staff who liaise with the community and stakeholders on an ongoing basis.

NSW Bureau of Crime Statistics and Research (BOCSAR) Recorded Crime statistics to December 2020 and consultation with Northern Beaches Police Area Command, were able to illustrate the crime issues across the Northern Beaches and identify key areas for action.

We integrated research on population demographics and forecasts, evidence based approaches to crime prevention and harm minimisation, and considered the approaches being taken by other Councils.

We have set ten priority areas and a series of actions which will serve to focus attention on the issues and opportunities identified during the development of the Plan.

The draft Plan was placed on public exhibition during June and July 2021, during which time the community was invited to review the Plan and make submissions. All submissions received were considered and amendments made to the Plan as appropriate.

In the development of this plan, Council has:

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Engaged with 1682 local community members and stakeholders via:

1. Online survey
2. Phone survey
3. Stakeholder focus groups
4. Targeted interviews
5. Public exhibition of Plan



Analysed crime statistics, community demographics and population forecasts



Ensured the Community Safety Plan is integrated with Northern Beaches Council's strategic direction and its action plans, State and Federal Strategic Plans and policy, and the NSW Premier's Priorities



Considered community issues raised with Council and through the media



Integrated the input of more than 1,000 additional stakeholders consulted in the development of the Better Together Strategy, under which safety is one of three strategic directions.



Researched evidence based approaches to crime prevention and harm minimisation for application in our approach to delivering services



Acted in accordance with Local Government Guiding Principles, as set out in Local Government Act 1993 No 30, ensuring that the process undertaken has been transparent and without bias and provides the best value possible to meet the diverse needs of the community now and into the future.



Researched what other Councils are doing in the area of community safety and crime prevention



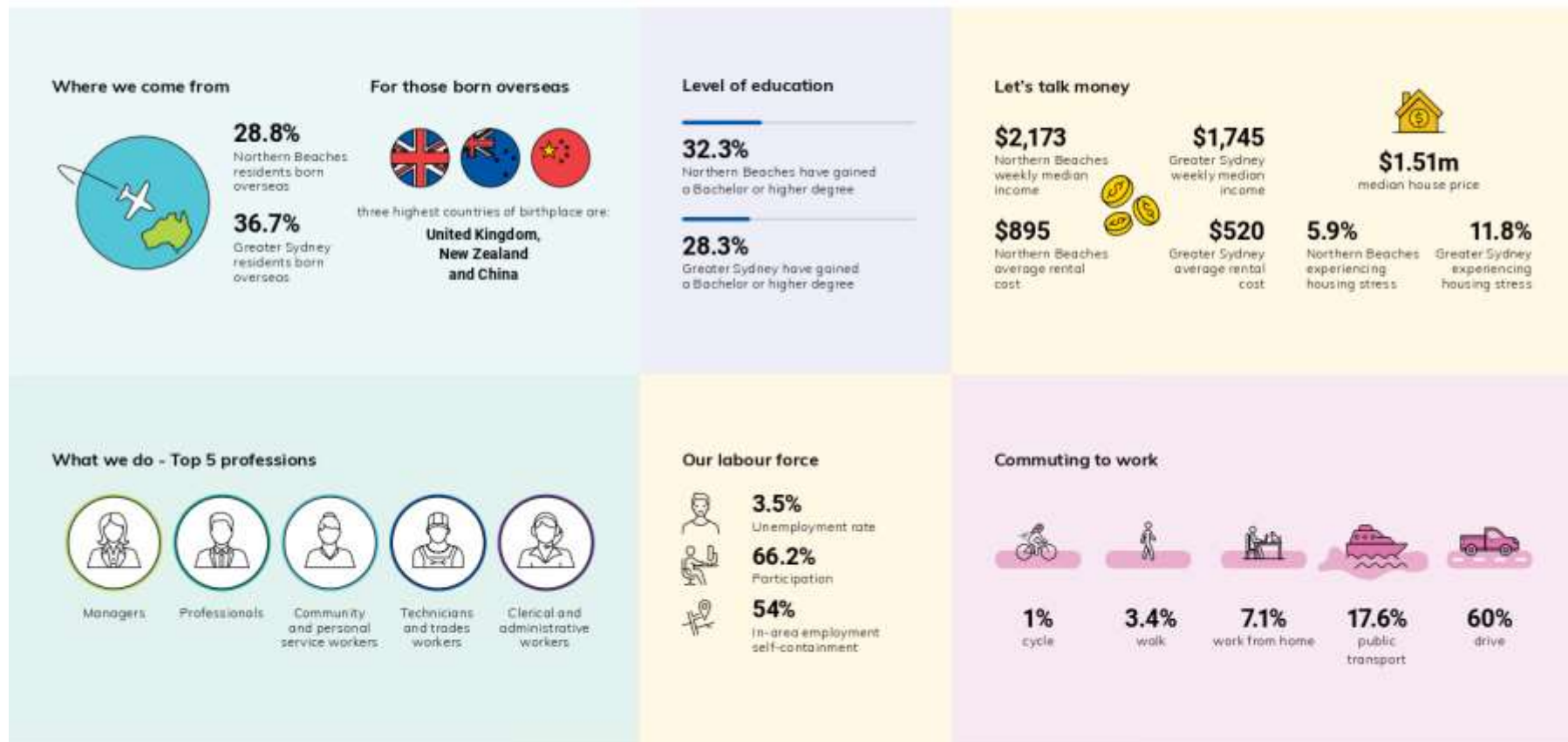
Consulted with service providers, key stakeholder groups, Police and Council stakeholders to ensure integration with their service planning



Engaged with the Community Safety Committee throughout the development of the Plan

16 Our community: a demographic snapshot





Recent Crime Trends

The Northern Beaches on the whole enjoys a high level of community safety.

The annual Recorded Crime Statistics for the Northern Beaches Local Government Area released in December 2020, show that we have performed well overall, with significant decreases in a number of major crime categories.

While it is noted that the Northern Beaches crime rates are lower, and continue to be lower than the NSW average, it must be remembered that these results are an anomaly and are heavily impacted by the pandemic and COVID-19 restrictions.

We must also remember that these offences are committed against members of our community and impact us all. There is no acceptable level of crime. Council will continue to support the community with strengthened collaboration and crime prevention strategies that aim to decrease crime and support victims and vulnerable community members.

To remain on the front foot, the Community Safety Plan will prioritise the categories of crime that are highest at the moment and ensure we are active in those areas to minimise opportunities for, and the impact of, future crime.

Sexual assault, indecent assault and other sexual offences have continued to rise and form part of a concerning trend throughout NSW.

Over the long term our highest crime areas are domestic violence, non-domestic violence related assault, fraud and malicious damage. Council, Police and partner agencies will continue to thoroughly examine these local issues and ensure strategies are in place to protect and strengthen our local community.

It must be noted that recorded crime statistics provide only part of the picture. Although this data shows domestic violence has decreased 28% in the 12 months to December 2020, local agencies are reporting a significant surge in demand for their services. We see a reduction in fraud, however we know that as our community moved online for work and social interaction, there was a 28.8% rise in the number of Australians falling victim to scams in 2020 compared to 2019.

It can also be reasonably assumed that crime categories such as retail theft and break and enter dwelling have decreased in line with decreased opportunity as COVID-19 restrictions closed shops and stay at home orders were imposed.

¹⁸ BOCSAR ¹⁹ ACCC

As our community experiences and recovers from the pandemic, economic repercussions are likely to continue for some time and there is potential for this to adversely impact crime trends.

This Plan includes strategies to work with the community in the coming years to monitor and address these crime issues.

The NSW Police Commissioner has expressed concern that the economic hardship induced by the Coronavirus pandemic will unleash a crime wave in coming years, undermining long-term progress to curb illegal activity. SMH Nov 28 2020

Prof Dan Weatherburn UNSW cautions that long-term unemployment could exacerbate other criminal activity. "When things go bad, whatever is going up at the time will go up faster." SMH Nov 28 2020

BOCSAR Executive Director said "the social upheaval of 2020 had delivered a significant interruption to crime patterns." "The continued increase in sexual assault reports remains concerning." BOCSAR Mar 2021

20 Assumptions

This Plan has been developed during a unique period in our history and reflects issues impacting the Northern Beaches over the long term as well as those coming to the fore during the COVID-19 pandemic. In developing this plan, Council acknowledges:

- COVID-19 has impacted population projections and although data has not yet been included in official forecasts, it is assumed that the population will be older and smaller than previously forecast.
- COVID-19 has impacted reported crime statistics and it is assumed that as restrictions are relaxed and NSW residents resume regular activities, crime rates will return to normal levels.^{-BOCSAR}
- Mental health, community and financial issues have risen in prevalence during COVID-19 restrictions and it is assumed they will continue to impact individuals over the long term and require sustained intervention.

Our community: A crime snapshot

Overall the Northern Beaches is a very safe place.

Crime decreased in most major crime categories during 2020.

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Major offence category BOCSAR	Incidents of crime recorded by NSW Police Force in Northern Beaches LGA					Rate per 100,000 population Jan - Dec 2020 [^]		Average annual % change ^{^^} Northern Beaches LGA	
	Jan - Dec 2016	Jan - Dec 2017	Jan - Dec 2018	Jan - Dec 2019	Jan - Dec 2020	Northern Beaches LGA	NSW	2 year trend (Jan 2019-Dec 2020)	5 year trend change ^{^^} (Jan 2016-Dec 2020)
Murder	4	1	1	0	0	nc	0.9	nc	nc
Domestic violence related assault	305	358	448	487	350	128	396.5	Down 28.1%	Stable
Non-domestic violence related assault	591	613	607	682	568	207.7	364	Stable	Stable
Sexual assault	99	99	107	131	137	50.1	86.4	Stable	Up 8.5%
Indecent assault, act of indecency and other sexual offences	114	127	153	148	173	63.3	99.2	Stable	Up 11.0%
Robbery without a weapon	24	21	25	33	27	9.9	14.2	Stable	Stable
Robbery with a firearm	0	1	2	2	0	nc	1.3	nc	nc
Robbery with a weapon not a firearm	3	9	10	15	7	2.6	10.7	nc	nc
Break and enter dwelling	473	449	391	317	247	90.3	243	Stable	Down 15.0%
Break and enter non-dwelling	245	206	157	174	121	44.2	91.1	Down 30.5%	Down 16.2%
Motor vehicle theft	172	242	211	204	184	67.3	144.7	Stable	Stable
Steal from motor vehicle	838	920	782	887	758	277.1	350.3	Stable	Stable
Steal from retail store	599	490	572	686	321	117.4	248.1	Down 53.2%	Down 14.4%
Steal from dwelling	453	417	422	353	339	123.9	207.8	Stable	Down 7.0%
Steal from person	100	86	64	74	53	19.4	26.6	Down 28.4%	Down 14.7%
Fraud	1,246	1,216	1,249	1,226	1,142	417.6	547.9	Stable	Stable
Malicious damage to property	1,170	1,134	1,196	1,349	1,044	381.7	658.3	Down 22.6%	Stable

Northern Beaches LGA Recorded Crime Statistics January 2016-December 2020 Incidents of crime recorded by the NSW Police Force in Northern Beaches LGA: number, rates[^] and trends^{^^}

Source: BOCSAR ^{^^} Shows the results of a statistical test for a significant upward or downward trend in the monthly number of criminal incidents recorded. Where the trend is significant (i.e. p<0.05) the average annual percentage change over the five and two year period is shown. Significant upward trends are highlighted in red; significant downward trends are highlighted in green. 'Stable' indicates there was no significant upward or downward trend and 'nc' indicates that the number of incidents recorded was too small for a reliable trend test to be performed.

22 What our community told us:

Consultation was undertaken with the community in the development of this plan over a period of 2 years to August 2021.

You said:

- the Northern Beaches is an area where you generally feel very safe, both at home and out in the community
- you love the lifestyle of living on the coast and want to enjoy open spaces and community based gatherings and activities.

You want:

- to feel safe
- to be heard
- to be aware and informed
- an inclusive plan that serves our diverse community and visitors coming to the area
- to support community members in vulnerable circumstances
- to return to community activities post COVID-19
- a stronger night time economy.

You are concerned about:

- our young people and their future
- alcohol related behaviour in community places
- personal safety when walking and using public transport at night
- members of the community with alcohol and other drug issues
- members of the community who are experiencing domestic and family violence
- members of the community with mental health issues
- members of the community who are experiencing homelessness
- members of the community who are feeling isolated
- the community's experiences with suicide.

You want Council to prioritise:

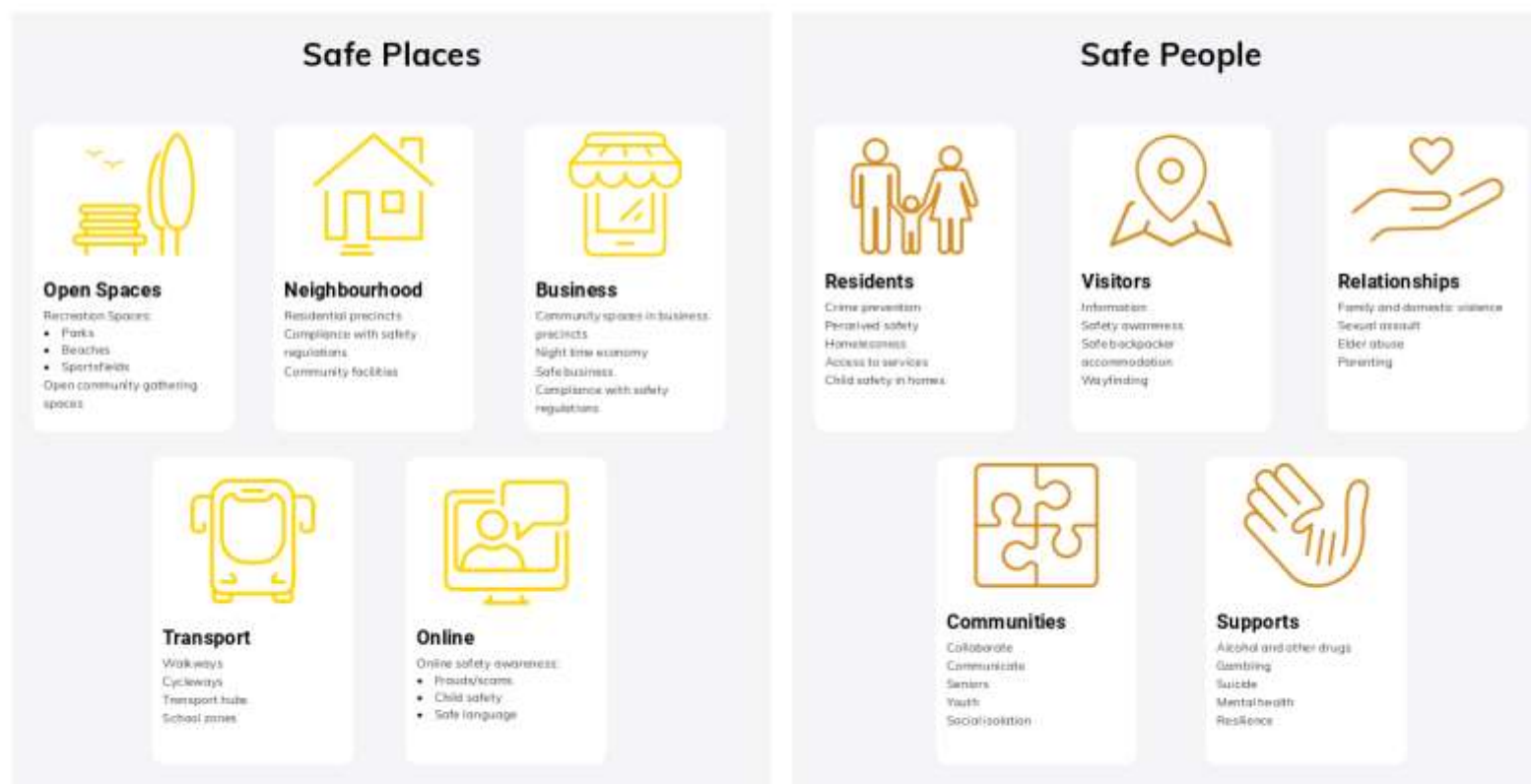
- safe futures for young people
- protection for seniors against elder abuse, fraud and scams
- developing a stronger night time economy
- improved lighting and pathways to ensure safety while travelling
- online safety for young people
- safe design of the area
- building resilient and connected communities to increase safety
- community preparedness for emergency situations.

Our priority areas

Community input was considered alongside current crime trend data, broader government and local strategic directions, and ongoing input from Council's interactions with community members and service providers.

From the data gathered 10 priority areas have been identified for the next 5 years, and the youth and senior population groups have been identified for priority attention in the implementation of actions.

Actions against each of these priority areas form the Community Safety Action Plan.





Outcome 1: Safe Places

Our community is safe in public, at home and online.

There are five priority areas to achieve our outcome of Safe Places.



Key Outcome Indicator: % of residents who say they are able to participate in community life.

Other key Council strategies and plans supporting Safe Places:

- Shape 2028 Northern Beaches Community Strategic Plan 2018 – 2028
- Protect. Create. Live Northern Beaches Environment and Climate Change Strategy 2040
- Move Northern Beaches Transport Strategy 2038
- Northern Beaches Walking Plan
- Northern Beaches Council Road Safety Plan 2019-2024
- Economic Development Strategy
- Place Plans
- Northern Beaches Community Centres Strategy
- Sportsground Strategy
- Better Together Social Sustainability Strategy 2040
- Open Space and Recreation Strategy – under development
- Bushfire Management Policy 2021
- Resilience Strategy – under development

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Priority Area 1: Safe Open Spaces

We are committed to ensuring that Council managed open spaces are high quality, safe, accessible and facilitate the healthy and active lifestyle that is important to the Northern Beaches community.



Our open spaces

Our extensive public recreation areas, national parks and bushland, along with our beach and coastal environment, are major attractions for residents and visitors to the Northern Beaches. More than 78% of residents live within 400m of an open space.

Over the past year, the need to access public open spaces that are close to home and can be utilised and shared by all has become a heightened priority for the community.

The issues most important to you are:

- to feel safer in the community at night, with more lighting and CCTV
- reducing alcohol affected behaviour in open places
- safer parks
- well maintained public spaces
- better use of shared spaces
- safe outdoor events that cater to all members of the community
- addressing antisocial gatherings on beaches, headlands and bushland areas
- outdoor community gathering areas, well located and accessible to all, that are designed to encourage connection and to encourage a shared sense of ownership.

Designing out crime

Council incorporates the international standard of Crime Prevention through Environmental Design (CPTED) principles into all council development and infrastructure projects, including the planning and design of open places and spaces.

The application of these principles increases the passive security of spaces, the difficulty of crime and antisocial behaviour occurring within those areas, and the feeling of safety in CPTED designed zones.

Safety Audits

Council and Police conduct a regular program of Safety Audits across the community to maximise safety in open spaces.

Safety Audits are also conducted where evidence indicates open spaces are being impacted in new ways by emerging trends.

Alcohol Restriction Zones

To improve public safety Council manages a program of alcohol restricted zoning in specific areas:

Alcohol Free Zones (public roads, footpaths and public car parks) and Alcohol Prohibited Areas (eg beaches, parks, public open spaces) may be established to reduce disruptive and anti-social behaviour as well as alcohol-related crime in our community.

Police and Rangers are able to respond to drinking in these areas with the confiscation of alcohol.



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Community Safety Plan

Over the next 5 years, we will:

Actions	In partnership with	Year
Establish a 'hot spot' response capacity that implements timely crime prevention and safety measures at emerging locations.	Police	2
Conduct a full review of alcohol restricted zoning.	Police, Liquor and Gaming NSW, Northern Beaches Liquor Accord	1 & 5
Consult with the NSW 24 Hour Economy Commissioner to develop night time economy strategies to activate vibrant, inclusive and safe open spaces.	NSW 24 Hour Economy Commissioner, Chambers of Commerce, Northern Beaches Liquor Accord	3
Consider CCTV to deter anti-social and criminal behaviour in high risk locations.	Police	1

We will also continue to:

- deliver well designed open spaces that are planned with Crime Prevention through Environmental Design principles and well maintained
- provide responsive management of open places in the community by analysing local crime trends, conducting safety audits of identified risk areas, and determining appropriate strategies to address risks in collaboration with Police
- manage alcohol restricted zoning, utilise planning mechanisms and work with licensed premises to decrease the impact of alcohol related crime and antisocial behaviour on open community spaces
- enforce compliance with safety requirements in open spaces where required, for example outdoor alcohol restrictions and responsible management of companion animals
- activate open spaces through place planning, increased safe accessibility and facilitation of safe recreation options for the community
- protect life and reduce the negative impact of bush fire on property, infrastructure and the environment through effective bush fire risk management and location based bush fire management.

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Priority Area 2: Safe Neighbourhoods

We are committed to ensuring the community feels as safe as possible through design and maintenance of residential areas.



Our neighbourhoods

We live in neighbourhoods that are generally safe, low in crime, well planned and maintained. A wide range of gathering spaces and services are readily accessible to the community.

Living in communities that are clean, well maintained and serviced can positively impact feelings of safety.

Over the past 18 months everyone has spent more time than usual in our local communities. We are working and socialising from home more and are more focussed on the liveability of our homes and neighbourhoods.

The community values the sense of neighbourhood safety experienced in the Northern Beaches (8% above the national average for safety from crime, traffic, pollution etc).

There were 1044 incidents of malicious damage and 247 of Break and Enter Dwelling recorded in the Northern Beaches during 2020.

*2021 Australian Liveability Census

The issues most important to you are:

- to feel safer in your neighbourhoods, with better lighting and less graffiti
- improved use of community spaces in the evening
- equitable, affordable and accessible availability of community facilities and activities
- flexible gathering places in community facilities that provide a space for community activities across all generations
- a community designed to encourage community projects, such as community gardens.

Shared spaces

Council manages 39 community facilities, four creative spaces and six libraries for use by the community.

Council is committed to offering these diverse and accessible venues for meetings, cultural activities and events for the whole community.

Community centres enhance the quality of community life by encouraging participation and networking within the local community and by facilitating the development of a diverse range of activities and services, which recognise the distinct lifestyles and interests of residents.

Council is working to ensure these facilities are located in areas that are accessible via active and public transport.

Compliance

Council is responsible for building the community's awareness of safety regulations applying to homes and neighbourhoods including swimming pool fencing, chimney smoke, overgrown residential properties, vermin, hoarding and companion animals.

Our Rangers conduct inspections and enforce compliance where it becomes necessary to maintain property in a safe and healthy condition.



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Community Safety Plan

Over the next 5 years, we will:

Actions	In partnership with	Year
Ensure community facilities are accessible, flexible and functional shared spaces for the community.	Surf Lifesaving Sydney Northern Beaches, PCYC	5

We will also continue to:

- deliver well designed and maintained public spaces in residential precincts that are accessible, planned with Crime Prevention through Environmental Design principles
- provide responsive management of safety issues in residential precincts and enforce compliance with safety requirements including responsible ownership of companion animals, swimming pools, backpacker accommodation and boarding houses
- increase community awareness of identified safety issues
- provide affordable, flexible community based facilities to facilitate community gatherings and activities
- activate safe and accessible neighbourhood gathering spaces for the community, such as community gardens
- install lights along key pedestrian pathways in parks to help encourage active transport and greater uptake of running, jogging and walking to help build a healthier community.

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Priority Area 3: Safe Businesses

We are committed to ensuring the community feels as safe as possible through design and maintenance of public spaces in business and retail precincts, and by supporting safe business practices.



312,503
population forecast
by 2041



274,041
Population Now
(ABS 2020)



24.3
per 1000 are homeless
(ABS 2016)



83,700
jobs



32,700
Businesses



52%
Working residents
work locally

Our businesses

We have a significant number of small businesses established in the Northern Beaches, with retail being the second highest employer in the area. These businesses are staffed with a high proportion of local residents and provide services to our community and visitors.

Local businesses have been severely impacted during the pandemic. Social distancing restrictions combined with reduced demand for some goods and services have seen impacts across the business community.

In 2020, there were 321 incidents of Steal from Retail Store recorded in the Northern Beaches. This rate was approximately half the rate recorded in previous years due to the reduced opportunity to commit this crime during COVID restrictions.

The issues most important to you are:

- safe design of business and retail precincts
- accessibility of services, including co-location of services where possible
- supporting local business, particularly given their hardship during COVID-19
- attention to graffiti, alcohol and other drug affected behaviour, and the presentation of vacant premises.

Supporting Business

To support local businesses during COVID-19, Council developed a business support plan in consultation with our local Chambers of Commerce. Our priority is to ensure the local business community feels supported, is well informed and knows where and how to access advice, financial support and practical resources during this difficult time.

The COVID-19 business support plan includes a package of measures, which include waivers for nine months on outdoor dining, food health on premises and fire safety fees as well as more flexible and pragmatic arrangements for supplier deliveries to supermarkets and parking for take-away pickups.

Compliance

A range of business compliance requirements are in place to ensure the safety of business owners, their staff and customers eg commercial pools, food safety, hairdressers, skin penetration businesses, beauty treatment salons, sex premises and fire safety.

Council promotes those standards with coordinated inspections, appropriate enforcement and continuing education.

Council provides information on a diverse range of business support available to local businesses and is able to assist businesses to navigate licences and permits.



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Community Safety Plan

Over the next 5 years, we will:

Actions	In partnership with	Year
Provide post COVID-19 support to local businesses.	Chamber of Commerce	1
Engage with the business community to build crime prevention capacity.	Police	2

We will also continue to:

- deliver well designed public areas in business precincts that are accessible, planned with Crime Prevention through Environmental Design principles and well maintained
- monitor local crime trends in business precincts, conduct safety audits of identified risk areas, and determine appropriate strategies to address risks, in collaboration with Police
- manage registration of local businesses and raise business awareness of compliance requirements
- enforce compliance with safety requirements in business precincts including fire safety, food safety, brothels, skin penetration services and beauty treatment salons.

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Priority Area 4: Safe Travel

We are committed to the delivery of safe roadways, walkways and cycleways and a safe environment for community members and visitors to travel in.



7.1%
work from home



17.6%
public transport



60%
drive



3.4%
walk



1%
cycle

ABS 2018

How we travel

We live in an area that has access to an increasingly integrated transport system, and is being developed to assist residents to walk, cycle, drive or use public transport between work, school, recreation, home, communities, villages, town centres and beaches.

On Census Day 2016 in the Northern Beaches area, 60% of people travelled to work in a private car, 17.6% took public transport and 4.4% rode a bike or walked. Those who worked from home represented 7.1%.

During and post COVID-19 restrictions, the Northern Beaches has seen a substantial increase in residents working from home, walking and using local transport options.

The issues most important to you are:

- safe transport hubs, with adequate lighting and attention to anti-social behaviour
- safe walkable communities with well maintained footpaths
- an affordable transport system that is accessible to all community members
- facilities that support safe travel without cars
- safe cycling network
- safe transport for remote areas

Traffic Committee

The Northern Beaches Council Road Safety Plan 2019- 2024 provides the framework for improving road safety across the Northern Beaches Council Local Government Area.

The overall goal of the Road Safety Plan is to put in place initiatives that will ultimately reduce fatalities and serious injury crashes on our local roads. This plan aims to raise awareness that road safety is everyone's responsibility and that it is up to each individual to make an effort to stay safe on our roads.

Representatives from Council, Police, NSW Roads and Maritime Services, State Transit Authority and Local Members of Parliament collaborate on local traffic safety issues and solutions along with other community representatives and persons with specialist knowledge as required.

Safe networks

The ability of residents and visitors to safely travel through the Northern Beaches is important to achieving a connected community.

Council continues to develop a network of paths that can be used by pedestrians, bicycle riders and anyone on wheels. Safety is a priority in the planning and maintenance of these networks.

This network provides a safe alternative to car travel for residents and is attractive to tourists.



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Community Safety Plan

Over the next 5 years, we will:

Actions	In partnership with	Year
Work with the State Transit Authority to address antisocial and intimidating behaviour by patrons on public transport.	STA, Police	1
Raise awareness about safety while travelling through the Northern Beaches.	STA	2
Identify opportunities to strengthen safe transport options for priority populations, in partnership with community organisations.	Local services	3

We will also continue to:

- deliver Council managed aspects of transport hubs, roads, pathways and cycleways that are accessible, well maintained and planned with Crime Prevention through Environmental Design principles
- consult with the State Transit Authority to provide responsive management of safety issues in transport hubs and determine an appropriate course of action to address risks
- collaborate with key stakeholders to raise awareness about safety while travelling through the Northern Beaches
- develop the Northern Beaches as a "Place for People" that is integrated with public transport and is well connected to strategic centres.

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Priority Area 5: Safe Online

We are committed to raising awareness of online scams and cybercrime affecting our community and encouraging the use of safe language in our community.



1,142

Incidents of fraud

91.4%

Of households have internet access

1 in 5

Young people reported being socially excluded, threatened or abused.

44%

of teens had a negative online experience

67%

of adults had a negative online experience

ACCC

Our online space

The internet increasingly connects us locally and globally to work, learn, shop, socialise and share. As we navigate new technologies and platforms, and our culture and circumstances change to heighten our use over short periods of time, community members can become vulnerable.

During the past year, COVID-19 related restrictions have changed the way we work and socialise and have increased our activity in the online space.

A 28.8% rise in online scams has been reported in Australia during 2020. ^{ACCC}

The issues most important to you are:

- the safety of our children and young people, and other vulnerable persons in the online community
- addressing vulnerability of individuals and businesses to online scams and fraud, with particular attention to seniors, people with a disability, and culturally and linguistically diverse communities
- online gambling and its impact on community members
- the use of unsafe language which has the potential to impact on community mental health and wellbeing.

Safe language

The Northern Beaches community has identified a need to manage unsafe language on social media due to the impact on those with vulnerable mental health, which can lead to increased community anxiety, reinforce stigma and reluctance to reach out for support.

Online safety

Council provides information to the community on e-safety, with information targeted at youth and business.

We regularly deliver information to high schools and the wider community to raise awareness of technology, gaming and online safety.



44



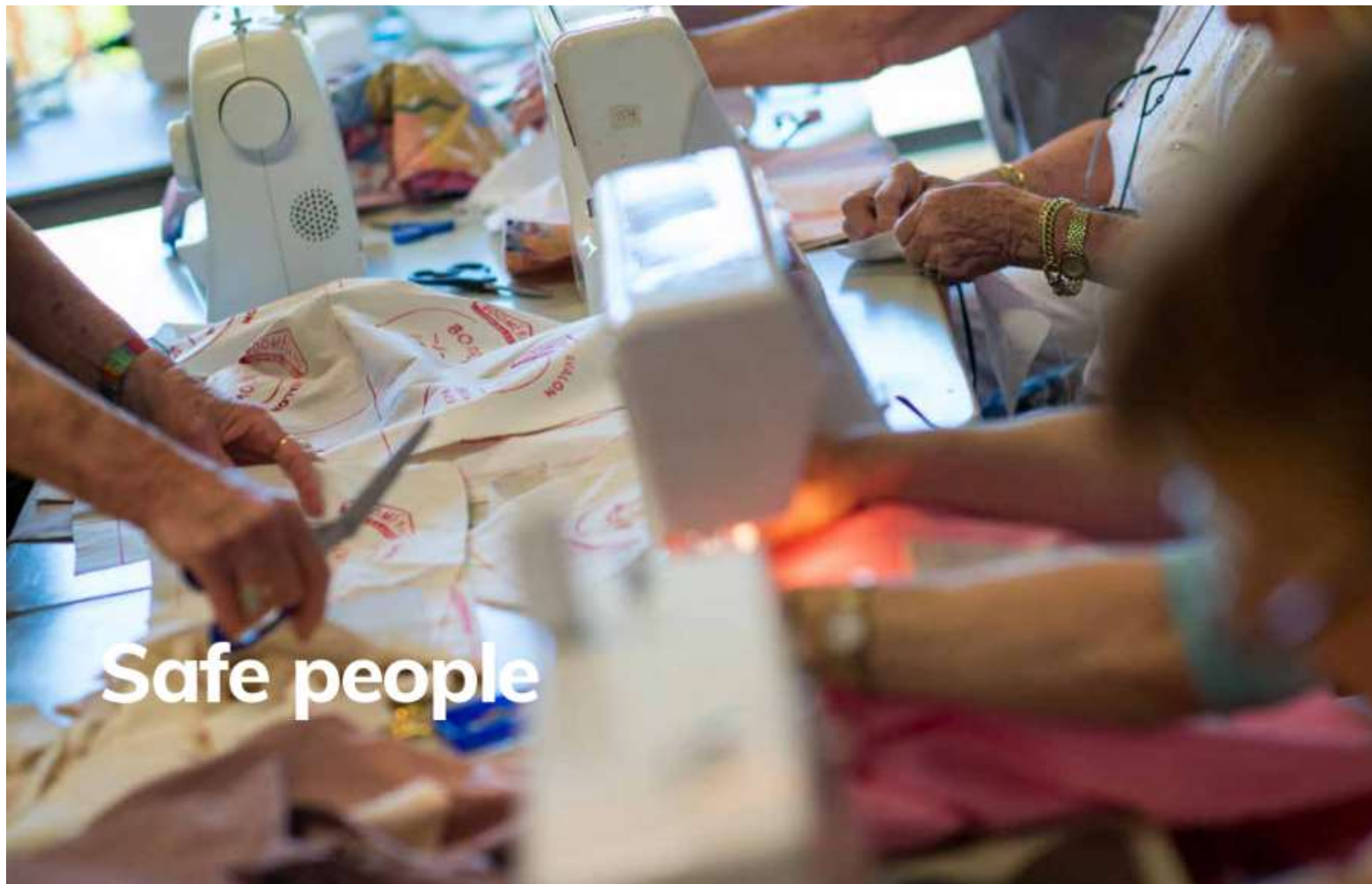
Community Safety Plan

Over the next 5 years, we will:

Actions	In partnership with	Year
Promote the use of safe language in social media with a view to reducing bullying.	Northern Beaches Suicide Response Group	1
Investigate initiatives to deliver digital literacy and online safety programs to priority populations.	Police, eSafety Commissioner, Local services	2

We will also continue to:

- target impacted locations and vulnerable communities to raise awareness of how to recognise, avoid and report fraud and scams
- deliver information and education to children and young people about online safety.



Outcome 2: Safe People

Our community has access to people, organisations and information that can help when they need assistance.

There are five priority areas to achieve our outcome of Safe People.



Key Outcome Indicator: % of residents who say they know where to get 'help' when they need it.

Other key Council strategies and plans supporting Safe People:

- Shape 2028 Northern Beaches Community Strategic Plan 2018 – 2028
- Better Together Social Sustainability Strategy 2040
- Gambling and Poker Machine Harm Management Policy and Plan
- Northern Beaches Destination Management Plan
- Homeless Persons Protocol
- Local Housing Strategy
- Resilience Strategy – under development

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Priority Area 6: Safe Residents

We are committed to working with Police and service providers to maximise the safety of Northern Beaches residents.



24.3
per 1000 are homeless
(ABS 2016)



96%
Residents who feel safe
at home



274,041
Population Now
(ABS 2020)



312,503
population forecast
by 2041

Our residents

We live in an area which is generally safe, however we may experience circumstances that make us feel unsafe or place us at risk.

Living in communities that are kept informed of crime and social issues and the actions being taken to address risks can positively impact feelings of safety.

In 2016, the Northern Beaches Local Government Area was home to:

- 1,397 Aboriginal and Torres Strait Islanders
- 73,079 people born overseas
- 38,208 people who speak a language other than English at home
- 13,580 people who had arrived in Australia within five years.

Residents arriving in the last five years originated from 67 different countries, including the UK (27.1%), Brazil (7.2%), China (6.6%), New Zealand (5.5%), USA (4.9%), India (4.5%) and South Africa (4.5%).

ABS 2018

The issues most important to you are:

- child safety in homes
- feeling safe in residential areas
- safe housing for Northern Beaches residents
- support for community members who are homeless
- access to essential services and community gathering areas
- a supportive Police presence.

Graffiti

Council is committed to removing illegal graffiti. We remove graffiti from public areas and walls or fences joining public land.

Our Graffiti Rapid Removal Program involves scheduled cleaning from specified sites and Council buildings. We patrol and remove graffiti along major roads every week and throughout the rest of Northern Beaches every month.

Council is also committed to providing legal and legitimate opportunities for street artists.

Supporting residents

For a range of reasons, some members of our community find themselves in the position where they are unable to maintain their property.

Council engages with residents who appear to be experiencing difficulties to ensure they have appropriate supports in place and to offer referral to support services where required.

Addressing homelessness

A broad range of community service providers work to support people who are homeless or sleeping rough in open spaces across the Northern Beaches.

Through the Northern Beaches Homelessness Interagency and local service providers, Council engages with members of our community who are homeless or sleeping rough in open spaces and offers access to information, accommodation options and support for relevant services.



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Community Safety Plan

Over the next 5 years, we will:

Actions	In partnership with	Year
Address barriers for some members of the community in accessing and participating in sport and health and wellbeing programs in collaboration with key stakeholders.	Local services, PCYC, Community groups, Local businesses, Sporting and community organisations	3
Develop an Affordable Housing Action Plan to accommodate our developing community.	Community housing providers, Land and Housing Corporation	2

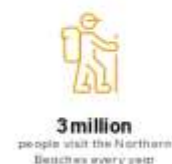
We will also continue to:

- improve the actual and perceived safety of residents by monitoring crime trends and collaborating with Police and key stakeholders in the development of crime prevention strategies to address risks, trends and emerging issues and to raise community awareness
- implement our Rapid Graffiti Removal Program and the use of public art to discourage graffiti and improve the community's feeling of safety
- increase community understanding of responsibilities in keeping children and young people safe
- advocate for the safety of people who are homeless or sleeping rough in open spaces and work with key stakeholders to facilitate safe housing and support services
- advocate for increased access to safe and affordable housing with wrap around support services
- build the collective resilience of our community from a range of shocks and stressors that affect the Northern Beaches.

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Priority Area 7: Safe Visitors

We are committed to providing services that support visitor safety and their safe participation in events and local cultural experiences.



75%
Domestic day visitors
(economy.id)

Top 3 international visitors:



(Destination NSW)

Our visitors

The Northern Beaches is a popular destination and attracts almost 3 million visitors each year, most of whom are day visitors.

The Northern Beaches is an attractive tourist destination in close proximity, and a short ferry ride, to the Sydney CBD. Vibrant villages reflect our contemporary coastal lifestyle. World-class beach and bushland areas offer experiences such as mountain biking, scuba diving, snorkelling, hiking and just relaxing by the beach.

Visitors are looking to find unique experiences and they want to connect with the local culture and people.

The past year has seen closures of local, state and international borders which have had a considerable impact on our tourist industry. Council is working with the community to develop the Northern Beaches as a destination for local tourism and to create sustainability in a changed industry.

The issues most important to you are:

- visitors have easy access to information about the services and facilities available on the Northern Beaches
- visitor safety, including beach safety
- safe visitor behaviour
- safe design of open spaces and facilities that attract visitors including signage, lighting, transport and wayfinding
- safe management of events attracting visitors to the Northern Beaches.

Local economy

Council values the many visitors that travel to the Northern Beaches for work and leisure each day.

Prior to COVID-19, 13,000 jobs on the Northern Beaches were in the tourism and hospitality sector. This is the fifth largest employing sector and accounts for 12% of all jobs.

Backpackers

Boarding houses and backpacker hostels are inspected annually by Council's Environmental Health Officers.

Inspections and compliance enforcement focus on ensuring accommodation is operated and maintained in a clean, healthy and safe condition.



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Community Safety Plan

Over the next 5 years, we will:

Actions	In partnership with	Year
Ensure that night activation strategies and events that attract tourism are conducted safely.	Local businesses	2

We will also continue to:

- welcome visitors to the Northern Beaches with culturally inclusive information on available facilities and services
- enhance the visitor experience with wayfinding signage that communicates safety issues with international safety icons
- provide information to visitors on water safety and safe behaviour
- raise awareness and provide compliance services to ensure safe backpacker accommodation in the community

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Priority Area 8: Safe Relationships

We are committed to raising awareness of safe and inclusive relationships and supporting the delivery of support services to address unsafe behaviours in the community.



350
incidents of domestic
violence related assault
reported to police

568
incidents of non-domestic
violence related
assault reported

137
incidents of sexual
assault reported

(BOCSAR Jan-Dec 2020)

Our relationships

All residents of the Northern Beaches are entitled to be treated in a safe and respectful manner in their relationships with others.

We work with local service providers to engage with community members who find themselves in unsafe relationships and support them with referrals to services that can assist them with services and strategies to keep them safe.

Local service providers have reported a significant increase in demand for domestic violence services during COVID-19. The full extent of this situation is unknown as many incidents of domestic, family and sexual violence go unreported.

Research indicates that it is likely that between 2% and 14% of older Australians experience elder abuse in any given year.

The issues most important to you are:

- supporting community members experiencing domestic and family violence
- attention to adolescent violence toward parents
- supporting seniors, in particular raising awareness of elder abuse
- living in an inclusive community that values all community members
- supporting parents to keep children safe.

Keeping children safe

The Northern Beaches Child and Family Interagency is a local network of child and family services and government agencies that work together to build a community that is child safe, where looking after children is everybody's business.

The Interagency promotes and enhances interagency and community awareness of child protection and advocates in the child protection area.

Domestic and Family Violence

Police and community agencies are at the forefront of addressing domestic and family violence throughout the Northern Beaches.

Council collaborates with representatives from local domestic violence services, Police and other services in the Northern Beaches Domestic Violence Network. Together we work to raise awareness and address domestic and family abuse within our local area.



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Community Safety Plan

Over the next 5 years, we will:

Actions	In partnership with	Year
Promote awareness of elder abuse.	Northern Beaches Domestic Violence Network, Police, Seniors Groups, NSW Ageing & Disability Commission, Relationships Australia, Local services, Northern Beaches Multicultural Network	1
Collaborate with key stakeholders to assess crime trends in sexual assault and advocate for appropriate community actions.	Police	1
Establish a working group to address family and domestic violence in culturally and linguistically diverse communities.	Multicultural NSW, Police, Relationships Australia, Northern Beaches Domestic Violence Network, Northern Beaches Multicultural Network	3
Examine the prevalence and causes of adolescent violence towards parents across the Northern Beaches.	Northern Beaches Domestic Violence Network, Police, Local services	2

We will also continue to:

- support key stakeholders to build the capacity of the Northern Beaches service sector to engage and support individuals impacted by family and domestic violence
- use advocacy to improve access to key referral services including mental health and domestic and family violence services
- collaborate with partner agencies in support of prevention strategies and community engagement activities (eg White Ribbon Day)
- advocate for the delivery of respectful relationships and violence prevention training programs as an early intervention tool
- encourage and enable the delivery of community and parent education and awareness raising activities to provide improved safety of children and young people in the community
- continue to be a White Ribbon accredited workplace.

Priority Area 9: Safe Communities

We are committed to building a cohesive community, and to rebuilding connections which have been impacted by periods of pandemic related isolation.



9,273
Need help in their lives
due to disability



+3,421
Seniors 70-84
between 2011-2016



+3,594
Pre-retirees 50-59
between 2011-2016



24,678
Primary
school children



18,675
Secondary
school children

Our communities

It is important that everyone feels welcome and safe in the Northern Beaches community. Strong, diverse and informed networks in the community are important to provide a sense of belonging and security. When people have strong ties with family, friends and the community they are happier and feel more supported, safe and secure.

The Northern Beaches is a diverse community. Everyone should be treated as a valued member of the community.

COVID-19 significantly impacted our ability to connect with neighbours, friends and family. Council has been working to ensure our community stays connected and has access to the services they need.

The community values the sense of safety experienced in the Northern Beaches (10% above the national average for all ages, genders, day or night).⁵

⁵2021 Australian Liveability Census

The issues most important to you are:

- priority attention to engagement and support of young people
- safe, supported and connected seniors
- ability to engage meaningfully with Council
- accessibility of information and services to all residents and availability through a variety of forums
- social cohesion through a sense of belonging and an inclusive community
- opportunities to connect with other members of the community, including intergenerational interactions.

Youth

The Northern Beaches Youth Interagency supports advocacy, professional development and connectivity within the youth services sector supporting young people aged 12 to 25 years.

Council has dedicated Youth Development Officers committed to empowering and building the capacity of our youth. Our youth brand Keep A Look Out For (KALOF) aims to connect young people and families to opportunities on the Northern Beaches including services, events and school engagement.

Seniors

Local community groups and services across the Northern Beaches work towards the empowerment and wellbeing of our seniors.

Council assists by facilitating access to services, activities and support networks across the Northern Beaches that improve the quality of life for seniors.

Every year Council co-ordinates the Northern Beaches Seniors Festival. The program aims to encourage over 60s to connect with the community and develop new skills and interests. Activities focus on health and mental stimulation, food and nutrition, multicultural and intergenerational relationships, technology, accommodation options and local services.



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Community Safety Plan

Over the next 5 years, we will:

Actions	In partnership with	Year
Identify partnerships and investigate ways the community can work together to reduce social isolation.	Local services, Community	1
Develop and implement a Dementia Friendly Organisation Action Plan and work with the local Northern Beaches Dementia Alliance on a Dementia Friendly Community Action Plan.	Sydney North Health Network, Dementia Alliance, Seniors Groups, Local services, Local businesses	2
Explore opportunities to extend youth outreach activities throughout the Northern Beaches.	Northern Beaches Youth Interagency, Northern Beaches Council Youth Advisory Group	1
Develop a working group to explore safety issues relating to LGBTIQ+ community, with a focus on younger people.	Local services	2
Develop a Youth Discussion Paper to identify youth specific needs and challenges and to inform the delivery of youth programs.	Young people, Local services, Police	1

We will also continue to:

- identify safety initiatives and deliver positive messaging campaigns.
- advocate for and provide improved and integrated services to the community
- collaborate with and listen to the community and service providers in the development of support, services and facilities
- provide information to the community and local services sector on local issues and services via a variety of communication platforms
- work with service providers to improve the engagement of seniors and youth in the Northern Beaches community by ensuring information, programs and support services are diverse and accessible
- develop and review youth facilities and programs in consultation with service providers and young people
- increase community understanding of responsibilities in keeping children and young people safe
- engage with and support diverse groups in the community to improve safety through strong connections and inclusivity.

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Priority Area 10: Safe Supports

We are committed to supporting the Northern Beaches community in addressing community health issues and supporting those in high risk and vulnerable circumstances.



2,728

per 100,000
mental health related
hospitalisations
NSW: 1,961



16.6

per 100 (18+ years)
engaging in high risk drinking
NSW: 15.5



15.7

per 100 (15+ years) report
mental and behavioural
problems
NSW: 18.8



8.9

per 100 (18+ years)
report high or very high
psychological distress
NSW: 12.4
(Sydney North Health Network)

Our supports

A community that is well supported with information and integrated support services is able to respond to individual and community issues.

Our community is supported by a vast network of services that work tirelessly to engage with and provide support to community members experiencing difficult circumstances.

These agencies provide direct services to community members and help them to navigate the vast network of health and social services available.

The issues most important to you are:

- alcohol and other drugs
- gambling
- mental health and suicide prevention
- support of the community through change
- feeling safe and resilient in emergency circumstances

Mental health

A wide range of local service providers provide mental health services to meet the needs of the Northern Beaches community.

Council provides information on crisis hotlines and local services to reach out to for support, as well as useful resources and tips to help look after your mental health and wellbeing.

Council also provides a free counselling service for adolescents and families living on the Northern Beaches.

Alcohol and other drugs

The Northern Beaches Local Drug Action Team and Community Drug Action Team work to identify risk factors and work to build protective factors into the community through a range of innovative projects.

These groups of community partners collaborate on alcohol and other drugs issues affecting the Northern Beaches.

Suicide prevention

Council collaborates with key stakeholder groups to consider all aspects of prevention, intervention and postvention and to provide a coordinated response to suicide on the Northern Beaches.



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Community Safety Plan

Over the next 5 years, we will:

Actions	In partnership with	Year
Collaborate with mental health services to improve the response to suicide and to implement suicide first aid skills training and other suicide awareness activities.	Northern Beaches Suicide Response Steering Group, Mental Health services, NSW Health	1
Prepare & strengthen our community and enable us to withstand, adapt and transform in the face of adversity	Resilience NSW, Local services	3
Develop a Wellbeing Outcomes Framework for strengthening individual and collective wellbeing for everyone living in the community.	Local services, Community	2
Develop a Mental Health Issues paper to understand the current state of service availability and demand on the Northern Beaches and identify challenges and opportunities.	Mental Health Services	2
Collaborate with local services to reduce the impact of alcohol and other drug use on the community.	Northern Sydney Local Health Services, Local service providers	2

We will also continue to:

- collaborate with local service providers to minimise harm associated with alcohol and other drug use, to identify gaps in the response to problematic drug and alcohol use, and to increase community awareness of drug and alcohol support services.
- partner with service providers, young people, parents and schools to address problematic alcohol and other drug use amongst youth and its impact on mental health, including the potential risk of self harm
- collaborate with mental health services to achieve better outcomes for people experiencing mental ill health by addressing the stigma of mental health, improving service coordination, normalising help seeking behaviour and promoting local services
- work with local services to increase access to mental health services for young people.
- implement gambling harm management strategies and collaborate with support services to explore the impact of gambling
- work with key services to identify gaps to support those living in squalor and with a hoarding disorder.

Implementation and evaluation

The Community Safety Plan outlines actions to be implemented by Council over the next five years to address community safety across the Northern Beaches.

Implementation of the Plan will be supported by detailed action planning and outcome measurement.

Implementation of the Community Safety Action Plan will be monitored by Council and the Community Safety Committee. Council will deliver actions identified in this Plan in partnership with local stakeholders.

The longer term social impact of this Plan will be measured through the Better Together Social Sustainability Strategy 2040.

It is intended that this Plan be a living document, reviewed annually to accommodate any emerging issues.

The Plan will be formally evaluated every five years to retain its relevance and alignment with Council strategies including Better Together 2040.



Financial implications

The implementation of the Plan will have financial implications in relation to actions identified over the next 5 years.

The actions and outcomes within the Plan will be allocated to the relevant department and delivered within operational budgets, which are set annually by Council.

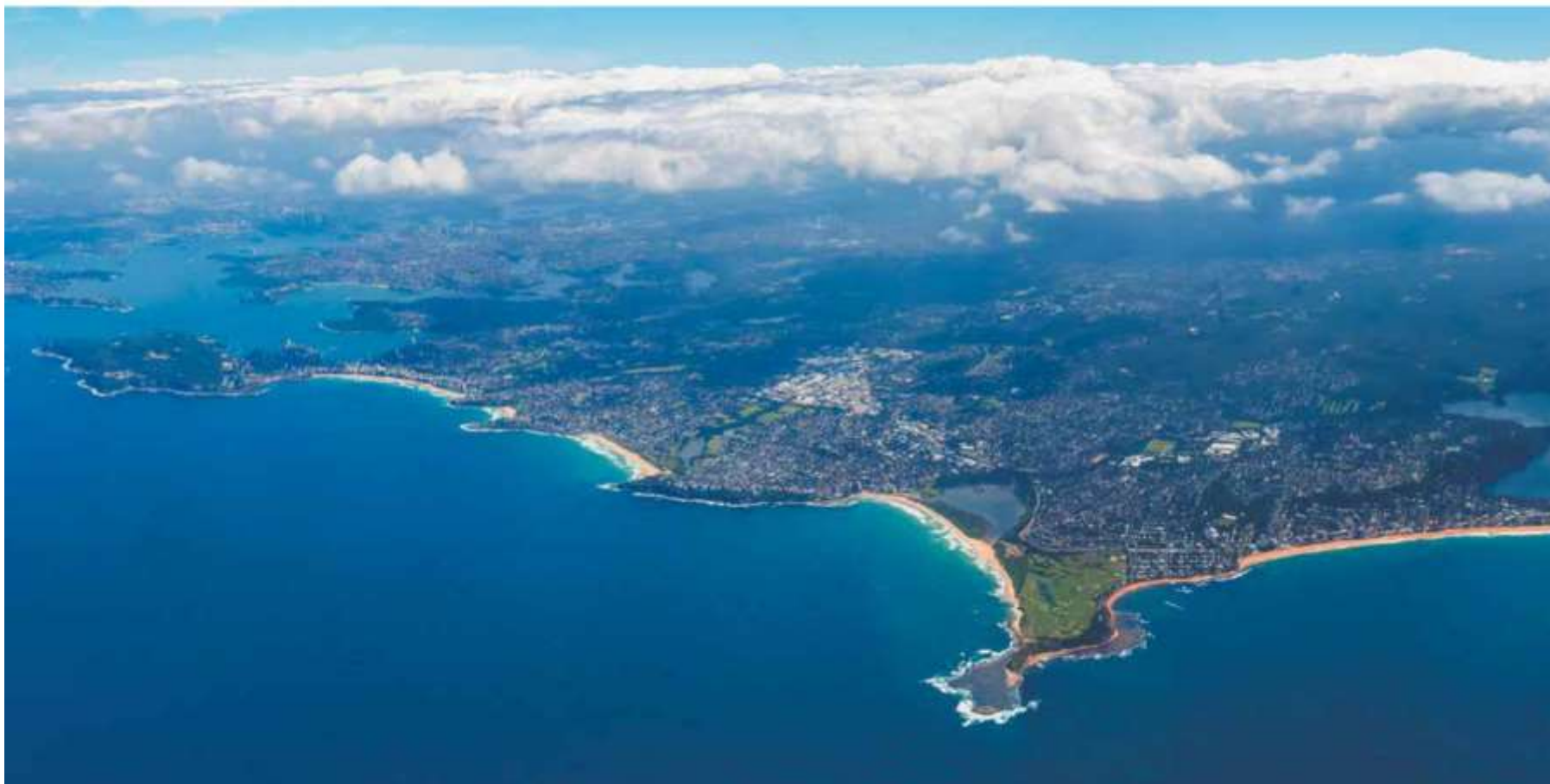
Key Outcome Indicators

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Outcomes		Indicator
 <p>Safe Places</p>	<p>Safe Places</p> <p>Our community is safe in public, at home and online</p>	<p>% of residents who say they are able to participate in community life.</p>
 <p>Safe People</p>	<p>Safe People</p> <p>Our community has access to people, organisations and information that can help when they need assistance.</p>	<p>% of residents who say they know where to get 'help' when they need it.</p>

The key indicators identified for each outcome will be measured and reported every two years through a Community Wellbeing Survey.

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Community Safety Plan

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2021 - 2026

Community and Stakeholder Engagement Report

Community Safety Plan

May 2021

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1. Summary

Project Title	Community Safety Plan
Impact Level	3
Stage(s)	2 of 3 stages
Report Period	September 2019 - April 2021
Version	2.0
Status	Final
Related Projects	Social Sustainability Strategy (Draft), Emergency Management, LEP/DCP review, Night Time Economy planning

This report outlines the community and stakeholder engagement conducted for the development of the Community Safety Plan. The consultation period for this project was from 20 September 2019 to April 2021.

This report reflects the insights of 1,162 participating community members and stakeholders who provided responses or feedback via:

- online survey (n= 661)
- a randomised telephone survey (n=401)
- eleven stakeholder focus groups (n=100).

Targeted interviews were also conducted in September to November 2020.

Consultations were undertaken in March to April 2021 with key stakeholders in relation to final draft actions.

Note: Community and stakeholder views contained in this report do not necessarily reflect the views of the Northern Beaches Council or indicate a commitment to a particular course of action.

1.1. Engagement Approach

A documented engagement methodology is outlined in the Community Safety Plan Community and Stakeholder Engagement Plan (July 2019 - TRIM 2019/216417).

1.2. Key Outcomes

1.2.1. Community Sentiment

Results from the two surveys and eleven focus groups showed that the majority of people on the Northern Beaches feel safe and that community perceptions of safety are high.

The phone survey results showed that over 95 percent of residents 'feel safe at home' and are at least somewhat satisfied with community safety/crime prevention in the Northern Beaches area.

Sixteen percent of residents reported that they have felt unsafe in the last 12 months, with almost half of these saying they felt unsafe at night. The most common reasons for feeling unsafe were 'violence and aggressive behaviour and drug and alcohol affected people'.

Of this 16 percent, Manly was perceived as the most unsafe location by the 25 percent who had felt unsafe in the last 12 months.

1.2.2. Community Feedback

- Survey results generally correlated with consultation and research
- The high number of comments on lighting, clean streets/facilities and CCTV support the proposal for 'Safe Design'
- The 'Good sense of community' response supports focus on social connections, wellbeing and resilience initiatives
- Safety related to public transport matches consultation feedback
- The high response rate to drug and alcohol related concerns (39%) reinforce stakeholder feedback and crime statistics
- The response rate to harassment (10%) for factors that make people feel unsafe reinforces what young women said in consultations.

1.2.3. Key Themes

Several themes emerged from both research, data, consultations, qualitative and quantitative feedback including:

- Young people - safe futures for youth and people experiencing issues with alcohol and other drugs, domestic & family violence, and homelessness
- Seniors - safety including elder abuse, frauds and scams
- Safe places - including developing a stronger night time economy
- Online safety – both for young people and cyber safety issues and older people to scams and fraud
- Safe design - including crime prevention through environmental design (CPTED) e.g. lighting
- Build resilient and connected communities to increase safety
- Emergency response management including community preparedness and vehicle mitigation.

1.2.4. Participation Snapshot

In total, 1,162 were engaged during the consultation period.

The sample of 401 randomly selected respondents of the phone survey was weighted by age and gender to reflect the 2016 Australian Bureau of Statistics profile of the Northern Beaches community. The majority were between 35-69 years old, with 28 percent of respondents below the age of 35. Two separate focus groups were held to address this engagement gap.

Overall, gender was fairly evenly distributed, with slightly more females.

1.2.5. Acknowledgements

Thank you to the 1,162 community members and stakeholders across the local government area who shared their time, expertise, views and experiences.

We recognise this is one of many engagements that Northern Beaches community members and stakeholders have participated in. We also acknowledge the support of staff throughout the engagement period.

2. Background

This report outlines the community and stakeholder engagement conducted as part of the Community Safety Plan.

Consultants worked with the Police regarding local crime data, which informed the types of questions to be asked in surveying.

The intended outcomes of the Community Safety Plan are:

- Increased community awareness of Council's role in community safety
- Improved actual and perceived safety in public spaces
- Reduced local crime by collaborating on the social issues that contribute to these problems
- Support of initiatives that strengthen and sustain safety for our most vulnerable citizens
- A resilient and safe community to live, work and visit.

3. Engagement Purpose and Objectives

Engagement:

- Ensures decision making considers community sentiment and feedback
- Increases community awareness about the project and its impacts
- Facilitates a connection and integration between people and organisations
- Creates a community of interested stakeholders for community safety on the Northern Beaches.

Specific project based engagement purpose and objectives included:

- Assess the community's sense of safety living on the Northern Beaches and establish some benchmark measures
- Determine the community's level of importance and satisfaction with community safety and crime prevention
- Measure perceptions of crime and safety compared with crime statistics
- Identify specific scenarios where residents do not feel safe on the Northern Beaches
- Validate secondary data results through surveying a representative sample of the community
- Provide community data to inform preparation of the draft Community Safety Plan for formal public exhibition.

4. Engagement Methodology

Community and stakeholder engagement for the Community Safety Plan via online and randomised telephone surveys was conducted over a twelve week period, from 20 September to 16 December 2019, and consisted of a series of activities (see table below) that provided a range of opportunities and platforms for community and stakeholders to participate.

This report represents what Council has heard as accurately, comprehensively and transparently as possible by using consistent quantitative and qualitative analysis techniques.

The project's Social Impact Level 3 Community and Stakeholder Engagement Plan was devised on a three stage community consultation approach:

Stage 1: Gathering feedback, perceptions, and quantitative data from a variety of sources including surveys and focus group sessions to inform the development of a draft Community Safety Plan.

Stage 2: Community engagement on the draft Community Safety Plan using online, face to face and print techniques.

Stage 3: Community consultation during the public exhibition of the draft Plan.

Summary of the key activities and results:

Engagement Activity	Overview
Have Your Say	A total of insert 1573 visits to the projects online consultation page with a total time on-site of 551 minutes.
Face-to-Face	<p>11 face-to-face stakeholder meetings (total 100 participants)</p> <ul style="list-style-type: none"> • Community Safety Committee • Police • Community Development specialists • Rangers/Compliance • Northern Beaches Domestic Violence Network • Youth interagency • Housing services • Youth Advisory Group • Liquor Accord • Community Drug Action Team (CDAT) • Emergency planning
Social Media	Survey link included on KALOF, NB Police and NB Surf Lifesaving Facebook pages
Surveys	1,062 surveys completed
Traditional Media	Four Manly Daily advertisements
EDMs	Emails sent to more than 120 direct email recipients plus inclusion in the Council Community Engagement Newsletter.
Targeted consultation	Telephone, email and online consultation conducted with key stakeholders.

4.1. Desktop Research¹

Northern Beaches community sentiment on Community Safety has identified that overall the Northern Beaches is a very safe place to live and that community perceptions of safety are also high.

4.2. Online Platform

Your Say Northern Beaches used a project landing-page to conduct online engagement. It provided a portal for users to visit, find information to support their engagement and offer feedback. The provision of information is an important factor in building community capacity to participate in the engagement and make informed contributions.

The project page was viewed by 1427 visitors during the engagement period.

4.3. Surveys

Two surveys were run over the consultation period from 20 September to 16 December 2019.

The aim of the surveys was to assess the community's sense of safety on the Northern Beaches, identify the level of importance and satisfaction with community safety and crime prevention and understand when and where people felt most unsafe.

One survey was hosted on the Your Say project page and received 661 responses.

The other was a phone survey delivered by Micromex Research between 12 and 16 December 2019 to 401 randomly selected residents. The data was weighted by gender and age to reflect the 2016 Australian Bureau of Statistics community profile of the Northern Beaches Local Government Area.

A copy of the survey questions is available in the report appendices.

4.4. Social Media

The online survey was also posted on Northern Beaches Police and KALOF Facebook pages.

4.5. Print Media

Four advertisements were placed the Manly Daily.

4.6. Electronic Direct Mail

The project was included in two Northern Beaches Community Engagement Newsletters. With a distribution list of over 22,000, this activity increased awareness and drove traffic to the project landing-page, essential documentation and engagement tools.

Council sent fifteen direct emails to approximately 120 community members and a variety of Community development related interagencies and committee groups. It was also included in the email newsletter of NB Surf Lifesaving that goes to more than 9,000 recipients.

4.7. Face-to-Face

Face-to-face stakeholder meetings offered another opportunity to provide feedback on community safety. These sessions were all conducted by the Community Safety Co-ordinator with a specialist consultant.

¹ A 2019 desktop review undertaken on behalf of Council analysed 47 high impact engagements conducted from 2016-2019. Using strategic priorities as an analysis framework, the research explored community feedback via systematic qualitative methodology.

Internal and External Stakeholder Focus Groups;

Location	Site	Date (2019)	Attendance
NBC Youth Advisory Group	Civic Centre	23 September	25
NB Youth Interagency	Manly Town Hall	11 June	10
Community Safety Committee	Manly Town Hall	February, April, October	25-30 members at each meeting
Police Command and Intelligence, Crime Prevention and Licensing	Dee Why Police	26 February	3
	Manly Town Hall	11 June	1
	Manly Police	22 August	1
Northern Beaches Domestic Violence Network	Manly Library	11 June	8
Community Development specialists	Manly Town Hall	11 June	6
Rangers/Compliance	Cromer Depot	24 July	4
Emergency Planning	Cromer Depot	24 July	2
Homeless Forum	Seaforth Community Centre	6 August	22
Liquor Accord	Collaroy Services Club	17 July	40
Community Drug Action Team (CDAT)	Warringah Mall library	8 August	10
Family & Adolescent Counsellors	Youth & Family Counsellor offices	10 December	3

4.8. Targeted Consultation

Targeted interviews and consultation with stakeholders facilitated agreement on the detail and direction of actions under the Plan. Interviews were conducted via telephone or online meetings (due to COVID restrictions) in September to November 2020 with follow up discussions with key stakeholders to April 2021.

4.9 Engaging with hard to reach communities

Lack of access to information or activities is a key barrier in engaging our 'hard to reach' communities. This project's approach took engagement to the people, rather than expecting people to come to us.

Working closely with Council liaisons for these groups (e.g. Youth, CALD) provided the opportunity to engage with key community members and utilise their networks to share information, and increase project exposure and awareness.

5. Data Limitations

In total, 1,162 people engaged during the consultation period. While it is a statistically representative sample of the Northern Beaches community, every effort was made to gather

feedback from across a broad spectrum of our community and ensure as balanced a sample as possible across the demographic range.

The themes drawn from these responses provide Council with an emerging picture of community sentiment on the safety of the local area. By cross-referencing these themes with demographic information, for example age group, postcode and gender, a clearer picture can be formed of who in our community may feel vulnerable and where Council effort and resources can be best placed

6. Demographic Snapshot of Respondents

Demographic data collected from respondents provides a picture of who has engaged with Council on the Community Safety Plan, and assists in providing deeper context behind emerging themes.

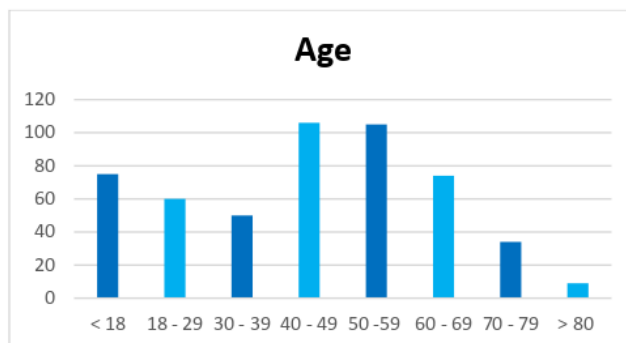
However, it is important to understand the demographic information in this context and not assume that responses conclusively represent the views of any particular demographic group.

Respondents indicated their relationship to the Northern Beaches, including postcode, age group and gender identity.

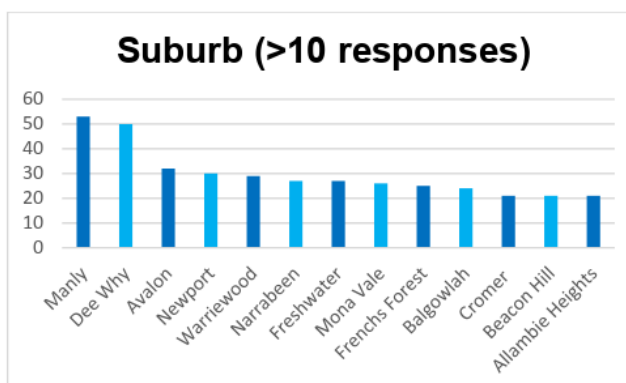
The following graphs provide demographic snapshots of respondents who provided their feedback.

1. Your Say Northern Beaches online survey (n=661)

Respondents were mostly female (59%) to male (39%).

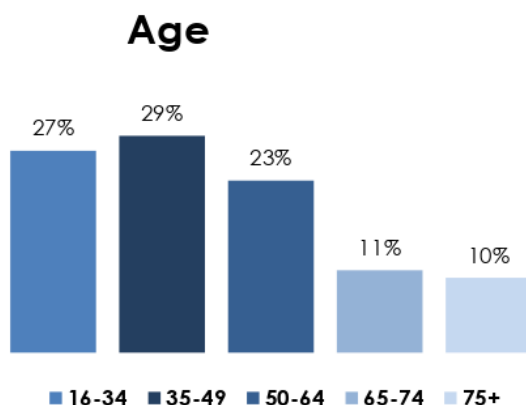


Respondents were spread across the LGA.



2. Randomised telephone survey (n=401)

Respondents were evenly spread with female (52%) to male (48%). There was an even spread of responses across all five Council Wards, weighted by age and gender to reflect the 2016 ABS profile of Northern Beaches Council.



7. Engagement Results

7.2. Emergent Themes

Analysis of consultation responses has indicated several emerging safety issues, including:

- Unsafe behaviours amongst young people related to drug and alcohol, anti-social behaviours, mental health and lack of supervised, structured activities
- Increased incidence of alcohol and other drug use, domestic and family violence, and homelessness
- Seniors safety concerns including elder abuse, frauds and scams
- Need for safe spaces including developing a stronger night time economy
- Desire for safe design including Crime Prevention Through Environmental Design (CPTED) e.g. lighting
- Build resilient and connected communities to increase safety
- Emergency response management including community preparedness and vehicle mitigation

7.3. Community Sentiment

Overall community sentiment is that the Northern Beaches is a very safe to live and perceptions of personal safety overall are high.

97% of residents who completed the phone survey are at least somewhat satisfied with community safety/crime prevention in the Northern Beaches area. This compares to 87% for other comparable metropolitan Councils.

7.4. Community Feedback (Survey Results)

Online Survey Results

- Online survey results generally support face to face consultation and desktop research
- Good lighting (20%), clean streets and facilities (10%) and CCTV (9%) were reported as factors contributing to a sense of safety which supports the proposal for 'Safe Design'
- The 'good sense of community' (18% of response) supports focus on social connections, wellbeing and resilience initiatives
- Reliable transport services contributing to a sense of safety (6% of responses) matches other consultation feedback
- The high response rate to drug & alcohol related concerns (39%) reinforce stakeholder feedback and crime statistics
- The response rate to harassment (10%) for factors that make people feel unsafe reinforces feedback from young women in consultations
- Safety related to public transport is an important issue to address, particularly relating to the B1 and night time. For example, eight percent (8%) of respondents suggested safe transport hubs would improve their sense of security
- High response rates to drug & alcohol related concerns (39%) particularly relating to young people
- Young people reported feeling unsafe on buses, at bus stops and in the public domain due to the presence of alcohol affected men
- Of respondents to the online safety survey, bus stops were reported as second to the Manly Corso and Wharf among locations where residents reported feeling unsafe
- Lighting was a common factor that can undermine safety in public places:
 - *'At the bus stops on the main road without adequate lighting'*
 - *'I would feel unsafe because I am a woman and it is dark and I am on my own'*
 - *'Having to wait to be picked up scares me a lot.' Manly – the Corso.*
 - *'Wharf - especially walking to buses. I sometimes work in Manly and the walk from work to the car scares me too much so I avoid working in Manly.'*

Randomised telephone survey results

- 96% of residents agree with the statement: 'I feel safe at home'
- 97% of residents are at least somewhat satisfied with community safety/crime prevention in the Northern Beaches area
- Only 16% of residents had felt unsafe in the last 12 months
 - Of those that felt unsafe, almost half (48%) of residents suggested the incident occurred at night
 - Of those that felt unsafe (16%), the most common reasons for feeling unsafe were 'violence and aggressive behaviour' (31%), and 'drug and alcohol affected people' (21%)
 - Manly was the location where residents were most likely to have felt unsafe
 - 19% of those respondents were on a bus or at a bus stop at the time of feeling unsafe
- High feedback on lighting, clean streets/facilities and CCTV

- 'Drug and alcohol affected people' was the fourth highest safety concern for Northern Beaches residents who participated in the telephone safety survey, with women in particular conveying that alcohol affected people undermined their perception of safety
- Identity theft and scams (45%) was a high area of safety concern with highest ranking (26%) of 'very concerned' and was identified as the second highest safety concern for residents of the Northern Beaches
- Domestic abuse was ranked as the sixth highest safety concern by residents who participated in the telephone safety survey.

Targeted Stage 1 consultation

Targeted face-to-face consultation was also conducted with a range of stakeholders including:

Key Stakeholder - Internal	Key Stakeholder - External
<ul style="list-style-type: none"> • Compliance • Rangers • Parks • Waste • Community Development Team • Emergency Management Team 	<ul style="list-style-type: none"> • Northern Beaches Community Safety Committee • Northern Beaches Police Area Command (including the Intelligence Officer, Licensing Sergeant and Crime Prevention Officer) • Northern Beaches Domestic Violence Interagency • NBC Youth Advisory Group • PCYC Northern Beaches • Northern Beaches Catholic Care • NSW Department of Education • Sydney Drug Education Counselling Centre • Multicultural Manager, Community Northern Beaches

Input to the Community Safety Plan was also obtained from discussions at the first Northern Beaches Housing and Homelessness Forum in August 2019. This group has now been formed into the Northern Beaches Homelessness Interagency and includes a case coordination group.

Targeted Stage 2 consultation

Targeted interviews were conducted with key stakeholders in relation to confirmation of proposed actions. These interviews were conducted via telephone or online meeting due to COVID restrictions.

Key Stakeholder - Internal	Key Stakeholders - External
<ul style="list-style-type: none"> • Youth and Community Development • Transport Network • Strategic and Place Planning • Parks and Recreation • Night Time Economy Working Group 	<ul style="list-style-type: none"> • Northern Beaches Police Area Command (including Licencing Police and Domestic Violence Liaison Officer) • Sydney Drug Education and Counselling Centre • Northern Beaches Youth Interagency • Mental Health Interagency

	<ul style="list-style-type: none"> • Suicide Response Steering Group • Youth Action Group • Northern Beaches Community Drug Action Team • Liquor Accord • GLAM LGBTIQ+ group • Transport NSW • State Transit Authority • Northern Beaches Multicultural Network • Northern Beaches Council Local Aboriginal Stakeholder Meeting • Child and Family Interagency • Relationships Australia • Women's Domestic Violence Court Advocacy Service • Northern Sydney Local Health District • Chambers of Commerce (Newport, Avalon, Manly, Mona Vale) • Community Care Northern Beaches • Northern Beaches Disability Network • Lifeline • Sydney North Health Network
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Input in to the Community Safety Plan was also obtained from consultations on the issue of community safety undertaken as part of the Better Together Social Sustainability Strategy 2040 (draft). A wide range of in person, digital, online and collaborative methods and tools were used to engage over 1000 people and 20+ community organisations in the development of Better Together.

8. Conclusions

The survey results showed that the majority of respondents felt safe in the Northern Beaches. The results of the engagement process indicated that the results of surveying and consultations broadly correlated with data and crime statistics. Both the data and community responses to consultation have confirmed safety priorities to be addressed in the Plan.