

Similarly, how IPART will be able to comprehensively review all of the proposals contained within the submissions by 16 October 2015 is highly questionable. Furthermore, how the Government will be able to fully assess the IPART findings and Local Members be able to communicate the impacts to their local communities is again questionable.

In terms of the legislative process, there are concerns as to whether appropriate legislation is in place to accommodate 'Fit for the Future', either as per existing boundaries or amalgamated within prescribed timeframes and by the foreshadowed elections in September 2016. All of these concerns are lingering questions that Pittwater Council and its community have had no answers to.

(g) costs and benefits of amalgamations for local residents and businesses,

Council response:

Council Response:

As a part of Pittwater Council's fight against forced amalgamation, Council engaged the Professor Brian Dollery to assess the costs and benefits of amalgamations.

Professor Dollery concludes *"that such a merger (Pittwater, Warringah and Pittwater) will not improve financial sustainability;*

- *Given the absence of economies of scale, cost reductions will not occur as a consequence of a merger; and*
- *Given the diverse socio-economic profiles, there is no evidence of a strong joint 'community of interest', which is an essential prerequisite for successful mergers."* (Dollery, 2013)

While it has been touted by the Independent Local Government Review Panel and the NSW State Government that mergers may provide better service and infrastructure provision, a stronger revenue base and better integration of planning for local and regional issues, these findings are only theoretical and have been refuted by experts in the field such as Professor Dollery. As indicated by Professor Dollery above, without economies of scale, cost savings and connectivity of communities, any improvements in the provision of services and infrastructure for the local residents and businesses will just not be possible.

Keeping councils localised rather than creating larger mega type councils through the process of amalgamation will aid in local communities having a say. Localised councils will aid in stemming overdevelopment, keeping the environment a major focus, continue the strong connection with the community of interest, keeping decision making local with connectivity to regional issues and keeping Councillor representation to a level where it is recognised by its community as being responsive, collaborative and responsible.

Maintaining local government in this manner will be for the betterment of local residents and businesses.

(h) evidence of the impact of forced mergers on council rates drawing from the recent Queensland experience and other forced amalgamation episodes,

Council response:

While Pittwater Council cannot comment on the effect on rates as a result of forced amalgamations within Queensland, Council can make comment on the implication of rates due to forced amalgamations within its own region. The estimated impact on rates is relatively insignificant in terms of the overall impact of forced amalgamations taking into account the detrimental effects it will have on community of interest, local representation etc. etc.

It is estimated that the impact on rates may be in the vicinity of +/- 3% of Council's average rate. However, this estimation is subject to the prevailing rate structure remaining and no re-valuation being undertaken by the NSW Valuer-General. This assessment is only relevant to Council's immediate region and may not be relevant to other metropolitan or rural areas within NSW.

(i) evidence of the impact of forced mergers on local infrastructure investment and maintenance,

Council response:

Based on net present valuation calculations undertaken by KPMG as a part Pittwater Council's 'Fit for the Future' Analysis minor savings are estimated that in theory could potentially go towards the development of local infrastructure investment and maintenance.

However, the likelihood of these savings ever being realised is undetermined and there is evidence as presented by Professor Brian Dollery *"that the outcomes of amalgamation programs in Australian state and territory local government systems, derived largely from public inquiries into local government, have established that numerous councils in all local government jurisdictions still face daunting financial problems, despite amalgamation.*

In the light of these findings, Dollery, Byrnes and Crase (2008) have argued that compulsory merger programs have not only failed as a 'silver bullet' for solving systemic financial and other problems in Australian local government, but have also not provided a coordinated regional dimension to local service provision." (Dollery, 2013)

Further, Dollery's research into international case studies has established *"that in general, American researchers have found that mergers have not met expectations in terms of efficiency gains and cost savings. For example, in an assessment of empirical work on whether consolidation produced greater efficiency, Feiock (2004) concluded that mergers had not met their intended economic objectives, but had rather led to increased expenditures."* (Dollery, 2013)

In addition to Professor Dollery's findings, KPMG in their Report to Council indicated that given significant variations in key demographic indicators across the Northern Beaches (three council regions), a single (merged) council may weaken the ability to provide target services and infrastructure delivery across diverse communities. (KPMG, 2015)

Accordingly, while in theory it is implied that mergers may improve councils financial sustainability, local infrastructure investment and maintenance, in reality the very cost efficiencies required from these mergers to fund such improvements are never realised and therefore improved investment and maintenance of infrastructure never eventuates.

(j) evidence of the impact of forced mergers on municipal employment, including aggregate redundancy costs,

Council response:

Municipal employment will be under threat due to amalgamations as it is one of the cornerstone assumptions in gaining cost savings within a merged entity. Based on Pittwater Council's analysis of amalgamation options undertaken by KPMG as a part of Council's 'Fit for the Future' submission, it was found that *"Staffing reductions were estimated at between 4 per cent and 9 per cent of the establishment, based on the scenario modelled (the merger of three metropolitan councils).*

These assumptions were driven by the Toronto and Auckland case study experiences where merger savings stemmed primarily from reductions in the staffing establishment. In Toronto, there was a reduction of 9 per cent of total positions, 14 per cent in admin and support positions, 34 per cent in management positions, and 60 per cent in executive management positions. Auckland's new organisational structure resulted in a net 16 per cent reduction in staff." (KPMG, 2015)

Generally, councils are moderate but important employers within the local community and accordingly any staff reduction as a result of council mergers will have a reduction of economic stimulus within the local community.

(k) the known and or likely costs and benefits of amalgamations for local communities,

Council response:

See Council's response for Terms of Reference (g).

(l) the role of co-operative models for local government including the 'Fit for the Futures' own Joint Organisations, Strategic Alliances, Regional Organisations of Councils, and other shared service models, such as the Common Service Model,

Council Response:

Pittwater Council is an active and committed member of SHOROC (Regional Organisation) and one of 4 shareholders in Kimbriki Environmental Enterprises Pty Ltd. Pittwater Council remains committed to its participation in SHOROC, utilising the joint organisation to facilitate regional planning and advocacy, collaboration and strategic partnerships.

Pittwater Council and SHOROC have actively and successfully lobbied the state government for funding for roads, health and transport projects in the northern beaches area. Please refer to the SHOROC Regional Plan 'Shaping Our Future' (attached and also link: <http://shoroc.com/portfolio-item/shaping-our-future-our-regional-strategy/>)

The Independent Review Panel supported the use of joint organisations for the metropolitan area, as a means of enhancing scale and capacity. Whilst contrary to advice given at IPART forums, Council's understanding is that joint organisations/ROCS are not within the scope of IPARTs assessment methodology.

Given the strong track record of SHOROC, joint organisations/ROCS must be a component of measuring scale and capacity.

Professor Dollery in his report "*Big is not always Better – 2013*", having reviewed a number of academic and industry reports reflects on the findings of the Hawker Inquiry (2003) in that the Commonwealth Grant's Commission had been urged to accept "... partnership arrangements with local government through regional organisations of councils or other regional bodies." and states "*The Financial Sustainability Review Board (2005) disputed empirically purported relationships between council size and council performance...concluded that alternative models of council cooperation should be pursued...*"

(m) how forced amalgamation will affect the specific needs of regional and rural councils and communities, especially in terms of its impact on local economies,

Council Response:

See Council's response for Terms of Reference (l and n) for regional affects. Council is not responding to matters concerning rural communities.

(n) protecting and delivering democratic structures for local government that ensure it remains close to the people it serves,

Council Response:

Pittwater Council has contemporary boundaries having seceded from Warringah Council in 1992. The mantra of state government that the local government boundaries are a century old is incorrect and misleading. The creation of Pittwater followed decades of agitation and lobbying for a separate independent area due to the lack of funding and provision of services and infrastructure to the then northern ward (A riding) by the prevailing mega Council of the day, Warringah Council. Should there be an amalgamation of Pittwater with Warringah it is highly likely that years of agitation, displeasure and malfunction will again prevail.

The purpose of creating Pittwater, and remains so 23 years later, is to focus on the planning for the area's unique attributes in the metropolitan context, be accountable for its own income and allocation of priorities for expenditure. Also a level of democratic representation that would allow the people of Pittwater to have access to local community Councillors that both care for and are aware of the local area and its attributes is vital.

Democratic structure on a local level should come from local leaders that can represent the community by acting locally whilst thinking regionally. Community based Councillors have and should continue to be able to respond to wider issues at the same time reflecting the aspirations of the community. Pittwater Council has a record of close engagement with its community. Council receives clear and valued responses from the community. This has not meant that the Council is parochial nor has it denied its responsibility to the wider region and metropolitan area. To date, Pittwater Council actively participates with state government and the Industry, particularly in land release and sub-regional strategy, Coastal Council, Local Government Managers Association, SHOROC, Kimbriki Enterprises (regional waste), Metropolitan Mayors and Joint Regional Planning Panels.

Pittwater Council has a strong brand and is regarded as a progressive Council. It has a strong community, willing to be a part of a Metropolitan network but loyal to its local identity. The Councillors, Council staff and community are at one in promoting sustainable financial accountability, strong democratic leadership and ethical decision making and governance.

A strength of Pittwater lies with its community based Councillors, its articulate and connected Community and the trust that ensures that all parties listen, respond and do their best for the local area.

The creation of a mega Council on the northern beaches (Manly to Palm Beach) will create a 'back to the future' effect with a very low Councillor to resident ratio, a distant bureaucracy and a lack of input into the local areas needs and priorities.

Pittwater is an 'outer Sydney' area. Dollery found (Dollery, 2013) that an amalgamation of Pittwater, Warringah and Manly may inadvertently lead to a widening of socio-economic differences if 'inner Sydney' local government strategies are pursued at the expense of 'outer Sydney' local government strategies (see mayoral minute 3 June 2013).

The President of the Palm Beach and Whale Beach Association states on the Association's web page:-

"The community is concerned regarding the environmental and cultural issues which are not addressed in the terms of reference. The community values its local independent council which has served it well for the last 23 years. We live in a democracy. The whole basis of a democracy is that the will of the people must be heard. If the will of the people is ignored, anarchy will prevail."

(o) the impact of the 'Fit for the Future' benchmarks and the subsequent IPART performance criteria on councils' current and future rate increases or levels, and

Council Response:

See Council's response for Terms of Reference (h).

(p) any other related matter.

Council Response:

Pittwater Council wishes to re-iterate its position that size is not the prevailing fix to financial sustainability within local government. An entity with the ability (regardless of population size) to efficiently manage the operations (income, expenditure, resources etc.) it has within its control it paramount in achieving financial sustainability and sound community representation.

For the past 23 years Pittwater Council has been well managed, financially sustainable, supported, endorsed and commended by its community in its provision of services and infrastructure. To regard size as the fiscal "*silver bullet*" (Dollery, 2013) is narrow minded and baseless.

References

Dollery, Professor Brian - "Bigger is not always Better; An assessment of the Independent LG Review Recommendation that Pittwater Council be Amalgamated" – 2013

KPMG – Independent Review of structural options for Manly Council and Pittwater Council – 2015

Pittwater Forever Website: <https://pittwaterforever.wordpress.com> - 2015

TCorp - Financial Sustainability of the New South Wales Local Government Sector – 2013

SHOROC Website: <http://shoroc.com/portfolio-item/shaping-our-future-our-regional-strategy/>



Shaping Our Future

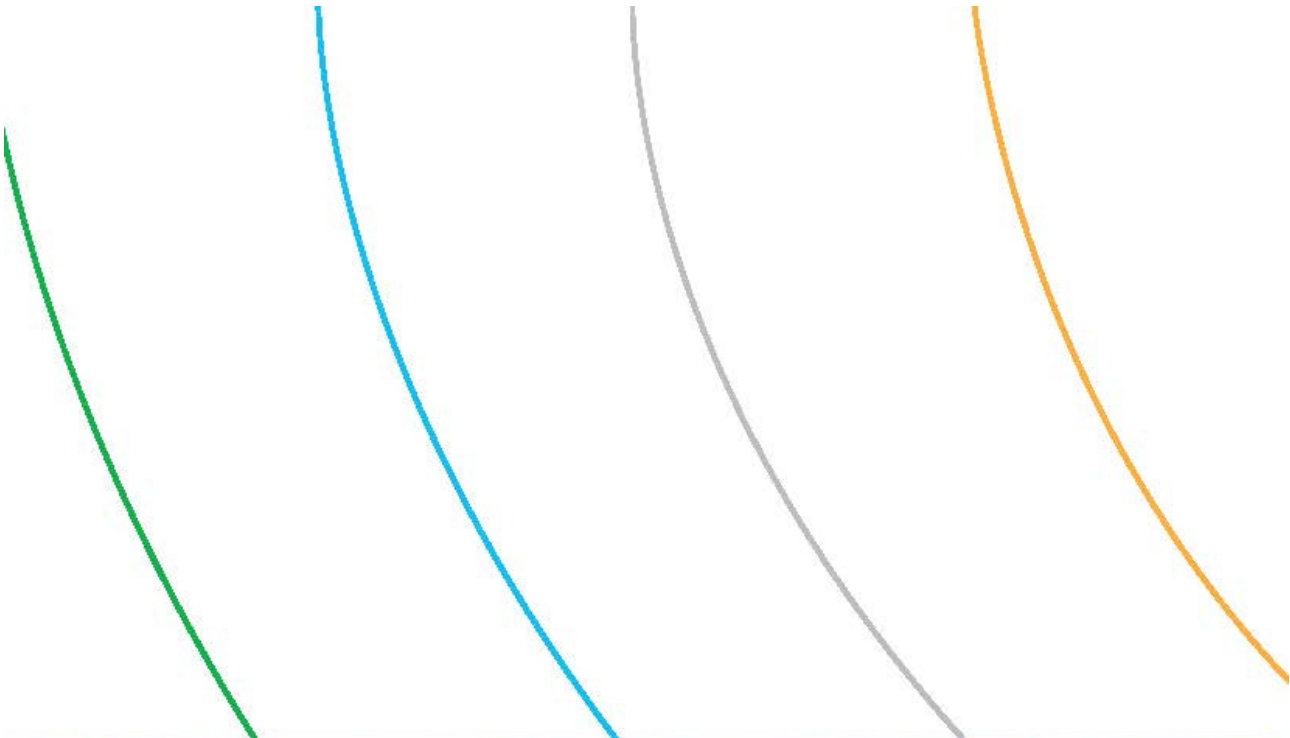
Directions for transport, health, housing and jobs for a vibrant sustainable SHOROC region







Table of contents	
Message from the SHOROC Board of Mayors and General Managers	5
The strategic direction for the SHOROC region	6
The SHOROC region	7
Critical challenges and barriers in 2010 and beyond	7
Critical issues now	7
Big challenges ahead	7
Fig 1. The SHOROC region in North East Sydney	8
Maintaining and enhancing liveability and sustainability	9
Fig 2. Population projections to 2036	9
Major directions for the SHOROC region	10
Strategically planning for the region now and into the future	11
Fig3. Map of the major directions	12
Overview of major directions for the SHOROC region	13
Critical need for funding for rapid buses, road upgrades and a new hospital	13
Health	13
Transport	13
Fig4. Overview of SHOROC's Shaping Our Future	13
Directions for Housing and Jobs	14
Commitments from ...SHOROC Councils	14
The main growth will be focussed around four centres	15
Why have these centres been identified?	15
How will the densities and 'look' of the centres be decided?	15
Directions for Health	16
Priority NSW and/or Commonwealth government investment needed	16
Directions for Transport	
Priority NSW and/or Commonwealth government investment needed	18
Priorities for investment in transport to better integrate the SHOROC region with Sydney	18
Why is the priority for investment the East/West transport corridor?	19
Shaping Our Future Liveability and Sustainability	20
Next Steps	21
More information	23



Message from the SHOROC Board of Mayors and General Managers

The SHOROC region in Sydney's North East is second to none. Incorporating Manly, Mosman, Pittwater and Warringah Councils, it is a unique area with a vibrant community that values our natural environment and lifestyle and contributes strongly to the economy of global Sydney. However, the SHOROC region is already facing many challenges including significant road congestion, limited and inefficient public transport as well as the lack of access to an appropriate and accessible high quality health service.

The future holds more.

Population is expected to increase by around 30,000 people, an 11% increase, over the next 20 years. This brings with it targets from the NSW Government to accommodate this growth with an additional 22,800 dwellings (including potentially up to 4,900 in Ingleside) and 20,800 jobs. Climate change is predicted to mean rising sea levels, coastal erosion and more severe storms which would have significant impacts including on our low lying and coastal areas and bushland.

The SHOROC Councils have identified that we need a clear direction for the region. A vision.

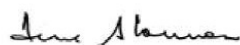
A roadmap for how we are to deal with these current and future challenges if we are to enhance or even maintain our natural environment, our way of life and our contribution to the NSW economy.

To provide leadership with a unanimity of purpose and voice. To work in close partnership with the NSW and Commonwealth governments, community and business to bring this vision about. SHOROC's *Shaping Our Future* provides that roadmap. Its development involved a thorough evidence-based analysis by the best and brightest in our councils underpinned by the core values of our community, in partnership with expert planning consultants led by Sustainable Urbanism.

This analysis shows the housing and jobs targets can be sustainably met by the SHOROC Councils, with growth focussing on four key areas so that we can minimise transport infrastructure costs and maintain and enhance our natural environment and way of life.

However, major infrastructure investments in transport and health are needed now and in the coming years to address our challenges and enable this growth to occur.

The SHOROC Councils are strongly committed to playing our part in making Sydney an even greater global city. We are calling on the NSW and Commonwealth governments to provide the critical investment in our region to enable this to happen.



Mayor of Mosman
SHOROC President 09/10
Cr Anne Connon



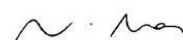
Mayor of Manly
Cr Jean Hay AM



Mayor of Pittwater
SHOROC Vice-President 09/10
Cr Harvey Rose



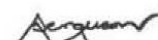
Mayor of Warringah
Cr Michael Regan



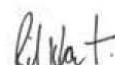
General Manager
Mosman Council
Mr Viv May



General Manager
Manly Council
Mr Henry Wong



General Manager
Pittwater Council
SHOROC Treasurer 09/10
Mr Mark Ferguson



General Manager
Warringah Council
Mr Rik Hart



The strategic direction for the SHOROC region

Shaping Our Future: the strategic direction for the SHOROC region

SHOROC's *Shaping Our Future* is an integrated whole-of-region strategy setting out the long term direction for 2010 -2031 for the SHOROC region from Bradleys Head to Barrenjoey, encompassing Mosman, Manly, Warringah and Pittwater Councils.

It outlines how the SHOROC Councils will work together with other levels of government, business and the community to address critical challenges for the region now and into the future.

A response to the NSW State Plan, Metropolitan Transport Plan and Metropolitan Strategy, it links council land use management set by individual councils with critical improvements in infrastructure, enabling a more coordinated and cooperative regional inter-governmental approach.

SHOROC's *Shaping Our Future* seeks to address the critical issues for the region now and the challenges ahead while maintaining and enhancing the region's liveability, sustainability and significant contribution to Sydney as a global city.

The SHOROC region

The SHOROC region covers an area of approximately 288km², in the North East of Sydney incorporating the local government areas of Mosman, Manly, Warringah and Pittwater. It is characterised by its outstanding natural environment, vibrant community and large influx of tourists and weekend visitors.

SHOROC has a population of around 270,000 people, is home to around 100,000 jobs and is characterised by a high proportion of residents that live and work locally.

Critical challenges and barriers in 2010 and beyond

Critical issues now

There are a number of critical issues for the region which need to be addressed now to maintain its liveability and sustainability, to enhance its contribution to and integration with greater Sydney and enable future challenges to be addressed.

These include the significant road congestion, limited and inefficient public transport as well as the lack of access to an appropriate and accessible high quality health service.

'maintaining and enhancing the region's liveability, and sustainability...'

Big challenges ahead

The next decades see significant challenges including:

An expected population increase of around 30,000 to over 300,000 by 2031 (see figure 2), along with the need for additional dwelling and employment capacity as detailed in the NSW Government's Metropolitan Strategy of:

- an additional 22,800 dwellings (including potentially up to 4,900 in Ingleside), taking the total to around 130,000
- an additional capacity for 20,800 jobs, taking the total to over 120,000.

Climate change and its predicted effect on sea levels, coastal erosion and weather patterns and resultant impacts including displacement of housing and other coastal and low lying land.

Fig 1. The SHOROC region
in North East Sydney



Maintaining and enhancing liveability and sustainability

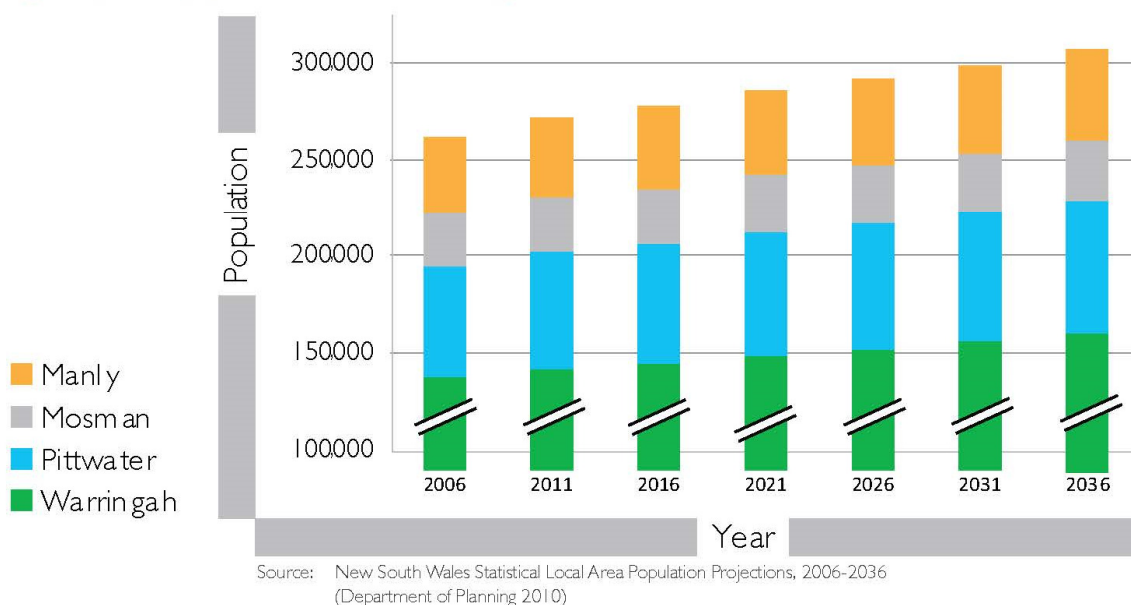
Liveability and sustainability are valued highly by the SHOROC community and councils.

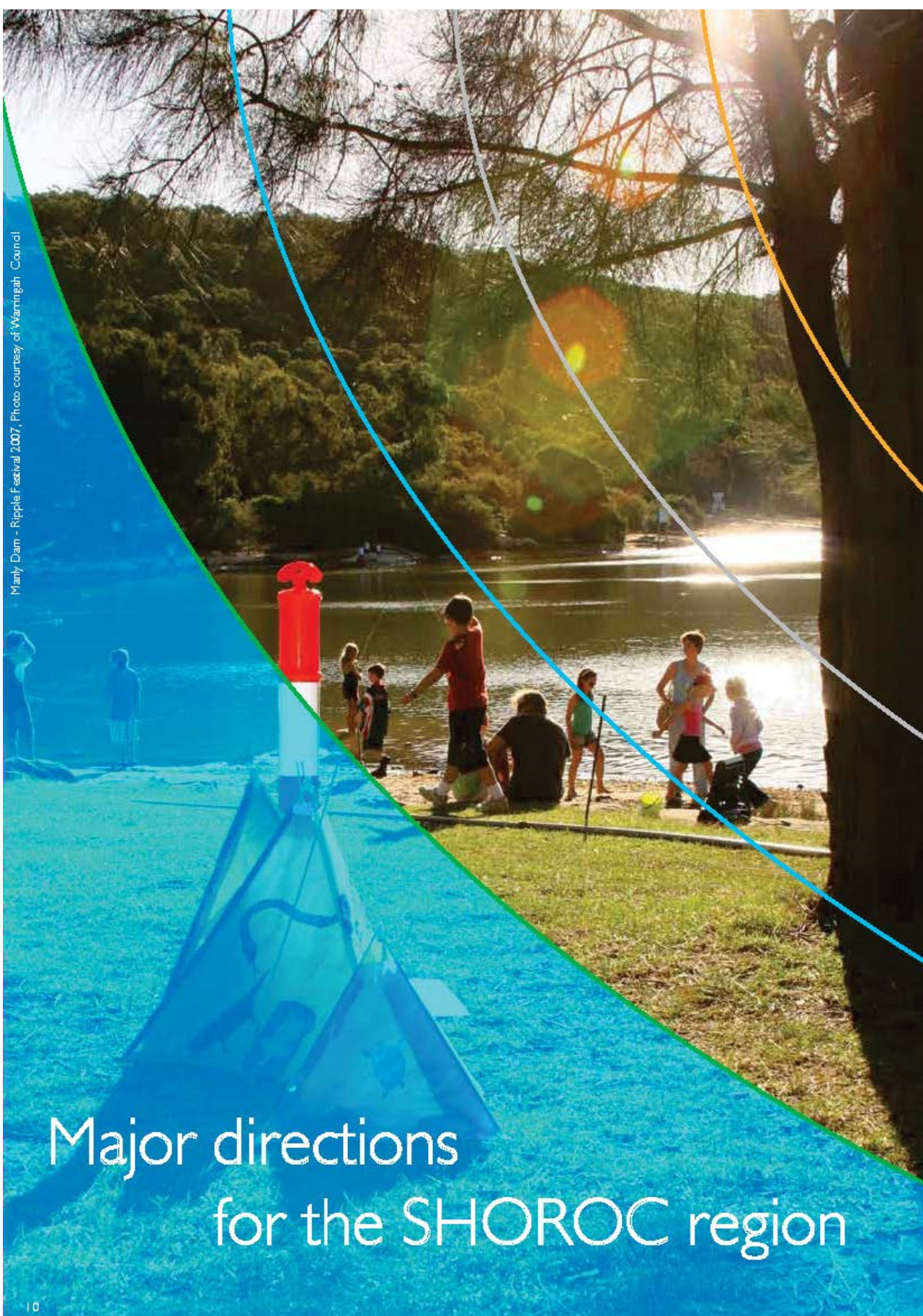
'An expected population increase of around 30,000 to over 300,000 by 2031'

The principles underpinning SHOROC's *Shaping Our Future* are to maintain and enhance these characteristics as the region grows including:

- Maintaining and enhancing quality of life, wellbeing, the high proportion of jobs close to home and access to social services, recreation, infrastructure and transport.
- Increasing engagement, involvement and connectedness of community members and development of social capital.
- Seeking to improve housing choice in response to demographic changes such as the availability of affordable housing for a diversity of households, including key workers.
- Creating more sustainable communities with more appropriate management of the region's water, energy, waste and natural resources including greater residential and business conservation and re-use and investigation of the viability of providing water, energy and waste recycling services within the region.
- Maintaining the biodiversity and quality of bushland and waterways.

Fig 2. Population projections for the SHOROC region to 2036





Manly Dam - Ripple Festival 2007, Photo courtesy of Warringah Council

Major directions for the SHOROC region

10

Major directions for the SHOROC region

The direction for SHOROC is to continue to be a sustainable and liveable region making a significant contribution to enable Sydney to continue to grow and be a world class place to live and work.

To enable this to occur, SHOROC's *Shaping Our Future* outlines:

1. The role of local councils: How councils will deliver the housing and job targets under the NSW Government's Metropolitan Strategy to help make Sydney a global city, whilst maintaining and enhancing the region's natural environment, vibrant communities and way of life.
2. The role of the State and Commonwealth governments: The priority infrastructure and State and/or Commonwealth Government investment required in transport and health to address major barriers now and enable this growth to occur in a cost-effective, timely and sustainable manner.

These directions have been identified based on a rigorous evidence-based analysis of the major issues for the region now and for the future as well as a spatial analysis of various land use scenarios and implications for accessibility to transport and services, liveability and sustainability.

Strategically planning for the region now and into the future

The SHOROC Councils are committed to a leadership role in delivering on the needs of the region now and into the future through coordinated and integrated strategic planning.

SHOROC's *Shaping Our Future* is the core of the overall strategy for the region and lays out the major directions and priority infrastructure needs for the region. Ongoing review of the major directions and infrastructure delivery will enable phased implementation to provide the best outcome for the community and the region.

‘...councils are committed to a leadership role in delivering on the needs of the region...’

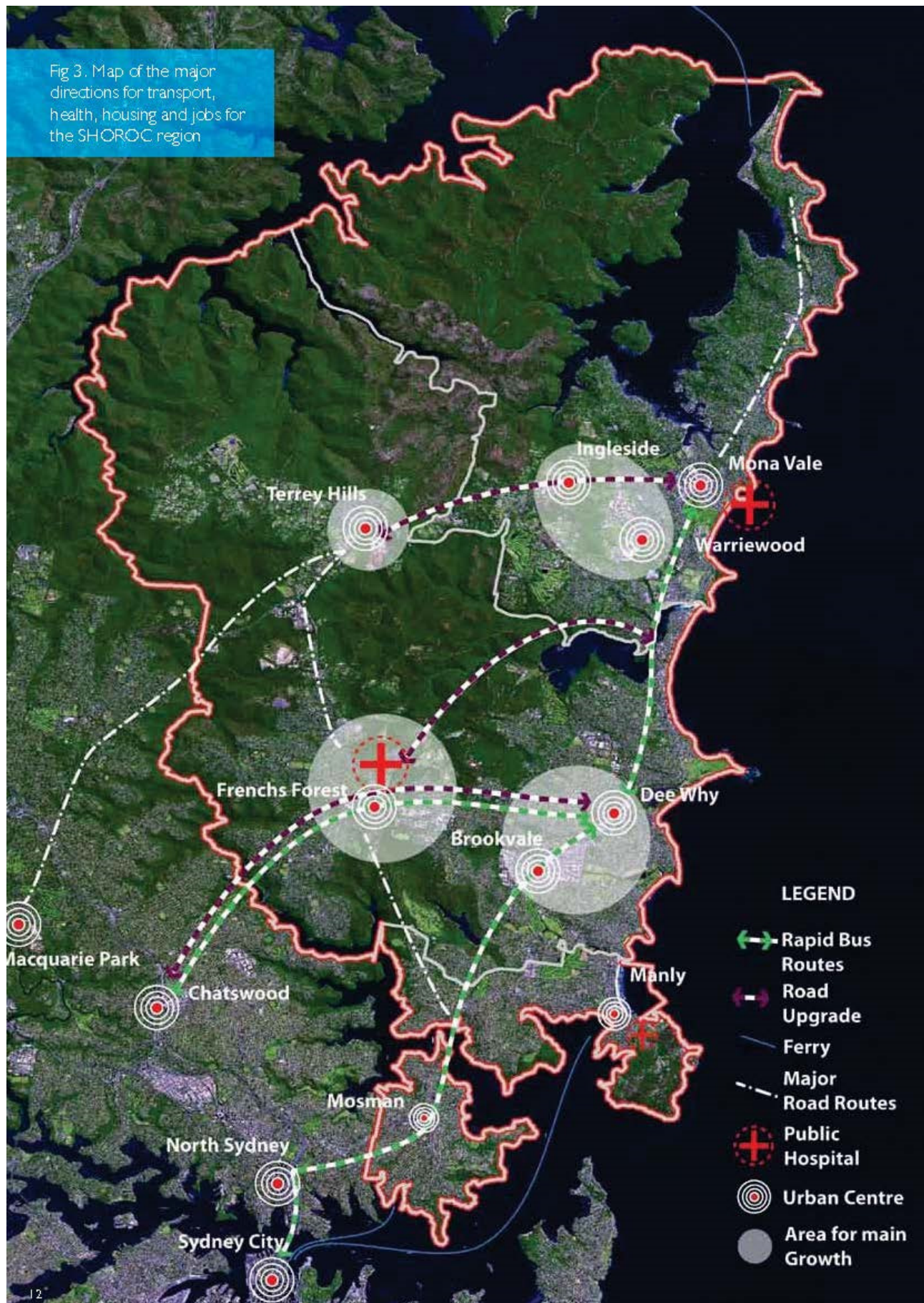
The other major pieces of the overall strategy are:

- Council Community Strategic Plans, detailing the strategies to be implemented by each council to deliver on the needs of its local community and natural environment.
- SHOROC's *Shaping Our Future Liveability* and *Shaping Our Future Sustainability*, identifying the needs of the region in the way of other infrastructure and service delivery such as cultural and recreational venues or water and sewerage infrastructure. These strategies will focus on an analysis of areas that can be shared or delivered on a regional basis to maintain and enhance this highly liveable and sustainable region as well as deliver services for the best value for money for residents while maintaining the independence of local councils.

In addition, overarching 'health of the region' indicators are being developed to help measure how the region is tracking over time in regard to the major directions for the region.

The next steps for development of SHOROC's *Shaping Our Future Liveability* and *Shaping Our Future Sustainability* are outlined more on page 21.

Fig 3. Map of the major directions for transport, health, housing and jobs for the SHOROC region



Overview of major directions for the SHOROC region

SHOROC Councils will sustainably meet the Metropolitan Strategy targets for housing and jobs

The SHOROC Councils will meet the NSW Government Metropolitan Strategy targets for housing and jobs through sustainable development by focussing the main growth around four key areas as vibrant sustainable centres:

- **Dee Why/Brookvale:** as a major centre for housing and jobs.
- **Frenchs Forest:** as a new specialised centre for housing, jobs and health.
- **Terrey Hills:** as an area for jobs.
- **Warriewood/Ingleside:** as a new centre for housing and jobs.

Critical need for funding for rapid buses, road upgrades and a new hospital

Priority infrastructure and investment is required by the NSW and/or Commonwealth governments, to address major issues and enable these targets to be met.

Health

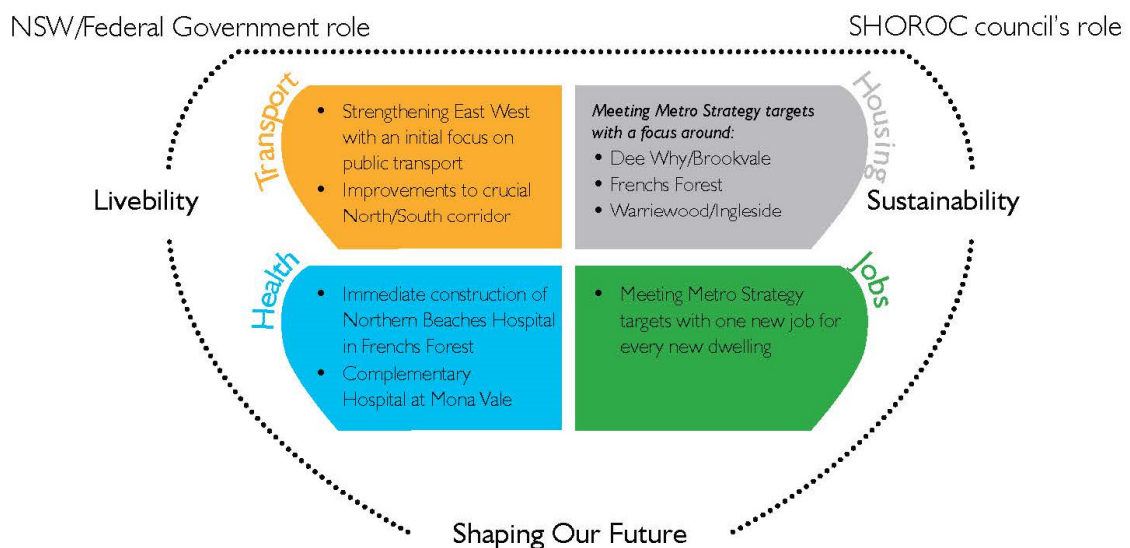
Immediate construction of the level 5 Northern Beaches Hospital at Frenchs Forest and associated road infrastructure works; and appropriate upgrades required to enable the long term complementary role for Mona Vale Hospital.

Transport

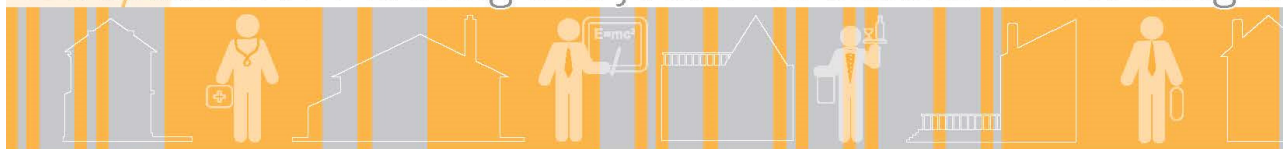
Strengthening public transport and road linkages with particular focus on: the East/West corridor between the major centres of Dee Why/Brookvale and Frenchs Forest and from Frenchs Forest and Mona Vale to Chatswood, Macquarie/Ryde and beyond; and improvements to the crucial North/South corridor.

The directions for sustainable housing, jobs, health and transport are outlined in Fig 3 and in more detail in the following sections.

Fig 4. Overview of SHOROC's Shaping Our Future



Directions for Housing and Jobs : Directions for Housing and



‘The main growth will be focussed around four key areas as vibrant sustainable centres’

Commitments from Manly, Mosman, Pittwater and Warringah Councils

SHOROC Councils will meet the NSW Government Metropolitan Strategy targets of an additional 22,800 dwellings (including potentially up to 4,900 in Ingleside) and 20,800 jobs by 2031 as follows:

- **Manly Council:** an additional 2,400 dwellings and capacity for 1,000 jobs.
- **Mosman Council:** an additional 600 dwellings and capacity for 1,300 jobs.
- **Pittwater Council:** an additional 9,500 dwellings (including potentially up to 4,900 at Ingleside) and capacity for 6,000 jobs.
- **Warringah Council:** an additional 10,300 dwellings and capacity for 12,500 jobs.

As the region grows, the councils will:

- Ensure that growth is sustainable, accommodates the potential impacts of climate change and does not adversely impact the natural environment or communities, with specific localities and densities determined by individual councils in conjunction with the community.
- Create the capacity for one new job for each new dwelling to maintain the high ratio of residents who work and live locally with a view to reversing the decline in the proportion of key workers in the region.
- Provide a mix of housing types and choice in response to demographic changes with appropriate levels of diversity and affordability to attract low and moderate income households including key workers to live in the region.
- Maximise accessibility to public transport which is not sufficient for the existing population or any additional growth.
- Seek to attract and retain appropriate business and industry in the region to build on the competitive strength of existing industries – retail, health, professional and scientific, manufacturing and wholesale trade, and education and training.

and Jobs : Directions for Housing and Jobs : Directions for Ho



The main growth will be focussed around four centres

Based on a spatial analysis of accessibility to transport, services and protection of the natural environment, the most appropriate locations for the main growth will be focused around four key areas as vibrant sustainable centres (see Fig 3. on page 12):

- Dee Why/Brookvale: as a major centre for housing and jobs with additional dwellings and job capacity, retaining the employment mix and focussing on a potential logistics centre in Brookvale.
- Frenchs Forest: as a new specialised centre for housing, jobs and health with additional dwellings and job capacity, focussing employment clusters around the new hospital and health services.
- Terrey Hills: as an employment area with additional job capacity and a potential focus on alternative energy high technology and low carbon jobs.
- Warriewood/Ingleside: as a new location for housing and centre for job capacity.

Why have these centres been identified?

These centres have been selected because they are on existing or planned transport routes, easily accessible from other centres and minimise impact on the natural environment. This will mean more people will be able to live and work close to home, minimising car travel and the need for even more transport infrastructure.

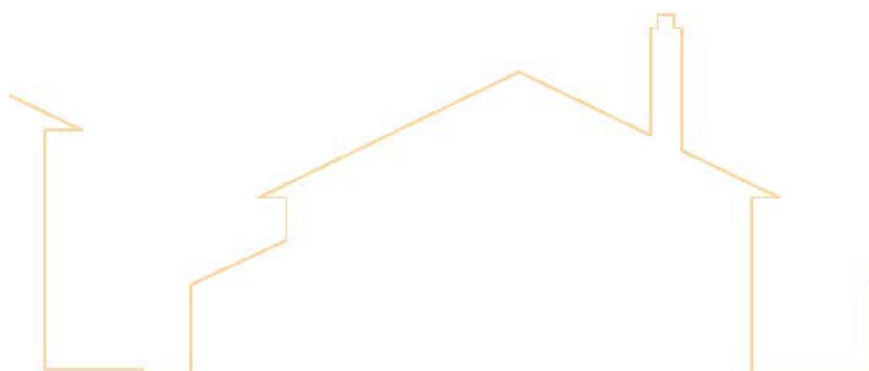
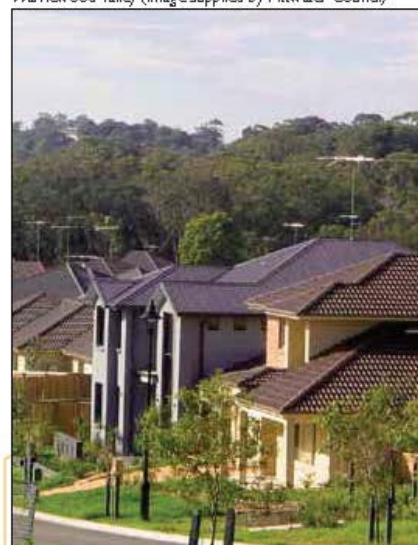
For example:

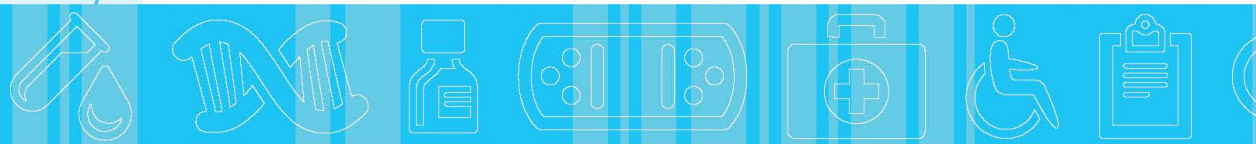
- Terrey Hills could provide significantly more job capacity close to the planned residential growth for Warriewood/Ingleside as required by the NSW Government.
- Frenchs Forest is on a major transport route and is a logical choice for a specialised centre with housing and employment based around the new hospital.

How will the densities and 'look' of the centres be decided?

All development including specific localities and densities will be determined by individual councils in conjunction with the community.

Warriewood Valley (image supplied by Pittwater Council)





'The priorities are construction of the Northern Beaches Hospital and upgrades to Mona Vale Hospital'

Priority NSW and/or Commonwealth government investment needed

Priority infrastructure and investment is required by the NSW and/or Commonwealth governments in the health services of the SHOROC region.

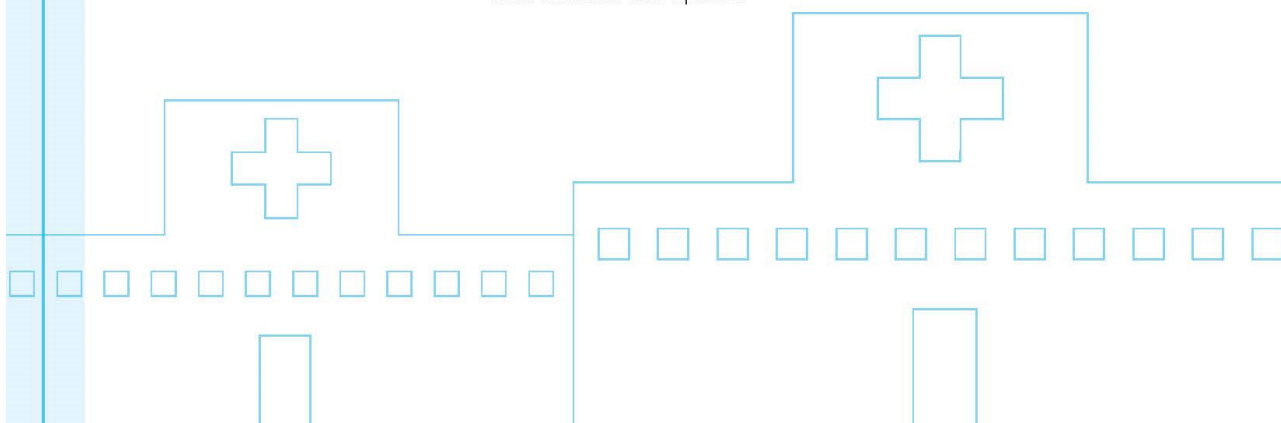
Investment is critical to address current major issues and barriers to future growth.

This includes:

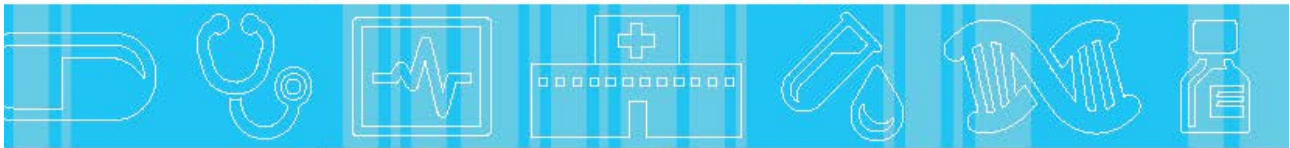
- Lack of appropriate access to high quality hospital and complementary health services across the region.
- Declining quality and availability of current services.
- The effects of an ageing population and higher proportion of residents aged over 65 years than the rest of Sydney, bringing with it a greater need for enhancement of acute and community health services, access to carers, health and community care services, housing and residential care options.

The priorities for the health services of the SHOROC region Northern Beaches Hospital:

- Immediate construction of the level 5 Northern Beaches Hospital and ancillary and private services at Frenchs Forest (see Fig 3 page 12) as well as the major road infrastructure required:
- Grade separation at the intersections of Wakehurst Parkway and Warringah Road to avoid gridlock around the hospital
- Upgrades to Wakehurst Parkway to provide flood-free access.



r Health : Directions for Health : Directions for Health : Dire

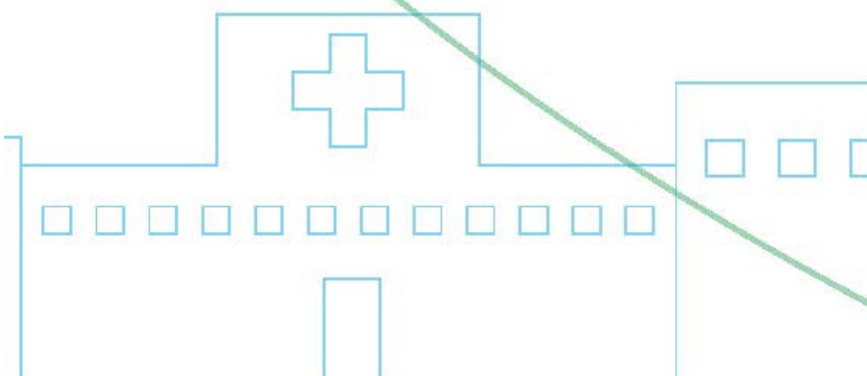


Complementary Hospital at Mona Vale: Upgrade and confirmation of the complementary role of Mona Vale Hospital, networking effectively with the new Northern Beaches Hospital.

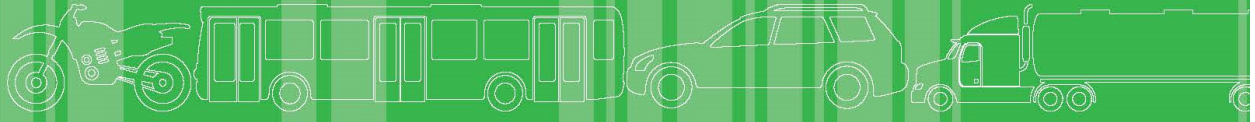
Improved ambulance services that respond to and serve the redistribution of the health services to Frenchs Forest.

Improved public health, mental health and related services to the broad community including nursing homes and geriatric services.

Retaining the Manly Hospital site for community and education services.



Directions for Transport : Directions for Transport : Direction



'Bus Rapid Transit Systems from Dee Why to Chatswood and Mona Vale to the city, plus road upgrades'

Priority NSW and/or Commonwealth government investment needed

Priority investment is required from the NSW and/or Commonwealth governments to enhance the major public transport and road infrastructure for better access to, from and within the SHOROC region so that SHOROC can maintain and enhance its contribution to the NSW economy.

Investment is essential to address major issues now and barriers to future growth, including:

Lack of availability of efficient public transport for much of the region, affecting residents' ability to rely on this form of transport and driving patronage to private vehicles, further congesting the major transport corridors.

Heavy congestion on the three major routes to/from the region which are:

- Warringah Road/Wakehurst Parkway and Mona Vale Road to the East/West, transporting commuters between the regions' major centres and to Chatswood, Macquarie/Ryde and beyond.
- Spit-Military Road corridor to the North/South, the second-slowest road in Sydney.

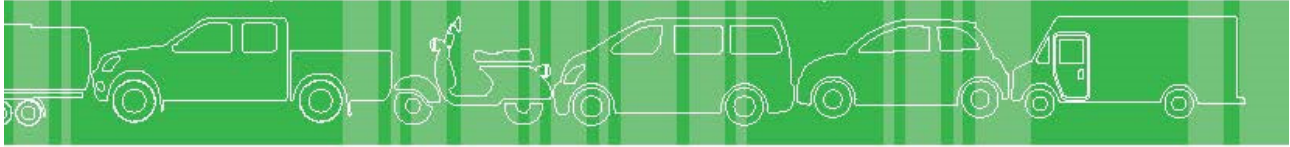
Improving sustainability of the region by reducing reliance on private vehicles as the major transport mode, accounting for example for 72% of commuter journeys.

Priorities for investment in transport to better integrate the SHOROC region with Sydney

East/West between the major centres of Dee Why/Brookvale and Frenchs Forest to Chatswood, Macquarie and beyond to take pressure off the North/South corridor including:

- Fast public transport links to Chatswood, Ryde and the CBD with an initial focus on priority median-strip bus corridors using a Bus Rapid Transit System which is adaptable to light rail or other greater capacity transport in future years as needed.
- Grade separation at the intersections of Wakehurst Parkway and Warringah Road, a critical part of the construction of the Northern Beaches Hospital, and Warringah Road and Forest Way.
- Mona Vale Road upgrade to a divided dual-lane carriageway for its full length through to Mona Vale to improve safety and efficiency, and enable Warriewood/Ingleside growth.

Options for Transport : Directions for Transport : Directions for Transport



North/South linking the major centres with the north of the region as well as North Sydney and the CBD:

Improving North/South public transport for SHOROC and Sydney's North West:

- A Bus Rapid Transit System on the North/South corridor from Mona Vale using a peak hour co-located median bus lane to the city or preferably to a new modal interchange at Neutral Bay.
- A new underground Neutral Bay interchange to also serve buses from Sydney's North West, linking to a metro-style rapid transit service to Wynyard using the Harbour Bridge and redundant tram tunnels.

Public transport service improvements to improve travel times and accessibility.

Unclogging road pinch points including along the Spit-Military Road corridor.

Strategic planning and more investment in park and ride facilities.

Greater use of community bus services and integration with each other and commercial operators.

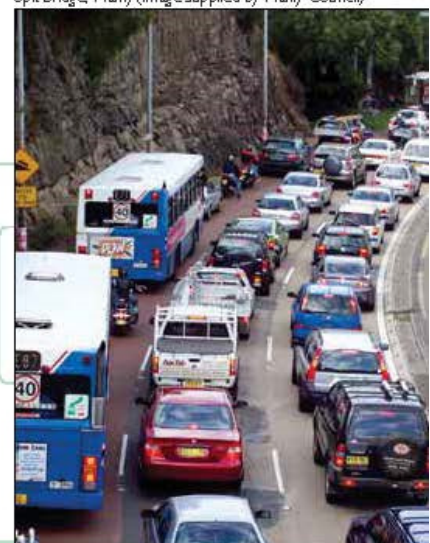
See Fig.3 for an overview.

Why is the priority for investment the East/West transport corridor?

Advice from independent transport consultants is that the most cost-effective investment in transport for SHOROC is in the East/West corridor because:

- Efficient public transport and increased road capacity East/West will take significant pressure off the over-capacity North/South corridor.
- Land in this corridor has been set aside by the state government whereas there are limited options to increase road space in the North/South corridor given its natural constraints.
- The roads and poor quality public transport are already at or beyond capacity and demand on this route is set to increase significantly with the consolidation of Macquarie Park as a global centre and the growth of the new regional centre at Frenchs Forest.

Spit Bridge, Manly (image supplied by Manly Council)





North Narrabeen, Photo courtesy of Warringah Council

Shaping Our Future Liveability and Sustainability

20

Next Steps

Liveability and sustainability are valued highly by the SHOROC community and councils. The principles underpinning SHOROC's *Shaping Our Future* are to maintain and enhance these characteristics as the region grows.

‘maintain and enhance the region’s vibrant way of life and natural environment...’

Building on the clear direction set out in this document, the next task for SHOROC and our partner councils is to develop:

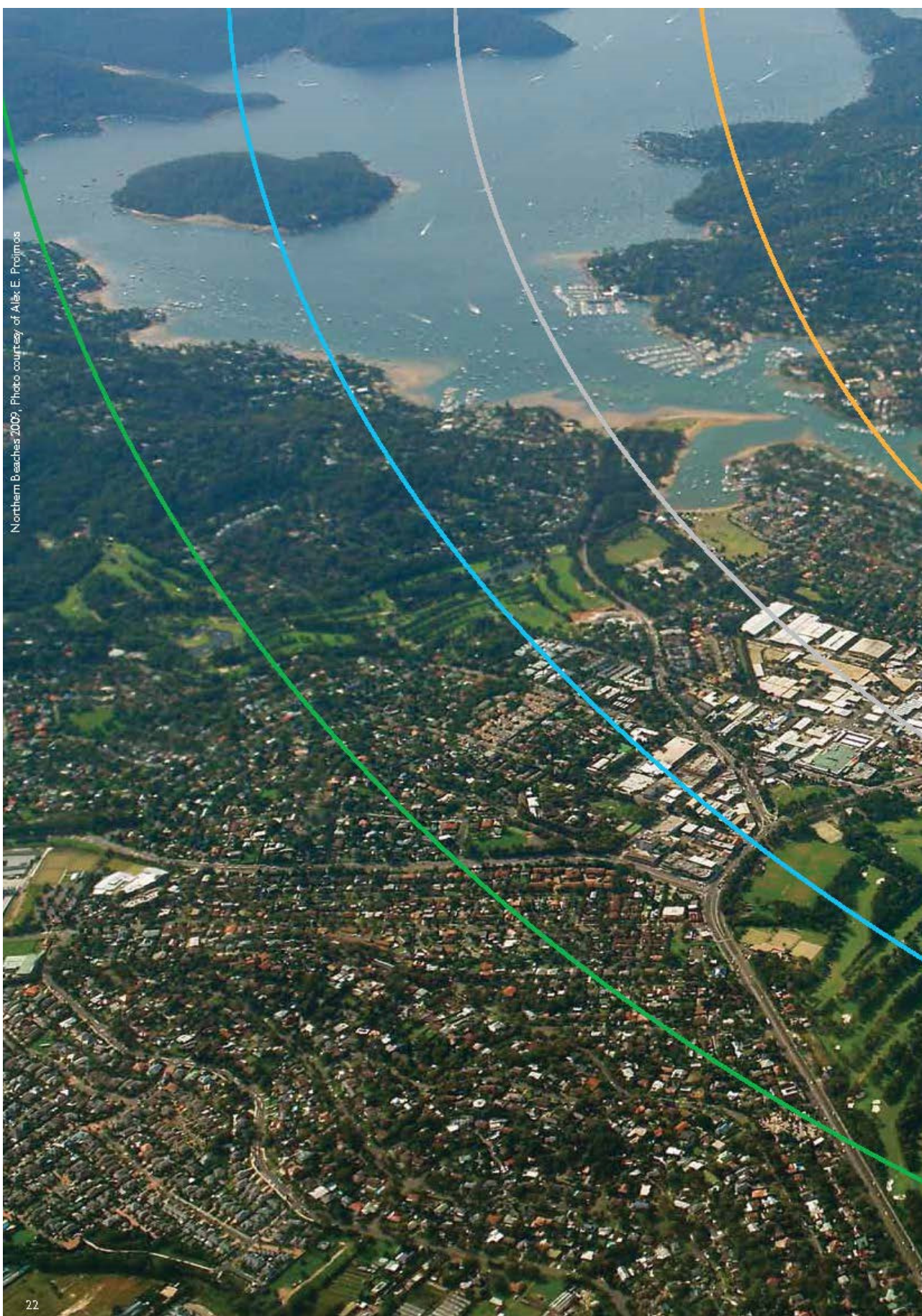
- Strategies for what is needed regionally in the way of other infrastructure and service delivery to maintain and enhance the region's vibrant way of life and natural environment.
- Overarching ‘health of the region’ indicators to help measure how the region is tracking over time, grouped under themes such as community wellbeing, sustainability, economic development, employment and natural environment. Linked to SHOROC's *Shaping Our Future* these indicators can then be used for its benchmarking, monitoring and review.

The strategies for what is needed regionally will be SHOROC's *Shaping Our Future Liveability* and SHOROC's *Shaping Our Future Sustainability*.

These strategies will focus on an analysis of areas that can be shared or delivered on a regional basis to maintain and enhance this highly liveable and sustainable region as well as deliver services for the best value for money for residents while maintaining the independence of local councils.

SHOROC's *Shaping Our Future Liveability* and SHOROC's *Shaping Our Future Sustainability* will identify what is needed regionally in the way of: other infrastructure such as cultural and recreational venues or services such as water, sewerage or energy; and service delivery such as common waste collection, climate change policies, sustainability programs, tendering or community services.

SHOROC's *Shaping Our Future Liveability* and SHOROC's *Shaping Our Future Sustainability* will be developed for release in 2011/12.



Northern Beaches 2009, Photo courtesy of Alex E. Proimos



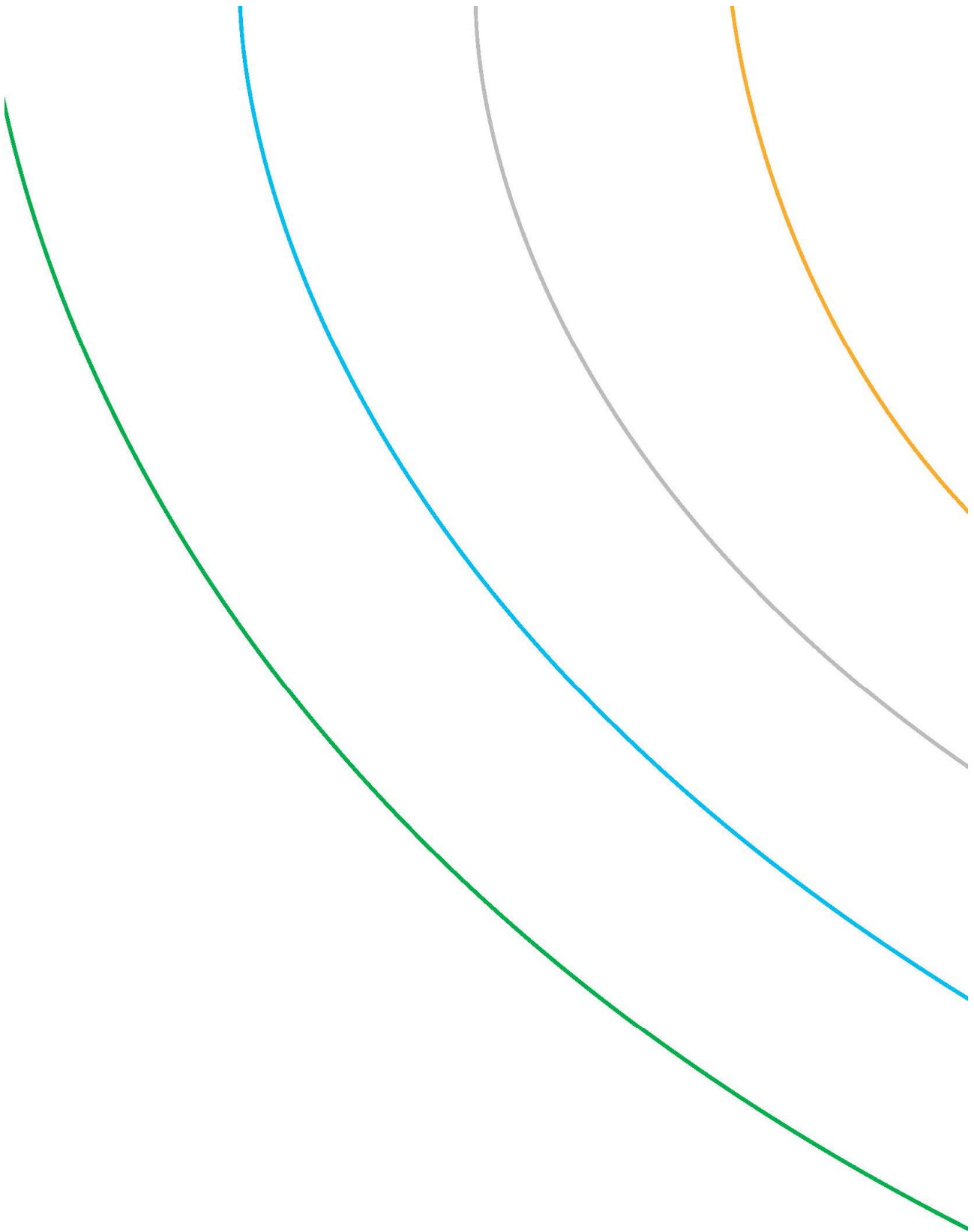
More information

For more information contact:
Ben Taylor
Executive Director
SHOROC - Shore Regional Organisation of Councils

P: (02) 9905 0095 | F: (02) 9939 6454

PO Box 361
Brookvale NSW 2100

E: admin@shoroc.nsw.gov.au
W: www.shoroc.com



Printed using environmentally friendly soy based inks on Mega Recycled Silk, an environmentally considered sheet consisting of 50% post consumer recycled waste and 50% FSC certified fibre. Mega Recycled is manufactured at the Gohrsmühle Mill, who have their own waste water treatment plant and are ISO 14001 EMS approved. Mega Recycled is made elemental chlorine free.

C11.3 Investment Balances as at 30 June 2015

Meeting: Leading and Learning Committee

Date: 20 July 2015

COMMUNITY STRATEGIC PLAN STRATEGY: Corporate Management

COMMUNITY STRATEGIC PLAN OBJECTIVE:

- To ensure Council's future financial sustainability

DELIVERY PROGRAM ACTION: To Provide Effective Investment of Council's Funds

1.0 EXECUTIVE SUMMARY

SUMMARY

- The net investment return as at 30 June 2015 is \$1,150,799.
 - The investment return budget for the financial year is \$1,200,000.
 - The net investment return is \$49,201 below the Revised Budget mainly due to the decline in market interest rates.
 - The amount under budget will be taken into account in Council's overall 2014/2015 consolidated result.
 - All investments have been made in accordance with the NSW Local Government Act, 1993, the Local Government (General) Regulations and Council's Investment Policy.
-

2.0 RECOMMENDATION

That the information provided in the report be noted.

3.0 BACKGROUND

3.1 PURPOSE

A report listing Council's investments must be presented.

3.2 BACKGROUND

As provided for in Regulation 212 of the Local Government (General) Regulation, 2005, a report listing Council's investments must be presented.

3.3 POLICY IMPLICATIONS

- Council's Investment Policy (No 143)

3.4 RELATED LEGISLATION

Regulation 212 of the Local Government (General) Regulation, 2005, states that a report listing Council's investments must be presented. The responsible Accounting Officer certifies that all investments have been made in accordance with Section 625 of the NSW Local Government Act, 1993, the Local Government (General) Regulations and Council's Investment Policy (No 143).

3.5 FINANCIAL ISSUES

3.5.1 Budget

- The net investment return as at 30 June 2015 is \$1,150,799.
- The investment return budget for the financial year is \$1,200,000.
- The net investment return is \$49,201 below the Revised Budget mainly due to the decline in market interest rates.
- The amount under budget will be taken into account in Council's overall 2014/2015 consolidated result.

3.5.2 Resources Implications

- Nil Implication

4.0 KEY ISSUES

4.1 MONTHLY RETURN

Investment return for the month of June 2015:	
Term deposits interest income:	\$85,320
Net investment return for June 2015:	\$85,320

YEAR TO DATE RETURN

Investment return year to date June 2015:	
Term deposits interest income:	\$1,150,799
Net investment return year to date:	\$1,150,799

Projected investment return budget for financial year: \$1,200,000

4.2 PERFORMANCE OF COUNCIL'S PORTFOLIO FOR THE LAST FIVE YEARS

Annual return of Council's portfolio for the last five years:

Year to	Net Return	Return on average funds invested
June 2011	\$1,521,223	5.9%
June 2012	\$1,679,693	6.4%
June 2013	\$1,656,908	4.8%
June 2014	\$1,227,105	3.8%
June 2015	\$1,150,799	3.3%
2014/2015 Budget	\$1,200,000	3.5%

5.0 ATTACHMENTS / TABLED DOCUMENTS

Attachment 1: Investment Balance Table and Associated Graphs

6.0 SUSTAINABILITY ASSESSMENT

6.1 GOVERNANCE & RISK

6.1.1 Community Engagement

There is no requirement in terms of community engagement in this instance.

6.1.2 Risk Management

Investments and Interest Income form a part of Council's 2014/2015 Budget. Investment risk is mitigated by Council's conservative portfolio structure and compliance with associated legislation and regulations.

6.2 ENVIRONMENT

6.2.1 Environmental Impact

There will be nil environmental impact.

6.2.2 Mitigation Measures

There is no requirement in terms of mitigation measures in this instance.

6.3 SOCIAL

6.3.1 Address Community Need & Aspirations

There will be nil impact in terms of community needs and aspirations.

6.3.2 Strengthening Local Community

There will be nil impact in terms of strengthening local community.

6.4 ECONOMIC

6.4.1 Economic Development

Investments and Interest Income form a part of Council's 2014/2015 Budget.

Report prepared by
Renae Wilde, Senior Project Accountant

Mark Jones
CHIEF FINANCIAL OFFICER



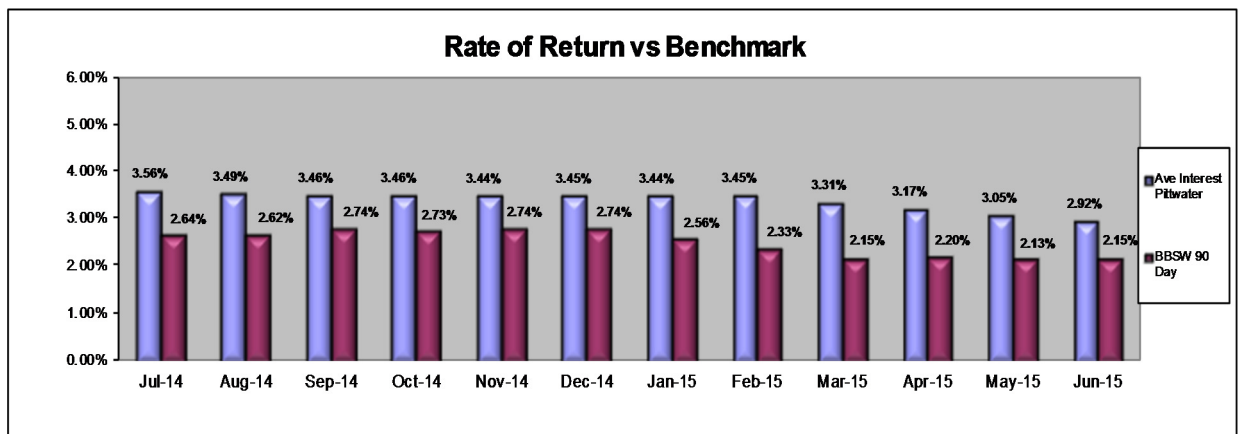
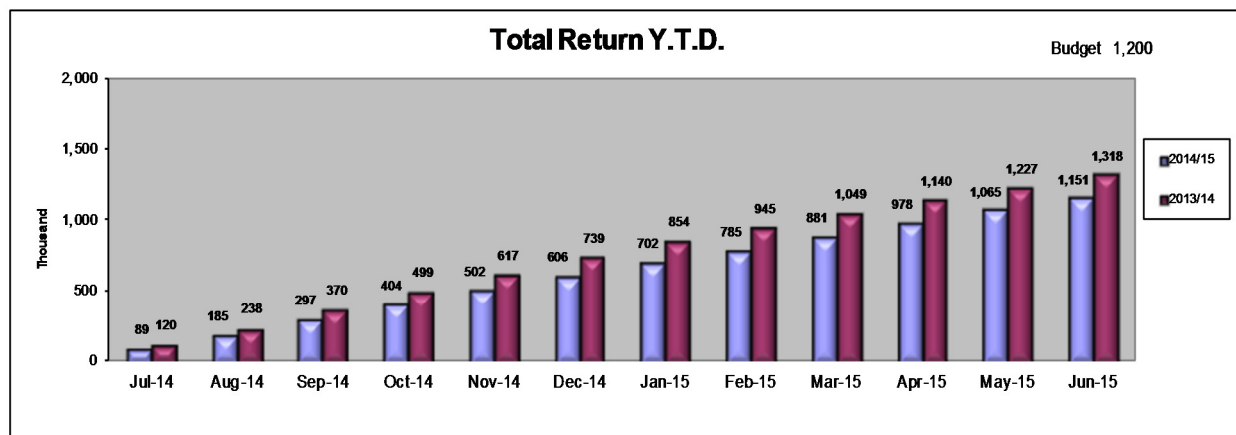
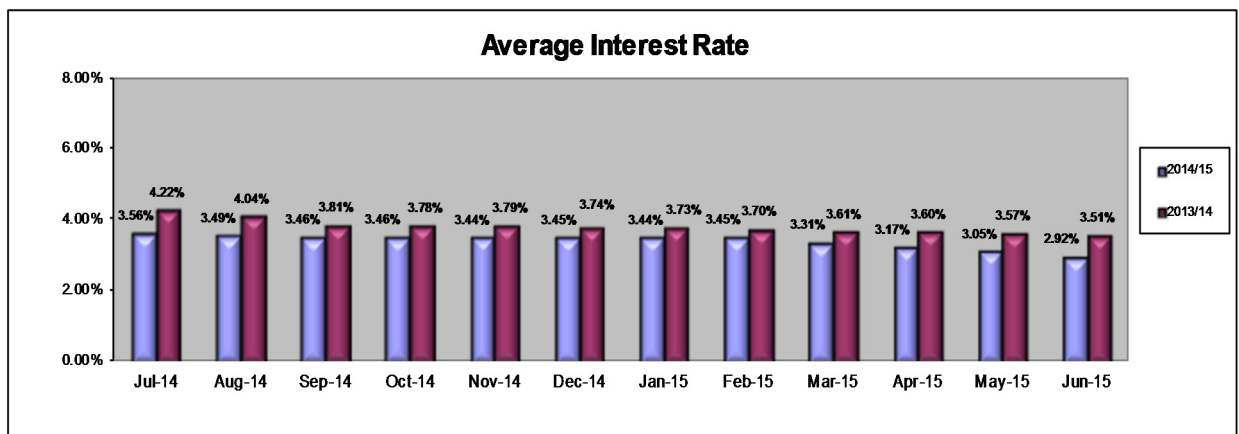
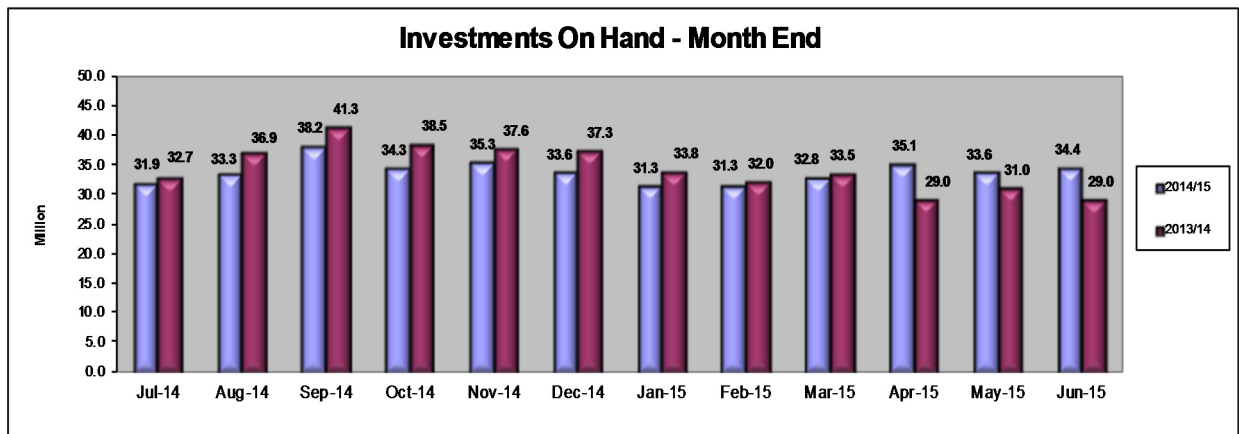
PITTWATER COUNCIL

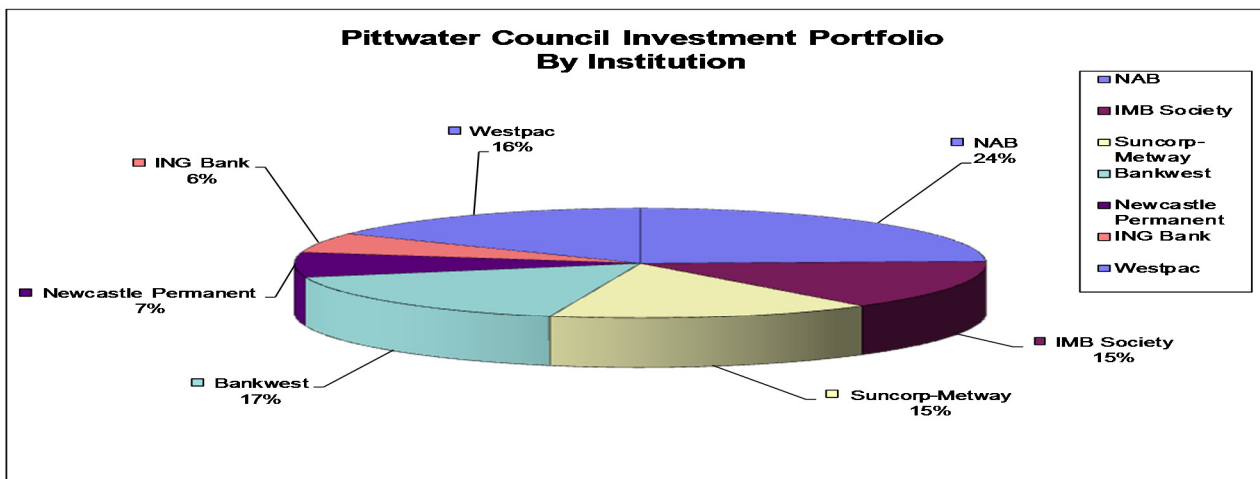
INVESTMENT BALANCES

As at 30th June 2015

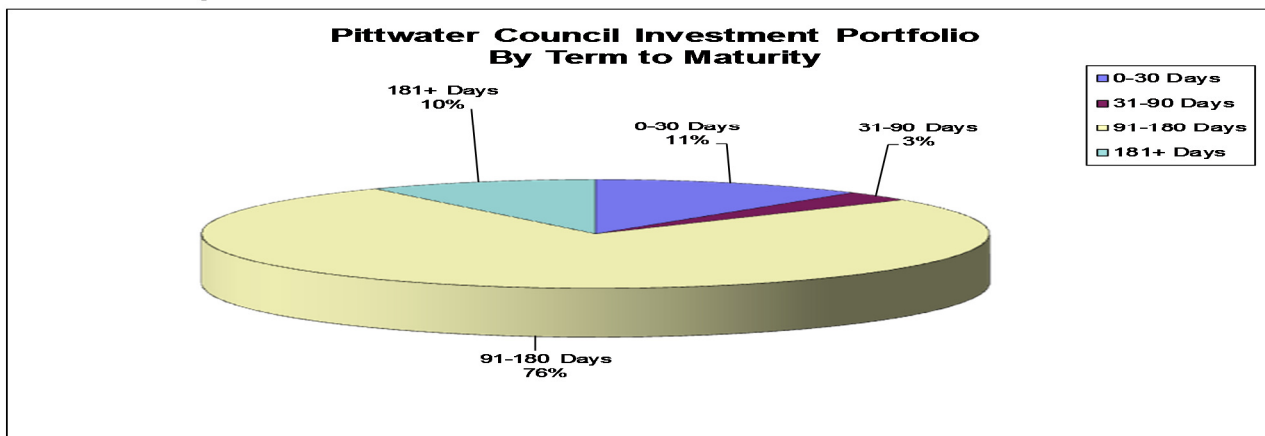
TYPE	INSTITUTION	Rating	AMOUNT \$	DATE INVESTED	MATURITY DATE	TERM (DAYS)	INTEREST RATE
At Call	NAB	AA-	3,900,000.00 *	At Call	At Call	1	2.50%
At Call Total			3,900,000.00				
Term Dep	IMB Society	BBB+	500,000.00	23-Mar-15	6-Jul-15	105	3.00%
Term Dep	IMB Society	BBB+	1,000,000.00	7-Apr-15	27-Jul-15	111	2.75%
Term Dep	IMB Society	BBB+	500,000.00	13-Apr-15	24-Aug-15	133	2.85%
Term Dep	IMB Society	BBB+	1,000,000.00	13-Apr-15	31-Aug-15	140	2.85%
Term Dep	IMB Society	BBB+	1,000,000.00	27-Apr-15	6-Oct-15	162	2.80%
Term Dep	IMB Society	BBB+	1,000,000.00	9-Jun-15	10-Aug-15	62	2.60%
Investee Total			5,000,000.00				
Term Dep	Suncorp-Metway	A+	1,000,000.00	3-Mar-15	10-Aug-15	160	3.10%
Term Dep	Suncorp-Metway	A+	1,000,000.00	20-Apr-15	14-Sep-15	147	2.85%
Term Dep	Suncorp-Metway	A+	750,000.00	25-May-15	23-Nov-15	182	2.90%
Term Dep	Suncorp-Metway	A+	1,000,000.00	4-Jun-15	30-Nov-15	179	2.95%
Term Dep	Suncorp-Metway	A+	500,000.00	15-Jun-15	14-Dec-15	182	2.95%
Term Dep	Suncorp-Metway	A+	1,000,000.00	29-Jun-15	21-Dec-15	175	3.00%
Investee Total			5,250,000.00				
Term Dep	Bankwest	AA-	1,000,000.00	11-May-15	13-Oct-15	155	2.85%
Term Dep	Bankwest	AA-	500,000.00	18-May-15	21-Sep-15	126	3.00%
Term Dep	Bankwest	AA-	750,000.00	25-May-15	21-Sep-15	119	3.00%
Term Dep	Bankwest	AA-	500,000.00	26-May-15	28-Sep-15	125	3.00%
Term Dep	Bankwest	AA-	1,000,000.00	1-Jun-15	19-Oct-15	140	2.90%
Term Dep	Bankwest	AA-	1,000,000.00	22-Jun-15	26-Oct-15	126	3.00%
Term Dep	Bankwest	AA-	1,000,000.00	22-Jun-15	16-Nov-15	147	3.00%
Investee Total			5,750,000.00				
Term Dep	Newcastle Permanent	BBB+	1,000,000.00	1-Apr-15	8-Jul-15	98	2.95%
Term Dep	Newcastle Permanent	BBB+	1,000,000.00	7-Apr-15	20-Jul-15	104	2.80%
Term Dep	Newcastle Permanent	BBB+	500,000.00	27-Apr-15	4-Aug-15	99	2.80%
Investee Total			2,500,000.00				
Term Dep	Westpac	AA-	1,000,000.00	10-Mar-15	13-Jul-15	125	3.03%
Term Dep	Westpac	AA-	750,000.00	16-Mar-15	27-Jul-15	133	3.04%
Term Dep	Westpac	AA-	1,000,000.00	7-Apr-15	20-Jul-15	104	2.93%
Term Dep	Westpac	AA-	1,000,000.00	7-Apr-15	17-Aug-15	132	2.88%
Term Dep	Westpac	AA-	750,000.00	13-Apr-15	10-Aug-15	119	3.02%
Term Dep	Westpac	AA-	1,000,000.00	29-Jun-15	2-Nov-15	126	2.88%
Investee Total			5,500,000.00				
Term Dep	ING Bank	A-	1,000,000.00	9-Feb-15	4-Aug-15	176	3.13%
Term Dep	ING Bank	A-	1,000,000.00	9-Mar-15	7-Sep-15	182	3.04%
Investee Total			2,000,000.00				
Term Dep	NAB	AA-	500,000.00	2-Feb-15	20-Jul-15	168	3.30%
Term Dep	NAB	AA-	1,000,000.00	2-Mar-15	6-Jul-15	126	3.10%
Term Dep	NAB	AA-	500,000.00	10-Mar-15	20-Jul-15	132	3.10%
Term Dep	NAB	AA-	1,000,000.00	30-Mar-15	28-Sep-15	182	3.00%
Term Dep	NAB	AA-	500,000.00	20-Apr-15	24-Aug-15	126	2.92%
Term Dep	NAB	AA-	500,000.00	4-May-15	24-Aug-15	112	2.90%
Term Dep	NAB	AA-	500,000.00	12-May-15	17-Aug-15	97	2.91%
Investee Total			4,500,000.00				
June BBSW Close							2.15%
TOTAL INVESTMENTS			\$34,400,000.00				

Note: Investments denoted with an * are held in Cash and Cash Equivalents in Council's Balance Sheet along with Cash at Bank and Floats.
All other investments are held as Investment Securities in Council's Balance Sheet

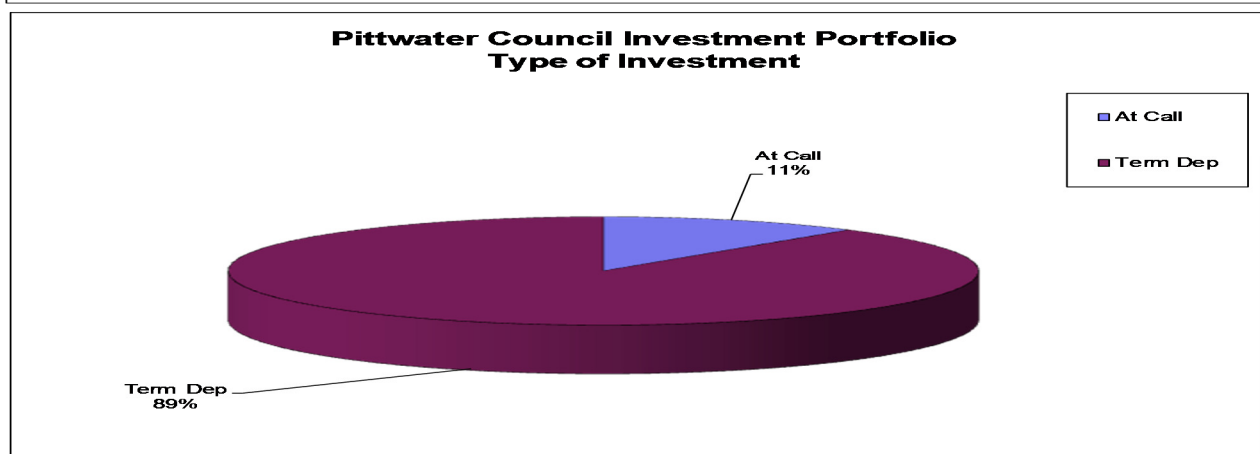
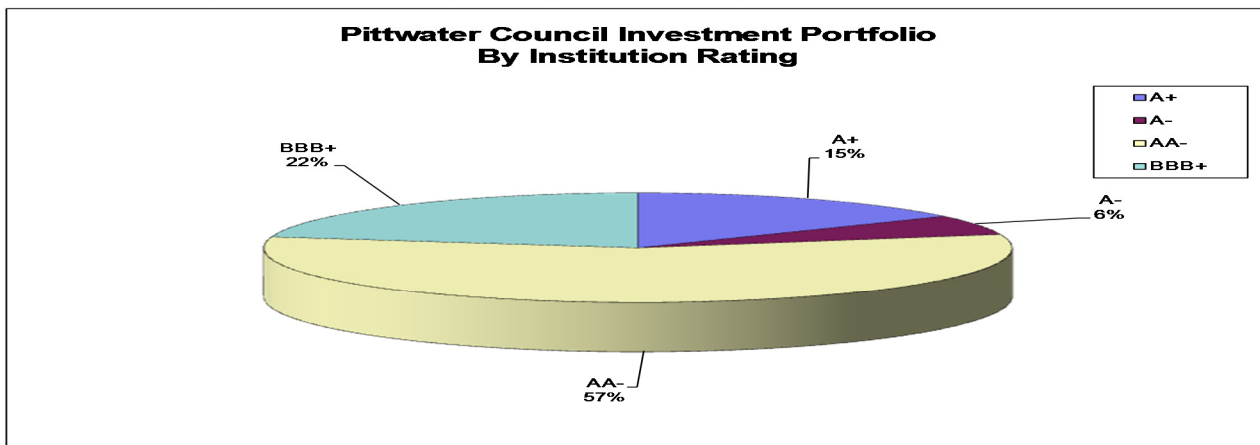




Note: Council Policy - No Institution can hold more than 25% of Council's Total Portfolio



Note: Council Policy - No Term to Maturity can be greater than two years



Investment Information:

Types of Investments -

At Call refers to funds held at a financial institution and can be recalled by Council either same day or on an overnight basis.

A **Term Deposit** is a short term deposit held at a financial institution for a fixed term and attracting interest at a deemed rate.

Credit Rating Information -

Credit ratings are generally a statement as to the institutions credit quality.

Ratings ranging from BBB- to AAA (long term) are considered investment grade.

A general guide as to the meaning of each credit rating is as follows:

AAA	<i>Extremely strong capacity to meet financial commitments (highest rating)</i>
AA	<i>Very strong capacity to meet financial commitments</i>
A	<i>Strong capacity to meet financial commitments, but somewhat more susceptible to adverse economic conditions and changes in circumstances</i>
BBB	<i>Adequate capacity to meet financial commitments with adverse economic conditions or changing circumstances more likely to lead to a weakened capacity of the obligor to meet its financial commitments</i>
BB	<i>Less vulnerable in the near term, but faces major ongoing uncertainties and exposures to adverse business, financial, and economic conditions</i>
B	<i>More vulnerable to non-payment than obligations rated 'BB', but the obligor currently has the capacity to meet its financial commitment on the obligation</i>
CCC	<i>Currently vulnerable, and is dependent upon favourable business, financial, and economic conditions to meet its financial commitments</i>
CC	<i>Currently highly vulnerable</i>
C	<i>Highly likely to default</i>
D	<i>Defaulted</i>

The **Bank Bill Swap Rate (BBSW)** is the average mid-rate, for Australian Dollar bills of exchange, accepted by an approved bank, having regard to a designated maturity.

C11.4 Pittwater Road and McCarrs Creek Road - Road Safety

Meeting: Leading & Learning Committee

Date: 20 July 2015

COMMUNITY STRATEGIC PLAN STRATEGY: Traffic & Transport

COMMUNITY STRATEGIC PLAN OBJECTIVE:

- To improve road and footpath safety to encourage use by community.

DELIVERY PROGRAM ACTION:

- Provide planning, design, investigation and management of Traffic & Transport Infrastructure.
-

1.0 EXECUTIVE SUMMARY

1.1 SUMMARY

This report provides an overview of actions and outcomes from stakeholder meetings held with representatives from Pittwater Council, Warringah Council, The Office of Hon. Rob Stokes MP, NSW Police, Roads and Maritimes Services (RMS) and National Parks and Wildlife to discuss traffic and safety concerns on Pittwater Road and McCarrs Creek Road, raised by the Bayview and Church Point Residents Association (BCPRA).

2.0 RECOMMENDATION

That Council note the outcomes and action items from stakeholder meetings to discuss traffic and safety issues on Pittwater Road and McCarrs Creek Road.

That Council note that no further stakeholder meetings have been scheduled and that all possible outcomes and actions have been discussed and confirmed by all attendees.

3.0 BACKGROUND

3.1 PURPOSE

To work with appropriate stakeholders and agencies with a view to address the various traffic and safety issues on Pittwater Road and McCarrs Creek Road, which have been of concern for residents living in the Bayview and Church Point area, as raised by BCPRA.

3.2 BACKGROUND

Council and external representatives from RMS, the office of Hon. Rob Stokes MP, NSW Police and National Parks and Wildlife have met with members of the BCPRA on several occasions. Meetings have been held on:

- 26 February 2014, Pittwater Council
- 13 May 2014, Pittwater Council
- 8 July 2014, McCarrs Creek Reserve
- 14 August 2014, McCarrs Creek Reserve

Traffic and safety issues raised by BCPRA are:

- Speeding vehicles and noise.
- Motorcycle noise and hooning, in particular Thursday nights and weekends.

At the Council Meeting on 3 November 2014, Cr Jacqueline Townsend, Mayor of Pittwater, put forward a Mayoral Minute with the following motion:

1. *That Council notes the complaints of our residents concerning the speed and noise from motorcycles travelling along Pittwater Road and McCarrs Creek Road Bayview and Church Point.*
2. *That Council invite the NSW Police, the Hon. Rob Stokes MP, RMS representatives and relevant Council staff to attend a meeting.*
3. *That a report be brought back to Council on the outcomes from the meeting.*

Following from this Motion, Council formed a working group comprising of Council staff and external stakeholders from RMS, Office of Hon. Rob Stokes MP, NSW Police, National Parks and Wildlife and Warringah Council.

The first working group meeting was held on Monday 8 December 2014 with a second meeting held on Monday 20 April 2015.

At these working group meetings, traffic and safety concerns were discussed in detail and possible solutions and outcomes were agreed for further investigation by the working group.

Also discussed at the working group meetings were possible solutions raised by the BCPRA which would address their traffic and safety concerns, such as traffic calming devices and speed cameras. Technical advice from NSW Police, RMS and council engineers stated that McCarrs Creek Road is not suitable for traffic calming and speed cameras (both mobile and fixed speed cameras).

Council and RMS have undertaken three separate traffic counts in the area where incidences of vehicles and motorcycles traveling at high speeds were recorded, however these high speeds were mainly recorded during late evening periods across all days of the week, but mainly Friday and Saturday nights.

NSW Police and the Environmental Protection Authority (EPA) have carried out two operations in the Pittwater LGA area which targeted vehicle noise and defect vehicles.

3.3 POLICY IMPLICATIONS

No policy implications related to this report.

3.4 RELATED LEGISLATION

No legislation requirements apply.

3.5 FINANCIAL ISSUES

3.5.1 Budget

No budget implications as report for information only.

3.5.2 Resources Implications

No resource implications are report for information only

4.0 KEY ISSUES

The working party group have agreed and confirmed several final outcomes and actions which will be implemented by relevant authorities.

These are:

- 4.1 RMS has supported a speed limit reduction from 60km/h to 50km/h between Church Point and the entrance to McCarrs Creek Road. This 50km/h speed limit signage has recently been installed. RMS also advised Pittwater Council that no further speed limit reductions on Pittwater Road will be supported by RMS at this stage.
- 4.2 NSW Police have commitment to continued enforcement and operations in the area to address traffic and safety concerns relating to speed and vehicle noise. This will also include future EPA operations.
- 4.3 National Parks and Wildlife will be submitting a proposal which will provide the opportunity to close the loop at key locations within the National Park after sunset. This will deter motorists from the area and make it a less desirable route.
- 4.4 RMS have committed to an upgrade of curve advisory signs within the National Park (RMS).
- 4.5 The road safety officer will be working on improvements to signage and road markings along the key cyclist route through Church Point. An education campaign for cycle/motorcycle safety will be developed using material available through the Local Government Road Safety Program.

5.0 ATTACHMENTS / TABLED DOCUMENTS

Minutes of meeting held:

- 8 December 2014
- 20 April 2015.

6.0 SUSTAINABILITY ASSESSMENT

None required as report is for Council's information only.

Report prepared by
Michelle Carter, Road Safety Officer

Paul Reid
A/MANAGER, URBAN INFRASTRUCTURE

Minutes of Meeting Meeting 1

McCarrs Creek Road
Pittwater Council Conference Room, Vuko Place, Warriewood
Monday 8 December 2014, 12pm

Attendees

Pittwater Council

Mark Ferguson, General Manager
Councillor Jacqueline Townsend, Mayor – Meeting chairperson
Councillor Sue Young, Traffic Committee Chairperson
Chris Hunt, Director of Urban & Environmental Assets Division
Mark Shaw, Manager, Urban Infrastructure
Paul Davies, Traffic Engineer
Michelle Carter, Road Safety Officer

Office of Rob Stokes

Rob Stokes, Member for Pittwater
Andrew Johnston

Warringah Council

Councillor Jose Menano-Pires, Traffic Committee Chairperson
Boris Bolgoff, Manager Roads & Traffic

Roads and Maritime Services

Peter Carruthers, Speed Network Manager

NSW Police

Superintendent Dave Darcy
Snr Sargent Rick Janssen, Traffic & Highway Patrol
Snr Constable Lorraine Yates, Crime Prevention Officer

National Parks & Wildlife

Lee De Gail, A/Area Manager
Kim McClymont

1. Pittwater Council Update

- Mark Shaw presented an update of past discussions with the Bayview Church Point Residents Association regarding traffic calming. Four meetings have been held during 2015.
- Michelle Carter presented a summary of traffic count data which was recorded in September 2014 near the entrance of McCarrs Creek Reserve. This data showed the high number of pedal cyclists, motorcyclists and light vehicle drivers across the peak weekend period as well as the large number of motorcycle riders on Thursday nights between 9am-10pm.

2. NSW Police Update

- Sup Dave Darcy expressed his concerns regarding the ongoing issues on McCarrs Creek Road. Police have responded to resident concerns in the past but have not received recent complaints to indicate that issues are continuing.
- Advising residents to continue to contact 000 so that the calls are reported and logged for action and to record a history of events.
- Police may not be in the area but it may be possible to catch speeding vehicles or motorcycles on streets at either end of the National Park.
- Request that traffic count data be shared so that targeted enforcement can be carried out.
- Restrictions with enforcement due to the road environment and required sight distance.
- Operation with Environment Protection Authority (EPA) was carried out on Saturday 29 November 2014.
 - 6 motorcycles and 6 vehicles were tested.
 - 12 infringements were issued.
 - EPA operation scheduled for the weekend of 13-14 February 2015 with additional officers.

3. Warringah Council Update

- Complaints relating to cyclists are of most concern in the Terrey Hills area.
- Bicycle NSW 'Push On' March article by Warringah resident, Norman Monshall, - 'Share the road, don't hog it!' Article referred to cycling on McCarrs Creek Road and Liberator General San Martin Drive.
- Re-sheeting of road has resulted in safety issues for cyclists.

4. RMS

- Two separate traffic counts carried out during 2014 have returned similar results which indicate that there has been no significant change in the number of vehicles or travelling speed.
- Investigated edge lines but due to narrow road width it is not possible in all areas.
- Ripple markers annoy bicycle riders and push them to the middle of the road.
- No suitable location for mobile speed cameras due to sight distance and OHS. Damage can occur in isolated locations such as a National Park.
- Speed limit reduction from 60km to 50km to commence Monday 15 December 2014 between 20 metres north of Bayview Place, Bayview and the existing 50 km/h speed limit on McCarrs Creek Road, Church Point.
- Speed limits are assessed using the NSW Speed Zoning Guidelines and recent crash history.

- The RMS commented that the speed counts, taking into account the 85th percentile showed that most people were travelling at the 'right speed' / doing the right thing' (relative to a speed limit of 60kph). At that sign posted speed limit you however have a number of drivers exceeding 60kph deemed to be OK. The speed check was also on a straight whereas speed around tight curves is more risky. At 50kph with 85th percentile there would be a shift from exceeding 60 to being more compliant with that speed. And as the police indicated it adds another 10kph to those excessively speeding and potential for loss of licence as a further deterrent.

5. Rob Stokes, Member for Pittwater

- Receives concerns from residents on an ongoing basis and advises them to report the issue to 000.
- Raised the possibility of closing the road at dusk. This would have a benefit to cyclists to rider in a car free environment and would reduce the number of road kill.

6. NSW Parks & Wildlife

- Report a high number of cyclists through the National Park which result in issues between cyclists and other vehicles.
- More education required for both cyclists and drivers.
- Ku Ring National Park Strategic Plan will be up for review 2015/2016 and they would welcome submissions from key stakeholders.

7. Speed

- Member for Pittwater, Rob Stokes, Pittwater Council and National Parks & Wildlife support a speed limit reduction for all of McCarrs Creek Road and have expressed concern to RMS as to why they are not taking further urgent action to drop the speed limit. This was strongly communicated to the RMS by:
 - Rob Stokes, Member for Pittwater,
 - Mark Ferguson, General Manager of Pittwater Council,
 - Jacqueline Townsend, Mayor of Pittwater Council,
 - Chris Hunt, Director of Urban & Environmental Assets Division, Pittwater Council,
 - Lee De Gail, A/Area Manager, National Parks & Wildlife.
- NSW Police advised that they do not support a further speed limit reduction on McCarrs Creek Road which did not meet the RMS NSW Speed Zoning requirements.
- Cr Menano-Pires makes no comment on speed limit reductions at Bayview/Church Point and advised that he does not support a reduction of speed for the whole of McCarrs Creek Road and Gen Martin Drive.
- RMS advised that:
 - Council is not delegated to change speed limits on any roads.
 - The NSW Speed Zoning Guidelines follow a 10 step process to access speed limit reductions and currently the area does not meet the requirements.
 - RMS would not support a trial of speed limit reductions as it is unlikely that the speed limit would increase to the original limit if a trial was unsuccessful.
 - RMS must apply a consistent approach to speed limits for all road types and conditions, such as National Parks.
 - No suitable locations for the placement of a VMS to warn of vehicle travelling speed or other road safety messages.
 - Traffic counts are not carried out during school holidays due to the reduction of vehicles on the road.
- Sup Dave Darcy commented that the area is unique due to the high number of cyclists, motorcycle riders and vehicles who share this road.

- Snr Sgt Rick Janssen commented that having an 85th percentile of 64 in a 60 zone on a road assessed by RMS is not that same as 62 in a 50 zone. Instead of being only 4 kph over the speed limit, vehicles would be travelling at 12kph over the limit which would create a perception of gross disobedience of the speed limit, even though the speed may drop by 2 kph.
- Cr Townsend commented that different types of road users, such as bicycle riders, should be considered when reducing speed limits. National Parks & Wildlife commented on the issue of under reporting of bicycle rider crashes, incidents and near misses in the area.
- Andrews from Rob Stokes' office suggested rubble bars / cats eyes on or near the centre line at certain intervals to deter speeding vehicles. Would not be a hazard for cyclists or motorcyclists.

8. Traffic Calming

- Mark Shaw advised that traffic calming is not suitable for McCarrs Creek Road due to:
 - Increase in noise that speed humps generate,
 - Bus route,
 - Windy road and safety issues,
 - Limited locations where they could be installed,
 - Chicanes can create other road safety issues.
- Snr Con Lorraine Yates advised that traffic calming devices are a deterrent to motorcycle riders.

9. Access to National Park

- Rob Stokes discussed closing the road through the National Park from dusk. RMS advised that several problems would be created by this:
 - Mona Vale Road diversion is through McCarrs Creek Road.
 - Emergency vehicle access.
 - Mona Vale Road upgrade and potential increase in traffic through McCarrs Creek Road.
 - Vehicle access to cottage point.
 - State Road with high traffic volumes.
- Cr Young commented that consideration of gate placement and locking overnight within the National Park be considered to remove the appeal of the loop to motorcycle riders.

10. Future Actions

Speed

- **RMS** - confirmed that they will submit a request for a static speed camera for a location on McCarrs Creek Road, when funding opportunities become available.
- **RMS** – To investigate electronic speed advisory signs on corners through the National Park.
- **RMS** – To provide figures on the forecasted increase of vehicle numbers to use McCarrs Creek Road when the Mona Vale upgrade commences.
- **RMS** - Further traffic counts to be carried out in Feb/March 2015.
- **Rob Stokes, Local Member, Pittwater Council and National Parks and Wildlife** - continue to lobby RMS for a reduction of the speed limit from 60km to 50km on McCarrs Creek Road.
- **Police** - Implement an enforcement strategy based on complaints and traffic data with a focus on Thursday evenings between 9pm-10pm.

Education

- **Pittwater Council** – establish a working party consisting of Pittwater Council, Warringah Council and cycling groups to work on an education and awareness relating to both cyclists and drivers which will deliver a consistent message across both LGAs.
- Working party to investigate all options available for improvements to current road markings and signs for bicycle riders/awareness, in accordance with RMS guidelines.
- Work to develop a system where near misses and minor road crashes can be reported.
- Continue to inform community to call 000 to report hooning behaviour.

Enforcement

- **Police** – continue to monitor the situation and continue to work with key stakeholders.
- **Police** – to conduct operation with EPA in February 2015 and report results at next meeting.

Traffic Calming

- It was agreed that chicanes and speed humps would not be suitable on Pittwater Road and McCarrs Creek Road due to safety issues for road users, however other options, such as rumble bars will be further investigated.
- **RMS** – investigate rumble bars on / near the centre line at certain intervals to deter speeding vehicles along all of McCarrs Creek Road.
- **RMS** – investigate pinch point areas and determine if any areas can be widened to allow vehicles to pass cyclists along all of McCarrs Creek Road.

Next meeting

- March 2015.

Minutes of Meeting Meeting 2

McCarrs Creek Road
Pittwater Council Conference Room, Vuko Place, Warriewood
Monday 20 April 2015, 12pm

Attendees

Pittwater Council

Mark Ferguson, General Manager
Councillor Jacqueline Townsend, Mayor – Meeting chairperson
Councillor Sue Young, Traffic Committee Chairperson
Chris Hunt, Director of Urban & Environmental Assets Division
Paul Reid, Acting Manager, Urban Infrastructure
Paul Davies, Traffic Engineer
Michelle Carter, Road Safety Officer

Office of Rob Stokes

Andrew Johnston

Warringah Council

Councillor Jose Menano-Pires, Traffic Committee Chairperson
Boris Bolgoff, Manager Roads & Traffic

Roads and Maritime Services

Peter Carruthers, Speed Network Manager
David Osborne, Network and Safety Officer

NSW Police

Superintendent Dave Darcy
Snr Sergeant Rick Janssen, Traffic & Highway Patrol
Sergeant Nino Jelovic, Traffic & Highway Patrol
Snr Constable Lorraine Yates, Crime Prevention Officer

National Parks & Wildlife

Kim McClymont

Apologies

Rob Stokes, Member for Pittwater

1. Pittwater Council

- Michelle Carter presented an update from a recent meeting with the cycling community:
 - Amy Gillett Foundation 'It's a Two Way Street' campaign was promoted throughout the Pittwater LGA during March 2015.
 - Cyclist stencils will be placed on Pittwater Road and McCarrs Creek Road.
 - Currently designing cyclist gateway signs for placement at Bayview and Church Point.

Actions

- Pittwater to implement awareness campaign with Warringah Council focusing on cyclists and driver behaviour.
- Council to investigate additional traffic calming and speed limit reduction as part of the Mona Vale Place Planning Process on Pittwater Road between Barrenjoey Road and Bayview Place. If a suitable proposal is submitted to RMS, RMS will review the speed limit. Noting the following:
 - Mona Vale Town Centre has high pedestrian activity and Pittwater Road currently dissects the Town Centre.
 - TfNSW in conjunction with Pittwater Council are promoting active transport connections (walking and cycling) to the Mona Vale BRT interchange.
 - There are a number of close spaced traffic control devices/signals along this segment that already limits speed.
 - There is a school zone for a significant length.
 - Even though the road has two lanes for a considerable length the kerb side is used for parking and as such cyclists are generally still within the trafficked lane or the desirable 1m clearance.
 - For uniformity, provides a consistent speed limit from the main road all the way to the start of the National Park.
- March/April traffic count data to be shared with Police, Warringah Council and BVCPRA.
- General Manager to brief Bayview Church Point Residents Association in May 2015 on current status.

2. NSW Police

- Environmental Protection Authority (EPA), Roads and Maritimes Services (RMS) and Police carried out Operation Lochness on Friday 27 February and Saturday 28 February 2015 across the Pittwater area with the McCarrs Creek Road area targeted:
 - 196 Penalty Notices and 5 charges for licence related offences issued.
 - 33 Vehicles (three being taxis) were issued with defect notices by RMS.
 - 8 Vehicles failed noise and emission tests by the EPA.
 - 2,084 breath tests with 28 people charged with drink driving over the two day period.
- General observation that complaints from residents have decreased.
- Police are responding to complaints that do come in and are providing updates to residents.
- Superintendent Dave Darcy reconfirmed his requested that residents call 000 in the event of car racing or any other dangerous activity.
- Seven crashes and 36 speeding offences over a 12 month period in the vicinity of McCarrs Creek Road.
- Police confirmed that video evidence from individual citizens can be supplied to them for investigation. This may require citizen to make formal statement to Police.

3. RMS

- Traffic count data from March/April 2015 has been captured in two locations; near the entrance to McCarrs Creek Reserve and at Terrey Hills. Data was only received by RMS Monday morning so no detailed information can be provided, however 85 percentile reported speeds of mid 65km/h and that motorcycle activity on Thursday night has decreased.
- Confirmed that no suitable location for mobile speed cameras can be found in the area.
- Confirmed that there is currently no program or funding for fixed speed cameras.
- RMS crash data over a five year period is analysed to determine locations for speed cameras and McCarrs Creek Road has a low crash rate along its length.
- Noise activated cameras are currently in place in one location in NSW and that no program is in place for other sites to be considered.
- RMS confirmed that a reduction in speed limit between Church Point and the entrance to McCarrs Creek Reserve has been approved and is expected to be operational mid May 2015. Pittwater Council acknowledged and thanked the RMS for this positive initiative.
- All curve advisory signs on McCarrs Creek Road will be upgraded to the new fluoro standard.
- RMS confirmed that the road is not suitable for rumble bars/edge lines or cats eyes due to its narrow width.
- RMS stated that they would not place anything, such as rumble bars/edge lines or cats eyes, on the road environment which has the potential to create hazards for cyclists, motorcyclists and other road users.
- RMS advised that they consider a 60km/h speed limit between Cabbage Tree Road and Barrenjoey Road an appropriate speed limit and have no proposal to further consider its reduction to 50km/h. In this regard, Pittwater Council indicated that it would still investigate future traffic calming and a speed limit reduction with RMS to reduce speeds – see Pittwater Council intended Action item above.
- RMS confirmed that the McCarrs Creek Road area has a low number of crashes compared with other areas across the Sydney road network therefore funding for pinch points or speed cameras cannot be obtained.
- RMS confirmed that variable message signs cannot be placed in the National Park due to lack of phone reception and sunlight (solar power).
- RMS confirmed that an increase of 2% in traffic volumes on McCarrs Creek Road during the Mona Vale Road upgrade is expected.
- RMS advised Pittwater Councils General Manger that point to point speed cameras are only used for enforcement of heavy vehicle speeds.
- RMS advised that they are supportive of the Amy Gillett Foundation but there is no current action relating to changes in legislation relating to cyclists in NSW.

4. Warringah Council Update

- Increase in the number cycling events in the National Park.
- Traffic Management Plan (TMP) for future events to be managed through Warringah Council Traffic Committee with road closure to vehicles to be considered for future events.
- Stakeholders have met with car enthusiast club which meet 1st Sunday of each month in Terrey Hills to address resident concerns.

Actions

- NPWL to provide cyclist event information to Warringah Council.
- Warringah and Pittwater Road Safety Officers to work on race event schedule with NPWL.

5. Rob Stokes, Member for Pittwater

- McCarrs Creek Road reported as main issue raised by residents.
- Community is appreciative of works so far.

Actions

- Rob Stokes' office to investigate program for fixed speed cameras.

6. NSW Parks & Wildlife

- Proposal to close the park at Akuna Bay and McCarrs Creek Road overnight which should remove the 'loop' and make the area less attractive to anti-social behaviour. No major impact on traffic flow.
- Cr Jose Menano-Pires requested that access be permitted early morning.
- RMS will need to approve road closure after engagement with the community.
- The proposed road closure was supported by attendees at the meeting.

Actions

- NPWL to provide information to RMS (John Begley).
 - RMS to confirm road names and locations to NPWL.
 - NPWL to meet with Warringah Council regarding road closure proposal.
-

C11.5	Conference Attendance - Municipal Association Victoria - Future of Local Government 2015 National Summit - Cr Townsend
--------------	-------------------------------------------------------------------------------------------------------------------------------

Meeting: Leading and Learning Committee

Date: 20 July 2015

COMMUNITY STRATEGIC PLAN STRATEGY: Corporate Management

COMMUNITY STRATEGIC PLAN OBJECTIVE:

- To provide leadership through ethical, accountable and legislative decision-making processes
- To ensure local democratic representation
- To engage proactively with the community in a way that is consistent, appropriate and effective
- To ensure effective and cooperative management by providing equitable and transparent business processes
- To facilitate timely, legible and accurate information to the public
- To ensure Council's future financial sustainability
- To foster shared resourcing through regional partnerships

DELIVERY PROGRAM ACTION:

- Leading an Effective and Collaborative Council and Enhancing our Working & Learning
-

1.0 EXECUTIVE SUMMARY

SUMMARY

Council's Policy No 145 – Policy for the Payment of Expenses and Provision of Facilities to the Mayor, Deputy Mayor and Councillors – provides that following attendance at a Conference authorised under this Policy the relevant Councillor is required to submit a report of approximately one page in length to the community via the Council's Agenda papers on the outcomes of the Conference, with particular emphasis as to any outcomes affecting Pittwater.

Councillor Townsend's report following her attendance at the Municipal Association Victoria Future of Local Government 2015 National Summit held in Melbourne on 28 and 29 May 2015 is attached (refer **Attachment 1**) for Council's information.

2.0 RECOMMENDATION

That the information provided by Cr Townsend in the report on her attendance at the Municipal Association Victoria's Future of Local Government 2015 National Summit be noted.

3.0 BACKGROUND

3.1 PURPOSE

To advise Council of Councillor Townsend's report following her attendance at the Municipal Association Victoria's Future of Local Government 2015 National Summit held in Melbourne on 28 and 29 May 2015.

3.2 BACKGROUND

Council's Policy No 145 – Policy for the Payment of Expenses and Provision of Facilities to the Mayor, Deputy Mayor and Councillors provides that:

‘Conference Reporting:

Following attendance at a Conference authorised under this Policy, the relevant Councillor is required to submit a report of approximately one page in length to the community via the Council's Agenda papers on the outcomes of the Conference, with particular emphasis as to any outcomes affecting Pittwater.’

On 1 May 2015, under delegated authority, the General Manager approved Councillor Townsend's attendance at the Municipal Association Victoria's Future of Local Government 2015 National Summit.

Councillor Townsend's report is attached.

3.3 POLICY IMPLICATIONS

- Policy No 145 – Policy for the Payment of Expenses and Provision of Facilities to the Mayor, Deputy Mayor and Councillors.

3.4 RELATED LEGISLATION

Local Government Act 1993

3.5 FINANCIAL ISSUES

3.5.1 Budget

- Sufficient monies were available in the current budget for Cr Townsend's attendance.

3.5.2 Resources Implications

- Nil implications

4.0 KEY ISSUES

This report is in response to Council's Policy 145 – Policy for the Payment of Expenses and Provision of Facilities to the Mayor and Councillors – Conference Reporting.

5.0 ATTACHMENTS / TABLED DOCUMENTS

Attachment 1 - Councillor Townsend's report following her attendance at the Municipal Association Victoria's Future of Local Government 2015 National Summit held in Melbourne on 28 and 29 May 2015.

6.0 SUSTAINABILITY ASSESSMENT

No sustainability assessment is required for this report.

Report prepared by
Kim Reading, Executive Assistant to Mayor & Councillors

Warwick Lawrence
MANAGER, ADMINISTRATION & GOVERNANCE

**MUNICIPAL ASSOCIATION OF VICTORIA 2015 FUTURE OF LOCAL GOVERNMENT
NATIONAL SUMMIT - THURSDAY MAY 28 TO FRIDAY MAY 29, MELBOURNE**

On 28 May 2015 I attended the Municipal Association of Victoria – Future of Local Government, Smart Councils, Strong Communities held in Melbourne.

It was the eleventh Future of Local Government National Summit looking at our sector, acknowledging, among other things, that local government is facing unprecedented challenges.

The summit opened by rightly identifying local government as the most complex service business on earth. The primary role today of local government is community governance rather than service delivery. One commentator said *“local government should be the most powerful lobby group in Australia”*.

Professor Percy Allen spoke about a virtual local government and what would happen if your local council didn't exist. Rather in its place a small group of people performing only the bare functions of government with everything else outsourced.

During his interesting and thought provoking presentation, Percy Allen told us that Australia has the biggest local councils by size and with fewer governments than other countries. However, whilst we have the largest councils, we also have the poorest with only 2% of our GDP spent by councils.

At present, he said, it was inconclusive whether larger councils provide better efficiencies of scale. America is moving to more virtual councils through a ‘Contract City’. Lakewood Council has 80,000 residents and the people of Lakewood make their own decisions and contract most of its municipal services to public and private bodies.

In Australia some council activities lend themselves to a better economy of scale whilst others don't. An example of the services that do lend themselves to shared services include routine processing of rate notices and some corporate services. For him, amalgamation is an extreme form of shared services with no compelling evidence of a merged council reaching cost efficiencies. The most efficient path he opined is to share and outsource those services that benefit from size.

There were speakers who presented on “New Democracy”. This is a new form of community decision making achieved through a diverse and representative group of residents on community panels. Some councils are now using them to solve problems with randomly selected residents. The panel decisions then become a complementary decision making role to local government.

Other presenters spoke on lessons and insights learnt from local government. We heard from business leaders on moving local government into the digital age with business model transformations using software and business processes.

Then we heard about the challenge of change and implications for local government. John Walker, CEO Richmond Valley Council, has a long history working in local government both as a CEO and a Councillor. He said local government is good at operational change, but bad at structural change. He believes local government needs to see the future and for us in local government to shape it rather than feeling vulnerable to State forcing the change. He suggested we be bold and courageous and embrace greater collaboration with each other. We should pursue change constructively and not by destruction. It is how we drive and survive the challenge of change that will strengthen local government.

He suggested we keep in mind as leaders to respect the past, respect the history and respect the people. To understand our leadership role and don't let others use you for their own purposes. He said not everything has to get done in one term and to leave some things for the next one. But when survival is at stake, the change may have to be radical.

All presentations and talks can be accessed at <http://www.mav.asn.au/about-local-government/future-local-government/Pages/folg-summit.aspx>

Jacqueline Townsend
COUNCILLOR

C11.6	Conference Attendance - Floodplain Management Association National Conference - Cr White
--------------	-------------------------------------------------------------------------------------------------

Meeting: Leading and Learning Committee

Date: 20 July 2015

COMMUNITY STRATEGIC PLAN STRATEGY: Corporate Management

COMMUNITY STRATEGIC PLAN OBJECTIVE:

- To provide leadership through ethical, accountable and legislative decision-making processes
- To ensure local democratic representation
- To engage proactively with the community in a way that is consistent, appropriate and effective
- To ensure effective and cooperative management by providing equitable and transparent business processes
- To facilitate timely, legible and accurate information to the public
- To ensure Council's future financial sustainability
- To foster shared resourcing through regional partnerships

DELIVERY PROGRAM ACTION:

- Leading an Effective and Collaborative Council and Enhancing our Working & Learning
-

1.0 EXECUTIVE SUMMARY

SUMMARY

Council's Policy No 145 – Policy for the Payment of Expenses and Provision of Facilities to the Mayor, Deputy Mayor and Councillors – provides that following attendance at a Conference authorised under this Policy the relevant Councillor is required to submit a report of approximately one page in length to the community via the Council's Agenda papers on the outcomes of the Conference, with particular emphasis as to any outcomes affecting Pittwater.

Councillor White's report following his attendance at the Floodplain Management Association's National Conference 2015 held in Brisbane from 19-22 May 2015 is attached (refer **Attachment 1**) for Council's information.

2.0 RECOMMENDATION

That the information provided by Cr White in the report following his attendance at the Floodplain Management Association's National Conference 2015 be noted.

3.0 BACKGROUND

3.1 PURPOSE

To advise Council of Councillor White's report following his attendance at the Floodplain Management Association's National Conference 2015 held in Brisbane from 19-22 May 2015.

3.2 BACKGROUND

Council's Policy No 145 – Policy for the Payment of Expenses and Provision of Facilities to the Mayor, Deputy Mayor and Councillors provides that:

‘Conference Reporting:

Following attendance at a Conference authorised under this Policy, the relevant Councillor is required to submit a report of approximately one page in length to the community via the Council's Agenda papers on the outcomes of the Conference, with particular emphasis as to any outcomes affecting Pittwater.’

At the ordinary council meeting held 17 November Council approved Councillor White to act as the elected member delegate and attend the Floodplain Management Association's National Conference 2015 held in Brisbane from 19-22 May 2015

Councillor White's report is attached.

3.3 POLICY IMPLICATIONS

Policy No 145 – Policy for the Payment of Expenses and Provision of Facilities to the Mayor, Deputy Mayor and Councillors.

3.4 RELATED LEGISLATION

Local Government Act 1993

3.5 FINANCIAL ISSUES

3.5.1 Budget

- Sufficient monies were available in the current budget for Cr White's attendance.

3.5.2 Resources Implications

- Nil implications

4.0 KEY ISSUES

This report is in response to Council's Policy 145 – Policy for the Payment of Expenses and Provision of Facilities to the Mayor and Councillors – Conference Reporting.

5.0 ATTACHMENTS / TABLED DOCUMENTS

Attachment 1 - Councillor White's report following his attendance at the Floodplain Management Association's National Conference 2015 held in Brisbane from 19-22 May 2015.

6.0 SUSTAINABILITY ASSESSMENT

No sustainability assessment is required for this report.

Report prepared by
Kim Reading, Executive Assistant to Mayor & Councillors

Warwick Lawrence
MANAGER, ADMINISTRATION & GOVERNANCE