NORTHERN BEACHES
COUNCIL

NOTES

LOCAL REPRESENTATION COMMITTEES MEETING

held in the Council Chambers, Civic Centre, Dee Why on

WEDNESDAY 15 MARCH 2017

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Notes of the Local Representation Committees Meeting

held on Wednesday 15 March 2017

in the Council Chambers, Civic Centre, Dee Why

Commencing at 6:04pm

ATTENDANCE:

Members

Social Local Representation Committee

Jean Hay, AM (*Joined the meeting at 6:10pm*) (Chairperson)
Bob Giltinan
Kay Millar
Vanessa Moskal
Wayne Gobert
Steve Pickering
Duncan Kerr (*Left the meeting at 7pm*)
Alex McTaggart

Economic Local Representation Committee

Michael Regan (Chairperson)
Roslyn Harrison
Sue Heins
Candy Bingham
Alan Le Surf

Environment Local Representation Committee

Kylie Ferguson (Chairperson)
Pa Daley
Cathy Griffin
Ian White
Julie Hegarty
Hugh Burns

Council Officers

Mark Ferguson	General Manager
Helen Lever	Acting Deputy General Manager Corporate Services
Kate Lewis	Executive Manager Community Engagement
Katie Kirwan	Governance (Notes)
Graham Middleton	Executive Manager Communications & Engagement (Strategy)

Visitors

Mark Mitchell	Micromex
Sandy Belford	Principals
Tui Horo	Principals

COMBINED LRC SESSION

1.0 WELCOME AND INTRODUCTIONS

1.1 ACKNOWLEDGEMENT OF COUNTRY – MICHAEL REGAN

DISCUSSION

Michael Regan gave an acknowledgement of Country.

1.2 APOLOGIES – HELEN LEVER

DECISION

That apologies from Dick Persson, AM, Jose Menano-Pires and Barbara Aird be noted.

2.0 REVIEW OF NOTES OF PREVIOUS MEETINGS & ACTIONS

2.1 NOTES OF LOCAL REPRESENTATION COMMITTEES HELD 15 FEBRUARY 2017 – HELEN LEVER

DECISION

H Burns / K Millar

That the Notes of the Local Representation Committees held 15 February 2017, copies of which were previously circulated to all Members, are hereby confirmed as a true and correct record of the proceedings of that meeting.

DISCUSSION

Hugh Burns noted that he would like further clarification around the extension of the IAG and LRC meeting dates. Mark Ferguson, General Manager noted Council was hoping to continue for a long as possible but suggested they most likely will be finalised by 30 June 2017 ready for the recess/caretaker period prior to the elections.

ACTION: M Ferguson to discuss with the Administrator and report back to the LRC with further information on this.

Alan Le Surf advised that the presentations from the last meeting were not attached to the meeting notes.

ACTION: K Kirwan to circulate presentations from 15 February 2017 meeting.

Candy Bingham requested that a briefing on the *Connecting All Through Play* strategy at the next meeting.

ACTION: H Lever and K Lewis to arrange a briefing on *Connecting All Through Play* for the next LRC meeting.

2.2 UPDATE ON ACTIONS FROM PREVIOUS MEETING – HELEN LEVER

DISCUSSION

Helen Lever, Acting Deputy General Manager Corporate Services provided the following update on Actions arising from the previous meeting:

Action: When will the Seaforth Community Space (former TAFE site) be open.

Update: Helen Lever advised that Council is waiting for the Occupation Certificate before the opening. Once received, an opening will be organised and information provided to members.

Kay Millar queried whether the staff involved in the bequeath of Walana Crescent had been acknowledged as she requested at the last meeting. Mark Ferguson, General Manager confirmed the staff had been acknowledged.

3.0 AGENDA ITEMS

3.1 COUNCIL UPDATES – MARK FERGUSON

DISCUSSION

M Ferguson briefed members on the following matters:

Organisation Structure

The organisation structure will be released to staff tomorrow. The following points were highlighted:

- General Manager position will now be called Chief Executive Officer.
- Reduction from four divisions to three.
- The two Deputy General Managers positions will be advertised shortly as they are currently acting positions. Deputy General Manager for Environment & Infrastructure is a permanent role.
- 28 day exhibition for staff to provide feedback.

M Ferguson noted that that over 600 staff recently participated in a series of values workshops that were held.

NOTE: *Jean Hay joined the meeting at 6:10pm*

There was discussion around the recruitment process for both the Deputy General Manager roles and the Executive Manager roles.

Kay Millar noted that several of the Visions Workshop had been moved/rescheduled. Graham Middleton, Executive Manager Communications & Engagement (Strategy) advised that some of the sessions had a very low response rate. He noted that extra afternoon sessions have been added and today's meeting will include a condensed version of that workshop.

A Le Surf noted that residents in Manly have highlighted their difficulty in parking in Manly since the changes to the parking policy. M Ferguson noted that all parking arrangements are under review as part of the transition process.

Hugh Burns queried if there has been a reduction in the use of casual staff, and the situation with the current budget. He noted that in particular the curators of the Creative Space have had their hours reduced. Sue Heins noted that a number of artists who use the Creative Space have expressed their surprise in the cancelled Committee, networking events, and the reduced availability of the Creative Space as they were told the amalgamation process would increase utilisation, and not decrease it. M Ferguson advised he would look into the staffing arrangements at the Creative Space, but this is an operational matter.

NOTE: *Mark Ferguson left the meeting at 6:36pm*

3.2 IDENTITY WORKSHOP – SANDY BELFOR AND TUI HORO (PRINCIPALS)

DISCUSSION

Helen Lever introduced Graham Middleton, Executive Manager Communications and Engagement to members. He provided members with a brief overview of the scope and objectives of the Identity project and introduced members to Mark Mitchell from Micromex.

M Mitchell provided members with an Identity Desk Research presentation (*Attachment 1*) and gave some background into the research that has been carried out to date.

G Middleton introduced Sandy Belford from Principals to the members who provided a Co-Creation presentation to members (*Attachment 2*).

S Belford provided a recap on the project, as well as the current status, and asked members to participate in a co-creation workshop.

The following key points were discussed; Hidden Stories – untold success stories of the Northern Beaches that only LRC members would know, this was followed by an exercise around brand architecture; members provided their feedback and suggestions.

Members highlighted the importance of considering the following:

- Being mindful of cost, sustainability and practicality
- Accessibility for visually impaired
- Recognition of iconic landmarks that people identify with the Northern Beaches

G Middleton noted that this is the evolution process of the current branding project underway and more engagement workshops will continue next month.

4.0 GENERAL BUSINESS

4.1 CANDY BINGHAM - 'LOCAL LIFT' APP – CANDY BINGHAM

DISCUSSION

Candy Bingham gave members a brief presentation on a local business initiative for a car pooling app called Local Lift (*Attachment 3*) and asked members if they were in agreement in asking staff to look into this as something Council may consider supporting.

All members agreed that they were generally in support.

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SUMMARY OF ACTIONS

ITEM NO.	ACTION	RESPONSIBLE OFFICER	DUE DATE
2.1	K Kirwan to circulate presentations from 15 February 2017 meeting.	Katie Kirwan	ASAP
2.1	H Lever and K Lewis to arrange a briefing on *Connecting All Through Play* strategy for the next LRC meeting.	Helen Lever / Kate Lewis	19 April 2017

NEXT MEETING

19 April 2017.

The meeting concluded at 8:07pm

This is the final page of the Notes comprising 6 pages
numbered 1 to 6 of the Local Representation Committees
meeting held on Wednesday 15 March 2017 and confirmed on Wednesday 19 April 2017

23/03/2017

Northern Beaches Council

Identity Desk Research

Presentation by: Micromex Research
Presentation Date: March 15, 2017

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Background

Context:

Council wished to capture vital elements of The Northern Beaches identity and evolve their positioning to reflect their 'place' identity, to build and foster their rapport with the community.

Objectives:

Re-analyse a range of existing research and engagement reports – ***with a particular focus on qualitative metrics*** – and explore community perceptions and attitudes towards The Northern Beaches LGA, in order to:

1. ***Identity Equity***: Establish the emotional drivers behind the community's associations and values
2. ***Baseline of Identity***: Establish a baseline of identity based on perceptions of The Northern Beaches LGA and the new Council's identity

Methodology:

- 12 pre-existing research/community engagement reports related to community satisfaction/ Northern Beaches perceptions/CSP investigations were analysed
- The analysed documents included research conducted at different time periods from the years 2011-2016. The Reports were based on a range of methodologies including telephone interviewing, focus groups, online opt-in methods and drop-in sessions from over 25 000 people.

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Quantitative Context

The original research/community engagements tend to generate 'deficit' responses:

- Methodology of research – opt-in methods – may skew to negative responses
- Aspiration questions (e.g.: suggested improvements, challenges for the future)

For the purposes of this review, positivity and negativity are largely irrelevant...

That said, based on available quantitative metrics, the previous Council entities and the new merged Northern Beaches Council tend to perform above normative benchmarks of satisfaction:

	Manly	Pittwater	Warringah	NBC	Micromex benchmark
Overall satisfaction		3.66 (2014)	3.68 (2016)		3.31/3.49 (2016)
Council's image (six-point scale)		4.05 (2014)	3.90 (2012)		3.55 (2012)
Performance of Council staff		3.97 (2014)	3.80 (2016)		3.93 (2016)
Quality of service Council delivers	3.32 (2015)	3.63 (2015)	3.57 (2015)		3.19 (2012)

**DP&C 2016 Norm is 58.

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Section 1: Associations by CSP Pillars

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Associations

The initial stage of the desk research was to catalogue all the different 'Associations' identified in the 12 source documents. As a high-level first stage, these Associations have been sorted according to the four pillars of Council's draft Community Strategic Plan: Environment, Social, Economic and Governance:

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Section 2:
Beyond Associations: Identity Model for The Northern Beaches

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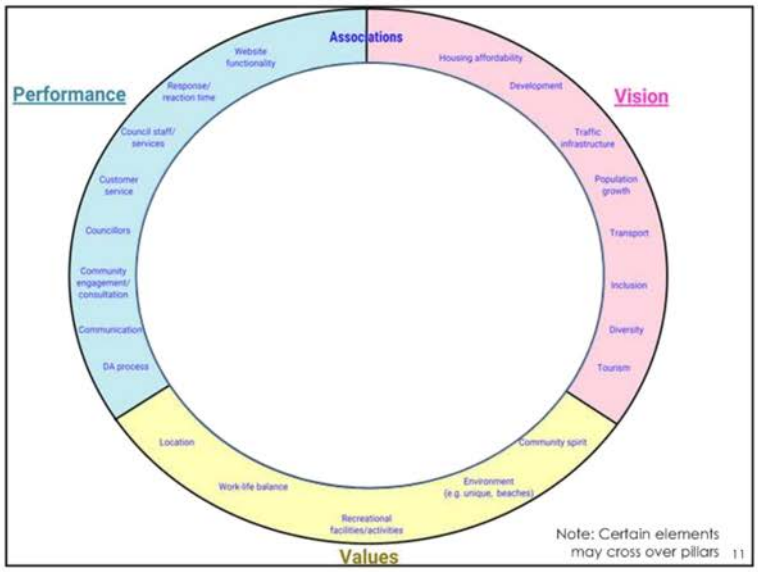
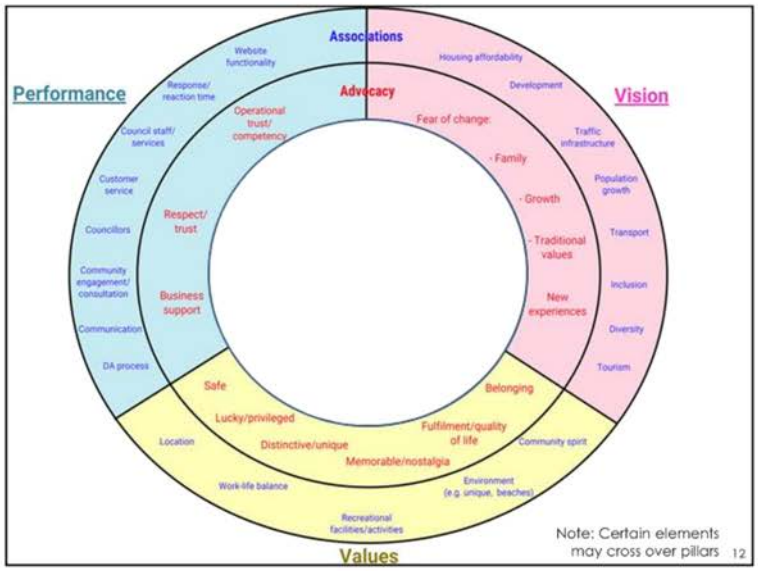

Associations
Performance
Vision
Values
Website functionality
Response/ reaction time
Council staff/ services
Customer service
Councillors
Community engagement/ consultation
Communication
DA process
Housing affordability
Development
Traffic infrastructure
Population growth
Transport
Inclusion
Diversity
Tourism
Community spirit
Environment (e.g. unique, beaches)
Recreational facilities/activities
Work-life balance
Location
Note: Certain elements may cross over pillars
11


Associations
Advocacy
Performance
Vision
Values
Operational trust/ competency
Respect/ trust
Business support
Fear of change:
- Family
- Growth
- Traditional values
New experiences
Safe
Lucky/privileged
Distinctive/unique
Memorable/nostalgia
Fulfilment/quality of life
Belonging
Website functionality
Response/ reaction time
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Recreational facilities/activities
Work-life balance
Location
Note: Certain elements may cross over pillars
12

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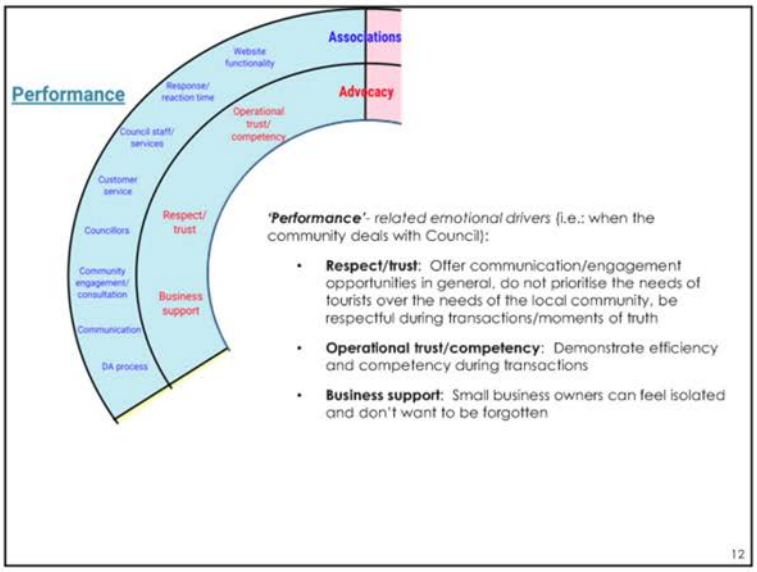
Performance
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Response/ reaction time
Council staff/ services
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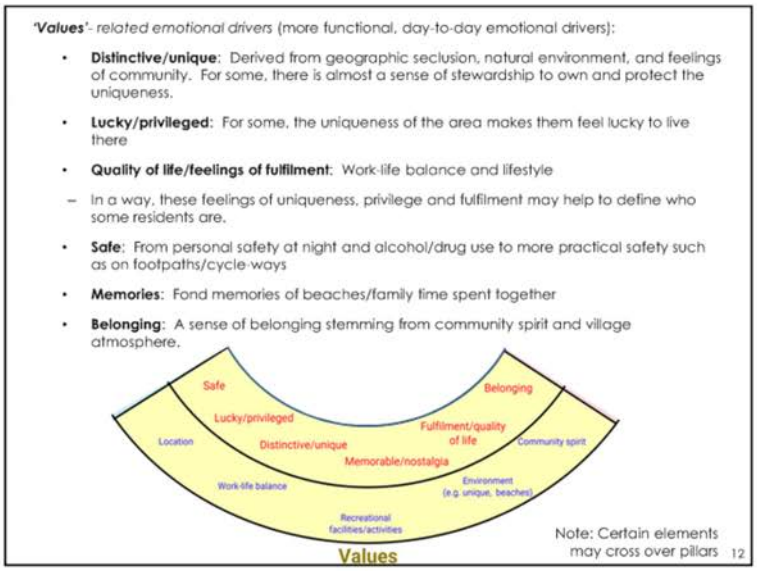
Community engagement/ consultation
Communication
DA process
Operational trust/ competency
Respect/ trust
Business support
Associations
Advocacy
'Performance'- related emotional drivers (i.e.: when the community deals with Council):
Respect/trust: Offer communication/engagement opportunities in general, do not prioritise the needs of tourists over the needs of the local community, be respectful during transactions/moments of truth
Operational trust/competency: Demonstrate efficiency and competency during transactions
Business support: Small business owners can feel isolated and don't want to be forgotten
12


'Values'- related emotional drivers (more functional, day-to-day emotional drivers):
Distinctive/unique: Derived from geographic seclusion, natural environment, and feelings of community. For some, there is almost a sense of stewardship to own and protect the uniqueness.
Lucky/privileged: For some, the uniqueness of the area makes them feel lucky to live there
Quality of life/feelings of fulfilment: Work-life balance and lifestyle
– In a way, these feelings of uniqueness, privilege and fulfilment may help to define who some residents are.
Safe: From personal safety at night and alcohol/drug use to more practical safety such as on footpaths/cycle-ways
Memories: Fond memories of beaches/family time spent together
Belonging: A sense of belonging stemming from community spirit and village atmosphere.
Safe
Belonging
Lucky/privileged
Fulfilment/quality of life
Location
Distinctive/unique
Community spirit
Memorable/nostalgia
Work-life balance
Environment (e.g. unique, beaches)
Recreational facilities/activities
Values
Note: Certain elements may cross over pillars
12

5

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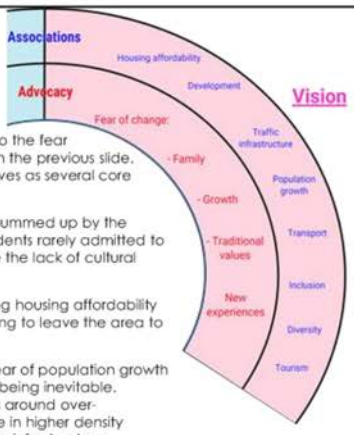
***'Vision'**-related emotional drivers*
(more future-focused aspirations):

- **New experiences**: Desire for more cultural diversity and more demographically inclusive
- **Fear of change:** This is largely related to the fear of losing some of the 'Values' drivers on the previous slide. However, these fears manifest themselves as several core concerns:
  - **Traditional values:** Perhaps best summed up by the phrase mono-cultural – whilst residents rarely admitted to this, some residents acknowledge the lack of cultural diversity
  - **Family:** A concern that diminishing housing affordability will see younger generations having to leave the area to raise their families
  - **Growth:** At the heart of this is a fear of population growth – even though it is recognized as being inevitable. Associated drivers were concerns around over-development/inexorable increase in higher density housing, and effects on supporting infrastructure.
  - **Loss:** Put simply, the fear of losing all that is good and unique about the Northern Beaches. This takes 'stewardship' mentioned on the previous slide to a sense of 'ownership', summed up by the oft-repeated phrase 'the insular peninsular'.



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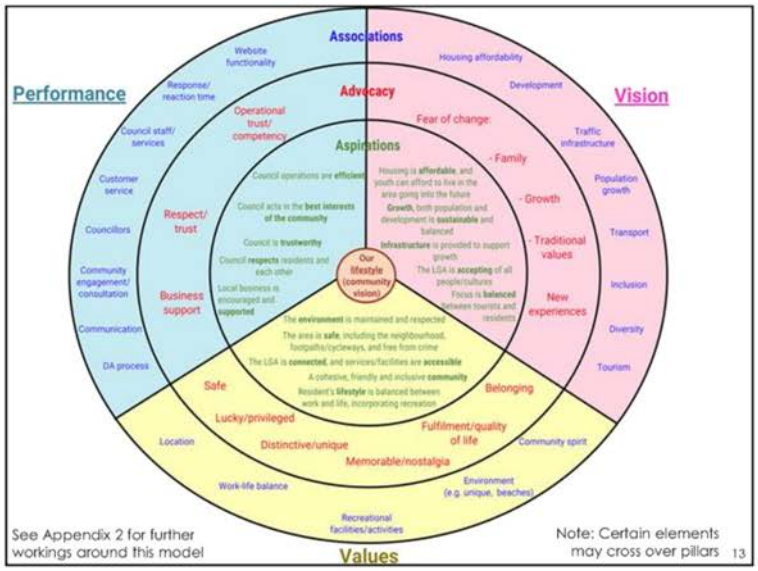

See Appendix 2 for further workings around this model

Note: Certain elements may cross over pillars 13

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7

Principals

NORTHERN BEACHES COUNCIL

LRC Co-creation Session

15th March 2017

NORTHERN BEACHES
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Today

Recap on the project, the approach and current status

Get your thoughts and insights

NORTHERN BEACHES COUNCIL

Project objectives

To co-create the building blocks for the identity of the newly formed Northern Beaches Council

To understand what Northern Beaches means in the hearts and minds of its communities

To explore the unifying strengths and positive characteristics that we can amplify going forward

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Project Brief

To develop an evolved visual identity for the newly formed Northern Beaches Council

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Our Task

Create an identity that brings the vision to life

Make staff and residents feel engaged in the process - from start to finish

Create a new focus for loyalty for the residents of the Northern Beaches

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Deliverables

- A clearly defined brand strategy, articulating the positioning, values, personality traits and brand idea.
- An evolved visual identity that brings the brand strategy to life.
- Style guidelines that articulate the rules and approach to implementing your new visual identity in a consistent way.
- A clearly defined brand architecture framework and an understanding of how we need to evolve from where we are today, to the ideal state.
- A schematic which outlines what your future state digital architecture should look like.
- A clearly defined information architecture structure for the Northern Beaches Council website.

PROCESS OVERVIEW

STAGE 1
IMMERSION

Project kick-off day:
- Planning meeting
- Site visit to key locations
- Define a communications strategy for the rebrand project.

Review existing documentation and research

Digital research and analytics review

Peer and competitor brand touchpoint audit:
8 interviews x 1hr (key internal stakeholders)

12 x External stakeholder interviews with senior community members

Online staff survey

Timings: December /January

STAGE 2
HYPOTHESES

Insights report from Stage 1:
Creation of Brand Definition Boards: prototype unifying ideas and territories, stories and visuals as stimulus for community workshop engagement

Creation of simplified Architecture structures with a drafted set of criteria to support each

Information Architecture workshop(s) with relevant digital stakeholders

Timings: January / February

STAGE 3
CO-CREATION

Consultation with the community and staff through 9 workshops.

Testing of brand architecture structures with relevant stakeholders

Set up qualitative online panel from selected community members and staff

Community listening posts

Creation of the initial Information Architecture recommendations

Timings: February

STAGE 4
STRATEGY REFINEMENT

Creation of brand proposition and supporting brand model

Test and refine elements of the brand strategy with online panel

3hr co-creation strategy workshop with working group/internal stakeholders to finalise key elements

Finalise draft recommendations for brand strategy, present to working group.

Summarising as:
- Vision for the area (connected to Strat Plan)
- Proposition/positioning
- Corporate values
- Personality traits
- Brand idea.

Final Brand Architecture recommendations

Present, refine and finalise Information Architecture structure

Scope brand implementation requirements

Creative brief developed and approved, using insights and direction identified from co-creation stage

Timings: March

STAGE 5
CREATIVE EXECUTION

High level visual directions for council identity refresh further explored and developed – presented to working group

Develop, refine and finalise chosen visual direction for Council identity

Creative brief for style guide agreed

Creation of style guide content and final document

Timings:
End of March / April / May

FOR THE FUTURE © Principals 2016

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What we've done so far

- Full day kick off meeting with Steering Committee
- Research debrief with Micromex
- Debriefing on CSP project
- Presentation of project overview to Leadership Team
- Peer and competitor audit completed
- Review of all existing research and strategic documentation
- 11 x 1:1 interviews with internal stakeholders conducted
- 9 x 1:1 interviews with external stakeholders including IAG conducted
- 1 x group discussion with Aboriginal and Torres Strait Islander community conducted
- 7 x Information Architecture card sorting 1:1 interviews conducted
- 1 x workshop with Library team on Library IA development
- Online Staff survey infield
- Preparation of stimulus material for community and staff engagement workshops
- Recruitment for community and staff workshops, online panel and online tree testing (for IA project) has commenced
- Phase 3 community and staff engagement workshops x 9 3hr sessions scheduled and in progress

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Who we've spoken to so far

Internal 1:1 Interviews

1. Debbie Bruce and Michelle Berridge
2. Dick Persson
3. Mark Ferguson
4. Mick Darda
5. Lindsay Godfrey
6. Melissa Messina & Tess
7. Todd Dickinson / Natasha Shultz
8. Meaghan Clancy
9. Peter Livanes
10. Steven Lawler

External 1:1 Interviews

1. David Darcy
2. Jim Boyce
3. Cathy Griffin
4. Maria Chidzey
5. Kylie Ferguson
6. Michael Regan
7. Jean Hay
8. Susan Moylan-Coombes (and Aboriginal community group)
9. Caroline Ghatt
10. Alex McTaggart (on leave till Fri 3rd March)

IA 1:1 Discussions

1. Trish Chaney
2. Phillip Lane
3. Jeanne Thuez
4. Dawn Amos (resident)
5. Library: Jane Smith, Theo Stephens, Therese Benjamin, Jane Park, Marketa Jeffs
6. Gregor Reise (resident)
7. Carly Papendrea (resident)
8. Robyn Tester (resident)

External 1:1 Interviews to be completed

10. Jose Menano-Pires
11. Hugh Burns

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Co-creation workshops

- Co-creation with the community and staff through 9 x 3 hour workshops.
- To provide insights, input and shaping of creative strategy direction and personality traits.
- Ongoing interaction with community and staff through online panel.

- General community Manly 7 March
- Youth Dee Why 8 March
- General community Mona Vale10 March
- General community Forestville 15 March

- General community Avalon 18 March
- General community Mona Vale 21 March
- Business (to be done as interviews)
- General community Terrey Hills 22 March
- Staff Dee Why 22 march

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What we explore in the co-creation sessions

- What do we stand for in the minds of our stakeholders (visitors, residents, staff and businesses) today?
- What are the unifying strengths and positive characteristics that we can amplify going forward?
- What do we want people to think and feel about the Northern Beaches Council in the future?
- Which directions can we credibly evolve towards?

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TASK: Hidden Stories

- What are the untold success stories of the Northern Beaches that only people from here would know?
- Think of a story that makes you proud of the Northern Beaches, something that typifies the Northern Beaches when we're at our best.
- It could be something from the past or present
- It could be something you've been involved in or just something you've heard

Working in pairs
Agree a story
Share your story

Brand Architecture - what are the Council's core activities?

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Next steps

- Co-creation workshops conclude 22 March
- Complete stakeholder interviews wc 20 March
- Develop positioning territories and personality traits
- Iterate using online platform and input from stakeholders

Current Brand Architecture

Monolithic Architecture – Scenario 1

Building equity in the masterbrand

Masterbrand	Council Services	Council Partners	Associated Entities
NORTHERN BEACHES COUNCIL	NORTHERN BEACHES COUNCIL MANLY AQUATIC CENTRE	NORTHERN BEACHES COUNCIL CURRAWONG BEACH COTTAGES	NORTHERN BEACHES COUNCIL
	NORTHERN BEACHES COUNCIL MONA VALE LIBRARY	NORTHERN BEACHES COUNCIL INGLESIDE	NORTHERN BEACHES COUNCIL
	NORTHERN BEACHES COUNCIL PITTWATER YOURSAY	NORTHERN BEACHES COUNCIL ENLIVEN	NORTHERN BEACHES COUNCIL
	NORTHERN BEACHES COUNCIL MONA VALE CEMETERY	NORTHERN BEACHES COUNCIL PITTWATER BUSINESS	NORTHERN BEACHES COUNCIL
	NORTHERN BEACHES COUNCIL FAMILY DAY CARE	NORTHERN BEACHES COUNCIL SYDNEY LAKESIDE NRMA HOLIDAY PARK	NORTHERN BEACHES COUNCIL
	NORTHERN BEACHES COUNCIL WARRINGAH LIBRARY	NORTHERN BEACHES COUNCIL GURINGAI FESTIVAL	NORTHERN BEACHES COUNCIL
	NORTHERN BEACHES COUNCIL GLEN STREET THEATRE	NORTHERN BEACHES COUNCIL MANLY LAGOON	NORTHERN BEACHES COUNCIL
	NORTHERN BEACHES COUNCIL GLEN STREET THEATRE	NORTHERN BEACHES COUNCIL HELLO MANLY	NORTHERN BEACHES COUNCIL
	NORTHERN BEACHES COUNCIL WARRINGAH AQUATIC CENTRE	NORTHERN BEACHES COUNCIL SMOKE FREE COUNCILS	NORTHERN BEACHES COUNCIL
	NORTHERN BEACHES COUNCIL DUFFYS FOREST	NORTHERN BEACHES COUNCIL MANLY ENVIRONMENTAL CENTRE	NORTHERN BEACHES COUNCIL

Hybrid Architecture – Scenario 2

Giving the sub-brands more prominence

Masterbrand	Council Services	Council Partners	Associated Entities
NORTHERN BEACHES COUNCIL	NORTHERN BEACHES COUNCIL MANLY AQUATIC CENTRE NORTHERN BEACHES COUNCIL WARRINGAH AQUATIC CENTRE NORTHERN BEACHES COUNCIL MONA VALE LIBRARY NORTHERN BEACHES COUNCIL WARRINGAH LIBRARY NORTHERN BEACHES COUNCIL MONA VALE CEMETERY NORTHERN BEACHES COUNCIL DUFFYS FOREST NORTHERN BEACHES COUNCIL FAMILY DAY CARE NORTHERN BEACHES COUNCIL PITTWATER YOURSAY NORTHERN BEACHES COUNCIL GLEN STREET THEATRE	NORTHERN BEACHES COUNCIL CURRAWONG BEACH COTTAGES NORTHERN BEACHES COUNCIL INVELEIGH NORTHERN BEACHES COUNCIL ENGLEVIEW PITTWATER NORTHERN BEACHES COUNCIL SYDNEY LAKESIDE NRMA HOLIDAY PARK NORTHERN BEACHES COUNCIL QUEENSCLIFF FESTIVAL NORTHERN BEACHES COUNCIL MANLY LAGOON NORTHERN BEACHES COUNCIL HELLO MANLY NORTHERN BEACHES COUNCIL SNOWS FARM ZONE NORTHERN BEACHES COUNCIL MANLY ENVIRONMENT CENTRE	Avalon Community Library Pittwater Golf Centre KIMBERLY SHOROC K LOF

House of Brands Architecture – Scenario 3
Every brand has its own identity

Masterbrand	Council Services	Council Partners	Associated Entities
NORTHERN BEACHES COUNCIL	MANLY ANDREW BOY CHARLTON AQUATIC CENTRE MONA VALE LIBRARY YOUR SAY MONA VALE CEMETERY Glen Street Theatre	Ingleside Sydney Lifesaving	Golden Community Library Golf Centre KLOF

23/03/2017

A Local Initiative
Low Risk Partnership Opportunity

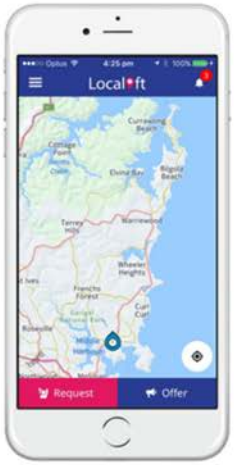
Northern Beaches Council

Local ft™

#giveafriendalift

What is Localift?

- Localift is a trust based ride-sharing app, helping manage and share the millions of free local lifts occurring every day, between family, friends and colleagues. ***People you know***.



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23/03/2017

Set Up Your Localift Profile, Add Linked Users & Invite Friends

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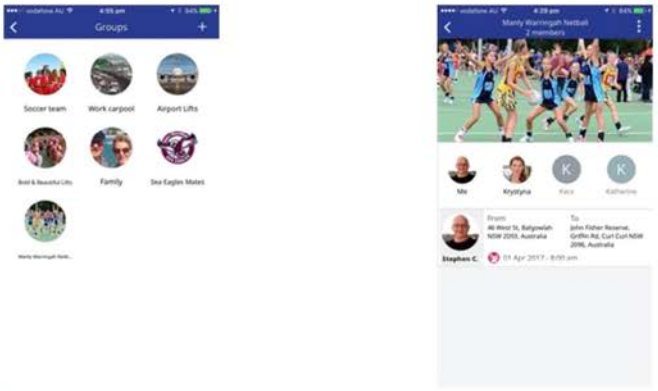
Organise Friends in Logical Groups around Common Activities



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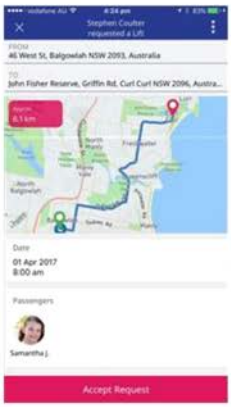
23/03/2017

Offer & Request Lifts Depending if You're Driving or Need A Lift



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