NORTHERN BEACHES
COUNCIL

ATTACHMENT BOOKLET

ORDINARY COUNCIL MEETING

TUESDAY 13 SEPTEMBER 2016

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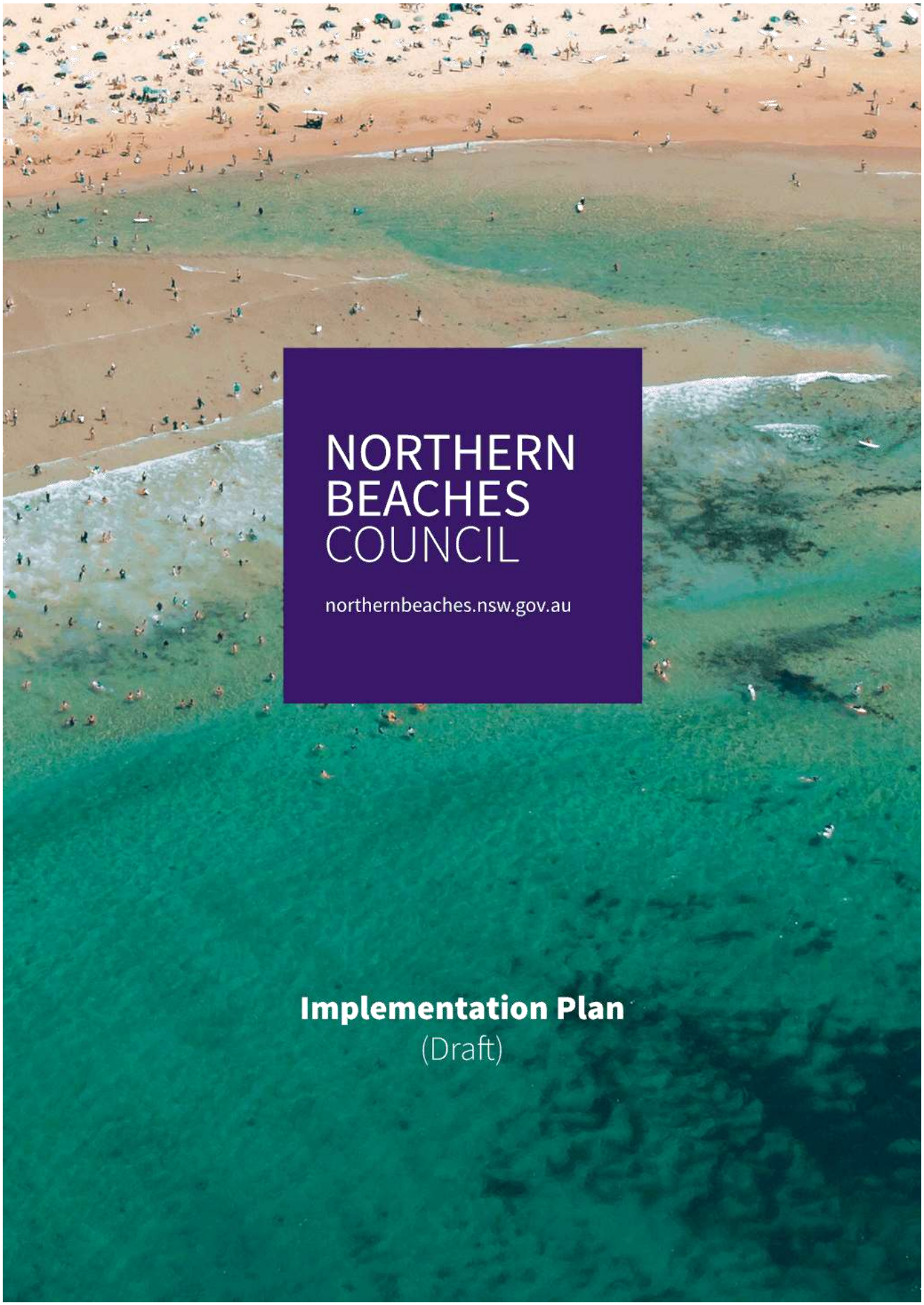

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Implementation Plan

(Draft)

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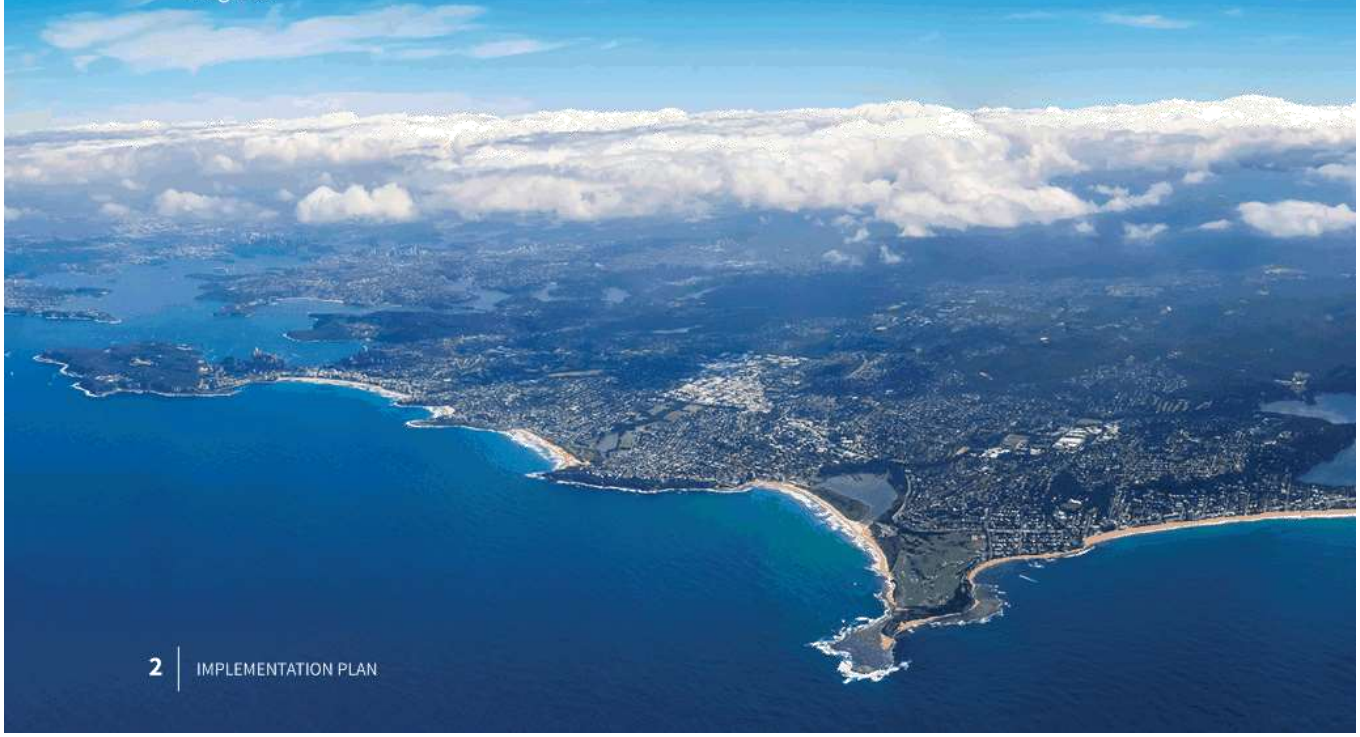


GLOSSARY

TERMS	DESCRIPTION
ABN	Australian Business Number
Administrator	Administrators hold the functions of the elected council and mayor and are appointed by the Governor of NSW
Consultative Committee	Committee established under the Local Government (State) Award
CRM	Customer Relationship Management
CSP	Community Strategic Plan
DCP	Development Control Plan
EPI	Environmental Planning Instrument
ExCo	Executive Committee, consisting of General Manager and Deputy General Managers
IAG	Independent Advisory Group, formed by resolution of council to provide consolidated advice on the establishment of the new council and the delivery of the Implementation Plan
LRC	Local Representation Committee, formed by resolution of council to provide advice to the Administrator on local views and issues
PMO	Programme Management Office, formed to provide consolidated support to the Executive Management Team in implementing the new council
SRG	Strategic Reference Groups
TFN	Tax File Number

EXECUTIVE SUMMARY

The Northern Beaches Council was proclaimed on 12 May 2016 through the amalgamation of the former Manly, Warringah and Pittwater local government areas.

The realisation of a fully integrated Northern Beaches Council will be a complex, multistage process, involving a large number of interconnected actions by staff from different areas. This Plan provides a clear framework for implementation of the Northern Beaches Council, ensuring that the process of building a brand new organisation is well organised, carefully considered and effectively communicated to the staff and community.

This Plan builds on the large foundation of work undertaken by each of the former councils prior to Proclamation and sets out the governance structure, principals, methodology and key actions for Phase 1 to manage the implementation of the new council.

This Plan establishes the strategic direction for the new Council for the period leading up to the September 2017 council elections. It has been prepared to align with the NSW Premier & Cabinet guidelines, Managing Change: Guidance for Key Staff, May 2016 ("DPC Guidelines").

1.0 INTRODUCTION

PURPOSE AND OBJECTIVES

This purpose of this Plan is to provide a clear framework for the implementation of Northern Beaches Council to ensure that the process of building a brand new organisation is well organised, carefully considered and effectively communicated to staff and the community. This framework will ensure that Northern Beaches Council will be an agile, resilient, innovative and high performing organisation and a leader in local government that:

- embraces opportunity and strives for best practice;
- demonstrates strong values of respect, equity, wellbeing, service and empowerment;
- retains and grows the capacity and careers of quality staff;
- works for the community and the natural environment with engagement, sustainability and excellence as founding principles;
- has a strong community identity, with ties to beaches and bush;
- has the strategic capability to play a key role in important regional issues.

This Plan is intended to provide guidance for staff and the community on how the implementation of Northern Beaches Council will occur. It aligns with the NSW Premier and Cabinet guidelines, Managing Change: Guidance for Key Staff, May 2016 ("DPC Guidelines").

KEY RESULTS FOR PHASE 1

This Plan will ensure that the ten key results identified by NSW Premier and Cabinet are achieved by the end of Phase 1.

Ten key results for Phase 1:

1. Service continuity with smart service improvements
2. Robust governance that delivers confidence to communities
3. Easy to do business with in person and online
4. Engaged staff who understand their role and how they contribute to the new council
5. Involved communities who have their say
6. Communities can readily identify with their new council
7. A shared vision and direction for the whole community
8. Rates are maintained within existing pathways and resources used wisely to serve the entire council area
9. Expected benefits are clear, measurable and on target
10. A newly elected council working for the whole community

BACKGROUND

Since 2011 the NSW Government has considered structural reform in the local government sector. On 6 January 2016 the Minister for Local Government referred 35 merger proposals to the Office of Local Government for examination and report under the Local Government Act 1993 (NSW). In addition to the Minister's 35 original council merger proposals, a number of councils submitted their own proposals that underwent the same process of examination and reporting.

On 12 May 2016 the Minister for Local Government announced the creation of 19 new councils through the amalgamation of 42 former local government areas. On this date Northern Beaches Council was proclaimed, incorporating the former councils of Manly, Warringah and Pittwater.

Local councils are large and complex business enterprises and as such the approach to merging these entities needs to be well considered, planned and executed, with all stakeholders, particularly staff, engaged in the process and fully aware of what is occurring, when, why and how. The integration of different functional areas will occur at different stages over the next year and the actions required will not necessarily be undertaken in a linear fashion. The importance of carefully planning the integration is critical, as it will impact on every aspect of the new entity's systems, processes, culture and people. At the same time, the new council will need to balance these tasks with 'business as usual' activities, ensuring that services continue to be delivered to a high standard.

Each of the former councils was well recognised for the high quality services provided, strong leadership, collaborative community engagement and financial sustainability. It is from this strong foundation that staff from across the three former councils have come together to develop a plan that will deliver an agile, resilient, innovative and high performing organisation by September 2017.

TIMELINE AND MAJOR MILESTONES

The Figure 1 provides a summary of the key milestones between Proclamation and September 2017. While many of these milestones are significant pieces of work, requiring substantial time and resources, Northern Beaches Council has also identified several quick wins that can be readily implemented in the short term to achieve tangible outcomes for staff and the community. These milestones align with roadmap envisaged by NSW Premier & Cabinet's for Phase 1.

Figure 1: Major Milestones

DATE	MAJOR MILESTONE
BY END OF DAY 1	• Interim General Manager appointed
BY END OF WEEK 1	• Interim Executive structure in place • First Council meeting – 19 May 2016 • Establish Programme Management Office (PMO) • Obtain ABN and TFN
BY END OF MONTH 1	• Establishment of IAG and LRC • All staff briefing session – 26 May 2016 • Exhibition of consolidated draft Operational Plan, Budget and Fees & Charges 2016/17 • First iteration of Implementation Plan • Workers compensation arrangements in place • Interim brand and logo
BY END OF SEPTEMBER 2016	• Publish Implementation Plan • Interim third tier management structure established • Establishment of single Consultative Committee • Issue rates notice, including single parking sticker for Northern Beaches Council • Adopt Operational Plan, Budget and Fees & Charges 2016/17 • Document current levels of service
BY END OF DECEMBER 2016	• Adopt a code of conduct • Develop set of organisational values • Second iteration of Implementation Plan, including incorporation of benefits and savings
BY END OF MARCH 2017	• New website • Exhibition of draft Operational Plan, Budget and Fees & Charges 2017/18
BY END OF JUNE 2017	• Adopt Operational Plan, Budget and Fees & Charges 2017/18 • Commence preparation of Resourcing Strategy (Long Term Financial Plan, Workforce Management Plan and Asset Management Plan) • Undertake thorough review of Implementation Plan to focus on second year of Northern Beaches Council
BY END OF SEPTEMBER 2017	• Draft Community Strategic Plan • Permanent appointment of DGMs and third tier managers

ROLES AND RESPONSIBILITIES

This Plan will see significant chance achieved in an ambitious timeframe. In order to successfully manage this process, a strong leadership team that works effectively together and with staff will be critical. Based on NSW Premier and Cabinet's suggested governance arrangements, Northern Beaches Council has established the following structure for the Phase 1 of the new organisation.

Figure 2: Governance structure and roles and responsibilities

EXECUTIVE COMMITTEE (EXCO)	• Programme Governance and Strategy • Final sign-off on programme outcomes • Final escalation point for unresolved issues
PROGRAMME MANAGEMENT OFFICE (PMO)	• Key liaison with ExCo • Overall programme planning, change management and communication • Manage interdependencies and timing across programme • Central point for issues and risk management, status reporting • Benefits tracking and reporting for total programme
WORK STREAM SPONSORS • Oversees analysis and preparation of proposals for service delivery and change • Evaluates strategic implications of proposals and resolves conflicts, key issues and risks • Provides overall guidance for work stream	Customer and Community Services
	Communications and Engagement
	Built Assets and Property
	Natural Environment
	Finance and Insurance
	Supplier Management and Procurement
	Land Use Planning, Development and Compliance
	People and Culture
	Systems and Information Technology
	Corporate Strategy, Governance and Improvement
WORKS STREAMS	• Undertake detailed analysis of existing people, systems and processes • Preparation of proposals and implementations plans for approval by work stream sponsor and ExCo • Issues and risk reporting to PMO

RESOURCES AND BUDGET

To assist in the implementation of Northern Beaches Council, $10 million has been provided by the NSW Government to go toward merger activities. In addition, a further $15 million has been provided through the Stronger Communities Fund to spend on priority community initiatives. These opportunities may arise as a result of the implementation of the organisation.

This funding and its allocation will be incorporated into the budget as forecast changes through the quarterly budget review when funding requirements are fully understood and following community consultation. Likewise, merger savings will be reported through the quarterly budget review as they are identified.

2.0 IMPLEMENTATION PRINCIPLES

The following principles will guide the implementation of Northern Beaches Council.

SERVICE	• Maintain seamless service delivery for the community • Ensure the right balance of focus on 'business as usual'
INNOVATION	• Embrace opportunities to improve services and infrastructure for communities • Strive for best practice
COHESION	• Develop a 'One Council' ethos – neither Pittwater, Warringah or Manly • Adopt a collaborative approach • Bring together and build on the strengths of strategies, structures, staff and systems of the former organisations
ENGAGEMENT	• Inform and involve communities, staff and other partners in planning and implementing change • Effective communication channels and change management plans established for all stakeholders
INTEGRITY	• Ethical, open and accountable governance and decision making • Actions are well planned and coordinated
RESPECT	• Value the knowledge and contributions of staff, communities and other partners • Professionalism in all encounters with staff and community

3.0 TRANSFORMATION METHODOLOGY

The newly formed Northern Beaches Council has the mandate to create a high performance organisation and be a leader in local government. Our challenge is to leverage the knowledge, skills, experience and cultures of the three former entities to ensure Northern Beaches Council is an organisation that embraces the best of all of us.

Council has developed a framework that will enable transparent, structured and collaborative organisational transformation. This transformation framework employs strategic and tactical principles and methods to facilitate change and deliver tangible and measurable benefits. This includes best practice:

- Business improvement to ensure customer expectations are optimised;
- Project management to ensure opportunities are delivered and benefits realised; and
- Change management to ensure staff across the organisation are informed and empowered through the transformation process.

This framework will ensure that the ten key results identified by NSW Premier and Cabinet are achieved by the end of Phase 1.

PURPOSE OF TRANSFORMATION FRAMEWORK

The purpose of the transformation framework is to provide:

- Best practice principles and methodologies that enable organisational transformation in a transferrable way across the three former entities;
- An introduction and guidance for staff and the community,
- A standard approach to transformation management for ExCo, PMO and project managers involved in the project; and
- Consistent terminology and categorisation through the transformation life-cycle.

TRANSFORMATION PROCESS

The Transformation Framework consists of three phases:

Figure 3: Tranformation Frame work

Based on this framework, the process around transformation has been divided into five stages:

Figure 4: Transformation Process

	STAGE 1 START & DEFINE	STAGE 2 INITIATE & MEASURE	STAGE 3 PLAN & ANALYSE	STAGE 4 EXECUTE & IMPROVE	STAGE 5 MONITOR
BUSINESS IMPROVEMENT	Define objectives	Measure baseline	Analyse problem	Deploy solutions	Control & embed
PROJECT MANAGEMENT	Start Project & form team	Define scope & tolerances	Estimate, prioritise & schedule	Manage project delivery	Review, learn & close
CHANGE MANAGEMENT	Roles & responsibilities	Define case for change	Current vs future state	Readiness and resistance	Handover
BENEFITS REALISATION	Plan realisation	Report progress	Report progress	Realise benefits	Re-evaluate benefits

Stage 1 – Start and Define

The purpose of this phase is to clearly articulate the goal, potential resources, project scope and high-level project timeline. The project team establishes a clear understanding of their scope, as well as their roles and responsibilities at each stage of the transformation framework.

Stage 2 – Initiate and Measure

The purpose of this phase is to objectively establish the current baseline of individual services and functions. This data provides the basis for improvement and transformation. This information is typically captured within the project brief. Once this work is done, ExCo will be asked to authorise the work stream moving to the next stage in the project.
The data captured at this stage will be used at the conclusion of the project to measure the improvement that has been made.

Stage 3 – Plan and Analyse

During this stage, the project group analyses options for the future of individual services and how they will be provided to our community. They make a recommendation to ExCo based on the data they have collected and the outcome the community will benefit from most. ExCo will authorise the work stream moving to the next stage in the project – implementation of the preferred solution.

Stage 4 – Execute and Improve

This stage concentrates on implementing the solution, in accordance with the approved project plan. It includes change management activity with affected staff including not only awareness and training but building resilience and capturing ideas for future innovation.

Stage 5 – Close and Embed

This stage formally concludes the project. Key performance metrics are analysed to measure the actual improvements made. The project implementation is reviewed with a view to future improvements that can be made and all functions and activities are formally handed over to the business units to manage as business as usual activity.

4.0 LOCAL BENEFITS

While many of the benefits of the merged council will be maximised over the longer term, opportunities to identify and deliver smart service improvements and efficiencies will also present in the earlier stages.

The services and actions in the following list are some initial thoughts on benefits that may specifically apply to the Northern Beaches region:-

- Commence delivery of key infrastructure to improve existing assets or create new services
- Facilitate and leverage State and Federal investments in the area (eg B-Line, Northern Beaches Hospital, NDIS) to deliver better local services
- Deliver service level improvements where possible through efficiencies
- Harmonise fees, charges and regulations to improve business delivery
- Generate employment opportunities and economic development through the health and education sectors
- Create a Northern Beaches Business Council to promote opportunities, networking and promotion of the area as a key lifestyle, employment and economic choice
- Provide a broader range of community engagement platforms
- Deliver three citizen jury processes on the Community Strategic Plan, land use planning and infrastructure priorities
- Integrate active travel strategies and deliverkey active travel projects
- Digitally transform council services to improve customer service and increase access
- Deliver alternate waste technologies to provide cost effective and environmentally responsible waste management
- Expand youth and family services

This list represents an initial identification of possible local benefits, it will continue to develop and be refined as Northern Beaches Council moves through Phase 1.

KEY ACTIONS FOR PHASE 1

A detailed action plan has been developed for Phase 1 of the organisation. These actions are based on the work undertaken by each of the former councils prior to Proclamation and NSW Premier and Cabinet's Implementation Action Checklist.

The following pages present the key Phase 1 actions for each work stream. This part of the Plan is a working document, as planning progresses, greater detail and further actions are likely to be added. The following tables will be updated with each iteration of the Plan.

CUSTOMER AND COMMUNITY SERVICES

DAY 1	WEEK 1	MONTH 1	SEPTEMBER 2016	MARCH 2017	SEPTEMBER 2017
• Implement consistent message for telephone operators and after hours call service	• Expand internal courier service • Make arrangements to allow payments to be accepted and planning applications to be taken at any Customer Service Centre • Brief Customer Service staff and Rangers on decision on parking permits • Document services provided by each former council	• Put in place any interim arrangements needed to consistently manage customer requests and complaints across new council	• Document scope of services, service levels, systems used, contracts etc.	• Deliver new CRM program • Determine preferred service delivery model • Plan implementation program • Commence implementation	• Service level review completed • Complete implementation

COMMUNICATIONS AND ENGAGEMENT

DAY 1	WEEK 1	MONTH 1	SEPTEMBER 2016	MARCH 2017	SEPTEMBER 2017
• Update respective websites	• Execute reserved domain name for new council • Adopt a new council spokesperson • Interim website launch • Adopt interim brand • Update branding on website, intranet, newsletters, email and other promotional material	• Review policies, protocols and procedures for media and social media • Update external media outlets • Unified social media messaging • Update all forms with interim branding • IAG/LRC establishment	• Interim style and writing guide • Commence work to evolve new identity • Transition existing social media properties to represent a unified view • communications from Administrator • Communications and Engagement Plan for Community • Align engagement practices	• Adopt an evolution of the identity • Update style guide	• deploy new website

NATURAL ENVIRONMENT

DAY 1	WEEK 1	MONTH 1	SEPTEMBER 2016	MARCH 2017	SEPTEMBER 2017
		• Ensure continuation of existing contracts and panel contracts	• Identify critical strategies and plans • Document scope of services, service levels, systems used, contracts etc	• Determine which strategies and plans are to be progressed, then action	• Integrated teams and approach managing the natural environment • Service level review completed • Consolidated Asset Management Strategy in place

BUILT ASSETS AND PROPERTY

DAY 1	WEEK 1	MONTH 1	SEPTEMBER 2016	MARCH 2017	SEPTEMBER 2017
	• Document any plans for the acquisition or disposal of assets • Document details of property owned • Document all leases	• Establish Traffic Committee for organisation	• Document scope of services, service levels, systems used, contracts etc.	• Undertake service level review • Determine preferred service delivery model • Consolidate land register • Asset management governance framework implemented • Commence preparation of Asset Management Strategy and associated plans	• Service level review completed • Consolidated Asset Management Strategy in place

FINANCE AND INSURANCE

DAY 1	WEEK 1	MONTH 1	SEPTEMBER 2016	MARCH 2017	SEPTEMBER 2017
• Confirm customer payment facilities are operational to ensure service continuity	• Notify bankers that new council has been proclaimed • Establish new ABN and TFN • Register for tax requirements	• Prepare draft Operation Plan and Budget 2016/17 in partnership with Corporate Strategy, Governance & Improvement work stream • Open new bank accounts • Submit proposal for Implementation funding • Audit budgets for 2016/17 • Conduct review of all existing insurance arrangements	• Commence review finance and insurance policies, procedures and forms • Develop plan to consolidate insurances • Investment policy to be put to Council for adoption	• Consolidate insurances for organisation • Prepare fully consolidated draft Operation Plan and Budget 2017/18 in partnership with Corporate Strategy, Governance & Improvement work stream • Commence preparation of Long Term Financial Plan	• Commence preparation of annual report (12 May 2016 to 30 June 2017)

SUPPLIER MANAGEMENT AND PROCUREMENT

DAY 1	WEEK 1	MONTH 1	SEPTEMBER 2016	MARCH 2017	SEPTEMBER 2017
• Ensure vehicles are registered, insured and legally drivable	• Review tenders planned or under assessment and consider opportunities to consolidate • Commence work to consolidate contract register • Document all maintenance and service agreements • Document all plant, fleet and equipment	• Notify suppliers and contractors of change of name • Commence review of procurement policies, procedures and templates • Review procurement thresholds	• Develop common business ethics document for tenders • Determine procurement thresholds for organisation • Consider options for light fleet management	• Adopt policy for light fleet	• Develop Procurement Plan

LAND USE PLANNING, DEVELOPMENT AND COMPLIANCE

DAY 1	WEEK 1	MONTH 1	SEPTEMBER 2016	MARCH 2017	SEPTEMBER 2017
	• Document any draft EPIs and DCPs currently in progress • Document powers and responsibilities of existing planning panels	• Commence work to establish Independent Assessment Panel for former Pittwater region. • Determine how in progress EPIs and DCPs should progress • Document all current and pending legal proceedings and determine whether any actions needs to be taken.	• Independent Assessment Panel to be established for former Pittwater region. • Discovery process to commence. • Implementation of e-planning system to commence.	• Consolidate Independent Assessment Panels across region. • Harmonisation of development application assessment philosophy and processes. • Harmonisation of compliance and enforcement procedures.	• Harmonisation of Planning Proposal assessment systems. • Develop plan to consolidate EPIs and DCPs across region • E-planning system to be operational.

PEOPLE AND CULTURE

DAY 1	WEEK 1	MONTH 1	SEPTEMBER 2016	MARCH 2017	SEPTEMBER 2017
• Prepare key messages for staff	• Adopt an interim Executive structure • Consultation with staff • Implement expanded Employee Assistance Program • Document payroll systems	• Ensure Workers Compensation arrangements in place • All staff meet and greet event • Commence review of policies and procedures. • Secondary Employment policy to be reviewed as a priority.	• Complete 2015/16 performance appraisals for all staff • Develop plan for moving to new salary structure • Consolidate third tier management structure • Communications and Engagement Plan for Staff • Commence process to establish single Consultative Committee • Develop intensive training plan for interim third tier managers	• Consolidate payroll systems • Commence preparation of Workforce Strategy	• Permanent appointment of Executive staff

SYSTEMS AND INFORMATION TECHNOLOGY

DAY 1	WEEK 1	MONTH 1	SEPTEMBER 2016	MARCH 2017	SEPTEMBER 2017
	• Put in place interim arrangements to ensure basic functionality • Removal of Councillor access to systems • Creation of contact list comprising General Manager, Deputy General Managers and all Managers • Creation of @ northernbeaches.nsw.gov.au email address for Administrator, General Manager and Deputy General Managers • Maintain the integrity of record keeping • Ensure access to Wi-Fi for staff at main Administration Buildings	• Creation of @ northernbeaches.nsw.gov.au email address for all staff • Creation of email accounts for IAG and LRC members • Update Microsoft templates with interim logo • Provide access to shared drives for PMO and Work Streams • Decide on core systems for organisation	• Creation of all staff directory • Implement 'Lite' Northern Beaches Council intranet site for all staff	• Network connection between sites • Migrate to single email systems • Develop first iteration of ICT Transformation Plan (December 2016)	• Core systems in place (July 2017) • Implement full version of Northern Beaches intranet (subject to Develop first iteration of ICT Transformation Plan) (July 2017)

CORPORATE STRATEGY, GOVERNANCE AND IMPROVEMENT

DAY 1	WEEK 1	MONTH 1	SEPTEMBER 2016	MARCH 2017	SEPTEMBER 2017
	• Determine and publicise new schedule of Council meetings • Hold first meeting of new Council • Review delegations and controls of high risk functions • Confirm critical business continuity arrangements from previous councils • Appoint Public Officer for new entity • Confirm LEMO/s and alternative LEMO/s for new entity	• Prepare draft Operation Plan and Budget 2016/17 in partnership with Finance & Insurance work stream • Identify all outstanding council resolutions from 3 partner councils • Align combined 'internal audit' functions to support key transition and/or BAU risks • Determine the auditor for the new council	• Consolidate registers of political donation disclosures of the former councils • Review and consolidate the privacy management plans and policies of each former council to comply with relevant legislation • Adopt a code of conduct • Commence work to develop statement of vision and priorities for new Council. • Create Interim Policy for Allowances and Expenses for Councillors (Administrator) and Committees (IAG and LRCs)	• Resolve on Common Seal and Power of Attorney for new entity • Prepare fully consolidated draft Operation Plan and Budget 2017/18 in partnership with Finance & Insurance work stream	• Prepare draft Community Strategic Plan for consideration by new council

5.0 RISK MANAGEMENT

During Phase 1 there will be many actions and tasks, and many competing priorities. To ensure that decision making is considered and informed and to assist in prioritising actions, council has adopted a risk framework specifically for Phase 1. This framework is specifically tailored to our transition environment. The framework will provide a common language around risk, providing certainty around risk assessments and give assurance to decisions around priorities.

ExCo, PMO and each work stream, with the assistance of a dedicated risk specialist, will be charged with the task of identifying and monitoring risks. It is expected that ExCo will predominately be focused on managing strategic risks, while the work streams will focus on managing operational risks that arise throughout Phase 1.

Clear parameters have been set which will dictate when a risk will be escalated to ExCo for review:

- Overall risk score >17 (i.e. High – significant and likely);
- Priority as determined by Administrator;
- Priority as determined by NSW Premier and Cabinet; and/or
- Risk escalated to ExCo via PMO.

The risk assessment framework and template risk register are appended to this Plan – refer to Appendix 1.

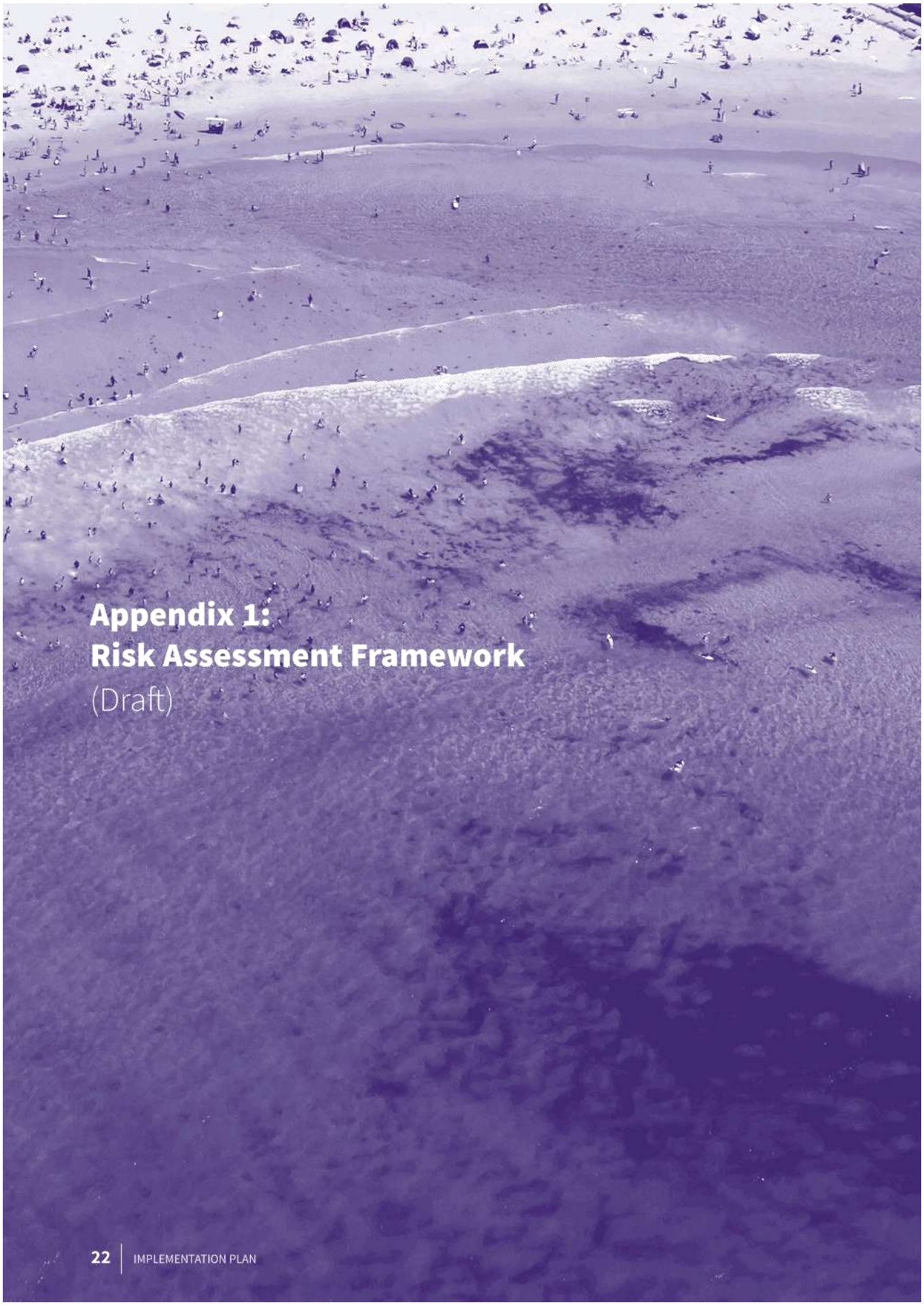
6.0 MONITORING, REPORTING AND COMMUNICATING PROGRESS

One of the keys to delivering any successful change process is to monitor and evaluate the project as it progresses.

In addition to project and change management, delivering benefits requires active monitoring of programme and project progress across all levels of the organisation. Project benefits are dynamic; they need to be regularly reviewed and updated.

Regular monitoring will be undertaken throughout Phase 1 to ensure that milestones are reached and benefits are delivered. This project will monitor and report on progress and benefits via an online tool known specifically tailored for this project known as the Business Activity Tool (BAT). The PMO and each work stream will utilise this tool to report and escalate issues and risks to ExCo. In addition this tool will be utilised to provide regular updates to the community via the website on the progress the organisation has made in implementing the new council.

Communications and Engagement Plans for the Community (**Appendix 2**) and Staff (**Appendix 3**) have been prepared to support this project to ensure information is clearly and regularly communicated to stakeholders.



Appendix 1: Risk Assessment Framework

(Draft)

NORTHERN BEACHES COUNCIL - TRANSFORMATION RISK RATING TEMPLATE

Table 1: Transformation Risk Rating - Likelihood Criteria

PROBABILITY CATEGORIES	LIKELIHOOD
1. Rare	The event will only occur in exceptional circumstances in the next 15 months (end August 2017)
2. Unlikely	The event is unlikely to occur in the next 15 months (end August 2017)
3. Possible	The event may possibly occur at some point in the next 15 months (end August 2017)
4. Likely	The event is likely to occur in most circumstances in the next 15 months (end August 2017)
5. Almost Certain	The event is almost certain to occur in most circumstances in the next 15 months (end August 2017)

Table 2: Transformation Risk Rating - Consequence Criteria

CATEGORIES	1. INSIGNIFICANT	2. MINOR
FINANCIAL	Less than $10,000; and if < 5% of individual Opex or Capex budget.	Less than $150,000; and if < than 10% of individual Opex or Capex budget.
IMAGE & REPUTATION	Public awareness may exist, but there is little public concern; issue resolved promptly by day to day management process.	Adverse news in local media, concerns about performance/issue raised by the community.
LEGAL / COMPLIANCE	Breach of internal procedures or guidelines.	Legally enforceable breach; may be a minor cautionary matter that proceeds no further.
SERVICE DELIVERY CONSIDERED IN TERMS OF: • Business Operations (Ops) • IT Systems (IT) • Stream/Project Delivery (Project)	**Ops:** Loss of <1 days operational activity or work. Negligible impact, brief loss of service. **IT:** A non-core system interruption. **Project:** Meets majority of project deliverables. Insignificant impact on project milestones.	**Ops:** Short term temporary interruption – backlog cleared < 1 day. **IT:** Core system unavailable for < 1 day, unable to run operations across Council **Project:** Some project deliverables are partially met. Minimal impact on project milestones.
ENVIRONMENTAL	Brief, non- hazardous, transient impact. Negligible short term impact to a small area of limited significance.	Isolated short-medium term damage to an area of significance. Isolated temporary impact.
COMMUNITY / STAFF SAFETY	Minor discomfort. May need for First Aid.	Need for medical attention and several days off work.
STAFF CULTURE / HARMONY	• Isolated claims of poor Leadership. • One off instances of inappropriate behaviour and/or not demonstrating our values. • One off engagement with union on staffcomplaints.	• Concerns re transparency in Leadership's decision making. • Breakdown in communications and/or trust between business units. • A few instances of inappropriate behaviour and/or not demonstrating our values. • Noticeable increased rate of absenteeism. • Some engagement with union on staff complaints and/or industrial action may be imminent.

3. SIGNIFICANT	4. MAJOR	5. SEVERE
Greater than $150,000 but less than $500,000; or > than 10% of individual Opex or Capex budget.	Greater than $500,000 but less than $2,500,000; or > 15% of individual Opex or Capex budget.	Greater than $2,500,000; or > 25% of individual Opex or Capex budget
Adverse news in local or metro media; decrease in community support; likely to require action/ resolution by management.	Damage to reputation at a local, metro level; adverse news in local (continuous) and/or national media; Govt agency questions or enquiry; significant decrease in community support.	Significant damage to reputation at a local and regional level; constant adverse news in local and metro, and national media; Govt agency questions or enquiry; major decrease in community support (included in stakeholder engagement) and irreversible impact on Council's image.
Breach of contract, licence, legislation, regulation or mandated standards; subject raised as corporate concern through audit findings.	Breach of contract, licence, legislation, regulation or mandated standards; subject raised as corporate concern through audit findings.	Breach of contract, licence, legislation, regulation or mandated standards; subject raised as corporate concern through audit findings.
Ops: Medium term temporary interruption of Critical services – backlog cleared by additional resources and/or overtime. **IT:** Core system unavailable for 1-2 days, unable to run operations across Council **Project:** Some project deliverables not met. Intolerable impact on project milestones.	**Ops:** Prolonged interruption of Critical services – additional resources required; Multiple interruptions over a prolonged period. **IT:** Core system unavailable for 3-5 days, unable to run operations across Council. **Project:** Most project deliverables not met; and/or serious concerns raised re. project's cost/benefit viability (business case).	**Ops:** Critical service failure. Indeterminate prolonged interruption of multiple Important services. **IT:** Core system unavailable for > 6 days, unable to run operations across Council. **Project:** Business case is no longer viable.
• Widespread short-medium term damage to any area of significance. • Medium-term ecosystem function impairment. • Minor damage to but no loss of threatened. species/communities. Harmful impact requiring clean-up work.	• Serious medium to long-term impact over a large area and/or area of significance; • Long-term change to ecosystem state; • Some loss of threatened species/ communities. Harmful impact requiring restorative work.	Significant long-term impact over a large area resulting in a permanent loss of ecosystem and/or extinction of threatened species/ communities.
Long term serious illness or injury.	Single death or person suffering permanent disability.	Multiple deaths and/or multiple people suffering permanent disability.
• Leadership not transparent in decision making, and/or communicating decisions. • Leadership displays unethical behaviours, and/ or breakdown in communications and/or trust, and/or decision making not in the best interests of Council. • Multiple instances of inappropriate behaviour and/ or not demonstrating our values. • High rate of absenteeism. • Staff surveying indicates low morale broadly. • Staff turnover within a Division becomes an operational concern. • High level of engagement with union on staff complaints, and/or industrial action commenced.	• Leadership may be dysfunctional - displays unethical behaviours, and/or breakdown in communications and/or trust, and/or decision making not in the best interests of Council, and/or regular lack of quorum at meetings. • Leadership not transparent or timely in decision making (e.g. no minute taking), and/ or in communicating decisions. • Many confirmed instances of inappropriate behaviour and/or not demonstrating our values. • Staff satisfaction survey response rate and/or results considered poor. • Staff turnover organisational wide >15% • Increase in Workers Compensation claims which are attributed to declining culture. • High rate of unplanned absenteeism. • Industrial action across multiple business units – walkout. • Regular appearances in the NSW Industrial Relations Commission (IRC).	• Leadership is dysfunctional – fails to make decisions, displays unethical behaviours, and/or breakdown in communications and/or trust, and/or decision making not in the best interests of Council, members undermine one another, and/or predominant lack of quorum at meetings. • External complaints to OLG and/or other agencies re. dysfunctional Leadership. • Workforce strategy not aligned to CSP, Delivery Program and MD&A. • Staff satisfaction survey response rate and/ or results considered extremely poor. • Staff turnover organisational wide >20%. • Considerable increase in Workers Compensation claims which are attributed to declining culture. • Systemic communication breakdowns across Council. • Industrial action across organisation, with walkout/s disrupting continuity of service delivery.

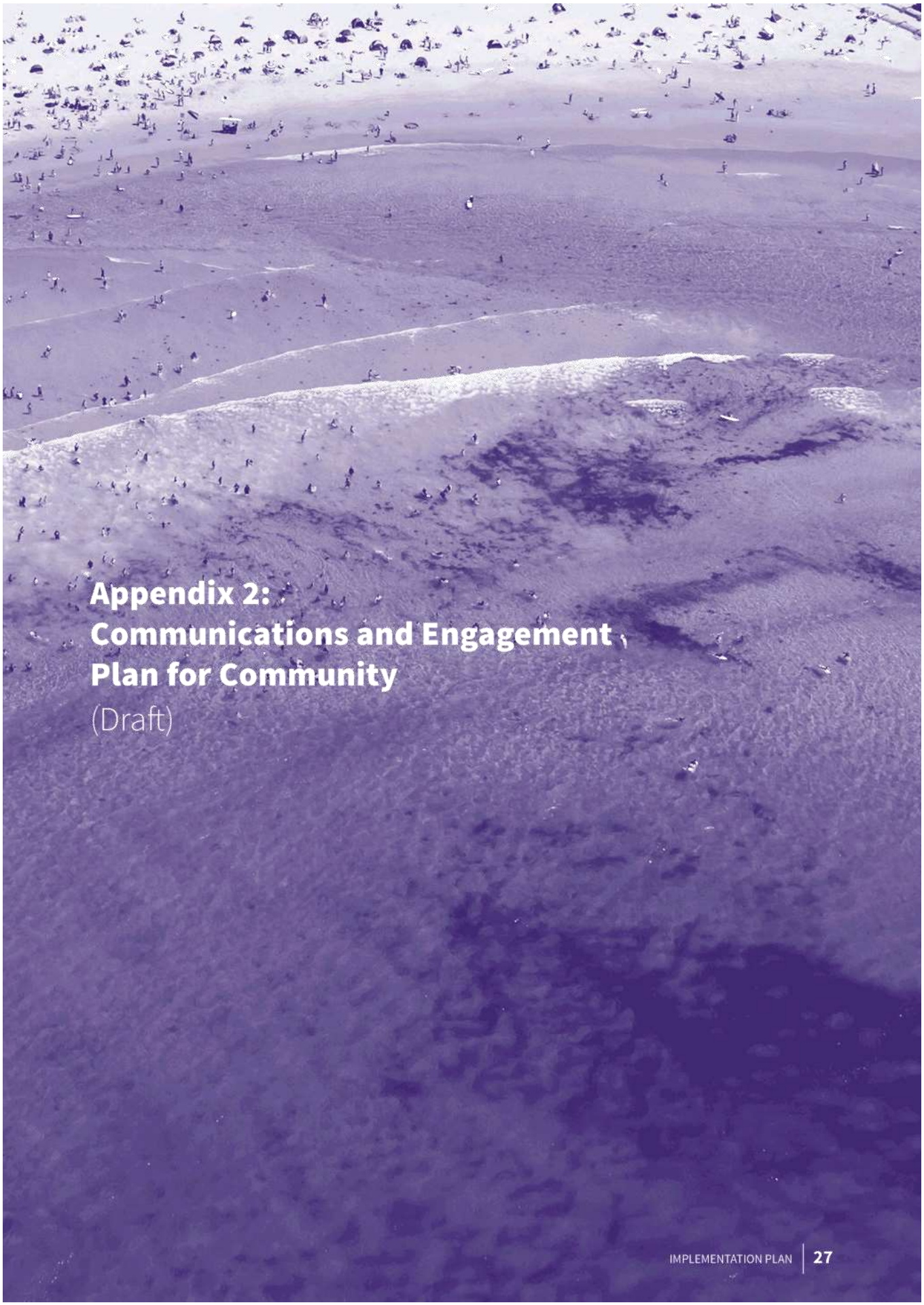
NORTHERN BEACHES COUNCIL – TRANSFORMATION RISK RATING TEMPLATE

Table 3: Overall Transformation Risk Rating Matrix (5x5 Categories)

LIKELIHOOD	CONSEQUENCE				
	INSIGNIFICANT	MINOR	SIGNIFICANT	MAJOR	SEVERE
ALMOST CERTAIN	Medium 7	High 15	High 20	Extreme 23	Extreme 25
LIKELY	Low 6	Medium 9	High 17	Extreme 21	Extreme 24
POSSIBLE	Low 4	Medium 8	Medium 13	High 18	Extreme 22
UNLIKELY	Low 2	Low 5	Medium 11	Medium 14	High 19
RARE	Low 1	Low 3	Medium 10	Medium 12	High 16

Northern Beaches Council - Work Stream - Risk Register

RISK TYPE	RISK DESCRIPTION	ROOT CAUSES / SITUATIONS WHERE MAY ARISE	CONSEQUENCES	LIKELIHOOD	SEVERITY	SCORE	PRIORITY	PROPOSED ACTIVITY/IES	RESPONSIBILITY	WHEN BY
Community Engagement	-- EXAMPLE ONLY -- Ineffective comms with community regarding Proclamation, and key information they need to know	• comms channels are ineffectve. • timing of comms is too slow. • comms are confusing, and don't include • requisite information.	• confusion sets in, and staff perceive that • the situation is not under control. • public trust erodes. • poor media coverage.	3. Possible	2. Minor	Medium	8	1. Prepare draft comms for media release, for website, for community groups. Pre-approved by Legal and Gen Mgr 2. Regular in-person briefings to Manly Daily to ensure message is clear	1. MarComms 2. MarComms	1. 30 April 2016 2. ongoing



Appendix 2: Communications and Engagement Plan for Community

(Draft)

EXECUTIVE SUMMARY

The Northern Beaches Council is the formation of the merging of Manly, Pittwater and Warringah Councils. It marks a new era and a period of exciting transformation. The new council is committed to maintaining a high level of customer service, community communications and community engagement.

A well-established framework for engaging the community is underpinned by the international public participation spectrum (IAP2). Each of the former councils' acknowledge this spectrum within their respective community engagement policies.

The Northern Beaches community is digitally savvy and expects community information to be available at their fingertips when they want it, to be involved in projects and engaged in key strategic decision making.

Our community are part of the conversation that has become a key part to the media and communications landscape. To have meaningful community engagement and connection with the public, we must reach them through a variety of platforms.

The new Northern Beaches Council social media properties will bring these followers together and help create a strong, united and powerful online presence and new brand.

Together, Pittwater, Warringah and Manly Councils have built a solid base of thousands of followers across the Northern Beaches with Facebook, Instagram, Twitter and LinkedIn.

The management of the relationships within the communities will need to carefully managed to maximise the opportunity presented by the merger. Key to this will be having "one voice", supported by the community representative groups, in the development and execution of a new Northern Beaches Community Strategic Plan.

A community engagement framework including local community groups and key stakeholders to advocate on behalf of the new council and highlight its achievements and potential will be critical in establishing a strong corporate and community brand.

Key stakeholder groups are being identified for community engagement and targeted messaging during the transition period.

1.0 INTRODUCTION

A robust and authentic approach to community engagement has been identified as a foundational element of the new Northern Beaches Council. The amalgamation of Manly, Warringah and Pittwater into one council presents some unique challenges and opportunities to bring the communities of the former councils together and ensure that residents and key stakeholders have equal opportunity to be involved in the decision making processes.

Whilst there was a strong commitment from the three former councils to community engagement each council has different mechanisms to enable the community to have a say about the matters that impact them. A review of these mechanisms is underway and the intent is to move forward with a community engagement framework that builds on the strengths of the different approaches.

IMPLEMENTATION PRINCIPLES

The following principles are central to any successful community engagement process:

- Inform the community about the Northern Beaches Council and involve them in the development of the vision and values for a council that serves their needs
- Provide meaningful engagement with the community and stakeholders that promotes transparency and accountability
- Use methods that involve the broadest cross section of the community in consultation opportunities
- Engage early and value and respect community input
- Listen to and document the diverse views held by community members
- Create trust and strengthen the collaborative relationship between council and the community
- Keep the community informed throughout the transition process and demonstrate how feedback has been incorporated
- Achieve consensus where possible and community input into the development of a vision for the Northern Beaches.

During the interim period consistency in the presentation of the new entity has been presented in a new identity which is being applied across the board via a new interim visual identity. An interim Northern Beaches place mark has been developed, to complement an interim corporate mark.

The style guide provides directions and guidance for this interim period. Application of the interim brand will only be applied to:

- Print on demand
- Digital
- Events

A broad scale identity development project will be undertaken with the development of the Community Strategic Plan. This will include an extensive collaborative community engagement process.

In the interim the following identity is to be rolled out.

- Place mark
- Corporate mark
- Colour palette
- Corporate mark with website call to action.

INTERIM PLACE MARK

NORTHERN
BEACHES

INTERIM CORPORATE MARK STACKED

NORTHERN
BEACHES
COUNCIL

INTERIM CORPORATE MARK HORIZONTAL

NORTHERN BEACHES
COUNCIL

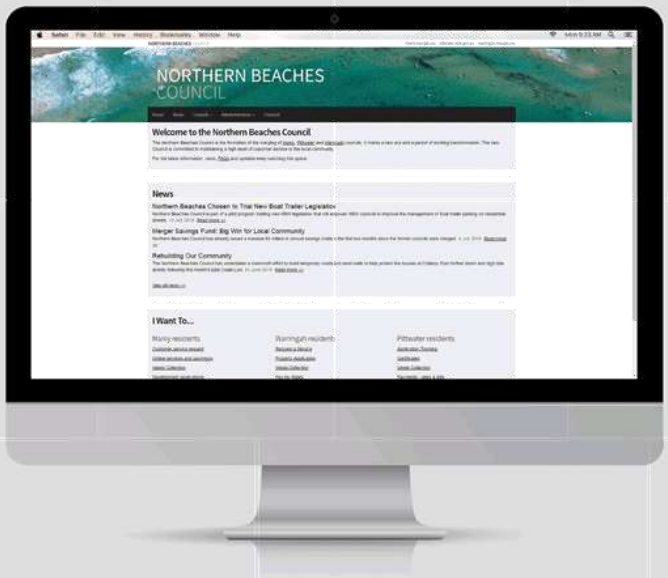
COLOUR PALETTE

INTERIM CORPORATE MARK WITH WEBSITE CALL TO ACTION

INTERIM WEBSITE - NORTHERNBEACHES.NSW.GOV.AU

A new interim website has been developed and is used as the call to action on all council communications. The site is designed to showcase the portfolio of sites that now live under the Northern Beaches domain. The sites in the portfolio include:

- manly.nsw.gov.au
- warringah.nsw.gov.au
- pittwater.nsw.gov.au



A detailed social media strategy has been developed to capitalise on the existing high levels of community engagement and conversations on the new council. The follow social media assets / channels will be merged with the appropriate communities being brought together.

Number of followers
Warringah: 21,552
I Love Pittwater: 9,621
Pittwater: 3,297
Manly: 779

Number of followers
Warringah: 4,968
Pittwater: 2,275
Manly: 66

Number of followers
Warringah: 4,877
Pittwater: 4,868
Manly: 3,965

Number of followers
Warringah: 1,334
Pittwater: 846
Manly: 173

2.0 COMMUNICATION AND ENGAGEMENT APPROACH

During the transition there will be key tasks that should incorporate community input, especially the development of the vision and the drafting of a Community Strategic Plan. In addition, Council will continue to engage the community on major projects so that the community has the opportunity to be involved in projects they have an interest in.

KEY TASKS	TIMEFRAME
Re-exhibit draft Operational Plan and adopt integrated Operation Plan 2016/17	July 2016
Deliver initial community engagement activities (IAG and LRC meetings Newly formed SRG meetings CSP visioning and priority engagement activities	Sept / Oct / Nov 2016
Input into priorities for Stronger Community Fund	Nov/Dec 2016
Prepare and adopt a statement of vision and priorities	May/June 2017
Prepare a draft Community Strategic Plan for consideration of new council	Dec 2016
Prepare a draft Community Strategic Plan for consideration of new council	Sept 2017

Community Engagement has been identified as a critical element of a successful new council and past community surveys conducted by the former council have identified involvement in decision making as a key driver to satisfaction.

Key roles to be undertaken by community engagement are:

- Work with Corporate Planning to develop vision, values and draft Community Strategic Plan
- Build capacity of staff to ensure that there are consistent processes to community engagement across the organisation
- Develop strong relationships with business units across council to support projects where consultation with the community is required
- Work with the Implementation Advisory Group to ensure that community engagement processes meet community expectations
- Work with the Local Representation Committees to undertake work that will feed in to the draft Community Strategic Plan

Objectives

- To provide opportunities for the community to come together as a northern beaches community
- To respect the unique differences and divergent views across the community
- To ensure that there is equity in the opportunities available for the community to have input

Any approach to community engagement will be underpinned by the internationally recognised public participation (IAP2) spectrum. Each of the former councils utilised this spectrum within their community engagement policies and continuing to use this as the framework should guide planning for community engagement.

There is recognition that in the local government context there will be limited opportunities where the level of 'empower' can be used in a consultation process as elected officials or the Administrator will have the ultimate decision making power.

3.0 KEY STAKEHOLDER IDENTIFICATION AND ANALYSIS

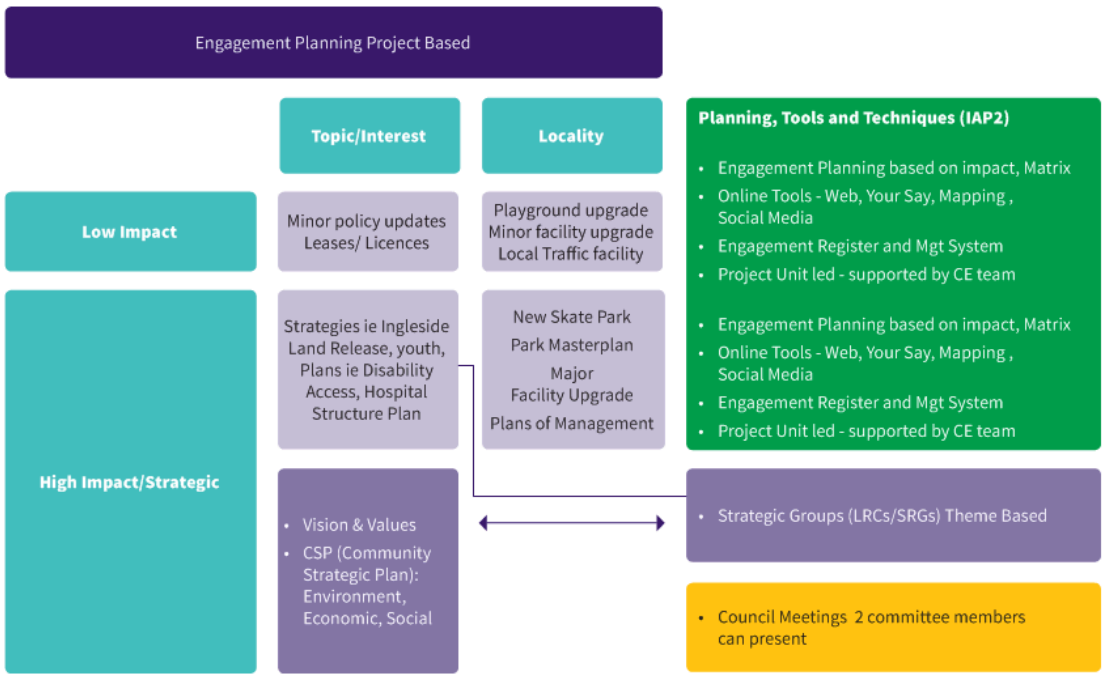
The register of community groups will be used as a means of direct communication and stakeholder identification. It will assist in strengthening links with key stakeholders such as:

- Resident groups
- Environmental Groups
- User groups (recreation, sporting)
- Chambers of Commerce
- Community organisations
- Youth advisory groups
- Groups from diverse backgrounds

The framework highlights that well planned community engagement will be conducted for a range of projects that include the broadest cross section of stakeholders using a comprehensive suite of methodologies that encourage participation.

It is recognised that we engage stakeholders including residents, ratepayers and businesses across the new council area, as well as non-government organisations, government agencies and other partners where appropriate based on impact, topic and locality. Internal stakeholders within council are also an important stakeholder group.

COMMUNITY ENGAGEMENT (BUSINESS AS USUAL)



4.0 COMMUNICATION AND ENGAGEMENT PROGRAM

The most important community engagement activity in the Transition Phase will be the visioning process and the development of the Community Strategic Plan. A comprehensive community engagement plan will be developed to facilitate engagement throughout this process. Local Representation Committees will be heavily involved in this process. The phases include

- Development of discussion papers (social, environmental, economic, governance)
- Community visioning
- Goal setting and priorities
- Testing of priorities
- Development of draft CSP

A range of mechanisms were in place at each of the former Council's to involve the community in decision making processes of council. The Northern Beaches Council has undertaken a preliminary review and developed a proposed engagement structure as depicted in the following diagram.

COMMUNITY ENGAGEMENT FRAME WORK OVERVIEW

This Community Engagement Framework has been discussed with the Implementation Advisory Group and Local Representation Committees and both have given their support in principle to the structure that has been recommended.

The advantages of this framework include:

- Identification of the formal committees where statutory obligations exist and continued involvements of stakeholders such as state agencies, emergency service personal and technical experts.
- Necessity of some projects to have ongoing involvement of key stakeholders through a working group to achieve project outcomes and ensure that the community are involved in the decision making process
- Encouraging local groups that are self-determining to continue to be involved on a range of matters as long as such groups can demonstrate that they have governance structures in place to verify their legitimacy
- Integration of the Implementation Advisory Group and Local Representation Committees into this framework as conduits to the community.

Further details will be developed with recommendations about those Committees and Working groups that should continue and the process and resources available to expand the register of community groups.

The framework also operates by utilising by communications channels that council has evolved.

COMMUNICATION CHANNELS

Community engagement will be complimented by (but not limited to) the following communication channels

- Website
- Social Media
  - Facebook
  - Twitter
  - Instagram
  - You Tube
- Regular community newsletters
- Weekly Community news page in the Manly Daily newspaper
- Updates other local publications/channels

5.0 MONITORING AND COMMUNICATING PROGRESS

The interim organisational structure has been developed to provide operational and transitional resources to ensure the strategy can be executed.

A PMO has been established with a dedicated Communications and Community Engagement Stream. This is being supported by a Project Management Office (PMO).

In addition there will be Executive Managers and specialist teams dedicated to rolling out and monitor the strategy across Community Engagement and Marketing and Communications, in the organisational structure (Figure 1).

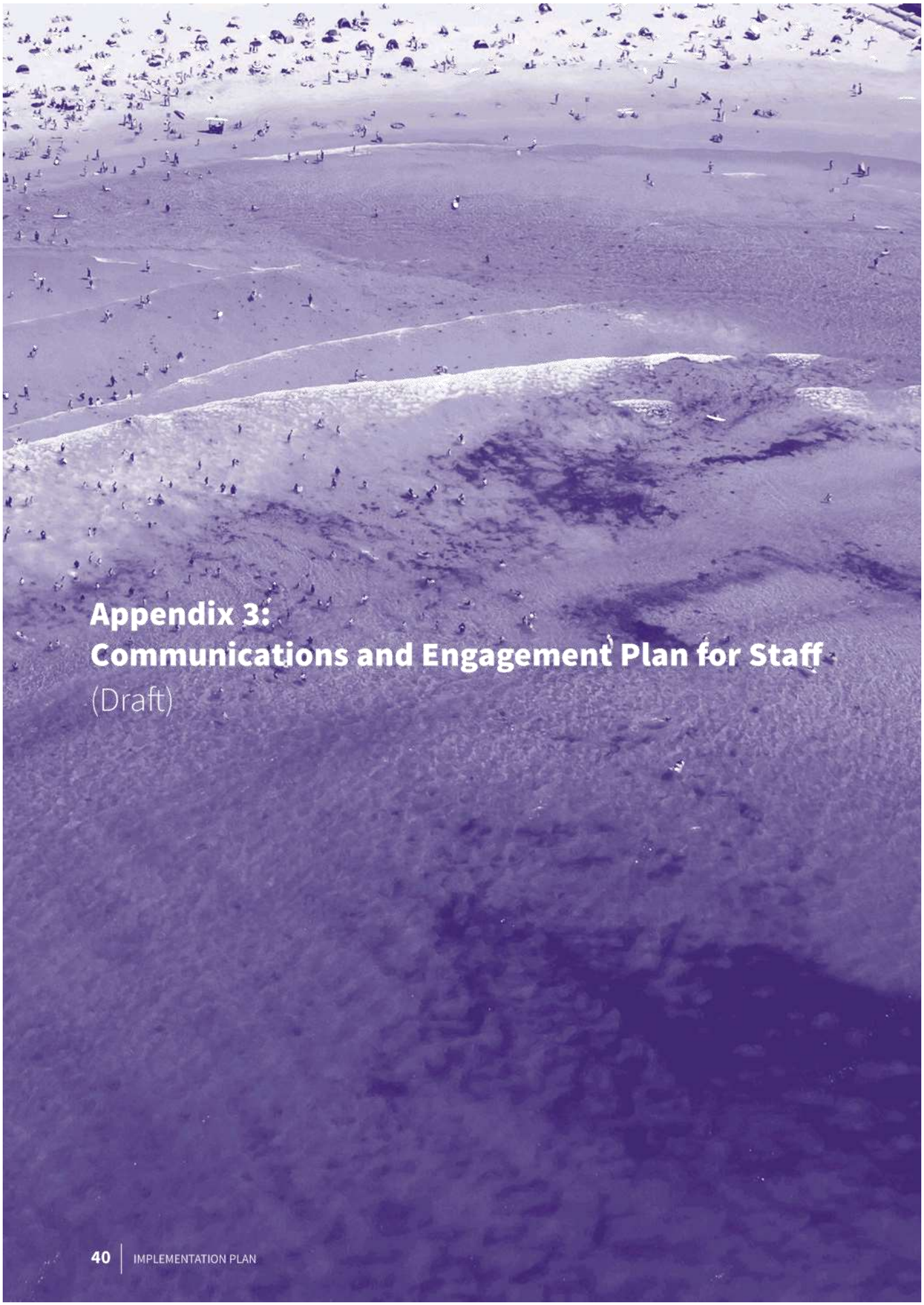
The success of the communications and engagement strategy will be measured for reporting and management purposes. Various measures will include:

- Number of events, briefings, newsletters, updates held
- Attendance of stakeholders at various consultation activities
- Ability to demonstrate engagement of the 'hard to reach' using demographic data
- Number of submissions and feedbacks received
- Qualitative data will be collected regarding stakeholder satisfaction with consultation processes. This may include but not be limited to surveys and community voting.

Evaluating the effectiveness of the engagement process and communication outputs will be important so that adjustments can be made as the various projects progress.

Consistent and clear communication will enhance our people's understanding and knowledge and facilitate better decision making. It will also contribute to a more positive and productive organisation as drivers for a successfully integrated organisation.

Figure 1: Organisational Structure



Appendix 3: Communications and Engagement Plan for Staff

(Draft)

EXECUTIVE SUMMARY

Northern Beaches Council, proclaimed on 12 May 2016, merges three previous local government entities; Manly, Pittwater and Warringah Councils.

Through this merger we are presented with a tremendous opportunity to create an entity that is a leader in local government. By harnessing and building on the best people, practises and services of the previous councils, Northern Beaches Council will create a new and innovative organisation that is well equipped to deal with complex current and future challenges.

Northern Beaches Council recognises that clear, open and accessible internal communications is an essential element of the change and transition process.

Integrating different cultures and creating equity across our large group of staff are challenges that require frequent and transparent communication utilising a variety of methods. Staff are already embracing change and opportunities in the new organisation, and clear and effective communication will be key to empowering staff and the success of the new council.

We recognise that the success of change very much relies upon appropriate staff receiving relevant and timely information in a manner that is easily accessible and understood.

The internal communications strategy aims to:

- Build awareness: Convey key corporate messages to ensure that all staff are aware of not only the end goal but the individual changes during transition as well as how different changes affect themselves and others.
- Encourage engagement and participation: Increase engagement and empower staff to contribute to a positive and productive organisation. Recognise and value staff so they feel supported and connected
- Build knowledge, resilience and capability: Increase understanding and capability of staff to ensure they have the right information, or know to where to access it, so that they can make informed decisions and manage change on both a personal and organisational level
- Ensure sustained communication: Ensure continued access to information and communication at all levels of the organisation to ensure change, innovation and transformation to Northern Beaches Council is successful

1.0 INTRODUCTION

As a new organisation merged from three councils, Northern Beaches Council is undergoing significant change.

Internal communication is critical to the health, wellbeing and culture of an organisation, it:

- Plays a key role in building and maintaining a cohesive culture
- Encourages collaboration and sharing of information
- Encourages ownership of corporate information
- Builds staff confidence and decision making capabilities
- Helps to streamline systems, processes and procedures
- Contributes to retention and job satisfaction

This strategy aims to build awareness, encourage engagement and participation, build knowledge, resilience and capability and ensure sustained communication. Our staff must be engaged, involved, understand the challenges and opportunities of their new organisation, the direction it is heading, and the role they can play in achieving its purpose and objectives.

We will accomplish this by:

- Developing and implementing actions to establish common internal communication practices, systems and processes
- Improving collaboration, cooperation and dialogue throughout the new organisation
- Consistent messaging and information sharing across the organisation
- Building staff confidence and capability for decision making and positive relationships

2.0 COMMUNICATION AND ENGAGEMENT APPROACH

Our approach to internal communications and engagement fundamentally builds upon the premise that internal communications is a shared responsibility – it applies to all our people. Our aim is to encourage our people to listen, share, explore and discuss opportunities and challenges to better understand and make informed decisions. With this in mind, the following principles have been applied when developing specific actions:

- Equitable treatment for staff across the organisation
- Targeted and timely communications to staff
- Access to and use of internal communication and channels
- Seek out opportunities for participation and engagement
- Use two-way communication
- Encourage feedback both positive and negative
- Capture internal issues and highlight best practice
- Recognise internal stakeholders as an important group to test and gather feedback
- Respect, integrity, participation, innovation and collaboration

Through the application of these principles we will:

- Increase our staff's understanding and knowledge so they are better informed and have a greater understanding of the new organisation
- Ensure our people are recognised and feel valued so they are supported, connected and capable to contribute to a positive and productive organisation
- Increase engagement and leadership across the organisation and empower our people for informed decision making
- Increase participation and involvement in the development and direction of the council

3.0 KEY STAKEHOLDER IDENTIFICATION & ANALYSIS

Northern Beaches Council has 1,800 staff working across a diverse range of services, with more than 25 different business units across the entity.

Those business units and therefore our people, work at more than 50 locations. Those locations include offices, depots, libraries, child care centres, community centres, environment centres, aquatic and recreation facilities, beaches, waterways, reserves and bushland.

Working arrangements also vary with permanent full-time, part-time, casuals and seasonal workers that cover a variety of shifts across a 24-hour day.

These variables present their own communication challenges and risks which must be managed effectively.

Internal communication practices and processes have varied among the three original entities, they are currently being reviewed and streamlined to ensure consistency and equity across the group.

Current communication channels include:

- Staff update weekly newsletter – corporate and social staff news
- Intranets – organisational wide information, forms, corporate calendar
- All staff email
- Staff noticeboards in communal meeting areas
- Executive briefings – major projects, post Council meetings
- Networking opportunities with new colleagues and the Executive Management Team

We will ensure consistency and equity by:

- Providing access to common information systems - intranet landing page, email and staff directory
- Consistent internal communication policies and practices
- Regular executive briefings with staff
- Strengthen communication within and across teams
- Increase effective feedback mechanisms for staff
- More informal networking, team building and social activities
- Communications skills training and professional development for individuals

4.0 COMMUNICATION & ENGAGEMENT PROGRAM

The internal communications strategy aims to:

- Build awareness: Convey key corporate messages to ensure that all staff are aware of not only the end goal but the individual changes during transition as well as how different changes affect themselves and others.
- Encourage engagement and participation: Increase engagement and empower staff to contribute to a positive and productive organisation. Recognise and value staff so they feel supported and connected
- Build knowledge, resilience and capability: Increase understanding and capability of staff to ensure they have the right information, or know to where to access it, so that they can make informed decisions and manage change on both a personal and organisational level
- Ensure sustained communication: Ensure continued access to information and communication at all levels of the organisation to ensure change, innovation and transformation to Northern Beaches Council is successful

We will accomplish this by:

- Developing and implementing dedicated digital feedback mechanisms such as discussion forums, Q&As, social media platform
- Encouraging regular staff workshops/ briefings – cascading from business unit level to teams – department updates, organisational priorities
- Coordinating a calendar of face to face breakfast/lunch briefings for all staff across the organisation on a quarterly basis and rotating to various sites
- Promoting all staff get togethers through social club, team building, cross organisational networking
- Promoting a staff recognition program
- Recognising, acknowledging and promoting the skills and talent of our people
- Investigating the effective use of shared spaces to increase knowledge sharing and collaboration
- Collaboration of staff in the development of brand, values and vision

The following internal communications framework will help facilitate engagement resulting in increased resources and service level:

- Awareness – providing staff with information related to them – knowledge
  - Email
  - Video
  - Newsletters
- Understanding – increase understanding and knowledge
  - Briefings
  - Road shows
  - FAQs
- Acceptance – change in culture and attitude
  - Conversation
  - Workshops
  - Recognition programs
- Ownership – change of behaviour and increased accountability
  - Ideas into action
  - Rewards

DETAILED COMMUNICATION AND ENGAGEMENT PROGRAM

OBJECTIVE	ACTIONS	MEASURE
Develop, implement and embed a consistent approach to internal communications	• Resource internal communications to support the organisation • Establish minimum standards including evaluation, participation project and communication planning • Produce an organisational map on how to communicate with people in various locations and sites • Develop internal communications toolkit to support and encourage internal communication and engagement • Incorporate internal communications measures into employee satisfaction/ engagement survey • Provide training and learning opportunities to build communication capacity – eg plain English, email protocol and better use of communication tools	• Improved internal consultation resulting in greater participation and feedback • Greater understanding and use of internal communication to a higher quality across the organisation • Improved delivery of communications across the organisation
Support, promote and resource digital and onsite internal communication platforms and systems	• Coordination of intranet including content management and latest news • Continually improve and adapt functionality to meet needs of organisation • Integrate social media and news feeds to keep staff current with local issues • Develop and resource multi-site noticeboards	• Improved internal knowledge of intranet functions and information • Increased use of site and its features • Improved understanding of council business • Consistent and current information shared
Support the celebration of our people, culture and events	• Widely promote internal events across council • Launch staff profile campaign to increase understanding about people and roles • Support staff rewards and recognition program	• Coordinated opportunities to celebrate people and events across the organisation • Increased participation and involvement in programs

5.0 MONITORING & COMMUNICATING PROGRESS

The success of the internal communications strategy will be measured qualitatively and quantitatively.

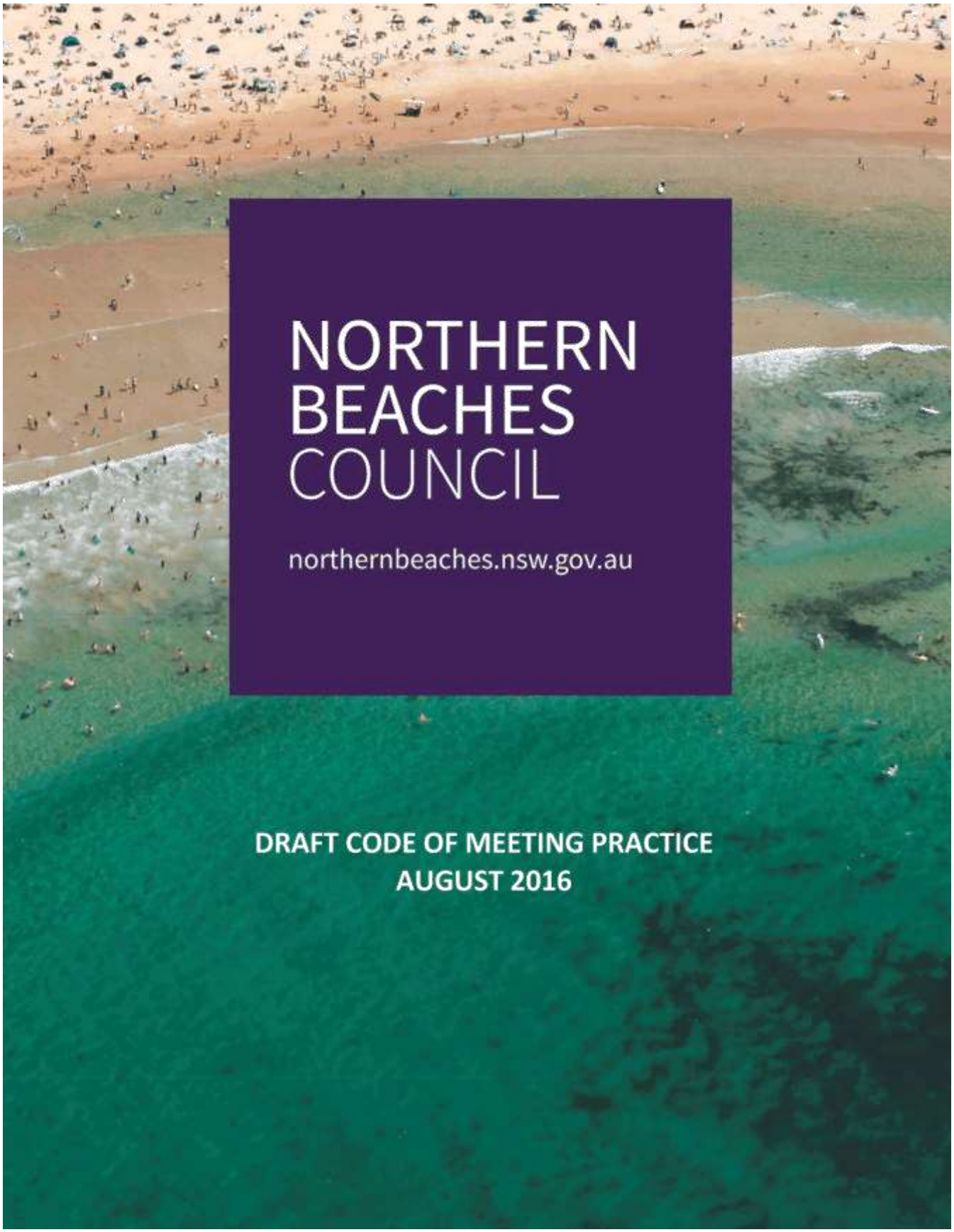
Various measures will include:

- Number of events, briefings, newsletters, updates held
- Readership and attendance of various communications such as the newsletter, intranet and staff forums
- Demonstrated knowledge and understanding of the organisation and its objectives as staff work collaboratively and cohesively
- Participation in staff driven initiatives such as recognition and profile programs, contributions for content and feedback received
- Involvement of staff in development of brand, vision and values
- Communications skills training and professional development undertaken
- Quality and consistency of staff communications across the organisation

In addition, investigate undertaking employee satisfaction/engagement surveys to ascertain where staff are at and provide the opportunity to share ideas and opinions about the health of the organisation.

Monitoring and measuring progress of the organisation's internal communication capabilities will be ongoing to ensure objectives are being met and if not, adjustments can be made to do so.

Consistent and clear communication will enhance our people's understanding and knowledge and facilitate better decision making. It will also contribute to a more positive and productive organisation as drivers for a successfully integrated organisation.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DRAFT CODE OF MEETING PRACTICE
AUGUST 2016

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PRELIMINARY INFORMATION

A Citation and Aim

This Code may be referred to as the Northern Beaches Council Code of Meeting Practice. The aim of this Code is to achieve:

- Council and Committee meetings which are orderly, efficient and earn the respect of the Community.
- Council and Committee meetings, which display open government and allow access and participation by the community.
- Standards which promote and contribute to the democratic process.

B Definitions

Administrator:	an administrator of a council appointed under the *Local Government Act 1993* other than an administrator appointed under section 66
Amendment:	in relation to an original motion, means a motion moving an amendment to that motion. [R231]
Chairperson:	(a) of the Council - means the person presiding at the meeting as provided by section 369 of the Act (see clause 2.4 of this Code) or the Administrator, and (b) in relation to a meeting of a Committee of a Council - means the person presiding at the meeting as provided by clause 267 (of the Regulations) [R231] (see also clause 9.10 of this Code)
Committee:	in relation to a Council, means a Committee established under clause 260 (of the Regulations) or the Council when it has resolved itself into a Committee of the Whole. (see clause 9.1 of this Code) [R231] *Note: Working Parties are not Committees of Council.*
Council	means Northern Beaches Council and where there is an Administrator, the Administrator.
Council Chambers	shall mean that area comprising the formal meeting floor
Councillor:	means a person elected or appointed to civic office and includes a Mayor.
Deputy Mayor	means the Deputy Mayor of Northern Beaches Council ***Note**: Under section 231 (3) of the Act the Deputy Mayor may exercise any function of the Mayor at the request of the Mayor or if the Mayor is prevented by illness, absence or otherwise from exercising the function or if there is a casual vacancy in the office of Mayor.*
Employee	means an employee of Northern Beaches Council and includes the General Manager
General Manager	means the General Manager of Northern Beaches Council or, in the absence of that person, the employee designated to act for the General Manager of Northern Beaches Council
Mayor	means the Mayor of Northern Beaches Council

Record: means a document (including any written or printed material) or object (including a sound recording, coded storage device, magnetic tape or disc, microfilm, photograph, film, map, plan or model or a painting or other pictorial or graphic work) that is or has been made or received in the course of official duties by a Councillor or an employee of the Council and, in particular, includes the Minutes of Meetings of the Council or of a Committee of the Council;

Relative: in relation to a person, means any of the following:

a. the parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child of the person or of the person's spouse or de facto partner;

b. the spouse or de facto partner of the person or of a person referred to in paragraph (a). [LGA Act Dictionary]

Act [S]: means the Local Government Act 1993

Code: means the Northern Beaches Council Code of Meeting Practice

Regulation [R]: means the Local Government (General) Regulation 2005

Expressions used in this Code, which are defined in the dictionary at the end of the Act, have the meanings set out in the dictionary.

C Act and Regulation

(1) This Code is made pursuant to Section 360(2) of the Act, which states:

A Council may adopt a Code of Meeting Practice that incorporates the regulations made for the purposes of this section and supplements those regulations with provisions that are not inconsistent with them.

(2) It incorporates relevant provisions of the Regulation and the Act.

(3) In the event of any inconsistency between the Code and the Act or the Regulation, the Act or the Regulation (as the case may be) prevails to the extent of the inconsistency.

D Notes

(1) Legislative references are shown in the following manner:

[S369] – Refers to Section 369 Local Government Act 1993

[R231] – Refers to Clause 231 Local Government (General) Regulation 2005

(2) The omission of any such reference indicates that the item is a non-statutory or discretionary provision.

PART 1 BEFORE THE MEETING

1.1 Holding Meetings

(1) The Council is required to meet at least 10 times each year, each time in a different month [S365]

(2) The Council shall, by resolution, set the time, date and place of Ordinary Meetings of the Council.

(a) In general, Council meetings are held on the second and fourth Tuesday of each month commencing at 6.30pm

(3) The General Manager may call an Extraordinary Meeting of the Council for any specific purpose.

(4) If the Mayor receives a request in writing signed by at least 2 Councillors, the Mayor must call an Extraordinary Meeting of the Council to be held as soon as practicable but in any event within 14 days after receipt of the request. [S366]

(a) The Mayor, in consultation with the General Manager, shall determine the time and place of an Extraordinary Meeting

(5) Extraordinary meetings are not only held in 'extraordinary' circumstances. These meetings can be held to deal with special business or in the exceptional circumstance where there is so much business to be dealt with that an additional meeting is required.

(6) Unless resolved otherwise, all meetings are held in the Council Chambers at the following locations:

(a) Mona Vale Memorial Hall, 1 Park St, Mona Vale NSW 2103

(b) Civic Centre, 625 Pittwater Road, Dee Why, NSW 2099

(c) Town Hall, 1 Belgrave Street, Manly, NSW 2095

1.2 Notice of Meetings

Notice to Councillors

(1) The General Manager of a Council must send to each Councillor, at least 3 days before each meeting of the Council, a notice specifying the time and place at which and the date on which the meeting is to be held and the business proposed to be transacted at the meeting. [S367(1)]

(2) Notice of less than 3 days may be given of an extraordinary meeting called in an emergency. [S367(2)]

(a) The Act does not define 'emergency'. It could cover things other than natural disasters, states of emergency or urgent deadlines that must be met. Initially, the General Manager would decide what is an 'emergency' and therefore if an extraordinary meeting is required.

(3) A notice under this section and the agenda for, and the business papers relating to, the meeting may be given to a Councillor in electronic form but only if all Councillors have facilities to access the notice, agenda and business papers in that form. [S367(3)]

Notice to the Public

(1) A Council must give notice to the public of the times and places of its meetings and meetings

of those of its Committees of which all the members are Councillors. [S9 (1), R232(1)]

(d) A notice of a meeting of a Council or of a Committee must be published in a newspaper circulating in the area before the meeting takes place. [R232(2)]

(e) The notice must specify the time and place of the meeting. [R232(3)]

(f) Notice of more than one meeting may be given in the same notice. [R232(4)]

(g) This clause does not apply to an extraordinary meeting of a Council or Committee. [R232(5)]

(h) Public notice must be given of the time and place of extraordinary council and committee meetings, but this does not have to be by publication in a local newspaper [S9, R232 (5)].

a. Public notice of an Extraordinary Meeting is to be given on Council's website and by display of notices and agendas at Council's Customer Service Centre and Libraries.

(2) A council and each such committee must have available for the public at its offices and at each meeting copies (for inspection or taking away by any person) of the agenda and the associated business papers (such as correspondence and reports) for the meeting. [S9(2)].

(3) In the case of a meeting whose agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public:

(a) the agenda for the meeting must indicate that the relevant item of business is of such a nature (but must not give details of that item), and

(b) the requirements of subsection (2) with respect to the availability of business papers do not apply to the business papers for that item of business. [S9(2A)].

(4) The copies are to be available to the public as nearly as possible to the time they are available to councillors. [S9(3)].

(5) The copies are to be available free of charge. [S9(4)].

(6) A notice given under this section or a copy of an agenda or of a business paper made available under this section may in addition be given or made available in electronic form. [S9(5)].

1.3 Agendas and Business Papers for Council Meetings

(1) The General Manager must ensure that the agenda for a Meeting of the Council states:

(a) all matters to be dealt with arising out of the proceedings of former Meetings of the Council; and

(b) if the Mayor (or the Deputy Mayor if acting for the Mayor) is the Chairperson - any matter or topic that the chairperson proposes, at the time when the Agenda is prepared, to put to the meeting and

(c) subject to subclause (2) any business of which due notice has been given. [R240(1)]

(2) The General Manager must not include in the agenda for a meeting of the Council any business of which due notice has been given if, in the opinion of the General Manager, the business is (or the implementation of the business would be) unlawful. The General Manager must report (without giving details of the item of business) any such exclusion to the next meeting of the Council.

[R240(2)]

(3) The General Manager must cause the Agenda for a Meeting of the Council or a Committee of the Council to be prepared as soon as practicable before the meeting. [R240(3)]

(4) The General Manager must ensure that the details of any item of business to which Section 9 (2A) of the Act applies (matters likely to be considered in closed session) are included in a business paper for the meeting concerned. [R240(4)]

(5) Nothing in this clause limits the powers of the Chairperson under clause 243 (of the Regulations) [R240(5)]

1.4 Agenda for Extraordinary Meetings

(1) The General Manager must ensure that the agenda for an Extraordinary Meeting of the Council deals only with the matters stated in the notice of the meeting. [R242(1)]

(2) Despite subclause (1), business may be transacted at an Extraordinary Meeting of Council even though due notice of the business has not been given to the Councillors. However, this can happen only if:

(a) a motion is passed to have the business transacted at the meeting; and

(b) the business proposed to be brought forward is ruled by the Chairperson to be of great urgency.

Such a motion can be moved without notice but only after the business notified in the Agenda for the meeting has been disposed of. [R242(2)]

(3) Despite clause 250 of the Regulations *(R250 Limitation as to number of speeches)*, only the mover of a motion referred to in subclause (2) can speak to the motion before it is put. [R242(3)]

1.5 Order of Business

(1) At a meeting of Council (other than an Extraordinary Meeting), the general order of business is (except as provided by Regulation) as fixed by this Code of Meeting Practice. [R239(1)]

(a) The following is the Order of Business for Council Meetings:

ACKNOWLEDGEMENT OF COUNTRY

APOLOGIES/REQUESTS FOR LEAVE OF ABSENCE

DISCLOSURES OF PECUNIARY AND CONFLICTS OF INTEREST

CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

PUBLIC FORUM

MAYORAL MINUTES

ITEMS RESOLVED BY EXCEPTION

CENSURE MOTION (IF REQUIRED)

REPORTS TO COUNCIL

REPORTS TO COUNCIL COMMITTEE

NOTICES OF MOTION

NOTICE OF RESCISSION (IF REQUIRED)

QUESTIONS ON NOTICE

RESPONSES TO QUESTIONS ON NOTICE

MATTERS TO BE CONSIDERED IN CLOSED SESSION

REPORTS OF RESOLUTIONS PASSED IN CLOSED SESSION

CLOSE

(2) The order of business fixed under subclause (1)(a) may be altered if a motion to that effect is passed. Such a motion can be moved without notice. [R239(2)]

(3) Despite clause 250 of the Regulation *(R250 Limitation as to number of speeches)*, only the mover of a motion referred to in subclause (2) may speak to the motion before it is put. [R239(3)]

1.6 Councillor Notice for Questions and Motions

(1) In accordance with clause 2.7(1)(a) Councillors shall submit Notices of Motion or Questions On Notice to the General Manager no later than 12 noon on the Tuesday seven (7) days before the meeting of Council

(a) By written notice signed personally by the Councillor or

(b) By electronic means.

(i) Any notice lodged by electronic means shall only be included on a meeting agenda following verbal verification of the authenticity of the notice by the Councillor to a Council Officer.

(2) Questions on Notice:

(a) Each Councillor may put a maximum of two Questions on Notice to each meeting.

(b) All Questions on Notice shall be dated and numbered as received and shall be entered by the General Manager upon the Agenda in the order in which they are received, and except by resolution of the Council, all such Questions On Notice shall be considered in the order in which they appear on the Agenda.

(c) A Question on Notice may be withdrawn by a Councillor by signed correspondence to the General Manager prior to the question being asked at the relevant Council meeting.

(d) Where a Question on Notice purports to expend Council funds, is likely to divert significant time and resources of staff, is vague, trivial, overly detailed, offensive, or does not relate to the responsibilities of Council, the question may be ruled out of order by the Chairperson.

(e) Responses to Questions on Notice are to be included, as soon as practicable, under the Agenda item, 'Responses to Questions On Notice', in a subsequent business paper for an Ordinary Meeting of Council and included in the minutes.

1.7 Public Access to Agendas and Business Papers

(1) A Council and each Committee of which all the members are Councillors must have available for the public at its offices and at each meeting copies (for inspection or taking away by any person) of the agenda and the associated business papers (such as correspondence and reports) for the meeting. [S9(2)]

(a) Agendas for Ordinary Meetings will be available on Council's website from 5pm Friday prior to the meeting. Copies of the agendas will also be available in the public gallery at the meeting.

(b) Agendas for Extraordinary Meetings will be made available as soon as is possible, and no later than 9.00am on the day of the meeting.

(2) In the case of a meeting whose agenda includes the receipt of information or discussion of other matters that, in the opinion of the General Manager, is likely to take place when the meeting is closed to the public:

(a) the agenda for the meeting must indicate that the relevant item of business is of such a nature (but must not give details of that item), and

(b) the requirements of clause (1) with respect to the availability of business papers do not apply to the business papers for that item of business. [S9(2A)]

(3) The copies are to be available to the public as nearly as possible to the time they are available to councillors. [S9(3)]

(4) The copies are to be available free of charge. [S9(4)]

(5) A notice given under this section or a copy of an agenda or of a business paper made available under this section may in addition be given or made available in electronic form [S9(5)]

PART 2 AT THE MEETING: GENERAL

2.1 Who is entitled to attend Meetings?

(1) Except as provided by Part 7 of this Code in relation to Closed Meetings:

(a) everyone is entitled to attend a meeting of the Council and those of its Committees of which all the members are Councillors, and

(b) a Council must ensure that all meetings of the Council and of such Committees are open to the public. [S10(1)]

(2) However, a person (whether a Councillor or another person) is not entitled to be present at a meeting of the Council or of such a Committee if expelled from the meeting. [S10(2)]

2.2 Attendance of General Manager at Meetings

(1) The General Manager is entitled to attend, but not to vote at, a meeting of the Council or a meeting of a Committee of the Council of which all the members are Councillors.[S376(1)]

(2) The General Manager is entitled to attend a meeting of any other Committee of the Council and may, if a member of the Committee, exercise a vote. [S376(2)]

(3) However, the General Manager may be excluded from a meeting of the Council or a Committee while the Council or Committee deals with a matter relating to the standard of performance of the General Manager or the terms of the employment of the General Manager. [S376(3)]

2.3 Mode of Address

(1) Councillors shall at all times address other Councillors by their official designation, as Mayor or Councillor, as the case may be; and with the exception of the Chairperson, or any Councillor prevented by physical infirmity, shall stand when speaking.

(2) A Councillor shall address all remarks or questions, either through or to the Chairperson.

2.4 Chairperson of Council Meetings

(1) The Mayor or, at the request of or in the absence of the Mayor, the Deputy Mayor presides at Meetings of the Council. [S369(1)]

(2) If the Mayor and the Deputy Mayor are absent, a Councillor elected to chair the meeting by the Councillors present presides at a Meeting of the Council. [S369(2)]

(3) If no chairperson is present at a meeting of Council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting. [R236(1)]

(4) The election must be conducted:

(a) by the General Manager or, in his or her absence, an employee of the Council designated by the General Manager to conduct the election, or

(b) If neither of them is present at the meeting or there is no General Manager or designated employee - by the person who called the meeting or a person acting on his or her behalf. [R236(2)]

(5) If, at an election of a chairperson, 2 or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot. [R236(3)]

(6) For the purposes of subclause (5), the person conducting the election must:

(a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and

(b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random. [R236(4)]

(7) The candidate whose name is on the drawn slip is the candidate who is to be the Chairperson. [R236(5)]

2.5 Chairperson to have Precedence

When the Chairperson rises (or speaks) during a meeting of the Council:

(a) any Councillor then speaking or seeking to speak must, if standing, immediately resume his or her seat; and

(b) every Councillor present must be silent to enable the Chairperson to be heard without interruption. [R237]

2.6 Chairperson's Duty with Respect to Motions

(1) It is the duty of the Chairperson at a Meeting of Council to receive and put to the meeting any lawful motion that is brought before the meeting.[R238(1)]

(2) The Chairperson must rule out of order any motion that is unlawful or the implementation of, which would be unlawful. [R238(2)]

(3) Any motion, amendment or other matter that the Chairperson has ruled out of order is taken to have been rejected. [R238(3)]

2.7 Giving Notice of Business

(1) The Council must not transact business at a Meeting of the Council:

(a) unless a Councillor has given notice of the business in writing by 12pm one week prior to the meeting [R241(1)]; and

(b) unless notice of the business has been sent to the Councillors at least 3 days before the meeting of the Council. In the event of an Extraordinary Meeting called in an emergency, notice of less than 3 days may be given [S367, R241(1)]

(2) Subclause (1) does not apply to the consideration of business at a meeting if the business:

(a) is already before, or directly relates to a matter that is already before, the Council; or

(b) is the election of a Chairperson to preside at the meeting [as provided by R 236 (1)]; or

(c) is a matter or topic put to the meeting by the Chairperson [R243 (1)]; or

(d) is a motion for the adoption of recommendations of a Committee of the Council. [R241(2)]

(e) is a report from officers placed on the agenda pursuant to a decision of a Committee that additional information be provided to the Council for consideration in conjunction with the Report of a Committee.

(3) Despite subclause (1), business may be transacted at a meeting of Council even though due notice of the business has not been given to Councillors. However this can only happen if:

(a) a motion is passed to have the business transacted at the meeting; and

(b) the business proposed to be brought forward is ruled by the Chairperson to be of great urgency.

Such a motion can be moved without notice [R241(3)]

(4) Despite clause 250 of the Regulation (R250 Limitation as to number of speeches), only the mover of a motion referred to in subclause (3) can speak to the motion before it is put. [R241(4)]

2.8 Public Forum and Public Address of an Agenda Item

(1) Residents, ratepayers, applicants or other persons may apply to address Council in relation to any one matter which is listed for consideration on the agenda (Public Address of an Agenda Item), or any one matter related to the general business of Council but not the subject of a report on the agenda (Public Forum).

(2) Public Forum

a) Public forum will be conducted at each Ordinary Council Meeting for a period of 30 minutes (maximum of 10 speakers at 3 minutes each) unless otherwise determined by Chairperson.

b) Public Forum should not be used to raise questions, routine matters or complaints. Such matters should be forwarded in writing to Council where they will be responded to by appropriate Council offices.

(3) Public Address of an Agenda Item

a) A limit of 2 speakers for and 2 against any one item on the Agenda will be permitted.

b) Speakers on agenda items will be called to address Council by the Chairperson prior to the discussion of the agenda item.

c) Members of the public will not be permitted to address Council on matters, which are submitted in the form of Notices of Rescission unless Council so resolves due to extenuating circumstances.

(4) All requests must be received by the General Manager (or his delegate) no later than 12 noon on the day of the Council Meeting and are listed in order of receipt. Accepting requests received after this time will be at the discretion of the Chairperson.

(5) There is a time limit of three (3) minutes per speaker. One extension of time (maximum 3 minutes) may be granted at the discretion of Chairperson

(6) A speaker cannot address Council if they have previously addressed a Council Meeting on the same subject, without the consent of the Chairperson.

(7) The subject matter only is to be discussed.

(8) Councillor questions to speakers are at the discretion of the Chairperson and for clarification purposes only. Speakers are under no obligation to answer any question put to them.

(9) Speakers will be made aware that their address will be recorded and will be streamed live over the internet. The commencement of their public address will be their agreement of such recording.

(10) The Mayor/Chairperson has the discretion to withdraw the privilege to speak where a speaker makes inappropriate or offensive comments about another person.

(11) Speakers may use and distribute information; photos, maps etc. if submitted to and approved by the General Manager (or his delegate) by 12 noon on the day of the meeting.

2.9 Invited Speakers

(1) At the discretion of the Chairperson, other parties may be permitted to address an Ordinary Meeting of Council subject to:

a) Notice of that person's attendance at the meeting being included by the General Manager on the relevant Business Paper.

(b) Public Forum not being considered the most appropriate forum in which to hear that person(s).

(c) Not more than ten (10) minutes in total being provided at any Ordinary Council Meeting to hear such person(s), with the option of an extension being granted by resolution of Council.

2.10 Mayoral Minutes

(1) If the Mayor is the Chairperson at a meeting of a council, the Chairperson is, by minute signed by the Chairperson, entitled to put to the meeting without notice any matter or topic that is within the jurisdiction of the council or of which the council has official knowledge.

(2) Such a minute, when put to the meeting, takes precedence over all business on the council's agenda for the meeting. The Chairperson (but only if the Chairperson is the Mayor) may move the adoption of the minute without the motion being seconded.

(3) A recommendation made in a minute of the chairperson (being the Mayor) or in a report made by a council employee is, so far as adopted by the council, a resolution of the council. [R243]

(4) Mayoral minutes should not be used to introduce, without notice, matters that are routine, not urgent, or need research or a lot of consideration by the councillors before coming to a decision. [OLG Meetings Practice Note 2.7.1]

2.11 Items Resolved by Exception

(1) Council can consider and resolve staff reports individually or resolve a number of reports by exception. This is where Council resolves to adopt the recommendations contained within staff reports with no discussion on the matter.

(2) All staff reports can be dealt with by exception including confidential reports after which, in

accordance with clause 7.7, the General Manager will read out the resolutions of those confidential reports.

(3) After Mayoral Minutes the Chairperson requests each Councillor, in turn, to call for consideration any staff reports on the agenda they wish to discuss. Any reports not called for consideration is then included in one motion which states that all the recommendations of those reports be adopted.

(4) Where a Councillor has declared a pecuniary or significant non-pecuniary conflict of interest in a report that Councillor should remove themselves from the Council Chamber and not vote on the resolution to adopt the reports by exception.

2.12 Limitation as to Number of Speeches

(1) A Councillor who, during a debate at a meeting of a Council, moves an original motion has the right of general reply to all observations that are made by another Councillor during the debate in relation to the motion and to any amendment to it, as well as the right to speak on any such amendment. [R250(1)]

(2) A Councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it. [R250(2)]

(3) A Councillor must not, without the consent of the Council, speak more than once on a motion or an amendment, or for longer than 5 minutes at any one time. However, the Chairperson may permit a Councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment and for longer than 5 minutes on that motion or amendment to enable the Councillor to make a statement limited to explaining the misrepresentation or misunderstanding. [R250(3)]

(a) a Councillor may be granted with the leave of the meeting, an extension of three (3) minutes in which to complete his/her speech.

(4) Despite subclauses (1) and (2), a Councillor may move that a motion or an amendment be now put:

(a) if the mover of the motion or amendment has spoken in favour of it and no Councillor expresses an intention to speak against it, or

(b) if at least 2 Councillors have spoken in favour of the motion or amendment and at least 2 Councillors have spoken against it. [R250(4)]

(5) The chairperson must immediately put to the vote, without debate, a motion moved under subclause (4). A seconder is not required for such a motion. [R250(5)]

(6) If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised his or her right of reply under subclause (1). [R250(6)]

(7) If a motion that the original motion or an amendment be now put is rejected, the chairperson must allow the debate on the original motion or the amendment to be resumed. [R250(7)]

(8) The provisions in this clause shall also apply to Committee meetings.

2.13 Questions may be put to Councillors and Council Employees

(1) A Councillor:

(a) may, through the Chairperson, put a question to another Councillor; and

(b) may, through (the Chairperson and) the General Manager, put a question to a Council employee. [R249(1)]

(2) However, a Councillor or Council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to documents. [R249(2)]

(3) The Councillor must put every such question directly, succinctly, and without argument. [R249(3)]

(4) The Chairperson must not permit discussion on any reply or refusal to reply to a question put to a Councillor or Council employee under this clause. [R249(4)]

(5) A Councillor may, through the Chairperson, ask questions of speakers for the purpose of clarification in accordance with clause 2.8 of this Code.

(6) If a question is put without notice, it can be ruled out of order if it does not relate to, or arise naturally out of, subjects before Council.

2.14 Voting at Council Meetings

(1) Each Councillor is entitled to one vote. [S370(1)]

(2) However, the Chairperson presiding at a meeting of the Council has, in the event of an equality of votes, a second or casting vote. [S370(2)]

(3) A Councillor who is present at a meeting of a Council but who fails to vote on a motion put to the meeting is taken to have voted against the motion. [R251(1)]

(4) If a Councillor who has voted against a motion put at a Council meeting so requests, the General Manager must ensure that the Councillor's dissenting vote is recorded in the Council's minutes. [R251(2)]

(5) The decision of the Chairperson as to the result of a vote is final, unless:

(a) in the case where a vote has been declared on the voices, a Councillor immediately requests a show of hands; or

(b) the decision is immediately challenged and not fewer than 2 Councillors rise and demand a division. [R251(3)]

(6) When a division on a motion is demanded (by two Councillors), the Chairperson must ensure that the division takes place immediately. The General Manager must ensure that the names of those who vote for the motion and those who vote against it are respectively recorded in the Council's minutes. [R251(4)]

(7) Voting at a Council Meeting, including voting in an election at such a meeting, is to be by open means (such as on the voices or by show of hands). However, the Council may resolve that the voting in any election by Councillors for Mayor or Deputy Mayor is to be by secret ballot. [R251(5)]

2.15 Time Limit for Meetings

(1) Meetings of Council and Committees are to conclude no later than 11pm or at the conclusion of the item being discussed, provided that such item then being discussed can be concluded by 11.10pm. If such item has not been concluded by 11.10pm the meeting is then to be closed.

(2) Except in cases of urgency, matters outstanding at the conclusion of the extended time are to be referred to a future or adjourned meeting.

2.16 Recording and Webcasting of Meetings

(1) The proceedings, including all debate, of all ordinary and extraordinary meetings held in the council chamber excluding those parts of the meeting which are held in confidential session or those parts of the meeting closed to the public as provided by section 10a of the Local Government Act 1993, shall be recorded and webcast.

(2) Reproductions of these proceedings shall be available via Council's website for a minimum period of 2 years.

(3) Written transcriptions of such proceedings shall not be made available.

2.17 Recording of Meeting of the Council Prohibited without Permission

(1) A person may use a tape recorder to record the proceedings of a meeting of a Council or a Committee of a Council only with the authority of the Council or Committee. [R273(1)]

(2) A person may, as provided by section 10 (2) (a) or (b) of the Act, be expelled from a meeting of a Council or a Committee of a Council for using or having used a tape recorder in contravention of this clause. [R273(2)]

(3) If any such person, after being notified of a resolution or direction expelling him or her from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the Council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place. [R273(3)]

(4) In this clause, tape recorder includes a video camera and any electronic device capable of recording speech, whether a magnetic tape is used to record or not.[R273(4)]

2.18 Petitions and Correspondence may be presented to the Council

(1) A Councillor may present a petition and/or correspondence to the Council.

(2) The Chairperson will only permit discussion on the petition or correspondence if the subject matter is already on the agenda for that meeting or is a matter, which can be dealt with under clause 2.7(3).

(3) Any correspondence or other documentation proposed to be tabled by a member of the public must be presented to the Chairperson who is to be responsible for deciding whether the material is to be distributed at the meeting or resubmitted to a future meeting.

2.19 Report of a Departmental Representative to be tabled at Council Meeting

When a report of a Departmental Representative has been presented to a meeting of the Council in accordance with section 433 of the Act, the Council must ensure that the report:

(a) is laid on the table at that meeting; and

(b) is subsequently available for the information of Councillors and members of the public at all reasonable times. [R244]

PART 3 CONFLICTS OF INTEREST (PECUNIARY AND NON-PECUNIARY)

See also Code of Conduct in relation to Conflict of Interests and Pecuniary Interest.

3.1 Pecuniary Interest

(1) For the purposes of this Part, a "pecuniary interest" is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. [S442(1)]

(2) A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter or if the interest is of a kind specified in section 448 (clause 3.4 below). [S442(2)]

3.2 Non-Pecuniary Interests

(1) Non-pecuniary interests are private or personal interests a Councillor has that do not amount to a pecuniary interest as defined in the Act. These commonly arise out of family or personal relationships or involvement in sporting, social or other cultural groups and associations and may include an interest of a financial nature.

(2) Non-pecuniary conflicts of interests must be disclosed and managed in accordance with the relevant provisions of this Code.

(3) Where a non-pecuniary interest has been declared by a Councillor in a matter at a Council or Committee Meeting and that non-pecuniary conflict of interest is considered by the Councillor to be:

(a) significant, the Councillor must leave the meeting, be out of sight of the meeting and not participate in discussions or voting on the matter.

(b) less than significant and not requiring further action, the Councillor should provide an explanation of why he/ she believes the conflict requires no further action in the circumstances. The Councillor is therefore not required to leave the meeting and may participate in discussions and voting on the item

3.3 Persons Who Have A Pecuniary Interest

(1) For the purposes of this Part, a person has a pecuniary interest in a matter if the pecuniary interest is the interest of:

(a) the person; or

(b) the person's spouse or de facto partner or a relative of the person, or a partner or employer of the person, or

(c) a company or other body which the person, or a nominee, partner or employer of the person, is a member. [S443(1)]

(2) However, a person is not taken to have a pecuniary interest in a matter as referred to in subsection 1(b) or (c):

(a) if the person is unaware of the relevant pecuniary interest of the spouse, de facto partner, relative, partner, employer or company or other body; or

(b) just because the person is a member of, or employed by, a Council or a statutory body or is employed by the Crown; or

(c) just because the person is a member of, or a delegate of a Council to, a company or other body that has a pecuniary interest in the matter, so long as the person has no beneficial interest in any shares of the company or body. [S443(3)]

3.4 Interests that do not have to be disclosed

The following interests do not have to be disclosed for the purposes of this Part:

(a) an interest as an elector,

(b) an interest as a ratepayer or person liable to pay a charge,

(c) an interest in any matter relating to the terms on which the provision of a service or the supply of goods or commodities is offered to the public generally, or to a section of the public that includes persons who are not subject to this Part,

(d) an interest in any matter relating to the terms on which the provision of a service or the supply of goods or commodities is offered to a relative of the person by the council in the same manner and subject to the same conditions as apply to persons who are not subject to this Part,

(e) an interest as a member of a club or other organisation or association, unless the interest is as the holder of an office in the club or organisation (whether remunerated or not),

(f) an interest of a member of a council committee as a person chosen to represent the community or as a member of a non-profit organisation or other community or special interest group if the committee member has been appointed to represent the organisation or group on the committee,

(g) an interest in a proposal relating to the making, amending, altering or repeal of an environmental planning instrument other than an instrument that effects a change of the permissible uses of:

(i) land in which the person or a person, company or body referred to in section 443 (1) (b) or (c) has a proprietary interest (which, for the purposes of this paragraph, includes any entitlement to the land at law or in equity and any other interest or potential interest in the land arising out of any mortgage, lease, trust, option or contract, or otherwise), or

(ii) land adjoining, adjacent to or in proximity to land referred to in subparagraph (i),

if the person or the person, company or body referred to in section 443 (1) (b) or (c) would by reason of the proprietary interest have a pecuniary interest in the proposal,

(h) an interest relating to a contract, proposed contract or other matter if the interest arises only because of a beneficial interest in shares in a company that does not exceed 10 per cent of the voting rights in the company,

(i) an interest of a person arising from the proposed making by the council of an agreement between the council and a corporation, association or partnership, being a corporation,

association or partnership that has more than 25 members, if the interest arises because a relative of the person is a shareholder (but not a director) of the corporation or is a member (but not a member of the committee) of the association or is a partner of the partnership,

(j) an interest of a person arising from the making by the council of a contract or agreement with a relative of the person for or in relation to any of the following, but only if the proposed contract or agreement is similar in terms and conditions to such contracts and agreements as have been made, or as are proposed to be made, by the council in respect of similar matters with other residents of the area:

(i) the performance by the council at the expense of the relative of any work or service in connection with roads or sanitation,

(ii) security for damage to footpaths or roads,

(iii) any other service to be rendered, or act to be done, by the council by or under any Act conferring functions on the council or by or under any contract,

(k) an interest relating to the payment of fees to councillors (including the mayor and deputy mayor),

(l) an interest relating to the payment of expenses and the provision of facilities to councillors (including the mayor and deputy mayor) in accordance with a policy under section 252,

(m) an interest relating to an election to the office of mayor arising from the fact that a fee for the following 12 months has been determined for the office of mayor,

(n) an interest of a person arising from the passing for payment of a regular account for wages or salary of an employee, who is a relative of the person,

(o) an interest arising from being covered by, or a proposal to be covered by, indemnity insurance as a councillor or member of a council committee,

(p) an interest arising from appointment of a councillor to a body as representative or delegate of the council, whether or not a fee or other recompense is payable to the representative or delegate. [S448]

3.5 Disclosure and Presence in Meetings

(1) A Councillor or a member of a Council Committee who has a pecuniary interest in any matter with which the Council is concerned and who is present at a meeting of the Council or Committee at which the matter is being considered must disclose the nature of the interest to the meeting as soon as practicable. [S451(1)]

(2) The Councillor or member must not be present at, or in sight of, the meeting of the Council or Committee:

(a) at any time during which the matter is being considered or discussed by the Council or Committee, or

(b) at any time during which the Council or Committee is voting on any question in relation to the matter. [S451(2)]

(3) For the removal of doubt, a councillor or a member of a council committee is not prevented by this section from being present at and taking part in a meeting at which a matter is being considered, or

from voting on the matter, merely because the councillor or member has an interest in the matter of a kind referred to in section 448. [S451(3)]

(4) Subsections (1) and (2) do not apply to a councillor who has a pecuniary interest in a matter that is being considered at a meeting, if:

(a) the matter is a proposal relating to:

(i) the making of a principal environmental planning instrument applying to the whole or a significant part of the council's area, or

(ii) the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant part of the council's area, and

(b) the councillor made a special disclosure under this section in relation to the interest before the commencement of the meeting. [S451(4)]

(5) The special disclosure of the pecuniary interest must, as soon as practicable after the disclosure is made, be laid on the table at a meeting of the council and must:

(a) be in the form prescribed by the regulations, and

(b) contain the information required by the regulations. [S451(5)]

(6) A person does not breach this clause if the person did not know and could not reasonably be expected to have known that the matter under consideration at the meeting was a matter in which he or she had a pecuniary interest. [S457]

(7) Section 458 of the Act provides that the Minister may, in certain circumstances allow a Councillor or a member of a Council committee who has a pecuniary interest to take part in the consideration or discussion of a matter or vote on a matter.

(8) Disclosures made at the meeting should be stated as follows:

Disclosure	What to say	Action to take
Pecuniary Interest	**I declare a pecuniary interest in Item XX, due to** (detail reason of the conflict)	*Councillor must leave the meeting, be out of sight of the meeting and not participate in discussions or voting on the matter (section 451)* ***Code of Meeting Practice Cl 3.4 (2)***
Significant, non-pecuniary interest	**I declare a significant, non-pecuniary interest in Item XX, due to** (detail reason of the conflict)	*Councillor must leave the meeting, be out of sight of the meeting and not participate in discussions or voting on the matter* ***Code of Meeting Practice Cl 3.2(3)(a)***

Less than significant, non-pecuniary interest	**I declare a less than significant, non-pecuniary interest in Item XX, due to** (detail reason of the conflict and explanation of why the conflict requires no further action)	*No action needed, Councillor can remain at the meeting, partake in discussions and vote on the matter.* ***Code of Meeting Practice Cl 3.2(3)(b)***

3.6 Disclosures to be recorded

A disclosure made at a Meeting of Council or Council Committee must be recorded in the minutes of the meeting. [S453]

3.7 General Disclosures

A General notice given to the General Manager in writing by a Councillor or a member of a Council Committee to the effect that the Councillor or member, or the Councillor's or member's spouse, de facto partner or relative, is:

(a) a member, or in the employment, of a specified company or other body; or

(b) a partner, or in the employment, of a specified person,

is, unless, and until the notice is withdrawn, sufficient disclosure of the Councillor's or member's interest in a matter relating to the specified company, body or person that may be the subject of consideration by the Council or Council Committee after the date of the notice. [S454]

3.8 Disclosure by Adviser

(1) A person who, at the request or with the consent of the Council or a Council Committee, gives advice on any matter at any meeting of the Council or Committee must disclose the nature of any pecuniary interest the person has in the matter to the meeting at the time the advice is given. [S456(1)]

(2) The person is not required to disclose the person's interest as an adviser. [S456(2)]

PART 4 QUORUM AND ATTENDANCE

4.1 Presence at Council Meetings

(1) A Councillor cannot participate in a meeting of the Council unless personally present at the meeting. [R235]

4.2 Leave of Absence

(1) Leave of absence may be granted to Councillors by resolution of the Council. The granting of a leave of absence cannot be delegated. [S377(1)(r)]

(2) A Councillor's application for leave of absence from Council Meetings should, if practicable, identify (by date) the meetings from which the Councillor intends to be absent. [R235A(1)]

(3) A Councillor who intends to attend a Council Meeting despite having been granted leave of absence should, if practicable, give the General Manager at least 2 days' notice of his or her intention to attend. [R235A(2)]

(4) A Councillor applying for a leave of absence from a meeting of a Council does not need to make the application in person and the Council may grant such leave in the absence of that Councillor. [S234(2)]

(5) If the holder of a civic office attends a Council Meeting (whether or not an ordinary meeting) despite having been granted leave of absence, the leave of absence is taken to have been rescinded as regards any future council meeting. [S234(3)]

(6) Subsection (5) does not prevent the council from granting further leave of absence in respect of any future council meeting [S234(4)]

4.3 Quorum

(1) The quorum for a meeting of the Council is a majority of the Councillors of the Council who hold office for the time being and are not suspended from office. [S368(1)]

   (a) Where apologies have been received for a majority of Councillors, the meeting will immediately be adjourned to a date and time to be specified by the Chairperson.

(2) A Meeting of the Council must be adjourned if a Quorum is not present:

   (a) within half an hour after the time designated for the holding of the meeting; or

   (b) at any time during the meeting. [R233(1)]

(3) In either case, the meeting must be adjourned to a time, date and place fixed:

   (a) by the Chairperson, or

   (b) in his or her absence - by the majority of the Councillors present, or

   (c) failing that, by the General Manager. [R233(2)]

(4) If during a meeting of Council or a Committee, a quorum is not present, the Chairperson shall suspend the proceedings for a period of three minutes. If a quorum is not then present at the end of

the three-minute suspension, the provisions of Clause 4.3(3) [R233] shall apply. This adjournment is to allow the return of any departed Councillors.

(5) The General Manager must record in the Council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a Quorum) at or arising during a Meeting of the Council, together with the names of the Councillors present. [R233(3)]

(6) If the meeting is to resume on another day any decisions of Council made prior to the lapsing of the meeting are to be acted upon by Council officers and do not need to await the resumption of the adjourned meeting. The outstanding matters are to be resubmitted to the adjourned meeting for determination.

(7) Resubmitted matters are to be dealt with prior to any new business of which due notice has been given in accordance with 2.7(1)(a) if a Councillor has requested that the matter be submitted to the adjourned meeting or if the General Manager determines that the matter is to be submitted to the adjourned meeting.

(8) A reconvened meeting, being for the purpose of completing unfinished business of the previous adjourned meeting shall be deemed a continuation of that adjourned meeting.

(9) Minutes of the adjourned meeting are to retain a reference to the date of the original meeting as well as the date of resumption

PART 5 MOTIONS AND AMENDMENTS

5.1 Motions, Amendments and Resolutions

(1) A motion is a proposal to be considered by council at a meeting. It is a request to do something or to express an opinion about something. A motion formally puts the subject of the motion as an item of business for the council. (DLG Meetings Practice Note 16)

(a) In putting forward Notices of Motion Councillors must balance their civic responsibilities for representing the interest of their community with their obligation to use Council's resources effectively and efficiently.

(b) The wording of the motion shall be precise and clear.

(c) Where the General Manager considers a Notice of Motion has legal, strategic, financial or policy implications which need to be taken into account, the General Manager may put forward a recommendation with a Notice of Motion that the matter be deferred pending a report from officers. If, in the opinion of the General Manager, a report needs to be presented to Council to assist Councillors with consideration of the Notice of Motion, and if time permits, the General Manager may include a report in the business paper.

(2) An amendment is a change to the motion before the council, and takes place while that motion is being debated. An amendment to a motion must be put forward in a motion itself. (DLG Meetings Practice Note 16)

(a) An amendment to a motion requires a mover and a seconder to put it forward. To be accepted as an amendment, it must directly relate to the motion and cannot be distinctly different, such as resulting is a different course of action.

(b) The amendment must be dealt with before voting on the main motion takes place. If the amendment is carried, it becomes the motion and the original motion lapses.

(c) Where an amendment or addition is put forward by a Councillor and is accepted by the mover and seconder of the original motion or amendment currently before Council, the changes are then incorporated into the motion or amendment and normal debate continues.

(3) A resolution is a motion that has been passed by a majority of councillors at the meeting. While in practice it means the 'council decision', the word 'resolution' also indicates the process by which the decision was made. (DLG Meetings Practice Note 16)

5.2 Notice of Motion - Absence of Mover

In the absence of a Councillor who has placed a Notice of Motion on the agenda for a meeting of Council:

(a) any other Councillor may move the motion at the meeting; or

(b) the Chairperson may defer the motion until the next meeting of the Council at which the motion can be considered. [R245]

5.3 Motions to be Seconded

(1) A motion or an amendment cannot be debated unless or until it has been seconded. [R246]

(2) The mover of a motion may be allowed by the Chairperson to briefly speak to the motion before calling for the motion to be seconded.

(3) The seconder of a motion or of an amendment may reserve the right to speak later in the debate.

(4) Subclause (1) is subject to the provisions in relation to Official minutes [R243(2)] and Limitations to numbers of speeches [R250(5)]

5.4 How Subsequent Amendments or Motions may be Moved

(1) If an amendment has been rejected, a further amendment can be moved to the motion to which the rejected amendment was moved, and so on, but no more than one motion and one proposed amendment can be before the Council at any one time. [R247]

(2) It is permissible during the debate on an amendment for a further amendment to be foreshadowed. However, any such foreshadowed amendment shall not be moved and debated until the amendment is dealt with.

(3) When the vote on the amendment has been taken, debate is resumed on the motion either in the original form (if the amendment was rejected) or in the amended form (if the amendment was carried).

5.5 Procedural Motions

(4) A procedural motion is a motion that refers to the conduct of a meeting and has precedence over substantive motions.

(5) In general, a procedural motion requires a seconder and there is no debate on the item, unless specified in this Code.

(6) Examples of procedural motions under the Act and Regulation are shown on the following table:-

Motion	Moved without Notice	Requires Seconder	Speakers/ Debate Permitted	Right of Reply
(i) Change the Order of Business	Yes	Yes	Mover of motion only	No
(ii) Business without Notice (matter of urgency)	Yes	Yes	Mover of motion only	No
(iii) Dissent from Chairperson's ruling on Point of Order)	Yes	Yes	Mover & Chairperson only may speak.	No
(iv) Adjournment of Meeting	Yes	Yes	No debate permitted	No

(v) Limitation to number of speakers (questions be now put)	Yes – after at least 2 speakers have spoken in favour of motion or amendment and at least 2 against motion or amendment.	No	No debate permitted. Question must be put immediately	No
(vi) Deferment of a Matter	Yes	Yes	Yes	Yes

5.6 Motions of Dissent

(1) A Councillor can, without notice, move to dissent from the ruling of the Chairperson on a point of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent. [R248(1)]

(2) If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been discharged as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course. [R248(2)]

(3) Despite clause 250 of the Regulations *(R250 Limitation as to number of speeches)*, only the mover of a motion of dissent and the Chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply. [R248(3)]

5.7 Motions for Adjournment

(1) Debate shall not be permitted on any motion for adjournment of a meeting of the Council.

(1) If a motion for adjournment is negative (rejected/lost), the business of the meeting shall proceed, and it shall not be in order for any Councillor to again move a motion for adjournment within half an hour of the previous motion for adjournment being negative (rejected/lost).

(2) A motion for adjournment may specify the period of the adjournment or the time, date and place of the adjourned meeting; however, if a motion for adjournment is carried but does not specify the period of adjournment or the time, date and place of the adjourned meeting, the Chairperson shall make a determination with respect to whichever of these has not been specified.

(3) If the meeting is adjourned to another day any decisions of Council prior to the adjournment of the meeting are to be acted upon by Council officers. The outstanding matters are to be resubmitted to the adjourned meeting for determination. Any new business brought to an adjourned meeting is not to be considered until the matters from the adjourned meeting are dealt with.

PART 6 RESCISSION MOTIONS

6.1 Rescinding or Altering Resolutions

(1) A resolution passed by a Council may not be altered or rescinded except by a motion to that effect of which notice has been duly given in accordance with regulations made under section 360 of the Act and, clause 2.7(1)(a) of the Code. [S372 (1)]

(2) If it is proposed to move a further motion in the event that a rescission motion is carried the required notice also should be given of the proposed further motion.

(3) If a notice of motion to rescind a resolution is given:

(a) at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with [S372(2)]; or

(b) at any time after the close of the meeting at which the resolution is carried, no further action to carry the resolution into effect is to be taken after receipt of the notice of motion to rescind until that motion of rescission has been dealt with.

(i) If the resolution has already been put into effect, the Rescission Motion must be rejected by the General Manager, unless it is a resolution capable of rescission. Where a notice of rescission is rejected by the General Manager, this will be reported to the next Council meeting.

(4) If a motion has been negatived (rejected/lost) by Council, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with the Code of Meeting Practice. [S372(3)]

(5) A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been negatived (rejected/lost) by the Council, must be signed by 3 Councillors if less than 3 months has lapsed since the resolution was passed, or the motion was negative (rejected/lost), as the case may be. [S372(4)]

(6) If a motion to alter or rescind a resolution has been negative (rejected/lost), or if a motion which has the same effect as a previously negative (rejected/lost) motion, is negative (rejected/lost), no similar motion may be brought forward within 3 months. This subsection may not be evaded by substituting a motion differently worded, but in principle the same. [S372(5)]

(7) A motion to which this section applies may be moved on the report of a Committee of the Council and any such report must be recorded in the minutes of the meeting of the Council. [S372(6)]

(8) The provisions of this section concerning negatived (rejected/lost) motions do not apply to motions of adjournment. [S372 (7)]

(9) A notice of rescission can be dealt with at the meeting at which it is received but only in accordance with clause 2.7(3) of this Code.

PART 7 CLOSED MEETINGS

7.1 Public Notice of Closed Meetings

(1) The Council must give notice to the public of the times, dates and places of its meetings and meetings of those of its Committees of which all the members are Councillors [S9(1)].

(2) In the case of a meeting whose agenda includes the receipt of information or discussion of other matters that, in the opinion of the General Manager, is likely to take place when the meeting is closed to the public:

(a) the agenda for the meeting must indicate that the relevant item of business is of such a nature (but must not give details of that item), and

(b) the requirements of clause (1) with respect to the availability of business papers do not apply to the business papers for that item of business [S9(2A)].

7.2 Which parts of a meeting can be closed to the public?

(1) A Council, or a Committee of the Council of which all the members are Councillors, may close to the public so much of its meeting herein after referred to as a "Closed (Public Excluded) Meeting", as comprises:

(a) the discussion of any matters listed in subclause (2), or

(b) the receipt or discussion of any of the information so listed, or new issues raised by Councillors which relate to matters and information listed in subclause (2). [S10A(1)]

(2) The matters and information are the following:

(a) personnel matters concerning particular individuals (other than councillors),

(b) the personal hardship of any resident or ratepayer,

(c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,

(d) commercial information of a confidential nature that would, if disclosed:

(i) prejudice the commercial position of the person who supplied it, or

(ii) confer a commercial advantage on a competitor of the council, or

(iii) reveal a trade secret,

(e) information that would, if disclosed, prejudice the maintenance of law,

(f) matters affecting the security of the council, councillors, council staff or council property,

(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,

(h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,

(i) alleged contraventions of any code of conduct requirements applicable under section 440. [10A(2)]

(3) A Council, or a Committee of the Council of which all the members are Councillors, may also close to the public so much of its meetings as comprises a motion to close another part of the meeting to the public. [10A(3)]

(4) A Council, or a Committee of a Council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed. [S10A(4)] See clause 7.6 below.

(5) The existence of the grounds in section 10A (2) does not place any obligation on a Council to close its meeting to consider a matter or information, however it does permits the Council to do so.

7.3 Further Limitations Relating to Closure of Parts of Meetings to Public

(1) A meeting is not to remain closed during the discussion of anything referred to in section 10A(2) (clause 7.2(2) above):

(a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and

(b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret-unless the council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest. [S10B(1)]

(2) A meeting is not to be closed during the receipt and consideration of information or advice referred to in section 10A (2) (g) unless the advice concerns legal matters that:

(a) are substantial issues relating to a matter in which the council or committee is involved, and

(b) are clearly identified in the advice, and

(c) are fully discussed in that advice. [S10B(2)]

(3) If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in section 10A (3)), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting (other than consideration of whether the matter concerned is a matter referred to in section 10A (2)). [S10B(1)]

(4) For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:

(a) a person may misinterpret or misunderstand the discussion, or

(b) the discussion of the matter may:

(i) cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or

(ii) cause a loss of confidence in the council or committee. [S10B(4)]

(5) In deciding whether a part of a meeting is to be closed to the public, the Council or Committee concerned must have regard to any relevant guidelines issued by the Director-General. [S10B(5)]

7.4 Grounds for closing part of meeting to be specified

(1) The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. [S10D(1)]

(2) The grounds must specify the following:

(a) the relevant position of the section 10A(2),

(b) the matter that is to be discussed during the closed part of the meeting,

(c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest. [S10D(2)]

7.5 Notice of likelihood of closure not required in urgent cases

Part of a meeting of a Council, or of a Committee of the Council of which all the members are Councillors, may be closed to the public while the Council or Committee considers a matter that has not been identified in the agenda for the meeting as a matter that is likely to be considered when the meeting is closed, but only if:

(a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in section 10A (2), and

(b) the Council or Committee, after considering any representations made under section 10A (4), resolves that further discussion of the matter:

(i) should not be deferred (because of the urgency of the matter), and

(ii) should take place in a part of the meeting that is closed to the public. [S10(C)]

7.6 Representations by members of the public - closure of part of meeting

(1) A representation at a Council meeting by a member of the public as to whether a part of the meeting should be closed to the public can only be made for a fixed period immediately after the motion to close the part of the meeting is moved and seconded. [R252(1)]

(2) The fixed period shall be the period between when the "closure motion" is moved and seconded and when the Chairperson declares the result of the voting on the motion.

7.7 Resolutions passed at closed meetings to be made public

If a Council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting or part of the meeting has ended. [R253]

PART 8 ORDER AT MEETINGS

8.1 Acts of Disorder

(1) A Councillor commits an act of disorder if the Councillor, at a meeting of a Council or a Committee of a Council:

(a) contravenes the Act or any regulation in force under the Act, or

(b) assaults or threatens to assault another Councillor or person present at the meeting, or

(c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the Council or Committee, or addresses or attempts to address the Council or Committee on such a motion, amendment or matter, or

(d) insults or makes personal reflections on or imputes improper motives to any other Councillor, or

(e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the Council or Committee into contempt. [R256 (1)]

(2) The Chairperson may require a Councillor:

(a) to apologise without reservation for an act of disorder referred to in subclause (1) (a) or (b), or

(b) to withdraw a motion or an amendment referred to in subclause (1) (c) and, where appropriate, to apologise without reservation, or

(c) to retract and apologise without reservation for an act of disorder referred to in subclause (1) (d) or (e). [R256 (2)]

(3) A Councillor may, as provided by section 10 (2) (a) or (b) of the Act, be expelled from a meeting of a Council for having failed to comply with a requirement under subclause (2). The expulsion of a Councillor from the meeting for that reason does not prevent any other action from being taken against the Councillor for the act of disorder concerned. [R256 (3)]

(4) A Councillor expelled from a meeting in accordance with Clause 256(3) of the Regulation shall leave the Chamber for the duration of the meeting.

(5) The expulsion of a Councillor shall be recorded in the minutes of the meeting.

8.2 Questions of Order

(1) The Chairperson, without the intervention of any other Councillor, may call any Councillor to order whenever, in the opinion of the Chairperson, it is necessary to do so. [R255(1)]

(2) A Councillor who claims that another Councillor has committed an act of disorder, or is out of order, may call the attention of the Chairperson to the matter, by raising a 'point of order'. [R255(2)]

(3) The Chairperson must rule on a question of order immediately after it is raised but before doing so, may invite the opinion of the Council. [R255(3)]

(4) The Chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed. [R255(4)]

(5) Any ruling of the Chairperson on a point of order will be recorded in the minutes of the meeting.

8.3 How Disorder at a Meeting may be dealt with

(1) If disorder occurs at a meeting of a Council, the Chairperson may adjourn the meeting for a period of not more than 15 minutes and leave the chair. The Council, on reassembling, must, on a question put from the chair, decide without debate whether the business is to be proceeded with or not. This subclause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of Councillors. [R257(1)]

(2) A member of the public may, as provided by section 10 (2) (a) or (b) of the Act, be expelled from a meeting of a Council for engaging in or having engaged in disorderly conduct at the meeting. [R257(2)]

(3) The Chairperson may adjourn the meeting to enable persons to be removed from the meeting.

8.4 Power to remove persons from meeting after expulsion

If a Councillor or a member of the public fails to leave the place where a meeting of a Council is being held:

(a) immediately after the Council has passed a resolution expelling the Councillor or member from the meeting, or

(b) where the Council has authorised the person presiding at the meeting to exercise the power of expulsion—immediately after being directed by the person presiding to leave the meeting,

a police officer, or any person authorised for the purpose by the Council or person presiding, may, by using only such force as is necessary, remove the Councillor or member from that place and, if necessary, restrain the Councillor or member from re-entering that place. [R258]

8.5 Motions of Dissent

(1) A Councillor can, without notice, move to dissent from the ruling of the Chairperson on a point of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent. [R248(1)]

(2) If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been discharged as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course. [R248(2)]

(3) Despite clause 250 of the Regulations *(R250 Limitation as to number of speeches)*, only the mover of a motion of dissent and the Chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply. [R248(3)]

PART 9 COUNCIL COMMITTEES

9.1 Committee of the Whole

(1) The Council may resolve itself into a Committee to consider any matter before the Council. [S373]

(2) All the provisions of this Code relating to meetings of the Council, so far as they are applicable, extend to and govern the proceedings of the Council when in Committee of the Whole, except the provisions:

(a) limiting the number and duration of speeches [R259(1)]; and

(b) requiring Councillors to stand when speaking.

(3) The General Manager or, in the absence of the General Manager, an employee of the Council designated by the General Manager is responsible for reporting to the Council proceedings in Committee of the Whole. It is not necessary to report the proceedings in full but any recommendations of the Committee must be reported. [R259(2)];

(4) The Council must ensure that a report of the proceedings (including any recommendations of the Committee) is recorded in the Council's minutes. However, the Council is not taken to have adopted the report until a motion for adoption has been made and passed. [R259(3)]

9.2 Council May Establish Committees

(1) A Council may, by resolution, establish such Committees, as it considers necessary. [R260(1)]

(2) A Committee is to consist of the Mayor and such other Councillors as are elected by the Councillors or appointed by the Council. [R260(2)]

(3) The quorum for a meeting of such a Committee is to be:

(a) such number of members as the Council decides; or

(b) if the Council has not decided a number - a majority of the members of the Committee. [R260(3)]

9.3 Functions of Committees

The Council must specify the functions of each of its Committees when the Committee is established, but may from time to time amend those functions. [R261]

9.4 Notice of Committee Meetings to be Given

(1) The General Manager of the Council must send to each Councillor, at least 3 days before each Meeting of the Committee, a notice specifying:

(a) the time and place at which and the date on which the meeting is to be held; and

(b) the business proposed to be transacted at the meeting. [R262(1)]

(2) However, notice of less than 3 days may be given of a Committee meeting called in an emergency. [R262(2)]

(3) The provisions of clause 2.7(1)-(4) and 2.7(1)(a) apply to the Agendas of Committee Meetings in the same manner as they apply to the Agendas of Meetings of the Council.

9.5 Non-Members entitled to attend Committee Meetings

(1) A Councillor who is not a member of a Committee of a Council is entitled to attend, and to speak at, a meeting of the Committee.[R263(1)]

(2) However, the Councillor is not entitled:

(a) to give notice of business for inclusion in the agenda for the meeting, or

(b) to move or second a motion at the meeting, or

(c) to vote at the meeting. [R263(2)]

9.6 Committee Members other than Councillors

Reference to 'Councillors' in this part is deemed to include members of a Committee who are not Councillors.

9.7 Representations by members of the public - closure of part of committee meeting

(1) A representation at a Committee meeting by a member of the public as to whether a part of the meeting should be closed to the public can only be made for a fixed period immediately after the motion to close the part of the meeting is moved and seconded. [R252(1)]

(2) The fixed period shall be the period between when the "closure motion" is moved and seconded and when the Chairperson declares the result of the voting on the motion.

9.8 Procedure in Committees

(1) Subject to subclause (3), each Committee of a Council may regulate its own procedure.[R265(1)]

(2) Without limiting subclause (1), a Committee of a Council may decide that, whenever the voting on a motion put to a meeting of the Committee is equal, the chairperson of the Committee is to have a casting vote as well as an original vote. [R265(2)]

(3) Voting at a Committee Meeting is to be by open means (such as on the voices or by show of hands). [R265(3)]

9.9 Committees to keep Minutes

(1) Each Committee of a Council must ensure that full and accurate minutes of the proceedings of its meetings are kept. In particular, a Committee must ensure that the following matters are recorded in the Committee's minutes:

(a) details of each motion moved at a meeting and of any amendments moved to it,

(b) the names of the mover and seconder of the motion or amendment,

(c) whether the motion or amendment is passed or lost. [R266(1)]

(2) As soon as the minutes of an earlier meeting of a Committee of the Council have been confirmed at a later meeting of the Committee, the person presiding at the later meeting must sign the minutes of the earlier meeting. [R266(2)]

9.10 Chairperson and Deputy Chairperson of Committees

(1) The Chairperson of each Committee of the Council, must be:

(a) the Mayor; or

(b) if the Mayor does not wish to be the Chairperson of a Committee - a member of the Committee elected by the Council; or

(c) if the Council does not elect such a member - a member of the Committee elected by the Committee. [R267(1)]

(2) The Council may elect a member of a Committee of the Council as deputy Chairperson of the Committee. If the Council does not elect a Deputy Chairperson of such a Committee, the Committee may elect a Deputy Chairperson. [R267(2)]

(3) If neither the Chairperson nor the Deputy Chairperson of a Committee of a Council is able or willing to preside at a meeting of the Committee, the Committee must elect a member of the Committee to be acting chairperson of the Committee. [R267(3)]

(4) The Chairperson is to preside at a meeting of a Committee of a Council. If the Chairperson is unable or unwilling to preside, the Deputy Chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the Deputy Chairperson is able or willing to preside, the acting chairperson is to preside at the meeting. [R267(4)]

9.11 Absence from Committee Meetings

(1) A member (other than the Mayor) ceases to be a member of a Committee if the member:

(a) has been absent from 3 consecutive meetings of the Committee without having given reasons acceptable to the Committee for the member's absences, or

(b) has been absent from at least half of the meetings of the Committee held during the immediately preceding year without having given to the Committee acceptable reasons for the member's absences. [R268(1)]

(2) Subclause (1) does not apply in respect of a Committee that consists of all of the members of the Council. [R268(2)]

9.12 Reports of Committees

(1) Reports are to be kept and presented to Council for all meetings of Committees. Divisions are not recorded (in Committee reports other than for items relating to development matters and Committees of the Whole) but Councillors may request that their names be recorded as opposing the motion. See also clause 2.14 for recording of other divisions.

(2) If in a report of a Committee of the Council distinct recommendations are made, the decision of the

Council may be made separately on each recommendation. [R269(1)]

(3) The recommendations of a Committee of the Council are, so far as adopted by the Council, resolutions of the Council. [R269(2)]

(4) If a Committee of a Council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting, that is closed to the public, the chairperson must:

(a) make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and

(b) report the resolution or recommendation to the next meeting of the Council. [R269(3)]

9.13 Disorder in Committee Meetings

The provisions of the Act and of this Regulation [R270] relating to the maintenance of order in Council meetings apply to meetings of Committees of the Council in the same way as they apply to meetings of the Council. [R270]

9.14 Committee may expel certain persons from its Meetings

(1) If a meeting or part of a meeting of a Committee of a Council is closed to the public in accordance with section 10A of the Act, any person who is not a Councillor may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act. [R271(1)]

(2) If any such person, after being notified of a resolution or direction expelling him or her from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the Council, Committee or person presiding, may by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place. [R271 (2)]

PART 10 AFTER THE MEETING

10.1 Decisions of the Council

A decision supported by a majority of the votes at a meeting of the Council at which a quorum is present is a decision of the Council. [S371]

10.2 Public Access to Correspondence and Reports

(1) The Council and a Committee of which all the members are Councillors must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting. [S11(1)]

(2) This section does not apply if the correspondence or reports:

(a) relate to a matter that was received or discussed; or

(b) were laid on the table at, or submitted to, the meeting,

when the meeting was closed to the public. [S11(2)]

(3) This section does not apply if the Council or Committee resolves at the meeting, when open to the public, that the correspondence or reports, because they relate to a matter specified in section 10A(2), are to be treated as confidential. [S11(3)]

10.3 Certain Circumstances do not Invalidate Council Decisions

Proceedings at a meeting of the Council or a Council Committee are not invalidated because of:

(a) a vacancy in a civic office; or

(b) a failure to give notice of the Meeting to any Councillor or a Committee Member; or

(c) any defect in the election or appointment of a Councillor or a Committee Member; or

(d) a failure of a councillor or a committee member to disclose a pecuniary interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a council or committee meeting in accordance with section 451, or

(e) a failure to comply with this Code. [S374]

PART 11 MINUTES

11.1 Minutes of the Meeting

(1) Council and it Committees must ensure that full and accurate minutes are kept of the proceedings of a meeting of the council and its committees.[S375]

(2) The minutes must, when they have been confirmed at a subsequent meeting of the council, be signed by the person presiding at that subsequent meeting. [S375]

(3) The General Manager must ensure that the following matters are recorded in Council's minutes:

(a) details of each motion moved at a council meeting and of any amendments moved to it,

(b) the names of the mover and seconder of the motion or amendment,

(c) whether the motion or amendment is passed or lost. [R254]

11.2 Confirmation of Minutes

(1) The minutes of a meeting are "unconfirmed" until they are submitted for confirmation at a subsequent meeting. The minutes can be amended in terms of their accuracy by Council resolution at the meeting prior to their confirmation.

(2) Every entry in the minutes of the business transacted at a meeting of the council and purporting to be signed by the person presiding at a subsequent meeting of the council is, until the contrary is proved, evidence:

(a) that the business as recorded in the minutes was transacted at the meeting; and

(b) that the meeting was duly convened and held.

11.3 Inspection of the Minutes of the Council or a Committee

(1) An inspection of the minutes of a Council or Committee of a Council is to be carried out under the supervision of the General Manager or an employee of the Council designated by the General Manager to supervise inspections of those minutes. [R272(1)]

(2) The General Manager must ensure that the minutes of the Council and any minutes of a Committee of the Council are kept secure and in safe custody and that no unauthorised person is allowed to interfere with them. [R272(2)]

PART 12 CODE OF MEETING PRACTICE

12.1 Amendment of this Code

(1) This Code may be amended only in accordance with the provisions of Chapter 12 Part 2 Division 1 of the Act.

(2) Changes that are made to Act and Regulation will automatically be incorporated into this Code and such changes will not be advertised or reported to Council unless they are significant. Revised copies will be distributed to Councillors and placed on the website whenever changes are made.

PART 13 MISCELLANEOUS

13.1 Disclosure and misuse of information – prescribed circumstances

For the purposes of section 664 (1B) (c) of the Act, any disclosure made with the intention of enabling the Minister or the Director-General to properly exercise the functions conferred or imposed on them by or under the Act is a prescribed circumstance. [R412]

13.2 Access to Records

(1) Councillors and the public have access to Council records under the Government Information (Public Access) Act 2009.

(2) In addition, a Councillor may have a common law right, independent of these provisions, to see a document which is necessary in the exercise of the Councillor's duty (*Drummoyne -V - Marshall, 1989*). That right does not extend to a matter in which a Councillor merely has a curiosity rather than an appropriate civic responsibility.

13.3 Minister to convene meetings in certain cases

(1) Whenever an area is constituted or reconstituted, the Minister is required:

  (a) to convene the first meeting of the Council of the area, and

  (b) to nominate the business to be transacted at the meeting, and

  (c) to give the Councillors notice of the meeting. [R234(1)]

(2) If there is no quorum at that meeting, the Minister may convene meetings in the same manner until a quorum is present. [R234(2)]

(3) The Council must transact the business nominated by the Minister for a meeting convened under this clause. [R234(3)]

PART 14 COUNCIL WORKSHOPS & BRIEFING SESSIONS

(1) The council may hold workshops under its general powers as a body corporate.

(2) Workshops and briefing sessions are not meetings of the council or its formal standing committees, under the Code of Meeting Practice. A Workshop may involve Councillors, staff and participants invited by the General Manager.

(3) Workshops are not open to the public.

(4) Workshops are informal and are intended and used to provide useful background information to Councillors on issues, to develop Councillor knowledge and expertise to assist in their role as public officials, and to provide informal input into relevant matters.

(5) No Council decisions are to be made at workshops.

(6) Workshops do not have any decision making authority or powers and shall not be used for transaction of council business or detailed or advanced discussions where agreement is reached and/or a (de-facto) council decision is made. Any detailed discussion or exchange of views on an issue, and any policy decision from the options, shall be left to the open forum of a formal council or committee meeting.

(7) All Councillors are entitled to attend workshops.

(Clauses 1-6 above are sourced from the DLG Meetings Practice Note)

(8) Any information or briefing papers for a workshop shall be given to all councillors. Any information given to a particular councillor for a workshop in the performing of their civic duties must also be available to any other councillor who requests it.

(9) Workshop briefing papers shall contain information and options but no recommendations, and no recommendations are to be put to nor sought from, the councillors or other workshop participants in the course of the workshop. General consensus on any options may be expressed by the workshop participants.

(10) Conflict of interests provisions – both Pecuniary and Non-Pecuniary - do apply to workshops conducted by the Council under this clause and as such need to be appropriately identified, managed and a written record made.

(11) The meeting procedures in the Act and the Regulation and in this Code do not apply to workshops held by the Council under this clause

(a) which apply to meetings of the council and its formal committees comprising of all councillors and only councillors, and

(b) in respect of the attendance entitlements or requirements of councilors and attendance entitlements of the public

(12) Minutes and recordings of the meeting will not be taken but a formal record of the workshop will be kept by Council staff detailing the date, subject, those present, the purpose of the workshop and any disclosures of interest.

PART 15 REVISION HISTORY

Revision	Date	Change	TRIM Ref
1	08/09/2016	First Northern Beaches Council Code of Meeting Practice for public exhibition	2016/299769

ATTACHMENT

Details of Proposed DCP Amendment

(inclusive of draft Exhibited Amendments 8 and 9 – to be known as 'Manly Development Control Plan 2016 Amendment 8')

1.2 Where this DCP Applies

This DCP applies to land where the LEP applies as identified on the LEP Land Application Map

Note: This plan pertains to development of land which was within the area of the former Manly Council and is now within the area of the Northern Beaches Council area pursuant to the Local Government (Council Amalgamation) Proclamation 2016. In this regard Clause 21 of the Local Government (Council Amalgamation) Proclamation 2016 provides that a development control plan that applied to a former area immediately before the amalgamation day continues to apply to that part of the area of the new council that consists of the former area. In this regard other Development Control Plans which apply to Northern Beaches Council include Pittwater Development Control Plan 21 (former Pittwater Council) and Warringah DCP 2011 (former Warringah Council).

2.1.2 Requirements for DA Lodgment

2.1.2.2 Considerations (Site and Context Analysis)

Replace paragraph e) with "Streetscape including both sides of the street that the development fronts including the pattern of building frontages, street and side setbacks and heights of buildings (in metres and storeys).

Edit paragraph i) to insert "foreshore or ocean"

Replace paragraph q) with "overshadowing of the site including shadow cast by neighbouring structures and likely shadow effects from proposed development. The winter sun path should be shown from 9am to 3pm on 21 June."

2.1.4 Shadow Diagrams

Insert at paragraph c) 'Council may require that shadows be indicated at hourly or half hourly intervals, where necessary for assessment, to clearly demonstrate either compliance with the DCP or the extent of any non-compliance throughout the period.'

Part 3 General Principles of Development

3.1.3 Townscape (Local and Neighbourhood Centres)

3.1.3.1 Design Principles

The following design principles and requirements at paragraphs 3.1.3.1.a) to i) should be achieved in all development involving the erection of a new building or external alterations to an existing building in order to:

- maintain and enhance the townscape of Manly's LEP Business Zones:
- achieve the townscape objectives of this plan; and

- consider that the development exhibits design excellence in accordance with considerations of LEP clause 6.13(4) (as a statutory consideration for land in Zone B2 Local Centre and as a DCP consideration in other zones)

A scale and design of building appropriate to this local role should then be achieved.

…

b) Townscape Principles Map

~~Proposed~~ All development involving the erection of a new building or external alterations to an existing building must be consistent~~, where applicable to~~ with the townscape and streetscape and the principles and opportunities further illustrated in the Townscape Principles Maps at Schedule 2 of this plan. Having regard to the features located in the Townscape Principles Maps the following guidelines apply:

i) Important corner sites shall be maintained, including strongly defined corner buildings. Ensure corner development has strong height and facade elements with building along the street frontage being set by these corner heights. Construct to boundary. Maintain and re-use existing development if it achieves objectives for these corner sites.

ii) Important pedestrian links shall be maintained including existing public arcade links and encourage new through-block arcades which in turn should limit the size of parcels and the bulk of large buildings.

iii) Important end of vista sites shall be acknowledged. Appearance of the street elevation requires special attention at the end of these vistas.

…

d) Proposed developments must be designed to:

i) maintain the optimum amount of sunlight into adjacent open space areas, including public open space (see LEP clause 6.13 (a) Design Excellence); and

ii) minimise other environmental factors such as adverse wind effects, reflectivity and impermeability of surfaces (see LEP clause 6.13 (j) Design Excellence).

3.4.1 Sunlight Access and Overshadowing

3.4.1.3 Overshadowing Solar Collector Systems

~~In relation to solar access to hot water systems and solar collectors new/proposed development must:~~

~~a) not overshadow any existing adjacent solar collectors or hot water heaters between 9am and 3pm at any time of the year; or where there is no existing hot water systems and solar collectors,~~

~~b) maintain solar access to the north facing roofs of existing dwellings (generally within 45 degrees west to 45 degrees east) to a fixed minimum roof area of 10sqm capable of accommodating solar collectors or hot water heaters that will not be overshadowed by the proposed development between 9am and 3pm at any time of the year.~~

A minimum of 6 hours solar access be retained to solar collectors on neighbouring properties.

3.4.1.4 Overshadowing Clothes Drying Areas

~~In relation~~ A minimum of 6 hours solar access be retained to a suitable clothes drying area~~s the rear yard of minimum dimensions 7.5m by 2m for clothes drying should be free of shade between 10am and 2pm all year~~.

3.4.2 Privacy and Security

Insert: "Considerations of privacy are typically balanced with other considerations such as views and solar access. The degree of privacy impact is influenced by factors including the use of the spaces where overlooking occurs, the times and frequency theses spaces are being used, expectations of occupants for privacy and their ability to control overlooking with screening devices."…

Relevant DCP objectives to satisfy in relation to this part include the following:

Objective 1) To minimise loss of privacy to adjacent and nearby development by:

- appropriate design for privacy (both acoustic and visual) including screening between closely spaced buildings;
- mitigating direct viewing between windows and/or outdoor living areas of adjacent buildings.

Objective 2) To increase privacy without compromising access to light and air. To balance outlook and views from habitable rooms and private open space.

Objective 3) To encourage awareness of neighbourhood security.

See also paragraph 4.1.5.3 Principal Private Open Space.

See also Amcord Design Element 5.5 for acceptable solutions in meeting the objectives of this plan where this plan is otherwise silent. Amcord solutions are not to be adopted where they result in any non-compliance with this plan or in the case of Residential Flat Buildings are inconsistent with guidance in relation to visual privacy set out in Part 3F of the Apartment Design Guide.

3.4.2.1 Window Design and Orientation

a) Use narrow, translucent or obscured glass windows to maximise privacy where necessary.

b) When buildings are close to boundaries, windows must be off-set from those in the adjacent building to restrict direct viewing and to mitigate impacts on privacy.

3.4.2.2 Balconies and Terraces

a) Architectural or landscape screens must be provided to balconies and terraces to limit overlooking nearby properties. Architectural screens must be fixed in position and suitably angled to protect visual privacy.

b) Recessed design of balconies and terraces can also be used to limit overlooking and maintain privacy.

3.5 Sustainability

3.5.1.1 Building Form, Design and Orientation (Sustainability – Solar Access)

Replace paragraphs a), b) & c) with "The building and site layout is to maximise northern orientation to optimise solar access. Achieving passive solar energy efficiency is an important consideration in design, but it must be balanced with responding to desired streetscape character; promoting amenity for both the proposed development and neighbouring properties (including views, overshadowing and noise considerations), retaining trees and responding to topography."

3.5.3.2 Location of area of openings

Edit paragraph a) to read "The area of unobstructed window opening should be equal to at least 5% of the floor area served."

Delete paragraph b) as it largely repeats guidelines at paragraph 3.5.1.1.b.

~~3.5.3.3 Mechanical Systems~~

Delete paragraphs a) – j)

~~a) If air-conditioning is required, ensure it has sufficient controls so it is used only when required, including on/off programming schedules, after hours and holiday scheduling, and cooling and heating based on occupancy;~~

~~b) Ensure any air-conditioning system is well insulated, particularly those located in roof space.~~

~~c) Consider directing air-conditioning only to areas where it is needed, and relying on natural ventilation for the remaining part of the building;~~

~~d) Use a combination of passive methods, such as direct solar access, window shading, appropriate insulation and sealing, and natural ventilation to reduce the overall use of mechanised systems;~~

~~e) Ensure cooking exhaust systems are not oversized in respect of their proposed use, and fit time controls to exhaust fans so that they switch off after a few minutes, or sensors to activate them during cooking;~~

~~f) In industrial units and warehouses, locate goods doors away from areas that may require mechanised heating or cooling;~~

~~g) Depending on the amount of movement, consider rapidly closing doors, plastic strip curtains or pneumatic seals for commercial and industrial buildings;~~

~~h) Cool small office buildings by reverse cycle air-conditioning units that can be controlled individually and operated independently of the rest of the building if needed out-of-hours;~~

~~Hotels should use a card system so air-conditioning and lighting in each guest room is switched off when the room is vacated;~~

~~i) Install appropriately sized cooling and heat plant and equipment; and~~

~~j) Investigate the use of cooling and heating energy efficiency opportunities including economy cycles, night purging, variable speed drives, humidity controls and electronic expansion valves.~~

4.1 Residential Development Controls

4.1.1 Dwelling Density, Dwelling Size and Subdivision

Note: In addition to the minimum subdivision lot size standards at LEP clause 4.1, the density controls in conjunction with other controls in this plan are also important means of prescribing the nature and intended future of the residential areas of Manly.

Relevant DCP objectives to be satisfied in relation to this part include:

Objective 1) To promote a variety of dwelling types, allotment sizes and residential environments in Manly.

Objective 2) To limit the impact of residential development on existing vegetation, waterways, riparian land and the topography.

Objective 3) To promote ~~a variety of allotment sizes, residential environments and.~~ housing diversity and a variety of dwelling sizes to provide an acceptable level of internal amenity for new dwellings.

Objective 4) To maintain the character of the locality and streetscape.

Objective 5) To maximise the use of existing infrastructure.

4.1.1.1 Residential Density and Dwelling Size

This section contains maximum permissible residential density controls which generally apply to land identified on the LEP Lot Size Map and determine the maximum number of dwellings that may be achieved on any one parcel of land.

a) The maximum permissible residential density control at Figure 24 - Minimum Residential Density applies to land identified in Residential Density Areas on the Minimum Residential Density Map at *Schedule 1 - Map A* in this plan.

   Figure 24 - Minimum Residential Density determines the maximum number of dwellings that may be achieved on any one development site. This figure indicates the minimum site area required for every dwelling contained on a site. For example, if a density control of 300sqm per dwelling applies to a site with a site area of 600sqm the density control would allow for a maximum of 2 dwellings.

b) For the purposes of calculating the residential density control for battle-axe lots, the area of the access handle is excluded from the site area, consistent with the provisions for minimum subdivision lot size in LEP clause 4.1(3A).

Figure 24 - Minimum Residential Density (to be read in conjunction with Schedule 1 - Map A)

c) Notwithstanding the minimum Residential Density in Figure 24, no more than 2 dwellings may be constructed on lots 29, 30, 31 and 32 in Section 5 of DP 939916, known as 15 -17 Suwarrow Street Fairlight.

   Dwelling Size

d) Dwellings are required to have the following minimum internal areas:

   Studio dwellings: 35sqm

   1 bedroom dwellings: 50sqm

   2 bedroom dwellings: 70sqm

   3 bedroom dwellings: 90sqm

   The minimum internal areas include only 1 bathroom. Additional bathrooms increase the minimum internal area by 5sqm.

   A 4th bedroom and further additional bedrooms increase the minimum internal area by 12sqm each.

Note: Dwelling Size Guidelines are adopted from the NSW Apartment Design Guidelines to apply more broadly to all residential accommodation considered under this Plan.

Note: This paragraph does not apply to Secondary Dwellings which are subject to their own development standard for minimum floor area at LEP clause 5.4(9)

4.1.4 Setbacks (front, side and rear) and Building Separation

Note: This section addresses the buildings' setback from its various property boundaries.

Relevant DCP objectives to be met in relation to this part include:

Objective 1) To maintain and enhance the existing streetscape including the desired spatial proportions of the street, the street edge and the landscape character of the street.

Objective 2) To ensure and enhance local amenity by:

- providing privacy;
- providing equitable access to light, sunshine and air movement;
- facilitating view sharing by maintaining adequate space around the front, back and sides of buildings to limit impacts on views and vistas from both private and public spaces;
- defining and adding character to the streetscape including the provision of adequate space between buildings to create a rhythm or pattern of spaces; and
- facilitating safe and adequate traffic conditions including levels of visibility around corner lots at the street intersection.

See also objectives at paragraph 3.4 Amenity.

Objective 3) To promote flexibility in the siting of buildings.

Objective 4) To enhance and maintain natural features by:

- accommodating planting, including deep soil zones, vegetation consolidated across sites, native vegetation and native trees;
- ensuring the nature of development does not unduly detract from the context of the site, and particularly in relation to the nature of any adjoining Open Space lands and National Parks; and
- ensuring the provisions of State Environmental Planning Policy No 19 - Urban Bushland are satisfied.

Objective 5) To assist in appropriate bush fire asset protection zones.

Note: In addition to the setbacks required in this plan, residential development subject to the Residential Apartment Code is subject to additional setback requirements for adequate building separation to achieve reasonable levels of privacy e.g. 12m separation between habitable rooms and balconies between buildings up to 4 storeys either on the same site or across a site boundary to a neighbouring building.

4.1.4.1 Street Front Setbacks

See also paragraph Safety and Security - Street Surveillance

b) Where the street front building lines of neighbouring properties are variable and there is no prevailing building line in the immediate vicinity i.e. where building lines are neither consistent nor established, a minimum 6m front setback generally applies. This street setback may also

need to be set further back for all or part of the front building façade to retain significant trees and to maintain and enhance the streetscape….

d) Where the streetscape character is predominantly single storey building at the street frontage, the street setback is to be increased for any proposed upper floor level. See also paragraph 4.1.7.1.

4.1.4.2 Side Setbacks and secondary street frontages

c) ~~Windows of living and dining areas in new dwellings.~~ All new windows from habitable rooms of dwellings that face the side boundary are to be setback at least 3m from the boundary.

4.1.4.4 Rear Setbacks

b) ….. The character of existing natural vegetated settings is to be maintained.

~~c) On sloping sites, consideration is to be given to an increased setback to enhance the natural vegetated setting particularly where new development is uphill and in sensitive foreshore locations.~~

c) On sloping sites, particularly where new development is uphill and in sensitive foreshore locations, consideration must be given to the likely impacts of overshadowing, visual privacy and view loss.

d) Rear setbacks must relate to the prevailing pattern of setbacks in the immediate vicinity to minimise overshadowing, visual privacy and view loss.

4.1.5.2 Landscaped Area

c) Minimum Tree Planting

…iii) The required minimum number of native trees required under this paragraph must be planted in a deep soil zone as defined in this plan's Dictionary.

Note: Suggested minimum soil volumes for tree planting generally are as follows: Large size trees (13-18m high with 16m spread) required 80 cubic metres of soil. Medium size trees (9-12m high with 8m spread) requires 35 cubic metres of soil. (Source: NSW Apartment Design Code 2015)

4.2 Development in Business Centres

4.2.2 Height of Building

4.2.2.1 Exceptions to Height for Design Excellence

In determining whether to grant an exception to the LEP height standard, the environmental planning grounds to justify contravening the development standard (LEP clause 4.6(3)) may include consideration of the design principles at paragraph 3.1.3.1 Design Principles in this DCP.

4.2.3 Setbacks

See also LEP clause 6.13 Design Excellence in determining the exceptions to the nil setback guidelines in this paragraph.

~~**4.2.4.3 Access to Woodland Street**~~

~~Vehicular access to the basement car parking for the Shopping Centre known as 'Balgowlah Village' (other than for residential purposes) is not allowed from Woodland Street.~~

4.2.5 Manly Town Centre and Surrounds

Note: These paragraphs provide guidelines in relation to the Manly Town Centre (LEP Zone B2 Local Centre) as well as other land in the vicinity (including LEP Zones R3 Medium Density & SP3 Tourist) and also deal particularly with Backpackers' Accommodation and Late Night Venues.

See also paragraph 3.1 Streetscape and Townscapes.

See also LEP clause 6.13 Design Excellence in determining the exceptions to the nil setback guidelines in this paragraph.

See also Part 5 Special Areas in relation to the heritage significance of Manly Town Centre and The Corso.

Relevant DCP objectives to be met in relation to these paragraphs include:

Objective 1) To consolidate, promote and strengthen both retail activity in the Manly Town Centre as well as townscape in accordance with the townscape requirements of this plan.

4.2.5.1 Design for Townscape

~~Regardless of whether a building is listed as an item of environmental heritage in the LEP, the~~ Council must be satisfied that the design of ~~new~~ development (not just heritage listed buildings) gives due attention to the site's position within, and the development's contribution to the overall existing and future townscape quality of the Manly Town Centre and surrounds.

In addition to the townscape principles at paragraph 3.1.3 which apply to all Centres including the Townscape Principles Map A for Manly Town Centre at Schedule 2 of this plan; additional townscape requirements for Manly Town Centre and Surrounds apply as follows:

~~See also paragraph 3.1 Streetscape and Townscapes for townscape principles when designing for townscape. See also Schedule 2 -Map A -Manly Town Centre Townscape Principles.~~

~~Townscape Requirements~~

~~iii) Maintain important corners identified at Schedule 2, including strongly defined corner buildings.~~

~~iv) Ensure corner development has strong height and facade elements with building along the street frontage being set by these corner heights. Construct to boundary. Maintain and re-use existing development if it achieves objectives.~~

~~v) Maintain existing public arcade links identified in Schedule 2 and encourage new through-block arcades which in turn should limit the size of parcels and the bulk of large buildings.~~

~~vi) Acknowledge important end of vista sites identified in Schedule 2. Appearance of the street elevation requires special attention at the end of these vistas.~~

a) Maintain the predominant pattern of narrow fronted buildings within the town centre with new buildings incorporating modulation of the street wall such as recesses or ~~modelling~~ modulation in the building facade to visually reduce the length and perceived bulk of the street wall.

b) Maintain existing setbacks.

c) New development to enhance townscape characteristics, disregarding existing unsympathetic buildings.

d) Step back development around the intersection of Sydney Road and Whistler Street to reveal the historic building (church) at this intersection.

e) Develop new facade line in North Steyne to avoid unattractive end walls and sharp transitions in the vicinity of 46-48 North Steyne, Manly.

f) Height and setback of development must cause no undue affectation to properties to the south in terms of loss of sunlight or privacy (Pittwater Road).

4.2.5.6 Late Night Venues

This paragraph regulates the activities and design of late night venues in the "Manly Town Centre ~~and the wider~~ Entertainment Precinct" ~~and also generally applies to the alcohol free zones and alcohol consumption prohibited zone.~~

For the purposes of this paragraph the "Manly Town Centre Entertainment Precinct" is defined as land which includes the following:

- Land in LEP Zone B2 Local Centres that is within the Manly Town Centre (excluding land zoned B2 elsewhere in the LEP i.e. Seaforth and Balgowlah);
- Land within the Scope and Study Area of the Council's Manly After Midnight Policy (Council Policy Reference M61) being 'Manly Central Business District';
- Licensed Liquor Premises that are a signatory to the Manly Liquor Accord;
- Land identified in a current Manly Alcohol Free Zone or Manly Alcohol Restricted Zone; and
- Manly Wharf Precinct.

4.2.6 Balgowlah Local Centre

Note: Balgowlah Local Centre (LEP Zone B2) is predominantly linear developments along Sydney Road and as intersected along Condamine Road. Along Sydney Road on the north side the Centre extends west to Woodland Street and along all other street frontages the edge of the Centre adjoins the surrounding residential precinct zoned R2 General Residential. ~~although inclusion of certain other street frontages allows the opportunity in new developments to provide alternative~~ Rear access arrangements and linking pedestrian arcades are significant townscape elements. ~~Redevelopment also gives the opportunity to form more interesting streetscapes generated by distinctive end and corner buildings and building heights which can provide some feeling of enclosure to the width of the street~~. Pedestrian protection, retention of interesting shop front development and flexible floor plan and access layouts are important.

See also paragraph 3.1.3 Townscape (Local and Neighbourhood Centres)
See also paragraph 4.2.3 Setbacks Controls in LEP Zones B1 and B2
See also paragraph 4.2.4 Car parking, Vehicular Access and Loading

4.2.6.1 Wall Height on the Street Frontage

Note: The maximum building height is a development standard in the LEP and is contained in the Height of Buildings Map.

a) Within the LEP building height development standard, this DCP limits the wall height at the street frontage to 10.5m which is determined to be the established maximum height of street facades for the Local Centre particularly along Sydney Road and is significant in preserving local characteristics of the townscape.

4.2.6.2 ~~Consideration of height above the wall height at street frontage~~ Exceptions to LEP Building Height

Objective 1) To ensure that the height of buildings including the height at the street frontage fulfils Council's townscape objectives.

The extent of any exception to the LEP height development standard pursuant to LEP clause 4.6 is to consider whether:

~~In relation to building height above 10.5m at the street frontage (up to 12.5m in the LEP) consideration will be given to the appropriate height having~~ regard to whether:

a) the height of the street frontage of the building complies with the wall height requirement at paragraph 4.2.6.1 of this plan;
b) provides a better relationship to adjoining development in terms of fulfilling the Council's townscape objectives, and does not adversely affect adjoining properties in terms of loss of sunlight, views and privacy;
c) plant rooms, lift overruns, pitched roofs or the like are designed as an integral part of the building in such a way as to appear an appropriate part of the overall townscape and not conflict with overall townscape objectives (see *paragraph 3.1 Streetscapes and Townscapes*);
d) Due to the slope of the land if it can be demonstrated that no adverse effect to adjoining properties would result ~~and that~~
e) In relation to 292-338 Sydney Road, Balgowlah, the height above established street facades in this location are not visible from the street.

4.2.6.3 Setbacks

a) ~~All buildings must be constructed to both the street front and side boundaries of the allotment except where:~~
   ~~(i) the building adjoins residential zoned land in the LEP (including zones E3 & E4), in which case the principles of height and setback for Residential development contained within this DCP;~~
   ~~(ii) the applicant can demonstrate to the satisfaction of the Council that an alternative setback will not conflict with overall townscape objectives, reduce the general availability of retail frontage or remove weather protection for pedestrians and results in usable public open space; or where~~
   ~~(iii) the stipulated setback would be undesirable in terms of the amenity of any residential uses existing on adjoining land or proposed for inclusion in the development applies.~~

In relation to the rear setback of certain Sydney Road properties adjoining Totem Lane ~~34~~ known as 340 to 358 Sydney Road, Balgowlah, all buildings must be setback at least 1.5m from the rear boundary to ensure:

a) pedestrian access is provided in a safe and accessible manner along the southern side of Totem Lane ~~34~~;
b) the provision of landscaping at the rear boundary; and
c) the setback area is not to be enclosed by walls, fencing or any other structure to ensure adequate site distances for vehicles accessing Totem Lane ~~34~~.

4.2.6.4 ~~Car parking and Access~~ Design Excellence in the Design of Street Facades and Onsite Carparking

See also LEP Clause 6.13 Design Excellence

See also *Schedule 3* for minimum parking requirements

a) In the provision and design of onsite parking the development is to exhibit design excellence which protects and enhances the streetscape and quality of the public realm under LEP clause 6.13(c) by ensuring that:

~~All residential car parking must be provided on site except where it can be demonstrated that:~~

i) ~~the required~~ vehicular access does not interfere~~s~~ with the continuity of retail frontage or interrupts the frontage of the property in other ways that would conflict with any other provisions of this DCP, in particular the townscape objectives and established street facades.

ii) the movement of vehicles to and from the site ~~would~~ will not conflict with pedestrian movements, special servicing arrangements for pedestrianised areas or contribute to congestion at key intersections.

iii) the position of the parked vehicle (or the carport or garage) in the property ~~would~~ will not interfere with the desired character of the streetscape or neighbourhood.

Application of Manly Section 94 Contributions Plan

b) In Balgowlah Centre any customer or employee parking component of developments that cannot be provided on site must be met by way of contribution in accordance the Council's Section 94 Contributions Plan.

~~**4.2.6.5 Development of 122 Condamine Street, Balgowlah**~~

~~a) This clause applies to Lot 1, DP 599383 and Lot 5, DP 978325, known as 120 Condamine Street, Balgowlah.~~

~~b) A minimum of 20 percent of the gross floor area of all buildings on the land is to be used for the purpose of a place of public worship.~~

4.4.8 Subdivision

This paragraph applies to all new subdivisions, ~~and~~ the re-configuration of existing allotments within a subdivision and the consolidation of allotments.

5.3 St Patrick's Estate, Manly

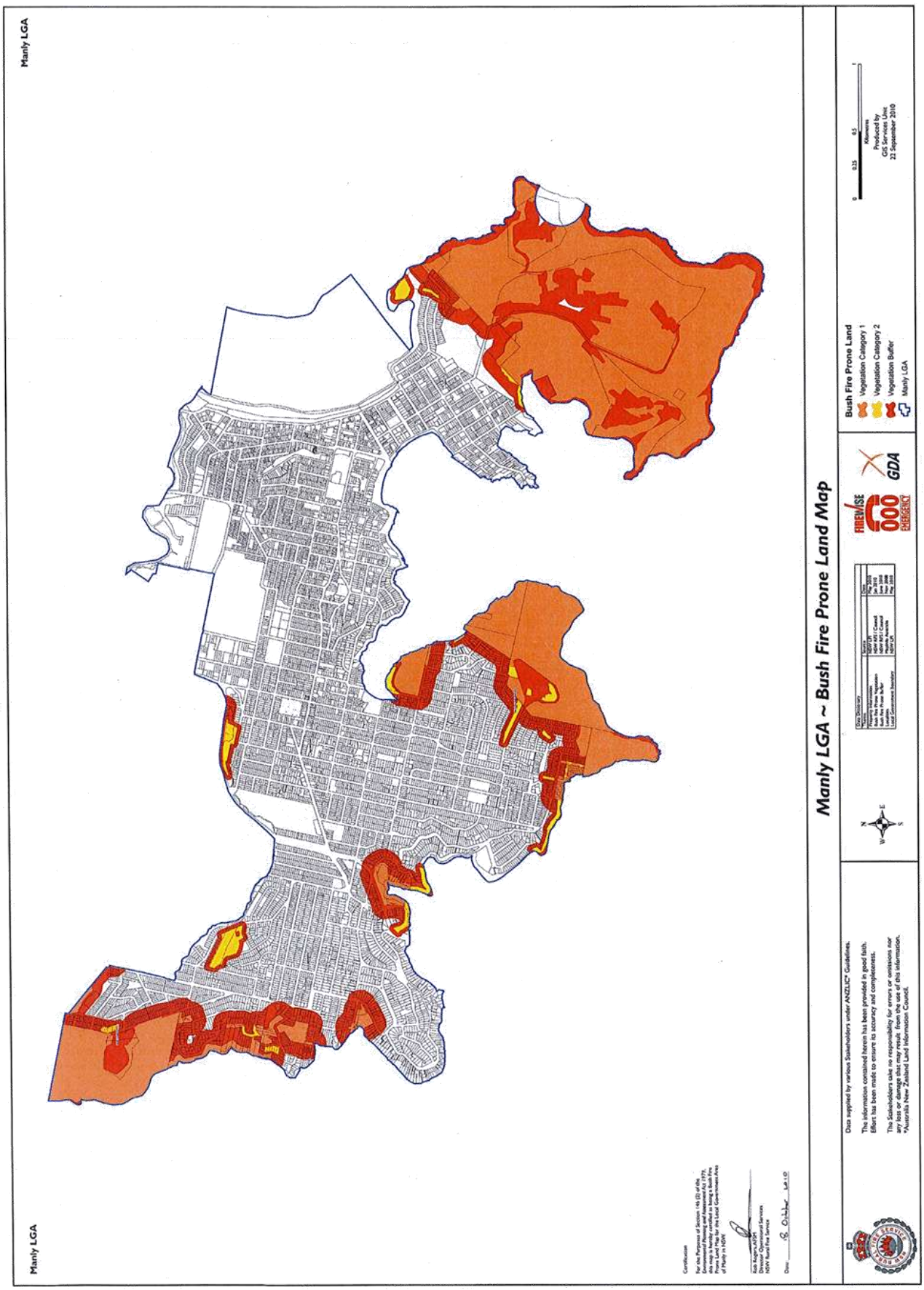
Note: LEP clause 6.13 Design Excellence also applies to St Patrick's Estate pursuant to clause 6.13(2)(b). In particular, the statutory considerations at clause 6.13(4)(a) to (k) that are most relevant to development at St Patricks Estate include the setting {subclause (f)}, protection and enhancement of natural topography and vegetation (and other natural features) {subclause (g)}, promotion of vistas from public places to prominent natural and built landmarks {subclause (h)}; and high standards of design, material and detailing {subclause (i)}.

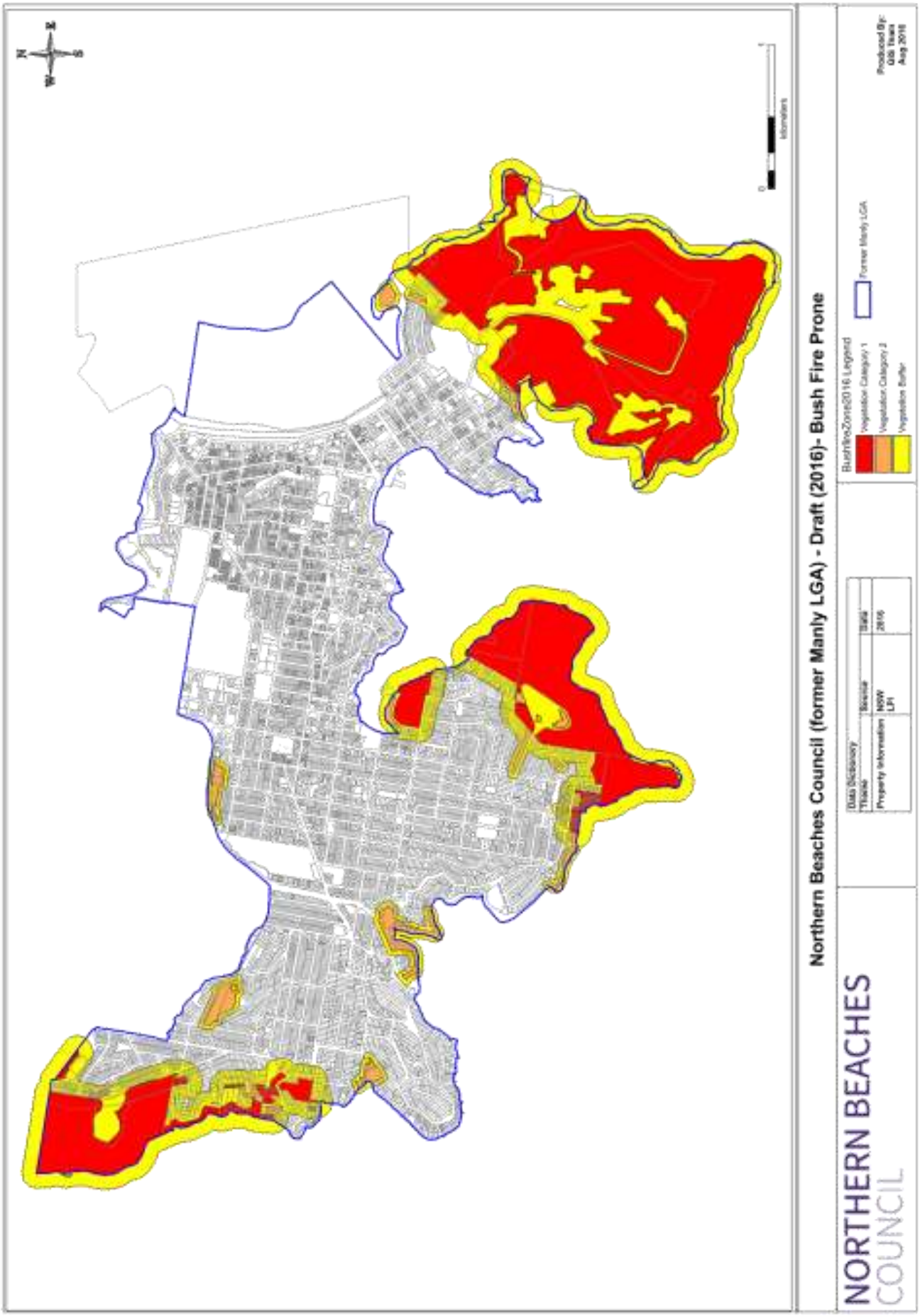
Dictionary

Deep Soil zone means an areas (within the landscaped area) within a development that is unimpeded by building or structures above or below ground and have a minimum dimension of 6m. Deep soil zones exclude basement car parks, services, swimming pools, tennis courts and impervious surfaces including car parks, driveways and rood areas.

Façade means the external face of a building, generally the principal face, facing a public street or space.

Studio Dwellings *means a dwelling with only 1 habitable room that combines kitchen, living and sleeping space.*


Manly LGA
Manly LGA
Certification
For the Purposes of Section 146 (2) of the Environmental Planning and Assessment Act 1979, this map is hereby certified as being a Bush Fire Prone Land Map for the Local Government Area of Manly in NSW.
Date: 18 October 2010
Manly LGA ~ Bush Fire Prone Land Map
Data supplied by various Stakeholders under ANZLIC* Guidelines.
The information contained herein has been provided in good faith. Effort has been made to ensure its accuracy and completeness.
The Stakeholders take no responsibility for errors or omissions nor any loss or damage that may result from the use of this information.
*Australia New Zealand Land Information Council.
Data Dictionary
Bush Fire Prone Vegetation
Bush Fire Prone Buffer
Local Government boundary
NSW GIS Council
NSW RFS Council
NSW LPI
NSW GA
Bush Fire Prone Land
Vegetation Category 1
Vegetation Category 2
Vegetation Buffer
Manly LGA
0 0.25 0.5 1
Kilometres
Produced by
GIS Services Unit
22 September 2010


Northern Beaches Council (former Manly LGA) - Draft (2016)- Bush Fire Prone
NORTHERN BEACHES
COUNCIL
Data Dictionary
Theme
Source
Date
Property Information
NSW LPI
2016
BushfireZone2016 Legend
Vegetation Category 1
Vegetation Category 2
Vegetation Buffer
Former Manly LGA
Produced By:
GIS Team
Aug 2016
Kilometers
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NORTHERN BEACHES
COUNCIL

MEETING NOTES

IMPLEMENTATION ADVISORY GROUP (IAG) MEETING

held in the Councillors Room, Manly Chambers, Manly on

WEDNESDAY 27 JULY 2016

NORTHERN BEACHES
COUNCIL

Meeting Notes of the Implementation Advisory Group (IAG) Meeting held on Wednesday 27 July 2016 in the Councillors Room, Manly Council Chambers, Manly Commencing at 4:07pm

ATTENDANCE

Committee Members

Ms Jean Hay AM	Chair
Mr Michael Regan *(joined the meeting at 6:12pm)*	Deputy Chair
Ms Kylie Ferguson	Deputy Chair
Mr Alex McTaggart	Member
Mr Jose Menano-Pires	Member
Ms Cathy Griffin	Member

Council Officers

Mr Mark Ferguson	General Manager
Ms Beth Lawsen	Deputy General Manager Public Affairs
Ms Kate Lewis	LRC Executive Officer (Environment)
Ms Jane Mulroney	LRC Executive Officer (Social)
Ms Helen Lever	LRC Executive Officer (Economic)
Ms Katie Kirwan	Governance Officer (Notes)
Ms Trish O'Grady	Executive Assistant and Protocol Officer

NORTHERN BEACHES
COUNCIL

1.0 WELCOME AND INTRODUCTIONS

1.1 ACKNOWLEDGEMENT OF COUNTRY – JEAN HAY

DISCUSSION

Jean Hay welcomed members and gave an acknowledgement of Country.

1.2 APOLOGIES – JEAN HAY

DISCUSSION

That the apologies of Dick Persson be noted.

2.0 REVIEW OF PREVIOUS MEETING NOTES

2.1 CONFIRMATION OF PREVIOUS NOTES AND BUSINESS ARISING AND REVIEW OF ACTIONS – BETH LAWSEN AND EXECUTIVE OFFICERS

DECISION

K Ferguson / A McTaggart

That the Notes of the Implementation Advisory Group (IAG) meeting held on 14 July 2016, copies of which were previously circulated are hereby confirmed as a true and correct record of the proceedings of that meeting

3.0 ADMINISTRATOR'S UPDATE

3.1 GENERAL BUSINESS

DISCUSSION

Mark Ferguson, General Manager provided updates on the following matters on behalf of the Administrator:

PCYC

This is scheduled to be completed in January/February.

Skate Ramp in Kitchener Park

This will be officially opened on 3 September 2016 at 10am and M Ferguson advised that all members will be invited.

ACTION: Extend invitations to IAG members for opening of skate ramp in Kitchener

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COUNCIL

Park, Mona Vale.

Hospital Structure Plan

There was a meeting held on 15 July with the Department of Planning regarding the Hospital Structure Plan preparation. The Plan is due to go to Council in September 2016.

Michael Regan requested a meeting with the General Manager, Administrator and former Ward C Warringah Councillors to discuss the report prior to it going to Council.

ACTION: M Ferguson's office to arrange meeting between GM, the Administrator and former Warringah C Ward councillors to discuss the Hospital Structure Plan and report to Council.

Mona Vale Road

Funding is proceeding with works to commence on the eastern end.

B-Line

At the Council Meeting on 2 June, Council resolved to write to the Minister for Transport to request that the B-Line be extended to Newport. Council are still waiting on a response.

Manly Vale Public School

M Ferguson is meeting with them next week to discuss their DA. Their application goes to the Joint Regional Planning Panel (JRPP) in August.

Manly Oval Car Park Review

A draft set of findings has been given to staff but any outcomes are still a couple of weeks away. Once the findings have been finalised and validated, recommendations will be made to Council.

Andrew Boy Charlton Pool

Jean Hay advised that the pool opens on 13 August 2016.

Brookvale Oval

M Ferguson is meeting with the Premiers Department next week to discuss this.

Marine Parade

Beth Lawsen, Deputy General Manager Public Affairs provided an update on the progress of the repair works at Marine Parade in Manly. There was brief discussion around tenders for the replacement of the amenities block, and B Lawsen discussed the approximate costs of the repair works. M Ferguson advised the amenities block is due to be finished by late September.

New LEP

The Department of Planning would like to partner with Council on a new LEP, and have suggested a new model based on five Wards. M Ferguson will be raising this with EMT and noted this will not be finalised until there is an elected council in place.

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COUNCIL

4.0 GENERAL MANAGERS UPDATE

4.1 IMPLEMENTATION PLAN UPDATE – 60 DAY REPORTS FROM COUNCIL'S TRANSITION TEAM – MARK FERGUSON

DISCUSSION

M Ferguson provided members with an update on the 60 day implementation plan and highlighted the following points:

- The first stage of interviews for the 36 Executive Manager positions have been completed, with the second stage starting next week. We hope to have all positions appointed by 26 August 2016. Successful appointments will all attend a workshop on the 30 August 2016.

- Stephen Clements, Deputy General Manager Planning and Community has tendered his resignation and will be leaving Council on 26 August 2016. Recruitment for this position will be carried out in August.

- TechOne has been decided on as the core IT system. There will be a stringent implementation, training and communications plan around this. M Ferguson noted the benefits of this chosen system due to its flexibility and adaptability which is crucial for the current environment. There was also further discussion around the financial benefits of the system and M Ferguson noted that Council has one year to deliver its implementation.

- Rates Notices were distributed this week with the Northern Beaches parking permits.

4.2 FINANCE UPDATE – MARK FERGUSON

DISCUSSION

M Ferguson discussed the report on Financial Matters circulated to members with the Agenda, and noted the following points:

- All three former councils Workers Compensation policies have been integrated resulting in substantial savings.

- At present, we are still running the three former councils websites. There will be a common content webpage within the next 12 months and re-built once branding has been decided. An interim branding for ranger and lifesaver uniforms will be done sooner to allow operation across the whole LGA.

- Spending of $150m in CapEx works.

- Members discussed procurement assistance and waste contracts between Council and SHOROC, and noted changes in management at SHOROC.

- M Ferguson will be meeting with NSROC and other General Managers in the four Council district groups to discuss NBC's implementation strategy.

- Report is going to Council shortly on invitation to tender for Kimbriki's proposed resource recovery facility. Members briefly discussed operations at Kimbriki.

NORTHERN BEACHES
COUNCIL

- Council has agreed to take on the management of the Northern Sydney Aboriginal Heritage Office. Members suggested that this should be communicated to the community as a good news story. M Ferguson advised it is still in the very early stages of negotiations that are unlikely to be finalised until October.

M Ferguson also discussed Council's loan borrowings and the level of debt and noted that for the size of the organisation, it is very modest. There was brief discussion around what is a reasonable amount of debt, and the advantages and disadvantages of debt/debt free approaches to Council's financial positioning

M Regan queried whether any additional funds will be funnelled into the Northern Beaches Merger Savings Fund and questioned whether it would be more appropriate to use the money to start to repay any backlog. M Ferguson advised the point of this fund was show the community that real savings are being realised and that there will be a lot of rigour around the savings and they will be accounted for. This fund is to be used to provide for non-operational types of expenses, which could be anything including debt reduction.

M Ferguson also discussed correspondence from the Office of Local Government (OLG) noting an amendment to be made to the proclamation in relation to the accounting period / reporting.

5.0 STRATEGIC WORKING GROUPS – BETH LAWSEN

DISCUSSION

B Lawsen discussed the agreed structure for the Strategic Working Groups (SWGs) and provided members with a proposed meeting schedule and advised that this schedule was discussed at the last Local Representation (LRC) meeting on 20 July 2016. A report with the proposed structure will be going to Council on 9 August 2016.

B Lawsen discussed the process of appointment of membership. Subject to adoption of the proposed structure at the Council Meeting on 9 August, an Expression of Interest (EOI) survey will be circulated and published soon thereafter. IAG members will meet and select community representatives for the SWGs in September, with all successful appointments to meet on 22 September 2016 (TBC) for an inductions and a CSP visioning workshop.

There was discussion around the size of the committees and the allocation of representation from electoral Wards. Members suggested that Council staff wait to see what interest was received from the EOI process and then decide on the size of membership and representation.

B Lawsen advised that the membership, along with the Terms of Reference for the objectives of the SWG's; will be advised by staff to LRC members at their next LRC meeting on 3 August 2016.

Note: For purposes of clarity – since the meeting of 27 July, the SWG's have been renamed as ***Strategic Reference Groups***. ***(SRG's)*** in accordance with a request from Northern Beaches Executive.

NORTHERN BEACHES
COUNCIL

6.0 EXTERNAL STAKEHOLDER COMMITTEES AND REPRESENTATION – BETH LAWSEN

DISCUSSION

Kate Lewis, Executive Officer referred to the Briefing Notes as circulated at the 14 July 2016 meeting (copy attached) and briefly discussed other working groups and committees, and the appointment process for these.

7.0 COMMUNITY GROUPS AND ASSOCIATIONS – BETH LAWSEN

DISCUSSION

Jane Mulroney, Executive Officer briefly discussed community groups and associations and noted that these groups will be self-determining, and will not be resourced directly by Council. The idea is that they will register online to formalise communication and consultation with Council and these groups. A basic degree of governance will need to be demonstrated to show legitimacy, such as meeting minutes.

J Mulroney noted that Community Groups will need to be incorporated in order to apply for the Stronger Communities Fund.

8.0 LRC DRAFT AGENDA FOR 3 AUGUST 2016 – HELEN LEVER

DISCUSSION

B Lawsen advised that staff are reviewing all former council's paperwork from former working groups with a view to include this in the next LRC meeting agenda. Members requested that the objectives for the SWGs are circulated prior to the LRC meeting so they have a chance to review them and provide some informed feedback at the meeting.

Members discussed the proposed agenda and J Mulroney noted that some members had requested the joint sessions to be reduced to allow more discussed for the individual LRC.

8.1 COMMUNITY PRECINTS – JEAN HAY

DISCUSSION

Jean Hay referred to discussion in a previous IAG Meeting where the issue of precinct groups who still held funds was discussed. It has come to light that an LRC member has requested that a precinct group gives any funds that they will hold to him. J Hay questioned what the outcome of this discussion was.

M Ferguson advised that the funds they still hold are not Council funds but he will review the constitutions of the precinct committees and send a letter to them with a recommendation on what they do with any remaining funds. Members noted their concerns that the precinct groups may think the LRC member has the authority to take this money.

NORTHERN BEACHES
COUNCIL

ACTION: M Ferguson to review constitutions for the (former Manly) Precinct committees and send a letter of advice to members on any funds they have remaining (refer item to Mr E McPeake).

9.0 NEXT MEETING

DISCUSSION

J Hay asked members if they were in agreement to reduce the IAG meetings to a monthly occurence, instead of twice monthly. All Members agreed.

ACTION: K Kirwan to circulate updated list of meeting dates to Members.

The next meeting of the Implementation Advisory Group (IAG) will be held on 10 August 2016 in the Councillors Room, Manly Council building.

SUMMARY OF ACTIONS

ACTION	RESPONSIBLE OFFICER
Extend invitations to IAG members for opening of skate ramp in Kitchener Park, Mona Vale.	K Kirwan
Arrange meeting with Mark Ferguson, the Administrator and former Warrinagh C Ward councillors to discuss the Hospital Structure Plan and report to Council.	M Ferguson *(refer to GM Office)*
Copy correspondence from OLG to be circulated to Members.	K Kirwan
Review constitutions for the precinct committees and send a letter of advice to members on any funds they have remaining.	M Ferguson *(refer to E. McPeake)*
Circulate updated meeting schedule	K Kirwan

The meeting concluded at 6:14pm

This is the final page of the Notes comprising 8 pages numbered 1 to 8 of the Implementation Advisory Group meeting held on 27 July 2016

NORTHERN BEACHES
COUNCIL

2016/230892

Strategic Working Groups, Committees and Community Groups Engagement Structure

Background

Following the proclamation of the new Northern Beaches Council, a report was adopted by the Administrator thanking all previous committee members for their involvement.

Council has been working through the previous committees and working groups across the three former council areas and has developed the following approach during the interim council.

Objective

To establish a consistent and effective communication approach to involving and collaborating with community groups and key stakeholders during the interim council period.

1. Implementation Advisory Group (IAG)

Formed in May 2016 to support the Administrator during the Implementation Plan process. The IAG comprises of 3 previous Mayors and 3 previous councillors. The former mayors are each a chair of an LRC.

2. Local Representation Committees (LRC)

Formed in May 2016 to support the transformation process and provide connection to the broader community. The LRCs comprise of 22 former councillors from across the three previous council areas.

In the interim council period these committees replace the role played by the former Strategic Reference Groups across the region.

There are 3 LRCs covering the themes:

- Economic
- Social
- Environment

3. Strategic Working Groups (New)

The new Strategic Working Groups are aligned to Community Strategic Plan objectives, the LRC themes and address the key priority areas identified by each of the LRCs.

They also replace the role of the previous formal special interest committees across the former council areas as detailed below.

The scope, terms of reference, membership process, frequency etc will be finalised prior to expressions of interest being called.

The SWGs will be managed and facilitated by relevant Business Unit, chaired by LRC members and supported by Governance as required. They will commence to support business priorities for the development of the Draft Community Strategic Plan.

The SWG meeting notes will be forwarded to all LRCs for reference.

The general principles of accessibility, sustainability, inclusiveness, equity and building social capital apply to all Strategic Working Groups.

LRC	Strategic Working Group (SWGs)	Previous Special Interest Committees
Economic LRC	**1. Affordable Housing working group**	Affordable Housing Community Committee
	2. Economic Development and Tourism working group	Economic Development Community Committee Economic Development and Tourism
	3. Place Making working group	Enliven Pittwater Committee
Environment LRC	**4. Natural Environment Working Group**	Community Environment Warringah Coastal Community Committee Coastal Zone Management Community Working Group Harbour Foreshores and Coastline Management
	5. Waste and Recovery Management working group	Waste Management Committee
	6. Sustainable Transport Working Group	Sustainable Transport
Social LRC	**7. Art, Culture and Heritage working group**	Art and Culture Heritage and Local History Warringah Creative Space Advisory Group Manly Arts Festival Working group
	8. Community Safety working group	Community Safety and Place Management
	9. Inclusive Communities working group	Human Services and Social Planning Access and Mobility Committee
	10. Open Space and Recreation working group	Manly Scenic Walkway Playground Management Public Domains Sports and recreation facilities
	11. Northern Beaches Youth	Manly Youth Council, Warringah Youth Advisory Committee, Pittwater Youth Consultants, KALOF

4. Council Statutory Committees (to be reformed)

1. Local Traffic Committee (Completed)
2. Audit and Risk Committee (to be reformed)

5. Project Working Groups (Continuing)

1. Church Point Upgraded Aesthetics Advisory Group
2. Ingleside Community Reference Group
3. Northern Beaches Flood Management (New umbrella group)
   - Manly Lagoon Floodplain Risk Management Community Working Group (previous Manly Lagoon Catchment Coordinating Committee)
   - Narrabeen Lagoon Floodplain Risk Management Working Group
   - Newport Flood Study Community Working Group
   - North Narrabeen Flood Study Community Working Group

6. Joint External Stakeholder Committees (to continue with new representation)

1. Narrabeen Lagoon State Park Advisory Committee
2. Currawong State Park Advisory Committee
3. Northern Beaches Local Emergency Management Committee
4. Warringah Pittwater State Emergency Service Advisory Committee
5. Warringah Pittwater District Service Agreement – Liaison Committee
6. Manly SES Advisory Committee
7. Warringah Pittwater RFS Bush Fire Management Committee
8. Warringah Pittwater RFS Liaison Committee (Sub Committee)
9. Manly, Mosman, North Sydney Bush Fire Management Committee
10. Manly Wharf Working group
11. Manly Meals on Wheels
12. Club Grants Panel
13. Sister Cities and Friendship Group Committee

7. External Memberships (to continue with new representation)

1. Shorelink (Library)
2. NSW Public Libraries Association
3. Floodplain Management Australia
4. Greater Sydney Local Land Services Local Government Advisory Group
5. Shoroc Board
6. Shoroc Sub Committee - Kimbriki Centre
7. Sydney Coastal Council Group Inc.

8. Other Working Groups and Committees

1. Dee Why Lagoon South Catchment Flood Study Working Group (completed)
2. McCARRS Creek, Mona Vale and Bayview Flood Study Community Working Group (completed)
3. Avalon to Palm Beach Floodplain Risk Management Study and Plan Community Working Group (completed)
4. Dog Control Policy Review Working Group (TBD)
5. Manly LEP/ DCP working group (On hold)

9. Community Groups and Associations

Level of Service

Representation and engagement of community groups and associations is important for Council. Council support common interest groups to form self-determined, self-managed community groups or associations.

These groups can register their interest with Council and continue to play a role in Council decision making. Council will provide online information packs with sample documents to assist and a process to register interest.

Raising operational issues with Council will be via Customer Request (online) and will be referred and dealt with by the business units

Former locality and facility committees can apply for waiver of council venue hire for meetings for 12 months (~20).

Community groups can continue to be involved via:

- Email updates
- Council meetings
- CSP and Project engagement
- Access information online
- Representative roles for Strategic Working Groups via EOI
- Community group meetings

Examples of Stakeholder and Community groups across the region include:

- Community Gardens
- Sporting groups
- Manly Warringah Sporting Union
- Companion Animals
- Historical Groups
- Language Groups
- Church Groups
- Support Groups
- Volunteer Groups
- Animal welfare groups
- Northern Beaches Surf Life Saving Clubs

- Environment Groups
- Chambers of Commerce
- Rotary and Probus Groups
- Resident Associations and locality based groups (examples from across the region are detailed below)
  - Pittwater based resident and locality Groups: eg The Friends of the Bible Garden Memorial Inc, Avalon Beach Historical Society, Avalon Preservation Trust, Bayview - Church Point Residents Association Inc, Bayview Heights Estate Owners Group, Bayview - Ingleside Residents Association Inc, Bilgola Preservation Society, Careel Bay Residents Association, Clareville & Bilgola Plateau Residents Association, Coasters Retreat Association, Coastal Retreat Historical Society, Elanora Heights Residents Association, Friends of Bungan, Friends of Pittwater, Garigal Deep Creek Residents Association, Horseshoe Cove Association, Mackeral Beach Association Inc, Mona Vale Residents Association Inc, Newport Residents Association Inc, Palm Beach & Whale Beach Association Inc Scotland Island Residents Association (SIRA), Warriewood Valley Rezoning Association Inc, Warriewood Residents Association Inc, West Pittwater Community Association, Wilga Wilson Residents Association, Wirreanda Valley Land Owners Incorporated.
  - Manly based resident and Locality Groups: eg Little Manly, Ocean Beach, Fairlight, Clontarf, Fairy bower, Ivanhoe Park, North Harbour, Balgowlah Heights, Seaforth North, The Corso, Seaforth
  - Warringah based resident and locality groups: eg Terrey Hills Progress Association, Friends of Freshwater, Friends of Curl Curl, Curl Curl Sports Centre Group, Curl Curl Youth Group, Dee Why and Curl Curl Lagoon Group, Forestville RSL War Memorial Playing Fields Group, Harbord Literary Institute Group, John Fisher Park Group, Stony Range Group, Friends of Manly Dam, Collaroy Plateau Progress Association, Cottage Point Community Association, Duffs Forest Residents Association, Belrose Rural Community Association, Brookvale Valley Community Group, Killarney Heights Progress Association, Oxford Falls Progress Association.

Full list of Pittwater Registered Community Groups (see full list in Attachment 1): http://www.pittwater.nsw.gov.au/community/community_groups/register_of_community_groups/list_of_registered_community_groups

LINCS database of community groups: http://www.warringah.nsw.gov.au/live/community-support-services/community-directories/lincs-database

NORTHERN BEACHES
COUNCIL

MEETING NOTES

IMPLEMENTATION ADVISORY GROUP (IAG) MEETING

held in the Councillors Room, Manly Town Hall on

WEDNESDAY 10 AUGUST 2016

Meeting Notes of the Implementation Advisory Group (IAG) Meeting held on Wednesday 10 August 2016 in the Councillors Room, Manly Town Hall Commencing at 4:05pm

ATTENDANCE

Committee Members

Ms Jean Hay AM	Chair
Mr Michael Regan	Deputy Chair
Ms Kylie Ferguson	Deputy Chair
Mr Alex McTaggart *(joined the meeting at 4:09pm)*	Member
Ms Cathy Griffin	Member

Council Officers

Mr Dick Persson AM *(joined the meeting at 4:34pm)*	Administrator
Mr Mark Ferguson *(joined the meeting at 4:30pm)*	General Manager
Beth Lawsen	Deputy General Manager
Ms Kate Lewis	LRC Executive Officer (Environment)
Ms Jane Mulroney	LRC Executive Officer (Social)
Ms Helen Lever	LRC Executive Officer (Economic)
Ms Katie Kirwan	Governance Officer (Notes)
Ms Kate Thomas	Administration Assistant

Visitors

Dr Deborah Dearing *(left the meeting at 5:20pm)*	Greater Sydney Commission
Ms Calli Brown *(left the meeting at 5:20pm)*	Greater Sydney Commission

1.0 WELCOME AND INTRODUCTIONS

1.1 ACKNOWLEDGEMENT OF COUNTRY – JEAN HAY

DISCUSSION

Jean Hay welcomed members and gave an acknowledgement of Country.

1.2 APOLOGIES – JEAN HAY

DISCUSSION

That the apologies of Jose Menano-Pires be noted.

NOTE: The order of business was changed to discuss Item 6.1 – *Update on SRGs* as the next Item on the agenda.

6.0 UPDATE ON SRGs – BETH LAWSEN

6.1 UPDATE ON SRGs

DISCUSSION

Beth Lawsen, Deputy General Manager Public Affairs, provided an update on the status on the implementation of the Strategic Reference Groups (SRGs), noting that Council resolved the following at the Council Meeting on Tuesday 9 August 2016:

'That Council:

A. Adopt the establishment of interim Strategic Reference Groups and Community Groups and Associations registration, for their engagement with the Northern Beaches Council.

B. Approve representation on Joint External Stakeholder, External Associations and Council Statutory Committees.'

B Lawsen advised that an advert will be placed in the Manly Daily on Saturday 13 August 2016 calling for expressions of interest. The first SRG meeting will be held on 22 September for all groups, in a venue yet to be determined, with the first individual SRG meetings commencing in October.

Members discussed the process to select members, and any over subscription, and suggested unsuccessful applicants may be added to an eligibility list. B Lawsen briefly discussed the further tiers for community engagement. B Lawsen noted that a paragraph will be added to the advert and the website advising that further opportunities for engagement will be available. This will be also be included in the letter to unsuccessful applicants.

ACTION: Add a paragraph to advert, website and correspondence advising that other engagement opportunities will be made available to unsuccessful applicants over the coming months.

B Lawsen discussed the process for application for former councillors and advised this will also be done via expressions of interest process.

ACTION: Send Expressions of Interest Form to IAG and LRC members.

B Lawsen circulated SRG Terms of Reference to members.

ACTION: K Kirwan to circulate meeting schedule (when available / finalised) and send updated appointments.

There was brief discussion around the CSP and the State Governments requirements.

2.0 GREATER SYDNEY COMMISSION – DEBORAH DEARING & CALLI BROWN

2.1 DISTRICT PLAN OVERVIEW

DISCUSSION

Deborah Dearing, Greater Sydney Commission gave members an overview of the role of the Greater Sydney Commission and gave a presentation on '*Leading Metropolitan Planning for the Greater Sydney Region*' (copy attached). The following points were discussed:

- Under a new Act of Parliament, direct reporting line to Government.
- Current committee structure and the configuration of Joint Regional Planning Panels (JRPPs), which will be replaced by the Sydney Planning Panels in November, and briefly discussed the difference in approach from the JRPPs.
- Priorities as outlined by the Minister, first of which is to develop and exhibit draft district plans by the end of this year. Plans will be exhibited in November.
- Community consultation on district plans include a 'talk bus' visiting various locations, visiting schools with a particular focus on teenagers, an active social media platform and the commencement of community groups

Members discussed good management of growth and development, and the transport difficulties on the Northern Beaches.

D Dearing briefly discussed some of the other projects the Sydney Greater Commission are working on and noted that next year they will be reviewing '*A Plan for Growing Sydney*' which covers the whole of the metro area.

Dick Persson, Administrator discussed the demand for transport links and the normal planning cycle by State and Federal Government and noted that this may be an opportunity to avoid past planning mistakes that have been made.

There was brief discussion around the potential job opportunities that airport expansion will bring.
Dr Deborah Dearing and Callie Brown were thanked for attending.

3.0 REVIEW OF PREVIOUS MEETING NOTES – BETH LAWSEN

3.1 CONFIRMATION OF PREVIOUS NOTES AND BUSINESS ARISING AND REVIEW OF ACTIONS

DISCUSSION

B Lawsen, discussed the Notes of the previous meeting and provided the following update on the actions arising from the previous meeting:

Action: Extend invitations to IAG members for opening of skate ramp in Kitchener Park, Mona Vale.
Update: Outlook invitations have been sent.

Action: Arrange meeting with Mark Ferguson, the Administrator and former Warrinagh C Ward Councillors to discuss the Hospital Structure Plan and report to Council.
Update: Meeting has been scheduled.

Action: Copy correspondence from OLG to be circulated to Members.
Update: B Lawsen provided members with a hard copy of the correspondence.

Action: Review constitutions for the precinct committees and send a letter of advice to members on any funds they have remaining.
Update: General Manager's office is dealing with this.

DECISION

K Ferguson / A McTaggart

That the Notes of the Implementation Advisory Group (IAG) meeting held on 27 July 2016, copies of which were previously circulated are hereby confirmed as a true and correct record of the proceedings of that meeting.

4.0 ADMINISTRATOR'S UPDATE – DICK PERSSON

4.1 GENERAL BUSINESS

DISCUSSION

D Persson provided members with a brief overview of the Council Meeting on Tuesday 9 August, in particular the comments in relation to dogs on beaches.
He advised that feedback from the Office of Local Government in relation to the NB Council transformation was good and that they were pleased with the progress made thus far. He noted that the level of acceptance that things are going well within the community and acknowledged the work of staff. He invited questions and feedback from members:

J Hay discussed attendance for the IAG and the comments made at the Council Meeting in relation to this. Members agreed that attendance should be monitored and recorded and members agreed that it is appropriate to sign an attendance sheet.

ACTION: Attendance sheet to be circulated at IAG meetings and members are to sign.

M Regan requested an update on the following matters:

Mona Vale Place Pan

D Persson advised he is in discussions with the local member to reactivate the plan and a report is going to Council in early September.

Frenchs Forest Structure Plan

A Council report is being prepared detailing the outcomes and next steps for the Hospital Structure Plan.

D Persson advised that there will be an opportunity for residents to raise questions and concerns at the Council Meeting.

Funding for Surf Clubs

J Hay discussed funding for surf clubs and previous contributions from former Warringah, Manly and Pittwater Council's. She requested further clarification around this as clubs are concerned about their forward financial planning. Mark Ferguson, General Manager advised that this matter will be considered by Council in the transformation phase.

Dee Why Town Centre Planning Controls

There is no further update on the Dee Why Town Centre planning proposal that is currently with the NSW Department of Planning and Environment.

5.0 GENERAL MANAGER'S UPDATE – MARK FERGUSON

5.1 IMPLEMENTATION PLAN UPDATE

DISCUSSION

M Ferguson provided an update on recruitment of the Executive Management tier. The second stage of the interview process ends tomorrow and the Executive Management Team will consider recommendations, with the aim to have all positions finalised by Monday 29 August 2016.

Members discussed plans for unsuccessful applicants and M Ferguson noted that that their substantive position will not change immediately due to service delivery requirements.

Members discussed waste management contracts across all three former Councils and what the most appropriate course of action is in relation to future delivery models. Members discussed the differences in the three services and noted the differing needs and service levels required for each area.

7.0 CSP ENGAGEMENT PLAN – JANE MULRONEY

7.1 OUTLINE OF COMMUNITY ENGAGEMENT OF THE COMMUNITY STRATEGIC PLAN

DISCUSSION

Jane Mulroney, Executive Officer advised that this will be discussed at the next LRC meeting.

8.0 LRC DRAFT AGENDA REVIEW – BETH LAWSEN

8.1 LRC DRAFT AGENDA FOR 17 AUGUST 2016

DISCUSSION

B Lawsen circulated the draft LRC agenda and members noted the proposed Items.

9.0 NEXT MEETING

The next meeting of the Implementation Advisory Group (IAG) will be held on 24 August 2016 in the Councillors Room, Manly Council building.

SUMMARY OF ACTIONS

ITEM NO.	ACTION	RESPONSIBLE OFFICER	DUE DATE
6.1	Add a paragraph to SRG advert, website and correspondence advising that other engagement opportunities will be made available	Executive Officers	24 August
6.1	Circulate meeting schedule and send updated appointments.	Katie Kirwan	24 August
4.1	Attendance sheet to be circulated at IAG and members to sign	Katie Kirwan	24 August

The meeting concluded at 6:09pm

This is the final page of the Notes comprising 7 pages numbered 1 to 7 of the Implementation Advisory Group meeting held on 10 August 2016

17/08/2016

Greater Sydney
Commission

Leading metropolitan planning for the Greater Sydney Region

1

17/08/2016

A first for Greater Sydney

Established by a new Act of Parliament

Direct reporting line to Government

Aligning land use planning and the delivery of infrastructure

Legislative Requirements - Ministerial Statement of Priorities

- Development and Exhibition of District Plans
- Sydney Planning Panels
- Provide Advice to the Minister
- Infrastructure Priority Lists & Deliver Plans
- Game-Changer 'city shaping' lists

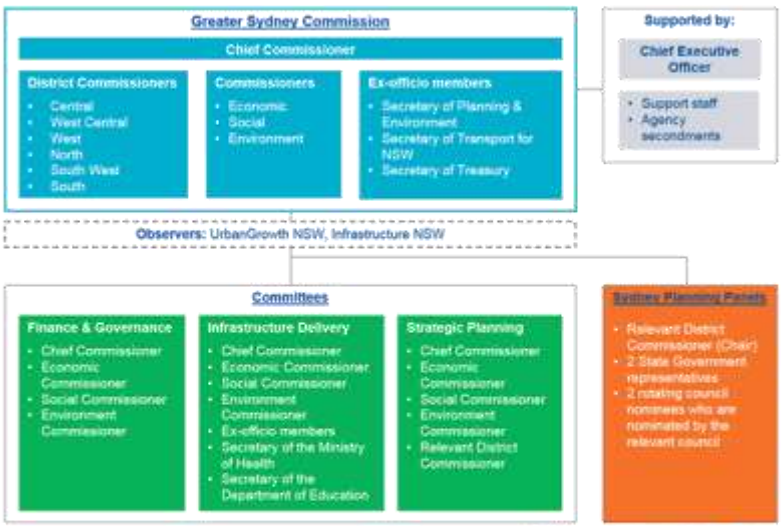
2

17/08/2016

The Commission is planning for:

- World-class jobs
- Housing to meet different budgets and lifestyles
- Shorter commutes
- Greater outdoor spaces

Commission structure



3

17/08/2016

The Greater Sydney Region

Our role: Strategic planning

- District Plans
- Review of *A Plan for Growing Sydney*
- LEP Reviews

4

17/08/2016

Our role: Statutory planning

- Making LEPs
- Rezoning Reviews
- Regional project decisions

Our role: Infrastructure coordination

- Annual Infrastructure Priority List
- Infrastructure Delivery Plans
- Game Changer List

5

17/08/2016

Our role: Special projects

Western Sydney Airport

Metro Greenspace Program

Dashboard & city metrics

Thought Leadership

Parramatta to Olympic Park

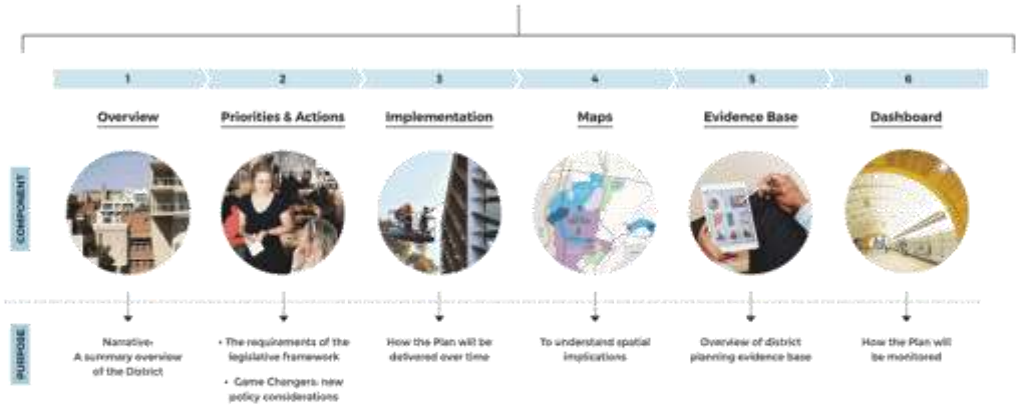
6

17/08/2016

Will link the Government's metropolitan plan *A Plan for Growing Sydney* with Council's Local Environmental Plans

Will cover a 20-year timeframe with a 40-year vision

Draft District Plan Structure



7

17/08/2016

A focus on collaboration

8

17/08/2016

Community Engagement Components

1 Listening

March - April 2016

Meetings council stakeholders

Review outcomes of 2015 engagement with councils (technical workshops)

Release evidence base on website

2 Active discussion

May - August 2016

Briefings stakeholder groups and peak bodies

Technical workshops council officers

Regular eNews

Peak reference groups engagement with peak bodies

Community engagement program raise awareness of district planning and gather feedback to inform the draft plans

- Social media and online feedback and webchats
- Talk bus visiting schools and community events in each of the six districts
- Video and photography competition share your ideas for the future
- Mini-summit, people from across Sydney share their ideas for the future, collaboration with Transport for NSW

3 Developing and refining the draft District Plans

August - October 2016

Feedback analysed and used to inform District Plans

Drafting of District Plans for public exhibition

Ongoing engagement with peak bodies

4 Public exhibition of the draft District Plans

November 2016 - March 2017

Draft District Plans on public exhibition

Engagement outcomes report publicly released

Dashboard information portal publicly released

5 Further active discussion

February 2017 - March 2017

Continued community engagement to finalise District Plans

Ongoing engagement with peak bodies

Connect with the Commission

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/greatersydneycommission

/greater-sydney-commission

www.gsc.nsw.gov.au
www.greater.sydney

9

NORTHERN BEACHES
COUNCIL

MEETING NOTES

LOCAL REPRESENTATION COMMITTEE MEETING (ECONOMIC, ENVIRONMENT & SOCIAL)

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

WEDNESDAY 3 AUGUST 2016

NORTHERN BEACHES
COUNCIL

Meeting Notes

Local Representation Committees – Social, Economic and Environment

Held on Wednesday, 3 August 2016
In the Pirelli Room, Civic Centre Dee Why commencing at 6.00pm

Attendance:

Economic	Environment	Social
Michael Regan (Chair)	Kylie Ferguson (Chair)	Jean Hay AM (Chair)
Alan Le Surf	Barbara Aird	Alex McTaggart
Candy Bingham	Cathy Griffin	Duncan Kerr
Roslyn Harrison	Ian White	Vanessa Moskal
Sue Heins	Pat Daley	Wayne Gobert

Council Officers

Mark Ferguson	General Manager
Beth Lawsen	Deputy General Manager, Public Affairs
Helen Lever	LRC Executive Officer- Economic
Kate Lewis	LRC Executive Officer- Environment
Jane Mulroney	LRC Executive Officer- Social
Louise Hardy	Research Officer LRC Economic
Fiona Van Dort	Research Officer LRC Environment
Alison Kellet	Research Officer LRC Social
Ximena Von Oven	Administration Officer – Governance
Lynne Jess	Secretariat Officer
Sherryn McPherson	Governance Support Officer

1 Welcome and Introductions

1.1 Jean Hay AM opened the meeting at 6.12pm, welcomed members and gave the Acknowledgment of Country

1.2 Apologies were received, accepted from the following members and a leave of absence from the LRC Committee meeting was granted:

- Steve Pickering
- Hugh Burns
- Julie Hegarty
- Jose Menano-Pires
- Selena Griffith
- Bob Giltinan
- Kay Millar

2016/173055

NORTHERN BEACHES
COUNCIL

2 Welcome and Introductions

2.1 That the Meeting Notes of the Local Representation Committee (LRC) Meeting held on 20 July 2016, copies of which were circulated to all Committee Members, be adopted and are hereby confirmed as a true and accurate record.

(Wayne Gobert / Kylie Ferguson)

3 General Manager Update

3.1 The General Manager provided the committee with an update on the following matters:
9 August 2016 - Council meeting

Agenda items (reports) include:

- Interim Community Engagement Establishment of Strategic Reference Groups and Community Groups
- Loch Street, Freshwater - Proposed Partial Road Reserve Closure and Sale of
- Land Adjacent to 25 Loch Street, Freshwater Glen Street Cultural Hub Stage 2
- Review of Manly Local Environmental Plan (LEP) 2013 - Clause 6.16 (4)
- North Curl Curl Community Centre Final Concept Plan
- Community Grants Program, and
- Transformation Update Reflection on Day 1-60 Progress. Some of the highlights of the report include:
    - 3 September 2016 - Opening of Mona Vale Skate Park at 11am.
    - 13 August 2016 - Opening of the Manly Andrew 'Boy' Charlton Aquatic Centre.
    - New core system for IT Framework "Tech 1" which will be in Operation by 2 July 2017 and will support Property and Rating, Finance, Payroll etc.
    - Executive Leadership Group – Council is half way through the interview process. The new appointees will be selected and announced prior to the 26 August 2016.
    - Storm works are still in progress and regular updates are being placed on the website. Marine Parade pouring concrete 8 August 2016, the toilet block is currently in progress. Collaroy residents have now moved back into their houses and the draft policy is on exhibition, closing on 17 August 2016.

Questions

Q: Have works commenced on Marine Parade and is there an estimated date for completion?

A: The works for Marine Parade have already commenced and it is estimated that the project will be completed within a few weeks (mid August) should no issues arise.

Q: Can you provide an update on the Development Application (DA) for Manly Oval and who it is being prepared by?

A: There was a Development Application submitted to Council which contained design drawings and plans that differed from the previous application which was considered by Council. It contained minor issues in regards to the width of the footpath, entry and access.

NORTHERN BEACHES
COUNCIL

The original plan showed the correct width and marrying of two (2) paths together however the tenderer made a mistake whilst preparing the plans which provided the impression that the paths had been reduced by 3.5 metres which is incorrect. The plan submitted with the DA application was not in keeping with the tendering process. It was never proposed that there would be a reduction to the playing field.

The plans have been prepared by Manly Council and then reviewed and amended by two (2) consultants by Value Network and Ernst and Young.

There will be a meeting to discuss the preliminary findings of the reviews which will be given to the key staff involved. The staff will then have time to respond and the consultants will then consider the responses and finalise their reports, which they will submit back to Council for the General Manager to review after that.

The JRPP will advertise when they will be considering this application.

Q: What is the estimated cost for the Manly Oval Stormwater Detention Tank?

A: The question was taken on notice by the General Manager. It is estimated at approximately 1 million dollars however there will be a requirement for some additional piping connected through Ivanhoe Park before the project is finalised.

Q: In regards to the implementation of the Tech 1 TI system, will this program be responsible for managing Council rates?

A: Yes. The decision to implement the Tech 1 system was decided through engaging an independent consultant to assess the software options available. If Council was to go to tender, this process would take up to 3-5 years (not months) to implement.

Q: What is currently happening with the assessment for Pasadena Church Point?

A: The matter is scheduled to go to the Independent Hearing and Assessment Panel (IHAP) for evaluation.

Q: At the previous Council meeting on 26 July 2016, it was minuted that the public would be able to view the costings involved with the new the leisure / swim centre at Manly, when will these figures be available?

A: The report is in the process of being finalised.

Q: Will the Council implement an electronic / digital parking system across the whole region?

A: Yes, an electronic parking system will be implemented across the region at a later date. The pricing for (black market) parking permits / stickers has increased substantially. By making the parking system electronic it will reduce the amount of permits being sold online.

Q: Would it be possible to review the price of parking permits or options for our senior residents who live in retirement villages who no longer pay rates and therefore do not receive a parking permit annually? They are now too expensive for them to purchase nor viable with the limited use that they would receive.

A: Council will investigate options for these situations / residents.

LRC members are encouraged to make a submission on this topic at "your say" regarding the Northern Beaches Parking Permit Policy at yoursaywarringah.com.au/BeachParkingPermit. Submissions close 11 August 2016.

4 General Business

4.1 Proceedings in Brief

NORTHERN BEACHES
COUNCIL

Ms Beth Lawsen – Deputy General Manager, Public Affairs provided an updated on the External Committee, Strategic Reference Groups (SRG).

A copy of the Community Engagement Power Point is attached to the Meeting Notes at **Attachment 1**.

- The number of SRG's have been reduced from 12 to 11. The proposed Coastal and Foreshore SRG was merged with Natural Environment SRG.
- In order to assist with the creation of the Community Strategic Plan and develop the vision and goals by July 2017, there will be two (2) Strategic Reference Group meetings in 2016 and three (3) in 2017
- Terms of Reference are currently in the process of being finalised.
- At the Council Meeting scheduled 9 August 2016, a report is to be considered and recommended to be adopted by the Administrator endorsing the SRG process.
- Once Council has endorsed the SRG:
  - Expression of Interest (EOI) process will commence and positions will be advertised for the SRG's.
  - IAG / LRC members will receive a separate application and additional supporting information on how to apply as a member of the SRG.
- The LRC members are encouraged to register their interest on a SRG and nominate their preferences however you may only be selected on two reference groups.
- The EOI process will close early September.
- The Chairs of the SRG's will be the former Mayors and members of the Implementation Advisory Group (IAG).
- The first meeting will be a combined meeting with introductions, overview and a key priorities workshop.

Questions

Q: Is the original timeline that was presented at the 27 July 2016 IAG still current?

A: The timeline will be fast moving and will need to be reiterated and clear to the community. Once the report is adopted we can move forward and commence the SRG EOI process.

Ms Kate Lewis, Community Engagement and Research Manager introduced and welcomed the new LRC Research Officers who will be supplying current and up to date information, policy and best practices to the group. The new Northern Beaches Research Officers are:

- Alison Kellett
- Fiona Van Dort, and
- Louise Hardy.

Ms Jane Mulroney, Manager – Community Engagement & Corporate Strategy provided the group with an update on the Community Strategic Plan process.

- Work has commenced in regard to the implementation of the Community Strategic Plan (CSP) engagement activities.

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- A detailed update will be provided to the groups at the 17 August 2016 meeting with a more detailed outline of the engagement process that is planned.
- Council is planning from late August to November to establish a range of listening posts and pop up stalls at our major events and markets. We will be engaging with the community seeking their views in regards to their high level vision and what they would like to have included in the CSP.
- At the first SRG session, Council will execute a world café style working activity to capture ideas to seek an understanding from the community on their vision and the aspirations for the Northern Beaches Council and will be incorporated into the draft CSP.
- Random telephone surveys will be conducted to obtain information from the community with an aim to capture responses from a broad demographic for what they think is the priority and important elements that Council needs to address in the CSP.
- Council will report back to the IAG and LRC groups in November incorporating feedback from the community, review and seek input which will lead to the creation of the vision statement.
- Once the draft vision statement has been completed it will be reported to Premier and Cabinet in December.
- During October 2016 to February 2017, the Corporate Planning Team will be drafting discussion papers which will contribute to the drafting of the CSP. The discussion papers will be constructed utilising the information collected throughout the community engagement processes (listening posts, workshops, surveys and all data collected from the community and internal engagement) and from the Council business units. There will be a high level of community engagement processes undertaken towards the latter part of 2016 and early 2017 which will lead on towards the development of the first Draft CSP for the Council.
- Council is aiming to have the Draft CSP presented to the Administrator in July 2017 for public exhibition during the lead up to the LG election and which will subsequently be considered by the newly elected Council body for adoption.

Questions

Q: In regards to the listening posts, is this simply a tool that staff can use to engage with the community at events or are their additional online options for people to participate in these activities?

A: Yes, there will be a communications and website strategy in place. Council wants to utilise online options to capture a broad range of community input. Council will partner with the Youth and Family Services Team to execute various engagement projects, including social media during this time to assist with capturing their information.

Q: If you're not elected / appointed on a committee, is it possible to have an opportunity to contribute to what happens within the Northern Beaches Council Local Government Area?

A: Yes, there will be various types of consultation with the public to provide them with an opportunity to engage with Council and contribute to the future of the Northern Beaches LGA.

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5 LRC Working Group Session

5.1 The Environmental, Economic and Social groups separated to discuss the objectives for the Strategic Reference Groups for their Terms of Reference.

LOCAL REPRESENTATION COMMITTEE – ENVIRONMENT
Ms Kate Lewis (Executive Officer) led the Local Representation Committee – Environment

The SRG Scoping Draft Objectives handout was circulated to the members. LRC members were requested to review the previous committees' objectives and identify *draft / possible* key objectives for the new environment strategic working groups.

In addition a summary of former Council committee environment goals was circulated for consideration in this exercise.

Primary Objective: to play a key role in the development of the draft Community Strategic Plan (CSP) addressing g the following areas:

Strategic Reference Group	Objectives
Natural Environment SRG	1. To advise Council on the protection and conservation of natural heritage, bushlands waterways and biodiversity 1.1. Applying environmental sustainability development principles to all council activities eg DAs etc. 1.2. Managing the Natural and Urban environment Interface 1.3. Managing estuaries and waterways and coasts 1.4. Managing and maintaining Bushland and biodiversity 2. Advise the Council on matters related to managing the impact of climate change, mitigation and education 3. Advocate on behalf of community on environment issues: 3.1. Promote community and environment education 3.2. Working towards and promoting best practice 4. To advise Council on the protection and conservation of natural heritage, bushlands waterways and biodiversity 4.1. Applying environmental sustainability development principles to all council activities eg DAs etc. 4.2. Managing the Natural and Urban environment interface 4.3. Managing estuaries and waterways and coasts 4.4. Managing and maintaining Bushland and biodiversity 5. Advise Council on matters related to managing the impact of climate change, mitigation and education 6. Advocate on behalf of community on environment issues: 6.1. Promote community and environment education 6.2. Working towards and promoting best practice

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Waste SRG Objectives	1. Working towards a zero waste strategy 1.1. Minimise waste to landfill 1.2. Promote recycling and landfill diversion 2. Advise and input on Regional Waste Strategy: 2.1. Kimbriki & AWT (Alternative Waste Technology) impacts 2.2. Litter avoidance 2.3. Community education & behavioural change 2.4. Compliance & management of cigarette butts. 3. Advise Council on reduction of carbon footprint
Sustainable Transport SRG	1. Promote and advocate for enhanced provisions of all forms of sustainable transport including public transport, carpooling, car share, bicycle, pedestrian etc 1.1. Promotion of B line 1.2. Integrated active transport network (transport hubs, mode changes and facilities, hop skip jump, cycle ways, bike racks etc) 1.3. Promote and educate for active transport options and benefits to reduce reliance on private vehicles 2. Provide advice and input to improve the East - West transport corridor

LOCAL REPRESENTATION COMMITTEE – Economic

Ms Helen Lever (Executive Officer) led the Local Representation Committee – Economic

The SRG Scoping Draft Objectives handout was circulated to the members. LRC members were requested to review the previous committees' objectives and identify *draft / possible* key objectives for the new environment strategic working groups.

In addition a summary of economic related former Council committee objectives was circulated for consideration in this exercise.

The following draft objectives were suggested:

Strategic Reference Group	Objectives
Affordable Housing SRG	• Develop a policy using Warringah Council's draft as the basis or starting point and to cover issues of concern eg; the hospital district and Ingleside Land release. • Provide advise to Council on the Strategic direction and to work toward addressing the shortage of affordable housing on the Northern Beaches. • Affordable Housing opportunities and challenges including but not limited to: ○ Ingleside land release ○ Future proposed NB hospital precinct ○ Major centres

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	○ Entire LGA • Explore affordable housing opportunities existing models and challenges. **To do:** Find out the status of the draft policy of Affordable Housing in Warringah.

Strategic Reference Group	Objectives
Economic Development and Tourism SRG	• Take an active role in the formation of advice to Council on policy and strategies to promote sustainable economic development. • Advise the Council on the effective management of the mix of long-stay and day visitors to bring sustainable economic benefit and ensure conservation and enhancement of the environment for visitor's residents alike. • Identify opportunities/ideas to work in partnership with the Northern Beaches business community. • Local Procurement. **To do** Find out status of the various Council's tourism plans. **Areas of concern were:** • Use/modify existing management plans +tourism destination plans – SHOROC + Manly. • Business community and employment • Tourism and economics • Infrastructure • Strengthening business • Broadband • Local procurement – to give the local community the opportunity to work with community business.
Place Making SRG	• Advise Council on visitor economy. • Provide community events. • Develop with Council the strategic approach for place making across the Northern Beaches. • Identify opportunities for place making that create safe, vibrant economically sustainable urban centres/villages to reflect community values and future vision. • Liaise with other Committees of Council of coordinate tourism planning, accessibility and environmental objectives as appropriate. • Promote community events resulting in economic development and

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	benefits. **Areas of concern:** Identify opportunities for funding from State & Federal Government where possible.

Notes:

1. Candy Bingham requested a note be made stating that the this meeting had been of considerable valuable due to the length of time made available to discuss issues, the other members agreed.
2. Executive Officer Helen Lever advised that the CSP engagement strategy would be discussed in more detail next meeting.

LOCAL REPRESENTATION COMMITTEE – Social

Ms Jane Mulroney (Executive Officer) led the Local Representation Committee – Social

The SRG Scoping Draft Objectives handout was circulated to the members. LRC members were requested to review the previous committees' objectives and identify draft key objectives for the new environment strategic working groups.

In addition a summary of social related former Council committee objectives was circulated for consideration in this exercise.

The following draft objectives were suggested:

Strategic Reference Group	Objectives
Art, Culture and Heritage SRG	• Broad range of opportunities via galleries, museums, creative art spaces as well as community run activities eg. Pittwater Artists Trail • Aligning festival and events with community expectations • Facilitating festivals and events • Educational opportunities eg. Artist-in-residence • Asset management of galleries, museum and other creative spaces (overlaps with Planning) • Facilitating namings and memorials • Supporting historical societies • Establish common heritage register across the Northern Beaches • Establish a heritage committee (?) • Support and enhance current local studies services (core business) • Integrate current heritage material, consolidate and then accelerate • Align with community expectations (ensure community feels part

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	of process) • Ensure heritage assets are not lost (overlap Planning) • Value multicultural assets eg. Baha'i Temple (overlap with inclusive communities) • Council act as a conduit for the community regarding heritage matters.
Community Safety Strategic Reference Group	• Ensure community concerns are listened to (Council is the link for their voice) • Consider Manly model across the regions – working in partnership with other stakeholders – bring partners together • Lobbying and advocacy on behalf of the community • Provide a role in awareness and education • Provision of infrastructure eg. Lighting, footpaths (overlap with Placemaking) • Assist with prevention – consider new aspects such as cyber safety • Night time economy (overlap with Placemaking).
Inclusive Communities Working Group	• Consideration of communities including multicultural, LGBT, disabled • Provide a community that offers no barriers – inclusive accessibility • Strive to offer accessibility for all Council activities • Be an advocate/provide a voice for the community • Break down exclusion via awareness and education. • Provide a voice for the community
Strategic Reference Group	**Objectives**
Open Space and Recreation Working Group	• Incorporate active, passive, indoor and outdoor recreation • Use of technology in enhancing experience eg. Walking app (historical info) • Consideration of all aspects of open space from environmental, playgrounds, sporting grounds, foreshores • Maintain and manage assets • Improve quality and access to existing assets (overlap with Placemaking) • Be an advocate for community • Enhance opportunities for funding and grants

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	• Acknowledge the diversity of recreational/sporting activities (give voice to smaller groups).
Northern Beaches Youth	• Ownership by young people • Driven by young people • Chaired by young person • Opportunities for mentoring • Age band – 12 to 25 years • Use of technology eg. KALOF app.

Comments relating to other streams:

Economic

Definition of affordable housing needs to be explored (Alex McTaggart).

7 Next Meeting

The following dates are scheduled for LRC meetings at this juncture:

Day	Date	Time	Location
Wednesday	17 August 2016	6.00 – 8.00pm	Dee Why
Wednesday	21 September 206	6.00 – 8.00pm	Dee Why
Wednesday	19 October 2016	6.00 – 8.00pm	Dee Why
Wednesday	16 November 2016	6.00 – 8.00pm	Dee Why
Wednesday	7 December 2016	6.00 – 8.00pm	Dee Why

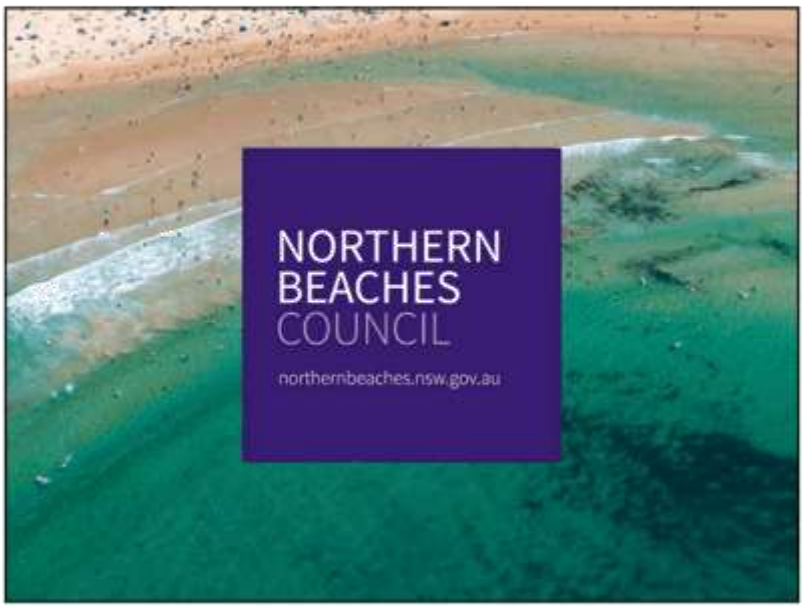
8.0 Attachments

Attachment 1 – Community Engagement PowerPoint Presentation

The meeting closed at 8:15pm

Attachment 1

16/08/2016



Local Representation Committees

WORKSHOP AGENDA	
Welcome and Dinner	Jean Hay
Review of Meeting notes • Business arising	Beth Lawsen (DGM)
General Business	Beth Lawsen (DGM)
General Manager update	Mark Ferguson
External Committee, Strategic Reference Group update	Beth Lawsen (DGM) Executive Officers
Break into groups	
Review of Objectives for SRGs	Executive Officers
Discussion on 3 CSP documents (time permitting)	Executive Officers
Workshop Close	All

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16/08/2016

Review of Previous Meeting Notes and Actions

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General Business

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16/08/2016

General Manager Update

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External Committee, Strategic Reference Group update

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Attachment 1

16/08/2016

COMMUNITY ENGAGEMENT FRAMEWORK OVERVIEW

Broad Community Engagement

- A comprehensive suite of community engagement methods utilised in all Council projects where community input is desired
- Objective is to engage with the broadest cross section of the community through appropriate mechanisms and to provide opportunities for the community to have a say on matters that are important and that affect them
- Utilises engagement mechanisms such as a consultation register, face to face, web and online tools, e-newsletters, print media and social media

Council Joint Committees

- Includes representatives from state agencies and other key organisations
- May be statutory
- Mix of experts, staff and local stakeholders
- Formal structure reporting to Council or other external agency
- Appointed for a term

Strategic Working Groups and Project Working Groups

- Aligned to strategic or business unit needs
- Time limited
- Can be project based
- Lead by Business Managers, supported by staff
- Includes LRC members
- Includes representatives from key stakeholder and community groups through EOI process

Community Groups (Registered)

- Self determining
- Local resident groups
- Key user groups
- Specific interest groups
- Chambers of Commerce
- Demonstrate governance such as regular meetings, an executive etc
- Demonstrated ability to communicate with membership

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Strategic Reference Groups

LRC	NEW Strategic reference Group (SWGs)	PREVIOUS Special Interest Committees
Economic LRC	1. Affordable Housing reference group	Affordable Housing Community Committee
	2. Economic Development and Tourism reference group	Economic Development Community Committee Economic Development and Tourism
	3. Place Making reference group	Enliven Pittwater Committee
Environment LRC	4. Natural Environment reference Group	Community Environment
	5. Waste and Recovery Management working group	Waste Management Committee
	6. Sustainable Transport reference Group	Sustainable Transport
Social LRC	7. Art, Culture and Heritage reference group	Art and Culture Heritage and Local History Warringah Creative Space Advisory Group Manly Arts Festival Working group
	8. Community Safety reference group	Community Safety and Place Management
	9. Inclusive Communities reference group	Human Services and Social Planning Access and Mobility Committee
	10. Open Space and Recreation reference group	Manly Scenic Walkway Playground Management Public Domains Sports and recreation facilities
	11. Northern Beaches Youth (to be determined by youth)	Manly Youth Council Warringah Youth Advisory Committee Pittwater Youth Consultants KALOF

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Attachment 1

16/08/2016

CSP Engagement

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CSP Engagement timeline (draft)

LRC briefing	17 August
Listening posts at markets and Council events	September -November
SRGs session	September
Community Survey	September
Overview of feedback from the community	November
Development of discussion papers	October - February
Confirmation of Vision statement	December
Workshop on discussion paper	April
Community workshops	April
Overview of community feedback	July
Workshop on draft CSP	

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LRC group discussion on Objective for SRGs

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Meeting Close

Next LRC meeting

17 August 2016 6-8pm
Dee Why Chambers

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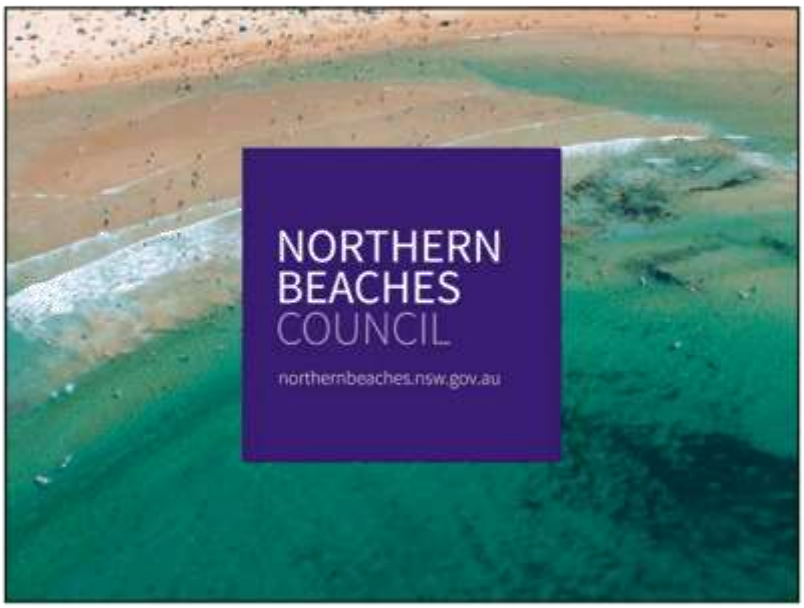
Attachment 1

16/08/2016



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MEETING NOTES

LOCAL REPRESENTATION COMMITTEE MEETING (ECONOMIC, ENVIRONMENT & SOCIAL)

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

WEDNESDAY 17 AUGUST 2016

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Meeting Notes of the Local Representation Committee Meeting (Economic, Environment & Social)

held on Wednesday 17 August 2016

in the Council Chambers, Civic Centre, Dee Why

Commencing at 6:12pm

Attendance:

Economic	Environment	Social
Alan Le Surf *(joined the meeting at 6:15pm)*	Cathy Griffin (Chair)	Jean Hay (Chair) *(joined the meeting at 6:52pm)*
Candy Bingham	Hugh Burns	Alex McTaggart
Roslyn Harrison	Ian White	Bob Giltinan
Selena Griffith (joined the meeting at 6:39pm	Julie Hegarty	Duncan Kerr
Sue Heins *(joined the meeting at 8:00pm)*	Pat Daley	Kay Millar
	Barbara Aird	Steve Pickering
		Vanessa Moskal

Apologies:

Michael Regan (Chair)	Kylie Ferguson (Chair)	Wayne Gobert
Jose Menano Pires	Beth Lawsen	

Council Officers

Dick Persson AM	Administrator
Mark Ferguson	General Manager
Helen Lever	LRC Executive Officer - Economic
Kate Lewis	LRC Executive Officer - Environment
Jane Mulroney	LRC Executive Officer - Social
Michael McDermid	Corporate Planning Manager
Kathryn Parker	Principal Analyst, Corporate Performance and Strategy
Deb Kemp	Economic Development Coordinator
Louise Hardy	Research Officer – LRC Environment
Alison Kellett	Research Officer – LRC Social
Lynne Jess	Secretariat Officer
Sherryn McPherson	Administration Support Officer
Ximena Von Oven	Administration Officer – Governance

NORTHERN BEACHES
COUNCIL

1.0 WELCOME AND INTRODUCTIONS

1.1 ACKNOWLEDGEMENT OF COUNTRY – DICK PERSSON

DISCUSSION

Dick Persson welcomed members and gave an acknowledgement of Country.

NOTE: The Administrator advised the group that Jean Hay AM would be joining the meeting shortly.

1.2 APOLOGIES

DISCUSSION

That the apologies of Kylie Ferguson, Beth Lawsen, Jose Menano-Pires, Michael Regan, Wayne Gobert be noted.

2.0 REVIEW OF MEETING NOTES

2.1 NOTES OF THE MEETING HELD 3 AUGUST 2016

DISCUSSION

Members requested more information about:

- The Manly storm water detention tank.
- Parking permits for senior residents.

NOTE: The order of business was changed so that Item 4.0 Administrator's Update and 4.1 General Manager's Update be discussed as the next item on the Agenda.

4.0 ADMINISTRATOR'S UPDATE

DISCUSSION

Dick Persson, AM NBC Administrator briefed the group in relation to the following matters:

- Transformation Update Reflection on Day 1- 60 Progress – positive highlights on how well the Northern Beaches Council is functioning
- Acknowledgement of the good work Council staff are undertaking
- Success of achievements in relation to the engagement undertaken by Council staff during the last 6 weeks. Council will continue to undertake engagement processes to provide leadership
- Meetings with community groups
- Storm Events Recovery – Collaroy Erosion Policy – draft policy still open for comment
- Manly Oval Stormwater Detention Tank

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- Dee Why Town Centre – Planning proposal that is currently with the NSW Department of Planning and Environment
- Mona Vale Skate Park Opening on 3 September

LRC members were invited to raise questions and provide feedback

Q: In terms of the future budget has any decision been made in terms of the environment budget?

A: There is no budget amendments at this stage other than the aggregation of the 3 budgets as adopted by Council.

Q: In relation to dog on beaches, what is the Northern Beaches Council position?

A: Northern Beaches Council decided at the 9 August Council Meeting to review particular aspects of the issue, a report will be brought back to Council.

4.1 GENERAL MANAGER'S UPDATE

DISCUSSION

Mark Ferguson, General Manager provided an update in relation to the following matters:

Q: How is the $15 million Community Grant received by the Government to be allocated?

A $14 million will be allocated to infrastructure; a panel will be established, local members will review a set of projects and a decision will be made with regards to how the money will be distributed and to which projects. A decision will be made before the end of the year.

$1 million will be allocated to the community. The money will be provided by small grants of up to $50kfor community groups. There will be 2 allocations:

- First amount of $500k will be provided by September this year
- Second amount of $500k will be provided by March next year

Community Groups will be invited to apply for the Community Grants.

Q: With regards to the $1M what is the minimum amount that a community group can apply to?

A: A community group can apply for a maximum of $50k, however the groups need to be incorporated.

http://www.northernbeaches.nsw.gov.au/stronger-communities-grants

Q: Who will be determining who gets the community grants?

A: The Administrator in conjunction with a panel of IAG members.

Agenda Items for 23 August Meeting

- Kimbriki Resource Recovery Project
- Outcomes of the Manly Oval and Whistler Street Carpark Review
- Transformation Update – Reflection on Day 1-60 Progress – recruitment for the 35 positions of the transformation have been finalised. The announcement will be provided early next week.
- Farewell and acknowledgement of Henry Wong and Stephen Clements and their contributions to Council and the sector over many years.

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Q: When will Marine Parade be opened?

A: Marine Parade will open on Friday 19 August

Q: When will the toilets in Marine Parade be fixed?

A: A tender process will have to be undertaken before beginning with the construction of the rebuild.

Q: Regarding the opening of Andrew Boy Charlton Aquatic Centre in Manly, is there any feedback that you can provide?

A: Over three thousand people attended the open day on Saturday 13 August. The Aquatic Centre provides a range of new facilities for the community to enjoy which include: 25 metre indoor heated lap pool, children's play area, outdoor heated and shaded babies and toddlers pool, indoor spa pool, sauna and steam room, aqua aerobics fitness classes and a fully equipped wellness centre and group fitness room. There is also a new indoor Cafe.

Q How are the annual memberships going? How many members have already been signed up?

A: There are no certain numbers as yet however; pool memberships and learn to swim enquiries have been strong.

Q: With regards to service equalisation like beach services and lifeguard services where services merge, will there be an opportunity to provide better services? Is it likely that the service levels will change?

A: Council will always aim to provide good service levels to our community and equalisation of services will be part of our transition programme.

Q: What mechanisms will Council be using to discuss with the former Councillors and with the IAG and LRC members any changes to the services that are currently being provided?

A: Currently there are 33 business units running business as usual. There are 7 transformation enabling groups that are currently working on transformation issues (business, systems, people and culture). Changes to services will be discussed with the IAG as they are proposed to change

There is a huge cost on integrating all databases, modifying the systems, using online service delivery etc. Any change will be incremental through the months.

The transformation enabling group will present their proposals to the IAG ; however this is not an approval process.

Strategic Reference Groups (SRG's) will be focused on the Community Strategic Plan.

Q: What process was used to determine the best approach for new systems?

A: An independent consultant/s has reviewed the current systems that each former Council is using. A review of the market has been undertaken to confirm which system would be the most suitable for the new council. By September 2017 all the systems from the former Manly, Warringah and Pittwater Councils will be largely integrated.

Q: How do former Councillors nominate for their preferred SRGs?

A: Former Councillors can nominate for specific SRGs using the online form or hard copy (and available at the meeting)

Q: Senior citizens are having trouble accessing the online form; can a hard copy form be available?

A: Hard copy forms are available for the interested applicants at Libraries and Customer Service centres.

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3.0 GENERAL BUSINESS

DISCUSSION

Helen Lever, LRC Executive Officer Economic updated the group on the following topics:

Draft 2016 – LRC meeting schedule

- A schedule is required detailing the LRC meeting dates for the rest of 2016. Members requested that the updated LRC and SRG meetings schedule be circulated
- SRGs Recruitment
- 128 applications have been received to date
- Hard copies forms are available at the customer service front desks and libraries.
- Closing date for applications is Sunday 4 September
- First SRG Meeting – Thursday 22 September (workshop style meeting)

NOTE: Special stakeholders (youth, senior citizens etc.) have been invited to apply.

5.0 DRAFT COMMUNITY STRATEGIC (CSP) ENGAGEMENT PLAN

5.1 PRESENTATION AND FEEDBACK

DISCUSSION

Michael McDermid, Corporate Planning Manager provided a presentation on the engagement plan for the Draft Community Strategic Plan (CSP)

The following points were highlighted:

- It is a first opportunity to develop a vision for the whole area in consultation with the community
- The engagement is an opportunity to build relationships between the new Council and the community of the Northern Beaches
- LRC members play a key role in guiding the development of the CSP across the three phases of engagement by participating in community engagement activities, confirming vision statement, draft objectives and strategies and ensuring that the Draft CSP reflects the views of the community
- CSP and Engagement Program
    - Stage 1 – Establishing community values and priorities (August to November 2016)
    - Stage 2 – Identifying objectives and strategies (February to June 2017)
    - Stage 3 – Exhibition of Draft (July to December 2017)

LRC members will be involved during all the 3 stages. They will be invited to attend the Community Engagement activities.

An issues paper will be drafted in terms of what challenges the community faces for each of the key theme areas.

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Separate LRC Session

6.1 The Economic, Environmental and Social groups separated to discuss the state of play work on CSP themes and directions for the three areas.

LOCAL REPRESENTATION COMMITTEE – ECONOMIC

Ms Helen Lever (Executive Officer) led the Local Representation Committee – Economic

DISCUSSION

Helen Lever addressed the group and advised that they would be working on chapters for the Issue Paper and that they should be issues which are important to the Community.

Katherine Parker, gave a presentation on "*Northern Beaches Economy now…into the Future"* and distributed the presentation and discussed the background.

The following challenges and issues were suggested for consideration.

CHALLENGES and ISSUES

- Traffic & congestion
- Affordable housing for key workers
- Availability – cost premises
- NBN Capacity
- Job growth & self-containment
- Diverse job opportunities/growth and youth apprenticeships
- Lack and range of visitors accommodation
- Poor transport to key employment centre after hours
- Lack of TAFE and higher education
- Enabling Infrastructure – ICT

OPPORTUNITIES

- Host/encourage Peninsular business/expo
- Start work hubs / co-workers (business advise)
- Clusters eg. Health and wellness
- Health and Education Growth Sector
- Visitor Economy
- Branding Destination
- Business portal on web
- Consider reinstating or start up a new Northern Beaches Visitors Association (NBVA)
- Health and wellness business related opportunities

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LOCAL REPRESENTATION COMMITTEE – ENVIRONMENT

Ms Kate Lewis (Executive Officer) led the Local Representation Committee – Environment

DISCUSSION

Kate Lewis addressed the LRC members and request them to idenitfy and workshop the following topics:

A) The top 3 issues generally for the community over the next 10 years

- Maintaining our beautiful environment
- Transport and Parking - Access in out the Northern Beaches (roads and transport)
- Transportation Infrastructure
- Housing Mix, Density and Infrastructure
- Population pressure
- Affordability to live locally
- Maintaining Public Space (Active and Passive) Bush, beach, parks etc)
- Maintaining Community Engagement and Connection
- Ignorant Society not knowing the facts
- Poor Leadership and Governance
- Lack of Money

B) The top 3 issues generally for the community over the next 10 years in relation to the Environment LRC

- State Government Policies (planning, trees, land clearing) overriding local community desires
- Protection of environmental assets (ie foreshore land)
- Managing bush and urban interface
- Maintaining and Sustaining our environment
- Too much pro-intensification and increase in built environment
- Maintaining green corridors, parks and gardens
- Vigilance to protect the community (monitor/ watch out for the common good)
- Managing Waterways
- Continuing Waste Collection
- Reducing litter
- Managing impacts of Climate Change
- Sustainable Transport

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- Lack of understanding of waste and reuse

Opportunities

- Working towards zero waste
- Monitoring of environmental outcomes
- Strategic Review of Public Transport in Northern Beaches

The Issues Papers was circulated to the group. LRC members were asked to review the document and identify any gaps or challenges.

LOCAL REPRESENTATION COMMITTEE – SOCIAL

Ms Jane Mulroney (Executive Officer) led the Local Representation Committee – Social

DISCUSSION

What are the key issues for the community over the next 10 years in relation to social, economic and environment (overarching)?

- Traffic
- Parking
- Public transport
- Ability to provide all services/priorities – ability to satisfy all
- Community safety – although acknowledged improvements have been made in this area.

Social challenges – anything missing?

- Affordable housing for key workers and younger workers
- New communities – binding these communities (social cohesion)
- Access for all abilities
- Increasing number of unit dwellers – require different infrastructure
- Changing demographics
- Young families - demand on schools
- Ageing population – demand for age care & retirement villages (limitation on available land to accommodate)

What other issues need to be highlighted to reflect the scope and scale of the challenge?

Connected communities

- Creating social connections within new communities
- Infill housing – Impact on infrastructure/congestion
- Granny flats (complying development) – no additional rate income and infill housing - impact re. infrastructure, parking congestion etc. (overlap with Planning for growing communities)

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- Exclusion/non-acceptance/bullying of some groups including multicultural, LGBTIQ, disabled, carers – occurring in public spaces and schools.

Health and wellbeing

- Increasing life-threatening allergies. eg. Ticks in connection with open spaces *(overlap with Recreation and open space)*

Recreation and Open Space

- Growing demand - increasing female participation in organised sport
- Equitable access to sportsfields (gender aspect)
- Sustainable sports organisations

(**Opportunity** – develop partnerships eg. Department of Education – increase utilisation eg. synthetic sportsfields Narrabeen Sports High)

Sustainable Travel

- Increasing congestion/commuting

(**Opportunity** - extend 'Hop, Skip and Jump' to other areas)

Community Profile – Additional Key Statistics

- School populations over last 10 years *(determine by ABS stats re. age profile shifts)*
- Number of accessory dwellings *(granny flats?)*
- Sports and recreation

7.0 NEXT MEETING

- The next meeting of the Local Representation Committee (LRC) will be held on 21 September 2016 in the Council Chambers, Civic Centre, Dee Why.
- The SRG inaugural / combined meeting will be held on Thursday 22 September 2016

8.0 ATTACHMENTS

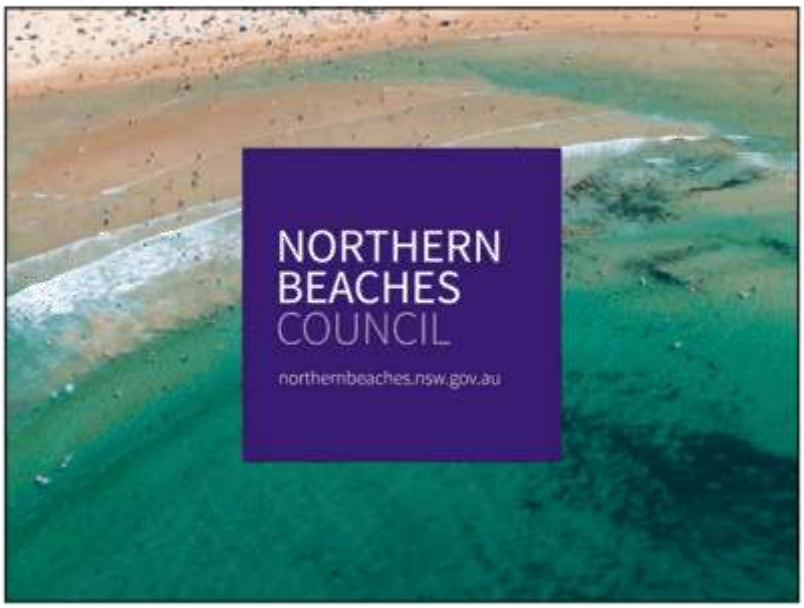
- LRC Presentation
- Community Research – Issues of concern Northern Beaches
- Revised issues paper content for each LRC theme (Economic, Environment & Social)

SUMMARY OF ACTIONS

ACTION	RESPONSIBLE OFFICER
To circulate the updated LRC and SRG meeting schedule to LRC members.	Helen Lever

The meeting concluded at 8 15pm
This is the final page of the Notes comprising 10 pages
Numbered 1 to 10 of the Local Representation Committee (Economic, Environment and Social)
Meeting held on 17 August 2016

Attachment 1
26/08/2016



Local Representation Committees

WORKSHOP AGENDA	
Welcome and Dinner	Jean Hay
Review of Meeting notes • Business arising	Helen Lever (EO)
General Business	Helen Lever(EO)
General Manager update	Mark Ferguson
Strategic Reference Group update	Helen Lever (EO)
CSP Development and Engagement	Michael McDermid Corporate Planning Manager
Break into groups	
Outline of Issues Papers	Executive Officers
Key challenges and Issues	Executive Officers
Workshop Close	All

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Attachment 1
26/08/2016

Review of Previous Meeting Notes and Actions

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Administrators Update

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General Manager Update

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Strategic Reference Group update

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Attachment 1
26/08/2016

Strategic Reference Groups

LRC	NEW Strategic reference Group (SRGs)	PREVIOUS Special Interest Committees
Economic LRC	**1. Affordable Housing reference group**	Affordable Housing Community Committee
	2. Economic Development and Tourism reference group	Economic Development Community Committee Economic Development and Tourism
	3. Place Making reference group	Enliven Pittwater Committee
Environment LRC	**4. Natural Environment reference Group**	Community Environment
	5. Waste and Recovery Management working group	Waste Management Committee
	6. Sustainable Transport reference Group	Sustainable Transport
Social LRC	**7. Art, Culture and Heritage reference group**	Art and Culture Heritage and Local History Warringah Creative Space Advisory Group Manly Arts Festival Working group
	8. Community Safety reference group	Community Safety and Place Management
	9. Inclusive Communities reference group	Human Services and Social Planning Access and Mobility Committee
	10. Open Space and Recreation reference group	Manly Scenic Walkway Playground Management Public Domains Sports and recreation facilities
	11. Northern Beaches Youth	Manly Youth Council Warringah Youth Advisory Committee Pittwater Youth Consultants KALOF

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CSP Development and Engagement

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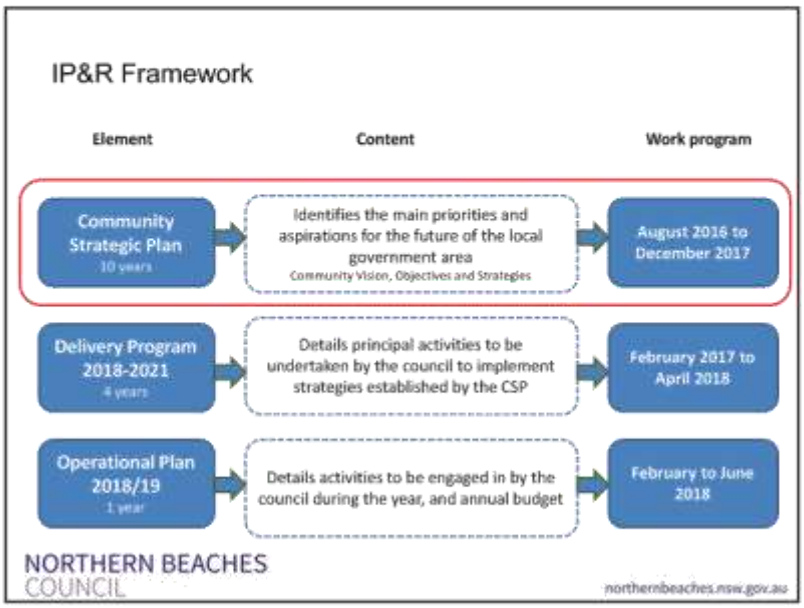

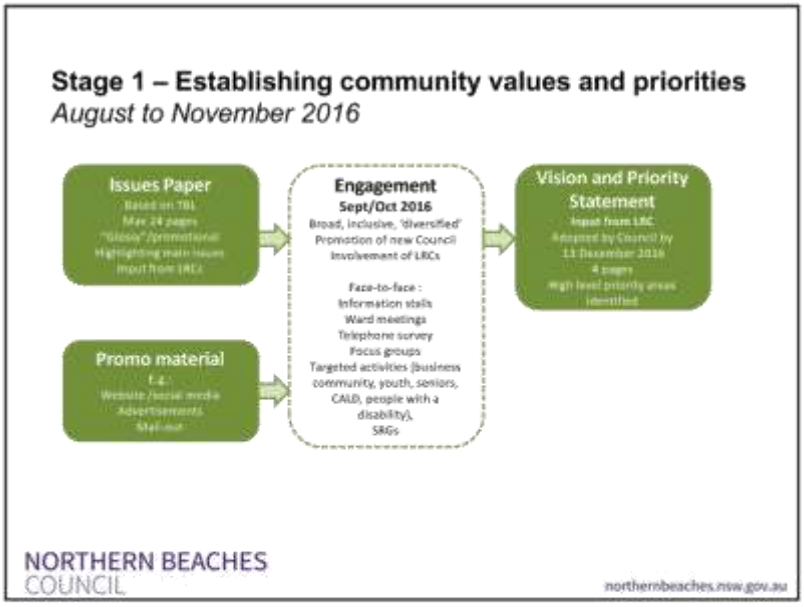

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Attachment 1
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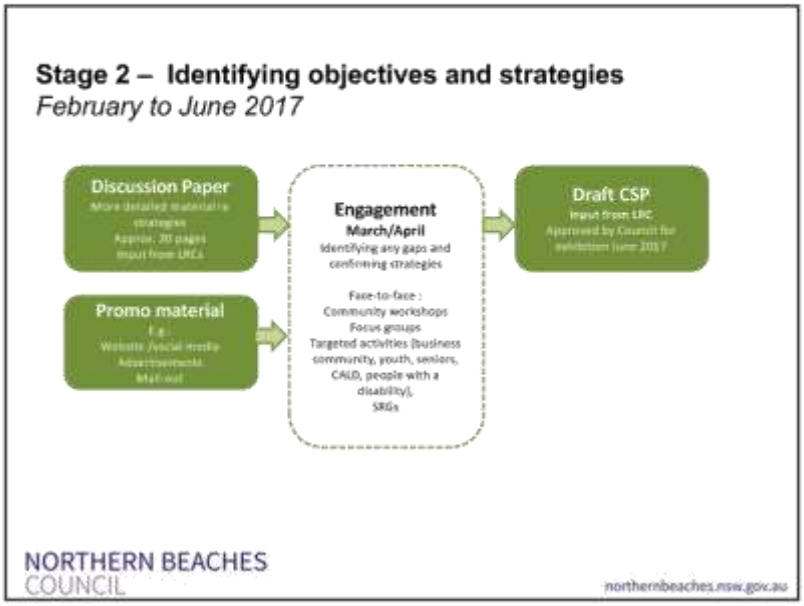

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Attachment 1
26/08/2016

Program for tonight…

- Work on chapters for the Issues Paper - environment, economic & social
  - Challenges (six per chapter)
    - Issues (max six per Challenge)
  - Profile of the community - key statistics
  - Opportunities for the future
- Consistency – pitch/tone across all chapters

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LRC Group Discussion

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Meeting Close

Next LRC meeting

21 September 2016 6-8pm
Dee Why Chambers

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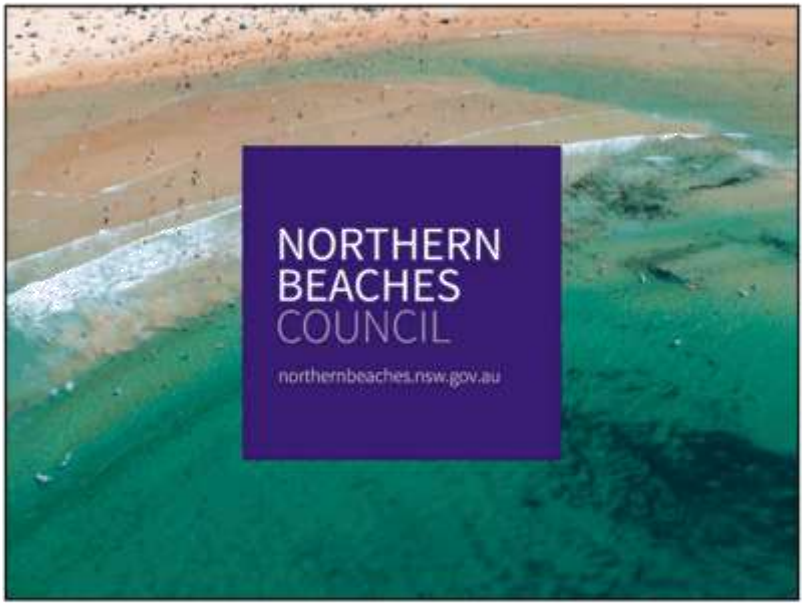

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Attachment 2

CSP Priorities in 2013

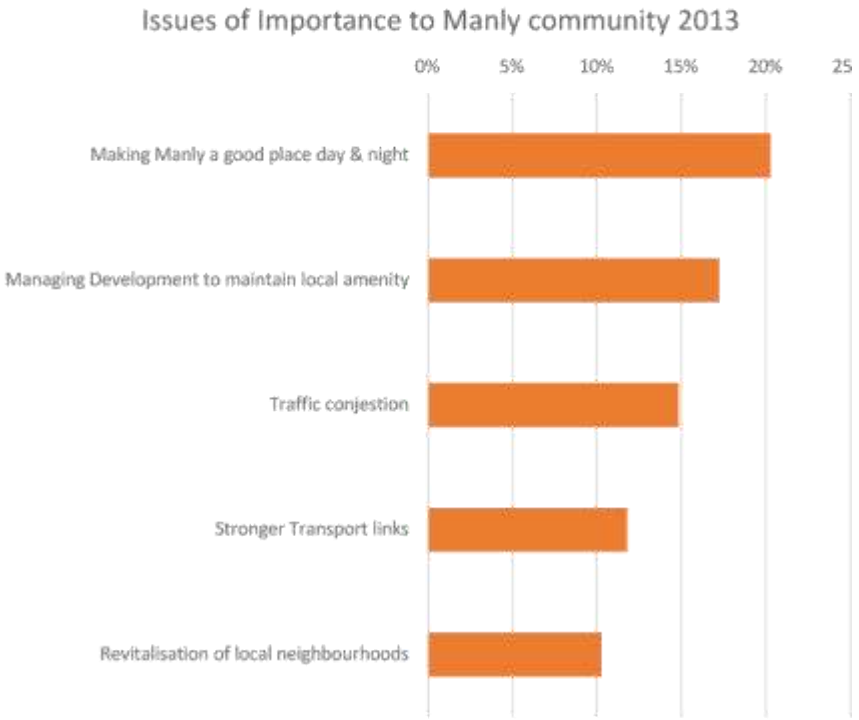
Former Manly Community Strategic Plan consultation

NORTHERN BEACHES COUNCIL

Attachment 2

Community Issues of Importance 2013

- Key issues:
  - Community safety
  - Managing development
  - Traffic & transport
  - Local neighbourhood revitalisation
- Data extracted from Resident Panel survey 2013;



Attachment 2

Priorities from Manly Community Engagement 2013

Social:

- Improve Manly's community safety
- Liveable Manly neighbourhoods
- A socially inclusive, equitable and supportive Manly.

Environment:

- Natural heritage, bushlands and biodiversity is protected and preserved for future generations
- Create liveable neighbourhoods and more affordable housing choices by better managing population growth
- A clean Manly with zero waste.

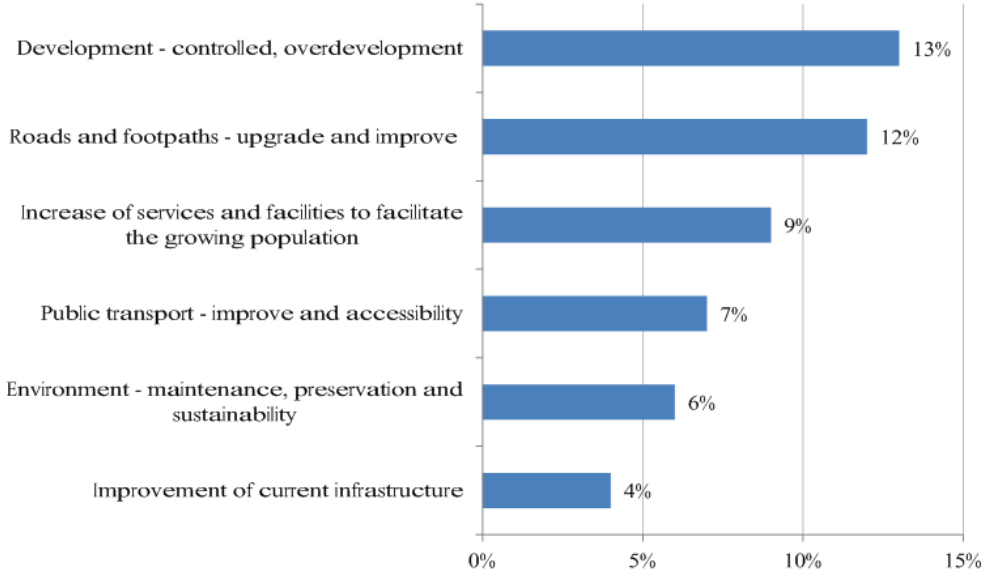
Economic:

- Tourism is recognised as a critical part of the local economy
- A diversified and balanced Manly economy that caters for locals and visitors alike
- Manly has a variety of sustainable transport and car alternatives.

Council Priorities

The top 2 key priority areas residents believed Pittwater should focus on over the next 5 years are controlled development/overdevelopment and upgrading/improving roads and footpaths.

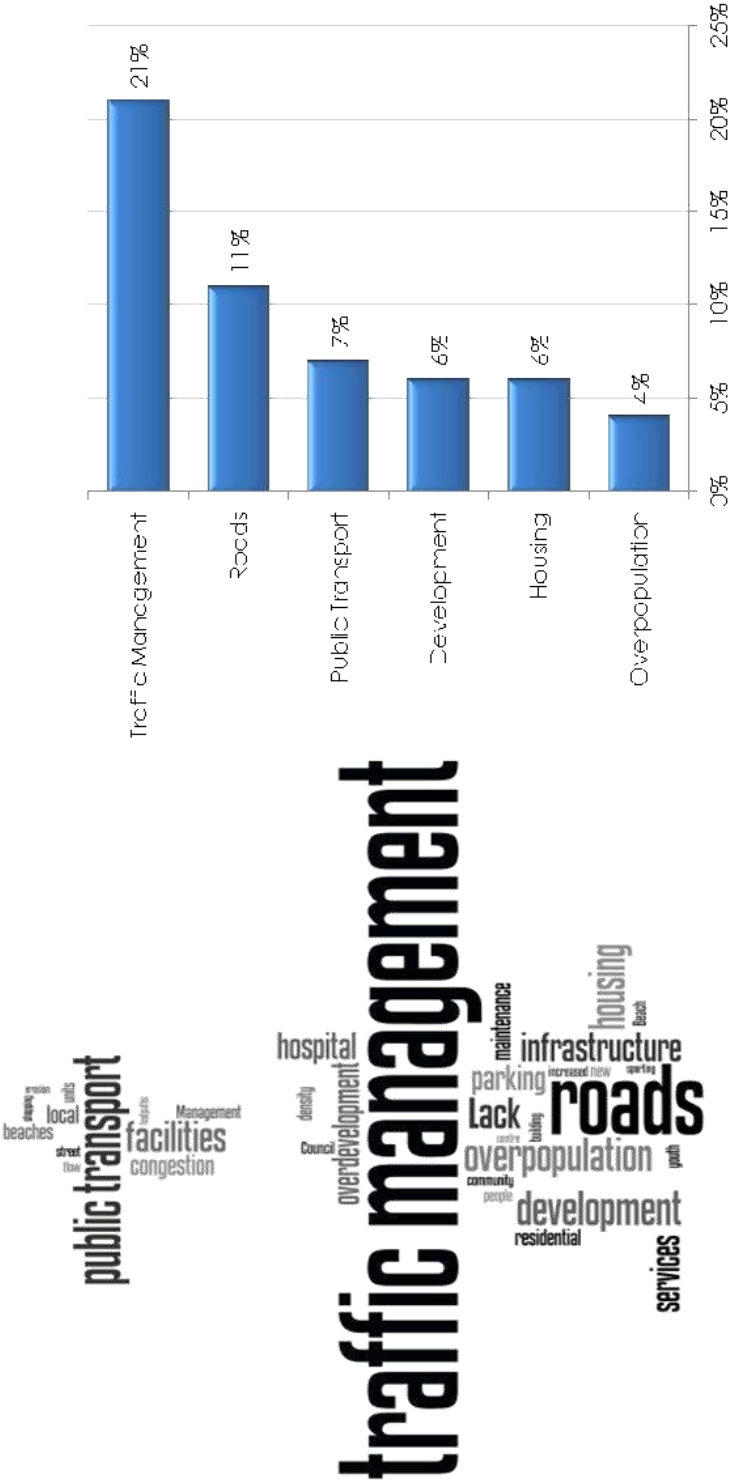
Q. What are your key priority areas for the Pittwater area over the next 5 years?



Attachment 2

WARRINGAH COUNCIL

Main Challenges Facing Warringah



micromex research

Residents indicated 'traffic management' as their main concern, followed by 'roads'

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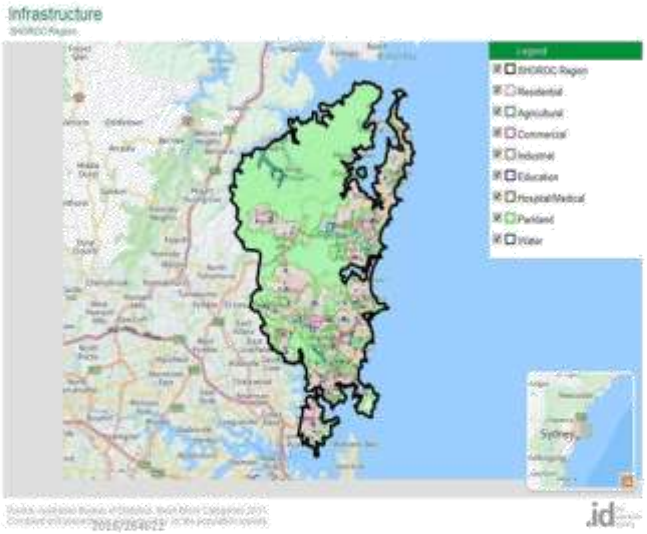
Attachment 3
26/08/2016

Economic Overview

- 2 Strategic Centres
  - Brookvale- Dee Why
  - Northern Beaches Hospital
- 185 ha Zoned Industrial Lands:
  - Brookvale (86ha)
  - Cromer (44ha)
  - Mona Vale (23ha)
  - Warriewood (16ha)
- Major Retail centres:
  - Centro Warriewood
  - Manly Town Centre
  - Mona Vale Town Centre
  - Warringah Mall
  - Glenrose Centre
  - Belrose Supacentre



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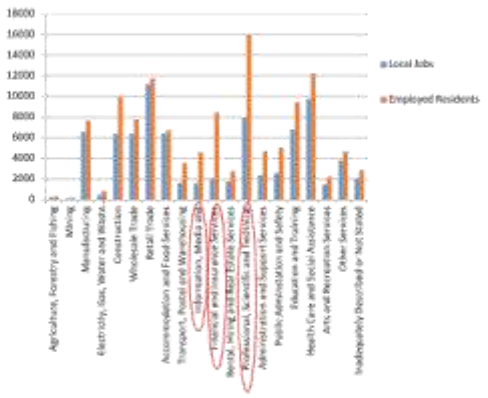
Attachment 3
26/08/2016

Economic Snapshot 2014/15

	Manly	Warringah	Pittwater	NBC
Gross Regional Product (GRP*)	$2.17 B	$8.14B	$3.04B	$13.35B
Local Jobs	13,902	58,559	22,670	95,131
Local Businesses	5,486	16,573	8,783	30,816
Employed Residents	24,354	83,423	33,423	141,200
Containment Rates* (% of residents employed locally)	21.4	51.1	39	53%
Largest Industry	Health Care & Social Assistance	Retail Trade	Construction	Retail Trade

- GRP measures size or net wealth generated by local economy.
- Data source: NIEIR modelled series
- Containment measures the proportion of employed residents that are employed within the boundaries of the LGA. It indicates the propensity of residents seeking employment outside the LGA that they live/

Jobs to Resident Workforce Mismatch



- 95,000 local jobs and 141,000 employed residents (0.67 jobs per resident)
- Shortfall of higher skilled/paid or 'knowledge-intensive' jobs
  - Professional, Scientific & Technical; Finance & Insurance; & IMT
- Higher level of low paid/skilled (often casual) jobs
  - Retail; Accommodation & Food; Manufacturing; Wholesale; Construction
- Professional workforce commuting out
  - 45% of residents 'Managers' or 'Professionals'
  - 47% total workforce leave each day
    - 17% to Sydney CBD
    - 18% rest North District - Global Economic Corridor

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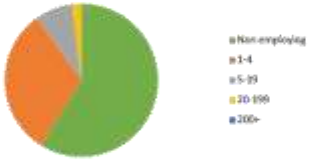
Attachment 3
26/08/2016

Business Profile



Source: ABS Australian Business Register, Active Businesses at July 2015

- Dominated (98%) by Small Businesses
  - 59% non-employing
  - 31% micro-businesses
  - 2% + 20 staff (600 businesses)
- Concentrated in select industries
  - Professional services 20%
  - Construction 16%
  - Real Estate 12%
  - Finance 11%

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Top 20 Location Challenges Business Survey

1. Traffic and congestion	11. Affordable Housing for key workers
2. Distance	12. Council processes (DA, compliance)
3. Public Transport	13. Major works (i.e. Hospital)
4. Internet speed	14. Demographic change
5. Availability & cost of Premises	15. Loading zones and truck access
6. Parking	16. Impact of residential development
7. Attracting and retaining staff	17. Conference and shared office space
8. No major challenge	18. Business support and mentoring
9. Competition from other centres	19. Crime and perceptions of safety
10. Amenity and vibrancy	20. Seasonal trade

= 410 businesses – surveyed in Warringah

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Attachment 3
26/08/2016

Future – Population & Employment Projections

NSW Government population and employment projections for Northern Beaches 2011-2031:

58,000 new residents
- 28,100 will be working age (15yrs-65yrs)

24,000 additional jobs

Forecast fastest growth sectors:
- Health (5,800 new jobs)
- Retail (3,900 new jobs)
- Education (2,700 new jobs)
- Accommodation and Food (1,900 new jobs)

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SWOT Analysis & Discussion…

- Consider key strengths:
  - variety of business sectors
  - workforce, skills
  - environmental assets
- Consider key weaknesses (see business survey)
  - distances and access
  - workforce skills
  - containment
  - key workers
  - amenities
  - infrastructure
- What are the key challenges to 2031?
  - sub-regional planning North District & priorities for Housing & Employment
  - infrastructure
- What are the key opportunities?
  - new industry sectors;
  - improvement in infrastructure & public transport;
  - landuse planning measures (e.g to protect/enhance employment land precincts)

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Attachment 3
26/08/2016

Key Economic issues :

1. What are the top 3 economic issues for the community in the northern beaches region, now and in the next 10 years?
   a. Consider in the context of increasing State housing and employment targets for the Northern Beaches;
   b. Consider these priorities in the context of Council's relationship with future merged councils & NSW agencies servicing the North sub-region;
   c. Can these partnerships assist Council achieve its vision?

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Attachment 4

ENVIRONMENTAL CHALLENGES CHAPTER – CSP ISSUES PAPER

Draft Strategic themes and groupings based on work by LRC as documented in 2016/183301 and 2016/173055

CSP headline challenge		Specific issues – taken from previous Council documents
1	**Climate Change**	• Need for improved community understanding and acceptance of climate change, how we impact and how we should respond • Increase in frequency of extreme weather events ie rainfall, storm and drought • Lack of alternative sustainable energy sources and storage systems, eg solar, wind and batteries • Impacts of sea-level rise on local flooding and coastline management • Increased impacts on biodiversity and loss of species through habitat loss, invasion of weeds, colonisation of pest animals, drought etc.
2	**Clean Environment**	• Lack of community understanding of the need to work towards zero waste, and the cost of community education and behavioural change • Diminishing landfill capacity and over-consumption • Impacts of litter and rubbish dumping, including the increasing costs of disposal and the challenge of stopping it from happening • Impacts of stormwater pollution on creeks, lagoons, rivers and the ocean • Lack of efficient solutions for improved waste management • Concern about impact on the community of changes to waste services

CSP headline challenge		Specific issues – taken from previous Council documents
3	**Catchments, Coast and Waterways**	• Management of our catchments to protect our lagoon, creeks and beaches, including impacts of pollution and sedimentation and habitat damage caused by the impact of pest species etc • Managing use and environmental values of our major waterways, including the interface between the water and the land (ie parking and access, public amenities, boat mooring etc) • Management of flooding and undertaking flood mitigation measures • Erosion and associated risks to property (including public infrastructure) and natural areas • Impacts of sewage overflows on our riparian and aquatic environments caused by aging infrastructure and illegal connections • Lack of coastal zone management plans
4	**Bushland and Biodiversity**	• Loss and fragmentation of bushland and wildlife corridors and habitat areas on both public and private land • Decline in abundance of native species' biodiversity caused by threats such as climate change, pest plants and fungi, companion and feral animals etc • Impacts of unsustainable and unauthorised informal recreation activities on environmentally sensitive areas – including bikes, horses, boating and fishing etc • Lack of adequate resources to accurately monitor and measure our biodiversity for effective management and conservation, including threatened and endangered species • Impacts of traffic and road design on our wildlife, resulting in road kill
5	**Natural hazard management**	• Increases in major and extreme storm events with associated risks to life and property • Impacts of erosion and landslip areas • Balancing the impacts of hazard reduction measures on environmental values with the need for property protection ie bushfire back burning, flood mitigation measures, landslip management and seawalls • Lack of community understanding and acceptance that development controls are required to manage the impact of natural hazards eg on floodplains

CSP headline challenge		Specific issues – taken from previous Council documents
6	**Sustainable Travel**	• Difficulties of efficient access into and out of the northern beaches as well as travel within the local government area due to a lack of a cohesive transport network • Limited public transport leading to congestion and over demand for parking • Overcoming barriers that prevent people from changing travel behaviour, especially for short trips eg. suitable routes, paths and other infrastructure
7	**Planning for changing communities**	• Meeting the needs of our changing demographics • Planning for new land release communities to include adequate public infrastructure • Lack of sufficient controls and regulation on infill development that takes into account the implications and impact of increased urban densities • Impacts associated with inconsistencies between local desires and State planning policies • Providing a balance between built infrastructure and the natural environment

"Line of sight": Strategic themes and priority areas – grouping for CSP Issues paper

LRC input – Environmental (based on 2016/183301)	Comment
Energy /water savings	Included in 'Climate Change'
Protect and maintain beach, coast and estuaries	Renamed to 'Catchments, Coast and Waterways' – for reasons of consistency
Protect flora and bushland	Renamed theme 'Bushland and Biodiversity' combines 'Protect flora and bushland' with 'Maintain biodiversity'
Climate change	CSP headline challenge
Maintain biodiversity	Renamed theme 'Bushland and Biodiversity' combines 'Protect flora and bushland' with 'Maintain biodiversity'
Flood and stormwater management	Included in 'Catchments, Coasts and Waterways'
Companion animal and feral animal management	Included in 'Bushland and Biodiversity'
Environmental education, centres of excellence	Included in 'Clean Environment'
Waste management models	Included in 'Clean Environment'
Natural hazard management	CSP headline challenge
Community gardens	Included in Social Challenges as an example of a community opportunity
Catchment Management	Included in 'Catchments, Coast and Waterways'
Waste education	Included in 'Clean Environment'
Greenhouse gas emissions	Included in 'Climate Change' section
Natural Areas Management	CSP headline challenge

Opportunities:

Examples only

- Investments into energy and water savings technologies, potentially through the establishment of a revolving energy fund
- Environmental education and centres of excellence (e.g. incorporating community gardens and waste education)
- Improving baseline knowledge of aquatic and riparian biodiversity and ecology, especially related to impacts from recreational use
- Development of the Kimbriki Environmental Enterprises site and the introduction of Alternative Waste Technologies
- Consistent sustainable waste collection to minimise waste to landfill

Attachment 5

SOCIAL CHALLENGES CHAPTER – CSP ISSUES PAPER

Draft strategic themes and groupings based on work by LRC.

CSP headline challenge	
Connected community	• Some community groups eg. elderly, disabled, LGBT more vulnerable to social exclusion • Accessing support services more challenging in certain pockets of the Northern Beaches • Less social cohesion in new communities eg. land release areas and unit dwellers • Limited spaces for young people to be active and to connect with their peers • Growing divide between socio-economic groups and young people, especially access to housing market
Health, wellbeing and safety	• Social 'disconnect' among some young people, impacting on their health and wellbeing • Prevalence and hidden nature of domestic violence • Limited housing options to accommodate homeless people • Mental illness and associated dangerous behaviours (e.g. self-harm, suicide) • Drug and alcohol impacts on public health and wellbeing including safety risks in public places • Increasing demand for aged care services including dementia care • Increasing number of those with life-threatening allergies ??
Recreation and open space	• Limited open space and facilities to cater for all of the community's needs • Adapting to climate change and its impact on maintenance (water and energy use) • Equitable access to facilities, including all abilities and growing number of female organised sport
Sustainable Travel	• Challenge of topography in enhancing connectivity of walking and cycle paths • Changing entrenched behaviour of car use even for short trips • Limited public transport in some areas leading to congestion and over demand for parking • Public transport and connectivity with B-line

Art and culture	• Inter-generational access to events • Limited nightlife across the region • Gaps in art and cultural experience across the region • Future of libraries in the context of changing technology • Valuing heritage assets (Indigenous & non-Indigenous) • Supporting local artists
Planning for growing communities	• Changing demographics (young families/aging population with increased demand for schools and aged care) • Providing adequate infrastructure and services for infill development and land release areas • Increasing densities and its impact on traffic congestion and parking

Opportunities:

- Create vibrant communities and villages through provision of engaging festivals and events
- Conserve and showcase local heritage (Indigenous and non-indigenous)
- Encourage respect and understanding for diverse communities by expanding opportunities for multi-cultural events and programs
- Expand opportunities for participation in community building projects and programs (e.g. volunteering, community gardens)
- Expand art and cultural places and programs
- Revitalise community facilities and services to ensure equitable access for diverse needs
- Provision of a community bus to communities that are hard to get to – e.g. 'Hop, Skip and Jump'
- Develop partnerships to create access to more sports fields and sports halls (eg. Department of Education partnership with Narrabeen Sports High re. synthetic sportsfields)

Attachment 5

"Line of sight": Strategic themes and priority areas – grouping for CSP Issues paper

LRC input - Social (based on 2016/183301)	Comment
Connected community/social cohesion	No change in headline
Health and wellbeing	Headline changed to include safety
Art and culture	Included in separate 'opportunities'
Community facilities and services	Included in separate 'opportunities'
Recreation and open space	No change in headline
Recreation facilities	Included under 'Recreation and open space' theme
Heritage conservation	Included in separate 'opportunities'
Sustainable Travel	No change in headline
Involvement in decision making	This is a governance issue that goes across the three areas – will be dealt with as a separate discussion point
Safe neighbourhoods	Included in 'Health, Wellbeing and Safety' theme
Affordable housing and housing choice	Suggest dividing into two main issues, one relating to social justice and included in 'connected community' and one relating to key workers and included in the Economic Challenges section of the Issues Paper.
Respect for diverse communities	Included in 'connected community' theme as well as in the opportunities
Youth and family services	Included in 'connected community' theme as well as in the opportunities
Social infrastructure	Included in 'connected community' theme as well as in the opportunities
Vibrant communities	Included in 'connected community' theme as well as in the opportunities
Accessible communities	Included in 'connected community' theme as well as in the opportunities