

ATTACHMENT BOOKLET 2

ORDINARY COUNCIL MEETING

TUESDAY 25 JULY 2017

ITEMS 7.3 – 8.3

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Northern Beaches Council presents

CUSTOMER EXPERIENCE STRATEGY

2017 - 2023

NORTHERN BEACHES
COUNCIL

northernbeaches.nsw.gov.au

MESSAGE FROM CEO

The Stronger Councils Framework defines a strong council as one that delivers results for their community, builds relationships and partnerships, and has the culture, people and capability to make this happen.

Customer service in government has traditionally been reactive to customers' needs and we know our customers do not have a choice but to use our services. Being sole service providers makes the customer experience all the more critical as customers simply cannot go anywhere else to receive the services we provide. We also recognise our customers have high service expectations of their new Council. They have all had a 'wow' customer experience. The private sector now dictates our customers expectations of service. We are working hard to deliver on these expectations and to achieve our internal vision of *'Delivering the highest quality service, valued and trusted by our community'*.

As a newly formed organisation we have a lot to do to achieve this internal vision and create the 'wow' factor for our customers. We also recognise the huge amount of goodwill our staff have to provide an excellent experience for our customers. The Northern Beaches Council has a great opportunity as we build our new organisation to use this goodwill and create a new Council that is customer focused, responsive and positively transforms the experience of our customers so that we not only deliver on our internal vision but meet and exceed our customers' expectations.

Mark Ferguson
CEO

About this Strategy

This strategy will set Council on the path towards achieving excellence in the customer experience. Customer experience is broader than customer service. It encompasses the customer's perception of their whole journey from their first thought about interacting with Council through to the completion of that interaction. It is an outside-in customer centric approach rather than an inside-out organisation approach to our role.

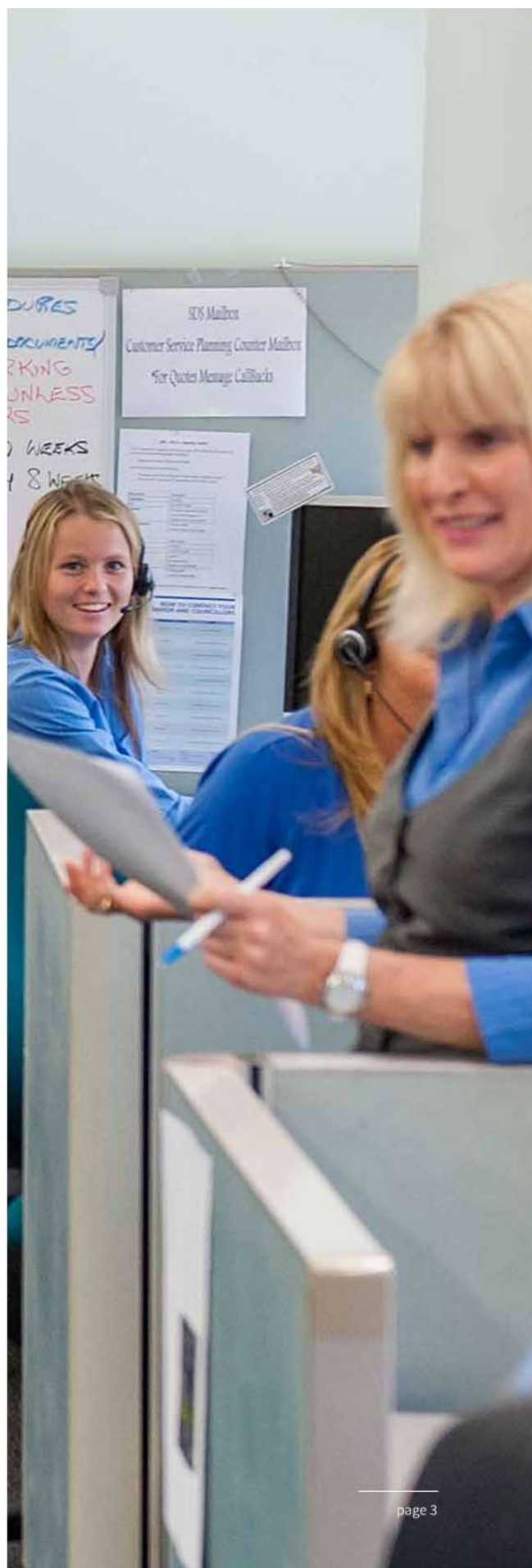
This strategy supports our draft community vision of a safe, inclusive and connected community that values the natural and built environment. It also supports the delivery of our corporate values of trust, teamwork, respect, integrity, service and leadership.

This strategy outlines the key customer experience drivers and actions that meet current and emerging customer needs, and aims to achieve the highest level of experience for our customers in an increasingly digital world. It is based on insights gathered through research, surveys, metrics and engagement with employees and customers.

Our approach

In determining our key customer experience drivers we looked at better practice customer-focused initiatives to ensure these drivers will meet our customers' needs and improve their experience with Northern Beaches Council. We reviewed:

- Community Satisfaction Survey Results 2014, 2015 and 2016
- The Northern Beaches Community Satisfaction Survey conducted by Department of Premier and Cabinet 2016 (600 participants, JWS Research)
- Northern Beaches Council brand identity research 2017
- Staff feedback gathered from online engagement and workshops
- Complaints, compliments and voice of customer feedback data from three previous Councils
- Survey feedback from our community database
- Feedback from community leaders
- Emerging customer trends
- ABS 2011 Census data.





“The customer service rep was extremely pleasant and VERY helpful... she went out of her way to assist me. She was an absolute pleasure to deal with.”

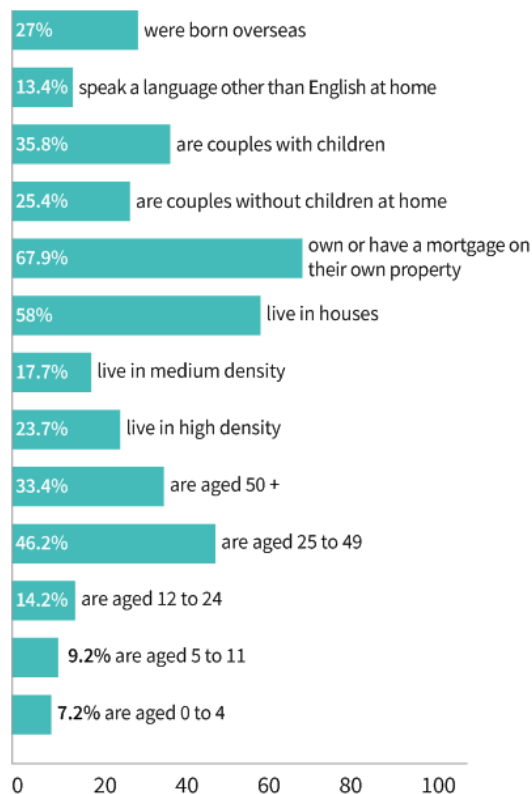
Customer Experience Strategy 2017 - 2023

WHAT WE HAVE LEARNED ABOUT OUR CUSTOMERS

During our research we discovered that, while our customers rated their overall customer experience as positive, there was room for improvement. Primarily, customers expect an informed, consistent and proactive service response across all interactions and communication channels, and for information and tools to deliver better experiences. Timely communication is considered critical as customers want to be kept informed of their issue. Looking ahead, customers want more self-service tools to monitor and manage their own access to Council information.

Customers differ

Our customers are a very diverse group. They are as diverse as they are numerous. While there are common needs and service attributes, customers also have specific needs that drive improved customer experience. A one size fits all approach does not work and more and more customers are seeking a personalised experience when they interact with us.



Customers want choice

Effective communication requires a consistent, proactive and seamless service experience across all interactions, with diverse service and communication channels for different customers.

Customers want information

Customers want knowledgeable employees who can either answer their question or direct them to the right person, and who are empowered to resolve issues. They also expect to be kept informed on the progress of their issue and their request to be resolved in a timely manner.

Phone, self-service technologies and mobility

While traditional methods of contact, such as face to face and telephone, remain the preferred method of contact, an increasing number of customers want to find more information themselves and to connect with us when it suits them. Customers expect self-service tools to be efficient, easy-to-use, and available 24/7 across multiple communication channels. They are increasingly expecting integrated portals that bundle all their interactions and information with Council. Integrating our suite of self-service products and optimising the website for mobile access will greatly improve the customer experience and reduce our cost per transaction to serve customers.

Our services

Our community has told us they want us to focus on maintenance of roads and footpaths, managing traffic, managing developments and the development application process, managing waterways and responding to their needs and requests. We must continue efforts in all service areas to meet expectations while also focusing on, consulting, informing and improving our services.

Personal satisfaction

Staff gain a huge amount of personal satisfaction from providing customers with a positive experience. We need to ensure we enable staff to provide this service level by having the right tools, training and support in place. When our people are properly supported and trained they are able and willing to provide an excellent experience to our customers.

MEET THE CUSTOMER

Customer personas assist in the development of customer focused processes and programs by encouraging us to think about specific customers their behaviours, emotions, attributes, motivations and goals. Having a customer focus is about setting customer outcomes at the beginning of a task, process or project, by considering customer needs when developing options, assessing the customer impact of each option and selecting a preferred option based on a balanced analysis of business, operational and customer requirements.

Our customer personas each represent a different type of Council customer. They have been identified through demographic data, voice of customer responses and website analytics for the northern beaches and they reflect typical customers of council.



Sarah

Age: 52

Family status: single

Dependants: 3 - 2 away at University, 1 at home

Lives: Manly Vale, ratepayer

Career: Sales professional

Council services used by Sarah

Waste, roads, parks, beaches, off leash dog exercise areas, building compliance, libraries, Manly Food & Wine fair.

Sarah's last contact with Council

Sarah recently emailed Council with concerns about the ocean pool at Freshwater. She regularly swims there and felt it was not clean.

Sarah's attitude to Council

Sarah wants to be kept up to date about the status of her enquiry and for her issues to be fixed promptly. She believes our recreational areas need to be maintained to a high standard. Sarah regularly downloads talking books for use during her commute. She is concerned about how her children will afford to live in the area.



Steve

Age: 34

Family status: partnered

Dependants: 2 young children

Lives: owns house in Collaroy Plateau, rents and lives in Dee Why

Career: Landscaper

Council services regularly used by Steve

Waste, roads, parks, beaches, planning, childcare, libraries, pools.

Steve's last contact with Council

Steve recently lodged a development application for an extension to his 2 bedroom house that he currently rents out while he and his family live in a rented unit in Dee Why.

Steve's attitude to Council

Steve wants his development application to be processed quickly and to be kept up to date on its status. He wants to have personal contact with his assessing officer. He also wants the beaches and parks to be kept clean and clear of litter and for playgrounds to be improved and well maintained. Steve is tech savvy and wants to connect with council online.



Joan

Age: 76
Family status: partnered
Dependants: Carer to her partner who has a physical disability
Lives: Avalon, ratepayer
Career: retired teacher

Council services used by Joan
Waste, roads, parks, beaches, planning, libraries, bushland, community services.

Joan's last contact with Council

Joan wrote a letter to Council concerned about a fire hazard in her local reserve and has called about an abandoned car in her street.

Joan's attitude to Council

Joan wants up to date information about fire hazards and bush clearing. She also wants bush regeneration in her nearby reserve to be regularly undertaken. Joan is also concerned about increasing population and the impact it's having on density and liveability. Joan pays her rates by cash at the customer service centre.



Alex

Age: 17
Family status: single
Dependants: none
Lives: Frenchs Forest with parents
Career: student

Council services used by Alex
Beaches, roads, natural environment, parking, skating parks and new years celebrations.

Alex's last contact with Council

Alex called Council on a Saturday about purchasing an extra parking permit. He recently attended the Manly office for JP services.

Alex's attitude to Council

Alex wants to purchase his parking permit over the phone or online.



Anne

Age: 29
Family status: partnered
Dependants: none
Lives: Rents at Chatswood, looking to purchase a property in the local area
Career: IT consultant

Council services used by Anne
Beaches, natural environment, parking, roads, waterways, events, night time economy.

Anne's last contact with Council

As a visitor to the area wanting to purchase a property Anne has phoned the call centre enquiring about various properties she has been interested in and has tried visiting Council's website for the same information.

Anne's attitude to Council

As both Anne and her partner work full time in the city she wants to get information efficiently and would ideally like to do this online.

CUSTOMER EXPERIENCE DRIVERS

Our four drivers identified for an excellent customer experience are:

1. Consistency - deliver consistent services with integrity, accountability and common sense
2. Empowered staff - go above and beyond by taking ownership of issues and delivering positive experiences for our customers
3. Responsive - deliver a tailored and responsive service that is inclusive, consistent, and effective and meets the changing and individual needs of our customers.
4. Information - trusted source of reliable and timely advice and information for customers.

Delivering improvements across each of the four customer experience drivers is how we enhance the customer experience and improve customer satisfaction.

Improving one customer service driver can improve customers' perception of another. For example, ensuring information for staff is correct and reliable makes staff feel more empowered and makes customers feel our services are more reliable.

DRIVER 1 - Consistency

We deliver consistent services with integrity, accountability and common sense.

Strategies to support this driver

- Provide consistent, friendly service and processes across Council
- Recognise that individual customers and their needs differ and treat every customer accordingly
- Use every customer interaction as an opportunity to create a positive image of Council.
- Continue to provide a high standard of customer service.
- Consider all types of customers and their needs in the delivery of our services.

How can we do it?

- Provide customer service training to all staff
- Provide platforms for sharing of knowledge among staff
- Encourage staff to take a flexible approach to customer issues
- Provide feedback channels for our customers so we can learn from their experiences
- Develop a Customer Service Charter with clear timeframes that details how customers can provide feedback
- Develop a customer service recognition program for staff displaying excellent customer service skills
- Target customer skills in all levels of recruitment.
- Use customer journey maps

Tools supporting this driver

- Knowledge management database
- Community satisfaction survey
- Request management system with voice of customer feedback surveys
- Random telephone surveys
- Customer Relationship Management (CRM) system
- Customer Service Charter
- Performance management tool with customer service measures.

DRIVER 2 - Empowered staff

We go above and beyond for our customers by taking ownership of issues and delivering positive experiences.

Strategies to support this driver

- Provide the right tools and resources so we can do our jobs and make good decisions
- Recognition that spending time with customers is valuable
- Clear easy to understand delegations.

How can we do it?

- Monitor customer interactions and provide coaching to staff for improvement
- Provide feedback channels and opportunities for improvements for our staff so we can learn from their experiences
- Ensure Customer Service Charter has clear timeframes.
- All staff position descriptions require us to take ownership of any customers enquiry or contact.

Tools supporting this driver

- Quality assurance program
- Knowledge management database
- Staff survey
- Delegations manual
- Customer Service Charter
- Providing a range of interaction platforms.

DRIVER 3 - Responsive

We deliver a tailored and responsive service that is inclusive, consistent, and effective and meets the changing and individual needs of our customers.

Strategies to support this driver

- Provide a range of inclusive and accessible channels including face to face, telephone, digital and print
- Provide robust systems that optimise information transfer between customers and all areas of Council
- Ask customers about our performance
- Proactive service improvement.

How can we do it?

- Ensure the customer's needs are considered in our Digital Transformation Strategy
- Use plain English in all our communications
- Provide tools for staff that give a holistic view of the customer
- Provide access for staff to Council's database of knowledge
- Regularly use voice of customer feedback
- Ensure Council's digital platforms are optimised for mobility
- Offer self-service options where possible
- Act on feedback from customers
- Use customer journey mapping
- Analyse complaint and compliment data
- Annual public reporting on our complaints, compliments and feedback.

Tools supporting this driver

- Council's website
- Customer relationship management (CRM) system
- Knowledge management database
- Complaint and compliment register
- Community satisfaction survey
- Mystery shopping.

DRIVER 4 - Information

We are a trusted source of reliable and timely advice and information for customers.

Strategies to support this driver

- Ask our customers what services they want
- Identify opportunities to improve processes and information and act upon them
- Include customers in building services
- Ask customers about our performance.

How can we do it?

- Ensure our external information is accurate
- Ensure our internal knowledge is up to date
- Use plain English in all our communications
- Ensure processes and procedures are designed around the needs and expectations of our customers
- Value each customer interaction as an opportunity to improve services and processes
- Use customer journey mapping.

Tools supporting this driver

- Council's website
- Staff intranet
- Knowledge management system database
- Request management system with voice of customer feedback surveys
- Customer relationship management (CRM) system
- Online services.



MEET THE STAFF

Our staff are crucial to providing a great customer experience. Their commitment to our corporate value of service is evident on a daily basis. We provide a vast array of services for our customers from child care and youth services, planning, road and infrastructure maintenance, libraries, art galleries and theatres, parks, reserves, beaches, pools and bushland.

We asked a few of our staff to tell us what they do in their jobs and how they help the customer according to our values.

Trust

because

being **open** brings out our **best**

Teamwork

because

working **together** delivers

Respect

because

valuing everyone is how we make a difference

Integrity

because

we are **proud** of doing what we say

Service

because

we **care** as custodians for the community

Leadership

because

everyone has a leading role



Bandana, Early Childhood Teacher

I provide care and education for children aged 0-6 years. I am the room leader in the 2-3 year age room and work with a team of 4 other educators and in partnership with the families within our room. I plan and program for the children's interests and developmental needs, using the family and fellow educators goals and inputs.

I give families of the centre information about their children on a daily basis while caring and educating the children and providing the environment that the children can use to grow to their full potential.

I often assist customers with information relating to other Council services as well as services offered by other community organisations.



Robert, Section 94 Coordinator

I am responsible for implementing, coordinating and managing development contributions plans for Council. These plans allow Council to levy payment of contributions for new development to fund the provision of infrastructure and services that will be required as a consequence of that development.

A large part of my job is helping customers understand the contributions plans and how they apply to their developments. This regularly involves working closely with Council's Land Release Team to effectively communicate all relevant aspects of the contributions plans to customers before, during and after their development process.



Theo, Technology Librarian

As Technology Librarian, I am responsible for managing digital content and improving resources and technology within the library. I do this by ensuring the digital content and technology provided by the library anticipates the educational, recreational and cultural needs of our diverse community. I also support and develop volunteers, staff and patrons to use that technology and work to ensure that our community has free access to high quality digital content. On a day-to-day basis I provide customer and reference services to our patrons.





**Craig, Customer
Service Officer**

I assist customers face to face or over the telephone in our Dee Why Customer Service Centre. Customers may need information relating to Council services or services offered by other community organisations. The range of issues are very diverse and may include waste issues such as broken or missed bins, trees or street cleaning, development applications and planning matters and payments and applications.

The role is one I enjoy and find very rewarding as it provides lots of variety.



**Sylwia, IT Support
Officer**

As an IT Support Officer I am the first point of call for any technology related issues for all council employees. I help by immediately assessing the problem and, when possible, resolving it via phone or remote login. I prioritise and log more complex issues to appropriate IT Officers and update my customers on resolution times.

My role is crucial in enabling staff at Council to do their jobs to assist customers of Council.



Owen, Reserves Supervisor

My role is to coordinate the maintenance and repair of commercial areas. These are high visibility areas for our customers and so require a great attention by Council. This involves liaising with staff and contractors to ensure garden maintenance, pavement restorations, cleansing and street furniture installations are completed. The goal of my team is to keep these areas clean and safe for the community and ensure the issues raised by customers are fully understood and completed in a timely manner.



Josh, Senior Beach Inspector/Professional Lifeguard

My job is ensuring public safety and satisfaction with Council's beaches and beach reserves by monitoring and managing the ocean and beach reserves. My team is a very visible representative of Northern Beaches Council. People come to the beach and we hope to help them have an enjoyable day.

We provide information to customers about a range of issues such as swimming inside the flags, ocean conditions and weather, bus times and routes, accommodation options, equipment rental, food recommendations, local activities, tours and directions.

We also assist in stressful situations by providing first aid, rescuing people in trouble, helping with lost children, assisting with stolen property and lost car keys. Sometimes a local resident just wants a few minutes to ask a few questions or have a chat. From picking up rubbish to helping a school group get the most from their day on the beach, my role is varied and changes with every interaction I have with the public.

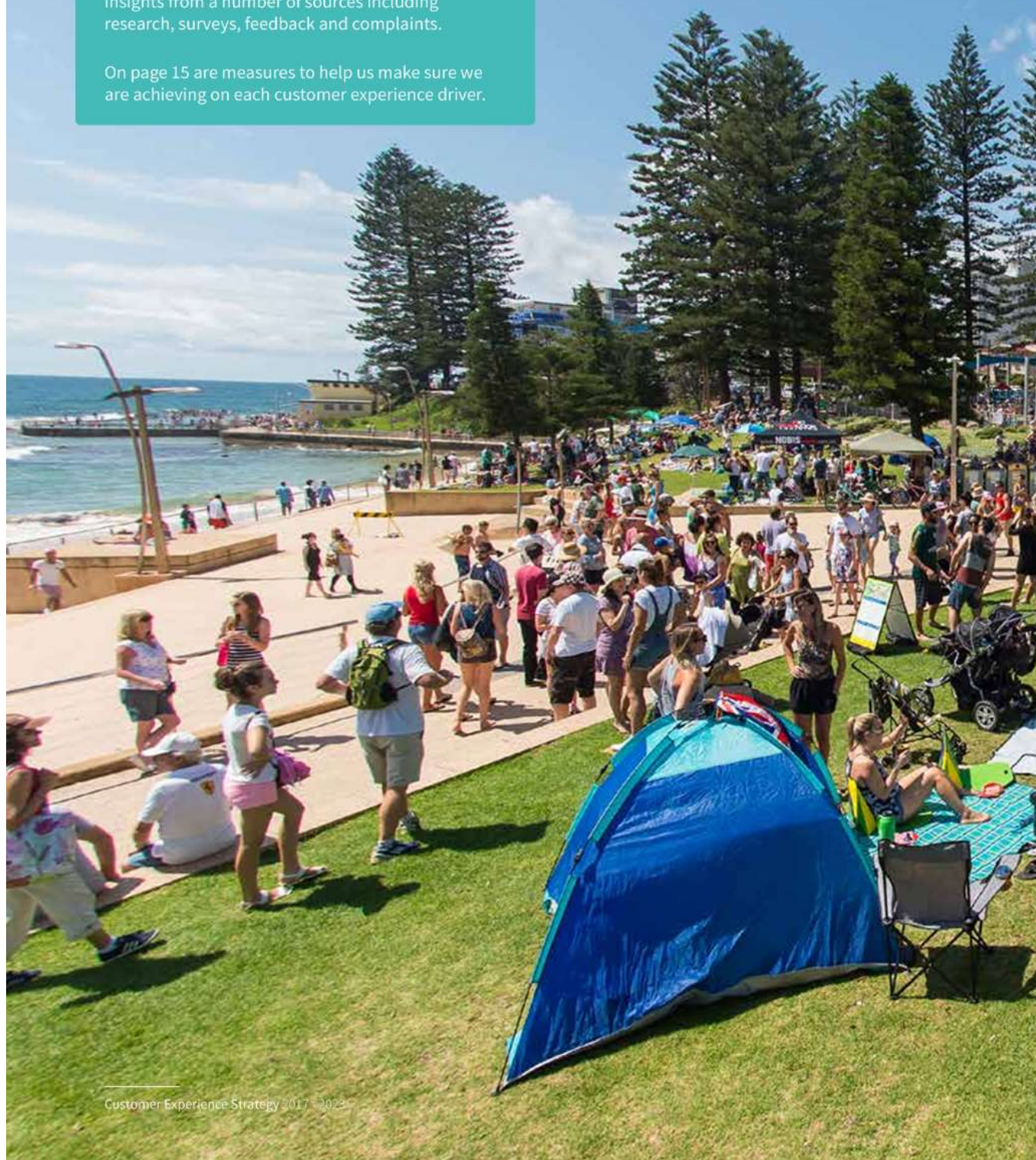


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MEASURING OUR PROGRESS

Measuring the progress of our customer experience drivers will ensure they provide an evidence base for continuing to drive a customer focus. Voice of the customer and customer journeys provide combined insights from a number of sources including research, surveys, feedback and complaints.

On page 15 are measures to help us make sure we are achieving on each customer experience driver.



Customer Experience Strategy 2017 - 2023

| Customer Experience Driver | Measures of Success |
|--|--|
| CONSISTENCY: We deliver consistent services with integrity, accountability and common sense | <ul style="list-style-type: none"> • All staff undergo customer service training • Customer service measures are in our performance management tool for all levels of the organisation • Our Customer Service Charter is easily accessible in both hard and soft copy for staff and customers • All staff meet Council's phone and email etiquette standards • Knowledge management database in place and regularly amended • Customer service metrics and mystery shopping identify opportunities for improvement • Customer champions recognition program in place. |
| EMPOWERED STAFF: We go above and beyond for our customers by taking ownership of issues and delivering positive experiences | <ul style="list-style-type: none"> • Annual staff survey to measure staff empowerment • Monthly measurements (where possible) of Customer Service Charter timeframes • Quality assurance program for the call centre is in place • Knowledge management database in place and regularly checked for accuracy • Delegation manual is easily accessible for staff • First contact resolution metrics for the call centre are regularly reviewed and analysed for improvement opportunities. |
| RESPONSIVE: We deliver a tailored and responsive service that is inclusive, consistent, and effective and meets the changing and individual needs of our customers. | <ul style="list-style-type: none"> • Better practice formal complaint handling process in place • Regular reporting and root cause analysis of formal complaint metrics • Regular reporting of formal complaint and compliment data to Chief Executive Team, Risk Committee and Leadership Group • Internal and external communication standards, including use of plain English in place • Customer experience monitoring is inclusive and scored across the organisation and reported to Chief Executive Team and Leadership Group. |
| INFORMATION: We are a trusted source of reliable and timely advice and information for customers | <ul style="list-style-type: none"> • All staff undergo customer service training • Website satisfaction score implemented and used to improve our website • Intranet implemented with increasing usage by staff • Quality assurance program for the customer service team • CRM system delivering on intended benefits • Knowledge management database in place and regularly checked for accuracy • Request management system implemented and measured for satisfaction by customers • Increase in number of services offered online • Annual audit for the use of plain English in line with our internal and external communication standards as per the customer charter. |



NORTHERN BEACHES COUNCIL DIGITAL TRANSFORMATION STRATEGY

NATURALLY CONNECTED

Adopting a digital operating model to put you at the heart of everything we do

NORTHERN
BEACHES
COUNCIL

northernbeaches.nsw.gov.au

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WHAT IS DIGITAL TRANSFORMATION?

“[Digital transformation involves] transforming services to make better use of digital technologies and solutions. This is more than just putting forms online and enabling more online payments. It is not just about doing the same things we currently do more cheaply and faster. It is about business model innovation that challenges the status quo – reimagining current functions and processes to transform services for citizens.”
- (Department of Premier and Cabinet, South Australian Government 2016)

A Digital Transformation Strategy gives Northern Beaches Council goals, strategies and a way forward to guide the Council in the strategic use of digital technologies, processes, values and culture to move to a digital operating model.

WHY IS THIS A PRIORITY?

As the world becomes increasingly more digital, Northern Beaches Council and its community need to adapt and become more innovative. Digital transformation will enable Council to provide a premium service to its customers and community and be a leading workplace for staff. It will also assist the Northern Beaches community to keep pace with a changing digital landscape.

Digital transformation is a tremendous opportunity for staff, customers and our local community to lead simpler and more enjoyable lives by adopting a digital operating model that puts our customers, community and staff at the heart of everything we do.

“Digital [is the] big dial shifter”
- Chris Chapman, Chairman Australian Communications and Media Authority (ACMA) 2006 – 2016

BACKGROUND

Digital transformation is being undertaken by organisations globally from a variety of industries.

Digital Democracy and Joined Up Government

Industry and academic researchers have analysed modes of Digital Transformation in the government space and developed different models to categorise the various activities.

The research concludes (Jayashree and Marthandan 2010) that as government evolves digitally it transitions through the following stages:

1. Providing information digitally
2. Allowing transactions digitally
3. Then to a personalised digital experience
4. Digitally joining up with other levels of government
5. Digital democracy

This iteration of the Digital Transformation Strategy focuses on firmly establishing a personalised digital experience (3) and moving into digitally joining up with other levels of government (4).



Figure 1: Stages of Government Digital Evolution. (Adapted from Jayashree and Marthandan 2010)

Digital as an Operating Model

In the context of digital transformation, “digital” is not a medium, a new name for IT, a technology or a project but rather an operating model based on putting you - whether you’re a staff member, resident, business owner or employee, visitor, regulator, agency, politician, supplier or one or any of our other many stakeholder groups - at the heart of everything we do. (Cade 2014)

This strategy will get us part of the way to a digital operating model, by focusing predominately in transforming the culture and data/information aspects of the operating model.

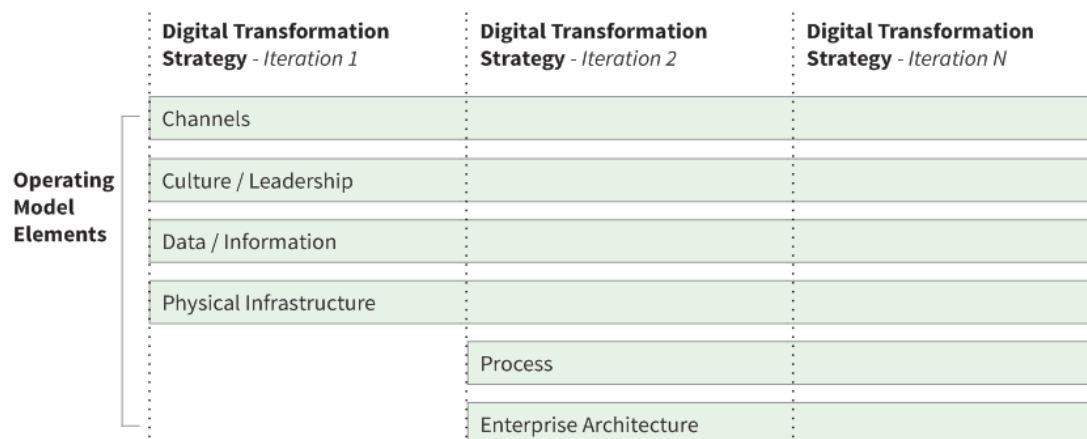


Figure 2: Digital Transformation Strategy Operating Model Elements - Current and Future Strategy Iterations

This leaves big ticket items such as Enterprise Architecture and business process re-engineering for future iterations of digital transformation. In these future iterations, it is envisaged that the business will have stabilised after significant integration work and will have (through this strategy and other initiatives) begun building a digital culture that puts customers, people and needs at the centre of outcomes.

| ANALOG CULTURE | | DIGITAL CULTURE |
|---|--------------------------------------|---|
| <ul style="list-style-type: none"> Pushes products into the market Driven by purchasing and supply | Customers and Demand | <ul style="list-style-type: none"> Pulls ideas from the market Driven by customer demand |
| <ul style="list-style-type: none"> Strong hierarchy Slow decision making Process and task orientations Defined tasks (“do this job”) | Organisation | <ul style="list-style-type: none"> Flat hierarchy Rapid decision making Result and product orientation Empowered employees (“find a way to achieve a goal”) |
| <ul style="list-style-type: none"> Understands needs of long-standing customers and how to fulfil them Orientation toward status quo, past lessons and accepting constraints Experience and stability count Homogeneous teams, working within departmental silos Career progression within defined paths Focus on planning and optimisation | Attitudes and Ways of Working | <ul style="list-style-type: none"> Understands needs of digital customers and how to adopt new trends Orientation toward innovation, improvement and overcoming constraints Potential, vision, curiosity, motivation, flexibility and adaptability count Mixed teams working in cross-functional and integrated communities Strong collaboration Rapid, unpredictable career progression Focus on rapid launch and learn |

Figure 3: Analog vs Digital Culture (Source: Harshak et al. 2013)

WE ASKED, YOU ANSWERED

14 Hours of Staff Workshops

171 Staff / 268 Ideas

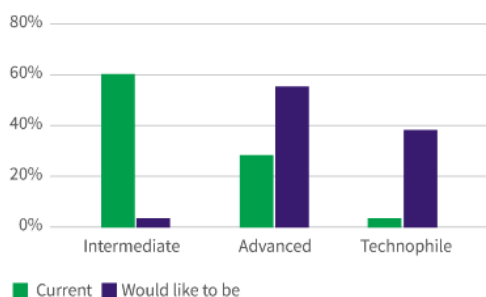
(More detail available in Appendix 1)

We asked about:

- Your technology proficiency and aspiration
- Aspects of digital culture that appeal to you
- Barriers and concerns you envision to Council becoming more digital
- Ideas you have to create a more digital Council and community

You answered:

Technology Proficiency



Staff Top 5 most liked aspects of digital culture

1. Draws ideas from staff, customers & the community
2. Innovative
3. Flexible
4. Driven by external & internal customer demand
5. Fun & engaging

"[Solutions] need to be user friendly and intuitive"

"I like the idea of digital freeing up staff to be able to spend more time with those less digitally minded customers"

"Partner with Universities and TAFE to investigate new ideas"

Community Survey

158 Respondents / 1427 Words of comments

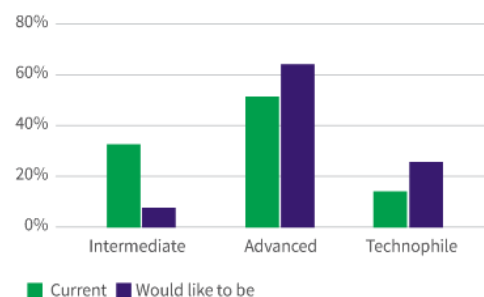
(More detail available in Appendix 2)

We asked about:

- Your technology proficiency and aspiration
- How a more digital Council could most benefit you
- Your concerns about Council becoming more digital
- Your view on digital in relation to a number of Council and community aspects

You answered:

Technology Proficiency



Top 4 benefits identified by the community

1. Easier Transactions
2. Having Your Say
3. More Access
4. Better Service

"It's not just about technology it's about people."

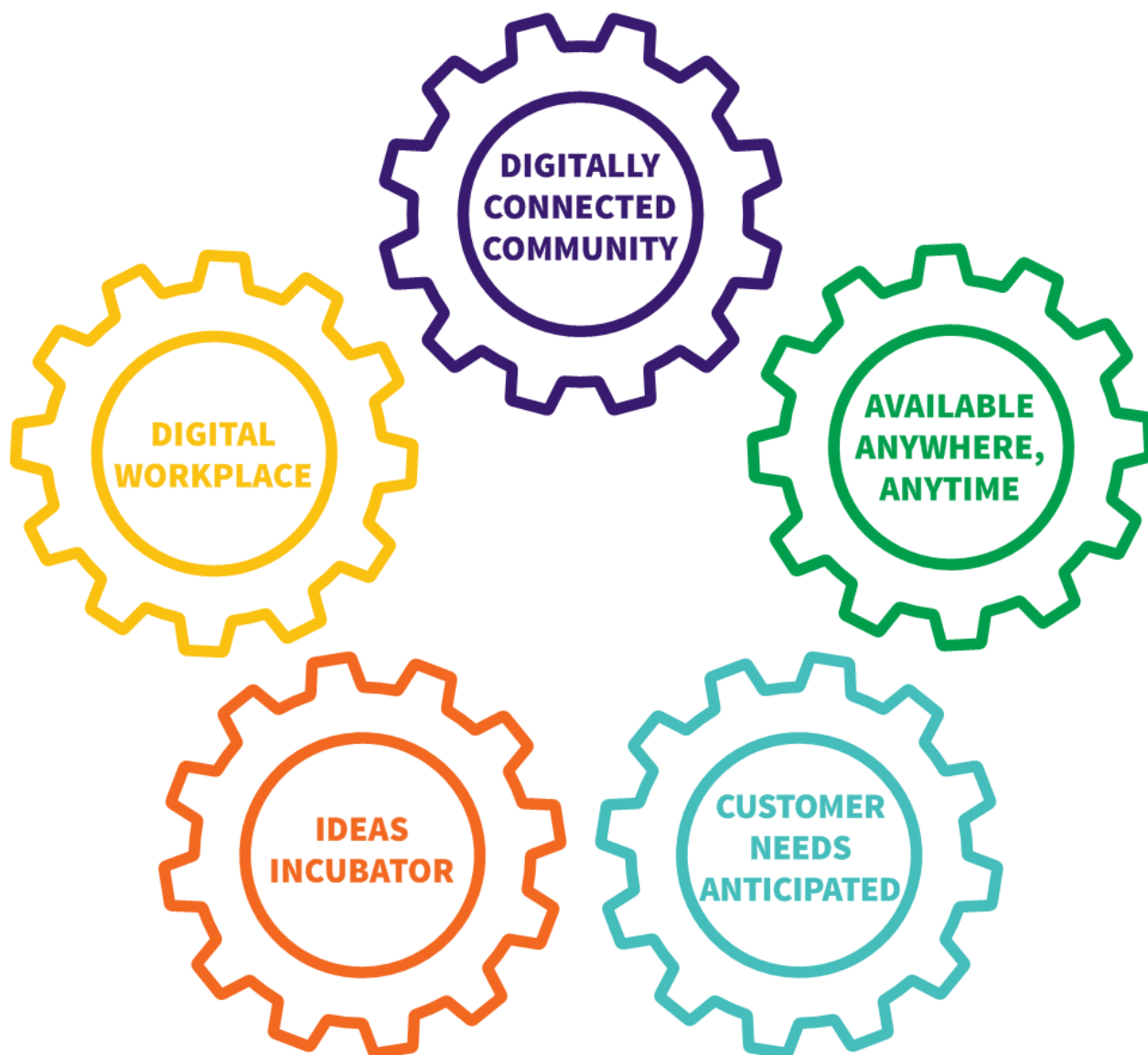
"Better interaction, less paper"

"I want to engage with council in exactly the same way that I engage with my bank, airline or online retailer."

"Needs to be a balance of convenience of online and personal interaction."

WHAT DOES OUR DIGITAL FUTURE LOOK LIKE?

The following goals and their associated strategies form a vision of our digital future and provide a foundation for Northern Beaches Council's digital transformation.



GOAL 1: DIGITALLY CONNECTED COMMUNITY

We are a leader of our digitally connected community

We engage with people on their terms, and help them innovate and meet their digital aspirations. Our community facilities, town centres and other public spaces have plans for technology infrastructure which we deliver to improve the livability of the area and connect people with each other and services across all levels of government. We use technology to increase transparency and accessibility to become naturally connected.

Strategies to achieve this goal:

- a. We support and promote a digitally connected community that is inclusive, provides opportunities for all and does not leave anyone behind
- b. Our data, where appropriate, is transparent, open and accessible
- c. We provide connectivity to internet based services in our community facilities, town centres and other public spaces
- d. We continually improve the ways we engage with our community and provide transparency and accessibility into our business and the services we provide
- e. We support the growth of our local digital economy and form partnerships with industry to foster digital transformation within our business and our community

GOAL 2: AVAILABLE ANYWHERE, ANYTIME

We are available when you are, where you are

We provide transparency of our services and give you control over your interactions with us, no matter how you contact us.

Strategies to achieve this goal:

- a. Our services are flexible, you do not have to visit us in person, but if you choose to visit, you are very welcome
- b. We provide a reliable multi-channel service experience face to face, on the phone, in writing or online
- c. We assist you in the use of our digital services
- d. You can manage your data and interactions with us securely

GOAL 3: CUSTOMER NEEDS ANTICIPATED

We anticipate your needs and make your life simpler

We work hard to anticipate the needs of our customers and provide a value on top of our services by using data analytics, market insights and joining up with other levels of government and industry.

Strategies to achieve this goal:

- a. We partner with other levels of government to reduce the number of transactions you need to perform
- b. Using smart technologies, we anticipate your needs and offer valuable outcomes that make your life easier
- c. You can subscribe to receive real-time alerts of information relevant to you and your current activities

GOAL 4: IDEAS INCUBATOR

No one's ideas go unexplored

We value ideas from any source because they are the lifeblood of our digital business.

Strategies to achieve this goal:

- a. We obtain, recognise and investigate ideas through existing and new forums and techniques
- b. We seek out more stakeholders and find ways to encourage more ideas from existing stakeholders
- c. People can track and manage their own ideas as well as follow and provide feedback on other people's ideas
- d. We share our ideas and provide thought leadership in our sphere of influence

GOAL 5: DIGITAL WORKPLACE

Work is an exciting thing we do, not just a place we go to

We promote collaboration and sustainable work-life balance in our own business and within the community and support this through leading digital processes and technology.

Strategies to achieve this goal:

- a. Our staff are equipped with the tools to work effectively anywhere, anytime, where their role permits
- b. Through our processes, our staff are empowered and encouraged to strive for a greater work life balance
- c. Our staff are connected to their teams and the business via the best technologies available
- d. Our staff are engaged and are encouraged to be creative and innovative
- e. We are a model digital workplace and we promote and educate our community on how their workplace could also digitally transform

HOW WE WILL MOVE FORWARD

The goals of the Digital Transformation Strategy will be achieved via the formation and execution of the following Digital Transformation Plans. These Plans will be an internal Council document and will detail the delivery of initiatives to support the Strategy.

Proposed Plans:

- Architecture and Core Systems Digital Transformation Plan
- Capability Development Digital Transformation Plan
- Culture and Collaboration Digital Transformation Plan
- Customer Experience Digital Transformation Plan
- Economic and Industry Partnerships Digital Transformation Plan
- Any additional Plans as identified by Council officers

Each Plan will address the following:

- Goals to be met
- Initiatives proposed, including budget source
- Benefits and risk assessment
- Change management and engagement plan, including compliance with Council's Community Engagement Framework
- Inclusion action plan
- Link to and/or potential impact on other Strategies, Plans or Policies

Initiatives within the Plans will be assessed against the following criteria:

- Alignment with Digital Transformation Strategy Goals
- Actual benefit to Council and/or the Community, including social, environmental and economic benefits
- Financial feasibility
- Risk

IDEAS TO SUPPORT OUR DIGITAL FUTURE

The following table presents a number of ideas that have emerged from engagement for this Strategy. These ideas are examples of potential initiatives and give a more tangible vision of Council's digital transformation future.

| IDEA | OUTCOME | ENABLES |
|--|--|--|
| Extend Wi-Fi to additional plazas and community facilities | Goal 1: Digitally connected community | Enable the community and visitors access to the internet and provide quick access to Council's online services, e.g. town centre WiFi with unlimited access to Council services |
| Data transfer and technology agreement with State Government | Goal 1: Digitally connected community Goal 3: Customer needs anticipated | Reduce the number of times customers have to interact with government at all levels by linking services with state and federal agencies, e.g. automatic parking permit replacement when a new vehicle is registered in the area |
| Council on The Move - Bringing Your Council to You | Goal 1: Digitally connected community Goal 2: Available anywhere anytime | Not everyone who would like to communicate with Council face-to-face are able to easily make it to one of our Customer Service Centres. The Council customer service bus would bring Council directly to the community, making Council face-to-face services more accessible to everyone. |
| Cloud collaboration tool trial | Goal 5: Digital workplace | Staff who are not based at computers are able to receive the same level of interaction with the business as computer based staff, e.g. childcare workers receive staff newsletters on their mobile |
| Innovation program | Goal 4: Ideas incubator Goal 5: Digital workplace | We take active measures to obtain ideas from staff and the community to make the Northern Beaches better, e.g. internal innovation challenge, external "hackathon" |
| Digital proficiency training for all staff | Goal 4: Ideas incubator Goal 5: Digital workplace | All staff can apply digital thinking and techniques to provide better community outcomes, e.g. all staff to have available elements of the Australia Public Service Data Literacy program |
| Public GIS cloud | Goal 1: Digitally connected community Goal 2: Available anywhere, anytime | The community has real time information about Council's facilities in the region enabling them to better plan recreation and other local activities, e.g. a fully gamified digital experience for the Connecting Northern Beaches walking track |
| Open data platform | Goal 1: Digitally connected community Goal 4: Ideas incubator | The whole world has access to open Council datasets and startups and other developers are using them to create value-adding apps and services for our residents, e.g. a public data portal that app developers can connect to |
| Data analytics centre | Goal 3: Customer needs anticipated Goal 5: Digital workplace | We create a dedicated business analytics function internally that the entire organisation uses to mine vital information about the services we offer and assets we manage, e.g. we have a real-time dashboard showing the current number of customer interactions and the sentiment the customer is feeling towards us |
| Intelligent customer service agent | Goal 2: Available anywhere, anytime Goal 3: Customer needs anticipated | We provide a 24/7 chat interface that can handle many first level responses, e.g. a member of the public can find out how to book the basketball courts at Keirle Park and receive real-time availability of them using an interactive chat program |
| Northern Beaches IoT* Hub | Goal 4: Ideas incubator | We are seen as the national go to location for IoT startups and researchers e.g. we provide facilities needed by IoT startups to grow and build their businesses such as trial sites, radio bandwidth and facilities |
| Ingleside: The World's First IoT* Community | Goal 1: Digitally connected community Goal 3: Customer needs anticipated | We explore opportunities for integrating IoT into the Green Star Ingleside Community, including to support the community's sustainability goals by, for example, installing sensors to monitor water and electricity use. We could also collaborate with researchers in the IoT space and partner with a global IoT leader to establish Ingleside as an IoT Community. |

*Internet of Things (IoT) - "connecting any device with an on and off switch to the Internet (and/or to each other). This includes everything from cellphones, coffee makers, washing machines, headphones, lamps, wearable devices and almost anything else you can think of. This also applies to components of machines, for example a jet engine of an airplane or the drill of an oil rig" (Morgan 2014)

RELATED COUNCIL DOCUMENTS

| |
|---|
| Community Engagement Matrix, Adopted 28 February 2017 |
| Community Engagement Policy, Adopted 28 February 2017 |
| Customer Experience Strategy, Draft, May 2017 |
| Disability Inclusion Action Plan 2017-2021, Draft, April 2017 |
| Northern Beaches Council Operational Plan 2017/18, Draft, May 2017 |
| Shape 2028: A Discussion Paper to develop the first Community Strategic Plan for the Northern Beaches, March 2017 |

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APPENDIX 1 - SUMMARY OF STAFF ENGAGEMENT

171 staff from across Council's Business Units and locations were engaged via workshops to contribute to the formation of this Strategy. The following provides a summary of the results.

Characteristics of a digital culture ranked from most to least liked

1. Draws ideas from staff, customers & the community
2. Innovative
3. Flexible
4. Driven by external & internal customer demand
5. Fun & engaging
6. Work life balance viewed as essential
7. Collaborative
8. Transparent & open
9. Focused on outcomes rather than processes
10. Supports experimentation & iterative practices
11. Connected
12. Risk tolerant and unafraid to make mistakes
13. Empowered employees
14. Agile
15. Intrapreneurship encouraged & supported

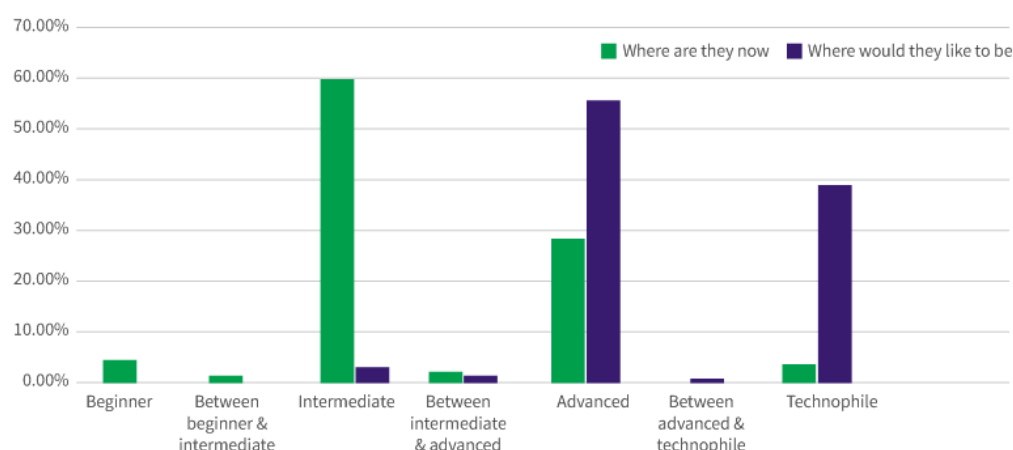
Top barriers identified by staff (a summary of 240 barriers identified by staff)

- Access to technology and ability to use technology
- Concerns about maintaining private information and security
- Resistance to and fear of change
- Lack of appropriate training available
- Existing internal culture and policies

Idea areas identified by staff (a summary of the themes of 268 individual ideas received)

- Training for staff and the community
- Kiosk/chat bot
- Reporting/Requests
- Flexible working
- All staff app and platform with access for outdoor and off-site staff to work
- One Council app/platform
- Contractors online platform
- Storm/emergency reporting
- Surf reporting
- Waste
- Natural environment protection
- Walking / Northern Beaches area interactive app
- Swim centre
- Library
- Community engagement
- Meals on Wheels

Staff Level of Technology Proficiency



APPENDIX 2 - SUMMARY OF COMMUNITY ENGAGEMENT

The community was engaged on this Strategy via the Customer Experience Survey, available on 'Your Say' from 9 Feb 2017 – 2 Mar 2017. The online only Survey had 158 respondents and the following provides a summary of the results from the digital transformation questions.

Top benefits identified

1. Easier Transactions
2. Having Your Say
3. More Access
4. Better Service

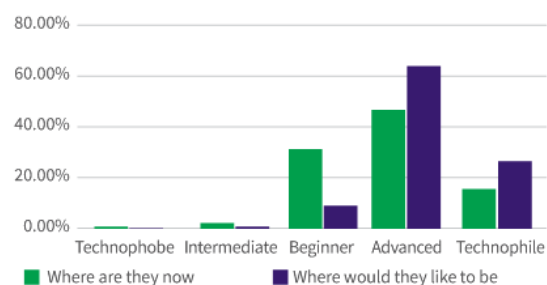
Top concerns identified

1. Security
2. Privacy
3. Access for all
4. Ensuring service

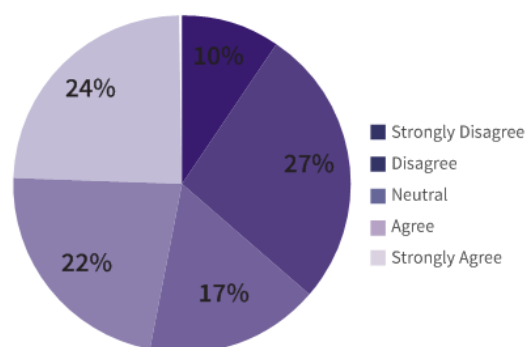
Key themes from Survey comments in relation to digital transformation

- Maintain face to face and phone
- Apps are not always the answer, need a good easy to use website/online platform too
- Help those who are not tech savvy become so
- Improve current service
- Overall a good idea but take care and don't over spend

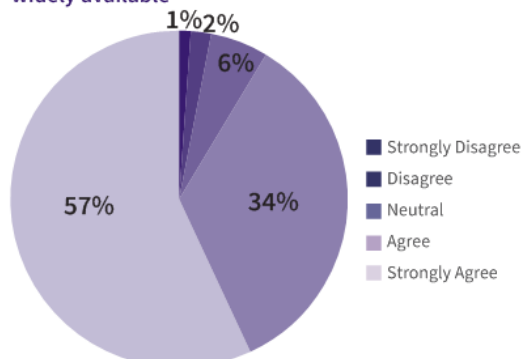
Community Level of Technology Proficiency



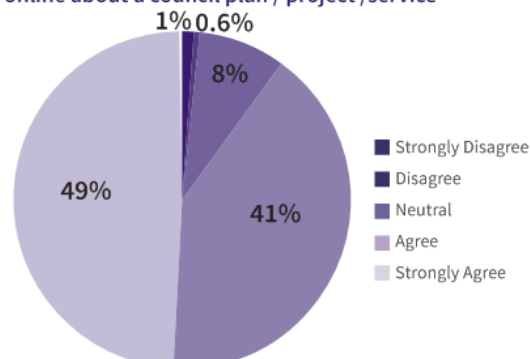
I am more likely to participate or provide feedback in person about a council plan / project /service



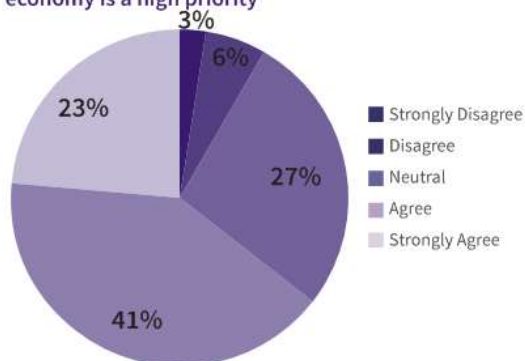
Technology can make council services more widely available



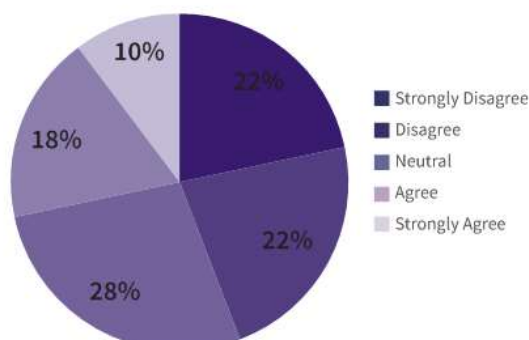
I am more likely to participate or provide feedback online about a council plan / project /service



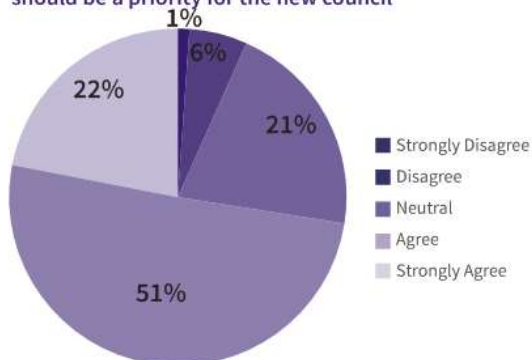
Improving the Northern Beaches digital economy is a high priority



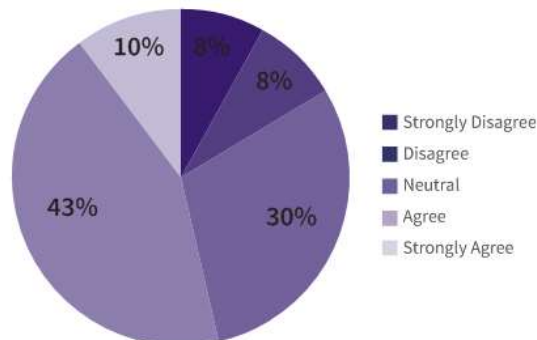
I am likely to use web-chat to interact with council



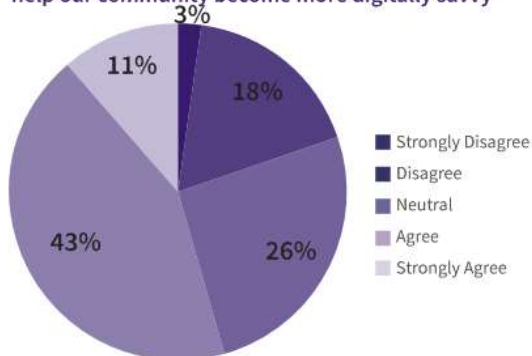
Improving online and digital service solutions should be a priority for the new council



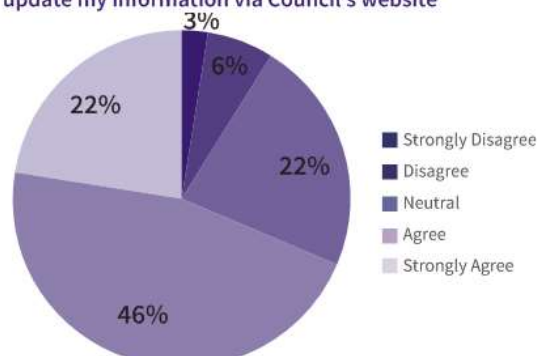
I have trust that council can manage and protect my data



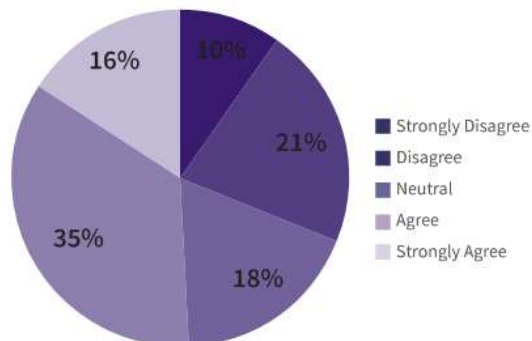
Council has an important role in providing services to help our community become more digitally savvy



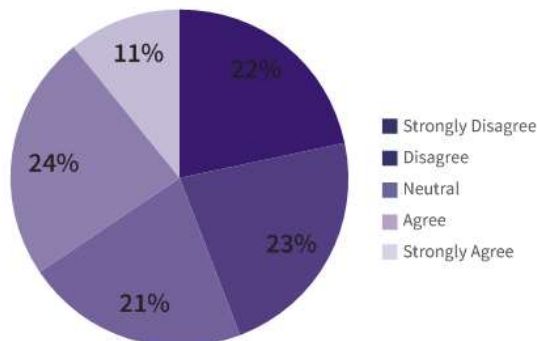
I would like to be able to login to my profile and update my information via Council's website



I am likely to use a mobile app to interact with council



I am likely to use social media to interact with council



APPENDIX 3 - SUMMARY OF INDUSTRY ENGAGEMENT

The digital transformation project steering committee and other selected staff attended 8 presentations from industry technology leaders over a 3 week period.

Each organisation was given the same briefing, that is:

Staff: How can we make Council a great place to work with the technology, training and culture to back it up?

Customer: How can we improve our customer experience through the use of digital?

Community: How can Council best serve the local digital economy and support the Northern Beaches community in becoming more digital?

Organisations presented in a 45 minute timeslot with the following agenda:

15 minutes: Presentation

30 minutes: Q&A with project steering committee

Organisations were requested to present unique content ideally prepared by employees who reside in the Northern Beaches Local Government Area.

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Council Policy

Access to Information

Policy Statement

Council is committed to:

- Openness and transparency in the conduct of its public functions
- Pro-active disclosure and dissemination of information about operations, plans and decisions or information that will enhance quality of life and economic development of the community
- Provision of access to Council information unless disclosure in a particular case would be contrary to the public interest.

Principles

- Council will promote disclosure and dissemination of information about operations, plans and decisions, and information that promotes community advancement on its website wherever practicable, and will facilitate public access through this and other appropriate mediums.
- Information required by law to be available for public inspection will be posted on the website, unless internet access poses an unacceptable risk of interference with privacy through potential data gathering and matching techniques.
- Any person is entitled to have information about their place of residence suppressed from documents available for inspection where disclosure would endanger personal safety, or removed from any register available for public inspection in accordance with the NSW Privacy and Personal Information Protection Act.
- Other Council information not posted on the website will be available for inspection unless disclosure on balance is contrary to the public interest.
- Copying of some information may be restricted where the Copyright Act imposes limitations.
- Council Guidelines on Access to Information will list the types of information available including public registers available for inspection.
- The Guidelines will also list the categories of information not available because of legislative restrictions or because disclosure is likely to be contrary to the public interest. Documents of this kind include those that contain information about the personal affairs of other ratepayers, commercially sensitive information, or information which if disclosed would have an adverse effect on Council's law enforcement or other functions, such as the identifying particulars of complainants.

As per Government Information (Public Access) Act requirements, Council information will be made available to the public in the following ways:

| | |
|--|--|
| 1. Mandatory disclosure of open access information – information published on Council's website to comply with Sections 6 & 18 of the GIPA Act. | 2. Proactive release – information that Council chooses to disclose without there being a legal requirement to do so as per Section 7 of the GIPA Act. |
| 3. Informal release – information released in response to a request without requiring a formal application as per Section 8 of the GIPA Act. | 4. Formal access application – Information that is released to a member of the public upon submitting a formal application after public interest considerations have been taken into account. |

NORTHERN BEACHES
COUNCIL

Broad requests for access to a large number of unspecified documents which, if processed, would divert substantial Council resources from dealing with other requests, or from performing other Council functions may be refused on the grounds that such a diversion of resources is contrary to the public interest.

Any individual has a right to know what personal or health information Council holds about him or her, to access that information in accordance with the provisions of the NSW Privacy and Personal Information Protection Act and the NSW Health Records and Information Privacy Act, and to amend that information in certain circumstances.

Councillors need to have access to information held by Council to help them make informed decisions on matters under their consideration. This information should be relevant and appropriate to the discharge of their obligations e.g. records relating to matters before Council or due to be listed.

Councillors wishing to access records in relation to a matter of personal interest have the same rights as other members of the public. Access may be obtained, for example, under the:

- Privacy and Personal Information Protection Act 1998
- Health Records and Information Privacy Act 2002
- State Records Act 1998, or
- Government Information (Public Access) Act 2009.

Councillors are required to capture records under the *State Records Act 1998*. The main responsibility that Councillors have under this legislation is to ensure that *State Records* are captured into Council's electronic document and records management system.

A State Record is defined as any record made or received when exercising an official function of a public office.

Councillors are briefed in relation to their recordkeeping responsibilities as part of their induction.

The General Manager has authority to approve Guidelines for Information Access, which is to be available to members of the public.

Scope and application

This policy applies to all employees, agents and officers of Northern Beaches Council, along with all Councillors.

References and related documents

- Government Information (Public Access) Act 2009
- Environmental Planning and Assessment Act 1979
- Privacy and Personal Information Protection Act 1998
- Health Records and Information Privacy Act 2002
- Copyright Act 1968

Definitions

Nil

Responsible Officer

Chief Information Officer

Review Date

May 2021

Revision History

| Revision | Date | Change | HPE CM Ref |
|----------|----------|--|-------------|
| 1 | May 2017 | First draft Northern Beaches Council policy for exhibition | 2017/128391 |

Council Policy

Enterprise Risk Management

Policy Purpose

The purpose of the Policy is to communicate Council's commitment to:

- using risk management as a tool to effectively manage risk as an integral part of planning and decision making across the organisation
- manage identified risks and actively monitor the risk environment
- to establish clear guidelines to ensure that councillors and staff at all levels are aware of potential risks and of their individual responsibility for the effective management of those risks.

Policy Statement

To build the Northern Beaches Council into an innovative organisation that fosters flexibility, seeks opportunity and focuses on results. Council recognises the importance of a risk framework to strengthen its capacity to effectively identify, understand and capitalise on challenges and pursue opportunities.

Council recognises that unmitigated risks can adversely impact its ability to achieve strategic and operational objectives. Accordingly, Council is committed to a holistic, consistent and systematic approach to risk management to ensure that risks are identified, fully understood, adequately communicated, monitored and effective controls put in place to manage risks.

Council's approach to Enterprise Risk Management (ERM) will be consistent with the *Australian/New Zealand Risk Management Standard: AS/NZS ISO 31000:2009* and the directions under the *Local Government Act (1993)*.

This policy seeks to give effect to this commitment and approach.

Policy Objectives

The objective of this Policy is to establish a risk management framework that will formalise the principles and practices for effective risk management across Council. The primary objectives of Council's ERM Policy are:

- to promote sound decision making using the ERM Framework to ensure Council move with increased confidence towards the achievement of our objectives
- to promote good governance by demonstrating transparent and responsible risk management processes aligned with accepted best practice standards and methods
- to promote a risk aware culture where all Councillors and all staff assume accountability for managing risks
- to effectively integrate risk management into Council's executive planning activities to ensure the achievement of strategic objectives as identified in the Community Strategic Plan and associated documents
- to implement the risk framework to enhance accountability and deliver positive strategic and operational outcomes
- to provide staff with necessary tools to manage risks
- to provide an innovative, flexible and resilient framework through continuous refinement to ensure the consistent management and/or mitigation of risks which may impact on Council.

Council's understanding and management of potential risks will provide greater certainty and security for councillors and Council staff, for our stakeholders and for our community. Council's ability to make sound decisions using a risk management tool will ensure we move with increased confidence towards the achievement of our objectives.

Risk Management Principles

The Northern Beaches Council ERM Framework complies with the risk management process prescribed in *AS/NZS ISO 31000:2009* and seeks to achieve principles set by the Standard.

The principles and practices of risk management involve coordinated activities to direct and control the organisation with regard to risk. It is a systematic process that involves:

- establishing the context of risks
- identifying risks
- analysing risks
- addressing risks
- monitoring and reviewing risks
- communication and consultation.

Risk management does address uncertainty but it cannot eliminate all risk. Council's risk management is implemented and maintained as follows:

- The ERM Framework considers the internal and external context and is therefore aligned with strategic objectives, statutory obligations, processes, services, culture, structure and operating environment.
- Risks are prioritised on a 'top down' basis. The key emphasis is on higher level 'strategic' risks cascading to operational risks. This approach enables the full integration of managing risk throughout all Council's processes.

Council's approach is documented as follows:

- **Why** the ERM Framework will be implemented (outlined in this Policy).
- **How** the Policy will be implemented (contained in the Risk Management Strategy, supported by risk procedures and an action plan).
- **Where** identified risks will be captured (Risk Register with treatment plans).

Risk Appetite Acknowledgment

Council acknowledges that at times it must undertake activities that inherently carry greater risks in pursuit of its vision and strategic objectives. This will necessitate that Council may accept risks that:

- facilitate transition and transformation opportunities
- generate additional sources of income, improve efficiency and seek savings
- maintain and/or improve levels of services to the community
- are proportionate with the potential reward.

Council recognises that its acceptance of risk will always be subject to ensuring that potential benefits and risks are fully understood and that sensible measures to manage the risks are established.

Council, Senior Management and staff will have regard for Council's stated Risk Appetite detailed in the ERM Strategy in both strategic and operational decision making. Council's risk appetite will be reviewed annually or whenever a significant change to Council's operating environment occurs. This review will be coordinated by the Manager, Enterprise Risk. Proposed changes to Council's Risk Appetite will be endorsed by Senior Management following review by the Audit, Risk and Improvement Committee.

Roles and Responsibilities

The following is a broad overview of the roles and responsibilities for the management of risk within Council. Full roles and responsibilities are contained in the Risk Management Strategy.

Council is ultimately responsible for adopting and committing to the ERM Policy, monitoring the strategic risk environment and considering risk management issues contained in Council reports.

Senior Management are responsible for ensuring the ERM Framework (Policy and Strategy) are effectively implemented and monitored within their areas of responsibility.

All staff are responsible for adequately considering risks associated with decisions they make and to ensure they consistent with the ERM Framework.

Audit, Risk and Improvement Committee is responsible for periodic oversight of the ERM Framework and that it is implemented effectively.

Scope and application

Senior Management will be responsible for creating an environment where staff assume responsibility for Enterprise Risk Management through consistent Risk Management practices as part of their everyday activities and decision making. Appropriate training and resources will be made available to assist staff in identifying, assessing and controlling risks.

Responsible Officer

General Manager Customer and Corporate

References and related documents

This Policy provides the over-arching guidance for Council's Risk Management Program. It is supported by:

- Risk Management Strategy
- Risk Management Procedure
- Risk Management Risk Register
- Fraud and Corruption Control Plan
- Business Continuity Plan

If there are any amendments to this policy, all other policies and plans must be reviewed in order to ensure that they align.

Legislation

- Local Government Act (NSW) 1993
- Local Government (General) Regulation 2005
- Australian Standard AS/NZS ISO 31000:2009 Risk Management Principles and Guidelines

Definitions

Senior Management: Refers to Level 1 (CEO), 2 (General Managers) and 3 (Executive Managers)

Strategic: Longer term and/or high level risks/opportunities that have the potential to impact on Council's ability to deliver its key services, e.g. preparing for an ageing workforce, poor financial planning and failure to comply with legislative requirements.

Operational: Day to day risks/opportunities that impact the quality of the services that Council delivers, e.g. poor contract management, the adequacy of the Business Continuity program or the effectiveness of the Workplace Health and Safety system.

Residual risk: The remaining level of risk after risk treatment measures have been taken into account.

Risk: The effect of uncertainty on objectives. Note: effect can be positive or negative

Risk acceptance: An informed decision to accept the likelihood of a particular risk and its consequences.

Risk Appetite: The level of risk that an organisation is prepared to accept before mitigation action is deemed to be necessary.

Risk Tolerance: The readiness to bear the risk (after risk treatment) in order to achieve objectives.

Risk analysis: A systematic use of available information to determine how often specified events may occur and the magnitude of their consequences.

Risk assessment: The overall process of risk analysis and risk evaluation.

Risk control: That part of risk management which involves the implementation of policies, standards, procedures and physical changes to eliminate or minimise adverse risks.

Risk evaluation: The process used to determine risk management priorities by comparing the level of risk against predetermined standards, target risk levels or other criteria.

Risk identification: The process of determining what can happen, why and how.

Risk management: The culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects.

Risk management process: The systematic application of management policies, procedures and practices to the task of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risk.

Risk treatment: Selection and implementation of appropriate options for dealing with risk.

Review Date

The policy is due for review in the first year of the new elected Council and then every 2 years thereafter. The next review is due in July 2018.

Revision History

| Revision | Date | Change | HPE CM Ref |
|----------|----------|--|-------------|
| 1 | May 2017 | First draft Northern Beaches Council policy for exhibition | 2017/136547 |
| 2 | | | |
| 3 | | | |

Council Policy

Mayoral Discretionary Fund

Policy Statement

The Mayoral Discretionary Fund provides the opportunity for the Mayor, on behalf of Council, to respond to requests for financial assistance from individuals and community organisations. The Policy identifies the key responsibilities of authorisation and accountability for the Mayor and Council staff and ensures transparency in the expenditure of funds.

Purpose

The Mayoral Community Benefit Fund purpose:

- To support individuals and community organisations through small financial donations. Groups do not have to be incorporated.
- To assist community organisations to undertake initiatives and services that benefit the local community.
- To assist local residents to attend events/conferences that further develop their education or sporting endeavours at a representative level.
- The amount allocated to the Fund is designated each year in the Annual Budget.
- The maximum amount able to be allocated to an individual or community organisation is \$1000 and only one payment can be made to an individual or community organisation within the same financial year.
- The Chief Executive Officer or General Manager Customer and Corporate shall certify that the expenditure is in accordance with the policy and that funds are available.
- Fund is not to be used for projects/programs aimed to support or promote political parties or specific religious beliefs.
- Recipient and project details will be reported to Council annually.

Scope and application

This policy applies to all members of the public who request financial assistance, employees, agents and officers of Northern Beaches Council, along with all Councillors.

References and related documents

Local Government Act 1993 Sect 226, Sect 356 and Sect 377

Local Government (General) Regulation 2005 Sect 207 (Responsibility for Accounting Records)

Policy on Payment of Expenses and Facilities to Mayor and Councillors

Responsible Officer

Executive Manager Governance & Risk

Review Date

July 2021

Revision History

| Revision | Date | Change | HPE CM Ref |
|----------|----------|--|-------------|
| 1 | May 2017 | First draft Northern Beaches Council policy for exhibition | 2017/136008 |

Council Policy

Privacy

Policy Statement

Council is committed to:

- protecting the personal information that Council collects from individuals
- managing personal information in accordance with the Information Protection Principles (IPPs).

Principles

The IPPs define the legal obligations that Council must comply with in relation to the management of personal information. They relate to the collection, storage, use and disclosure of personal information.

Collecting Personal Information

Council collects personal information for business purposes in order to provide services to the community. When Council collects personal information, the following applies:

- personal information must be collected for a lawful purpose
- personal information must be collected directly from the person to whom the information relates or from someone authorised to provide the information
- the person to whom the information relates must be advised the information is being collected, why it is being collected, and who will be storing and using it
- the personal information must be relevant, accurate, complete, up-to-date and not excessive
- when collecting personal information, the person from whom the information is being collected must be informed if the information is required by law or is voluntary and if there are any consequences to not providing it.

Privacy Protection Notice

Council must include a Privacy Protection Notice in all forms and correspondence that result in the collection of personal information to ensure that people are aware that their personal information is being collected. The Privacy Protection Notice must advise the following:

- that the information is being collected
- the purposes for which the information is being collected
- the intended recipients of the information
- whether the supply of personal information is required by law or is voluntary, and any consequences for the personal if the information (or any part of it) is not provided
- the existence of any right of access to, and correction of, the information
- Council's name and address as the agency that is collecting and holding the information.

Personal Information about Children

Council collects personal information about children and youths. Whether a child or youth has the capacity to make his or her own privacy decisions will be assessed on a case by case basis.

For children who are under 18 years old, or who otherwise do not have capacity to make these decisions, or where we cannot make an assessment of their capacity, Council will manage requests for access, consent and notices in relation to personal information via the parent and/or guardian. Council will treat consent given by a parent and/or guardian as consent given on behalf of the child.

Storing Personal Information

Council must store personal information securely, keep it no longer than necessary and dispose of it appropriately. It should also be protected from unauthorised access, use, modification or disclosure.

Using Personal Information

When using personal information, it must be used for the purpose for which it was collected, or a directly related purpose that the person would expect. Otherwise, the consent of the person to whom the information relates is required.

The information must be relevant, accurate and up-to-date before being used.

Accessing Personal Information

Council must allow the person to whom the information relates to access their personal information without excessive delay or expense and allow them to update, correct or amend their personal information.

Limitations on Access and Amendments to Personal and Health Information

A person is only entitled to access their own personal and health information with the following exceptions:

- if the person to whom the information relates has advised Council in writing to provide access to another person
- if the person to whom the personal information relates is incapable of accessing the information themselves and another person has been authorised to do so
- if a serious or imminent threat to life or serious health and safety can be avoided through the release of personal information.

Disclosing Personal Information

Council can not disclose sensitive personal information without consent.

Other personal information can only be disclosed in limited circumstances. Disclosure requires consent unless the person was advised that it would be disclosed at the time of collection or if the disclosure is directly related to the purpose for which it was collected and it could be assumed the person would not object or if the disclosure is required to prevent a serious and imminent threat to any person's health or safety.

If a person believes the disclosure of their address or contact details would place them or their family at risk, they can request their address or contact details be withheld from public view.

Scope & Application

This policy applies to all employees, agents and officers of Northern Beaches Council, along with all Councillors.

References and related documents

- [Government Information \(Public Access\) Act 2009 \(NSW\)](#)
- [Privacy and Personal Information Protection Act](#)
- [Privacy Act 1988 \(Commonwealth\)](#)
- [National Privacy Principles \(Commonwealth\)](#)
- [Privacy Code of Practice for Local Government](#)

Definitions

Personal Information:

Information or an opinion about a person whose identity is apparent or can be reasonably ascertained from the information or opinion. This information can be on a database and does not necessarily have to be recorded in written form.

Personal information does not include information about a person that is contained in a publicly available publication.

Health Information:

Information or an opinion about:

- the physical or mental health or a disability of a person
- an person's express wishes about the future provision of health services to him or her
- a health service provided, or to be provided, to a person.

Other personal information collected:

- to provide, or in providing, a health service
- in connection with the donation, or intended donation, of an person's body parts, organs or body substances
- regarding genetic information about a person arising from a health service provided to the person in a form that is or could be predictive of the health (at any time) of the person or of a genetic relative of the person.

Responsible Officer

Chief Information Officer

Review Date

At least every four years or as required. It is proposed the next review date will be 4 May 2021.

Revision History

| Revision | Date | Change | HPE CM Ref |
|----------|------|--------|------------|
| 1 | | | |
| 2 | | | |
| 3 | | | |

Council Policy

Procurement

Policy Statement

This policy provides the framework for Northern Beaches Council to achieve value for money from their procurement whilst being fair, ethical and transparent.

Principles

The following principles will guide all procurement activities.

Value for Money

Obtaining value for money in delivering the best outcomes for our community is the overarching requirement for procurement at the Northern Beaches Council. Value for money is not necessarily the lowest price; it includes consideration of many factors including quality, performance history, whole of life costing - including the cost of environmentally responsible disposal at end of life, timely delivery, risk and WHS requirements.

Ethics and Probity

Council procurement involves the expenditure of public funds for community benefit and is governed by strict considerations of probity, transparency and accountability to ensure that the decision making processes withstands public scrutiny. All staff must adhere to high standards of probity in procurement, uphold high standards of integrity and fairness and undertake their duties in accordance with Councils Statement of Business Ethics and Code of Conduct.

Equity

Procurement processes are developed to ensure that suppliers are provided equal opportunity to contract with Council in the provision of works, goods and services.

Environmental Sustainability

Council will promote high-quality environmental standards and responsibility and make procurement decisions which aim to reduce resource consumption, biodiversity depletion and environmental impact where possible. The entire life cycle of goods and services are to be considered, taking environmental risks and benefits into account whilst avoiding unnecessary consumption - for example inputs of natural resources, energy and water in the manufacture, use and disposal of goods

Social Sustainability and Local Supplier Engagement:

Council is committed to assisting local businesses in working with Council and will ensure that its processes are transparent and do not disadvantage local business. Certain circumstances may present opportunities to generate social value through the procurement processes, these opportunities will be pursued where applicable to generate positive outcomes and benefits for the people and communities that Council serves.

Compliance

Council has a legislative requirement under the Act to tender for works, goods and services where expenditure for the life of the contract is greater than \$150,000 (including GST). Procurement is also undertaken in accordance with the Tendering Guidelines for NSW Local Government and the NSW Code of Practice for Procurement.

A Robust Procurement Framework

A policy, operational processes, manuals and templates which provide guidance in achieving the best value for money delivery of quality services to our community. To the extent possible, procurement processes will be kept simple so as to maximise efficiency and reduce costs.

Key components of the framework are:

- *Financial Thresholds* which define the procurement processes for different levels of expenditure. Processes to be followed for values below the \$150,000 tender threshold prescribed in the Act are detailed in operational guidelines and the procurement manual.

- *Financial Delegations* which define the levels of authority that specified staff have to approve contracts and payments. Prior to the commencement of any procurement process:
 - I. Funds must exist within an approved budget; and
 - II. The appropriate financial delegate must be aware of the procurement.

Breach of Policy

All procurement activity must be conducted in accordance with this policy and the associated procurement framework. Failure to comply may result in disciplinary or legal action. The Independent Commission Against Corruption (ICAC) has been established to protect the public interest, prevent breaches of public trust and guide the conduct of public officials. Council has an obligation to report serious matters to the ICAC and/or Police which potentially could result in civil or criminal proceedings.

Scope & Application

This policy applies to all employees, agents and officers of Northern Beaches Council, along with all Councillors.

References and related documents

- Section 55 Local Government Act 1993 (NSW)
- Part 7 Local Government (General) Regulation 2005 (NSW)
- DLG Tendering Guidelines for NSW Local Government
- Northern Beaches Council Statement of Business Ethics – 2016
- NSW Code of Practice for Procurement 2013
- Northern Beaches Council Procurement Manual and associated templates

Definitions

The Act: Section 55 Local Government Act 1993 (NSW)

Regulations: Part 7 Local Government (General) Regulation 2005 (NSW)

Probity: Ethical behaviour that upholds the values of honesty and integrity and ensures impartiality, accountability and transparency

Procurement: the overarching business function of acquiring goods and services; the end to end process of identification, sourcing, market engagement, evaluation, contract award, contract management and review.

Goods and Services: where Goods and Services are referred to in this policy, it is also applicable for Works, Consultancies and Lease agreements.

Responsible Officer

Manager Procurement

Review Date

May 2021.

Revision History

| Revision | Date | Change | HPE CM Ref |
|----------|----------|--|-------------|
| 1 | May 2017 | First draft Northern Beaches Council policy for exhibition | 2017/124289 |

Policy

Scotland Island – Emergency Water Pipeline & Non-Potable Water Supply

Policy Statement

This policy establishes:

- the role of the Scotland Island Residents' Association (SIRA) and Sydney Water in the supply of non-potable water to Scotland Island
- Council's role which is limited to involvement in the supply of emergency water to Scotland Island
- that Council's costs are reimbursed on a user pays basis

Principles

The primary agreement for the supply of non-potable water to Scotland Island is between the Scotland Island Residents' Association (SIRA) and Sydney Water. Through this primary agreement SIRA shall:

- ensure that the agreement with Sydney Water is valid and up to date
- ensure that the non-potable water is only supplied on that basis, is clearly sign posted for that purpose, is only used in the manner and for the specific purposes as specified under that agreement, there is an education program to highlight this restricted use along with regular monitoring
- ensure that secondary water supply lines that distribute the non-potable water supply are well maintained to the required standards as per Sydney Water specifications
- nominate a person(s), being a resident(s) member of SIRA to be the authorised person(s) to issue water from the standpipe to residents of Scotland Island
- charge users for the supply of the non-potable water at a rate that covers the reasonable costs involved including a 20% service commission and maintenance of the SIRA non-potable water supply network
- reimburse Northern Beaches Council as per invoice for the full cost of water used as per account issued by Sydney Water to Council
- keep appropriate non-potable water supply and accounting records in a form that can be readily audited.
- keep relevant insurance policies up to date.

Separate to this agreement, Northern Beaches Council's involvement will be limited to the following:

- keep its existing submarine emergency water supply pipeline from Church Point Reserve to Scotland Island along with associated meters and standpipes in good repair and to required standards (including checking and monitoring for leaks) utilising funds held in Trust by Council for this purpose derived from SIRA through user pays arrangement. It should be noted that this Trust fund is not for a pipeline replacement and should this be required it will need to be separately funded on a user pays basis
- invoice SIRA as per Sydney Water accounts.
- continue to lobby Sydney Water to seek the provision of a mains water supply and associated sewerage system for Scotland Island.
- ensure that funds held in Trust are only used for the specified purpose and are subject to audit process.

Scope and application

This policy applies to all employees, agents and officers of Northern Beaches Council, along with all Councillors, SIRA and Sydney Water.

References and related documents

Nil

Definitions

Nil

Responsible Officer

Executive Manager Transport & Urban Infrastructure

Review Date

July 2021

Revision History

| Revision | Date | Change | HPE CM Ref |
|----------|----------|--|-------------|
| 1 | May 2016 | First draft Northern Beaches Council policy for exhibition | 2017/136541 |
| 2 | | | |
| 3 | | | |

Council Policy

Storage of Watercraft on Council Foreshores

Policy Statement

This policy is to enable the appropriate storage of watercraft on Council foreshores at the same time as maintaining safe public access and minimising environmental impact.

Principles

1. That Council maintain and update, where necessary, guidelines for the storage of watercraft on foreshore areas, limiting the size and location within approved formal facilities.
2. That Council will make available facilities suitable for the storage of watercraft at appropriate locations which members of the public may rent for a fee as set by the Council. In the case of areas where the land is owned by the Crown and Council appointed as Trust Managers, a temporary licence agreement will be administered and a fee charged as set by the Council.
3. That Council's Rangers police the procedures and provide due notice to owners of unauthorised, abandoned or derelict watercraft outside of approved storage facilities of their removal. Where owners details are unavailable, Council's Rangers shall attach stickers warning that the vessel is due to be impounded, and impound where no action is taken within the relevant timeframe.
4. That Council staff undertake regular inspections of the formal facilities and also dinghies, kayaks and other watercraft stored outside of approved formal facilities within the Northern Beaches Council Area and review Council policy accordingly.

Scope and application

This policy applies to all employees, agents and officers of Northern Beaches Council.

References and related documents

- Local Government Act 1993
- Local Government (General) Regulation 2005
- Impounding Act 1993
- Storage of Watercraft on Council Foreshores Guidelines

Definitions

Abandoned Vessel: Any watercraft which appears to be abandoned.

Derelict Vessel: Any watercraft left on public land which appears to be unseaworthy by the evidence of damage to affect vessel flotation and/or user safety.

Public Land: Land in public ownership that is either owned by Council or administered by Council on behalf of the Crown.

Storage Facilities: Council owned and maintained racks suitable for the storage of permitted watercraft.

Watercraft: Recreational vessels, including (but not limited to) dinghies, kayaks, canoes, outrigger canoes and dragon boats.

Unauthorised Vessel: Any vessel that is not stored in an approved storage facility or which does not have attached current evidence of authorisation for use of an approved storage facility.

Responsible Officer

Executive Manager, Property

Review Date

July 2021

Revision History

| Revision | Date | Change | HPE CM Ref |
|----------|----------|--|-------------|
| 1 | May 2017 | First draft Northern Beaches Council policy for exhibition | 2017/136547 |
| 2 | | | |
| 3 | | | |



GOV-PL 915

Allocation of Funds Obtained from the Sale of Council Real Property

1. The purpose of this policy is

To ensure a consistent approach to the utilisation of funds obtained from the sale of Council real property. To establish the Community Land and Projects Reserve for funds arising from the reclassification and sale of community land and the closed Road Reserve for the proceeds derived from the closure and sale of road reserve.

2. Policy statement

Over time community demand on Council's operational requirements for certain parcels of land may change. This results in property not performing to expectations or becoming surplus to the Council's needs. If a property is not performing or surplus it may be appropriate to dispose of it in order to generate funds for Council to provide appropriate alternative property or use for other specific purposes.

The allocation of proceeds from the sale of real property including a specific financial reserve for the sale of community land and closed road reserves is addressed by this policy.

3. Principles

3.1 Types of Real Property

The Local Government Act 1993 requires Council to develop a Land Register which covers all land owned or controlled by Council.

Public Land is that which is owned or controlled by a Council and includes leased land and land for which Council is a trustee (except Crown land). Public Land does not include roads, Crown land, commons or land used for Schools of Arts or Mechanics Institutes. Public land must be classified by the Council as either operational or community.

Classification determines the ease or difficulty with which land can be sold, lease or licensed.

**GOV-PL 915****3.2 Operational Land**

Land classified as 'operational' is essentially land used for such things as civic buildings, car parking, depots, administration buildings, income generation, investment, development and commercial business. Land classified as operational can be used for any purpose, including community and recreational and there is no restriction on Council on the sale, leasing or licensing of operational land.

3.3 Community Land

Land classified as 'community' is essentially used for social, recreational, environmental and historic purposes and under the Local Government Act 1993, is automatically classified 'community' if it was in one of the following categories: land zoned open space, public reserve, land subject to a trust for a public purpose and land dedicated as a condition of consent under Section 94 of the Environmental Planning and Assessment Act 1979. Land classified 'community' can only be sold if it is reclassified to 'operational' by a Local Environmental Plan and following a public hearing.

Community land has limitations on leasing and licensing and must have Plans of Management which define what activities can be carried out, action plans for the land and management strategies.

The Council has over 1,400 parcels of community land valued in excess of \$3B.

3.4 Road Reserves

Roads are not considered public land under the Act. However, if roads are closed under the Roads Act the land becomes operational land available for sale or lease to adjoining owners or other purchasers. Upon the sale of road reserve the proceeds of sale (less the costs of the sale) must be used for the purpose of acquiring land for public roads or for carrying out road works on public roads.

3.5 Crown Land

Broadly, there are three types of Crown Land – reserves, other tenures (eg. Leases), and vacant land. Of these, Crown Reserves controlled by the Council and Crown land leased by Council have been included in Council's Land Register.

Warringah
Council**GOV-PL 915**Crown Reserves for which Council is Reserve Trust Manager

The Crown Lands Act 1989 establishes a statutory reserve trust. Wherever Councils have been appointed as managers of the reserve trust (in many cases there are private or community bodies appointed as the managers of the reserve trust) they will have “control” of the reserve in the terms of the Local Government Act. These lands are included in Council’s Land Register (though the classification provisions will not apply to it).

Council’s management role is dictated by the provisions of Part 5 of the Crown Lands Act, 1989.

Crown Reserves that Councils Control

There are numerous Crown Reserves, often for public recreation, for which Council has care, control and management under Section 344 of the Local Government Act 1919. The Council does not have title to these reserves and cannot deal with them or grant leases over them. The title to these reserves is in the State of New South Wales.

Section 48 of the Local Government Act 1993 continues these arrangements and gives Councils control of public reserves that are not under the control or vested in any other person, and are not held by lease from the Crown. Other public reserves may come under the control of the Council by proclamation. These reserves are included in Council’s Land Register (through the, classification provisions do not apply).

3.6 Vested Land

Vested reserves are former Crown reserves, which are now vested in fee simple in Councils. This means that there are no restrictions under the Crown Lands Act on how Councils may deal with the land except for those included in the conditions of vesting and/or listed on the second schedule to the title. Councils must deal with this land under the Local Government Act, i.e., they must classify it, prepare plans of management if community land etc.

The vesting of Crown reserves is done by the relevant State Government Minister by a notice of such vesting placed in the Government Gazette. Once vested, the land is no longer Crown land.

Buildings

Council has invested over \$100M in the construction of a diverse range of operational and community buildings or facilities on the abovementioned land parcels in order to deliver a comprehensive range of services to the community.



GOV-PL 915

The buildings and facilities need to be maintained in an adequate manner to ensure that the desired condition is achieved over the life cycle of such facilities. Significant upgrades may be necessary to enable new services to be delivered or to overcome functional or technical depreciation. At a certain stage it may be necessary to demolish the building or dispose of the property on the grounds that it is the only viable financial alternative.

3.7 Property Development Reserve

Many Councils in NSW have recognised the need to secure additional sources of revenue to supplement rate revenue. One way of generating this revenue is by property development and investment activities funded through a Property Development Reserve which will provide funds for the following purposes:

- Acquisition of suitable residential, commercial, industrial or other income producing investments.
- Acquisition of suitable development sites.
- Rezoning of existing Council Property for redevelopment purposes.
- Gaining of Development Application and Building Certificates and Construction Certificates for projects on acquired or existing Council sites.
- Construction of development projects for resale generating development profits or rental income.
- Participation in joint venture projects.
- Feasibility studies/external expert advice.
- Civic buildings.

For such a reserve to operate successfully a cash reserve or income flow needs to be established where funds can be redeployed for the abovementioned purposes. Predetermined profits and income can then be transferred to the Reserve as required to assist in maintaining the Property Development Reserve.

Once clearly defined investment and development criteria are established staff may identify, evaluate and propose suitable projects to Council for consideration.

3.8 Community Land & Projects Reserve

Section 409 of the Local Government Act provides that any surplus from the sale or lease of community land must be applied to the acquisition and management of other community land.



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This policy establishes a Community Land & Projects Reserve into which funds arising from the reclassification and sale of community land are paid. The Reserve will be used for the acquisition and management of their community land i.e. creation/improvement/embellishment of new or existing assets (land and buildings) in the same category as the original community land, or other community land acquisitions, embellishment or provision of community facilities and projects.

3.9 Road Projects Reserve

Section 43 of the Roads Act 1993 requires that the proceeds from the sale of any Council Road Reserve, less the cost of the sale to Council, are not to be used by Council except for acquiring land for public roads or for carrying out roadwork on public roads.

This policy establishes the Closed Road Reserve.

3.10 Allocation of Funds from the Disposal of Land

Having regard to the above, funds from the disposal of Council Real Estate are to be applied in the following way:-

| Type of Real Property | Allocation of Disposal Proceeds |
|---|--|
| <ul style="list-style-type: none"> All Operational Classified Land | 100% of net proceeds to Property Development Reserve provided: <ul style="list-style-type: none"> - Any internal loans from other Reserves or s.94 used in the acquisition/development of that asset are repaid and - Any funds used from Section 94 Fund for the acquisition or development of the asset are repaid into the original, or an appropriately amended, Section 94 Financial Reserve for expenditure in accordance with Section 94 Plan. |
| <ul style="list-style-type: none"> Community Land Reclassified to Operational Land | 100% net proceeds to Community Land & Projects Reserve to provide funds for creation/improvement/embellishment of new assets in same category as the original community land, or other community land acquisitions, embellishment or provision of community facilities/projects within the Council area, provided that: <ul style="list-style-type: none"> - All funds from disposal of community land acquired through Section 94 Funds (or Section 333) shall be repaid into the original, or an appropriately amended, s.94 Plan Financial Reserve for expenditure on a similar asset at an alternative location. |



GOV-PL 915

| | |
|---------------------------------|--|
| • <u>Road Reserves (Closed)</u> | All net proceeds to be paid to Closed Roads Reserve . |
| • <u>Crown Reserves</u> | All net proceeds to Property Development Reserve . |
| • <u>Vested Land</u> | All net proceeds to Property Development Reserve . |

4. Amendments

This policy was amended on:

*Council Decision No. 165 on 22 June 1999
Council Decision No. 10 on 20 February 2001
Council Decision No. 546 on 24 July 2001
Council Decision No. 228 on 27 May 2003
This report was last amended 7 August 2006.*

5. Authorisation

This policy was adopted by Council on 30 March 1999, *Council Decision No. 141*.

6. Who is responsible for implementing this policy?

Manager Assets

7. Document owner

Director Corporate Services

8. File number

175.010.022

9. Legislation and references

- Local Government Act 1993
- Roads Act 1993
- Environmental Planning & Assessment Act 1979
- Crown Roads Act

9.1 Definitions

None.

P100. Property Acquisition Reserve Fund

Title: Property Acquisition Reserve Fund Policy

Policy No: P100

Keywords: Property, Acquisition, Fund

Responsible Officer: Executive Manager, Corporate Services

1. PURPOSE AND AUTHORITY

The overall purpose and objective of this policy is to set out Council's adopted policy position with respect to the banking of the proceeds of sales of Council properties, with a view to ensuring that the proceeds of all sales of Council properties are held in a property acquisition reserve fund, for which this policy makes provision.

2. POLICY STATEMENT

That Council establish a Property Acquisition Reserve Fund and that the proceeds of all sales of Council properties be held in that fund.

(F & G P 15.9.81)
(Confirmed 20.10.97)

3. PRINCIPLES

The underlying principle of this policy is the "like for like" principle, namely, the need (having regard to Council's charter: s.8, Local Government Act 1993) to ensure that there is no overall diminution in public assets when Council properties are sold, and that there will always be funds available for future property acquisitions.

4. SCOPE

This policy applies to all Council officials (including Councillors and Council staff and consultants engaged by Council) who are involved, directly or indirectly, in decision-making (including preparatory and recommendatory decision-making) with respect to the subject-matter of this policy.

However, this policy shall not apply where there exists a legal requirement to keep or maintain any proceeds of sale in some special or other account or fund. In addition, nothing in this policy can override any obligation that may exist where certain monies are impressed with a trust obligation (including an obligation arising out of a constructive trust where, for example, certain monies may be impressed with an obligation to be used for some public purpose other than acquisition of land, eg, car parking).

5. DEFINITIONS

See the Dictionary at the end of the Local Government Act 1993 for definitions of various terms and expressions used in this policy.

6. IMPLEMENTATION

This policy will be implemented without delay once adopted by Council. Upon adoption this policy will be entered into Council's policy register, made available online and provided to all staff and any other people directly affected by this policy.

Council and/or the General Manager may, during a civil emergency only, set aside any policy terms to ensure public safety.

7. MONITORING AND BREACHES

Regular monitoring of compliance with this policy, relevant legislation and Manly policies and procedures will be undertaken and documented by the responsible officer for this policy.

Breaches of this policy are considered to be breaches of Manly Council's Code of Conduct and therefore invoke the relevant sanctions outlined in that Code. Persons in breach of any legislation may be subject to relevant criminal action.

8. REPORTING

No specific reporting is required by this policy.

9. POLICY REVIEW

This policy is subject to regular review at a maximum interval of two (2) years.

For the purposes of carrying out and giving effect to this policy, the General Manager may from time to time prepare, adopt or vary, and otherwise issue to Council staff, guidelines and directions relating to any aspect of this policy.

Any recognised change to relevant legislation; or directives or guidelines issued by agencies including the NSW Ombudsman and the Division of Local Government; or to Manly Council's related guidelines and procedures will activate an immediate review of this policy to ensure it remains current and aligned to best practice policies.

10. RELEVANT REFERENCES AND LEGISLATION

Local Government Act 1993

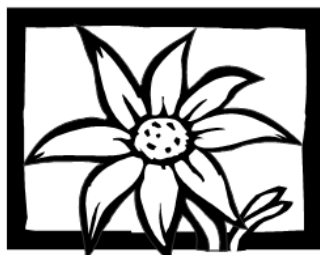
Local Government (General) Regulation 2005.

11. RELEVANT COUNCIL POLICIES

Manly Council Code of Conduct

12. REVISION SCHEDULE

| Minute No | Date of Issue | Action | Author | Checked by |
|-----------|---------------|----------------------|---------------------------------|-------------------------|
| PS53/11 | 2 May 2011 | Periodic Review | Secretariat, Corporate Services | Manager, Administration |
| | June 2013 | Comprehensive Review | | General Counsel |
| PS16/14 | 3 March 2014 | Periodic Review | OM CSS | Manager Governance |



Warringah Council

Code of Conduct

Standards for Community & Other Representatives – Council Advisory Committees

Issue 1
Adopted 24 August 2010

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1. INTRODUCTION

Warringah Council relies on and values the work that individuals within our community contribute as members of advisory committees established by Council. The Council could not achieve a number of its objectives without the active participation and contribution of people, such as yourself, who give generously of their time and knowledge to make Warringah such a great place to live and work.

The Council is committed to high ethical standards for everyone who works with Council in a paid, voluntary or elected capacity.

The Warringah Code of Conduct sets the benchmark for acceptable standards of behaviour by Council officials. That Code has also provided the foundation for this *Code of Conduct for Community & Other Representatives – Council Advisory Committees*.

As a community representative on a Strategic Reference Group, Community Committee or other advisory committee established by Council we ask you to commit to our ethical standards and to perform your responsibilities in accordance with the core principles of integrity, leadership, selflessness, impartiality, accountability, openness, honesty and respect.

This Code of Conduct outlines your responsibilities in areas such as conflicts of interest, gifts and personal information. Where appropriate, you should read it in conjunction with the primary Warringah Code of Conduct (available on Council's website or otherwise by contacting Council), which includes useful detail to explain some key elements such as conflicts of interest and gifts & benefits.

If you have any questions about any aspect of this Code of Conduct, please do not hesitate to contact Council's Team Leader, Governance on 9942-2444.

2. KEY PRINCIPLES

As a community representative, you are responsible for your own good conduct when serving on a Strategic Reference Group, Community Committee or other advisory committee established by Council.

As part of good conduct, you are asked to carry out your responsibilities in according to the following key principles:

Integrity

You must not place yourself under any financial or other obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

Leadership

You have a duty to promote and support the key principles by leadership and example and to maintain and strengthen the public's trust and confidence in the integrity of the Council. *This means promoting public duty to others in the council and outside, by your own ethical behaviour.*



Selflessness

You have a duty to provide advice and contribute to committee deliberations with the public interest in mind. You must not act in order to gain financial or other benefits for yourself, your family, friends or business interests.

Impartiality

You must consider matters on their merit and in accordance with your responsibilities as a Committee member.

Accountability

You are accountable to the public for your contribution to Committee deliberations and must consider issues on their merits, taking into account the views of others.

Openness

You have a duty to be as open as possible when participating in Committee deliberations, being prepared to give reasons for your views and listening to others.

Honesty

You have a duty to act honestly. You must declare any private interests relating to your Committee responsibilities and take steps to resolve any conflicts arising in such a way that protects the public interest.

Respect

You must treat others with respect at all times.

3. CONFLICT OF INTERESTS

A conflict of interest arises when your own personal interests, or those of people close to you, conflict with your obligations and responsibilities as a member of a Strategic Reference Group, Community Committee or other advisory committee established by Council. For example, a conflict would exist if you had a personal interest that influenced the way you conducted yourself as a representative of the general community, an organisation or other group during discussions and/or voting at a committee meeting.

If you believe you have a conflict of interest that relates to your voluntary position on a committee, we ask that you disclose it to us. Please note that a conflict of interest does not necessarily mean that you are prevented from participating in a meeting or activity. Rather, it allows others to understand your position and prevents criticism of Council activities or decisions at a later date.

Community and other representatives on advisory committees typically participate because of their specific knowledge, experience and expertise in the matters covered by a committee's charter. This interest is generally well understood and would not need to be disclosed.

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 or another person with whom the person is associated. (section 442 and 443 Local Government Act 1993). This kind of interest requires greater scrutiny and must be disclosed.



If you are unsure whether or not you have a conflict of interest, please contact Council's Team Leader Governance, who will be happy to talk the matter over with you.

4. GIFTS OR BENEFITS

As a community representative on an advisory committee established by Council, you should not offer to a Councillor or Council staff member a gift or benefit that is:

- designed to gain advantage for yourself or a group you represent
- may be perceived by the public to give advantage to you or a group you represent.

Similarly, as a community or other representative on an advisory committee you should not accept gifts or benefits that could appear to give an advantage to the donor.

Token gifts may be given or accepted; token gifts include small items such as a bunch of flowers or box of chocolates. Cash gifts or incentives should never be offered to, or accepted by, a community representative under any circumstances.

If you are offered a gift or benefit in relation to your participation on a committee that is not considered token, please report it to Council's Internal Ombudsman. If you are not sure if the gift or benefit would be considered token, please do not hesitate to contact the Team Leader Governance to discuss.

5. CONFIDENTIAL AND PERSONAL INFORMATION

As part of your responsibilities with an advisory committee, you may have contact with confidential or personal information. If so, we ask that you maintain the security of any such information and not access, use or remove any information, unless you are authorised to do so.

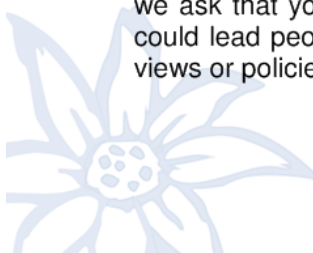
If you become aware of any breach of the security, or misuse, of Council's confidential or personal information please contact the Internal Ombudsman.

6. COUNCIL RESOURCES

Council resources should only be used for Council purposes. Council resources include equipment, vehicles, documents, records, data and information.

7. PUBLIC COMMENT

From time to time, community and other representatives on committees may be contacted by the media for information or comment. While you may speak as a member of the public, we ask that you do not make any public statement to the media or at public events that could lead people to believe that you are speaking on behalf of Council or expressing its views or policies.



8. ALCOHOL AND DRUGS

We ask that you not carry out your responsibilities as a member of a committee while under the influence of alcohol or other drugs that could impair your ability or cause danger to the safety of yourself or others.

9. REPORTING CORRUPTION, MALADMINISTRATION & WASTE

One of the ways in which you can help us to maintain our ethical standards is to report any suspected incidences of corruption, maladministration or serious and substantial waste.

You may report these to Council's Internal Ombudsman. Alternatively, you can report any suspected instances of corruption to the Independent Commission Against Corruption (ICAC) and any instances of maladministration to the NSW Ombudsman.

10. WARRINGAH COUNCIL'S COMMITMENT

Warringah Council is committed to the standards and principles expressed in this Code of Conduct. They reflect the high standards expected by our community and you are expected to maintain these standards and principles when participating in advisory committees established by Council.

Community representatives who breach these standards may have their membership of a committee revoked by Council.

11. FOR ASSISTANCE/INFORMATION ABOUT THIS CODE:

If you have any questions, or are unsure about any matter relating to this Code of Conduct, you can contact Council's Team Leader Governance on 9942-2444.



NORTHERN BEACHES
COUNCIL

NOTES

IMPLEMENTATION ADVISORY GROUP MEETING

held in the Councillors Room, Manly Town Hall on

WEDNESDAY 5 APRIL 2017

northernbeaches.nsw.gov.au

**Minutes of the Implementation Advisory Group Meeting
held on Wednesday 5 April 2017
in the Councillors Room, Manly Town Hall
Commencing at 4:00pm**

ATTENDANCE:

Attendance

| | |
|------------------|---------------|
| Dick Persson, AM | Administrator |
|------------------|---------------|

Members

| | |
|-------------------|----------------------|
| Jean Hay, AM | (Chairperson) |
| Michael Regan | (Deputy Chairperson) |
| Kylie Ferguson | (Deputy Chairperson) |
| Alex McTaggart | |
| Jose Menano-Pires | |

Council Officers

| | |
|-------------------|---|
| Mark Ferguson | General Manager |
| Helen Lever | Acting Deputy General Manager Corporate Services |
| Ben Taylor | Deputy General Manager Environment & Infrastructure |
| Kate Lewis | Executive Manager Community Engagement |
| Mark Jones | Executive Manager Assets Property & Finance (Strategic) |
| Sherryn McPherson | Governance (Notes) |

1.0 WELCOME AND INTRODUCTIONS

1.1 ACKNOWLEDGEMENT OF COUNTRY – JEAN HAY, AM

Jean Hay, AM gave an acknowledgement of Country.

1.2 APOLOGIES – JEAN HAY, AM

That an apology for non-attendance be received from Cathy Griffin.

2.0 CONFIRMATION OF NOTES OF PREVIOUS MEETINGS & REVIEW OF ACTION LOG

2.1 NOTES OF IMPLEMENTATION ADVISORY GROUP HELD 1 MARCH 2017

RECOMMENDATION

That the Notes of the Implementation Advisory Group held 1 March 2017, copies of which were previously circulated to all Members, are hereby confirmed as a true and correct record of the proceedings of that meeting.

(Michael Regan / Kylie Ferguson)

2.2 NOTES OF IMPLEMENTATION ADVISORY GROUP HELD 15 FEBRUARY 2017

RECOMMENDATION

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

(Kylie Ferguson / Jose Menano-Pires)

2.3 NOTES OF IMPLEMENTATION ADVISORY GROUP HELD 8 FEBRUARY 2017

RECOMMENDATION

That the Notes of the Implementation Advisory Group held 8 February 2017, copies of which were previously circulated to all Members, are hereby confirmed as a true and correct record of the proceedings of that meeting with the exception of item 2.1 Discussion of Core Service Integration Projects - Manly Pathway of Olympians and Naming of Andrew "Boy" Charlton Pool be amended from:

"The naming of the pool was by resolution of former Manly Council. J Hay advised that John Devitt has requested it be called the Cecil Healey Pool instead"

to

"The naming of the pool was by resolution of former Manly Council. J Hay advised that John Devitt has requested it be called the Healey-Devitt Pool instead"

(Kylie Ferguson / Jose Menano-Pires)

3.0 REVIEW OF PREVIOUS ACTIONS

3.1 REVIEW AND UPDATE OF PREVIOUS ACTIONS AND BUSINESS ARISING - HELEN LEVER

DISCUSSION

Update: Apologies for 3 sets of minutes. Helen advised all items are complete.

Actions: Manly Pathway of Olympians - Helen Lever to work with Mick Darda and organise for the plaques to be made from the allocated budget and installed in usual manner.

4.0 COUNCIL UPDATES

4.4 RETURNING TO ELECTED REPRESENTATION AND WORKSHOP – PART 1 – ACCOMMODATION - HELEN LEVER

DISCUSSION

Council Elections - Significant Dates

Helen Lever circulated details of the Local Government Election Workshops which included significant dates and a map of the Northern Beaches Wards was also distributed to the group. The document has been amended.

Council Workshop Part 1 – Accommodation

Karen McLoughlin addressed the IAG in regards to the Councillor Accommodation project and distributed a Councillor Accommodation Facility Comparison document to members which gave an overview of the current Councillor Chamber facilities at Mona Vale, Dee Why and Manly. A copy of the document was distributed to members.

The Administrator sought feedback from the Committee.

Council Mayoral Chains

Northern Beaches chains are currently being investigated and will be chosen conservatively with a historic feel and presence when required in a civic space.

Council Historian Wall

Council Honour boards will remain in their current locations however are to be updated to reflect the amalgamation of the new Northern Beaches Council. Pittwater / Vuko Place, Warriewood will be the exception with the honour wall possibly being relocated to Mona Vale or Avalon Library.

Actions:

1. Melinda Aitkenhead to review and provide options for Council Chains and provide an update to the GM and Administrator.
2. Melinda Aitkenhead to investigate the installation of Wi-Fi within the Dee Why Chamber at the Civic Centre to assist future Councillors and staff with access to the internet during Council meetings.
3. The Pittwater Council Honour Board at Vuko Place, Warriewood to be relocated to either the Mona Vale or Avalon Library.
4. A showcase be investigated to consider the display of the former Manly, Warringah and Pittwater Chains and Robes.

4.1 ADMINISTRATOR'S UPDATE – DICK PERSSON, AM

DISCUSSION

Sportsgrounds and Golf Courses Discussion Paper

Ben Taylor, Deputy General Manager distributed a copy of the Sportsgrounds Strategy discussion paper.

4.2 GENERAL MANAGER'S UPDATE - MARK FERGUSON

DISCUSSION

Draft Organisational Structure

Mark Ferguson presented to the group the (high level) Draft Organisational Structure which is currently on consultation with staff.

NOTE:

Michael Regan provided feedback to the General Manager that the Ombudsman should remain independent in the structure and report directly to the Chief Executive Officer.

Questions:

Q: Yellow lines have been installed through the Frenchs Forest Hospital Precinct area and in suburban streets. Can Council organise for Rangers to attend various times per week to regulate the area?

A: The GM and DGM will take on notice.

4.3 TRANSITION PROGRESS - MARK FERGUSON

DISCUSSION

Core Services and Associated Projects

Mark Jones – Executive Manager Transformation provided the group with an update and presentation on Core Services and Associated Projects “Quick Organisation Wins”. A copy of the presentation provided to the Committee was distributed at the meeting. Only a small number of projects are running behind schedule that incur risks and are being strictly monitored.

5.0 LRC AGENDA

5.1 DRAFT LRC AGENDA FOR 19 APRIL 2017 MEETING - KATE LEWIS

DISCUSSION

The Draft Agenda is still in process.

6.0 GENERAL BUSINESS

Nil

The meeting concluded at 6:18pm

This is the final page of the Notes comprising 6 pages
numbered 1 to 6 of the Implementation Advisory Group
meeting held on Wednesday 5 April 2017 and confirmed on Wednesday 3 May 2017

NORTHERN BEACHES
COUNCIL

NOTES

IMPLEMENTATION ADVISORY GROUP MEETING

held in the Councillors Room, Manly Town Hall on

WEDNESDAY 3 MAY 2017

northernbeaches.nsw.gov.au

**Notes of the Implementation Advisory Group Meeting
held on Wednesday 3 May 2017
in the Councillors Room, Manly Town Hall
Commencing at 4:00pm**

ATTENDANCE:

Attendance

Dick Persson, AM Administrator

Members

| | |
|-------------------|----------------------|
| Jean Hay, AM | (Chairperson) |
| Michael Regan | (Deputy Chairperson) |
| Kylie Ferguson | (Deputy Chairperson) |
| Alex McTaggart | |
| Jose Menano-Pires | |
| Cathy Griffin | |

Council Officers

| | |
|-------------------|--|
| Mark Ferguson | General Manager |
| Helen Lever | Acting Deputy General Manager Corporate Services |
| Kate Lewis | Executive Manager Community Engagement |
| Sherryn Mcpherson | Governance (Notes) |

1.0 WELCOME AND INTRODUCTIONS

1.1 ACKNOWLEDGEMENT OF COUNTRY – JEAN HAY, AM

Jean Hay, AM gave an acknowledgement of Country.

1.2 APOLOGIES – JEAN HAY, AM

That an apology for non-attendance be received from Jose Menano-Pires..

**2.0 CONFIRMATION OF NOTES OF PREVIOUS MEETINGS & REVIEW
OF ACTION LOG**

2.1 MINUTES OF IMPLEMENTATION ADVISORY GROUP HELD 5 APRIL 2017

RECOMMENDATION

That the Minutes of the Implementation Advisory Group held 5 April 2017, copies of which were previously circulated to all Members , are hereby confirmed as a true and correct record of the

proceedings of that meeting.

Mover Kylie Ferguson

Seconder Alex McTaggart

3.0 REVIEW OF PREVIOUS ACTIONS

Nil

4.0 COUNCIL UPDATES

4.1 ADMINISTRATOR'S UPDATE – DICK PERSSON AM

DISCUSSION

Council meeting 3 May 2017 includes:

- Administrators Minute No 3/2017 – Merger Savings Funding – Investment in new programs
- Draft Northern Beaches Council Operational Plan 2017/18 (for exhibition) which includes:
 - Draft Northern Beaches Council Operational Plan 2017/2018 (for exhibition) and
 - Draft Fees and Charges 2017/2018. This will include and address the 9.5% rate increase for Warringah LGA rates by iPart. Rates across the 3 former Council will then be equal.
- Draft Northern Beaches S94A Plan 2017

Merger Savings Fund

The Draft Operational Plan 2017/18 (refer to item 8.1 on the Council Agenda) commits \$4 million from the Merger Savings Fund to the Connecting all Through Play Program.

In order to start seeing direct benefits to the community from the Merger Savings Fund, the Administrator is proposing to commit monies from the Merger Savings Fund to various programs starting 2017/18 to deliver on social and environmental priorities expressed during engagement to date. It is proposed that these program areas include Arts and Culture, Youth, Community Events and Environment.

The Administrator will be further consulting with the Strategic Reference Groups over the coming weeks while the Operational Plan is on exhibition to develop initiatives for Youth, Community Events and Environment Programs. Submissions received during this exhibition period will be taken into consideration. Further funding and initiatives under these programs will be reported on at the 27 June Council meeting.

NOTES:

- Kath McKenzie and Ben Taylor joined the meeting at 2.03pm.
- Jean Hay, AM joined the meeting at 2.16pm.
- Graham Middleton and Sandy Belford joined the meeting at 2.30pm.
- Dick Persson left the meeting at 2.29pm and did not return.

NOTE The order of business was changed so that Item 5.1 was discussed before Item 4.2

5.0 WORKSHOP TOPICS

5.1 IDENTITY STRATEGY UPDATE

DISCUSSION

Graham Middleton, Executive Manager Communications and Engagement and Sandy Belford from Principals addressed the group on this item. A copy of the Northern Beaches Council Identity Strategy presentation provided to the IAG is attached to the minutes at Attachment 1.

The IAG discussed Branding Theme Ideas 1 and 2, with Idea 2 being supported by the group.

NOTES:

- Mark Ferguson joined the meeting at 2.40pm.
- Jean Hay AM left the meeting at 3.00pm and did not return.
- Graham Middleton and Sandy Belford left the meeting at 3.19pm and did not return.

4.2 CHIEF EXECUTIVE OFFICER UPDATE – MARK FERGUSON

DISCUSSION

Mark Ferguson, Chief Executive Officer addressed the group on this item.

An overview of the Operational Plan and Budget was presented to the group. A copy of the presentation provided to the group is attached to the minutes at Attachment 2.

NOTE:

Michael McDermid, David Walsh and Sue Meekin joined the meeting at 3.20pm.

5.2 BRIEFING ON DRAFT OPERATIONAL PLAN AND BUDGET

DISCUSSION

Michael McDermid, Executive Manager, Corporate Strategy & Planning, David Walsh, Executive Manager, Chief Financial Operations and Sue Meekin, Deputy Chief Financial Officer presented to the group the draft Operational Plan and Budget and Ben Taylor, General Manager Environment & Infrastructure, presented to the group the Capital works program.

An overview of the Operational Plan and Budget and Capital Works Program that was presented to the group. A copy of the presentation is attached to the minutes at Attachment 2.

Questions

Question 1: In regards to the 2017 NSW Surf Life Saving Annual Swim, will the Northern Beaches Council still provide grant funding as this was a former Pittwater Council event and can we allocate a special parking permit as part of their entry fee for the day?

Response: NBC will allocate \$5000 in funding for the event.

Question 2: Does the Northern Beaches Council have a budget for and maintaining Sister Cities

relationships?

Response: The Council has continued with elements of their Sister Cities and Friendship programs from the 3 former Councils. Going forward it will be reviewed through the transition program. There is a budget to keep the programs going for the student related programs.

NOTE:

Cathy Griffin left the meeting at 3.33pm.

6.0 LRC AGENDA

DISCUSSION

The LRC Agenda is in the process of being created.

7.0 GENERAL BUSINESS

The meeting concluded at 6:00pm

This is the final page of the Minutes comprising 5 pages
numbered 1 to 5 of the Implementation Advisory Group
meeting held on Wednesday 3 May 2017 and confirmed on Wednesday 7 June 2017

NORTHERN BEACHES
COUNCIL

NOTES

IMPLEMENTATION ADVISORY GROUP MEETING

held in the Councillors Room, Manly Town Hall on

WEDNESDAY 7 JUNE 2017

northernbeaches.nsw.gov.au

**Notes of the Implementation Advisory Group Meeting
held on Wednesday 7 June 2017
in the Councillors Room, Manly Town Hall
Commencing at 4:08pm**

ATTENDANCE:

Dick Persson, AM Administrator

Members

| | |
|-------------------|--------------------|
| Jean Hay, AM | Chairperson |
| Michael Regan | Deputy Chairperson |
| Kylie Ferguson | Deputy Chairperson |
| Alex McTaggart | Member |
| Jose Menano-Pires | Member |
| Cathy Griffin | Member |

Council Officers

| | |
|------------------|---|
| Ben Taylor | Acting Chief Executive Officer |
| Kate Lewis | Executive Manager Community Engagement |
| Graham Middleton | Executive Manager Communications & Engagement (Strategic) |
| Jasmine Evans | Governance (Notes) |

Guests

Sandy Belford – Principals

1.0 WELCOME AND INTRODUCTIONS

1.1 ACKNOWLEDGEMENT OF COUNTRY

Jean Hay, AM gave an acknowledgement of Country.

1.2 APOLOGIES

That the apologies for Mark Ferguson and Helen Lever be noted.

2.0 CONFIRMATION OF NOTES OF PREVIOUS MEETINGS & REVIEW OF ACTION LOG

2.1 NOTES OF IMPLEMENTATION ADVISORY GROUP HELD 3 MAY 2017

RECOMMENDATION

That the Notes of the Implementation Advisory Group held 3 May 2017, copies of which were previously circulated to all Members, are hereby confirmed as a true and correct record of the proceedings of that meeting with the following amendments:

- That the Notes record that the meeting was chaired by Michael Regan, not Jean Hay
- That Jean Hay left the meeting at 3:25pm, not 3:00pm.

(Kylie Ferguson / Michael Regan)

3.0 REVIEW OF PREVIOUS ACTIONS

Nil

Note: *The order of business was changed so that Item 6.1 Identity Update was discussed as the next item on the agenda.*

6.0 WORKSHOP TOPICS

6.1 IDENTITY UPDATE

DISCUSSION

Sandy Belford from Principals, and Graham Middleton provided an updated for the Northern Beaches Council Identity Creative Project. The update included an recap of the two concepts previously presented to the group and provided a summary of the community feedback and comments received so far.

The creative identity team recently attended three local events/locations where they interviewed residents and asked them to provide feedback for the two Creative Identity concepts. They engaged:

- 70 people at the Taste of Manly Festival
- 40 people at the Frenches Forest Organic Market
- 21 people in the Avalon area.

62% of people preferred concept 1, and 37% of people preferred concept 2. The group agreed to support concept 1, for further engagement on design elements.

The next step in the project will be working with the community to define what icons and colours best represent the Northern Beaches, and redesign the shape of the wave.

Note: *G Middleton left the meeting at 4:38pm and D Persson joined the meeting at 4:38pm*

4.0 COUNCIL UPDATES

4.1 ADMINISTRATORS UPDATE – DICK PERSSON AM

DISCUSSION

The Administrator, discussed plans to return to an elected Council of 15 Councillors and asked for ideas and feedback from IAG members.

The group agreed to have a further discussion at the IAG on 5 July to assist the new Council work effectively.

There was suggestion to continue the SRG topics based approach moving forward with additional emergency services and local based ward committees. The ward based committees however this was not support by many IAG members at this stage as we try to create a cohesive new Council. This may be required if ward based planning becomes a state requirement.

However we need to ensure local representation is supported and acknowledge that one size may not suit all and we need to accept the differences. Councillors will be the main community liaison in the elected Council. One idea was to have local informal ward Councillor discussions (Councillor Catch Ups) supported by staff.

The realignment of SRGs to the CSP outcome areas was discussed. Options for a new committee framework will be discussed further. In addition Councillor membership for the other committees of Council ie flood studies, traffic etc.

Other queries were:

- How would questions on notice be managed? Would there be a limit?
- What will be the process for NoMs and QoN, ie timeframes etc
- Councillor requirements – workspace, meeting rooms, equipment, location
- How many speakers per agenda item?
- Will there be a public forum time slot?
- Meeting schedule – day of week, time, frequency, location
- Clarify communications protocols when dealing with staff and who to contact

Other suggested ideas were:

- Regular Councillor briefings on important projects and Council meeting agenda items
- Requiring Notice of Motions to have funding sources agreed before presentation at Council
- The need for meeting discipline and a strong chair and deputy chair
- Meeting papers to be circulated on the Wed before the meeting
- An online Councillor portal for all papers, process, forms etc
- Clarify new Local Gov Act definitions of Mayor and CEO duties
- Ensuring the individual votes are recorded for each item
- Imposing a strict time limit or closing time for Council Meetings.

Action: Staff to plan a further return to elected council workshop for IAG meeting 5 July 2017

Action: IAG to review the Code of Meeting Practice and provide input at the workshop.

NOTE: D PERSSON LEFT THE MEETING AT 5:26PM

5.0 LRC AGENDA

5.1 DRAFT LRC AGENDA FOR 21 JUNE 2017 MEETING

DISCUSSION

The time of the next LRC Meeting will be changed from 6:00-8:00pm to 5:00-7:00pm. The agenda will include the following items:

- Return to Elected Council Update
- Identity Update.

4.2 CEO UPDATE – BEN TAYLOR

DISCUSSION

ACTING CHIEF EXECUTIVE OFFICER BEN TAYLOR ADVISED THE GROUP THAT THE LEVEL 4 POSITIONS IN COUNCIL WOULD BE CLOSING THIS WEEK AND THEY WERE HOPING TO FILL THE 60+ POSITIONS SHORTLY.

C GRIFFIN RAISED THE RECENT ATTACK IN LONDON AND ASKED IF COUNCIL WAS DEVELOPING ANY SAFETY PLANS FOR PUBLIC SPACES. B TAYLOR CONFIRMED THAT COUNCIL IS CURRENTLY LOOKING INTO THIS.

C GRIFFIN SAID THAT SHE HAD RECENTLY CONTACTED COUNCIL THROUGH "HAVE YOUR SAY" AND WANTED TO ACKNOWLEDGE THE EXCELLENT SERVICE SHE RECEIVED. SHE SAID THE STAFF MEMBER SHE WAS SPEAKING WITH DIDN'T KNOW THAT SHE WAS A FORMER COUNCILLOR BUT SHE RECEIVED VERY GOOD INFORMATION FROM THEM.

C GRIFFIN ALSO WANTED TO NOTE THAT WHEN SHE RAISED CONCERNS ABOUT THE SEAFORTH COMMUNITY CENTRE THE STAFF MEMBER DID NOT KNOW WHO TO DIRECT HER QUERY TO. SHE SAID THE COMMUNITY CENTRE HAS A NUMBER OF SOLAR PANELS THAT ARE NOT CURRENTLY BEING UTILISED AND WANTED TO KNOW IF COUNCIL COULD PURCHASE A BATTERY TO STORE THE POWER. SHE SAID THERE ARE ALSO SOLAR PANELS AT THE SWIM CENTRE THAT AREN'T BEING UTILISED.

ACTION: B TAYLOR TO REFER ADVICE REGARDING COUNCIL ROOF AND AIRSPACE ONTO PROPERTY.

7.0 PRESENTATIONS

Nil

8.0 GENERAL BUSINESS

Nil

SUMMARY OF ATIONS

| ITEM NO. | ACTION | RESPONSIBLE OFFICER | DUE DATE |
|----------|--------|---------------------|----------|
|----------|--------|---------------------|----------|

NORTHERN BEACHES
COUNCIL

NOTES OF IMPLEMENTATION ADVISORY GROUP MEETING

7 JUNE 2017

| | | | |
|-----|--|-------------|-------------|
| 4.1 | Plan further return to elected Council discussion | K Lewis | 5 July 2017 |
| 4.1 | Send Code of Meeting Practice link to IAG members for review. | IAG members | Completed |
| 4.2 | Refer advice regarding not leasing roof and airspace onto Property | B Taylor | 5 July 2017 |

The meeting concluded at 5:51pm

This is the final page of the Notes comprising 6 pages
numbered 1 to 6 of the Implementation Advisory Group
meeting held on Wednesday 7 June 2017 and confirmed on 5 July 2017

NORTHERN BEACHES
COUNCIL

NOTES

LOCAL REPRESENTATION COMMITTEES MEETING

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

WEDNESDAY 19 APRIL 2017

northernbeaches.nsw.gov.au

**Notes of the Local Representation Committees Meeting
held on Wednesday 19 April 2017
in the Council Chambers, Civic Centre, Dee Why
Commencing at 6:10pm**

ATTENDANCE:

Attendance

Members

Social Local Representation Committee

| | |
|-----------------|---------------|
| Jean Hay, AM | (Chairperson) |
| Bob Giltinan | |
| Kay Millar | |
| Vanessa Moskal | |
| Steve Pickering | |
| Duncan Kerr | |
| Alex McTaggart | |

Economic Local Representation Committee

| | |
|-------------------|---------------|
| Michael Regan | (Chairperson) |
| Roslyn Harrison | |
| Sue Heins | |
| Jose Menano-Pires | |
| Candy Bingham | |
| Alan Le Surf | |

Environment Local Representation Committee

| | |
|----------------|---------------|
| Kylie Ferguson | (Chairperson) |
| Barbara Aird | |
| Pat Daley | |
| Ian White | |
| Julie Hegarty | |
| Hugh Burns | |

Council Officers

| | |
|-----------------|---|
| Mark Ferguson | General Manager |
| Helen Lever | Acting Deputy General Manager Corporate Services |
| Ben Taylor | Deputy General Manager Environment & Infrastructure |
| David Kerr | Executive Manager Strategic Land Use Planning |
| Jeremy Smith | Manager Park and Assets Projects |
| Kate Lewis | Executive Manager Community Engagement |
| Ximena Von Oven | Governance (Notes) |

1.0 WELCOME AND INTRODUCTIONS

1.1 ACKNOWLEDGEMENT OF COUNTRY – MARK FERGUSON

DISCUSSION

Mark Ferguson, gave an acknowledgement of Country.

1.2 APOLOGIES – HELEN LEVER

DECISION

That apologies for non-attendance be received from Dick Persson AM, Cathy Griffin and Wayne Gobert.

NOTE: Helen Lever introduced Ben Taylor, Deputy General Manager Environment & Infrastructure, David Kerr, Executive Manager Strategic Land Use Planning and Jeremy Smith, Manager Park and Assets Projects to the group.

2.0 REVIEW OF NOTES OF PREVIOUS MEETINGS & ACTIONS

2.1 MINUTES OF LOCAL REPRESENTATION COMMITTEES HELD 15 MARCH 2017

RECOMMENDATION

That the Minutes of the Local Representation Committee held 15 March 2017, copy of which was previously circulated to all Members are hereby confirmed as a true and correct record of the proceedings of that meeting.

Mover Michael Regan
Seconder Kay Millar

NOTE Helen Lever highlighted to the LRC members that LRC and IAG meetings will be held in July and August (up to the caretaker period).

- Dates for the July and August LRC and IAG meetings will be circulated to the group
- Details of the Local Government Election Workshops and Induction Dates were circulated to the group.

2.2 UPDATE ON ACTIONS FROM PREVIOUS MEETING – HELEN LEVER

DISCUSSION

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

Update The final Occupation Certificate to commence the works has not been issued.

NOTE Kay Millar proposed "*Learning Solutions*" to provide Councillor Induction Workshops for the incoming Councillors.

Action: Helen Lever to consider the "*Learning Solutions*" module in designing the Councillor Induction programme.

3.0 AGENDA ITEMS

3.1 GENERAL MANAGER UPDATE – MARK FERGUSON

DISCUSSION

Mark Ferguson provided an update in relation to the following topics:

Northern Beaches Council Draft Organisation Restructure

A presentation was provided to the LRC members. The following points were discussed:

- Integration Framework
- Internal Vision
- Draft Structure Design Principles
- Next Steps

The Executive Team has met and feedback from staff has been received in relation to the draft organisation structure. Level 3 positions will be recruited internally and will be advertised from 26 April until 2 May. The Administrator has endorsed the approach adopted.

LRC members can direct any question regarding the organisation restructure to the General Manager.

Final Structure will be released on 26 April.

Council Elections - Significant Dates

Details of the Local Government Election Workshops were circulated to the group.

Northern Beaches Council's Draft Operational Plan 2017/18

This item will be discussed at an Extraordinary Council Meeting on 3 May.

Northern Beaches Hospital Project

1071 submissions have been received to date. Several comments submitted relate to the increase of traffic due to current works. A report will be presented at the Council Meeting on 27 June.

NOTE Hugh Burns enquired about the repainting of the Manly Town Hall and the replacement of the Manly Art Gallery Pergola.

Action: Ben Taylor to provide an update at the next meeting.

NOTE *Mark Ferguson left the meeting at 6:30pm*

3.2 AFFORDABLE HOUSING POLICY- DAVID KERR

DISCUSSION

David Kerr, Executive Manager Strategic Land Use Planning, provided a presentation in relation to the draft Affordable Housing Policy.

The following points were discussed:

Administrator Minute 13/2016 Affordable Housing Policy

Presented at the Council Meeting held on 13 December 2016

Draft District Plan

- Exhibition period has finalised
- Affordable rental housing target of 5% to 10% has been identified
- Community Housing providers will manage the affordable housing stocks
- Demand for affordable housing is about 21,000 households that will need to be provided

Affordable Housing Policy

- Projections of having a 10% of affordable rental housing target
- Need for the Council to bring together a Northern Beaches Housing Strategy
- Partnerships with community housing providers
- Exhibition ends 30 April 2017

Draft Policy Principles

- Establish targets for the Affordable Housing Policy
- Leading change
- Embedding affordable housing in Council's strategies, plans and policies
- Partnerships with State Government, other local Councils, stake holders and community housing providers in order to deliver affordable rental housing.
- Advocate for change to support affordable housing in the Northern Beaches

Frenchs Forest Structure Plan

- 2,200 new dwellings
- 2,300 jobs
- 10% affordable housing target, subject to feasibility
- 3 month exhibition period completed 28th February 2017

Ingleside Structure Plan

- Department of Planning project lead 3,400 Houses
- 10% affordable housing target, subject to feasibility

NORTHERN BEACHES
COUNCIL

NOTES OF LOCAL REPRESENTATION COMMITTEES MEETING

19 APRIL 2017

- 3 month exhibition period completed 28th February 2017.

Hard copies of the draft Affordable Housing Policy, Action Plan and Frequently Asked Questions were distributed to the group.

<http://yoursay.northernbeaches.nsw.gov.au/HousingAffordability/faqs>

The Draft Affordable Housing Policy will be presented at the 30 May Council Meeting for adoption.

NOTES

- Kay Millar enquired about the origin of the definitions included on the draft Affordable Housing Policy.

Action: David Kerr to report back to Kay Millar with regards to origin of the definitions included on the draft Affordable Housing Policy.

NOTE The order of business was changed so that Item 3.4 was discussed before Item 3.3

3.4 SPORTSGROUND STRATEGY – UPDATE – BEN TAYLOR

DISCUSSION

Ben Taylor, Deputy General Manager Environment & Infrastructure provided a presentation in relation to the Sportsground Strategy. The following points were discussed:

- Background

Key findings

- Current supply is 122 sportsfields, 116.5 hectares of playing area
- Sportsfield sustainable capacity 35 hours/week
- Fields are overused and there is a shortfall of supply
- Current shortfall of 24 hectares playing area
- Profits are currently being achieved, but not at a level that allows for sustained re-investment in infrastructure
- A reduction in supply may assist the local market to achieve greater sustainability

NOTE *Helen Lever left the meeting at 7:00pm*

Potential actions to address the shortfall

- Make better use of existing sportsgrounds
- Convert more sportsfields to synthetic
- Acquire and embellish additional private land as part of new housing developments
- Convert existing open space to sportsfields
- Acquire and embellish additional land

The Final Sportsgrounds Strategy will be presented to Council on 25 July 2017

NOTE *Pat Daley left the meeting at 7:32pm*

3.3 CONNECTING THROUGH PLAY – UPDATE – JEREMY SMITH

DISCUSSION

Jeremy Smith, Manager Park and Assets Projects provided a presentation on this topic. The objective of this project is to upgrade the playgrounds of the Northern Beaches, in order to ensure that playgrounds are accessible and inclusive.

The Northern Beaches has three all-abilities playgrounds located at Collaroy, Manly and Newport. The program will deliver a regional network of inclusive accessible playgrounds by:

- Creating two major new all-abilities playgrounds at Manly Dam and Lionel Watts Reserve
- Upgrading 50 playgrounds to create fun, safe and accessible playgrounds for everyone
- Piloting an innovative local neighbourhood inclusive playground program to bring communities together.

This project is funded and delivered in partnership with the State Government and the Stronger Communities Fund.

The following points were discussed:

Principles

- Include every community member regardless of the age, culture, background
- Connect Communities
- Connect with the Environment
- Innovation

Accessible Playgrounds

- 39 regional and district playgrounds have been upgraded to be accessible
- Several playgrounds have been identified to be renewed or upgraded
- There is a \$900,000 budget to undertake playgrounds improvements
- Work will commence on July 2017 and will be completed on June 2018
- Council's specific advocacy is to build inclusive playgrounds.

Manly Dam All- Abilities Nature Playground

- An all ability playground will be created in the Manly Dam which will provide a play space that connects children of all-abilities to the natural area that surrounds them.
- Inclusive and nature based play
- Connection to Nature
- Integration of a variety of inclusive physical, sensory and educative play opportunities.

Lionel Watts

- New all-abilities playground

- Potential Water Play
- Linear skate facility along connecting paths to Glen Street Theatre and Glenrose Shops

Belrose Local Playground Pilot

- Collaboration with B-line and play for all
- Inclusive play spaces in local parks
- 5 sites in Belrose

Active Play Program

- Improve and increase capacity in surf clubs and sports clubs
- Improve accessibility and inclusiveness
- \$2million investment in sporting facilities to improve and increase capacity of our existing facilities
- Support and encourage physical activity and wellbeing

Information on Connecting all through Play Program

<https://www.northernbeaches.nsw.gov.au/council/connecting-northern-beaches>

4.0 GENERAL BUSINESS

Q: Kay Millar enquired if Council can apply for a Local Government (State) award grant with regards to the Disability Inclusion Plan?

Action: Council to investigate in relation to the process for applying for a Local Government (State) Award.

Q: When will the works on the Fairy Bower toilets in Manly will begin?

A: Works are expected to begin in June and finish by September 2017

SUMMARY OF ACTIONS

| ITEM NO. | ACTION | RESPONSIBLE OFFICER | DUE DATE |
|----------|---|---------------------------------|-------------|
| 2.2 | Helen Lever to consider the " <i>Learning Solutions</i> " module in designing the Councillor Induction programme. | Helen Lever | 17 May 2017 |
| 3.1 | Ben Taylor to provide an update about the repainting of the Manly Town Hall and the replacement of the Manly Art Gallery Pergola at the next meeting. | Ben Taylor | 17 May 2017 |
| 3.2 | David Kerr to report back to Kay Millar with regards to origin of the definitions included on the Draft Affordable Housing Policy. | David Kerr | ASAP |
| 4.0 | Council to investigate in relation to the process for applying for a Local Government (State) Award | Jessica Brealey & Alison Osborn | |

ATTACHMENTS

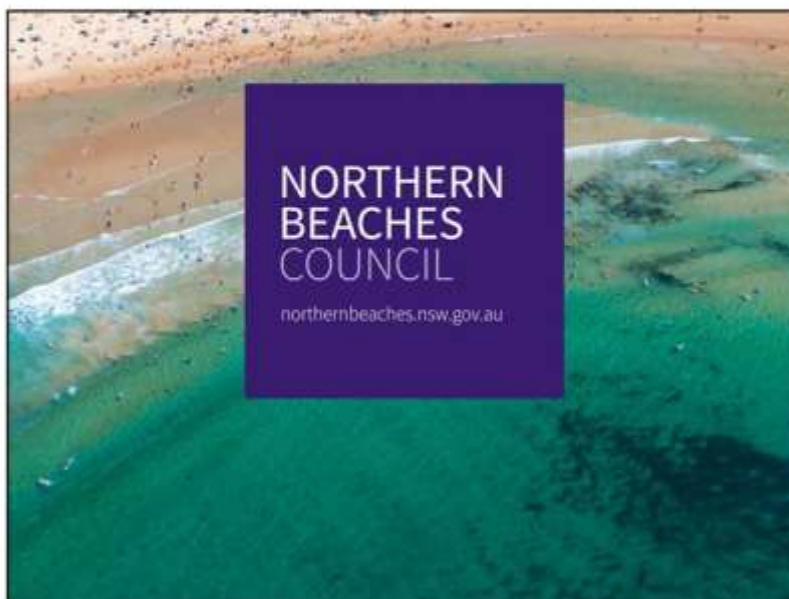
1. General Manager Presentation (Item 3.1)
2. Affordable Housing Policy Presentation (Item 3.2)
3. Northern Beaches Council Draft Affordable Housing Policy and Frequently Asked Questions (Item 3.2)
4. Sportsgrounds and Golf Courses Discussion Paper Presentation (Item 3.4)
5. Connecting All Through Play Presentation (Item 3.3)

NEXT MEETING

17 May 2017

The meeting concluded at 8:01pm

This is the final page of the Minutes comprising 9 pages
numbered 1 to 9 of the Local Representation Committees
meeting held on Wednesday 19 April 2017 and confirmed on Wednesday 17 May 2017



Where we have come from

- May 2016
- 3 councils into one
- Interim structure
- 35 Executive Managers
- Staff Survey
- Vision exercise
- Roundtables & Exec Connects
- 25 Core Services & 70 Projects
- Values workshop

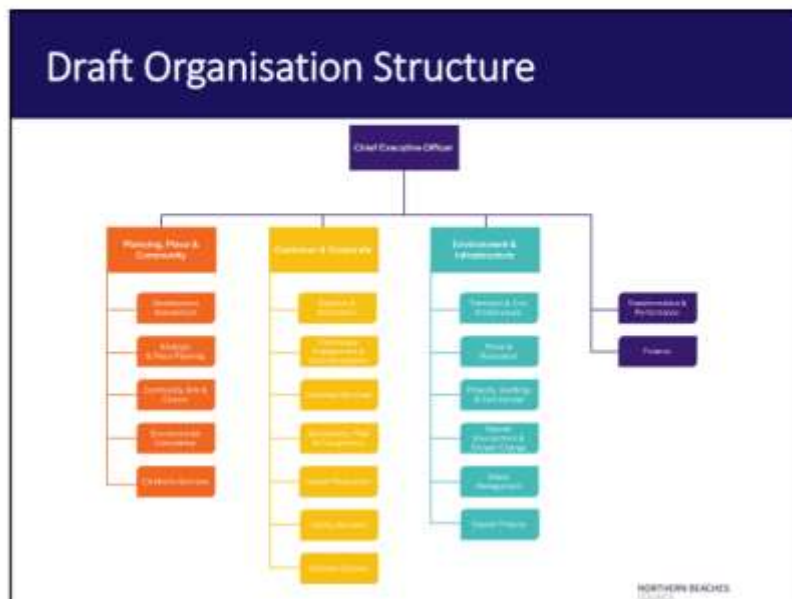
northernbeaches.nsw.gov.au

Internal Vision

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

Draft Structure Design Principles

- Service delivery principle: To deliver premium service to the community
- Engender trust with our community – connectedness
- Align to our Community Strategic Plan priorities
- Understand key drivers of customer satisfaction – business unit names identifiable by staff and community
- Create and support career pathways – leadership capability framework
- Design and implement within our values (structure design based on service and appoint on merit)
- Use feedback from Staff Survey
- Integrate our services and deliver targeted transformational opportunities
- Executive Manager consultation



Where to from here

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northernbeaches.nsw.gov.au

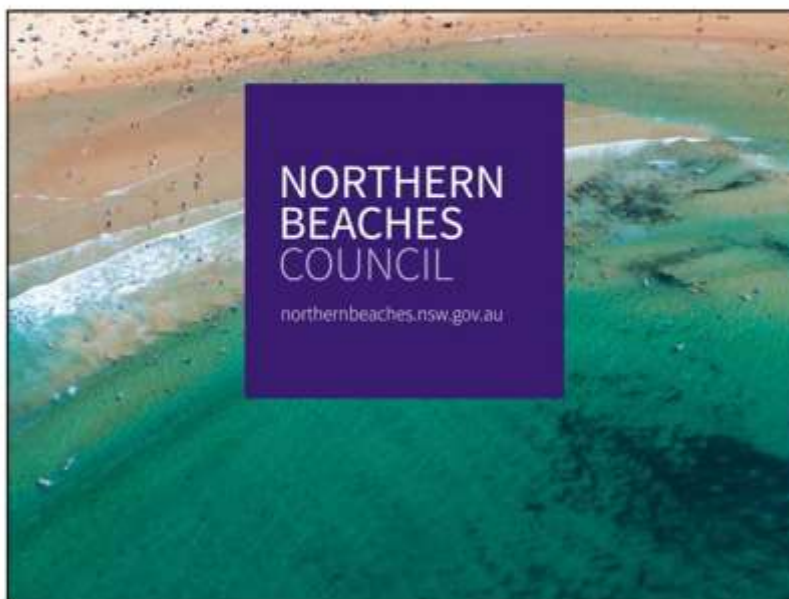
Next Steps

- Intranet will contain all organisation structures for each Business Unit as well as FAQs
- Final intranet update will be 9am Monday 27th March
- FAQs will be updated as required to support the consultation process
- Number of ways to comment
 - Email: organisationstructure@northernbeaches.nsw.gov.au
 - Anonymous online feedback via Intranet
 - Feedback boxes @ Balgowlah, Cromer & Boondah
 - Talk to your current Exec Manager & DGM
 - Your JCC Rep
- Consultation finishes on 16 Apr
- All comments and feedback will be reviewed by EMT the following week – final structure will be announced on 24th Apr

Timeline







Presentation outline

1. Administrator's Minute
2. District Plan
3. Needs Analysis
4. Draft Affordable Housing Policy
5. Frenchs Forest & Ingleside Structure Plans
6. Next Steps

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Administrator's Minute

Summary

- Significant coverage in media
- Challenges for young people and key workers
- Ingleaside and Northern Beaches Hospital precincts remain the focus
- Failure of SEPP 70
- District Plans are a way forward
- Recommendation:

Council to develop a policy in consultation with the SRG and report to the March 2017 Council meeting

District Plan

Draft North District Plan

Key points

- Affordable rental housing target of 5% to 10% of new floor space for:
 1. New urban renewal or greenfield areas e.g. Ingleaside and Northern Beaches Hospital Precinct
 2. Areas shown via a local housing strategy or research to have current or future need for affordable rental housing
 3. All new floor space (above the existing permissible floor space)
- Affordable rental housing dwellings will be secured by the relevant planning authority (e.g. Council) and passed onto a registered Community Housing Provider to manage



Needs Analysis



- Housing Stress for very low to moderate income households*:
 - Over 69% of households
 - Over 79% of renters
- Demand
 - Projections for 20,300 additional households between 2011 & 2036
 - More diverse households required
 - Businesses require housing for key workers due to poor transport connections
 - Households relocating out of the area
- Supply
 - Only 2% of housing stock for social housing (compared with 5% in Sydney)
 - High median house and unit sale prices
 - For rental housing,
 - Only 1% affordable for very low incomes, 3-7% for low incomes & 26-40% for moderate income households
- * at 2011 Census

Housing Supply Continuum

| Level of Subsidy | | | | | | | |
|------------------------------|----------------------|----------------|---|----------------------------------|---|---------------|----------------|
| Emergency shelter | Transitional housing | Social housing | Affordable rental housing | Affordable home/shared ownership | Private market affordable rental (boarding houses, student accommodation) | Market rental | Home ownership |
| Government/supported housing | | | Non-Market housing/community care housing | | Market housing | | |

Affordable Housing Policy

- 10% Affordable Rental Housing Target
- Affordable market housing addressed by Housing Strategy
- No proposed density increase
- Partnerships with CHPs
- Exhibition ends 30 April 2017



Community Housing Providers



- Subject to standards in line with the Housing Act 2001 Regulatory Code
- Proposal to initially engage 1 CHP
- Agreements with CHP exist/in train for:
 - City of Sydney Council
 - City of Canada Bay Council
 - Ryde Council
 - Willoughby City Council

Draft Policy Principles

- ✓ Establishing clear targets for the provision of affordable housing in the Northern Beaches.
- ✓ Leading change by example.
- ✓ Embedding affordable housing in Council's strategies, plans and policies.
- ✓ Partnering with State Government, other local councils, stakeholders and community housing providers to deliver affordable rental housing.
- ✓ Advocating for change to support affordable housing in the Northern Beaches.



Frenchs Forest Structure Plan

Need for Affordable Housing

- ✓ 2,200 new dwellings
- ✓ 2,300 jobs
- ✓ 10% affordable housing target, subject to feasibility
- ✓ 3 month exhibition period completed 28th February 2017
 - ✓ 1,000 people attended 9 drop-in sessions
 - ✓ 1,000+ submissions received



Ingleside Structure Plan

Project Update

- ✓ Department of Planning project lead
- ✓ 3,400 Houses
- ✓ 10% affordable housing target, subject to feasibility
- ✓ 3 month exhibition period completed 28th February 2017



Next steps





NORTHERN BEACHES
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Northern Beaches Council Policy
Policy No. [Number]
Draft Affordable Housing Policy

1 Purpose of Policy

Council is committed to increasing the range and supply of affordable housing in the Northern Beaches to meet the growing and changing needs of its community and particularly, key workers. The purpose of this policy is to outline Council's position and approach to the provision of affordable housing in the Northern Beaches.

The policy comprises principles and policy statements that together will guide Council's actions to support affordable housing.

2 Principles

- a) Establishing clear targets for the provision of affordable housing in the Northern Beaches.
- b) Leading change by example.
- c) Embedding affordable housing in Council's strategies, plans and policies.
- d) Partnering with State Government, other local councils, stakeholders and community housing providers to deliver affordable rental housing.
- e) Advocating for change to support affordable housing in the Northern Beaches.

3 Policy Statements

- a) Council is committed to an affordable rental housing target of 10% of all new floor space (subject to feasibility) in the Ingleside and Northern Beaches Hospital (Frenchs Forest) precincts and all 'spot' rezonings (planning proposals) in the Northern Beaches.
- b) Targets for the provision of affordable rental housing in other parts of the Council area will be established through feasibility analysis as part of Council's new local housing strategy.
- c) Mechanisms to deliver more affordable market-based or private housing will be investigated as part of Council's new local housing strategy.
- d) Council will enter into a relationship with a Tier 1 community housing provider to manage and deliver affordable rental housing in the Northern Beaches.
- e) Council will undertake an expression of interest for a Tier 1 community housing provider every five years.
- f) Council's preference is to transfer the title of affordable rental housing delivered to Council to a Tier 1 community housing provider.
- g) Council will give priority to key worker occupations as tenants of affordable rental housing in the Northern Beaches.

4 Authorisation

This Policy was adopted by Council on [insert date].

| | | | | |
|----------------|---------|---------------------------------|-------------|-------------|
| Effective date | Version | Draft Affordable Housing Policy | 2017/054781 | Page 1 of 2 |
|----------------|---------|---------------------------------|-------------|-------------|

Policy No. [[Number]

It is effective from [insert date].

It is due for review on [insert date].

5 Who is responsible for implementing this Policy?

Executive Manager Community Services

Executive Manager Strategic Land-Use Planning

6 Document owner

Acting Deputy General Manager Planning & Community

7 Related Council Policies

- a) Property Acquisition Reserve Fund – P100 (Former Manly Council)
- b) Property Management Policy – No 200 (Former Pittwater Council)
- c) Allocation of funds obtained from the Sale of Council Real Property Policy – GOV PL 915 (Former Warringah Council)
- d) Asset Management Policy – PL 550 (Former Warringah Council)
- e) Voluntary Planning Agreements – PL 600 VPA (Former Warringah Council)

8 Legislation and references

- a) Environmental Planning and Assessment Act 1979
- b) Local Government Act 1993
- c) State Environmental Planning Policy No 70 – Affordable Housing (Revised Schemes)
- d) State Environmental Planning Policy (Affordable Rental Housing) 2009

9 Definitions

Affordable rental housing: rental housing delivered by the not-for-profit sector for very low, low, or moderate income level households. Eligibility for this form of housing is not limited to any one occupation and includes: essential workers such as nurses, teachers and policy officers; hospitality and retail workers; and creative and cultural sector workers.

Affordable housing: refers to 'reasonable' housing cost in relation to income. A common benchmark is housing that does not absorb more than 30% of the gross income of very low, low, or moderate income households.

Community housing provider: a not-for-profit organisation which provides affordable rental and social housing for very low, low, to moderate income households. Council identifies community housing providers as those with a Tier 1 registration category under the National Regulatory System for Community Housing.

Housing affordability: relates to the general affordability of both rental and purchase housing on the open market, and not limited to those on low to moderate incomes.

Key worker occupations: workers on very low to moderate incomes critical to economic and social development in the Northern Beaches, including occupations such as school teachers, midwifery and nursing professionals, hospitality workers, retail workers, personal carers and assistants, child carers, defence force members, fire fighters, police, carers and aides, automobile, bus and rail drivers, cleaners and laundry workers.

Action Plan

| Purpose | Principle | Action | Timing |
|---|--|---|---------------|
| To increase the range and supply of affordable housing in the Northern Beaches to meet the growing and changing needs of our community and workers. | Establishing clear targets for the provision of affordable housing in the Northern Beaches | A1 Advocate for the inclusion of the Northern Beaches Hospital (Frenchs Forest) precinct in State Environmental Planning Policy No. 70 (SEPP 70) to mandate Council's affordable rental housing target of 10% of all new floor space (subject to feasibility). | 2017-2018 |
| | | A2 Lobby the NSW government to ensure that the Ingleside precinct incorporates affordable rental housing as a committed item applicable under a special infrastructure contribution (SIC) levy at a rate of 10% of all new floor space (subject to feasibility). | 2017 |
| | | A3 As part of Council's local housing strategy, establish an affordable rental housing target for all other parts of the Northern Beaches local government area. | 2017-2019 |
| | | A4 Monitor the changing housing needs of residents and workers and the availability of housing stock which is affordable to very low to moderate income households. | Ongoing |
| | Leading change by example | A5 Actively consider the appropriateness and feasibility of providing affordable rental housing on Council-owned land prior to planning for development, redevelopment, lease or sale of that land. | Ongoing |
| | | A6 Investigate financial incentives for the provision of affordable rental housing provided in perpetuity including development application fees reduction and rate rebates. | 2017-2018 |
| | | A7 Waive section 94A development contributions for that part of any development proposal comprising affordable rental housing. | Ongoing |
| | Embedding affordable housing in Council's strategies, plans and policies | A8 Recognise that affordable rental housing is essential social and economic infrastructure for the Northern Beaches in Council's land-use planning strategies, plans and policies. | Ongoing |
| | | A9 Incorporate affordable rental housing targets in Council's land-use planning strategies, plans and policies. | Ongoing |
| | | A10 Amend Council's Voluntary Planning Agreements (VPA) policy to state a preference for the provision of affordable rental housing as a public benefit contribution (in kind or in lieu) in conjunction with relevant planning proposal and development applications. | 2017-2018 |
| | | A11 As part of Council's local housing strategy, investigate planning mechanisms to maintain existing affordable housing and encourage the provision of new affordable housing. | 2017-2019 |

| Purpose | Principle | Action | Timing |
|---|---|---|-----------|
| To increase the range and supply of affordable housing in the Northern Beaches to meet the growing and changing needs of our community and workers. | Partnering with State Government, other local councils, stakeholders and community housing providers to deliver affordable rental housing | A12 Develop relationships with State Government departments, the Greater Sydney Commission and other local councils to understand wider affordable housing needs and opportunities. | Ongoing |
| | | A13 Develop and undertake a tender process for a preferred Tier 1 community housing provider to manage and deliver affordable rental housing in the Northern Beaches. | 2017-2018 |
| | | A14 Identify priority key workers for tenants of affordable rental housing in the Northern Beaches. | 2017-2018 |
| | | A15 Develop a management agreement with a community housing provider for affordable rental housing delivered to Council through land rezoning or development consent. | 2017-2018 |
| | | A16 Investigate opportunities for public private partnerships to deliver affordable rental housing. | 2018 |
| | | A17 Advocate for the inclusion of the remainder of the Northern Beaches local government area in State Environmental Planning Policy No. 70 (SEPP 70) in conjunction with the preparation of Council's local housing strategy. | 2017-2019 |
| | | A18 Promote the benefits of, and need for, affordable housing in the Northern Beaches. | Ongoing |
| | | A19 Work with the NSW government to identify and prioritise the suitability of surplus Government land for affordable rental housing in the Northern Beaches. | Ongoing |
| | | A20 Seek amendments to the Local Government Act 1993 or a ministerial direction under the Environmental Planning and Assessment Act 1979 to remove legal impediments to the transfer of ownership of affordable rental housing dedicated to Council to a community housing provider. | 2017 |
| | | A21 Advocate for the NSW government to investigate shared home ownership and equity arrangements. | Ongoing |
| | | A22 Acknowledge the impact of taxation on housing affordability and formalise this position in writing if submissions are sought as part of ongoing tax reform at the Commonwealth and State government levels. | Ongoing |
| | | A23 Advocate to amend the Affordable Rental Housing State Environmental Planning Policy to require the provision of affordable rental housing in perpetuity to obtain development bonuses (currently 10 years). | Ongoing |

NORTHERN BEACHES COUNCIL

Frequently Asked Questions

How can Council help with Affordable Housing?

Council can help support affordable housing through facilitating the provision of affordable rental housing, influencing planning provisions to provide affordable market housing and through advocacy work.

To help guide our actions in this space, Council has developed a draft Affordable Housing Policy. This is a high-level strategic document comprising principles and policy statements that together will regulate and direct actions of Council in all affordable housing matters.

The draft Policy will be implemented through the draft Action Plan.

Why does the draft Policy focus on "Affordable Rental Housing"?

In the short term, proposed actions focus on the provision of affordable rental housing, particularly in the Ingleside and Northern Beaches Hospital (Frenchs Forest) precincts. These areas provide the greatest opportunity to deliver affordable housing in the Northern Beaches.

In the medium term, it is proposed to investigate mechanisms to deliver more affordable market-based housing as part of Council's new local housing strategy.

What is the difference between affordable rental housing and affordable market based housing?

'Affordable rental housing' is rental housing delivered by the not-for-profit sector for very low, low or moderate income households. Eligibility for this form of housing is not limited to any one occupation but often includes: essential service workers (e.g. nurses, teachers, police officers), hospitality and retail workers, and creative and cultural sector workers.

On the other hand, 'affordable market housing' includes the provision of a mix of housing types that meets the needs of a diverse community. This can include higher density housing and specialty accommodation such as boarding houses and seniors housing.

'Affordable Rental Housing' is a specific approach in the draft District Plan addressing the gap in housing provision for the most vulnerable, those on low and very low incomes, to be managed by Community Housing Providers. While it recognises that moderate income households also experience housing stress, the draft District Plan aims for the needs of this group to be met by providing greater housing choice through a mix of dwelling types and price points.

Is Council proposing an Affordable Housing Target?

Council proposes to adopt a 10% affordable rental housing target for the Ingleside and Frenchs Forest precincts and 'spot' rezoning proposals, subject to feasibility. Council also proposes to establish affordable rental housing targets for other parts of the Northern Beaches. This will be undertaken in conjunction with Council's new local housing strategy to be prepared following the adoption of the North District Plan.

Why a 10% target?

Council's proposed 10% affordable rental housing target is based on the Greater Sydney Commission's draft District plan (proposing a 5-10% target), experience in other Council areas, and the requirement to obtain an assessment of feasibility of development.

Making any target subject to feasibility analysis is essential in ensuring development is still viable as a result of the proposed affordable housing target. Feasibility analysis has formed an integral part of the Ingleside precinct project to date, and Council has recently commenced a feasibility analysis for affordable housing in the Frenchs Forest precinct.

NORTHERN BEACHES COUNCIL

Obtaining a feasibility analysis is a requirement of the Greater Sydney Commission (GSC) and the Department of Planning and Environment. The GSC is developing a clear methodology to assist Councils in that process in the future.

Who has had input to the draft Affordable Housing Policy?

The draft Policy and associated documents have been developed in consultation with an internal working party, State government departments, and other stakeholders, and Council's Affordable Housing Strategic Reference Group.

Community feedback is being sought through a public exhibition. This feedback will be used to finalise the Policy before adoption by Council.

How will Council achieve the proposed affordable housing target?

Council is currently advocating for the inclusion of the Northern Beaches Hospital precinct in Frenchs Forest in State Environmental Planning Policy No. 70 Affordable Housing (Revised Schemes) (SEPP 70). Inclusion would permit Council to include provisions in Warringah Local Environmental Plan (LEP) 2011 to implement an affordable rental housing target approved by the Department of Planning and Environment.

This process is called 'inclusionary zoning' whereby legally enforceable planning controls require a set proportion of specified new development within a defined area to be dedicated to Council for affordable housing. By applying inclusionary zoning on a precinct by precinct basis, the provision of affordable rental housing stock can be guaranteed, rather than negotiating with developers on a site by site basis. Accordingly, it is imperative that action be taken to secure inclusionary zoning in the Ingleside and Northern Beaches Hospital (Frenchs Forest) precincts.

Will this Policy lead to an increase in housing density?

The Policy proposes the provision of affordable rental housing targets in Ingleside and Frenchs Forest precincts, areas already earmarked for an increase in housing density. It is also proposed to consider affordable housing in proposals for spot rezoning. Affordable housing in other, developed areas of the Northern Beaches will be considered when Council prepares its local housing strategy.

Who will manage the affordable rental housing?

It is recommended that management of affordable housing delivered to Council should be via an agreement with a registered Community Housing Provider (CHP).

What is a Community Housing Provider (CHP)?

A Community Housing Provider (CHP) is a not-for-profit organisation which provides affordable rental and social housing for low to moderate income households. CHPs are subject to standards of governance and service in line with the Housing Act 2001 Regulatory Code assessed by an independent registrar. CHPs can manage housing owned by other organisations, or buy and develop properties themselves.

The City of Sydney Council, City of Canada Bay Council, Ryde Council, and Willoughby City Council already have, or in the process of establishing, an agreement with a CHP.

Who will the affordable rental housing cater for?

Council's draft Policy proposes Council give priority to key worker occupations as tenants of affordable rental housing in the Northern Beaches.



| Agenda | |
|--------|------------------------------|
| ▪ | Background |
| ▪ | Key findings of our research |
| ▪ | Potential actions |
| ▪ | Where to from here? |
| ▪ | Update 18 April 2017 |
| ▪ | Questions? |

Background

- In 2016, sports approached Council about urgent needs for more sportsfields and new / improved facilities to meet growing participation.
- Sports also advocated Council review whether golf courses could be more equitably used for other sports.
- In response Council is developing a Sportsground Strategy - a 15 year plan.
- Experts in sports planning and golf feasibility were engaged to conduct independent research and to consult with sport / golf clubs.
- Based on this research a Sportsgrounds & Golf Courses Discussion Paper was developed for community input.

Background

- 6 April Discussion Paper briefing with Sports Associations
- 7 April Discussion Paper briefing with Golf Clubs
- 8 April 2017 Discussion Paper and research reports released for community input on Council's online Your Say hub

Sportsgrounds Needs Analysis: Key Findings

- Current supply
 - 122 sportsfields, 116.5 hectares of playing area
 - Half per capita compared to some similar size Councils
- Large and growing participation rates
 - Over 50,000 playing members, 17 sports
 - Average increases in participation rates over 10% in last 3 years
- Sportsfield sustainable capacity 35 hours / week
- Fields overused and a shortfall of supply
 - 92 of 122 fields over-used based on capacity
 - Over-used fields are booked more than 800 hours / week over capacity
 - Current shortfall 24 hectares playing area (24 fields)
 - Increasing to a shortfall of 41 hectares playing area by 2031 (41 fields)

Golf Market Assessment: Key Findings

- 13 Northern Beaches golf courses, 453 hectares, over 10,000 members
- 7 golf courses on public land, 180 hectares, over 4,000 members
- Declining membership - on public courses 16% decline over the last decade
- Double the number of 18 hole golf courses compared to Sydney-wide
 - One course per 49,867 people across Sydney
 - One course per 23,151 people on Northern Beaches
- Profits are currently being achieved, but not at a level that allows for sustained re-investment in infrastructure
- A reduction in supply may assist the local market to achieve greater sustainability

Potential Actions to address the shortfall

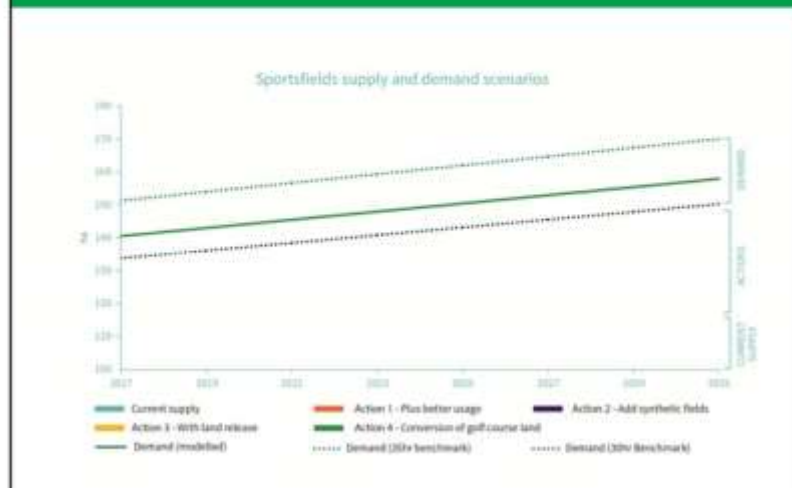
| Action | Impact on shortfall (playing area) |
|--|---|
| 1. Make better use of existing sportsgrounds | 4.4 hectares |
| 2. Convert more sportsfields to synthetic | 3.5 hectares |
| 3. Acquire and embellish additional private land as part of new housing developments | 3.6 hectares (Warriewood) 7.8 hectares (Ingleside) |
| 4. Convert existing open space to sportsfields e.g. golf courses | 11 hectares (example) |
| 5. Acquire and embellish additional land | 11 hectares (example) |
| 6. Do nothing and accept the shortfall | Nil |

Potential Actions: Funding and Cost Estimates

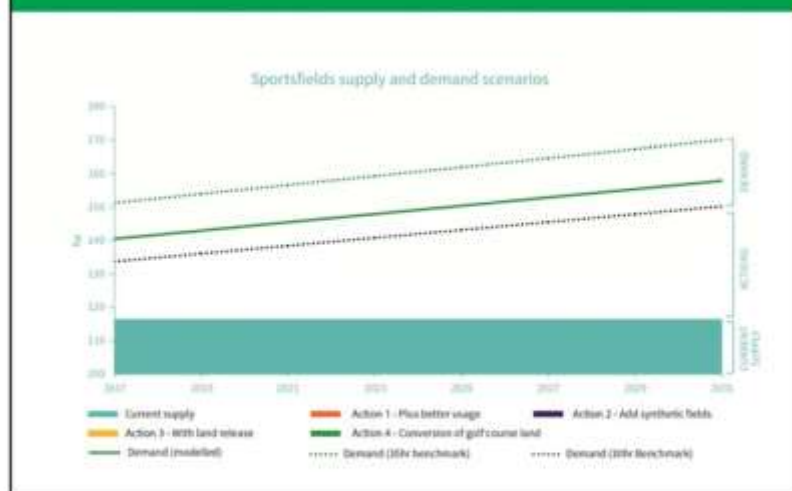
| Action | Impact on shortfall (playing area) | Funding per hectare (estimate) | Cost to rates per household over 15 years (estimate) |
|--|---|--|--|
| 1. Make better use of existing sportsgrounds | 4.4 hectares | \$270 thousand | \$49 (\$3.25 pa) |
| 2. Convert more sportsfields to synthetic | 3.5 hectares | \$2.7-\$7 million | \$239 (\$15.93 pa) |
| 3. Acquire and embellish additional private land as part of new housing developments | 3.6 hectares (Warriewood) 7.8 hectares (Ingleside) | \$4.75-\$5.25 million \$6.5-\$7 million | \$0 (funded by new housing development) \$0 (funded by new housing development) |
| 4. Convert existing open space to sportsfields e.g. golf courses | 11 hectares (example) | \$1.4-\$1.8 million | \$231 (\$15.40 pa) |
| 5. Acquire and embellish additional land | 11 hectares (example) | \$6.5-\$7 million | \$1,099 (\$70.60 pa) |
| 6. Do nothing and accept the shortfall | Nil | Nil | Nil |

Attachment 4
19/04/2017

Sportsfields: Demand

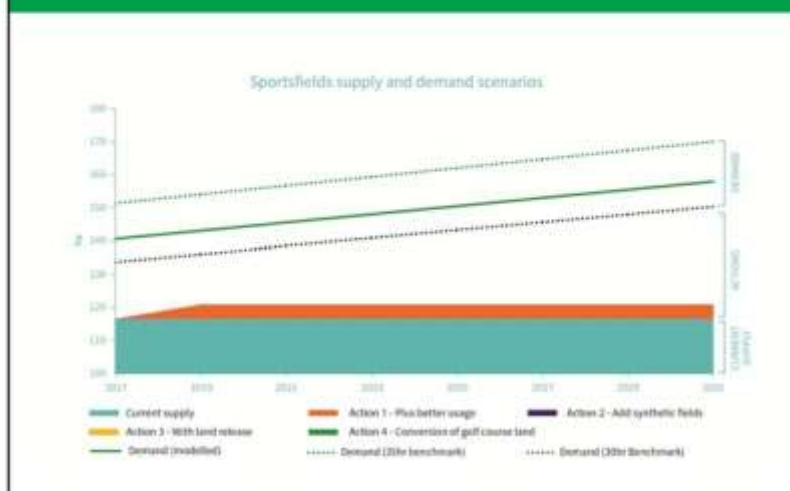


Sportsfields: Demand and Current Supply

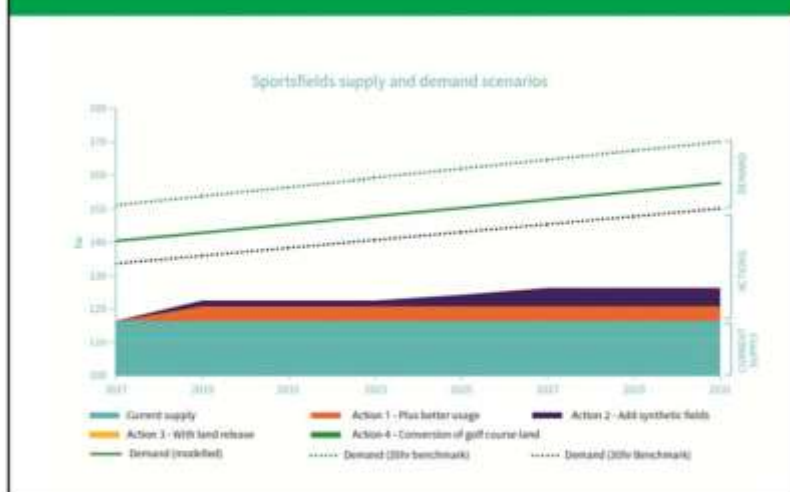


Attachment 4
19/04/2017

Scenario: Better use of existing fields (4.4ha)

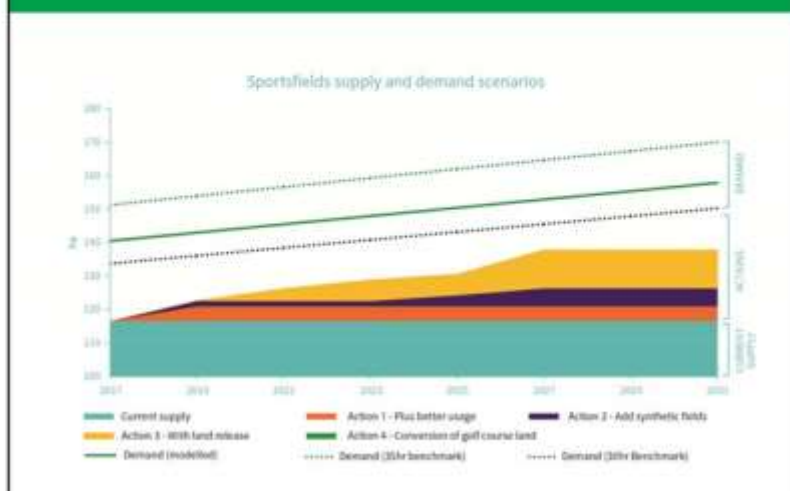


Scenario: Convert existing fields to synthetic (5.5ha)

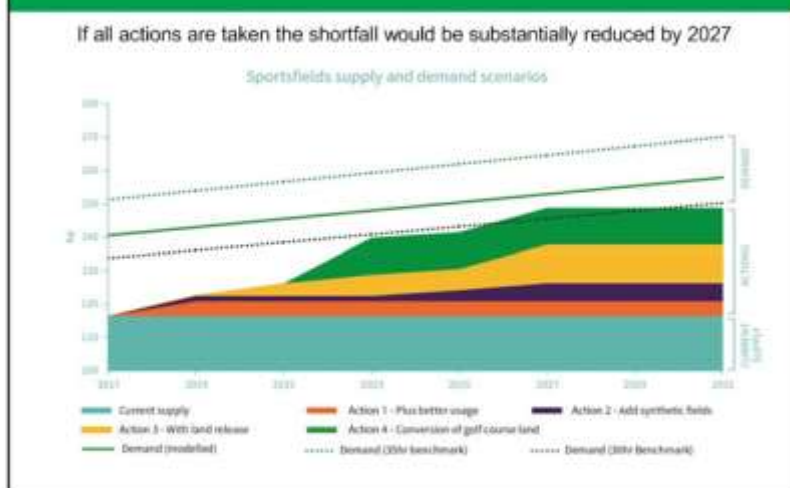


Attachment 4
19/04/2017

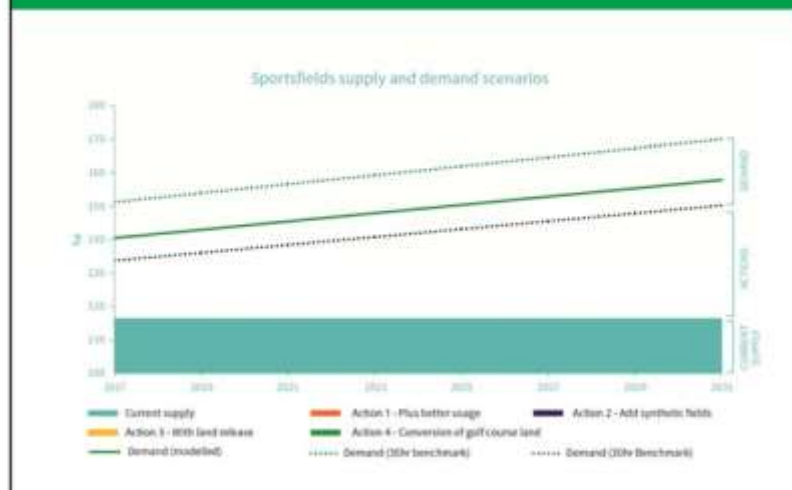
Scenario: Land release (11.4 ha)



Scenario: Convert golf course land (example 11ha)



Scenario: Do nothing and accept the shortfall



Where to from here?

- 8 April 2017: Discussion Paper and research reports released for input
- April 2017: Community engagement
 - Six drop-in information sessions, telephone survey
 - Online project page and feedback form
 - Sports Forum for associations and clubs to discuss improvements
- 7 May 2017: Submissions close
- 30 May 2017: Draft Strategy reported to Council to approve exhibition
- June, July 2017: Public Exhibition of Draft Strategy for community input
- 25 July 2017: Final Sportsgrounds Strategy presented to Council

Update 18 April 2017

- As at 18 April, the responses to the online Your Say information are
 - 76 submissions received
 - 798 total visits
 - Downloads/views
 - Discussion Paper 321
 - Golf Report 92
 - Sports Report 89

Questions?





Connecting All Through Play

- Planning for \$10.3 million investment in accessible and inclusive recreational infrastructure
- Focused on play
- Principles:
 - Inclusion
 - Connecting communities
 - Risk in play
 - Connection to the environment
 - Innovation

Accessible Playgrounds

- 39 Regional and District Playgrounds upgraded to be accessible
- Playgrounds identified per previous Council's definitions
- Adjusted for recently renewed or programmed for renewal/upgrade
- \$900,000 budget
- Audit underway
- Work commences July 2017 – Complete June 2018

Manly Dam

- Playground - metropolitan significance
- Inclusive and nature based play
- Elements of risk
- Connection to nature
- Accessible boardwalk connection between picnic areas 2 and 3
- Tender for design being reviewed
- Concept design for playground to community engagement in September

Lionel Watts

- Inclusive and fun playground
- Potential water play
- Linear skate facility along connecting paths to Glen Street Theatre and Glenrose Shops
- Landscaping to highlight forest feel
- Focus on creating the new recreational hub for Frenchs Forest ward with proposed synthetic, Glen Street Theatre and playground
- Community engagement on design in September

Belrose Local Playground Pilot

- Collaboration with B-Line and Play for All
- Rethink on how play spaces are constructed
- Inclusive play spaces in local parks
- 5 sites in Belrose
- Network of sensory play experiences
- \$120,000 budget
- Design almost complete – works completed by July 2017

Active Play Program

- Improve and increase capacity in surf clubs and sports clubs
- Improve accessibility and inclusiveness
- \$4 million across two streams of surf clubs and sporting clubs
- Minimum submission is \$20,000 for Sports and \$50,000 for surf clubs – no maximum
- Submissions close June 2017

Questions?

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NOTES

LOCAL REPRESENTATION COMMITTEES MEETING

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

WEDNESDAY 17 MAY 2017

northernbeaches.nsw.gov.au

**Notes of the Local Representation Committees Meeting
held on Wednesday 17 May 2017
in the Council Chambers, Civic Centre, Dee Why
Commencing at 6:05pm**

ATTENDANCE:

Members

Social Local Representation Committee

Jean Hay, AM (Chairperson)
Alex McTaggart
Bob Giltinan
Kay Millar
Vanessa Moskal
Duncan Kerr
Steven Pickering

Economic Local Representation Committee

Michael Regan (Chairperson)
Roslyn Harrison
Sue Heins
Candy Bingham

Environment Local Representation Committee

Kylie Ferguson (Chairperson)
Barbara Aird
Cathy Griffin
Ian White
Julie Hegarty
Hugh Burns

Council Officers

| | |
|------------------|--|
| Mark Ferguson | Chief Executive Officer |
| Helen Lever | General Manager Customer & Corporate |
| Ben Taylor | General Manager Environment & Infrastructure |
| David Kerr | General Manager Planning Place & Community |
| Kate Lewis | Executive Manager Community Engagement |
| David Walsh | Executive Manager Chief Financial Officer |
| Graham Middleton | Executive Manager Communications & Engagement (Strategic) |
| Ximena Von Oven | Governance (Notes) |

COMBINED LRC SESSION

1.0 WELCOME AND INTRODUCTIONS

1.1 ACKNOWLEDGEMENT OF COUNTRY

DISCUSSION

Jean Hay AM, gave an acknowledgement of Country.

1.2 APOLOGIES

DECISION

That apologies for non-attendance be received from Dick Persson AM, Alan Le Surf, Jose Menano-Pires, Kylie Ferguson, Pat Daley & Wayne Gobert.

NOTE: *Kate Lewis introduced Ben Taylor, General Manager Environment & Infrastructure, David Walsh, Executive Manager Chief Financial Officer, Graham Middleton Executive Manager Communications & Engagement (Strategic) and Sandy Belford from Principals to the group.*

2.0 REVIEW OF NOTES OF PREVIOUS MEETINGS & ACTIONS

2.1 MINUTES OF LOCAL REPRESENTATION COMMITTEES HELD 19 APRIL 2017

RECOMMENDATION

That the Minutes of the Local Representation Committees held 19 April 2017, copies of which were previously circulated to all Members are hereby confirmed as a true and correct record of the proceedings of that meeting.

The minutes were adopted unanimously.

2.2 UPDATE ON ACTIONS FROM PREVIOUS MEETING

DISCUSSION

Action: Ben Taylor, General Manager Environment & Infrastructure to provide an update about the repainting of the Manly Town Hall and the replacement of the Manly Art Gallery Pergola at the next meeting.

Update Update was provided however this action was taking on notice as Hugh Burns requested a timeframe with regards to the finalisation of the repainting work.

Action: Helen Lever, General Manager Customer & Corporate to consider the “*Learning Solutions*” module in designing the Councillor Induction programme.

Update Ongoing

Action: David Kerr, General Manager Planning Place & Community to report back to Kay Miller with regards to origin of the definitions included on the Draft Affordable Housing Policy.

Update Update was provided.

Action: Council to investigate in relation to the process for applying for a Local Government (State) Award

Update Update will be provided at the next meeting.

NOTE: *The order of business was changed so that Item 3.2 be discussed before Item 3.1*

3.2 IDENTITY STRATEGY UPDATE

DISCUSSION

Sandy Belford from Principals and Graham Middleton, Executive Manager Communications and Engagement provided a presentation with regards to the Northern Beaches Council Identity.

The following points were discussed

- Brand Platform
- Making of an Identity
- Brand Strategy
- Role of the brand idea
 - the northern beaches is an extraordinary place
 - the community provided their opinions
 - the community wants to strengthen the link between the Council and the activities it supports
 - there is a desire to retain control of and distinction between the council brand and other entities i.e libraries
- Digital architecture for the brand

Two propositions regarding the branding for the Northern Beaches Council were suggested:

- A. An iconic an extraordinary place. Central to Sydney's place in the world
- B. The northern beaches is a naturally vibrant place

The group discussed the propositions and voted on their preferred choice.

The key points behind the propositions are:

- Create an identity that gives a sense of place for residents, visitors and businesses
- Create a new focus for loyalty for the residents of the Northern Beaches
- Reinforce the Corporate Strategic Plan vision and values

The focus for the brand identity is to unite people and places of the Northern Beaches

- Next Steps

NOTE: Mark Ferguson & Helen Lever arrived at the meeting at 6:15pm.

3.0 AGENDA ITEMS

3.1 CHIEF EXECUTIVE OFFICER UPDATE

DISCUSSION

Mark Ferguson, Chief Executive Officer provided an update in relation to the following topics:

Extraordinary Council meeting 3 May 2017 includes the following reports:

- Administrators Minute No 3/2017 – Merger Savings Funding – Investment in new programs
- Draft Northern Beaches Council Operational Plan 2017/18 (for exhibition) which includes:
 - Draft Northern Beaches Council Operational Plan 2017/2018 (for exhibition) and
 - Draft Fees and Charges 2017/2018. This will include and address the 9.5% rate increase for Warringah LGA rates by iPart. Rates across the 3 former Council will then be equal.
- Draft Northern Beaches S94A Plan 2017

Council meeting 30 May 2017 includes the following reports:

- Affordable Housing Policy
- Draft Policies for Exhibition

NOTE: Mark Ferguson, Chief Executive Officer announced to the group that David Walsh has been appointed as Executive Manager Chief Financial Officer under the new organisation structure.

3.3 CAPITAL WORKS AND OPERATIONAL PLAN OVERVIEW

DISCUSSION

David Walsh, Executive Manager Chief Financial Officer provided a presentation in relation to the operational budget. The following points were discussed:

- Budget Overview
- Rates income
- Operational Plan Income
- Operational Plan Expenditure
- Capital Works Program

- Environment Works
- Sportsground and Facilities
- Village and Town Centre
- Public Amenities Work
- Playgrounds
- Community Centres
- Car Parking Infrastructure
- Road Infrastructure
- Foreshore Assets
- Community Engagement
- User Charges & Fees
- Merger Savings Fund

Community members are invited to give feedback on the Draft Operational Plan 2017/18 and associated documents.

All documents are also available at Manly, Dee Why and Mona Vale Customer Service Centres or at any of the Northern Beaches Council Libraries.

Submissions close on 4 June 2017.

http://yoursay.northernbeaches.nsw.gov.au/operationalplan17_18

3.3 SRG UPDATE

DISCUSSION

Information related to this Item is attached to the Minutes. (refer to attachment 2)

4.0 GENERAL BUSINESS

Nil

SUMMARY OF ACTIONS

| ITEM NO. | ACTION | RESPONSIBLE OFFICER | DUE DATE |
|-----------------|---|----------------------------|--|
| 2.1 | Ben Taylor to provide an update about the repainting of the Manly Town Hall and the replacement of the Manly Art Gallery Pergola at the next meeting. | Ben Taylor | Taken on Notice in order to provide a time frame |

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NOTES OF LOCAL REPRESENTATION COMMITTEES MEETING

17 MAY 2017

| | | | |
|-----|---|---------------|--------------|
| 2.1 | Helen Lever to consider the “ <i>Learning Solutions</i> ” module in designing the Councillor Induction programme. | Helen Lever | Ongoing |
| 2.1 | Council to investigate in relation to the process for applying for a Local Government (State) Award | Alison Osborn | 21 June 2017 |

Attachments

1. Presentation Budget Roadshows
2. SRG Update May 2017

NEXT MEETING

21 June 2017

The meeting concluded at 8:10pm

This is the final page of the Minutes comprising 7 pages numbered 1 to 7 of the Local Representation Committees meeting held on Wednesday 17 May 2017 and confirmed on Wednesday 21 June 2017



Budget Roadshow

Program

| Time | Activity |
|----------------|---|
| 6.00 pm | > Arrival – Tea & Coffee |
| 6.10 – 7.15 pm | > Presentation > Questions & Answers |
| 7.30pm | > Close |



Operational Plan 2017/18

Informed by:

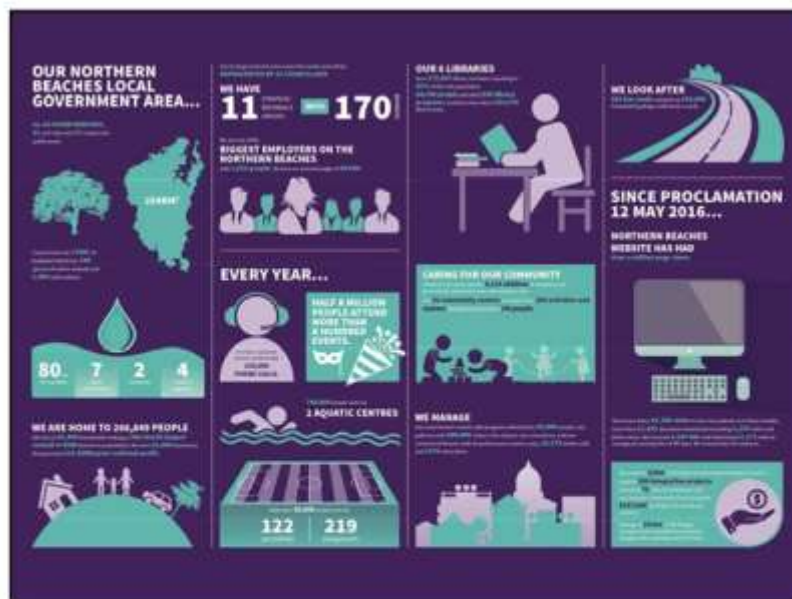
- Extensive community engagement to develop the draft Statement of Vision and Priorities (endorsed 13 December 2016)
- Priorities in former Councils' Delivery Programs

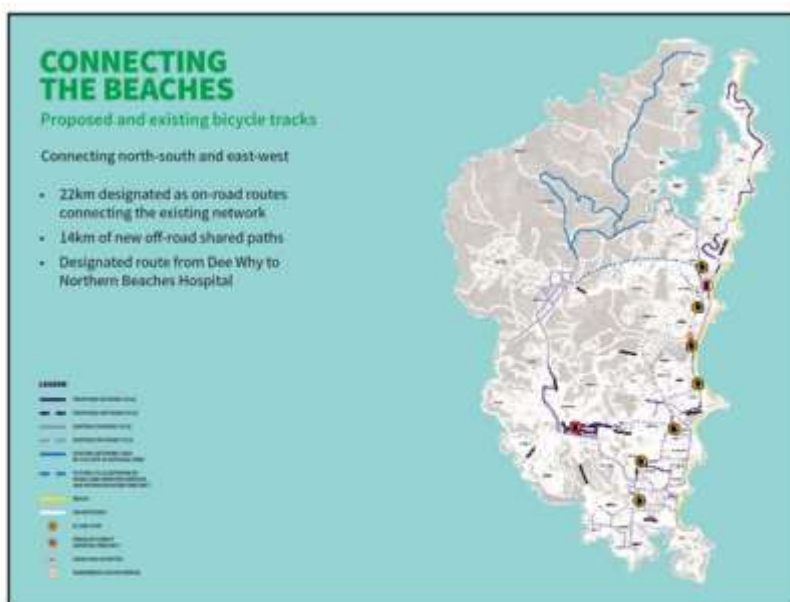
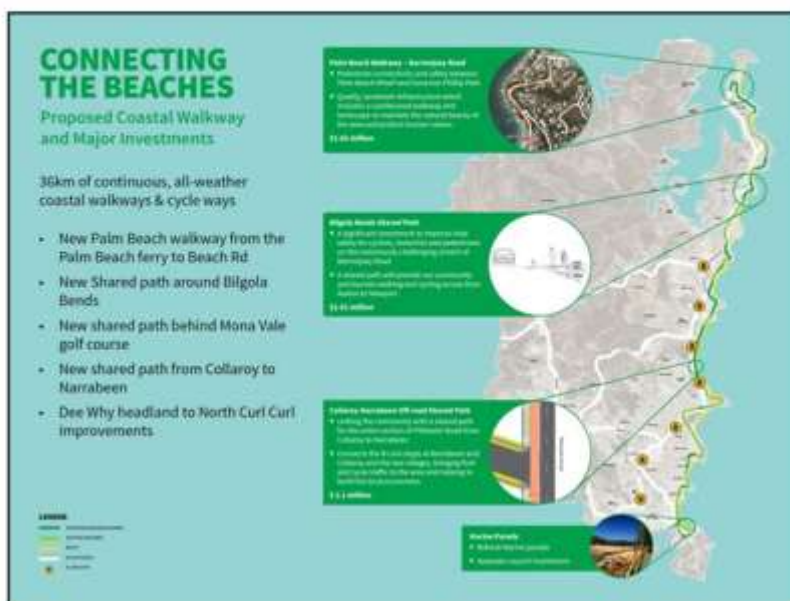
A photograph showing three people in a meeting. Two men and one woman are seated around a table, looking at and discussing documents. One man is pointing at a document, and the woman is looking at it. There are water bottles and other items on the table.

One Council on the Northern Beaches

Benefits to the community:

- All service levels maintained
- Delivery of landmark projects – e.g. Connecting the Northern Beaches
- New programs building social cohesion and a healthy lifestyle funded from Merger Savings (Administrator's Minute)
- Strategic approach to asset management across the Beaches
- Single beach parking sticker from Manly to Palm Beach





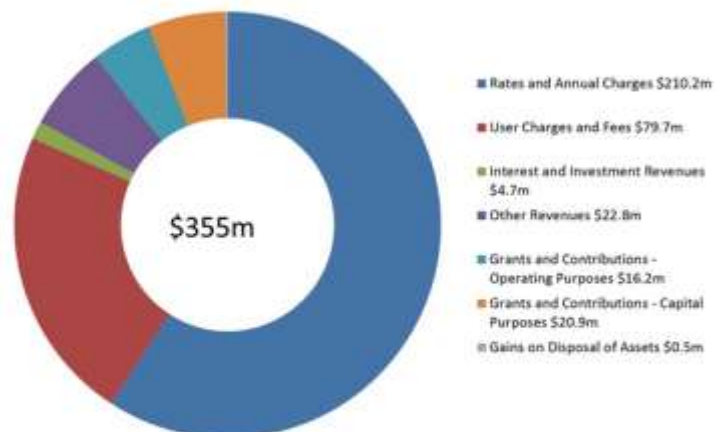


Rates Income

The increases in General Rate Income:

- Maintains existing rating structure of former Councils
- Maintains existing service levels and long term financial sustainability of Council
- Reflects the Independent Pricing and Regulatory Tribunal (IPART) determination:
 - Manly 1.5%
 - Pittwater 1.5%
 - Warringah 9.4%
- Land Valuations may result in variations for individual ratepayers:
 - Assessment 1 July 2016

Operational Plan - Income





Surplus from Operating Activities

| | 2017/18 \$,000 |
|--|---------------------------|
| Total Income from Continuing Operations | 355,004 |
| Total Expenses from Continuing Operations | (320,416) |
| Surplus/(Deficit) from Continuing Operations | 34,588 |
| Minority Interests | (91) |
| Surplus/(Deficit) attributable to Council | 34,497 |
| Surplus/(Deficit) before Capital Grants and Contributions | 13,730 |

NBC Financial Comparison Post-Merge

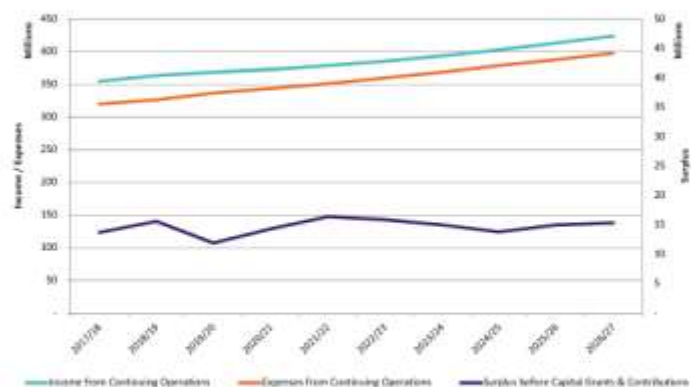
Comparing 2017/18 to 2016/17

- \$13.73m surplus before Capital Grants and Contributions for 2017/18
- \$10.4m more favourable than 2016/17 after eliminating one-off items related only to those years

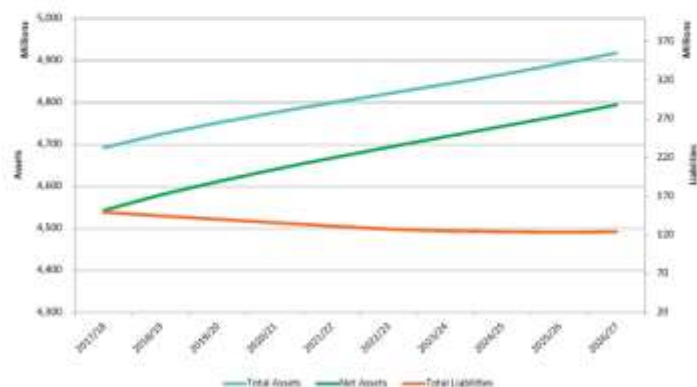
This is a consequence of:

- IPART approved rate path of \$5m
- Merger savings fund of \$5.4m

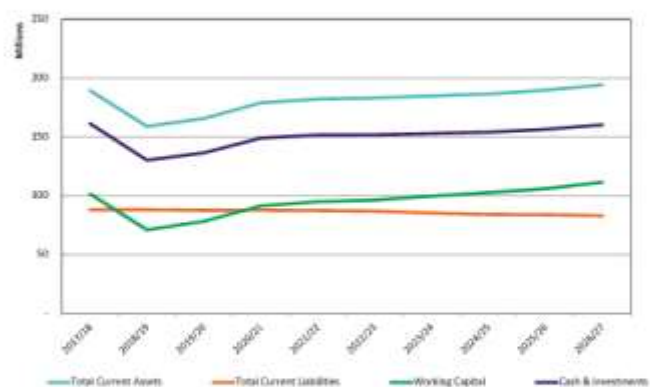
10 Year Income Statement

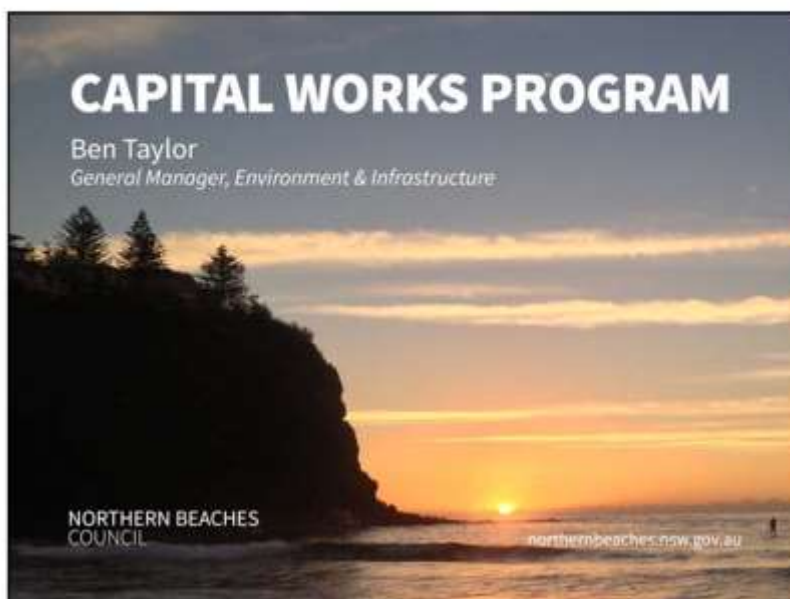


Balance Sheet



10 Year Working Capital





Capital Works Program Summary

- 2017/18 Capital Works
 - Total Program = \$114.1m
 - New works = \$71.7m
 - Renewal works = \$42.4m
- Total Program 2017-2021 = \$324m



Environment works

2017/18 Investments Include:

- \$8 million for upgrades and renewals of Stormwater infrastructure
- \$8 million on coastal protection works at Fairy Bower and Collaroy-Narrabeen.
- \$6 million on Kimbriki to improve our recycling and resource recovery capacity.



\$5.5M - Sportsgrounds and facilities

2017/18 Investments Include:

- Additional synthetic playing surface at Cromer Park
- Preparatory work for new synthetic playing fields at Lionel Watts Reserve (construction 2018/19)
- Upgrade to Warriewood Rugby Park clubhouse (\$0.5 m).



\$10.8 m – Village and Town Centres

2017/18 Investments Include:

- Dee Why
 - Streetscape upgrades Pittwater Rd, Howard Ave and Oaks Ave
 - Redman Rd Plaza
- Balgowlah Plaza - paving, lighting, seating and upgrade of landscaping
- Manly laneways



\$5 m - Public Amenities Work

2017/18 Investments Include:

- Rebuild facilities in Marine Parade in Manly
- New facilities at Church Point and Collaroy Beach
- Other improvements at sports fields and reserves



\$4.05m - Playgrounds

2017/18 Investments Include:

New inclusive and accessible playgrounds:

- Manly Dam
- Lionel Watts Reserve Frenchs Forest

Upgrades to playgrounds:

- Berry Reserve Narrabeen
- Allambie Oval Playground
- Parkes Road, Collaroy
- Plus 12 other sites



\$2.75m - Community Centres

2017/18 Investments Include:

- Moving ahead with a new Community Centre in Warriewood Valley
- Refurbishment of Avalon Community Centre (\$0.38m)
- Improvements to Beacon Hill Community Centres (\$0.88m)



\$12.4m - Active Travel

2017/18 Investments Include:

- Improvements to footpaths and cycleways
- Significant progress on the Manly to Palm Beach pathway,
- New footpaths/cycleway in Warriewood Valley
- Boardwalk in Little Manly
- Church Point boardwalk extension
- Widening of the Narrabeen Lagoon trail adjacent to Wakehurst Parkway.



\$7.7m – Car Parking Infrastructure

2017/18 Investments Include:

- \$5.7 million will be invested completing the road re-alignment, boardwalk and new car parking infrastructure at Church Point.
- \$2 million allocated across the region on car parking infrastructure and renewal, including working towards a consistent user experience



\$1.8m - Improving Waterway Access

2017/18 Investments Include:

- Church Point wharf
- Currawong wharf
- Mackerel Beach wharf
- Dinghy storage improvements



\$21.6m - Road Infrastructure

2017/18 Investments Include:

- Invest in improving quality, connectivity, and traffic flow
- Warriewood Valley will see the completion of significant improvements to McPherson Street, including a bridge and culvert to mitigate the impacts of flooding and traffic
- Scotland Island - drainage and road improvements
- \$6.5m for road surface re-sheeting across the region



Foreshore Assets

2017/18 Investments Include:

- Rebuild and Renew Surf Life Saving Club Infrastructure at Mona Vale and Long Reef over the next four years
- Improve safety and accessibility of Surf life saving facilities -- over \$1m
- Maintain Rock pools with \$1.1m



COMMUNITY ENGAGEMENT

Michael McDermid

Executive Manager, Corporate Strategy & Planning

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User Charges & Fees

- Set in accordance with Council's Pricing Policy
- Revenues overall have not increased
- Harmonise majority of fees across the LGA - where possible
- Increased in line with inflation where appropriate (1.9%)

Merger Saving Fund

Administrator's Minute – Proposed new programs

- Arts and Culture
 - \$0.5m pa for four years for public art along the coastal walkway commissioned from local artists (where possible)
 - \$1million for a creative arts space in Avalon/Newport
- Youth Program
- Community Events Program
- Environment Program
- Announced at the 27 June Council meeting
- What are your thoughts on the above priorities?

Initiatives to be identified by the Administrator in consultation with Strategic Reference Groups

Submissions – Close 4 June 2017

More information

- Online yoursay.northernbeaches.nsw.gov.au
- Customer Service Centres (Avalon, Dee Why, Manly and Mona Vale)
- Council libraries

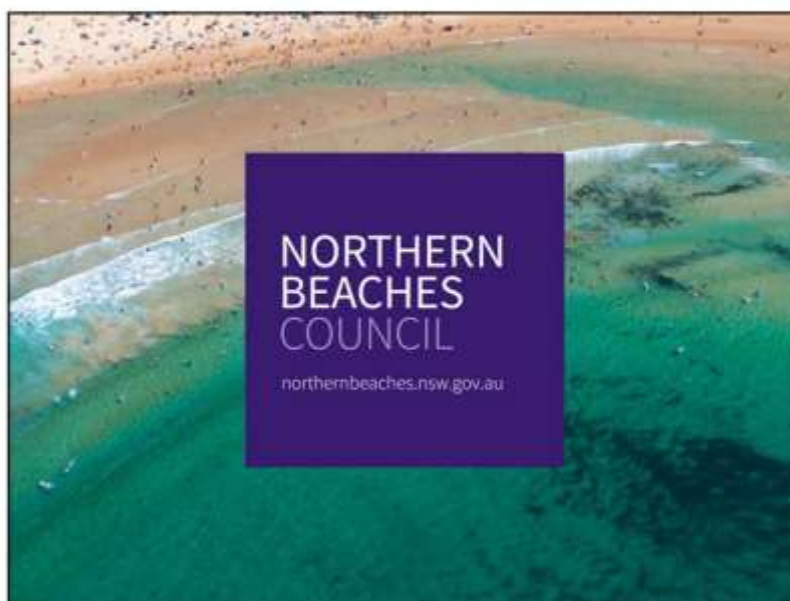
Make a Submissions

- Online yoursay.northernbeaches.nsw.gov.au
- Council@northernbeaches.nsw.gov.au

All Submissions will be reported to Council on 27 June 2017







SRG Update May 2017

Background

- Engage with key community representatives on CSP and strategic matters, during its transition phase.
- The formation of the 11 SRGs was approved by Council on 9 August 2016
- 11 SRGs established in September 2016 for the interim period
- The SRGs were aligned to the three theme areas of the Local Representation Committees (LRC)
- 472 community applications
- 170 community members selected along with IAG and LRC members

| Environment (3) | Social (5) | Economic(3) |
|-----------------------------|-------------------------|----------------------|
| Natural Environment | Art, Culture & Heritage | Affordable Housing |
| Sustainable Transport | Community Safety | Economic Development |
| Waste & Recovery Management | Inclusive Communities | Place Making |
| | Open Space & Recreation | |
| | Youth | |

| LRC | Strategic Reference Group | Chair and LRC members |
|-----------------|-------------------------------------|---|
| Economic LRC | 1. Affordable Housing | Michael Regan Ian White |
| | 2. Economic Development and Tourism | Jose Menano Pires Michael Regan Sue Heins |
| | 3. Place Making | Kyle Ferguson Candy Bingham Awn La Surf |
| Environment LRC | 4. Natural Environment | Alex McTaggart Wayne Gobert |
| | 5. Waste and Recovery Management | Cathy Griffin Barbara And Pat Daley |
| | 6. Sustainable Transport | Cathy Griffin |
| Social LRC | 7. Art, Culture and Heritage | Michael Regan Julie Hagarty Hugh Burns |
| | 8. Community Safety | Jean Hay Steve Pickering |
| | 9. Inclusive Communities | Alex McTaggart Kay Miller Vanessa Moskal |
| | 10. Open Space and Recreation | Jean Hay Duncan Kerr Bibi Giltman |
| | 11. Youth | Kyle Ferguson Roslyn Harrison |



| SRG | Environment Topics | Meetings | Outcomes |
|--|--|----------------|--|
| Natural Environment | CSP: Vision, issues, opportunities - workshop | 28 September | |
| | CSP priorities - workshop - SRG Role - LGA profile | 27 October | CSP input to Vision, Issues and Directions Papers |
| | CSP strategies - draft District Plan; update on Connecting the Northern Beaches; Develop SRG Directions Paper - Workshop | 9 February | |
| | CSP update; Develop SRG Directions Paper - Workshop | 6 April | SRG Directions Paper on Natural Environment |
| | Finalise SRG Directions Paper | 15 June | |
| Waste & Recovery Management | CSP: Vision, issues, opportunities - workshop | 28 September | CSP input to Vision, Issues and Directions Papers |
| | CSP priorities - workshop - SRG Role - LGA profile | 3 November | |
| | CSP strategies: Kiriaki update | 16 February | SRG Waste Strategy Framework |
| | Foundations for a new Waste Strategy - workshop | | |
| | Extra meeting - discuss Plastic Free July education | March TBC | |
| | CSP update: Workshop on waste vision & mission; Waste Strategy framework - overview & feedback | 20 April | Input to managing single-use plastics and bulky goods |
| | Refine Framework; Bulky goods update | 22 June | |
| Sustainable Transport | CSP: Vision, issues, opportunities - workshop | 28 September | CSP input to Vision, Issues and Directions Papers |
| | CSP priorities - workshop - SRG Role - LGA profile | 30 November | |
| | CSP strategies: Updates on: B-line, Hospital roadworks, Connecting Northern Beaches; Workshop on Active and Sustainable Transport Strategy | 23 February | Proactive challenge & input to develop Council's Active and Sustainable Transport Strategy |
| | CSP update: Workshop - Active & Sustainable Transport Strategy; update on Government's Northern Beaches Tunnel Proposal | 27 April | Feedback on Govt projects: B-line, Hospital roadworks, Northern Beaches Tunnel |
| | Finalise input to Northern Beaches Active and Sustainable Transport Strategy | 20 June | |
| | | | |

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| SRG | Economic Topics | Meetings | Outcomes |
|-----------------------------|--|--------------|--|
| Economic Development | CSP: Vision, issues, opportunities - workshop | 28 September | CSP input to Vision, Issues and Directions Papers |
| | CSP priorities - workshop - SRG Role - LGA profile | 3 November | |
| | CSP strategies: Workshop: Economic development, business needs & opportunities | 16 February | SRG Directions Paper on Economic Development |
| | CSP update: Develop SRG Directions Paper - Workshop | 20 April | |
| | Refine SRG Directions Paper | 22 June | |
| Affordable Housing | CSP: Vision, issues, opportunities - workshop | 28 September | CSP input to Vision, Issues and Directions Papers |
| | CSP priorities - workshop - SRG Role - LGA profile | 27 October | |
| | CSP strategies: Draft District Plan targets; Affordable Housing: draft Policy workshop | 9 February | Affordable Housing Policy and Action Plan |
| | Extra workshop - Draft Affordable Housing Policy | 23 February | |
| | CSP update: Draft Policy discussion; Structure Plan updates - Frenchs Forest, Ingleside; Response to draft District Plan | 6 April | Considerations for two Structure Plans & a future Housing Strategy |
| | Housing diversity for a future Housing Strategy | 15 June | |
| | | | |
| Place Making | CSP: Vision, issues, opportunities - workshop | 28 September | CSP input to Vision, Issues and Directions Papers |
| | CSP priorities - workshop - SRG Role - LGA profile | 10 November | |
| | CSP strategies: Place Making Framework - workshop | 22 February | Input to Place Making Framework |
| | CSP update: Council structure update; Place Planning overview; draft Place Making Framework - workshop | 1 May | |
| | Refine Framework/ model | 28 June | Input to Model for community engagement for a Place Plan |
| | | | |

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| SRG | Social Topics | Meetings | Outcomes |
|------------------------------------|---|--------------|--|
| Open Space & Recreation | CSP: Vision, issues, opportunities - workshop | 28 September | CSP input to Vision, Issues and Directions Papers |
| | CSP priorities - workshop - SRG Role - LGA profile; Sportground Strategy & golf course review | 3 November | |
| | CSP strategies: Workshops on: Sportground Strategy Discussion Paper; Recreation Planning Framework | 16 February | SRG draft Recreation Planning Framework |
| | CSP update: Workshops on: Sports ground Strategy; Connecting all through play; Connecting through cycling & walking | 20 April | |
| | Priorities for recreation planning - workshop | 22 June | Input to Sportground Strategy |
| | | | |
| Youth | CSP: Vision, issues, opportunities - workshop | 28 September | CSP input to Vision, Issues and Directions Papers |
| | CSP priorities - workshop - SRG Role - LGA profile | 9 November | |
| | CSP strategies: Youth and recreation: Homelessness and affordability; Connecting the Northern Beaches - update | 9 February | SRG Discussion paper - Youth |
| | CSP update: Youth and Transport - discussion; Develop Youth SRG Discussion paper | 27 April | |
| | Refine Youth SRG Discussion Paper | 15 June | Feedback on recreation, homelessness, affordability, transport |
| | | | |
| Inclusive Communities | CSP: Vision, issues, opportunities - workshop | 28 September | CSP input to Vision, Issues and Directions Papers |
| | CSP priorities - workshop - SRG Role - LGA profile | 3 November | |
| | CSP strategies: NDIS update: Aged care reforms; Connecting the Northern Beaches & Through Play - update | 16 February | SRG Discussion Paper on Inclusive Communities |
| | CSP update: DWP update: Multicultural issues; developing a SRG Discussion Paper - workshop | 20 April | |
| | Refine SRG Discussion Paper | 22 June | Feedback on: multicultural issues, NDIS and aged care reforms, Stronger Communities projects |
| | | | |

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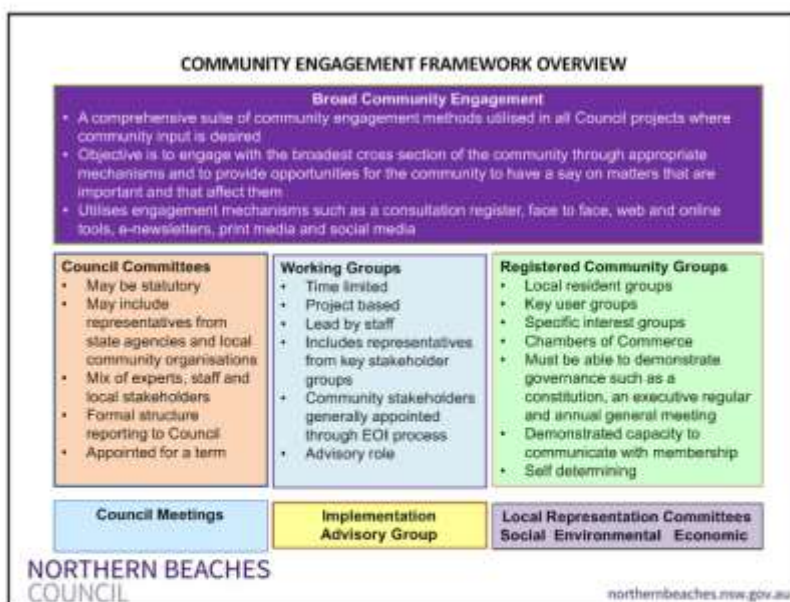
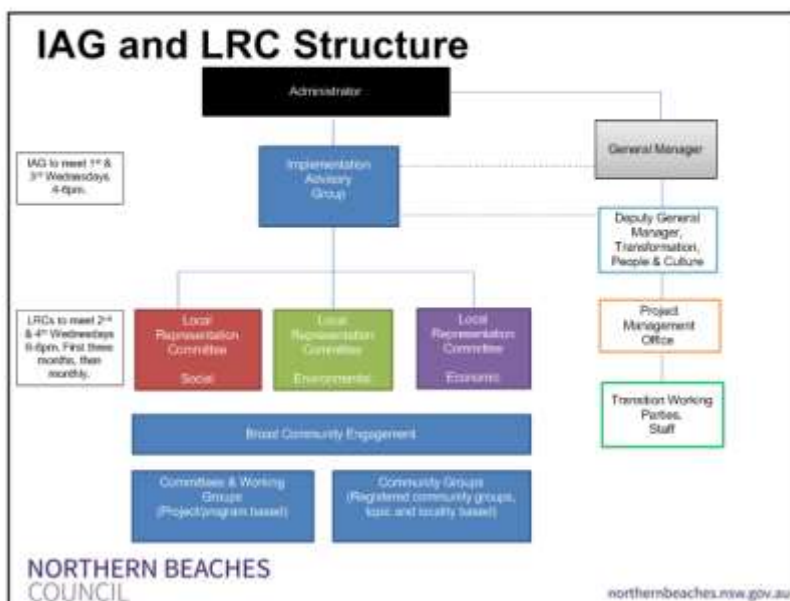
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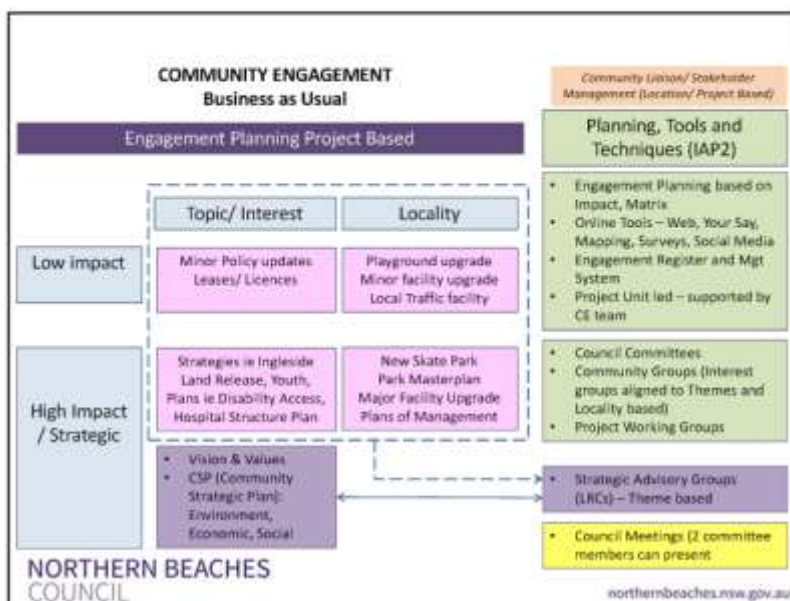
| SRG | Social Topics | Meetings | Outcomes |
|------------------------------------|---|----------------|---|
| Art, Culture & Heritage | CSP: Vision, issues, opportunities - workshop | 28 September | CSP Input to Vision, Issues and Directions Papers |
| | CSP priorities - workshop; SRG Role; LGA profile; Sportground Strategy & golf course review | 10 November | |
| | CSP strategies; Workshop: Mapping of non-council art, cultural and heritage assets | 23 February | SRG Directions Paper on Art Culture Heritage |
| | Extra workshop - art culture & heritage project ideas | 14 March | Ideas for project priorities and Budget |
| | CSP update; draft Heritage Strategy update; SRG ideas and workshop on SRG Directions Paper | 27 April | Input to a draft Heritage Strategy |
| | Extra workshop TBC | Early June | |
| | Refine SRG Directions Paper | 29 June | |
| Community Safety | CSP: Vision, issues, opportunities - workshop | 28 September | CSP Input to Vision, Issues and Directions Papers |
| | CSP priorities - workshop; SRG Role; LGA profile | 27 October | |
| | CSP strategies; Crime statistics update; Shared use of public space - Workshop | 9 February | SRG Directions Paper on Community Safety |
| | CSP update; Workshop: Develop a Community Safety SRG Directions Paper | 6 April | Proposal for Community Safety Operational Committee |
| | Refine SRG Directions Paper | 15 June | |

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NOTES

EXTRAORDINARY LOCAL REPRESENTATION COMMITTEES MEETING

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

WEDNESDAY 31 MAY 2017

northernbeaches.nsw.gov.au

**Notes of the Extraordinary Local Representation Committees Meeting
held on Wednesday 31 May 2017
in the Council Chambers, Civic Centre, Dee Why
Commencing at 5:03pm**

ATTENDANCE:

Dick Persson, AM Administrator *(left the meeting at 6:30pm)*

Members

Social Local Representation Committee

Jean Hay, AM (Chairperson)
Bob Giltinan
Kay Millar
Vanessa Moskal
Duncan Kerr
Alex McTaggart

Economic Local Representation Committee

Michael Regan (Chairperson)
Roslyn Harrison
Sue Heins
Candy Bingham
Jose Menano-Pires *(left the meeting at 7:03pm)*

Environment Local Representation Committee

Kylie Ferguson (Chairperson)
Pat Daley *(left the meeting at 6:57pm)*
Cathy Griffin
Ian White
Julie Hegarty *(left the meeting at 6:53pm)*
Hugh Burns

Council Officers

| | |
|------------------|--|
| Mark Ferguson | Chief Executive Officer <i>(left the meeting at 5:17pm)</i> |
| Helen Lever | General Manager Customer & Corporate |
| Ben Taylor | General Manager Environment & Infrastructure |
| Kate Lewis | Executive Manager Community Engagement (Operations) |
| Graham Middleton | Executive Manager Communications & Engagement (Strategic) |
| Michael McDermid | Executive Manager Corporate Strategy & Planning (Operations) |
| Mette Kirk | Senior Corporate Planner |
| Nicole Silburn | Project Coordinator |
| Melissa Lee | Governance (Notes) |
| Jasmine Evans | Governance (Notes) |

COMBINED LRC SESSION

1.0 WELCOME AND INTRODUCTIONS

1.1 ACKNOWLEDGEMENT OF COUNTRY – JEAN HAY AM

DISCUSSION

Jean Hay AM, gave an acknowledgement of Country.

1.2 APOLOGIES – HELEN LEVER

DISCUSSION

That apologies for non-attendance be received from Steve Pickering, Wayne Gobert, Alan Le Surf and Barbara Aird be noted.

2.0 AGENDA ITEMS

2.1 CEO'S UPDATE – MARK FERGUSON

DISCUSSION

Mark Ferguson provided an update in relation to the following topics:

Staffing update - Level 3 appointments

The recruitment round for Level 3 positions has now been finalised. There were 3 positions that were not filled during the recruitment process and these positions will be advertised externally. The 3 positions being advertised externally are Executive Manager Customer Service, Executive Manager Human Resources and Executive Manager Community, Arts & Culture. Council has now started recruitment for Level 4 positions. There are approximately 60 Level 4 positions being advertised internally. Applications will close next week.

NOTE Cathy Griffin asked if the committee could receive a list of the successful Level 3 Executive Managers.

Action: Council will provide a list of the new appointments to Committee Members by email.

Kay Millar wished to acknowledged the staff that were unsuccessful through the process and their work to date. The committee congratulated the successful candidates on their new appointments.

Northern Beaches Council's Draft Operational Plan

Council has conducted 5 workshops for the Operational Plan. The results have been quite positive and a report to Council will be provided shortly.

Whistler Street

An update on negotiations relating to the Whistler Street Carpark will be reported to Council at the June meeting.

2.2 IDENTITY CREATIVE - PRESENTATION

DISCUSSION

Graham Middleton introduced the Identity Creative Project. Sandy Belford and Darren Swaine from Principals presented concepts for the new Northern Beaches Council brand identity. The committee was reminded that the material being presented is confidential at this stage.

The committee was presented with 2 potential concepts, including a summary of the community feedback received so far. Members discussed and compared the ideas from the presentation, and also completed score sheets to rate and provide feedback for the concepts.

2.3 ADMINISTRATOR'S UPDATE – DICK PERSSON AM

DISCUSSION

Dick Persson AM briefed the committee on the following two items from the Ordinary Council Meeting of the previous night (30 May 2017):

- Tick Research Grant
- The Draft Sportsgrounds Strategy

Kay Millar commented that she thought Mr Persson's decision regarding the Warringah Golf Course and sporting grounds shortage was a mature, elegant solution.

Mr Persson discussed the Local Government elections that will be held in 4 months' time. He commented on integration of the 3 former Councils and the strong leadership group within the new organisation. He believes he will be handing over an organisation that is fully functioning to the newly elected Council. He congratulated the LRC committee members for working collaboratively productively over the Administration period.

2.4 COMMUNITY STRATEGIC PLAN (CSP) STAGE 2 ENGAGEMENT

DISCUSSION

Michael McDermid and Mette Kirk ran a presentation on the proposed changes to the draft Community Strategic Plan (CSP). An overview of the draft changes to CSP framework was also circulated to the committee.

Key points:

- High level of feedback was received
- Generally people were confident in program
- Satisfaction with Vision
- Draft CSP will go to Council 27 June 2017
- There will be an extended exhibition period for the CSP of July – November 2017.

On behalf of the committee, Hugh Burns thanked Michael McDermid and his team for their hard work in developing the CSP.

NORTHERN BEACHES
COUNCIL

NOTES OF EXTRAORDINARY LOCAL REPRESENTATION
COMMITTEES MEETING

31 MAY 2017

The meeting concluded at 7:05pm

This is the final page of the Minutes comprising 5 pages
numbered 1 to 5 of the Extraordinary Local Representation Committees
meeting held on Wednesday 31 May 2017 and confirmed on Wednesday 21 June 2017

FINAL WEST NEWPORT PARKING DEMAND MANAGEMENT STRATEGY

Final for adoption by council

Strategy One

On street user allocation and review time restrictions

1.1 Consider the needs and priorities of the various user groups to create a safe environment, improve kerbside road efficiency and support amenity in residential areas whilst fostering a vibrant environment in the retail and commercial hubs and ensure that the aged and disabled members of the community are not disadvantaged.

1.2 The closer the parking supply to the retail/commercial hub, the shorter the time restrictions.

1.3 Where occupancy levels exceed 85% on a consistent basis, implement a change in time restrictions to manage demand.

Area 1: Queens Parade car park (57 spaces + 2 disabled)



| Existing Parking Conditions | Proposed Changes to Parking Conditions |
|--|---|
| Row 1: 11 parking spaces <ul style="list-style-type: none"> Two x disabled parking spaces Nine x P30 (30 minute) - 8.30am - 8pm Monday to Friday - 8.30am – 12.30pm Saturday and Sunday | <ul style="list-style-type: none"> Nine x P15 (15 minute) - 8.30am - 8pm Monday to Sunday |

| | |
|---|---|
| Row 2: 18 parking spaces <ul style="list-style-type: none"> • 2P (two hour) <ul style="list-style-type: none"> - 8.30am - 6pm Monday to Friday - 2P 8.30am – 12.30pm Saturday and Sunday | 18 parking spaces <ul style="list-style-type: none"> • 1P (one hour parking) <ul style="list-style-type: none"> - 8.30am - 8pm Monday to Saturday • 4P (4 hour) <ul style="list-style-type: none"> - 8.30am - 8pm Sunday and Public Holidays |
| Row 3 24 parking spaces <ul style="list-style-type: none"> • Unrestricted parking | 24 parking spaces <ul style="list-style-type: none"> • 2P (two hour parking) <ul style="list-style-type: none"> - 8.30am-8pm Monday to Saturday. • 4P (4 hour parking) <ul style="list-style-type: none"> - 8.30am – 8pm Sunday and Public Holidays |
| Row 4 (parallel parking) Six (6) parking spaces <ul style="list-style-type: none"> • Unrestricted parking | Six (6) parking spaces <ul style="list-style-type: none"> • 2P (two hour parking) <ul style="list-style-type: none"> - 8.30am-8pm Monday to Saturday. • 4P (4 hour parking) <ul style="list-style-type: none"> - 8.30am-8pm Sunday and Public Holidays |
| Row 5 – Parking outside Newport Kindy Three (3) parallel parking spaces <ul style="list-style-type: none"> • P10 (ten minute parking) <ul style="list-style-type: none"> - 7.30am – 9.30am Monday to Friday - 2.30pm – 6.30pm Monday to Friday - 6pm – 11.30pm Saturday (Pyjama Club no longer in operation) | Row 5 – Parking outside Newport Kindy Three (3) parallel parking spaces <ul style="list-style-type: none"> • P10 (ten minute parking) <ul style="list-style-type: none"> - 7.00am – 8pm Monday to Sunday |

Area 2: Queens Parade - between Kalinya Street and ferry wharf (41 spaces)



| Existing Parking Conditions | Proposed Changes to Parking Conditions |
|--|---|
| 2.a 15 x 90° parking spaces south side (outside The Newport) <ul style="list-style-type: none"> Unrestricted parking | 2.a – 15 x 90° parking spaces south side (outside The Newport) <ul style="list-style-type: none"> Unrestricted parking Monday to Friday 4P (4 hour parking) 8.30am – 6pm Saturday, Sunday and Public Holidays |
| 2.b 8 x parallel parking south side <ul style="list-style-type: none"> Unrestricted parking | 2.b 8 x parallel parking south side <ul style="list-style-type: none"> Unrestricted parking Monday to Friday 4P (4 hour parking) 8.30am – 6pm Saturday, Sunday and Public Holidays |
| 2.c 8 x parallel parking north side (outside Newport Mirage) <ul style="list-style-type: none"> Unrestricted parking | 2.c 8 x parallel parking north side (outside Mirage) <ul style="list-style-type: none"> Unrestricted parking Monday to Friday 4P (4 hour parking) 8.30am – 6pm Saturday, Sunday and Public Holidays |
| 2.d 10 Ten (10) x 90° parking spaces (north side outside Newport Mirage) <ul style="list-style-type: none"> Unrestricted parking | 2.d 10 (Ten) x 90° parking spaces (north side outside The Mirage) <ul style="list-style-type: none"> Unrestricted parking Monday to Friday 4P (4 hour parking) 8.30am – 6pm Saturday, Sunday and Public Holidays |

Area 3: Kalinya Street (36 spaces)



| Existing Parking Conditions | Proposed Changes to Parking Conditions |
|---|--|
| <p>3.a 6 x parallel parking spaces (outside The Newport)</p> <ul style="list-style-type: none"> Unrestricted parking Bus Zone 7pm-7am Friday, Saturday and Sunday <p>Note: The Newport has a Traffic Committee approved Taxi Zone which will operate Friday, Saturday and Sunday between 7pm – 7am. Conditions of approval state that The Newport is to upgrade the pedestrian crossing with a kerb blister to provide for 26m of parking area for Taxi zone.</p> | <p>3.a 3 x parallel parking spaces (outside The Newport)</p> <ul style="list-style-type: none"> 1P (one hour parking) Everyday 8.30am – 6pm No Parking Everyday 6pm to 12am (midnight) <p>Note: No Stopping to be extended west side of Kalinya Street on north approach as per RMS requirements for 20m on approach to a pedestrian crossing (until kerb blister works). Loss of three (3) car parking spaces) Taxi Zone hours of operation to be reviewed with local businesses.</p> |
| <p>3.b 15 x parallel parking spaces west side between Queens Parade and Gladstone Street</p> <ul style="list-style-type: none"> Three (3) x 1P (one hour) 8.30am – 6pm everyday Remainder unrestricted parking | <p>3.b 15 x parallel parking spaces west side between Queens Parade and Gladstone Street</p> <ul style="list-style-type: none"> 2P (two hour parking) Monday to Friday 8.30am-6pm. 4P (four hour parking) Saturday, Sunday and Public Holidays 8.30am – 6pm Relocation of bus zone through Traffic Committee process |
| <p>3.c 5 x parallel and 13 x 90° parking spaces east side between Queens Parade and Gladstone Street</p> <ul style="list-style-type: none"> Unrestricted parking | <p>3.c 5 x parallel and 13 x 90° parking spaces east side between Queens Parade and Gladstone Street</p> <ul style="list-style-type: none"> 2P (two hour parking) Monday to Friday 8.30am-6pm 4P (four hour parking) Saturday, Sunday and Public Holidays 8.30am – 6pm |

Area 4: Beaconsfield Street



| Existing Parking Conditions | Proposed Changes to Parking Conditions |
|--|---|
| 4.a Five (5) x parallel parking spaces (outside shops) <ul style="list-style-type: none"> • 2P (two hour parking) – 8.30am – 6pm everyday | Five (5) x parallel parking spaces (outside shops) <ul style="list-style-type: none"> • 1P (one hour parking) 8.30am – 6pm everyday |

STRATEGY TWO

Signage and wayfinding initiatives

2.1 Council to investigate opportunities to improve the awareness of available car parking areas by providing a parking signage and wayfinder plan for public and private car parks in the area:

- Queens Parade car park
- The Newport car park
- Trafalgar Park

2.2 Council to work in partnership with the larger business operators to develop initiatives to raise awareness of private and public car parking availability to customers, in particular at peak periods.

2.3 Council and business operators to promote car parking in the area through a variety of methods, such as social media, Northern Beaches Council website and print media.

STRATEGY THREE

Enforcement

- 3.1 Adopt more efficient methods to ensure that time restrictions are complied with to maximise turnover of spaces. The selected methodologies and policies are to be applied consistently across all streets and car parks.
- 3.2 Continue to work with Rangers and Parking Officers to monitor parking and enforcement complaints and issues in the area.
- 3.3 Monitor parking time restrictions in the area to determine effectiveness.
- 3.4 Replace and upgrade faded and damaged regulatory signs within the study area.

STRATEGY FOUR

Encourage more active and sustainable trips

- 4.1 Reduce car dependency particularly for local trips by providing incentives to use alternative modes of transport.
- 4.2 Council to work in partnership with the larger business operators in the area to develop initiatives to raise awareness of alternative modes of transport, such as private buses, public buses, Taxi and Uber services.
- 4.4 Increase supply of bicycle parking.
- 4.5 Encourage larger employers, including Newport Public School, Naked Wines, The Newport, and Newport Metro Mirage Hotel, to promote public transport, car-pooling, walking and cycling to employees.
- 4.6 Promote walking and cycling network to employee's, local residents, customers and visitors through a variety of methods, such as such as social media, Northern Beaches Council website, local business operator websites and print media.
- 4.7 Council to promote the courtesy bus provided by The Newport through social media and Northern Beaches Council website.

STRATEGY FIVE

Increase supply

- 5.1 Develop an overflow parking plan for main events and peak periods to better manage parking demand.
- 5.2 Engage with owners of privately owned parking areas which may be available to meet peak demand.
- 5.3 Possible reinstatement of six (6) parking spaces to the area, five (5) in Kalinya Street and one (1) in Queens Parade car park through the construction of apartments at 7 Kalinya Street (DA N0486/16).
- 5.4 Upgrade and formalise 90° parking outside The Newport with new surface and line marking to gain an additional three (3) parking spaces.
- 5.5 Investigate areas to provide motorcycle parking (note that this will result in the loss of car parking spaces).
- 5.6 Consideration of the provision of angled parking in Stuart Street (between (Queens Parade and Gladstone Street).

STRATEGY SIX

Technology policy

Implement technology solutions to improve the efficiency of parking management (subject to cost/benefit analysis).

- 6.1 Undergo review of technology options available to better manage and enforce the identified issues.

STRATEGY SEVEN

Maintain pedestrian, cyclist and traffic safety for road users at all times

- 7.1 Liaise with The Newport regarding construction of the kerb blister and operational requirements relating to Traffic Committee approved Taxi Zone.
- 7.2 Ensure a safe and accessible environment for pedestrians and cyclists.
- 7.3 Implement No Stopping yellow line marking on the North West corner of Queens Parade west and Kalinya Street.
- 7.4 Work with Roads and Maritime Services (RMS) to implement a 40km High Pedestrian Activity Area on Kalinya Street.
- 7.5 Continued enforcement of local streets in the area to maintain safety by enforcing road rules.

West Newport Parking Demand Management Strategy Community Engagement Summary

STAGE ONE

October – December 2016

Background

In early 2016, following a preliminary parking study and community feedback on the high demand for parking in some of the streets in Newport, we made changes to parking conditions and put in place a number of 30 (P30) minute and 2 hour (2P) parking restrictions in the Queens Parade West Car Park.

These changes have provided short term and high turnover parking spaces to support local businesses.

The current parking demand study is a continuation of this earlier work with a broader study area including:

- Queens Parade West Car Park
- Trafalgar Park Car Park
- Beaconsfield Street (up to Newport Primary School)
- Kalinya Street
- Queens Parade West (up to Newport Primary School)

These studies have assisted in developing Newport Parking Demand Management Strategy (NPDMS) in 2017.

Introduction

Over the past six months Northern Beaches Council has carried out a number of engagement activities with our community in relation to parking demands and challenges in Newport. During the engagement period we heard from over 250 residents and local businesses through the survey and listening posts.

The feedback gathered from our community, coupled with information from traffic consultants Parking & Traffic, engaged to undertake a parking occupancy and turnover analysis, has provided a better understanding of parking in the area.

This information will inform and guide the development and changes to parking conditions for the next stage of community engagement in 2017.

Study Area



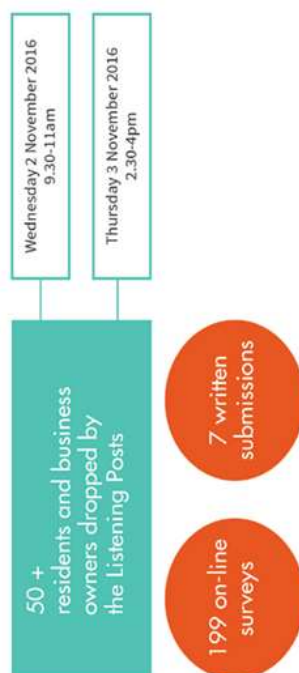
Community Engagement

To ensure we reached the relevant and directly affected members of the community in relation to the Newport Parking Demand Management Study, we applied a wide range of engagement techniques and methods to understand their needs and hear their views.

Engagement activity:

- Two Listening Posts:
 - Wednesday 2 November and Thursday 3 November 2016
- An online survey
- Communication with the Newport Residents Association

- Providing written communication via letterbox drop to households in Beaconsfield Street, Kalinya Street, Queens Parade and Gladstone Street Newport.
- Conducting on-site visits from Council's project team with local businesses in the area
- Public Notices published in the Manly Daily on Saturdays:
22 October; 29 October and 5 November 2016.
- Editorial on the NPDMS appeared in the November edition of Pittwater Life magazine,
- Project information sent electronically to The Newport, Metro Mirage Newport Hotel and Newport Primary School
- Providing information on the study for inclusion in the Newport Public School newsletter.



Newport Parking Demand Management Survey General summary

A total of 199 responses were received between 19 October 2016 and 17 November 2016. The survey was conducted online and advertised through a letter box drop, Council's Have Your Say website, Manly Daily Council News Page and social media.

Feedback from the survey has been used to develop the final strategies detailed in the draft Newport Parking Demand Management Strategy.

A comprehensive summary of feedback obtained through the below listed engagement activity has been included on the following pages for reference.

Stage Two

Community Engagement – Public Exhibition Period Summary of responses received between 2 March 2017 and 29 March 2017

| Comment | Submission Comments |
|---------|---|
| 1. | Thank you for your very comprehensive West Newport Parking Demand Strategy. It is a most professional forensic and dedicated approach to the problem. The recommendations are excellent and we fully support them. We look forward to the changes being adopted and again thank everyone involved in the study and to make these changes possible. |
| 2. | We are residents of the area affected by the proposed parking changes and fully support the current proposed changes. |
| 3. | To whom it may concern, I just want to email you to let you know I support the proposal before council regarding the parking at Newport (Kalinya St and Queens Pde and surrounding areas) We believe that the proposal is fair and equitable and will address all the needs of the local community and local shops. Again, we fully support this plan and we thank the council and everyone involved in getting this study done. We look forward to seeing the suggestions adopted. |
| 4. | We would very much like to thank you for the comprehensive study and work done in addressing the parking issues affecting the local community. We support the current proposal before council and believe this is the perfect solution to solve the parking issues on a long term basis. I believe there should also be more disabled/handicap spots in the 1 hour zone, flat area. Please keep the 15 mins zones proposed as that is a good enough time to access the shops. We look forward to the changes being adopted and again thank everyone involved in the study and to make these changes possible. |
| 5. | The 15 min parking is a complete waste of time in the Area 1 Zone. AND most importantly we NEED disabled parking close to the Café/shops to remain as currently in place. |
| 6. | We wish to thank council for the excellent work in community consultation and the preparation of this study. The only query we had with the strategy is that it appeared to be silent with regard to the short term 'Drop Off' zone located in front of the kindergarten. Following a discussion today with Michelle Carter from council today we are advised that this drop off zone will remain and may be extended to run all day with which we agree. |
| 7. | Subject to the above the Newport Residents Association agrees completely with the draft strategy. AREA 1 row 1 should be unchanged with 2 disabled and nine 30 minute parks 8.30 am to 8 pm Monday to Sunday. 15 mins too |

| Comment | Submission Comments |
|---------|--|
| | <p>short - even if I go to the shops to pick up takeaway or go to chemist 30 minutes is often required. Row 2 should be changed as suggested to 1 hour parking 830 to 8 mon to Saturday. And longer on Sundays and public holidays. Row 3 should be changed as suggested. Row 4 should remain unrestricted. AREA2 changes I don't have a strong opinion on but proposes changes seem sensible. AREA3 taxi zone hours should be only after 7pm at night. 1hour parking seems a good idea there. AREA4 this area should remain as 2 p parks as hairdresser and medical practice may take over 1 hour THE NEWPORT NEEDS TO PROVIDE BETTER SIGNAGE TO ITS EXISTING CARPARK SO THAT IT IS NOT UNDER-UTILISED AT THE EXPENSE OF STREET PARKING. THE NEWPORT WEBSITE IS CONFUSING AND SUGGESTS THAT THERE IS A CHARGE FOR PARKING. PATRONS OF THE NEWPORT SHOULD BE CLEARLY ADVISED ON ITS WEBSITE OF AVAILABLE FREE PARKING AT THE NEWPORT. ASIDE FROM MELBOURNE CUP DAY PARKING WAS NEVER A PROBLEM BEFORE THE NEWPORT OPENED AND THE OLD NEWPORT ARMS HAD A LARGE RESTAURANT AS WELL AS THE OUTSIDE AREAS. PARKING ZONES NEED TO BE ADEQUATELY POLICED BY RANGERS AND NOT JUST ON WEEKENDS</p> |
| 8. | <p>In Area 4 there are 9 cars paces. Our business needs:</p> <ol style="list-style-type: none"> 1. Short stays of 15 minutes parking till 8pm or 9 pm allowing local residents to drop in and pick up takeaway meals. 2. Home delivery business needs the Shopping Centre Access driveway to remain clear of parked cars at night as essential (Beaconsfield St). 3. The area needs more night parking spaces so that customers can park and dine in. These have gone now from Thursday through to Sunday. The parking needs genuine enforcement as this is a big problem |
| 9. | <p>We support the current proposal before council and believe this is the perfect solution to solve the parking issues on a long term basis. Thank you for taking the time to perform the study.</p> |
| 10. | <p>Whilst the various strategies address vital issues, they are essentially a painted lines and signs approach, however Strategy Four is no less than PC nonsense. Strategy Seven needs to continue, and address the traffic density and safety issue of Beaconsfield Street. The RMS should be given notice to upgrade the intersection of Beaconsfield Street and Barrenjoey Road to provide left turn lands north into Barrenjoey Road. The corner from Barrenjoey Road south into Beaconsfield Street, widening at road needed to provide easier turning for buses and trucks. It should also be recognised that the former council did not require the Merrivale development to provide additional parking (there is ample space at the south east of the property for multi-level parking). Any future DA should provide for this requirement as a matter of course.</p> |
| 11. | <p>As a resident of Beaconsfield Street I strongly support your recommended changes. Well done. The only other observation is the Newport car park entrance is dangerous when coming south along Kalinya Street, as it involves crossing the road on the bend where Kalinya Street and Beaconsfield Street meet , at a bus stop !</p> |
| 12. | <p>We wish to express our appreciation for the comprehensive study and the efforts put in to address the significant parking issues affecting our local community.</p> |

| Comment | Submission Comments |
|---------|---|
| | <p>We offer our support for the current proposal before council and agree that this is the perfect solution to solve the parking issues on a long term basis.</p> <p>Thank you to everyone who has been involved in the study to make these changes possible and we will look forward to the changes being adopted.</p> |
| 13. | <p>Thank you very much for the study and work you have undertaken regarding the parking issues affecting the local community at Kalinya St Newport since the change of ownership and subsequent rise in customer numbers at the Newport Hotel.</p> <p>I support the current proposal before council and believe this is a fair solution to the current parking issues on a long term basis especially for patients at the medical centre and the local businesses affected. Thank you to all involved for listening to the community and finding a solution.</p> |
| 14. | <p>We refer to the car parking proposal for Queens Pde West and Kalinya Street that is before council resulting from the recently conducted study. It is evident that a lot of work has gone into the study and we are very appreciative of that work. We fully support the current proposal which is before council which in our view is the best solution to the ongoing parking problems. We look forward to the adoption of the changes referred to in the report by the council.</p> |
| 15. | <p>Regarding the parking in Kalinya Street. With people parking there all day then catching a bus to work is stopped as that is the major problem with the parking as it affects all the people in business there.</p> |
| 16. | <p>Please keep the all day parking as is. Workers in the shopping centre are trapped between the school and a very busy pub. There will be nowhere for local employees to park if the all day parks are reduced even further.</p> |
| 17. | <p>In response to the Newport Parking Management Strategy I feel the 15 minute parking is not suitable at all. We need more 1 and 2 hour parking spaces and all day parking to remain for the local staff who work in the vicinity. Thank you.</p> |
| 18. | <p>15 minute parking a waste of time, do not need nine 30 minute spots no more than 4 needed, more 1hr -2hr parking & some all day parking needed or allocated parking for staff of local businesses.</p> |
| 19. | <p>As residents in the middle of the area, we are disappointed to see that parking for local residents appears to attract considerable "blame" for the parking conflicts, and indeed that we are the major group which will have to bear most of the impacts of what is being proposed. This is reinforced by one of Council's objectives of the study: Make on road parking options for local residents less attractive so they are encouraged to provide additional parking on private property.</p> <p>We do understand the parking problems and suffer from the congestion - on a warm summer's day finding any parking in our area is just impossible. We cannot have visitors on such days. From our viewpoint the parking issues stem from the attractions of The Newport and the local shops, not the local residents.</p> <p>Much is made in the study of the proposition that residents do not use their off-street parking effectively, without any recognition of the fact that it is not always possible to do this. For example if a home has a driveway sufficient for 3 cars to park off-road along the driveway, it will not always be possible to use all 3 vehicles to park there depending on what order the vehicles need to leave the home in the morning. The streets here are always busy so that trying to do a car shuffle to get the vehicles in the right order can be impossible. In our situation we do have sufficient off-road parking and make full use of this. But we do also at</p> |

| Comment | Submission Comments |
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| | <p>times have to get our vehicles onto the street if we are having work done on our property. This is often an all-day event. Currently we have to get up very early to move the cars out (before 6am) or we will not get a spot. For example, today we have glass being replaced and there are 2 trucks here with glass on board which needed access to our parking spots - thus our cars were out before 6am, and will be out until the job is completed this afternoon. Under the new arrangements, we would have to go out every couple of hours in the rain to move our 2 cars to a different area altogether....</p> <p>The proposed strategy would reduce the unrestricted parking spaces by one-third - a loss of 68 spaces on a weekday and 112 spaces on the weekend. This is by far the most significant strategy and the impacts will be felt almost entirely on local residents, who, according to Council's objective, will have to provide additional parking on their own land to compensate, or join the fight to find one of the fewer remaining spaces very early in the morning and probably at some distance from their homes. If we are to be encouraged to provide off-road spaces, which many residents (such as us) will find impossible because of the nature of their land, why does Council not propose some incentives to assist residents to create more parking spaces on their land? Why do we have to bear all the costs of this strategy which is tailored to benefit the local businesses?</p> <p>We are also disappointed that none of the recommended strategies deal with trailers/boats/caravans left on the streets on a full time basis. Although not great in number (we counted 8 in Queens Pde recently), surely this should be the first target to free up parking spaces.</p> <p>We also suggest that it may be wrong to assume that the construction of apartments at 7 Kalinya Street will result in no increased demand for unrestricted or overnight parking on-road. At best the units will each have 2 off-road spaces, but some residents will inevitably have 3 or more cars in their family. These will be looking for on-street parking.</p> <p>There are no proposals for Council or any other body to increase the supply of spaces (only residents). In Queens Pde, the nature strip is very wide and cars could be easily parked on this without impacting on pedestrian's traffic or other amenity. Council has a strict policy against parking on nature strips and we support that, but in some cases could this not be relaxed under Council guidelines to help a critical parking situation?</p> <p>There is also the problem of people living on their boats (we know of people living on their boats permanently at the marina at Queens Pde West) and parking their cars permanently on the street, or in "The Newport" car park. Surely if a marina offers permanent residency, it should be a mandatory requirement by Council to insist on an adequate number of parking spaces on site, as they do with any home.</p> |

| Submission Comments | |
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| 20. | State Transit Authority of NSW – Request for the existing bus zone in Kalinya Street to be relocated further north to the intersection on Kalinya Street Road and Gladstone Street to allow for the bus to improve the turning arc for drivers. This will also provide a road safety benefit as the bus will be able to draw fully within the zone. This will be consideration during the Traffic Committee process. |
| 21. | Northern Beaches Council Enforcement Team – Request for parking restrictions to apply during weekends to the parking spaces outside Newport Kindy. Also requested that Trafalgar Park car park have 4P restrictions on weekends. |

On-line community survey feedback submitted during Stage One can be viewed on the following pages.

ONLINE SURVEY FEEDBACK

| Theme | Community Comments | Council Response |
|----------------------------------|---|--|
| Boat and Trailer Parking | <ul style="list-style-type: none"> Trailers, boats and caravans are occupying valuable parking, thus robbing us of car spaces. Also restrictions on long term parking of boats and trailers. | <ul style="list-style-type: none"> Northern Beaches Council (former Pittwater LGA only) has entered into a trial with Office of Local Government to monitor boat and trailer parking. Information can be found at: http://www.olg.nsw.gov.au/boattrailers Any future parking restrictions in this area will prevent long term trailers and boats from parking here. |
| Time Restrictions in area | <ul style="list-style-type: none"> Less non-restricted parking but instead, include one or more two hour parking to cater for medical visits. 2 hours parking would be enough to get to Dr appointment or have a meal. Friday and Saturday nights potentially need parking limits introduced! There should not be all day parking. Limit the parking time in the area to 15mins, 1 hour and 2 hour slots. Ask The Newport to increase their parking onsite significantly or they should be encouraging out of area visitors to take public transport - there are buses outside the door. Put up some time limit signs. Shorter time permits around Hotel/Shops /Units etc. Timed parking should be implemented along Queens Parade West so that the 24/7 parking of caravans, boats, trailers, motorbikes and motorhomes is stopped. Perhaps the wide grass verge can be turned into additional parking places to accommodate the overflow of recreational vehicles! | <ul style="list-style-type: none"> These comments will be considered during the second stage of Community engagement on parking restrictions in the area early in 2017. |

| Theme | Community Comments | Council Response |
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| | <ul style="list-style-type: none"> • A lot of people using this area are visiting shops or medical/pharmacy premises and would not need longer than 1 hour generally. Problem is finding a space. • Timed parking should be implemented along Queens Parade West so that the 24/7 parking of caravans, boats, trailers, motorbikes and motorhomes is stopped. Perhaps the wide grass verge can be turned into additional parking places to accommodate the overflow of recreational vehicles. • 15 minute parking bays that are managed would be good. • Parking spots dedicated to the local shops/Dr's surgery which is off limits to patrons of The Newport. • Make three hour parking. • Parking should be limited to 1hr max which would enable customers to use the facilities and keep the customer turnaround running smoothly. • There is definitely a need for increased parking restrictions however I am concerned that tighter restrictions will push people parking for The Newport into streets beyond the study area, e.g. Crescent Road and further east along Beaconsfield Street. Study area need to be increased and/or consideration to the flow over effect of all day Arms parkers spilling out of the restricted parking area and into non restricted areas. Consideration must be given to this spill over effect by increasing the restricted parking areas and putting no parking signs on Crescent Road. • Need more timed parking to cater for patients and services in the area during 8.30am-5.00pm. • Changing parking/ adding more parking restrictions in this area will mean people will park in nearby streets causing issues for local residents with limited to no parking. I have onsite parking for myself yet my guests are finding it increasingly hard to find parking near my home namely because of restricted parking times in the study area. A lot of residents are already put out by the current parking times. • Shorter time limits on the short stretch of Beaconsfield Street in front of the shops would also be an advantage. We spend over 50 hours a week here and can see the parking availability getting worse and worse particularly between 11am and 3pm Monday-Friday and after 11am on Saturdays. | |

| Theme | Community Comments | Council Response |
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| | <ul style="list-style-type: none"> • Timed parking in nearby streets. • Reduce long-term parking by signage on centre of car park. • Needs to be much more short-term bays near the shops. This is the main problem; we cannot get parking near our shops. • Parking restrictions should support the local shops. • Due to increased parking pressure Kalinya street proper 3to 4 hr. • The parking in the Queens Parade car park near the shops needs to have more short stay spaces. • Minimum of 12 x 15 minute parking spots adjacent to Kalinya St shops. • Never going to be enough parking to satisfy everyone but more short-term parking Monday to Friday, if possible would be good. Restrictions should be put in place. • More 15min, 1 and 2 hour spots. The section of the bay that is currently unrestricted should be changed to 1-2hr spots. • More parking spaces required for the Kalinya Street shops. | |
| The Newport | <ul style="list-style-type: none"> • Some type of parking station needs to be built to accommodate all the extra people who attend The Newport. • More time restrictions to stop off-site pub parking. • Parking needs to be increased on site at The Newport. • Staff at The Newport park in and near this area, making it difficult for customers of that hotel and other shops and restaurants. Perhaps their staff could park on premises or well outside the area with shuttle provided by the hotel's shuttle bus. • The Newport should provide more car parking facilities for its patrons. Inevitably cars are parked almost to Barrenjoey Road, to the Reserve in Crescent Road and along Kalinya Street. • The Newport has caused parking problems. The Newport will also cause major boating problems if allowed to build the proposed 14 berth marina in the only and major channel to Pittwater from the residents south of The Newport. <p>This proposed marina is immediately opposite the popular sand spit that boating traffic must navigate around.</p> <p>Very little free water would be left available for boats to safely pass at low tide and in a westerly wind - the prevailing wind in that area.</p> <ul style="list-style-type: none"> • Ultimately, The Newport should provide more car parking on its own property and not | <ul style="list-style-type: none"> • Council will work with The Newport on strategies to address parking demand in the area. |

| Theme | Community Comments | Council Response |
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| | <p>be granted approval for the proposed marina which will also impact on the natural flora on the waterfront in front of The Newport- for so many other reasons, the proposed marina should be refused.</p> <ul style="list-style-type: none"> • More parking is needed now the hotel is operating. • Frequently hotel patrons over stay the time limits and park in disabled • The pub should provide their customers with sufficient parking. • The Newport has clearly created the parking problem. Staff are parking in back streets, outside of study area also, and it's a flow on effect. Princes Street Marina is now installing a boom gate to stop people parking on weekends. This Marina has been here for years without one so clearly the parking issue is actually further afield than just the study area. • At peak times, the popularity of "The Newport" makes it impossible for our visitors to find parking anywhere near here. • Encourage The Newport to incentivise their customers to use their underground car park. • The Merivale establishment is lovely but to say it is poorly planned is an understatement - I feel sorry for the residents and businesses in the area as it is absolute chaos. <p>There has been more than one occasion that I have tried to use a service in this area, including attending events at the pub itself, and just given up and gone elsewhere. Once we looked for a park for over 30 minutes and witnessed three separate road rage attacks as people fought over spaces.</p> <ul style="list-style-type: none"> • Hotel does not provide sufficient parking for number of diners (1000 seated) and will only get worse with upstairs dining area opening early next year. <p>Council should have insisted and enforced more onsite parking for size of venue. Owner shows no concern or interest in local resident's problems....god help us all this summer.</p> <ul style="list-style-type: none"> • The Newport hotel should cater for its own parking as it has always done over many years. • If The Newport had more parking it would alleviate the issues with the public parking area for the local shops. • The hotel does not need to take up long-term parking in the immediate vicinity of these essential services. • The Newport (Arms) causes most problems in the areathey should have more | |

| Theme | Community Comments | Council Response |
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| | <ul style="list-style-type: none"> spaces. Parking for hotel should be provided elsewhere, not everyone is a patron of the hotel. The hotel needs to be more responsible and supply more parking spaces for their customers. We as residents need to be able to park our cars and go home. I have had to park on the nature strip. I cannot afford a fine but I am not able to walk kilometres to get home. | |
| Small business impacts | <ul style="list-style-type: none"> We liked to eat out at Crocodile Smile but no longer do so because of parking issues. Main concern is the newsagent the chemist the doctor The cafe and lawn mower shop plus hairdresser who all look after the long term residents in the area. This is an important question and hopefully it will be solved once and for all. All the people who I mentioned need to be looked after it is a community and they are important. Loss of trade relating to no parking availability. | <ul style="list-style-type: none"> Further parking restrictions being considered in this area will support local businesses in this area and will potentially remove the existing all day parking in some areas. Council will engage with the community early 2017 on a draft strategy to manage parking in the area. |
| Newport Village (Barrenjoey Road) | <ul style="list-style-type: none"> This is NOT the major problem in Newport. The main shopping centre is now a huge problem. This is a SMALL area of Newport. The main problem is in central Newport. Streets are crowded because of the new flats. Most flats have 2-3 single people. You CANNOT get down the streets. The area you are looking at is a small part of Newport, created because of the new Newport pub. It's ALWAYS crazy on Spring/Summer. | <ul style="list-style-type: none"> Council acknowledges and notes the comments raised regarding the Newport Village. The parking study being currently being conducted does not cover the Newport Village. |
| Enforcement | <ul style="list-style-type: none"> Monitor increased parking demand due to 'The Newport' and changing demographic of apartment residents - and police illegal parking. Parking signs are seriously not adhered to. Much more monitoring by rangers is needed. The area requires more vigilant parking time checks - we notice some cars stay in 2 | <ul style="list-style-type: none"> Council conducts regular Enforcement Patrols of this area. Comments regarding non- |

| Theme | Community Comments | Council Response |
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| | <p>hour zones all day. This is fine at quiet times, but as parking gets busier with the summer visitors to the hotel, it is going to be an ongoing problem.</p> <ul style="list-style-type: none"> • Include Traffic Warden Surveillance area. • Cars parked in the parking area do not seem to move from their position in the required time limit. • We now have many cars parked illegally on weekends thanks to The Newport Hotel and its patrons. • More rangers policing the car park. • Restrictions need to be enforced. • Ensure that the rangers continually patrol the area. • Hi vis paint the tar outside Beaconsfield "local shops" so people maybe think twice about parking there for extended periods, e.g. going to the cafe, medical centre or hairdresser. These visitors should park in the car park back at Queens Parade or further up the street. • Speed zones enforced as buses are very dangerous. | <p>adherence to the timed parking restrictions is noted and we will work to increase patrols in the area.</p> |
| Speed Limits | <ul style="list-style-type: none"> • Speed zones enforced as buses are very dangerous. | <ul style="list-style-type: none"> • Comments have been noted. |
| Commuters | <ul style="list-style-type: none"> • Do away with one side parking on Beaconsfield St which restricts people parking there all day and catching buses into City. • Parking area should be used by people who are leaving their car there all day to catch a bus. • Bilgola residents park here to get the bus to the city - they should be directed to Newport Beach Park & Ride. • People park there all day to commute to work. | <ul style="list-style-type: none"> • Further parking restrictions being considered in this area will potentially remove existing all day parking in some areas. |
| Public Bus and Shuttle Buses | <ul style="list-style-type: none"> • New B-Line more parking spaces will be required. • Instead of providing parking, provide shuttle buses around the suburbs to decentralise parking. • Perhaps more public transport is needed to ferry people in and out of the area to reduce the congestion of parked cars. • A bus service to Bilgola Plateau and Clareville would help ...as would a reliable taxi! | <ul style="list-style-type: none"> • Council is not considering shuttle bus option at this stage. • Transport for NSW bus services L90 and other express buses run regularly through this area. • Information on the B-Line |

| Theme | Community Comments | Council Response |
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| Residential Parking Permits | <ul style="list-style-type: none"> If you provide restricted parking there should be no restrictions on the residents parking. Give residents full time parking permits. We firmly believe that "timed" parking for non-residents or some other method to keep the dangerous congestion from our streets. Local resident vehicles should have unrestricted parking. I frequently have to park outside your 'area of study' and walk back to my place but cannot carry my groceries that far, so they stay in the car and I bring them home bit by bit over the following few days. My family and friends don't visit much anymore as they can never get a street park daytime or evening, except Monday mornings when there are a few spaces. Resident permits would help. Parking stickers for residents in this area. Residents permits or allow residents and visitors to park off-road on owners' /rate payers driveways in peak usage times eg weekends. | <p>project is available at: www.b-line.transport.nsw.gov.au/</p> <ul style="list-style-type: none"> As the Study area does not meet the criteria set by Roads and Maritime Services, we are unable to consider an approved residential parking scheme in the area. Reference: http://www.rms.nsw.gov.au/business-industry/partners-suppliers/documents/technical-manuals/permit-parking.pdf Page 23/8.4 Resident Parking Permit All properties have off street parking available to them, or can provide off street parking within their property. |
| Driveway access | <ul style="list-style-type: none"> Please mark lines on the road perpendicular to the gutter on either side of our driveways to give some hope that people don't park over our driveway - it's so dangerous trying to exit the driveways as it is with cars parked everywhere. Visitors have blocked driveways off to units/townhouse. | <ul style="list-style-type: none"> Noted for investigation and consideration. |
| Cyclist safety | <ul style="list-style-type: none"> Parking on both sides of road make it unsafe to ride in the area. Build a bike path. | <ul style="list-style-type: none"> Noted. For consideration during Bike Plan review. |
| New Car Park | <ul style="list-style-type: none"> Multi level car parking is clearly called for. There really needs to be a new carpark built near the Newport Hotel so visitors can access the facilities. | <ul style="list-style-type: none"> There is no current proposal to construct a car park in this area. |
| Condition of | <ul style="list-style-type: none"> The street was recently resurfaced but the parking area in Kalinya Street wasn't. | <ul style="list-style-type: none"> Only traffic lanes are |

| Theme | Community Comments | Council Response |
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| Road | There are pot holes in the parking bays and the surface is in poor condition. There are no markings for the bays and the gutters are never cleaned. It really looks poorly maintained by the Council and an eyesore. | <p>resurfaced under the roads resurfacing program.</p> <ul style="list-style-type: none"> We note the comments for improvements to the car parking area and will investigate adding re-surfacing and line marking to our works program. |
| Outside of Study Area | <ul style="list-style-type: none"> The area under study is the focus however the impact of this traffic mess on residents as well extends to Irrubel Road in the north Barrenjoey Road in the east and The Avenue to the south. Gladstone and Beaconsfield Streets are a nightmare for residents for safety/parking in driveways and failure to stop illegal parking that affect people's lives and livelihood. The issue is not limited to the area you have highlighted, since the opening of The Newport, demand is far higher. On weekends people park up on Queens Parade (further east) as far as (and including) Stuart Street. | <ul style="list-style-type: none"> Comments noted regarding illegal parking outside the study area. Council will request that parking enforcement patrols extend beyond the study area. |
| Newport Public School | <ul style="list-style-type: none"> The school drop off and pick up creates a lot of traffic and it's because there's only one school bus that only services a small area. When I went to school there was a bus for where every student lived. Now that we have two parents working it seems crazy that school buses are not utilised to keep cars from the area - makes it dangerous for kids to walk to school and also makes them reliant on cars rather than walking or independently making their way to school on a bus Move the Queens Parade School crossing so it is above the kiss and drop parking zone or have the lollipop people better manage the pedestrian flow. | <ul style="list-style-type: none"> Council will work with Newport Primary on active travel initiatives, such as the Bicycle Network Ride to school Program. Reference: https://www.bicyclenetwork.com.au/general/programs/179/ There is no proposal to relocate pedestrian crossing at this time. |
| Disabled Spaces | <ul style="list-style-type: none"> There are 2 disabled car spaces opposite the Newport Arms but too far away from where I live. | <ul style="list-style-type: none"> Additional disabled spaces could be achieved through line marking |

| Theme | Community Comments | Council Response |
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| | | <p>parking areas.</p> <ul style="list-style-type: none"> Disabled spaces need to meet Australian and New Zealand Standards. Reference: AS/NZS 2890.6:2009 |
| General Comments | <ul style="list-style-type: none"> The changes that have been made are a great improvement to parking. Weekends are much more of a problem due to the frequency of visitors to The Newport hotel, especially on a good weather day! Council has to make its mind up, either it understands and supports the needs of the local residents or it doesn't care. | <ul style="list-style-type: none"> Comments on improvements to date are noted. Council will be working closely with The Newport to devise and implement strategies to alleviate the parking demand especially on weekends and in fine weather. |

**Newport Parking Demand Management Strategy
Community Engagement Listening Posts Summary**

- **Wednesday 2 November 9.30-11am and Thursday 3 November 2.30-4pm**
Total attendees – 50+

Hour parking suggestions/support for the local businesses

- 1 hour parking for the priority of the medical centre patients for an appointment/check-up (Doctor's office opens Monday – Friday 8:30am – 6:00pm).
- Also have a pathology lab, chiropractor. In total 30 minute restrictions might not be enough for doctors to see patients. Up to 5 doctors meaning 5 patients being served at a time (needs to be enough space).
- Transform the 30 minute spots into 15 minute spot. Optimum time for quick stop into the post office or Chemist. Get higher turnover too.
- Another supporter for Queens Parade car park to be time limited with a mix of 15min - 4 hour.
- A couple of other locals also mentioned that they frequent the post office on weekends.
- Another local who regularly has trouble finding a park in order to visit the chemist. Supportive of 15 minute spaces for higher turnover enabling people to quickly pop into the chemist.
- Support for current unrestricted kerb parking on Kalinya St to be transformed into 4 hour, to get more turn over.
- One local, quite adamant in getting more turnovers in the area, supports all spaces to be 1 hour maximum. She visits the shops for short durations; 30mins was a suitable time for her.
- More turn-over could even support the kindergarten in the mornings.
- One resident mentioned the Marina wine business having 40 employees, noting they would fill up unrestricted car spaces. Expressed that the businesses should properly accommodate for their large employee's parking demand.
- One lady walks her dog in the Dearin Reserve, unrestricted so difficult to find a nearby space for her to conveniently use the park. Also usually visits The Newport for lunch, for her, 4 hour seems to suit her and others needs while ensuring turnover.

The Newport's parking

- Signage and greater awareness of the amount of parking spaces. Have P the blue signs with number of spaces (~100) to direct patrons to The Newport's own parking.
- Greater awareness on their website. False presumption with the new valet parking that the carpark access might be charged. In fact parking is free (should encourage the convenience of the onsite parking rather than searching the streets for a space).
- Resident suggesting the Newport should accommodate for staff parking onsite, so that they don't park all day in the streets.

Managing parking for bigger events in The Newport

- Porter Reserve and other parking places to house additional cars. Run bus service from reserve to The Newport.

Bus and bus stop related

- Fewer bus stops, move bus stop outside The Newport (where taxi zone is proposed).

Lack of parking/circling around

- Some patients for doctor's office have to circle area several times to find a parking spot. Similarly for those wanting to visit the post office quickly, can't find a space.
- Observed several people pulling into the bus zone (and blocking access for the buses) to access the post office shop.
- One gentleman said he had to wheel his lawnmower to the shop and back because he couldn't find parking directly near/in front of the lawn mower shop. Supportive for a 15/30min spot outside the mower shop.

Enforcement, safety and driveways

- Commuters and renters without a Northern Beaches Beach Parking Permit can't park at beach car parks so they come (from outside of this study area) to this car park to catch public transport to the city.
- Commuters park in the unrestricted areas and catch the nearby bus in front of chemist to the city.
- Another lady who requested stricter enforcement on weekends/popular times as she thinks even in the 2 hour spots people regularly park longer.
- Princes Street, new double white line implemented across the corner to Gladstone Street. Lots of cars ignore or not aware of the 3 meter parking rule. Request for no parking or no stopping signs.
This corner is also dangerous since natural blind spot and narrow road as a result of cars parking all along the corner.
- Princes Street, boat trailer problem. Trailers pushed off end of the north side of Kalinya Street and into Princes Street.
- Kalinya Street-Beaconsfield Street bend and dangerous corner.

Residents

- No turnover on kerb side parking. As a result, apartments with no visitor parking make it difficult for when friends come over.
- Heavy demand for kerbside parking, as a result cars parked near the driveways making it hard for residents to navigate out.
- Numerous residents wanting a residents parking permit scheme.

Miscellaneous notes

- No stopping at Intersections yellow lines at intersections to reinforce the 10m road rule.
- Area is busy all the time Peak 9am-2pm.
- Increase disabled spaces.
- Difficulty in finding a space during the day in Queens Parade Carpark.
- More support for 3 hour parking restrictions.
- The Newport bus, illegal parking and turning around.
- 2 hour parking does not meet local business needs.
- Naked Wines - large number of staff (call centre downstairs).
- More signs for Newport parking. Entrances back to the way it was, familiar and easy to access. Tell customers about parking spaces, that it's free.
- Many commented that parking has been severe since the Newport opened.