

ATTACHMENT BOOKLET 1

CORPORATE SERVICES DIVISION

ORDINARY COUNCIL MEETING

WEDNESDAY 26 APRIL 2017

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NORTHERN
BEACHES
COUNCIL

AUDIT, RISK &
IMPROVEMENT COMMITTEE
MEETING

MINUTES

21 February 2017

Commenced at 3.09pm in the
Flannel Flower Room,
Northern Beaches Council,
Dee Why

M J Ferguson
General Manager

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Attendance:

Members of the Committee:

Mr John Gordon (Chairperson)
Mr Robert Dobbie
Ms Liezel Preller
Mr Brian Hrnjak

Council Officers (non-voting):

Mr Mark Ferguson, General Manager
Ms Helen Lever, Acting Deputy General Manager, Corporate Services
Ms Melinda Aitkenhead, Acting Executive Manager, Governance & Enterprise Risk
Ms Sonya Gallery, Executive Officer
Mr David Walsh, Chief Financial Officer
Mr Nick Hall, Executive Manager, HR
Mr Scott Vassella, WHS/Workers Compensation Manager
Mr David De Villiers, Insurance & Project Accounting Manager
Mr Brett Andrew, Asset Strategy Manager
Mr Mark Jones, Program Director, Transformation
Mr Richard McManus, Chief Information Officer (Operations)
Ms Marnie van Dyk, Acting Risk Management Co-ordinator
Ms Pamela Tasker, Minutes Secretary

Council Auditors (non-voting):

Mr Michael Quirk, Head of Internal Audit, North Shore Councils
Mr Brett Hanger, Hill Rogers (External Auditors)

Audit, Risk & Improvement Committee (ARIC)

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1.0 Apologies

Notes:

1. All voting members of the ARIC were in attendance.
2. An apology was received from Ms Weini Liao, The Audit Office of NSW.
3. An apology was received from Ms Yan Yang, Hill Rogers (External Auditors).
4. An apology was received from Ernst & Young personnel (IA Contractors).

2.0 Declarations of Conflict / Pecuniary Interest

Notes:

1. Ms Liezel Preller made a precautionary disclosure; advising that she was now employed in a full time capacity at Westpac Bank where the NBC have an account.
2. Mr Brian Hrnjak made a precautionary disclosure; in his capacity as an Accountant he had provided advice to an NBC staff member regarding tax and voluntary redundancy.

3.0 Confirmation of Minutes

COMMITTEE RECOMMENDATION

That the Minutes of the ARIC Meeting held on 15 November 2016, copies of which were circulated to all members, be accepted as a true and accurate record of that meeting.

(Mr Robert Dobbie / Ms Liezel Preller)

4.0 Action Items from Minutes

Proceedings in Brief:

The Acting Risk Management Coordinator addressed the meeting on this item.

COMMITTEE RECOMMENDATION

That the ARIC note the various Action Items arising from previous meetings including those items which had been deferred pending appointment of the NBC Head of Internal Audit.

(Mr John Gordon / Mr Robert Dobbie)

5.0 Asset Management Briefing

Proceedings in Brief:

The Asset Strategy Manager – Property Management & Commercial, addressed the meeting on this item. A copy of the PowerPoint presentation is provided at Attachment 1 for the information of members.

Notes:

1. The integrated Asset Management Plans will be adopted prior to election of the new Council.
2. Ongoing audits will be conducted throughout this process to ensure no imbalances and to enable reconciliation back to the original data.
3. The Asset Strategy Manager left the meeting at 3.38pm.

COMMITTEE RECOMMENDATION

That the briefing on Asset Management provided to the Committee be received.

(Mr Robert Dobbie / Mr Brian Hrnjak)

6.0 Transformation

6.1 NBC Transition Update

Proceedings in Brief:

The Program Director - Transformation addressed the meeting on this item.

ACTION ITEMS:

- *That an update be provided to the next ARIC meeting on progress on the various high level transition projects*

COMMITTEE RECOMMENDATION

That the ARIC note the work undertaken to date.

(Mr Brian Hrnjak / Ms Liezel Preller)

6.2 IT Transition Projects & Risks

Proceedings in Brief:

The Chief Information Officer addressed the meeting on this item.

ACTION ITEMS:

- *That a progress update be provided to the next ARIC meeting*

COMMITTEE RECOMMENDATION

That the ARIC note the work undertaken to date.

(Mr John Gordon / Mr Robert Dobbie)

Note:

1. The Insurance & Project Accounting Manager joined the meeting at 4.10pm.

6.3 Risk Management & Insurance Update

Proceedings in Brief:

The Chief Financial Officer together with the Insurance & Project Accounting Manager addressed the meeting on this item.

COMMITTEE RECOMMENDATION

That the ARIC note the insurance update.

(Ms Liezel Preller / Mr Brian Hrnjak)

Notes:

1. The Chief Information Officer and the Insurance & Project Accounting Manager left the meeting at 4.25pm.
2. The Executive Manager, HR, and the WHS/Workers Compensation Manager joined the meeting at 4.26pm.

6.4 WorkCover KPI Progress Overview

Proceedings in Brief:

The Executive Manager, HR, and the WHS/Workers Compensation Manager, addressed the meeting on this item.

COMMITTEE RECOMMENDATION

That the ARIC note the WHS data and performance as at 31 December 2016.

(Ms Liezel Preller / Mr Brian Hrnjak)

6.5 Staff Engagement Survey Results

Proceedings in Brief:

The Executive Manager, HR, addressed the meeting on this item.

ACTION ITEMS:

- *That a summary report on outcomes following the next staff survey (to be conducted after staff consolidation) be provided to ARIC, including any additional comparative data captured and any additional action plans implemented*

COMMITTEE RECOMMENDATION

That the ARIC note the results of the NBC Staff Engagement Survey.

(Mr Robert Dobbie / Ms Liezel Preller)

Notes:

1. The Executive Manager, HR, and the WHS/Workers Compensation Manager left the meeting at 4.50pm.

7.0 Governance & Risk Management

7.1 Governance & Enterprise Risk Management Report

Proceedings in Brief:

The Acting Executive Manager, Governance & Enterprise Risk, and the Acting Risk Management Coordinator addressed the meeting on this item.

COMMITTEE RECOMMENDATION

That the ARIC receives, notes the reports and endorses the work undertaken to date to ensure that NBC is adequately managing their governance and enterprise risk.

(Mr Brian Hrnjak / Mr Robert Dobbie)

8.0 Internal Audit Matters

8.1 Update on Internal Audit Annual Plan 2016/17

Proceedings in Brief:

The Acting Risk Management Coordinator and the Head of Internal Audit, North Shore Councils, addressed the meeting on this item.

ACTION ITEMS:

- *That consideration be given to scaling back to only critical internal audits during the transition stage*
- *That the Internal Audit Annual Plan be reviewed at the next ARIC Meeting*

COMMITTEE RECOMMENDATION

That the ARIC receives the report and notes the current status of Internal Audit Activities.

(Mr Robert Dobbie / Ms Liezel Preller)

8.2 Appointment of Head of Internal Audit

Proceedings in Brief:

The Acting Executive Manager, Governance & Enterprise Risk, addressed the meeting on this item.

Notes:

1. The Chairperson declared a conflict of interest and withdrew his offer to assist on the selection panel as he was acting as a referee for one of the applicants.
2. The selection panel will consist of three voting members. The participation of ARIC members would benefit the recruitment process but any participation would have to be strictly non-voting.

9.0 Update from the NSW Audit Office

Proceedings in Brief:

Mr Brett Hanger, External Auditor – Hill Rogers, addressed the meeting on this item. Mr Hanger advised that the NSW Audit Office representative would be present at the next ARIC Meeting to present the Client Service Plan.

ACTION ITEMS:

- ***That the Client Service Plan be presented to the May ARIC Meeting by the NSW Audit Office representative.***

10.0 General Business

10.1 Verbal Update by the General Manager

Proceedings in Brief:

The General Manager addressed the meeting on various issues relating to transition projects and the day-to-day operations of the Northern Beaches Council.

10.2 NBC Induction Tour

Proceedings in Brief:

The Acting Risk Management Coordinator addressed the meeting on this item.

ACTION ITEMS:

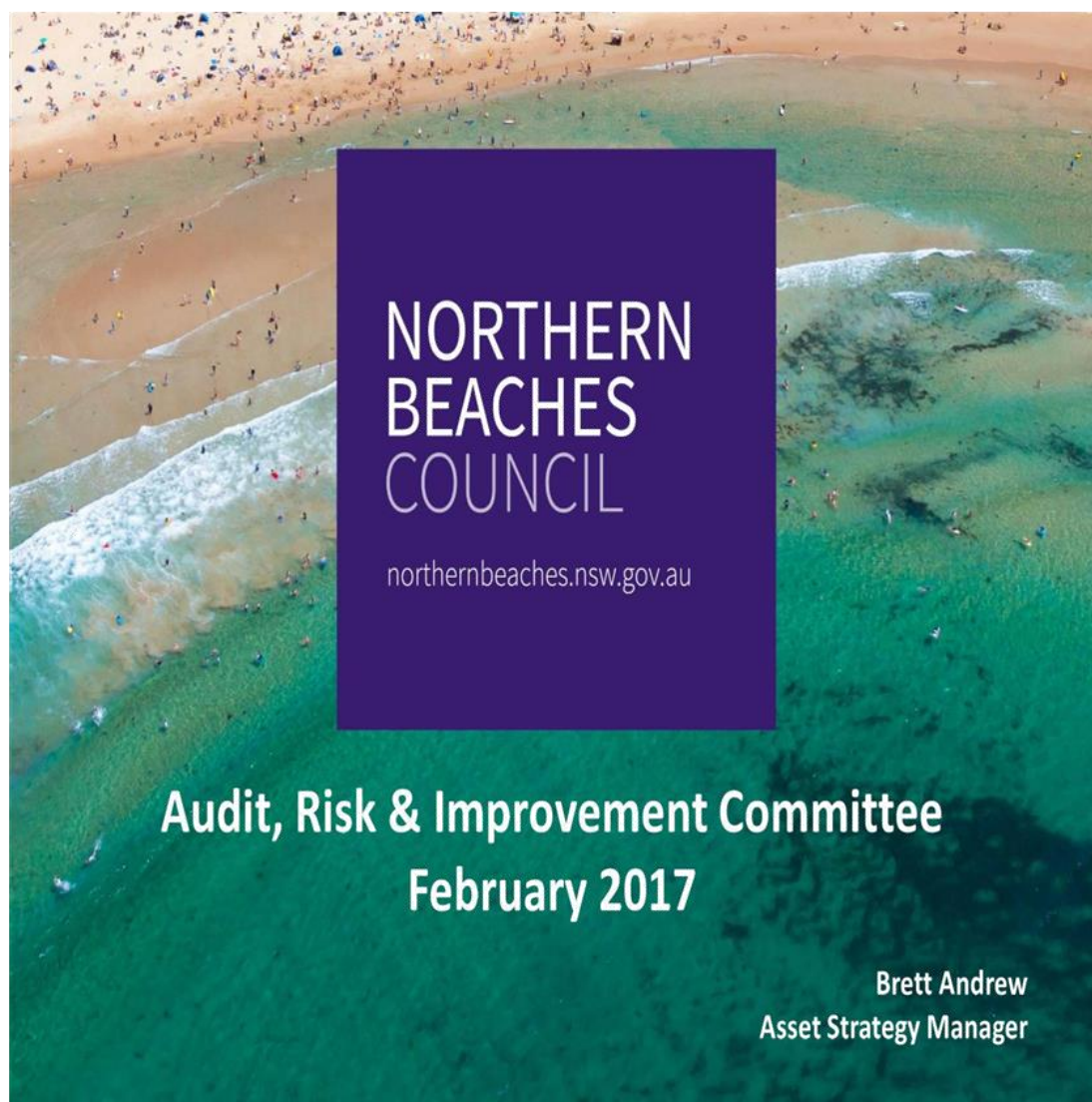
- *That the tour be conducted in the morning instead of the afternoon on the same date.*
- *That the tour be extended to include the Coastal Environment Centre and Sydney Lakeside Holiday Park.*

11.0 Next Meeting

The next meeting of the Audit, Risk & Improvement Committee will be held on Tuesday 16 May 2017 in the Conference Room, Level 3, 5 Vuko Place, Warriewood, commencing at 3.00pm.

**THERE BEING NO FURTHER BUSINESS
THE AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING
CONCLUDED AT 5.40PM ON TUESDAY, 21 FEBRUARY, 2017.**

ATTACHMENT 1

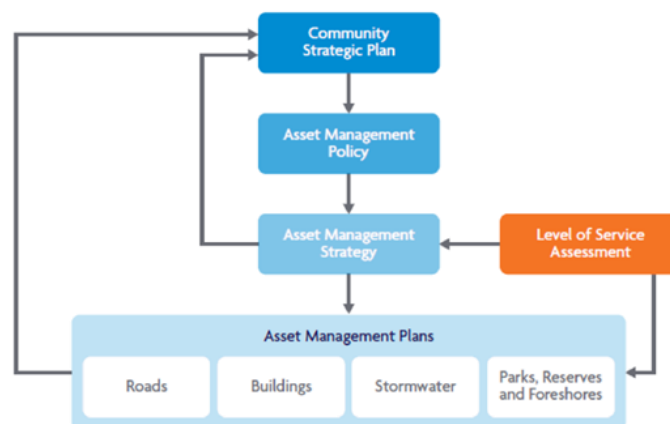


Agenda

Environment & Infrastructure Core Services Projects

1. Strategic Asset Management
2. Infrastructure Asset Management, Delivery & Planning

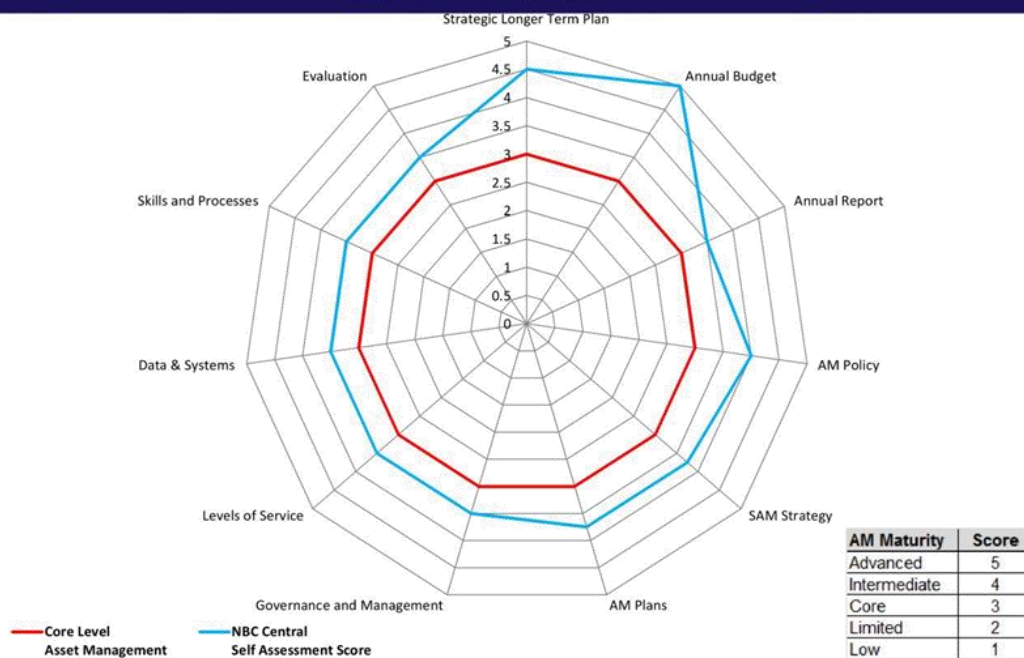
Asset Management Linkages



Strategic Asset Management

1. Development of NBC Asset Management Policy, Asset Management Strategy, Asset Management Plans and Asset Management Improvement Program (AMIP)
2. Review Asset Responsibilities and align to the new organisational structure
2. Implement core system Asset Registers – Financial and Operational asset registers within TechOne Works and Assets

NBC Core Systems and Practices Asset Management Maturity Assessment Self Assessment 2016



Infrastructure Asset Management, Delivery & Planning

1. Develop an integrated Asset Management Plan for each infrastructure asset class – Buildings, Roads, Stormwater, Parks & Reserves.
2. Development of structures, governance and processes for more coordinated capital planning and delivery for future renewal, upgrade and new infrastructure assets across Council
3. Build capacity of teams to plan and deliver capital works programs, with a single reporting mechanism
4. Determine the requirements of ideal financial and non-financial asset dashboards and reporting frameworks, to enable stronger strategic management of assets by asset owners, including optimised decision making of maintenance and capital renewal planning and delivery

OLG SS7 Audit Preparedness Criteria

1. Asset knowledge & data
2. Strategic asset planning processes
3. Operations and maintenance work practices
4. Information systems

NBC Asset Management Integration

1. Review of AM Policy, AM Strategy, AM Plans, and AMIP from former Councils
2. Review previous AM Governance Frameworks
3. Review Core AM systems – functionality & implementation
4. Desktop review of asset data structure & 2016-17 Annual Financial Statements results, in preparation for creation of North and South assets within TechOne to create:
 1. Financial Assets
 2. Operational Assets

Asset Data & Knowledge

- High degree of asset knowledge
- Asset hierarchies – aligned to financial reporting requirements
- Critical Assets identified - criteria, inspection frequency, reporting capability
- Technical asset register = Financial asset register
- Asset Management Improvement Plan to continue to improve our Asset Management practices

NORTHERN BEACHES
COUNCIL

NOTES

EXTRAORDINARY IMPLEMENTATION ADVISORY GROUP MEETING

held in the Guringai Room, Civic Centre on

WEDNESDAY 8 FEBRUARY 2017

**Notes of the Extraordinary Implementation Advisory Group Meeting
held on Wednesday 8 February 2017
in the Guringai Room, Civic Centre
Commencing at 2:06pm**

ATTENDANCE:

Members

Jean Hay, AM	(Chairperson)
Michel Regan	(Deputy Chairperson)
Kylie Ferguson	(Deputy Chairperson)
Alex McTaggart	
Jose Menano-Pires	
Cathy Griffin	<i>(joined the meeting at 2:42pm)</i>

Council Officers

Mark Ferguson	General Manager
Beth Lawsen	Deputy General Manager Public Affairs
Helen Lever	Acting Deputy General Manager, Corporate Services
Kate Lewis	Executive Manager Community Engagement
Katie Kirwan	Governance (Notes)

Visitors

Richard McManus	Chief Information Officer
Graham Middleton	Executive Manager Communications & Engagement (Strategic)
Gabrielle Angles	Executive Manager Customer and Community Services (Strategic)
Tija Stagni	Executive Manager Land Use Planning, Dev and Compliance (Strategic)
Mark Jones	Executive Manager Finance, Insurance, Assets & Property (Strategic)
Trish O'Grady	Executive Assistant & Protocol Officer
Sonya Gallery	Executive Officer

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

DECISION

That an apology for non-attendance be received from Dick Persson, AM.

2.0 COUNCIL UPDATES

2.1 DISCUSSION OF CORE SERVICE INTEGRATION PROJECTS

DISCUSSION

Mark Ferguson, General Manager introduced members to Richard McManus, Chief Information Officer, Graham Middleton, Executive Manager Communications & Engagement, Gabrielle Angles, Executive Manager Customer and Community Services, Tija Stagni, Executive Manager Land Use Planning, Development and Compliance and Mark Jones, Executive Manager Finance, Insurance, Assets & Property. A presentation on 'Core Services Integration Projects' (Attachment 1) was provided to members.

Core Systems Integration – Richard McManus

R McManus gave an overview of the scope and objectives of the project, and discussed the projects' key milestones and target dates.

He noted that there have been workshops held with key stakeholders across Council with good feedback and noted that all required changes to come out of the workshops can be completed within the projects' timescale.

He discussed some of the challenges involved with the project, in particular the complexity of data migration and the different rating systems used by the three former Councils. He advised trials will be carried out in February/March.

Michael Regan requested an update on the results of the trial at a later IAG meeting.

ACTION: H Lever to add a briefing on core systems integration trial results to a future IAG agenda.

Members discussed the three former Councils rating systems and challenges involved in bringing these into one common system. R McManus noted that there will be a change in the housing insurance fund/levy which residents will automatically assume is a change in rates, which it isn't. Members suggested an explanatory note for this is to be included with the rates notice.

Strategic Asset Management – Mark Jones

M Jones gave an overview of the scope and objective of the project, and discussed the project's key milestones and target dates. He advised the first part of the project is knowing what assets Council has and establishing a commonality in the language around how we define and maintain them. Each former Council had a different approach or category so the aim is to create an Asset Management Strategy.

M Jones advised that another major point to be considered is policy and ownership and he discussed the different set ups within the three former Councils. He advised that ownership needs to be aligned, and noted that steering committees and working groups have been set up to assist in the development of this.

Members discussed the various community assets that have been built by sporting clubs and questioned how these assets would be dealt with. Members discussed lease provisions and the three former Councils policies for these types of assets.

M Jones noted that the aim is to have an asset register by September 2017.

NOTE: *Cathy Griffin joined the meeting at 2:42pm*

Members also briefly discussed the following matters:

- Kimbriki – it is a wholly owned asset apart from three percent which is owned by Mosman Council so it will be accounted for.
- Communicating to the community how assets that have had community funding, grants etc will be accounted for.
- Importance of bringing the assets through the balance sheet to avoid over valuation.

M Ferguson advised that he is meeting with the Aboriginal Land Council shortly to discuss the integration project.

Resource Recovery – Gabrielle Angles

G Angles gave members a general overview and objective of the project.

Cathy Griffin requested this project be renamed to 'Waste and Resource Recovery'. M Ferguson noted that the word 'waste' has been added in to the structure.

G Angles briefed members on the current status of the project and advised that an options paper will be submitted to the Executive Management Team (EMT) by 1 July 2017. She noted the aim was to achieve parity in pricing and to deliver integration into a single strategy. She also advised work was underway in relation to re-naming the garbage trucks.

M Regan questioned how Council are planning on managing the community's expectation on cost. He noted that Warringah has a significantly lower waste collection fee so residents may perceive this as a higher cost for a lesser service.

M Ferguson noted the need to manage nuances of this sensitively and the vision is to provide a high quality service to residents, instead of focussing on the lowest possible cost.

M Regan questioned if it was possible to pinpoint where Pittwater and Manly residents will save significantly, whilst remaining at the price point of Warringah. M Ferguson discussed the differences between the structure the waste charge is made up and noted there may be an

increase or decrease.

G Angles noted that these are the intricacies that the project will be looking at.

There was further discussion around the management of Kimbriki.

ACTION: H Lever to add the management of Kimbriki to a future IAG agenda.

Customer Experience Strategy – Gabrielle Angles

G Angles provided members with the project scope and objectives. She advised workshops have been held with staff and the draft strategy will be going to Council to be put on public exhibition.

Members noted that online reporting needs to be quick and easy and suggested an app as a means of reporting issues within the community.

Members also discussed out of hours call services.

G Angles advised that all of the points raised will be considered for the draft strategy.

Planning and Assessment – Tija Stagni

T Stagni provided members with an overview of the project and noted that participation, transparency in decision making, and delivering an efficient determination system are the main objectives. She also noted that this project is limited to DA determination and will not be looking at LEP's.

There was discussion around pre-lodgement meetings and the time it takes to get one. The members discussed the three former Councils systems and T Stagni noted the current two tier assessment panels:

Tier 1: Independent assessment panel. Typically more major developments, blocks of units etc. The Northern Beaches Independent Assessment Panel (NBIAP)

Tier 2: Staff panel. Typically more residential applications of a less controversial nature.

M Regan discussed rezoning and the current fee structure for this. He also noted that there needs to be staff in the three former Council areas, and not a centralised service, and that there needs to be daily dedicated duty officers available. M Ferguson noted that there has been a net reduction in the turnaround times for DA's, which was a priority outcome of amalgamation from the State Government.

T Stagni advised there are changes to the Department of Planning & Environment Act for which Council is preparing a submission which will go to Council and if possible, will also be reported to the IAG. M Regan requested an outline of what the proposed changes are, and requested a further update on this project.

ACTION: Staff to provide an outline of proposed changes to Department of Planning & Environment Act.

ACTION: H Lever to add an update to the proposed changes to the Department of Planning & Environment to a future IAG agenda.

Community Engagement, Identity, Digital and Information Architecture – Graham Middleton

Identity

Gave members an overview of the projects and noted that Council has approximately 35 different brands and logos across the whole organisation.

G Middleton discussed some achievements to date – namely an interim branding style guide within the first week of amalgamation. Council has engaged a branding company, Principals, who are

specialists in this area and have worked with Liverpool Council, NAB and Domain. Principals will be contacting members who will be sent an invitation to meet with them individually. There will also be workshops across the Northern Beaches, as well as workshops with the Local Representation Committee (LRC) and possibly the Strategic Reference Groups (SRGs).

G Middleton noted that the key objective is to create an overarching strategy, style guide, digital architecture and information architecture.

Members discussed various matters, and in particular youth engagement and the varying expectations of this demographic, and members agreed that the method of engagement should be adapted to suit this particular group.

Website

G Middleton noted that he is working with R McManus in procuring a specialist agency to build the new generation website. The biggest risk is time and the body of content that is under the three former websites. He advised there are some legal and legislative requirements in relation to archiving information on the web and noted the importance of remaining transparent and ensuring all previous Councils papers are easily accessible to the public.

Signage

G Middleton advised that signage replacement has already started with the interim branding and will continue to be updated as the identity work evolves. He noted that Council will be engaging with the IAG (Implementation Advisory Group) once the style guide has been completed. He also noted that there are series of assets and products that need to be badged, for example the PCYC, as well as safety and compliance signage.

G Middleton noted that there is no plan to change street signs as yet until the identity work has been completed. The only signs that will be replaced are those that are in need of repair, and any renewal work will not include any new branding or logo.

Members discussed the importance of historical buildings and the importance of retaining their heritage. G Middleton noted that he is conscious of this sensitivity and confirmed there is a historical specialist involved with the project.

Events

G Middleton stressed the importance of creating a profile and presence for the organisation and noted that at the moment, there are three different calendars of events, with three different processes. A framework for reviewing all of these, along with the three former Councils protocols is being established and making progress.

J Hay discussed the Manly Chamber of Commerce and queried when is Council will proceed with the 'Destination Management Plan' for Manly. G Middleton advised that Mick Darda, Executive Manager Place Management is the stakeholder for that project and noted that he believes the plan was only in a draft format and not adopted by Council. J Hay noted that the Manly Chamber of Commerce made financial contributions to the Plan and are eager to see an outcome. G Middleton advised that he has had discussions with M Darda around this but due to media interest around the Whistler Street and Oval carparks, they agreed it was not appropriate to progress the Plan to Council at this state. He also noted there are some amendments to be made to the Plan.

Members discussed various matters such as third party insurance, and small community group members who host their own events with the support of Council. G Middleton noted that the strategy will address all of these concerns.

ACTION: Application process to be reviewed for fees and insurance for small community groups wishing to hold events.

Questions Submitted by Members on Core Service Integration Projects

Senior staff addressed queries submitted by members:

Lifeguards

There are no paid lifeguards on Pittwater beaches on weekends and public holidays. There will be a risk assessment and consultation with surf clubs but at present, the position has not changed.

Internal Ombudsman

The Internal Ombudsman has now left the organisation and Council have engaged with a consultant Ombudsman who will progress any complaints outstanding. M Regan noted that at the former Warringah Council, the Ombudsman Office was very broad and didn't just deal with complaints; they dealt with bullying, harassment, Code of Conduct training. He noted that the office installed a lot of confidence in the community as well as security for the staff. J Menano-Pires also noted that the Internal Ombudsman was appointed to the audit committee and provided annual reporting. M Ferguson noted that the role of the Ombudsman will remain but Council are looking at options as part of a transition project (core services).

Staff Accommodation

Some work has been carried out to date and Senior staff will be participating in a workshop next week.

Roles/Positions

The majority are being filled internally.

Manly Pathway of Olympians and Naming of Andrew 'Boy' Charlton Pool

In a very early IAG meeting members agreed that this should be kept in Manly, and not extended to the rest of the Northern Beaches LGA. M Darda will need to look into the criteria around this. M Ferguson will investigate further.

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.

3.0 GENERAL BUSINESS

3.1 STRATEGIC REFERENCE GROUP MEETING DATES – JOSE MENANO-PIRES

DECISION

J Menano-Pires requested an updated list of dates for the SRG meeting.

ACTION: K Kirwan to email.

SUMMARY OF ACTIONS

ITEM NO.	ACTION	RESPONSIBLE OFFICER	DUE DATE
2.1	Add a briefing on core systems integration trial results to a future IAG agenda.	Helen Lever	
3.1	Email SRG meeting dates to Jose Menano-Pires	Katie Kirwan	ASAP

The meeting concluded at 5:21pm

This is the final page of the Notes comprising 8 pages numbered 1 to 8 of the Extraordinary Implementation Advisory Group meeting held on Wednesday 8 February 2017 and confirmed on Wednesday 5 April 2017

Core Services Integration Projects

NORTHERN BEACHES
COUNCIL

ID	Project Name	Precis	Sponsor	Start Date	Complete Date
CUSTOMER & COMMUNITY SERVICES					
1.1	Customer Relationship Management System	Selection and implementation of a Customer Relationship Management System with a view to improving the customer experience by providing a single view of the customer that includes a line of sight over all channels of communication (letters, email, phone calls, social media interactions) and supports an ease of customer interaction with Council.	Helen Lever	01/12/16	30/04/17
1.2	After Hours Call Handling & Service Contract	To provide a one Northern Beaches after hours call handling service and issues resolution process.	Helen Lever	31/01/17	31/03/17
1.3	Digital Management System	Provide consolidated digital forms alongside other paper based options for customers of NBC. Supersede the 3 existing paper forms sets, and ensure the website offers the customer clear access to forms from multiple locations.	Helen Lever	01/01/17	01/08/17
1.4	Knowledge Management System	Creation and implementation of an accurate knowledge management system.	Helen Lever	01/02/17	31/07/17
1.5	Resource Recovery Integration	Overall service review with a strategic goal is provide a single resource recovery service for the Northern Beaches Council.	Ben Taylor	01/12/16	01/06/17
1.6	Telephony System Integration	Investigate 3 existing telephony systems with the intention of selecting one as the single Council telephony system	Helen Lever	01/02/17	30/03/17
1.7	Single Phone Number	Selection of a single main line phone number for Northern Beaches Council.	Helen Lever	30/11/16	30/03/17
1.8	Customer Experience Strategy	Development of a Customer Experience Strategy with enterprise wide input to ensure upcoming integration and transformation projects are based on a Customer Experience and customer centric approach. Also enhance customer experience and advocacy across the organisation.	Mark Ferguson	01/12/16	31/03/17

Core Services Integration Projects

NORTHERN BEACHES
COUNCIL

ID	Project Name	Precis	Sponsor	Start Date	Complete Date
COMMUNICATIONS & ENGAGEMENT					
2.1	Signage Management	Delivery of an efficient signage renewal program, including improved efficiencies within the signage management process. Aim for staff and residents easily able to notify council of vandalised or poor condition signs. Also identifying the scope for decluttering existing signs and roll out of the new identity for permanent roll.	Ben Taylor	01/12/16	01/12/17
2.2	Website Management Integration	Provide a consolidated website platform and content management system to replace the existing three council websites and supersede the interim Northern Beaches Website.	Helen Lever	01/11/16	30/08/17
2.3	Events Management	Produce a Northern Beaches Event Management Framework and Strategy that takes an holistic approach to planning events for the northern beaches.	David Kerr	01/11/16	01/08/17
2.4	Community Engagement Integration	Create a single approach to community engagement for Northern Beaches Council. Continue to engage with the Community during the integration of the three former councils. Develop systems, processes and tools for Community Engagement practice in-line with IAP2.	Helen Lever	01/06/16	31/12/17
2.5	Interim Uniform Rollout	Rollout of uniforms with interim branding to front line staff.	Helen Lever	01/06/16	28/02/17
2.6	Identity	Evolve the current interim Northern Beaches Council identity into a more developed unifying vision and collective presentation of the three former Councils' products, services, assets and activities. Deliver a brand strategy and determine the brand architecture (sub-logos/logos) of the organisation's current products and services, assets and programs/activities. Confirm both the statement of vision for the new organisation and the values and priorities for the communities of the Northern Beaches by undertaking essential community engagement with key stakeholders.	Helen Lever	01/01/17	30/06/17

Core Services Integration Projects

NORTHERN BEACHES
COUNCIL

ID	Project Name	Precis	Sponsor	Start Date	Complete Date
FINANCE, INSURANCE, ASSETS & PROPERTY					
3.1	Fees & Charges	Establish a pathway for harmonising Council's fees across the Northern Beaches. Establish and adopt an integrated pricing policy to enable a platform for the creation of NBC fees and charges. Establish a 2017/18 fees and charges document adopted by council by June 2017. Incorporate within the 2017/18 budget process the mechanism of revenue raising via the fees and charges process.	Helen Lever	16/12/16	27/06/17
3.2	Accommodation Property Strategy	5 year property acquisition / divestment / development plan based on the corporate strategy regarding presence within the LGA.	Ben Taylor	01/03/17	30/06/17
3.3	Banking & Collection Services	Implement a consolidated approach to banking and collection services for both Councils internal and external customers, including the tendering for a new banking and rate collection contract.	Helen Lever	16/12/16	05/12/18
3.4	Infrastructure asset management, delivery and planning	To integrate the strategic management of assets, planning for future renewal, upgrade and new infrastructure, and capital works delivery and to also implement a 5 year costed capital renewal works program.	Ben Taylor	16/11/16	30/12/17
3.5	Long Term Financial Planning	To integrate and develop a 10 Year Long Term Financial Plan for the Northern Beaches Council for the period 2017 to 2027 on the newly formed financial framework. The development of the 2017 to 2027 NBC LTPF must be in parallel with the formation of Council's 2017/21 Delivery Program and completed and adopted by Council by 1 July 2017	Helen Lever	01/01/17	30/06/17

Core Services Integration Projects

NORTHERN BEACHES
COUNCIL

ID	Project Name	Precis	Sponsor	Start Date	Complete Date
FINANCE, INSURANCE, ASSETS & PROPERTY					
3.6	Rates Notice Production	Implement a consolidated approach to Rates & Charges Notifications and collection services for both Councils internal and external customers, including the tendering for a new rate collection contract.	Helen Lever	15/01/17	30/06/18
3.7	Strategic Asset Management	Development of Asset Management Policy, Strategy, Asset Management Improvement Program (AMIP) and Asset Management Plans for all NBC infrastructure assets. Review asset ownership responsibilities and align to the new organisational structure.	Ben Taylor	16/11/16	30/12/17
3.8	Car Park Management	Develop a long term vision for car parking management that links all the car park operations and delivers transparency and value for the community through the adoption of best practice solutions which also integrate with the enforcement program.	Ben Taylor	01/11/16	30/06/17
3.9	Budgeting & Reporting	Development of a consolidated Budgeting & Reporting framework for the better provision of accurate and timely financial information in order to assist with decision making.	Helen Lever	01/12/16	01/02/17

Core Services Integration Projects

NORTHERN BEACHES
COUNCIL

ID	Project Name	Precis	Sponsor	Start Date	Complete Date
FINANCE, INSURANCE, ASSETS & PROPERTY					
3.10	Insurance	Consolidating the management of insurance and the processing of claims to minimise cost and mitigate exposure to risk.	Helen Lever	01/03/17	30/06/17
3.11	Statutory Accounting & Reporting	Development of an appropriate ledger structure to provide the foundation for financial reporting and the development of an efficient process to be undertaken for the preparation of Council's annual financial statements.	Helen Lever	01/11/16	30/06/17
3.12	Technology One Financials	Implementation of a single financial system for Northern Beaches Council.	Helen Lever	01/11/16	30/06/17
3.13	Staff Accommodation Strategy	To establish a framework, approval process and methodology for space management, staff relocations and staff accommodation standards.	Ben Taylor	05/12/16	30/06/17

Core Services Integration Projects

NORTHERN BEACHES
COUNCIL

ID	Project Name	Precis	SYSTEMS & IT	Sponsor	Start Date	Complete Date
4.2	Creation of a single wide area network	Joining the three former high speed wide-area networks together to create a Northern Beaches Council wide-area network.		Helen Lever	17/10/16	31/05/17
4.6	Digital Transformation Strategy	Engage with staff and the community to create a vision for the Digital Transformation of the Northern Beaches Council. A Northern Beaches Digital Transformation Strategy be produced with identified measurable initiatives to guide the Northern Beaches Council to its Digital Future.		Helen Lever	12/12/16	10/06/17
4.8	IT Data Centre Infrastructure	Implementation of a new Production Data Centre and Disaster Recovery (DR) site for the Northern Beaches Council IT systems.		Helen Lever	17/10/16	10/02/17
4.10	PCI Compliance	Review (Payment Card Industry Data Security Standards) PCI DSS assessments of former Councils. Review established Northern Beaches Council IT infrastructure against PCI DSS. Identification of a trusted third party to complete assessment of councils current procedures, and provide advice.		Helen Lever	07/08/17	05/11/17
4.12	New NBC Email System	Consolidation of three former email systems into one single Northern Beaches Council email system.		Helen Lever	01/10/16	31/12/16

Core Services Integration Projects

NORTHERN BEACHES
COUNCIL

ID	Project Name	Precis	SYSTEMS & IT	Sponsor	Start Date	Complete Date
4.13	Core Systems Change Management	Creating awareness of council's chosen Core IT Systems, including managing and maintaining communication updates and organising training for all users.		Helen Lever	01/10/16	31/12/17
4.14	TRIM (HPE Content Manager) Implementation	Implementation of HPE Content Manager as Council's selected electronic document and record management system.		Helen Lever	01/10/16	31/07/17
4.15	TechnologyOne Asset Management	Implementation of TechOne Asset Management as Council's selected asset management software.		Helen Lever	01/10/16	31/07/17
4.16	TechOne Property & Rating - Regulatory	Implementation of TechOne Property & Rating - Regulatory as Council's selected Property & Rating management software.		Helen Lever	01/10/16	31/12/17

Core Services Integration Projects

NORTHERN BEACHES
COUNCIL

ID	Project Name	Precis	SYSTEMS & IT		Sponsor	Start Date	Complete Date
4.17	TechOne Property & Rating - Core / Revenue	Implementation of TechOne Core/ Revenue as Council's selected revenue management software.			Helen Lever	01/10/16	31/12/17
4.18	TechOne Property & Rating - CRM	Implementation of TechOne CRM as Council's selected Customer Request Management Software.			Helen Lever	01/10/16	31/12/17
4.19	ESRI GIS Implementation	Implementation of ArcGIS as Council's selected GIS software and as the internal spatial viewer.			SEA Helen Lever	01/10/16	31/07/17

Core Services Integration Projects

NORTHERN BEACHES
COUNCIL

ID	Project Name	Precis	Sponsor	Start Date	Complete Date
LAND USE PLANNING, DEVELOPMENT & COMPLIANCE					
5.1	DA Lodgement & Application Review	Provide one consistent lodgement service for customers. The integrated service will ensure that applications are consistently managed as they are lodged and reviewed and that the customer has clear expectations in relation to Council's lodgement processes. The requirement for quality applications will in turn reduce processing times.	David Kerr	01/11/16	30/06/17
5.2	Implementation of DA Management Policy	Develop and implement a DA Management Policy, to facilitate the efficient and effective use of Council resources in assessing applications for development.	David Kerr	01/11/16	30/06/17
5.3	DA Determination Panels	Review and integrate the current DA determination panels, both the top tier panels (Independent Assessment Panels) and the 2nd tier panels (Development Unit, Development Assessment Unit, Application Determination Panel), providing a consistent and improved DA determination service for more complex and contentious DAs.	David Kerr	01/11/16	30/06/17
5.4	Internal DA Referral Service	Establish a consistent procedure for processing referrals internally including consistent response times and standards for internal referrals.	David Kerr	01/11/16	30/06/17
5.5	DCP Review - Stage 1	Review and integrate the current DA administration processes and DCP administrative controls, providing one consistent and improved service to the community.	David Kerr	01/11/16	30/06/17

Core Services Integration Projects

NORTHERN BEACHES
COUNCIL

ID	Project Name	Precis	Sponsor	Start Date	Complete Date
LAND USE PLANNING, DEVELOPMENT & COMPLIANCE					
5.6	Harmonisation of Da Pre-Lodgement Service	Developing a harmonised consistent pre-lodgement service for the community, with improvements to turn-around times and the quality of advice given.	David Kerr	01/11/16	30/06/17
5.7	Ranger Patrol Service	A two stage implementation of an integrated approach to developing rangers' daily run schedules.	David Kerr	01/11/16	30/06/17

Core Services Integration Projects

NORTHERN BEACHES
COUNCIL

ID	Project Name	Precis	Sponsor	Start Date	Complete Date
NATURAL ENVIRONMENT					
6.1	Recreation Planning	Development of consolidated Recreation Planning Framework and forward planning documentation program and schedule that will guide management and development of recreational assets and facilities on the Northern Beaches.	Ben Taylor	01/11/16	30/06/17
6.2	WHS High Risk	To develop and integrate a consistent set of Safety and Environment delivery processes (e.g. SWM's) for high risk work activities carried out by the Environment and Infrastructure Division. To instill a proactive 'zero harm' culture within high risk work environments focussing on employees, the community and the environment.	Ben Taylor	01/01/17	30/06/17

Core Services Integration Projects

NORTHERN BEACHES
COUNCIL

ID	Project Name	Precis	Sponsor	Start Date	Complete Date
CORPORATE GOVERNANCE & PROCUREMENT					
7.1	Harmonisation of Emergency Management, Incident Management & BC	To have an integrated Emergency Management, Incident Management & BC capability which includes agreement on the implementation of a Council wide Incident Management Process, agreement on the implementation of a Council wide Business Continuity Management Process, agreement on a framework that ensures that we adequately support emergency services and alignment between WHS, Incident Management and Emergency Management.	Ben Taylor	01/11/16	31/07/17
7.2	Integration of Plant, Equipment & Materials	Integration of Plant, Equipment and Materials management across the Northern Beaches Council. Including development of NBC Plant Guidelines, implementation of a financial management plan to ensure consistent charge out rates for budget preparation and forecast and Identification of a fit for purpose Stores operation model for NBC.	Helen Lever	01/11/16	30/06/18
7.3	Integration of Procurement	Develop a Procurement Policy and Strategy, to effectively manage procurement across the Northern Beaches Council, and reduce the risks associated with disparate procurement and contract management methodologies.	Helen Lever	01/11/16	01/07/17
7.4	Enterprise Risk Management	Two part project compiled of development and implementation of an ERM policy and framework; and development and implementation of a Fraud and Corruption Control Plan (FCCP).	Helen Lever	18/11/16	30/06/17

Core Services Integration Projects

NORTHERN BEACHES
COUNCIL

ID	Project Name	Precis	Sponsor	Start Date	Complete Date
CORPORATE GOVERNANCE & PROCUREMENT					
7.5	Integrated Planning & Reporting	To establish a staged and coordinated approach to achieving best practice IP&R for Council, ensure consistency between all elements of corporate planning and reporting, ensure alignment with wider corporate governance considerations and contribute to the development of a strong corporate culture of good governance.	Beth Lawsen	01/11/16	30/09/17
7.6	Community Strategic Plan	Develop a 10 year (minimum) Community Strategic Plan (CSP) that reflects the priorities and aspirations of the Northern Beaches community and provides a clear set of strategies to achieve the community's vision for the future of the area.	Beth Lawsen	01/11/16	28/03/17
7.7	Operational Plan 17/18	To develop the first integrated Operational Plan for 2017/18 for Northern Beaches Council. The Operational Plan will include a Statement of the Council's Revenue Policy and will outline the business activities and projects for 2017/18. Council will be held accountable to its commitments through the Annual Report which will report on Council's performance.	Beth Lawsen	01/12/16	30/06/17
7.8	Complaints & Code of Conduct Management	Develop an end to end complaint management framework which provides mechanisms for business improvement processes for the organisation. This includes the development of relevant procedures, policies and codes. Develop a new Code of Conduct for all Council Officials at Northern Beaches Council.	Helen Lever	30/11/16	30/06/17
Councillor Accommodation Strategy					
	Councillor Accommodation Strategy	Provide suitable accommodation for the incoming Councillors by September 2017 – including Council Meetings and ancillary spaces (meeting rooms, IT requirements and desk spaces).	Helen Lever	27/01/2016	1/09/2017

Core Services Integration Projects

NORTHERN BEACHES
COUNCIL

ID	Project Name	Precis	Sponsor	Start Date	Complete Date
HUMAN RESOURCES					
8.2	Consolidation of JCC's	Formulation of Northern Beaches JCC, including adoption of charter.	Mark Ferguson	15/12/16	28/03/17
8.3	HR Policy Harmonisation	Develop a Prioritisation matrix for development of the HR procedures, and also develop a legislative compliant range of HR procedures and processes that will inform and add value to the strategic people objectives of Northern Beaches Council.	Mark Ferguson	04/12/16	29/12/17
8.4	Permanent Organisation Structure	Development of organisation structure design principles and guidelines, then development of a permanent organisation structure. Development of a vacancy management process for permanent appointment of staff to positions on the structure and the redeployment and voluntary redundancy process if required.	Mark Ferguson	09/01/17	31/07/17
8.5	Remuneration System	To develop a new remuneration system to apply to Northern Beaches Council (4th System). Also to develop a guideline and practices for the grandfathering/retiring of the current legacy systems.	Mark Ferguson	15/12/16	01/04/17
8.6	Staff Culture Survey	Conduct a survey of all staff, development of action plans and presentation of data to ESC and Northern Beaches Council staff.	Mark Ferguson	01/11/16	31/01/17
8.7	Values Development	Collaboratively develop Northern Beaches Council values.	Mark Ferguson	06/11/16	30/04/17

Core Services Integration Projects

NORTHERN BEACHES
COUNCIL

ID	Project Name	Precis	Sponsor	Start Date	Complete Date
HUMAN RESOURCES					
8.8	WHS Management System	Develop a WHS Management System which is compliant with legislative and Licence requirements.	Mark Ferguson	16/12/16	31/12/18
9.1	Intranet Integration	Enhance the Northern Beaches intranet to become an efficient and effective knowledge management tool for communicating and engaging with staff as well as providing fast access to corporate knowledge, that will eventually supersede three former intranets.	Mark Ferguson	01/10/16	31/12/17
9.2	Crowdicity	Provide an electronic mechanism to support face-to-face engagement activities with staff.	Mark Ferguson	01/10/16	31/12/17

NORTHERN BEACHES
COUNCIL

NOTES

EXTRAORDINARY IMPLEMENTATION ADVISORY GROUP MEETING

held in the Guringai Room, Civic Centre, Dee Why on

WEDNESDAY 15 FEBRUARY 2017

**Notes of the Extraordinary Implementation Advisory Group Meeting
held on Wednesday 15 February 2017
in the Guringai Room, Civic Centre, Dee Why
Commencing at 3:37:00pm**

ATTENDANCE:

Dick Persson, AM Administrator

Members

Jean Hay, AM	(Chairperson)
Michel Regan	(Deputy Chairperson)
Kylie Ferguson	(Deputy Chairperson)
Jose Menano-Pires	
Cathy Griffin	

Council Officers

Dick Persson, AM	Administrator
Mark Ferguson	General Manager
Beth Lawsen	Deputy General Manager Public Affairs
Helen Lever	Acting Deputy General Manager Corporate Services
Ben Taylor	Deputy General Manager Environment & Infrastructure
David Walsh	Chief Financial Officer
Sue Meekin	Deputy Chief Financial Officer
Kate Lewis	Executive Manager Community Engagement
Michael McDermid	Executive Manager Corporate Strategy & Planning
Katie Kirwan	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

DECISION

That an apology for non-attendance be received from Alex McTaggart.

2.0 COUNCIL UPDATES

2.1 DRAFT 2017/18 BUDGET UPDATE - DAVID WALSH

DISCUSSION

David Walsh, Chief Financial Officer introduced himself and Sue Meekin, Deputy Chief Financial Officers to members and provided copies of the 2017/18 Operational Plan and the Capital Budget Listing for discussion.

2017/18 Operational Plan

Michael McDermid, Executive Manager Corporate Strategy and Planning provided some background as to the development of the fees and charges.

D Walsh discussed the key elements and noted the following points:

- Merger savings will be adjusted against the baseline and reported as part of the Operational Plan
- Assumed inflation rate of 1.9%
- Assumed Award increase of 2.5% (staff costs)
- Fees and charges will be harmonised wherever possible in 2017/18.

Members discussed fee harmonisation and D Walsh advised that fee harmonisation for Children's Services is likely to take two to three years due to the fee differential.

Michael Regan asked if the public can appeal to the General Manager if fees for Development Applications (DA) can't be harmonised. Mark Ferguson, General Manager noted that the difficulty with DA fees may be down to Section 94 contribution restrictions. M McDermid noted that the fees that impact the community are the first priority.

Dick Persson, AM requested that he would like to be advised of any substantial differences so he can investigate it further.

D Walsh discussed the approved rate increases for 2017/18 as follows:

- Former Manly Council – 1.5%
- Former Pittwater Council – 1.5%
- Former Warringah Council – 9.4% (by way of Special Rate Variation previously approved)

Members discussed the Manly Business Centre Improvement Levy, and the changes in collection of the Emergency Services Property Levy, which residents are likely to perceive as a rates increase imposed by Council. M Regan suggested an explanatory note be circulated to the residents with their rates notice.

D Walsh advised that along with this levy, there will be new property valuations in some areas. Former Warringah and Pittwater Council's had a land revaluation last year so there is unlikely to be any significant volatility around this. However, Manly have not had a land revaluation for two years so he is expecting greater volatility. There is likely to be some dissatisfaction from ratepayers who may interpret the Emergency Services Property Levy as a Rates increase.

D Walsh noted that he is still working through each of the budgets in detail which is a huge task as each of the former Councils did things slightly differently. He noted there will be further changes and there is still a lot of work to be done.

D Walsh noted that the (Draft) 2017/18 Operational Plan will go to Council in April.

Capital Expenditure Works Program

D Walsh advised that Executive Managers were requested to ensure that previous (Capex) projects of the three former Councils were included in the Delivery Program. He also noted that there may be previous resolutions from the former Councils that need to be taken into consideration.

Jose Menano-Pires queried if it would be advantageous to identify the programs that are being funded by the merger savings. Ben Taylor, Deputy General Manager advised that these additional programs are easily identifiable.

M Regan queried how members can raise legitimate questions and make any suggestions for projects. M Ferguson advised that they are open to ideas and that the plan will be coming back to the IAG at a later date.

M Ferguson advised members that they could take the documents away with them for further review on the proviso that they are treated as confidential.

Members also briefly discussed the following matters:

- Plant and fleet replacement (vehicles) and maintenance costs
- Parking meter project and parking sticker program
- Church Point parking and sea wall extension
- Footpath renewals.

NOTE: The meeting adjourned at 4:30pm, and reconvened at 4:48pm.

Members continued to review the Program discussed various matters including, Kimbriki, Mona Vale Town Centre, Dee Why Town Centre upgrades, and dinghy storage in Manly.

J Menano-Pires discussed the proposed new layout for Forestville War Memorial land and advised that some people want to change the layout that was previously approved. He advised Council to discuss with NSW Police as there was legitimate reason why the particular layout was chosen.

ACTION: B Taylor to investigate Forestville War Memorial land proposed layout and report back to the Administrator.

M Ferguson invited members to provide their feedback and comment over the next week.

3.0 GENERAL BUSINESS

3.1 MAIL ADDRESSEE – JOSE MENANO-PIRES

DISCUSSION

J Menano-Pires advised that he received a letter from Council addressed to himself and his wife, and an identical letter addressed to the Occupier on the same day.

Helen Lever, Acting Deputy General Manager Corporate Services noted his comments and advised this is likely to be an anomaly with the Name and Address Register.

NEXT MEETING

1 March 2016

The meeting concluded at 5:27pm

This is the final page of the Notes comprising 5 pages
numbered 1 to 5 of the Extraordinary Implementation Advisory Group
meeting held on Wednesday 15 February 2017 and confirmed on Wednesday 5 April 2017

NORTHERN BEACHES
COUNCIL

NOTES

IMPLEMENTATION ADVISORY GROUP MEETING

held in the Councillors Room, Manly Town Hall on

WEDNESDAY 1 MARCH 2017

northernbeaches.nsw.gov.au

Notes of the Implementation Advisory Group Meeting
held on Wednesday 1 March 2017
in the Councillors Room, Manly Town Hall
Commencing at 4:10pm

ATTENDANCE:

Dick Persson, AM Administrator

Members

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

Council Officers

Dick Persson, AM	Administrator
Mark Ferguson	General Manager
Beth Lawsen	Deputy General Manager Public Affairs
Helen Lever	Acting Deputy General Manager Corporate Services
Ben Taylor	Deputy General Manager Environment & Infrastructure
Kate Lewis	Executive Manager Community Engagement
Trish O'Grady	Executive Assistant and Protocol Officer (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

DECISION

That apologies from Alex McTaggart and Katie Kirwan be noted.

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

2.1 NOTES OF IMPLEMENTATION ADVISORY GROUP HELD 1 FEBRUARY 2017

DECISION

M Regan / J Menano-Pires

That the Notes of the Implementation Advisory Group held 1 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.

3.1 REVIEW AND UPDATE OF PREVIOUS ACTIONS AND BUSINESS ARISING – MARK FERGUSON

DISCUSSION

Mark Ferguson, General Manager provided the following update:

- Action:** Discuss opportunities for input from the LRC to the Capex plan with the Executive Manager, Corporate Strategy & Planning
- Update:** Given the tight timeframes to put the draft Operational Plan (and Budget), this will be challenging.
- Action:** M Ferguson to investigate previous discussions around the potential use of Manly Andrew Boy Charlton by water polo groups
- Update:** Mark Ferguson reported that the cost would be approximately \$4million for the provision of a water polo pool at the Andrew Boy Charlton Aquatic Centre.

Jean Hay, AM explained that representatives from Australian Water Polo had met with the former Manly Council and said they would get funding to pay half the cost. Beth Lawsen, Deputy General Manager Public Affairs also met with these representatives on numerous occasions when they said they would contribute 50 percent. M Ferguson believes water polo may be better situated at the new aquatic centre at the Hospital Precinct and it was agreed that it is not a good time to revisit a

water polo facility at this point in time.

J Hay agreed and pointed out that it is not a good time to spend money due to misleading information in the media about cost of the Andrew Boy Charlton Aquatic Centre and pointed out that the \$27 million referred to includes the work on LM Graham Reserve as well as the cogeneration plant.

Discussion was held regarding fencing and dogs at LM Graham Reserve. B Lawsen has provided the history to Steve Lawler, Executive Manager Parks & Reserves.

C Griffin enquired regarding the operation of the cogenerational plant and Ben Taylor, Deputy General Manager Environment & Infrastructure advised that the plant has been operational since November last year.

B Taylor advised that S Lawler has been speaking with resident groups who are advocating to demolish the current amenities block. B Taylor advised this is still under investigation.

Discussed differing requirements of dog walkers and sporting groups and J Hay pointed out that LM Graham Reserve was established originally as a sporting ground, and not a dog park.

4.0 COUNCIL UPDATES

4.1 ADMINISTRATOR'S UPDATE - DICK PERSSON, AM

DISCUSSION

Dick Persson, AM, Administrator, provided members with the following updates:

The Administrator informed the meeting that contrary to a Manly Daily article regarding Frenchs Forest, Council has not back peddled but made it clear they prefer not to have the swimming pool removed, if at all possible.

The Administrator pointed out that Minister Stokes would like an alternative site investigated but he has pointed out to the Minister that there are no suitable sites therefore the school will need to be located on the current swimming pool site or carpark.

The Administrator pointed out that he believes the onus should be put on the Department of Education for an appropriate location and is confident that Minister Stokes will support the school being relocated on the carpark site if that is possible and retain the WAC.

There has been debate regarding the commercial feasibility of the Hospital Precinct Structure Plan (Frenchs Forest) plan on display.

There was discussion regarding media relating to a tunnel under the Spit Bridge and the Administrator pointed out that although he would not like to appear negative about a tunnel, he would does not want money diverted away from current traffic management initiatives on the Northern Beaches.

Jose Menano-Pires enquired if the Administrator was are aware of ring road option accepted by RMS which is a flybridge across new Warringah Road and Wakehurst Parkway. He noted that there has been some lobbying and meeting with politicians and thinks the study should be looked at.

Planning for a New Elected Council

The Administrator and General Manager have had discussions regarding the elected Council and believe it would be advantageous for the current IAG members to take time thinking issues through and working with the Administrator and General Manager on planning how the new Council could

be structured.

For example:

- Council Meeting facilities?
- Opinion on Standing Committees - committee framework?
- Re-fashion Precincts to Ward Committees at Council with Councillors and staff?

Administrator said he does not intend on getting into discussion of what role but would like IAG to take this on as a project and take ownership with facilitator provided by Council. C Griffin would support the option of two initial sessions were facilitated by staff. Kate Lewis, Executive Manager Community Engagement suggested a workshop be organised to get ideas.

M Regan noted that he is not in favour of the proposal as he believes the newly elected Council should organise the new structure. He appreciates that the IAG could do some forward planning but Council needs to trust the former structures and give the new Council the opportunity to determine this.

J Menano-Pires stated he believes there are more important issues such as accommodation for the new Council. The Administrator pointed out that he believes people will respect the IAG opinion and they should work on some of these issues for the new Council.

4.2 GENERAL MANAGER'S UPDATE - MARK FERGUSON

DISCUSSION

General Manager, Mark Ferguson provided an update on/discussed the following matters:

- As a follow up to the Budget workshop held on 15 February Mark requested members to come back by Friday week with thoughts/priorities to be considered before Council meeting in April.
- M Ferguson stressed to members the workload involved for staff to bring 3 budgets together that will deliver services to our rate payers.
- Structure – consultation has been held with level three managers regarding a permanent structure. This structure will go to all staff in approximately two weeks with some changes including four divisions becoming three. There will be a reduction in Manager positions.
- Level three and four positions will be 90 percent recruited internally.
- Public Affairs will be absorbed into the General Manager's and Corporate Services divisions.
- Beth Lawsen will be starting Long Service Leave shortly.
- Both Acting DGM positions will be advertised externally from 16 March with a final decision by the end of April. The three Deputy General Manager positions will be as follows:
 - Custome and Corporate
 - Planning, Place and Community
 - Environment and Infrastructure

M Regan asked for an explanation on the Executive Managers process and M Ferguson provided an explanation of the selection process.

M Ferguson pointed out that a restructure generates energy. He also commented on the added

pressure places on staff with the difficulties how staff are coping with the 3 different systems not being integrated and pressure this puts on staff and acknowledged it is a difficult time.

Members also discussed the following points:

- Insurance levy
- Capex projects: M Regan and J Menano-Pires noted that they do not believe that Council have the resources for all the projects funded and believes there is an opportunity to have Project Manager employed to act on Council's behalf. B Taylor explained the structure of the Major Projects Team and advised there is \$120 million available for capital projects.

NOTE: Cathy Griffin left the meeting at 5.25pm.

B Lawsen distributed a confidential Briefing Note on the Glen Street Theatre and Andrew 'Boy' Charlton Aquatic Centre.

5.0 LRC AGENDA

5.1 DRAFT LRC AGENDA FOR 15 MARCH 2017 MEETING - BETH LAWSEN

DISCUSSION

Kate Lewis, Executive Manager Community Engagement advised that there will be an Identity Workshop at the next LRC meeting to be held on 15 March 2017.

Members acknowledged B Lawsen and her contributions to both former Manly Council and Northern Beaches Councils over the years.

NEXT MEETING

Wednesday 5 April 2017.

The meeting concluded at 5:41PM

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

NORTHERN BEACHES
COUNCIL

NOTES

LOCAL REPRESENTATION COMMITTEES MEETING

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

WEDNESDAY 15 FEBRUARY 2017

northernbeaches.nsw.gov.au

**Notes of the Local Representation Committees Meeting
held on Wednesday 15 February 2017
in the Council Chambers, Civic Centre, Dee Why
Commencing at 6:00pm**

ATTENDANCE:

Dick Persson, AM Administrator

Members

Social Local Representation Committee

Jean Hay, AM (Chairperson)
Bob Giltinan
Kay Millar
Vanessa Moskal
Wayne Gobert

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
Cathy Griffin
Ian White
Julie Hegarty
Hugh Burns

Council Officers

Mark Ferguson	General Manager
Beth Lawsen	Deputy General Manager Public Affairs
Helen Lever	Acting Deputy General Manager Corporate Services
Kate Lewis	Executive Manager Community Engagement
Katie Kirwan	Governance (Notes)
David Kerr	Acting Deputy General Manager Planning & Community
Andrew Pigott	Executive Manager Strategic Land Use Planning
Graham Middleton	Executive Manager Communication and Engagement
Gabrielle Angels	Executive Manager Customer and Community Services
Tija Stagni	Executive Manager Development and Compliance
Luke Perry	Senior Planner

COMBINED LRC SESSION

1.0 WELCOME AND INTRODUCTIONS

1.1 ACKNOWLEDGEMENT OF COUNTRY – BETH LAWSEN

Jean Hay, AM gave an acknowledgement of Country.

1.2 APOLOGIES – BETH LAWSEN

DECISION

That apologies for non-attendance be received from Steve Pickering, Alex McTaggart, Duncan Kerr and Pat Daley.

2.0 REVIEW OF NOTES OF PREVIOUS MEETINGS NOTES

2.1 NOTES OF LOCAL REPRESENTATION COMMITTEES HELD 23 NOVEMBER 2016

DECISION

A Le Surf / H Burns

That the Notes of the Local Representation Committees held 23 November 2016, copies of which were previously circulated to all Members, are hereby confirmed as a true and correct record of the proceedings of that meeting.

2.2 UPDATE BY ADMINISTRATOR – DICK PERSSON, AM

DISCUSSION

Dick Persson, AM, Administrator discussed the following points:

Local Representation Committee (LRC) and Membership

- Selena Griffith is no longer a member of the LRC.
- Most Council's are finishing their LRCs in May and requested members to provide feedback on what they thought of this, or whether they wanted to continue beyond May.
- There was an Extraordinary Council Meeting held today whereby Council resolved to acquire land in Walana Crescent in Mona Vale. He provided members with some background as to how this came about, via a bequeathed estate.

Kay Millar suggested it would be nice for Council to acknowledge why this bequeath was made

and to formally acknowledge the staff that were involved in the matter.

- Closure of the Warringah Aquatic Centre (WAC) and the community response to this.

3.0 AGENDA ITEMS

3.1 CORE SERVICE INTEGRATION PROJECTS UPDATE

DISCUSSION

Beth Lawsen introduced Graham Middleton, Executive Manager Communication and Engagement, Gabrielle Angles, Executive Manager Customer and Community Services, and Tija Stagni, Executive Manager Development and Compliance to members.

Graham Middleton, Executive Manager Customer and Community Services

G Middleton discussed the following four transformation projects:

1. Identity
2. Website
3. Signage
4. Events

G Middleton gave a brief overview of the scope and objective of the four projects and discussed the timeframes to which he is working. He noted that community engagement and consultation has begun through the Community Strategic Plan (CSP), as well as internal workshops with staff. He also noted that there will be separate workshops held with the Local Representation Committee (LRC) and the Strategic Reference Groups (SRGs).

Members discussed various matters and in particular the following:

- Website user experience and the necessity for ease of user and as many online booking and reporting facilities as possible.
- Archiving and the importance of recognising and recording the former Councils' individual identity and heritage.
- The various models of fabrication of signage and the importance of community consultation on this matter.

Gabrielle Angles, Executive Manager Customer and Community Services

G Angles provided members with information on the project scope and objectives. She advised workshops have been held with staff and the draft strategy will be going to Council to be put on public exhibition.

Members noted that online reporting needs to be quick, easy and suggested an app as a means of reporting issues within the community. David Kerr, Acting Deputy General Manager Planning & Community noted this will be difficult to do immediately as it relies on the core systems being integrated first.

Tija Stagni, Executive Manager Land Use Planning, Dev and Compliance

T Stagni provided members with an overview of the project and noted that participation, transparency in decision making, and delivering an efficient determination system are the main

objectives.

T Stagni advised that there is a workshop for members scheduled. It was previously being held on 20 February but has now moved to 21 February and will be held at Mona Vale Memorial Hall.

NOTE: M Ferguson left the meeting at 7:21pm.

3.2 INGLESIDE LAND RELEASE PROJECT – ANDREW PIGOTT

DISCUSSION

Andrew Pigott, Executive Manager Strategic Land Use Planning gave a presentation on the Ingleside Precinct Land Release Plan ('the Plan') (*Attachment 1*).

He gave members a brief overview of the project background and discussed some of the highlights of the Plan.

A Pigott advised members that the first community engagement drop in session was on 11 February 2017 in Mona Vale and noted that engagement opportunities will be ongoing.

A Pigott advised members that the aim is to achieve Green Star certification for the site, and he discussed some of the challenges associated with this.

It was noted RMS are preparing to upgrade Mona Vale Road and the proposal is now on exhibition.

There was discussion amongst members around the plan, and in particular, in relation to public transport, re-zoning, endangered eco systems that will be affected, and general environmental impact.

NOTE: C Griffin left the meeting at 7:30pm.

Kay Millar acknowledged the work of A Pigott and his team, as well as the Chairperson of the Ingleside Reference Group, Julie Hegarty.

3.3 HOSPITAL STRUCTURE PLAN – DAVID KERR

DISCUSSION

David Kerr, Acting Deputy General Manager Planning & Community provided members with a presentation and update on the status of the Draft Northern Beaches Hospital Precinct Plan (*Attachment 2*).

D Kerr noted that most importantly, this is a brand new place of good design with modern facilities and good amenities for the proposed expanded local community.

Members discussed various matters, and in particular close of the WAC and potential other sites, re-zoning of Karingal Crescent, and the continued presence of NSW Police in the area.

4.0 GENERAL BUSINESS

4.1 SEAFORTH COMMUNITY CENTRE

DISCUSSION

Members questioned when the Seaforth Community Centre will be open.

ACTION: Helen Lever will find out and advise members.

NEXT MEETING

15 March 2017

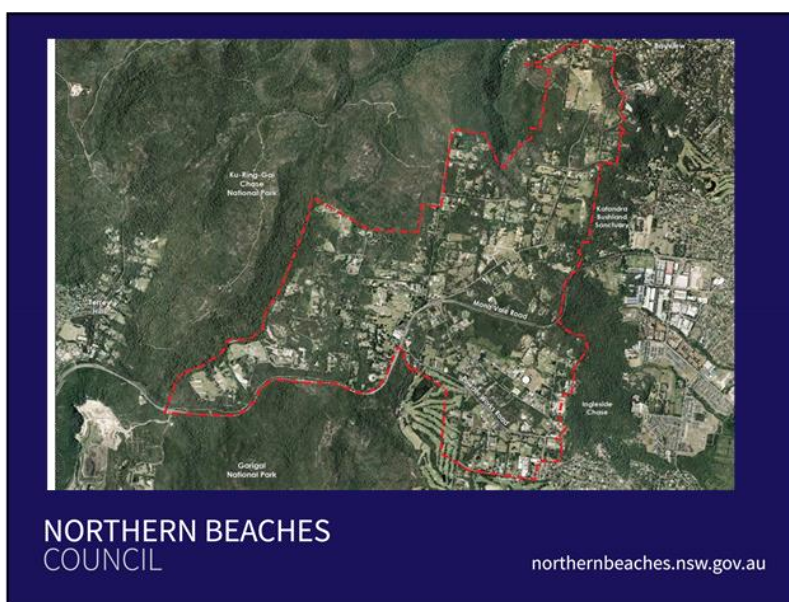
SUMMARY OF ACTIONS

ITEM NO.	ACTION	RESPONSIBLE OFFICER	DUE DATE
4.1	Confirm opening date of Seaforth Community Centre opening.	Helen Lever	15 March 2017

The meeting concluded at 8:26pm

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

20/03/2017



20/03/2017

Background

- Identified for Land Release as early as 1960s
- Many stops and starts since then
- Council resolution of 18 February 2013
- Included in the Metropolitan Plan for Sydney and in District Plan.
- Listed as a "Priority Growth Area" under the *State Environmental Planning Policy (Sydney Region Growth Centres) 2006*

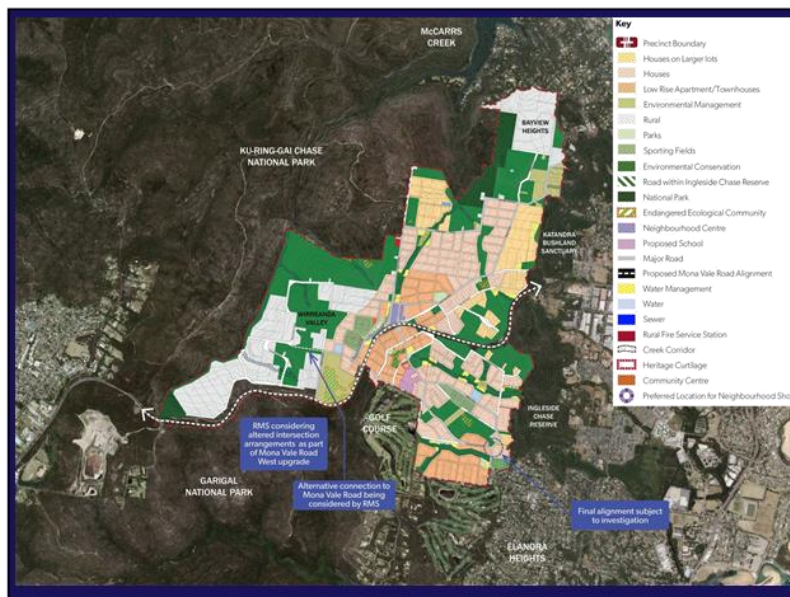
Vision

- A connected, liveable and sustainable community that embraces and respects its landscape setting.

20/03/2017

Plan Highlights

- 700 hectares
- 40% development
- 30% conservation
- 30% remain in current state
- 3,400 new dwellings
- Affordable housing – up to 10%
- Diverse mix of housing product
- 6 sports fields
- 1 primary school
- 2 community centres
- Neighbourhood centre with local shops



20/03/2017

Housing Types

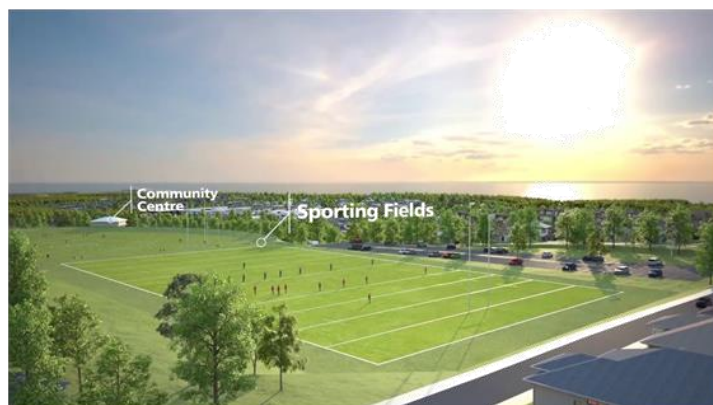


Strong Environmental Emphasis

- Green Building Council of Australia - Target: 4 Star (Australian Best Practice)
- Water Target : +/-5% environmental flows & +/-10% groundwater across whole precinct
- Beyond BASIX – water and energy targets
- The Precinct will be “bio-certified land”. No net loss of flora or fauna
- Fauna connectivity

20/03/2017

Sporting Fields



Neighbourhood Centre



20/03/2017

Community Feedback

- 100 submissions received
 - Too much / not enough conservation lands
 - Upgrades to the road network including Mona Vale Road
 - Bushfire risk
 - Timing of development release
 - Moving ecological corridors off their land
 - Increase density on their land
-
- 150 people at last Saturday's drop in session.
 - 2 drop in sessions remaining – Thursday 16th Feb & Wednesday 22nd Feb

Where to from here?



20/03/2017



20/03/2017



20/03/2017

Highlights

- A new, centrally located vibrant town centre that is connected to the Northern Beaches Hospital with a high street that includes retail and commercial uses, residential development and areas of open space;
- Up to 10% of new dwellings to be provided as affordable rental housing to support key workers
- The construction of a new community 50m Aquatic facility on the town centre site
- New pedestrian and cycle infrastructure to connect the town centre
- New, state of the art, education facilities to cater for primary and secondary students with shared recreation facilities
- New housing - approximately 2,200 new dwellings
- New jobs - approximately 4,300 new jobs inclusive of the Hospital

Background

- New Hospital – due 2018 – 488 beds
- Road upgrades – due 2018 - \$500 million over two stages
- Frenchs Forest identified as a Strategic Centre
- Sydney is growing at 1.5% per annum and needs 35,000 new dwellings per year
- Council with 6 State Agencies has developed a plan to guide future growth.



20/03/2017

Planning Context

Northern Beaches Hospital Precinct - Strategic Centre

- In 2014 the State Government released 'A Plan For Growing Sydney'.
- Northern Beaches Hospital Precinct – Strategic Centre.
- A new place will be created
- Also identified as a Strategic Centre in the Draft North District Plan.
- Hierarchy of centres similar to Hornsby and Brookvale/Dee Why.
- Significant growth in housing and employment to meet population projections.
- Potential for further growth with future transport investment.



Project Scope

Three Stages

- The original scope of work for the preparation of the Structure Plan identified three key stages:
 - Stage 1: Project Definition and Visioning (October 2014);
 - Stage 2: Scenario Development and Evaluation (November 2014 to November 2016);
 - Stage 3: Preferred Scenario Exhibition (November 2016 – February 2017).
- Stage 2 took longer than anticipated.

WHAT IS HAPPENING?

- The NSW Government is entering into a long term partnership to deliver the new Northern Beaches Hospital in 2018.
- The NSW Government is preparing a major road upgrade connecting to the site.
- In response, Northern Beaches Council is preparing a Hospital Precinct Structure Plan for growth development around the new hospital.

WHAT IS A PRECINCT STRUCTURE PLAN?

A Precinct Structure Plan is a study which looks at an area (precinct) and develops a framework for growth development. It is not a planning document, but a document which sets out the vision and provides the best way for an area to grow.

WHAT IS COUNCIL PREPARING THIS PLAN?

The Northern Beaches Council has been identified by the NSW Government as an essential local government partner to support the hospital and Council is undertaking this work so that growth is properly managed.

WHO IS PREPARING THE PRECINCT STRUCTURE PLAN?

The Plan is being prepared by Council in partnership with the NSW Department of Planning and Environment. To prepare the Plan, Council has appointed a specialist, James Shoolby, who has specific experience in the planning of areas around hospitals. They will be working with Council and the community to prepare the Precinct Structure Plan over the next 12 months. Given the importance of health and transport issues to this area, the James Shoolby team includes specialists in both area transport planning.

HOW CAN I FIND OUT MORE?

- Have detailed information on this project can be found at: www.nbcouncil.nsw.gov.au
- Project information will be updated regularly and you can register online for email updates. You can also call Council on 1900 2054 if you want to speak to one of the project team or email structureplanning@nbcouncil.nsw.gov.au with any other questions.

HOW CAN I GET INVOLVED?

- Keep an eye on the website for key updates.
- Register online for email updates.
- Visit one of our community drop in sessions.

Thu 9 Oct
6-8.30pm
Forestville RSL
22 Melwood Ave,
Forestville

Sat 18 Oct
2.30-5pm
Forestville RSL
22 Melwood Ave,
Forestville

20/03/2017



20/03/2017

Preferred Growth Scenario

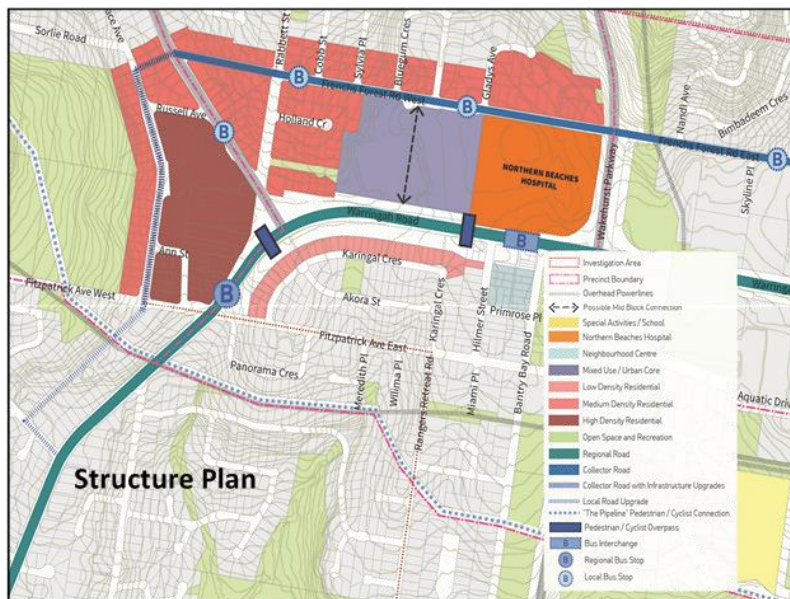
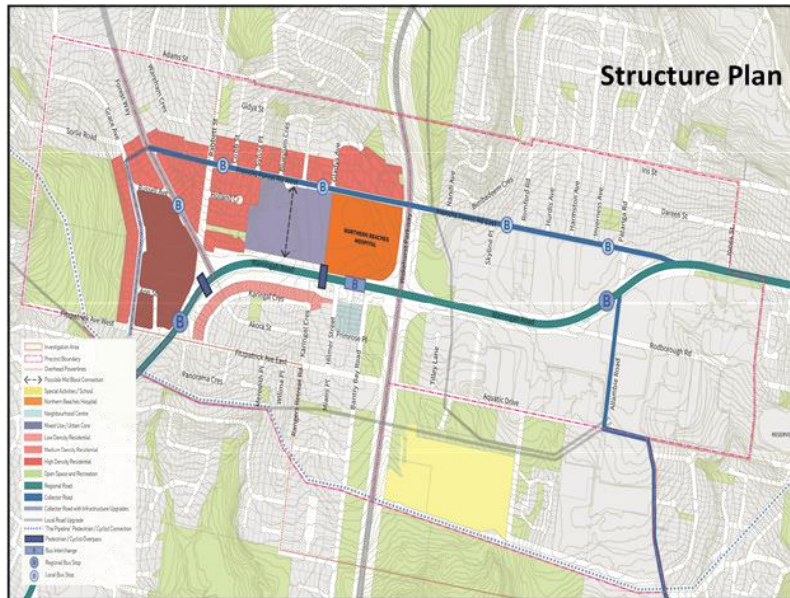
Trip Generation Location | Magnitude



An aerial photograph of a coastal town, likely in New Zealand, showing a mix of residential areas, green spaces, and a coastline with a bay. The text 'Structure Plan' is overlaid in a large, white, sans-serif font on the right side of the image.



20/03/2017



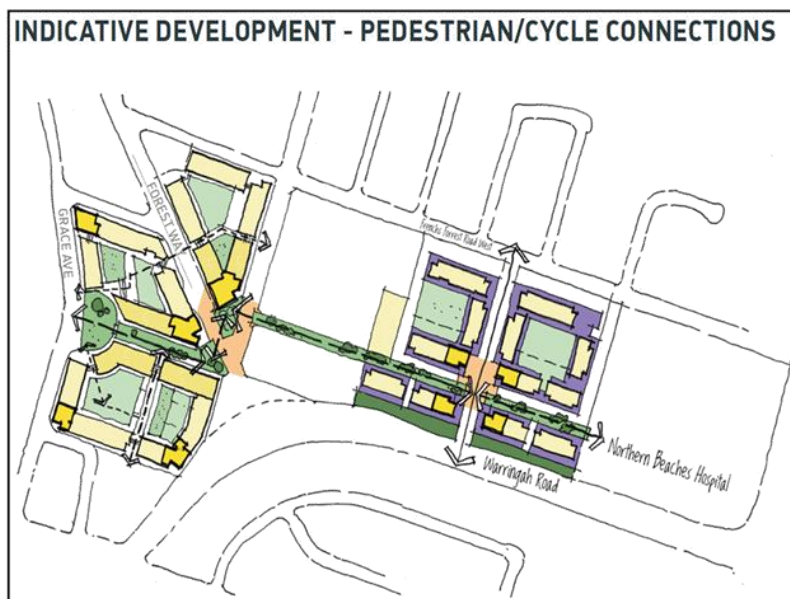
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Town Centre Site

- Retail uses
- High Street connection
- Pedestrian and Cycleway connectivity to Hospital and new development
- Aquatic Facility
- Community uses
- A connected, vibrant and new place

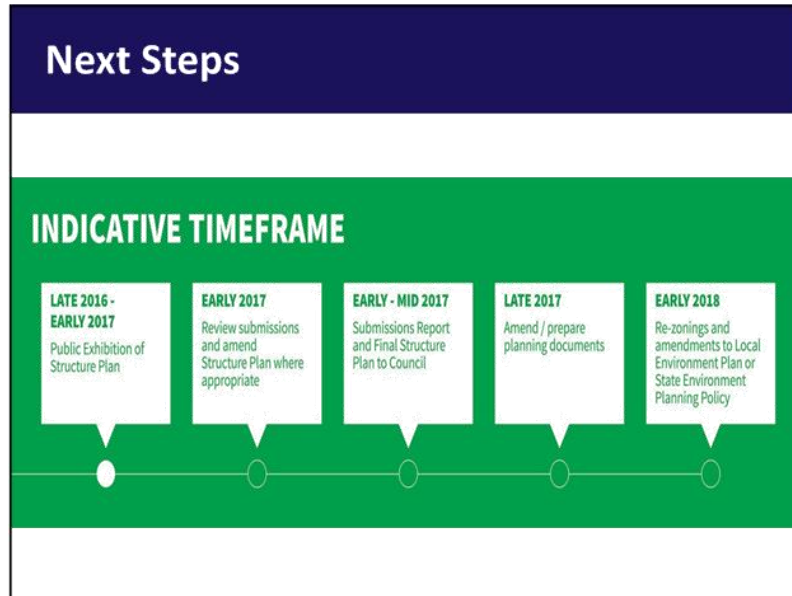
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Aquatic Centre Site

- Construction of a new state of the art educational facility to replace the existing Forest High School.
- New school to be constructed within the footprint of the existing aquatic centre.
- Potential to cater for 1500 students.
- Existing school to remain open until a new school is built.
- Aquatic Facility to be built on the new town centre site.
- Alternative facilities available whilst new facility is under construction.

20/03/2017



NORTHERN BEACHES
COUNCIL

NOTES

LOCAL REPRESENTATION COMMITTEES MEETING

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

WEDNESDAY 15 MARCH 2017

northernbeaches.nsw.gov.au

**Notes of the Local Representation Committees Meeting
held on Wednesday 15 March 2017
in the Council Chambers, Civic Centre, Dee Why
Commencing at 6:04pm**

ATTENDANCE:

Members

Social Local Representation Committee

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

Economic Local Representation Committee

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

Environment Local Representation Committee

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

Council Officers

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

Visitors

Mark Mitchell	Micromex
Sandy Belford	Principals
Tui Horo	Principals

COMBINED LRC SESSION

1.0 WELCOME AND INTRODUCTIONS

1.1 ACKNOWLEDGEMENT OF COUNTRY – MICHAEL REGAN

DISCUSSION

Michael Regan gave an acknowledgement of Country.

1.2 APOLOGIES – HELEN LEVER

DECISION

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

2.0 REVIEW OF NOTES OF PREVIOUS MEETINGS & ACTIONS

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

DECISION

H Burns / K Millar

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

DISCUSSION

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

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

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

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

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

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

2.2 UPDATE ON ACTIONS FROM PREVIOUS MEETING – HELEN LEVER

DISCUSSION

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

- Action:** When will the Seaforth Community Space (former TAFE site) be open.
- Update:** Helen Lever advised that Council is waiting for the Occupation Certificate before the opening. Once received, an opening will be organised and information provided to members.

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

3.0 AGENDA ITEMS

3.1 COUNCIL UPDATES – MARK FERGUSON

DISCUSSION

M Ferguson briefed members on the following matters:

Organisation Structure

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

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

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

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

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

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

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

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

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

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

DISCUSSION

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

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

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

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

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

Members highlighted the importance of considering the following:

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

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

4.0 GENERAL BUSINESS

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

DISCUSSION

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

All members agreed that they were generally in support.

SUMMARY OF ACTIONS

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

NEXT MEETING

19 April 2017.

The meeting concluded at 8:07pm

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

23/03/2017



Background

Context:

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

Objectives:

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

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

Methodology:

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

2

23/03/2017

Quantitative Context

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

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

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

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

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

**DP&C 2016 Norm is 58.



3

Section 1: Associations by CSP Pillars

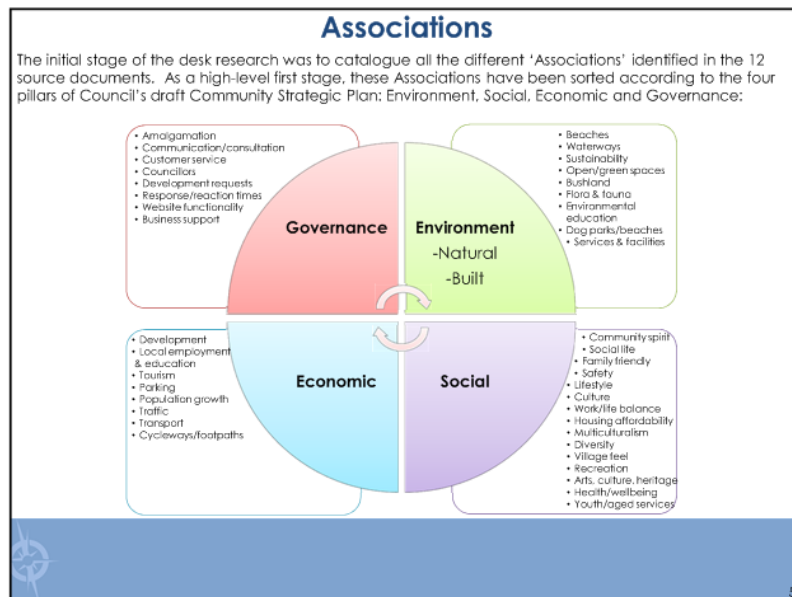


NORTHERN BEACHES
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micromex
research

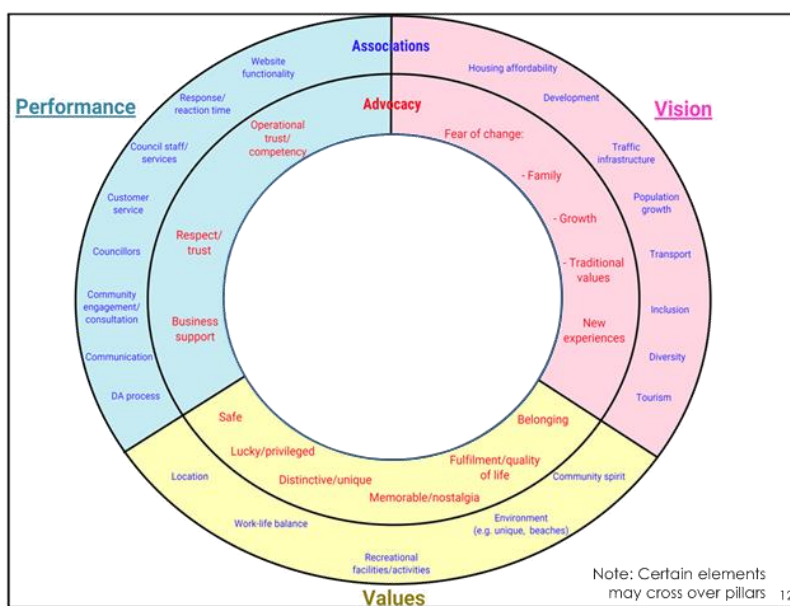
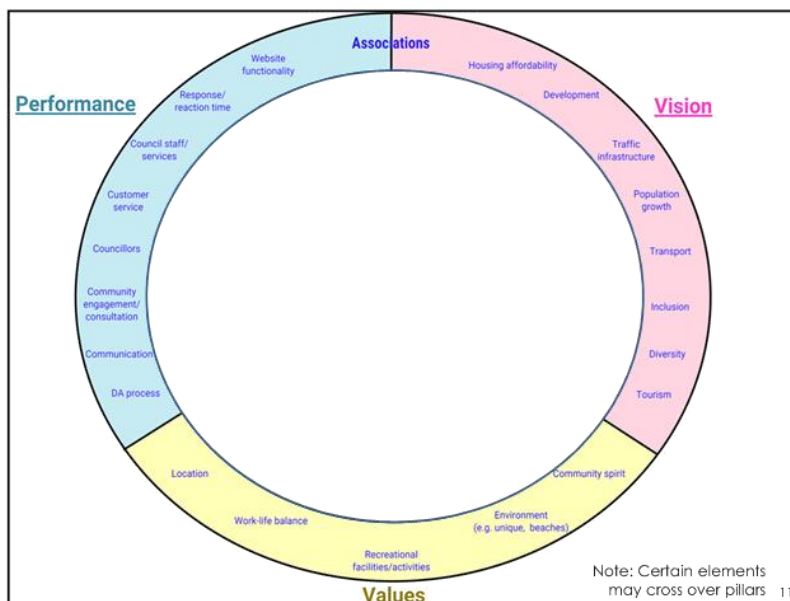
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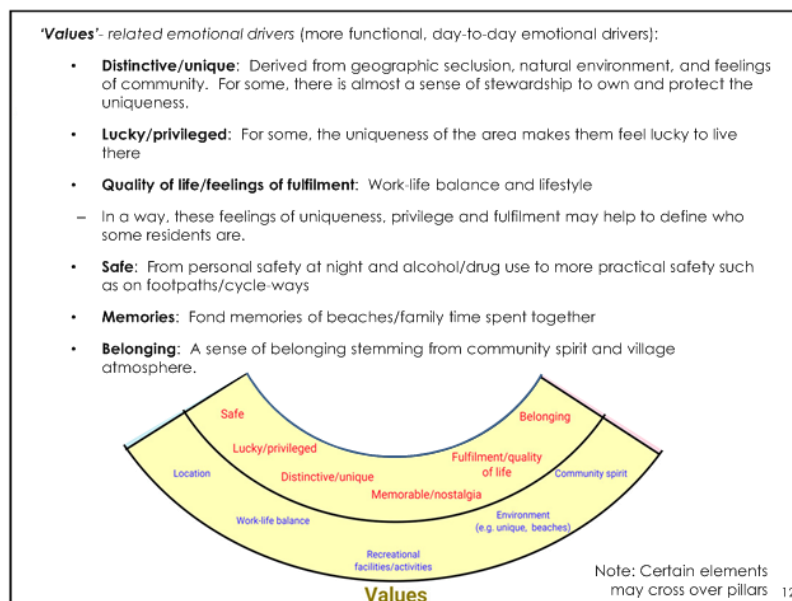
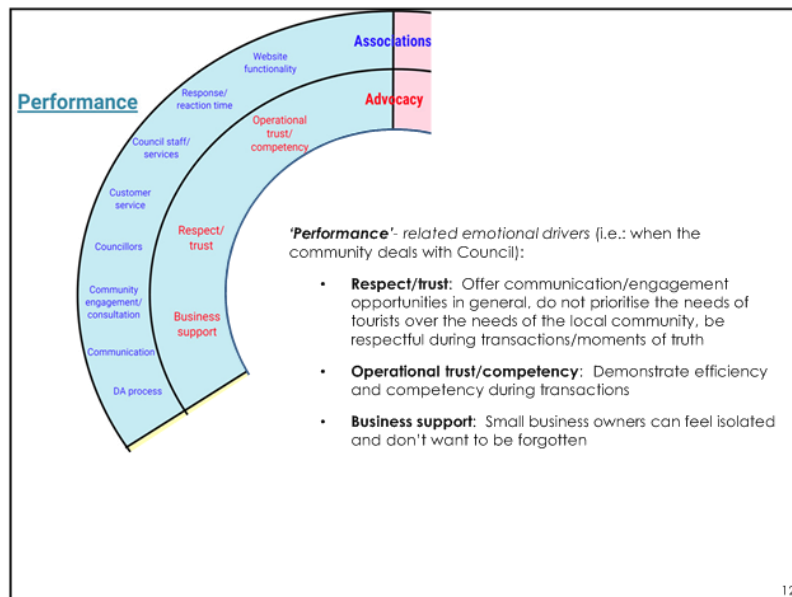


Section 2: Beyond Associations: Identity Model for The Northern Beaches

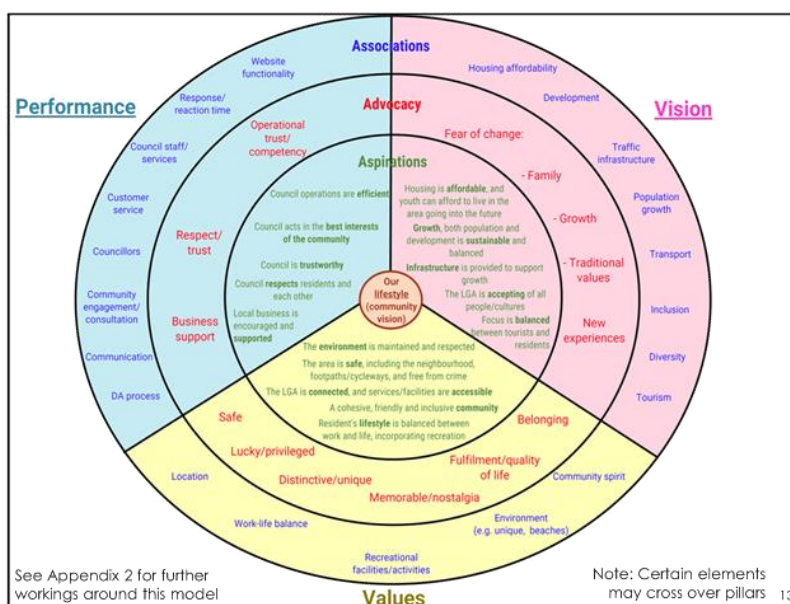
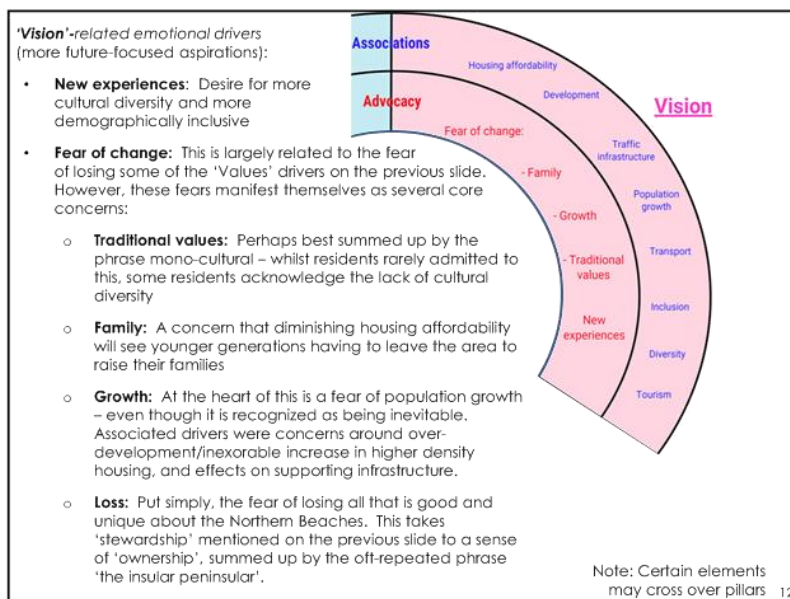
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15th March 2017

NORTHERN BEACHES

COUNCIL

LRC Co-creation Session

Today

Recap on the project, the approach and
current status

Get your thoughts and insights



Project objectives

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

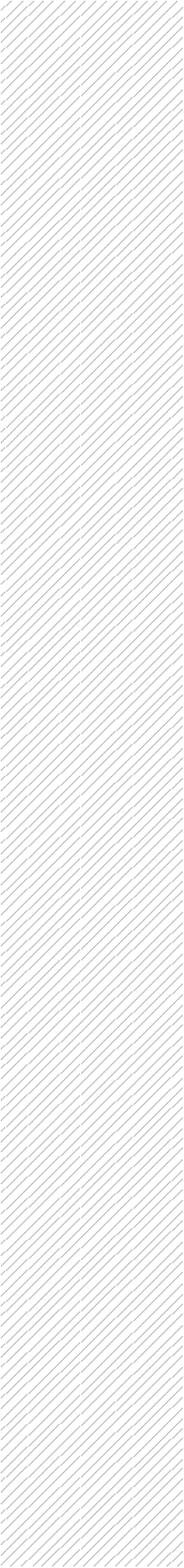
To understand what Northern Beaches means in the hearts and minds of its communities

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



Project Brief

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



Our Task

Create an identity that brings the vision to life

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

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

Deliverables

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

PROCESS OVERVIEW

STAGE 1 IMMERSION

Project kick-off day:

- Planning meeting
- Site visit to key locations
- Define a communications strategy for the rebrand project.

Review existing documentation and research

Digital research and analytics review

Peer and competitor brand touchpoint audit:

8 interviews x 1hr (key internal stakeholders)

12 x External stakeholder interviews with senior community members

Online staff survey

Timings: December /January

STAGE 2 HYPOTHESES

Insights report from Stage 1:

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

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

Information Architecture workshop(s) with relevant digital stakeholders

Timings: January / February

STAGE 3 CO-CREATION

Consultation with the community and staff through 9 workshops.

Testing of brand architecture structures with relevant stakeholders

Set up qualitative online panel from selected community members and staff

Community listening posts

Creation of the initial Information Architecture recommendations

Timings: February

STAGE 4 STRATEGY REFINEMENT

Creation of brand proposition and supporting brand model

Test and refine elements of the brand strategy with online panel

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

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

Summarising as:

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

Final Brand Architecture recommendations

Present, refine and finalise Information Architecture structure

Scope brand implementation requirements

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

Timings: March

STAGE 5 CREATIVE EXECUTION

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

Develop, refine and finalise chosen visual direction for Council identity

Creative brief for style guide agreed

Creation of style guide content and final document

Timings:
End of March / April / May

What we've done so far

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

Who we've spoken to so far

Internal 1:1 Interviews	External 1:1 Interviews	IA 1:1 Discussions
1. Debbie Bruce and Michelle Berridge 2. Dick Persson 3. Mark Ferguson 4. Mick Darda 5. Lindsay Godfrey 6. Melissa Messina & Tess 7. Todd Dickinson / Natasha Shultz 8. Meaghan Clancy 9. Peter Livanes 10. Steven Lawler	1. David Darcy 2. Jim Boyce 3. Cathy Griffin 4. Maria Chidzey 5. Kylie Ferguson 6. Michael Regan 7. Jean Hay 8. Susan Moylan-Coombes (and Aboriginal community group) 9. Caroline Ghatt 10. Alex McTaggart (on leave till Fri 3rd March)	1. Trish Chaney 2. Phillip Lane 3. Jeanne Thuez 4. Dawn Amos (resident) 5. Library: Jane Smith, Theo Stephens, Therese Benjamin, Jane Park, Marketa Jeffs 6. Gregor Reise (resident) 7. Carly Papendrea (resident) 8. Robyn Tester (resident)

External 1:1 Interviews to be completed

- 10. Jose Menano-Pires
- 11. Hugh Burns

Co-creation workshops

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



- General community Manly 7 March
- Youth Dee Why 8 March
- General community Mona Vale 10 March
- General community Forestville 15 March

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

What we explore in the co-creation sessions

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

TASK: Hidden Stories

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



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



Next steps

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

Current Brand Architecture



Monolithic Architecture – Scenario 1
Building equity in the masterbrand

























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

Hybrid Architecture – Scenario 2
Giving the sub-brands more prominence

Masterbrand	Council Services	Council Partners	Associated Entities
NORTHERN BEACHES COUNCIL	<p>NORTHERN BEACHES COUNCIL MANLY AQUATIC CENTRE</p> <p>NORTHERN BEACHES COUNCIL WARRINGAH AQUATIC CENTRE</p> <p>NORTHERN BEACHES COUNCIL MONA VALE LIBRARY</p> <p>NORTHERN BEACHES COUNCIL WARRINGAH LIBRARY</p> <p>NORTHERN BEACHES COUNCIL MONA VALE CEMETERY</p> <p>NORTHERN BEACHES COUNCIL DUFFYS FOREST</p> <p>NORTHERN BEACHES COUNCIL FAMILY DAY CARE</p> <p>NORTHERN BEACHES COUNCIL PITTWATER YOURSAY</p> <p>NORTHERN BEACHES COUNCIL GLEN STREET THEATRE</p>	<p>NORTHERN BEACHES COUNCIL </p> <p>NORTHERN BEACHES COUNCIL </p> <p>NORTHERN BEACHES COUNCIL </p> <p>NORTHERN BEACHES COUNCIL </p> <p>NORTHERN BEACHES COUNCIL </p> <p>NORTHERN BEACHES COUNCIL </p> <p>NORTHERN BEACHES COUNCIL </p> <p>NORTHERN BEACHES COUNCIL </p> <p>NORTHERN BEACHES COUNCIL </p>	<p> In partnership with Northern Beaches Council</p> <p> In partnership with Northern Beaches Council</p> <p> In partnership with Northern Beaches Council</p> <p> In partnership with Northern Beaches Council</p> <p> In partnership with Northern Beaches Council</p> <p> In partnership with Northern Beaches Council</p> <p> In partnership with Northern Beaches Council</p> <p> In partnership with Northern Beaches Council</p> <p> In partnership with Northern Beaches Council</p> <p> In partnership with Northern Beaches Council</p> <p> In partnership with Northern Beaches Council</p> <p> In partnership with Northern Beaches Council</p> <p> In partnership with Northern Beaches Council</p> <p> In partnership with Northern Beaches Council</p> <p> In partnership with Northern Beaches Council</p> <p> In partnership with Northern Beaches Council</p>

House of Brands Architecture – Scenario 3

Every brand has its own identity

Masterbrand	Council Services	Council Partners	Associated Entities
 <p>NORTHERN BEACHES COUNCIL</p>	 <p>MARILYN ANDREW 'BOY' CHARLTON AQUATIC CENTRE</p>  <p>MONNA VALE LIBRARY</p>  <p>YOUR SAY</p>  <p>MONNA VALE CEMETERY</p>  <p>Olin Street Theatre</p>	 <p>LIBRARIES NSW</p>  <p>Innside</p>  <p>Calibre PROMOTIONS</p>  <p>HubCity Lifestyle</p>  <p>PRESTIGE</p>  <p>PRESTIGE</p>  <p>PRESTIGE</p>  <p>PRESTIGE</p>  <p>PRESTIGE</p>	 <p>PRESTIGE</p>  <p>ST. MARTIN'S</p>  <p>Golf Centre</p>  <p>KUMBURU</p>  <p>KUMBURU</p>  <p>KUMBURU</p>  <p>KUMBURU</p>  <p>KUMBURU</p>  <p>KUMBURU</p>  <p>KUMBURU</p>  <p>KUMBURU</p>  <p>KUMBURU</p>

A Local Initiative Low Risk Partnership Opportunity

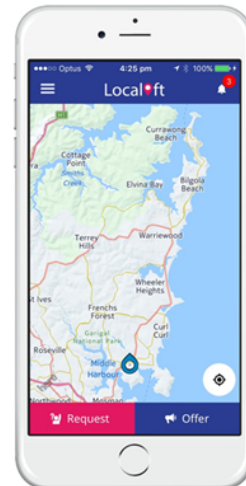
Northern Beaches Council



#giveafriendalift

What is Localift?

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




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23/03/2017

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



Localift
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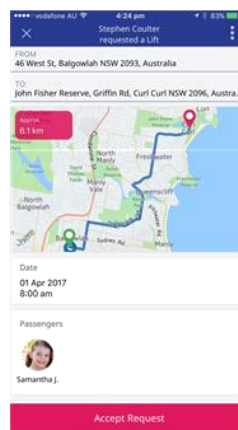
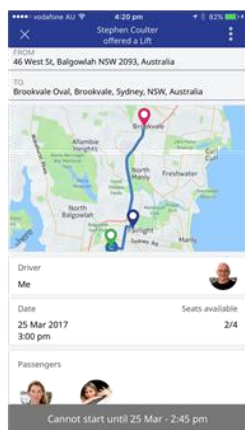
Organise Friends in Logical Groups around Common Activities



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23/03/2017

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



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