



SUPPLEMENTARY AGENDA

Notice is hereby given that an Ordinary Meeting of Council will be held at the Civic Centre, Dee Why on

Tuesday 23 June 2015

Beginning at 6:00pm for the purpose of considering and determining matters included in this agenda.

Rik Hart
General Manager

Issued: 19 June 2015



**Supplementary Agenda for an Ordinary Meeting of Council
to be held on Tuesday 23 June 2015
at the Civic Centre, Dee Why
Commencing at 6:00pm**

8.0	ENVIRONMENT DIVISION REPORTS.....	
8.10	Fit for the Future - Warringah Council's Improvement Proposal	1

ITEM 8.10	FIT FOR THE FUTURE - WARRINGAH COUNCIL'S IMPROVEMENT PROPOSAL
REPORTING MANAGER	GROUP MANAGER STRATEGIC PLANNING
TRIM FILE REF	2015/152252
ATTACHMENTS	1 Fit for the Future Community Consultation Report

EXECUTIVE SUMMARY

PURPOSE

To seek Council's endorsement to submit an Improvement Proposal to IPART in response to the NSW Government's Fit for the Future Program.

SUMMARY

The NSW Government's Fit for the Future reform program requires that all councils consider the recommendation of the Independent Local Government Review Panel (ILGRP) and submit either a 'Council Merger Proposal' or a 'Council Improvement Proposal' to IPART by 30 June 2015 to demonstrate how they meet the criteria of a 'Fit for the Future' council. For our region the ILGRP preferred model for local government is Manly, Pittwater and Warringah Councils merging to form a new Northern Beaches Council.

Since 2011, Council has commissioned independent studies and research to gain insights regarding the best model for local government in the region. Based on this and feedback from our community Warringah Council supports a Northern Beaches Council as the best model for our region. It is a sensible and natural grouping that recognises the shared lifestyle, cultural identity, geography, economy and long term planning needs of the region. A new Northern Beaches Council would provide a stronger voice for the community with State and Federal Governments. In addition, independent studies show savings of over \$200 million over 10 years could be achieved.

Manly and Pittwater Council are currently not willing to consider merging to form a Northern Beaches Council. If they cannot stand alone, both have favoured a 'Split the northern beaches' option to create two smaller councils than Warringah is currently – a revised Manly and Pittwater. Independent studies state splitting the northern beaches could cost \$179 million over 10 years.

Over 4,200 respondents provided feedback on their preference for local government reform on the northern beaches. There is very strong support for a single northern beaches council, with 74% of written submissions and 49% of telephone respondents in favour of the united model. There is very strong opposition to splitting the northern beaches with only 3% of submissions having a preference for this model.

IPART has been appointed by the NSW Government to assess council proposals. A 'Council Merge Proposal' can only be submitted where there is agreement from all councils to the merger. In the absence of agreement from our neighbouring Councils a 'Council Improvement Proposal' needs to be submitted. IPART have stated that the starting point for councils to reach the scale and capacity criterion is the recommendation of the ILGRP — which is the creation of a new northern beaches council.

With the majority of the population on the northern beaches Council believes with current economies of scale we will meet all of the seven Fit for the Future Benchmarks by 2014/15. This is demonstrated in Warringah Council's capacity to deliver large scale projects and achieve one of the highest community satisfaction scores in the industry, 94% satisfaction.

Warringah on its own is fit for the future.

In addition, Warringah Council has the people, processes and partnerships to demonstrate its superior scale and capacity. This allows us to deliver our community's vision, balance competing local and State interests, grow sustainably, and partner effectively with other councils and the NSW Government to significantly contribute to the NSW Government's vision for Sydney.

FINANCIAL IMPACT

The NSW Government mandated broad community engagement and consultation on the Fit for the Future local government reform program. The cost of Council's broad scale community engagement and independent research was \$190,279, which equates to \$1.23 per resident. This is comparable to the expenditure of other metropolitan councils which has cost up to \$5.17 per resident.

This has been funded from existing operational expenditure.

POLICY IMPACT

IPART will assess council proposals and make a recommendation to the NSW Government in October 2015 on whether Council is 'fit' or 'not fit'. This assessment will inform the NSW Government decision on structural reform of the industry.

RECOMMENDATION OF DEPUTY GENERAL MANAGER ENVIRONMENT

- A. That Council notes:
- a. The extensive analysis, research and community engagement that has been undertaken on the NSW Government's Fit for the Future program in exploring options and preparing Council's response to the Fit for the Future program.
 - b. The Independent Local Government Review Panel's preferred model for local government on the northern beaches is for Manly, Pittwater and Warringah Council's to merge and form a new Northern Beaches Council.
 - c. Independent research by SGS Economics and KPMG supports the findings of the Independent Local Government Review Panel that a new Northern Beaches Council is the best option for the community and the region.
 - d. The Warringah community's preferred option from the telephone research and community feedback is for a Northern Beaches Council. This was also the case for Pittwater and Manly community members who made a submission.
 - e. Manly and Pittwater Council are not willing to consider merging to form a Northern Beaches Council.
 - f. In the absence of agreement from all councils regarding a merger proposal Council is required to submit a 'Council Improvement Proposal' to IPART.
- B. That in response to the Fit for the Future program that Council submit to IPART:
- a. a 'Council Improvement Proposal' demonstrating Warringah Council is fit for the future on its own
 - b. an alternate proposal for a new Northern Beaches Council
- C. That the General Manager be authorised to finalise the 'Council Improvement Proposal' and 'alternate proposal' and lodge with IPART by 30 June 2015.
- D. That Council and Warringah community oppose any proposal to split the northern beaches
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to create two smaller councils than Warringah:

- a. The Warringah community is strongly opposed to the 'Split the northern beaches' option
 - b. It could cost the community up to \$179 million over 10 years under the 'Split the northern beaches' option
 - c. The 'Split the northern beaches' option will negatively impact on the delivery of services for the community while the councils determine where boundaries would exist, how assets liabilities and communities would be divided, and how services would be delivered given systems would need to change and be duplicated.
 - d. The 'Split the northern beaches' option will create inequalities for Warringah ratepayers by gifting income generating assets such as Kimbriki to the revised Pittwater Council while the liability of heavily ratepayer subsidised assets such as Brookvale Oval and Warringah Aquatic Centre would go to the revised Manly Council.
 - e. The 'Split the northern beaches' option is inconsistent with the NSW Government's approach to reform and could derail and corrupt the process by allowing councils to plead a special case regardless of the objective facts.
 - f. The Chair of the NSW Government's own Independent Local Government Review Panel called the 'Split the northern beaches' option "fundamentally flawed".
 - g. The 'Split the northern beaches' option will negatively impact on the achievement of the NSW Government's Metro Strategy as planning of the new Northern Beaches Hospital and health precinct at Frenchs Forest will be split between two new councils making planning of the area around the new hospital critically flawed.
 - h. The 'Split the northern beaches' option appears to be politically motivated and does not support good public policy as it would generate the least favourable outcome for the region.
 - i. The 'Split the northern beaches' option is formally no longer supported by Pittwater Council who resolved not to proceed with their concept at their council meeting on 15 June 2015.
- E. That Council inform the community and write to the (Hon) Paul Toole MP, Minister for Local Government and The (Hon) Mike Baird MP, NSW Premier advising of the community's strong preference for the creation of a new Northern Beaches Council and strong opposition of the 'Split the northern beaches' option.
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REPORT

BACKGROUND TO FIT FOR THE FUTURE

Local government reform has been on the agenda in NSW since the “Destination 2036” conference held at Dubbo in August 2011.

As a result of the conference the Independent Local Government Review Panel (ILGRP) was appointed by the NSW Government to examine options for local government in NSW and they delivered their final report “Revitalising Local Government” in October 2013. Amongst other things the Report recommends structural changes to local government in the Sydney metropolitan area. For our region the ILGRP preferred model for local government is Manly, Pittwater and Warringah Councils merging to form a new Northern Beaches Council.

FIT FOR THE FUTURE PROGRAM

The NSW Government’s Fit for the Future reform program announced in September 2014 requires that all councils consider the recommendation of the Independent Local Government Review Panel (ILGRP) and submit either a ‘Council Merger Proposal’ or a ‘Council Improvement Proposal’ to IPART by 30 June 2015.

IPART have been appointed as the Independent Expert Panel to assess how council proposals meet the Fit for the Future criteria. The criteria are:

- Scale and Capacity
- Sustainability
- Effective Infrastructure and Service Management
- Efficiency

The NSW Government has established that scale and capacity is the threshold criteria and this was recently reinforced by IPART in the release of the methodology for assessment of proposals. To meet the scale and capacity criteria a council must either:

- Propose a merge consistent with/or broadly consistent with the ILGRP preferred merge; or
- Demonstrate that the proposed approach is at least as good, or a better, option to achieve the scale and capacity related objectives for the region

Further a ‘Council Merge Proposal’ can only be submitted if there is agreement between the councils involved. IPART have provided further guidance in the methodology for assessment where councils may not be able to reach agreement with neighbouring councils on merger options recommended by the ILGRP. In this situation the council should submit a ‘Council Improvement Proposal’ to demonstrate how it meets the scale and capacity criteria.

WARRINGAH COUNCIL’S POSITION

Council has been investigating local government reform since Council commissioned an independent discussion paper in 2011. In response to the Fit for the Future program Council at its meeting on 16 December 2014 resolved to:

- A. Strongly endorse the creation of a new Northern Beaches Council as the favoured option under the NSW Government’s Fit for the Future program.
- B. Seek an agreement with neighbouring council(s) to jointly explore the case for a merger.
- C. Meet with Ku-ring-gai Council in response to its written request to discuss merging.

- D. Oppose dividing the Warringah LGA between neighbouring councils to create two new councils, as the resulting scale and capacity is inadequate and contrary to the Panel's rationale for merging complete LGAs, and would yield significant disadvantages and costs for the community.
- E. If a council merger is agreed, prepare a joint 'Council Merger Proposal' (Template 1) with the partnering council(s) for submission to the NSW Government
- F. In the absence of any merger agreement, submit a 'Council Improvement Proposal' (Template 2) to the NSW Government

In addition, further research and studies were commissioned to better understand the community's attitude to a Northern Beaches Council and the benefits and costs of each option.

Jetty Research conducted a random telephone survey in November 2014 to measure the support for the NSW Government's reform agenda. Residents from across the northern beaches participated with 400 residents each from Manly, Pittwater and Warringah local government areas interviewed. Overall 37% of respondents were supportive of a new Northern Beaches Council. However, there was a sharp difference between local government areas with 49% of Warringah respondents supportive of a new Northern Beaches Council. The survey also found that residents identified themselves as being from the northern beaches with shared values, needs and lifestyles that cross current council boundaries.

SGS Economics and Planning was also engaged to update their 2013 high level strategic and financial report *Local Government Structural Change - Options Analysis*. The *Local Government Structural Change - Options Analysis: Supplementary Study 2015* extended the options for reform to:

- A new Northern Beaches Council formed by combining Manly, Warringah and Pittwater Councils
- Status Quo of three separate councils
- A new Council formed by combining Warringah and Manly
- A new Council formed by combining Warringah and Pittwater
- 'Split Warringah' to create two smaller northern beaches councils

The Supplementary Study states one Northern Beaches Council makes economic sense with savings of over \$200 million over 10 years. It also found that the 'Split Warringah' option to create two smaller northern beaches councils could cost the community up to \$179 million over 10 years.

Both reports were considered by Council at its meeting on 10 February 2015. As a result Council resolved (in part) to engage with the community about the option of one Northern Beaches Council.

EFFORTS TO ENGAGE WITH OUR NEIGHBOURS

Council has made every effort to work with its neighbouring Councils to consider the ILGRP preferred model of a single northern beaches council. Despite several formal and informal approaches being made neither Manly nor Pittwater Councils are currently open to discussing a merge as recommended by the ILGRP. Detailed below are the actions Council has taken.

As noted earlier Council at its meeting on 16 December 2014 resolved to seek agreement with our neighbouring council(s) to jointly explore the case for a merger. Letters were sent on 15 January 2015 to the General Managers of Manly and Pittwater Councils seeking discussions. This was followed up with a number of requests by the Mayor and General Manager.

Warringah Council considered the issue again at its meeting on 24 March 2015 following receipt of a letter from Henry Wong the General Manager of Manly Council. At the meeting Council resolved

to accept the offer from Manly Council to have a round table discussion to look at the reforms proposed by the NSW Government to create a new organisation.

The meeting between the Councils didn't proceed as Manly Council at its Extraordinary Council meeting on 30 March 2015 resolved in part as follows:

1. *That Council supports Manly community's long held position against structural change to their local area;*
2. *That Council rejects the Sansom structural option for a single council on the Northern Beaches because this option is incapable of delivering prosperity to the residents of Manly, while, inter alia, will harm the community's democratic interests;*
3. *That Council affirms that it will not consider any structural option nor will it put forward any structural option in its Fit for the Future response;*

Pittwater Council passed a similar resolution at its meeting on 7 April 2015. The resolution reaffirmed its previous resolutions of 13 October 2014 and in part reads:

1. *That Council is opposed to any proposed merger of Manly, Warringah and Pittwater into one Council.*
2. *That Council remains committed to a strong independent Pittwater Council providing local representation and delivery of local services to the people of Pittwater on the existing boundaries.*

Both Manly and Pittwater Councils have consulted with their community. Included in their consultation was a 'Split the northern beaches' option to create two smaller councils on the northern beaches – a revised Manly and Pittwater.

In addition, discussions were also held with Ku-ring-gai Council following their request to meet with a Warringah delegation. Talks did not progress beyond the initial meeting as Ku-ring-gai Council had decided to pursue merger talks with Hornsby Council. Both Ku-ring-gai and Warringah Council's have agreed to continue to work strategically on cross-regional issues.

COMMUNITY FEEDBACK

Community Engagement Program

A robust community engagement program was developed for the Fit for the Future program and the options for our region. In summary the program included:

- 38 outreach activities
- 7 Media releases, and 56 advertisements or notices in the Manly Daily
- 56,700 brochures delivered to households - Northern Beaches, Our Community, Our Future brochures
- 87,000 brochures circulated in Peninsula Living - Northern Beaches, Our Community, Our Future
- A new dedicated website
- Social media postings
- 4,200 letters and 2,383 emails to non-resident ratepayers, and 1,200 letters to rural property owners in the Oxford Falls, Terrey Hills, Ingleside and Cottage Point suburbs
- Displays at the Civic Centre and libraries
- 2 telephone surveys

This resulted in over 4,200 submissions including:

- 2,008 submissions (online surveys or written). 77% of submissions were from Warringah residents
- 1,200 random telephone surveys by Jetty Research – November 2015. This included 400 residents each from Manly, Pittwater and Warringah local government area
- 600 random telephone surveys by Micromex Research – May 2015. These questions were incorporated in the Annual Community Survey and interviews were limited to Warringah residents

Key Findings

There is strong support in the community for a Northern Beaches Council. Of the 2,008 submissions almost 70% of respondent's first preference was a Northern Beaches Council. The level of support was higher amongst Warringah residents at 74%.

The results are consistent with the findings of the random telephone research by Jetty Research. Warringah Residents were more open to a Northern Beaches Council with 49% nominating this as their first preference compared to 35% that chose the status quo. The remainder was unsure. The level of support softens when Manly and Pittwater results are included with 37% choosing a Northern Beaches Council as their first preference.

Preliminary results have also been received from the 2015 Annual Community Survey. The survey was limited to Warringah residents and mirrors the Jetty Research result with 49% nominating a Northern Beaches Council as their first preference.

There is very strong opposition to the Split Warringah option. Only 3% of submissions selected this as the preferred option.

The Fit for the Future Community Consultation report is at Attachment 1 and provides further detail on the mandated community engagement.

THE NORTHERN BEACHES OPTION

As noted earlier Manly and Pittwater Council have not been willing to consider merging to form a Northern Beaches Council. If they cannot stand alone, both favour a 'Split the northern beaches' to create two smaller northern beaches councils – a revised Manly and Pittwater

This option is being promoted to Local Members of Parliament including Mike Baird the Premier of NSW and Member for Manly as a potential solution for Pittwater and Manly Councils. It cannot be supported by those interested in good public policy outcomes.

Splitting the northern beaches is inconsistent with the NSW Government's approach to reform. Supporting such a proposal could derail and corrupt the NSW Government's reform agenda and allow councils to plead a special case regardless of the objective facts

Prof Graham Sansom, the Chair of the NSW Government's own ILGRP, has stated that splitting Warringah strategically makes no sense and is "fundamentally flawed". It contravenes the reforms in terms of scale and capacity - that mergers be formed by complete councils as a general rule. He also emphasised that the ILGRP obviously saw no need for boundary changes on the northern beaches. The Manly/Pittwater proposal clearly would go against the Panel's approach.

The ILGRP rationale for recommending a Northern Beaches Council as the preferred model is the:

- Close functional interaction and economic/social links between these councils which constitute an 'island' in the metro region
- Need for integrated planning of centres, coast, transport etc

The ILGRP vision for the area will not be achieved if Warringah is split.

The 'Split the northern beaches' option will negatively impact on the aims of the NSW Government's Metro Strategy and the establishment of the Frenchs Forest Strategic Centre. The development of a new Northern Beaches Hospital and surrounding precinct needs to be carefully planned. A structural change of this nature means the precinct will be split between the two new councils which will make effective planning of the area around the new hospital critically flawed.

This outcome is not consistent with the views of the Warringah community who were significantly opposed to the 'Split Warringah' option. The change will not be seamless for our residents. It will result in services being disrupted while the councils determine where boundaries would exist, how assets liabilities and communities would be divided, and how services are delivered given that systems would need to change.

There will also be an additional financial burden on Warringah ratepayers. The independent study by SGS has shown that rather than saving money this option will potentially cost the community up to \$179 million over 10 years.

The 'Split the northern beaches' option will create inequalities for Warringah ratepayers by gifting income generating assets such as Kimbriki to the revised Pittwater Council while the liability of heavily subsidised assets such as Brookvale Oval and Warringah Aquatic Centre would go to the revised Manly Council.

Given the scale of the impact on Warringah and our residents it is recommended that Council encourage and support community groups to campaign against the 'Split Warringah' option.

CONCLUSION

A Northern Beaches Council is the best model for our region and received strong support from the Warringah community. Council's own independent research and studies supports this finding. We have shared communities of interest across the Peninsula, and a Northern Beaches Council will provide a stronger voice for the community with State and Federal Governments as well as savings of over \$200 million over 10 years.

It should also be noted that both KPMG and SGS Economics presented a somewhat favourable outlook for combining Warringah and Manly Council.

However, as Manly and Pittwater are not willing to merge a 'Council Merge Proposal' cannot be submitted. As such, a 'Council Improvement Proposal' will be submitted.

IMPROVEMENT PROPOSAL

Warringah Council is fit for the future on its own. Briefly outlined below is how Council will respond to the criteria. Three of the criteria comprise a mix of financial and asset management benchmarks. Warringah Council will meet all the benchmarks by 2014/15.

Scale and Capacity

Warringah Council has the people, processes and partnerships to demonstrate it has the required scale and capacity. This allows us to deliver our community's vision, balance competing local and State interests, grow sustainably, and partner effectively with other councils and the NSW Government to significantly contribute to the NSW Government's vision for Sydney.

Council is a consistently high performing organisation and a recognised leader in the local government sector. Since 2013, Warringah has received over 30 accolades for its performance, including recognition by both TCorp and Office of Local Government as being one of the top performing Councils in NSW. Our community satisfaction ratings in 2015 is 94% which is one of the highest in NSW.

We already have a strong voice, representing a significant population base and large geographical area. With a projected population of 173,500 by 2031 Warringah's population would be of a comparable size to the ten metropolitan councils for whom the ILGRP recommended no structural change (Warringah would be the seventh largest council in this grouping, with four councils having substantially smaller population sizes).

Council has shown itself to be a credible partner in the collaborative approach to creating the Frenchs Forest Hospital site as a strategic centre. This combined approach demonstrates our capability to meet the State Government's regional growth targets in a sustainable way that is supported by the community.

Sustainability

Performance Measure	Benchmark	Expected performance	Year achieved by Warringah Council
Operating Performance Ratio	Greater than or equal to break-even average over 3 years	Must meet within 5 years	2013/14
Own Source Revenue	Greater than 60% average over 3 years	Must meet within 5 years	2013/14
Building and Infrastructure Asset Renewal	Greater than 100% average over 3 years	Meet or improve within 5 years	2013/14

Infrastructure and service management

Performance Measure	Benchmark	Expected performance	Year achieved by Warringah Council
Infrastructure Backlog Ratio	Less than 2%	Meet or improve/ inform within 5 years	2014/15
Asset Maintenance Ratio	Greater than 100% average over 3 years	Meet or improve/ inform within 5 years	2013/14
Debt Service Ratio	Greater than 0% and less than or equal to 20% average over 3 years	Meet or improve/ inform within 5 years	2013/14

Efficiency

Performance Measure	Benchmark	Expected performance	Year achieved by Warringah Council
Real Operating Expenditure per capita	A decrease in Real Operating Expenditure per capita over time	Must demonstrate operational savings (net of IP&R services improvements over 5 years)	2013/14

In order to assess Council's performance against the efficiency benchmark it is necessary to consider changes in service levels over time consistent with community priorities identified in the Integrated Planning and Reporting Processes.

It is necessary to take account of service level increases which occurred since 2010/11 as well as proposed service level increases to 2019/20 when measuring the performance of Council for efficiency. After taking into account these changes Council can demonstrate a decline in Real Operating Expenditure per capita for each year of the 10 years of its long term financial plan.

Accordingly, for the submission Council has prepared the benchmark on two levels. The first is a gross basis which does not take account of additional expenditure associated increased service levels resulting from community priorities identified as part of the Integrated Planning and Reporting Processes:

These include

1. For Council's Children's Services which provides long day care, occasional care, family day care and vacation programs and events for children and their families the number of spaces per day offered by the service has increased by 15 since 2013/14. This comprises 12 more spaces per day at Brookvale Children's Centre and three more spaces per day at Brookvale Occasional Care Centre. Additionally there was an increase in the level of service through a higher level of staff qualifications and an increase in staff ratios resulting in seven additional positions and increasing the grading of four roles.

2. Council's operating expenses include 100% of its subsidiary Kimbriki Environmental Enterprises Pty Ltd (KEE). The minority shareholders that own 49% of the company are the other two Northern Beaches councils Manly and Pittwater as well as Mosman. The Northern Beaches and Mosman is one of the few regions in NSW with its own facility capable of managing its waste into the future. KEE is a commercial operation which has grown income and expenditure by over 100% in the past five years. KEE has significant capital expenditure planned for the next five years amounting to \$32.5m in the areas such landfill gas management, enhanced landfill cell development, leachate management and a landfill resource recovery facility. A new alternate waste technology recycling facility which is also due to be operational in 2018/19 will provide social, environmental and economic benefits for the next thirty years.
3. Higher costs in the short term are also expected in relation to the Domestic Waste Service. This is a result of the closure of the Belrose Putrescible Waste Landfill and the implementation of the alternate waste technology recycling facility (noted in 2 above) which requires the rollout of a new waste collection system. The transition to a new collections and processing system for waste will provide improved social, environmental and economic outcomes for our community. Domestic Waste Services expenses have increased from \$15.7m in 2009/10 to \$21.2m in 2014/15 an increase of 35% with an additional increase of 49% anticipated over the five years to 2019/20.
4. Council has had a significant capital works program over the five years ending 30 June 2015 with capital new works of \$58m and capital renewal works of \$100m. Likewise Council has \$84.7m in capital new works and \$113.6m in capital renewal works over the five years ending 2019/20. The new works have significantly increased service levels with assets such as the Narrabeen Lagoon Multiuse Trail. Depreciation increased by 6.74% in 2013/14 and 4.1% in 2014/15 and this will increase by 26.7% over the next five years to 2019/20.

While Council has had a decline in its Real Operating Expenditure per capita in 2013/14 these items have had the impact of inflating Warringah's expenditure and will lead to a slight increase in Real Operating Expenditure per capita. Accordingly it is necessary to prepare at a second level net of service level increases to correctly reflect Council achieving the efficiency benchmark.

FINANCIAL IMPACT

The NSW Government mandated broad community engagement and consultation on the Fit for the Future local government reform program. In addition, the changes under consideration will have a high level of impact on the Warringah residents and under Council's Community Engagement Policy and Matrix warranted broad scale community consultation.

The cost of the broad scale community engagement and independent research was \$190,279.71, which equates to \$1.23 per head population. This has been funded from existing operational expenditure.

Warringah Council's expenditure per head of population is consistent with that of other metropolitan councils of a similar size to Warringah as reported in the North Shore Times on 18 June 2015.

Council	Population	Reported total cost	Cost per head	Includes
Lane Cove	34,807	\$180,000	\$5.17	research, surveys, advertising
Ryde	114,598	\$500,000*	\$4.36	surveys, reports, advertising
Willoughby	74,166	\$190,000	\$2.56	surveys, a report, consultants
Randwick	143,776	\$252,632	\$1.76	No breakdown given
Mosman	30,276	\$36,000	\$1.19	surveys, research
Ashfield	44,498	\$46,000	\$1.03	joint research and advertising
Canterbury	150,626	\$150,000	\$1.00	no detail given
North Sydney	71,025	\$50,000	\$0.70	a report, advertising
Bankstown	200,357	\$80,000	\$0.40	surveys, polls
Liverpool	199,928	\$70,000	\$0.35	surveys, a report, advertising
Ku-Ring-Gai	120,978	\$20,712	\$0.17	survey, advertising
Hills Shire	187,703	\$20,000	\$0.11	a joint report
Warringah**	155,289	\$190,279	\$1.23	research, surveys, advertising
Manly**	44,786	Unknown	unknown	surveys, report (circa \$50,000), advertising
Pittwater**	63,338	unknown	unknown	surveys, report (\$50,000), advertising

Source: North Shore Times 18 June 2015

* Budgeted figure

** Figures not published

POLICY IMPACT

IPART will assess council proposals and make a recommendation to the NSW Government on 16 October on whether council is 'fit' or 'not fit'. This assessment will inform the NSW Government decision on structural reform of the industry.

WARRINGAH COUNCIL

FIT FOR THE FUTURE COMMUNITY CONSULTATION REPORT

Executive Summary

Warringah Council has conducted an extensive community engagement program to inform and consult the community on the NSW Government's Fit for the Future reform program and potential governance scenarios for the Northern Beaches.

The engagement was held from March to June 2015. The engagement strategy involved advertising, social media, print media, community engagement stalls, online surveys and analysis of written submissions.

Activities

- 4,228 submissions, surveys and comments received from the community
- Over 1,300 conversations held at community engagement stalls
- Over 200,000 people reached on social media

Key Findings - Submissions

- 80% of submissions and surveys support local government change on the northern beaches
- Almost 70% of responses from across the northern beaches support a new Northern Beaches Council as their first preference
- 74% of Warringah responses support a new Northern Beaches Council as first preference
- Only 3% of submissions support a Split Warringah scenario as first preference.

The following governance scenarios were discussed with the community:

Scenario 1: A new Northern Beaches Council formed by combining Manly, Warringah and Pittwater Councils

Scenario 2: Status Quo of three separate councils

Scenario 3: A new Council formed by combining Manly and Warringah

Scenario 4: A new Council formed by combining Pittwater and Warringah

Scenario 5: 'Split Warringah' to create two smaller northern beaches councils.

Key Findings – Random Surveys

In a telephone survey in November 2014 of 400 Warringah residents, almost half (49%) supported a new Northern Beaches Council over the Status Quo. In this survey, 35% of Warringah residents chose the Status Quo, and the remaining 16% were unsure.

These results were reinforced in May 2015 in the recent Annual Satisfaction Survey where 49% of Warringah residents continue to have a preference for a new Northern Beaches Council compared with 39% support for the Status Quo.

The results of the 2015 Annual Satisfaction Survey also revealed that 94% of the community are satisfied with Council as it currently operates.

Feedback in Support of a single Northern Beaches Council

The key reasons cited in support of a new Northern Beaches Council include increased efficiency, reduced costs, reduced bureaucracy, unification of the northern beaches and reduced duplication. Other frequently cited benefits of change include enhanced regional services and facilities, access to all northern beaches facilities and a stronger ability to tackle regional problems.

Introduction

On 10 September 2014, the NSW Government (the Government) launched its Fit for the Future program. The program is an outcome of the recommendations of the Independent Local Government review Panel (ILGRP), which assessed the need, benefits and merits of local government reform (ILGRP 2013).

The Fit for the Future program requires each council to prepare a proposal that demonstrates that they are financially sound, operating efficiently and in a strong position to guide growth and deliver quality services into the future. Each council is to prepare a Fit for the Future submission by 30 June 2015.

As a high performing, business excellence organisation, Warringah Council (Council) has been undertaking extensive research and community engagement on the issue of council reform since 2011. In December 2014, Council endorsed its position supporting the recommendations of the ILGRP to form a new Northern Beaches Council.

The proposed option would involve amalgamation of Warringah, Manly and Pittwater Councils to create a new Northern Beaches Council.

The following scenarios were presented to the community for consultation:

Scenario 1: A new Northern Beaches Council formed by combining Manly, Warringah and Pittwater Councils

Scenario 2: Status quo of three separate councils

Scenario 3: A new Council formed by combining Manly and Warringah

Scenario 4: A new Council formed by combining Pittwater and Warringah

Scenario 5: 'Split Warringah' to create two smaller northern beaches councils.

Consultation Aims

Warringah Council applies a robust community engagement policy and framework to ensure effective engagement in all Council projects, planning and decision-making. Using this framework, the Government's Fit for the Future program was identified as a 'High Impact' project. In accordance with the framework, and as mandated by the Government, an extensive engagement strategy was developed. The purpose of the strategy was to ensure a high level of awareness in the community on the topic of council reform and consult on potential scenarios for change.

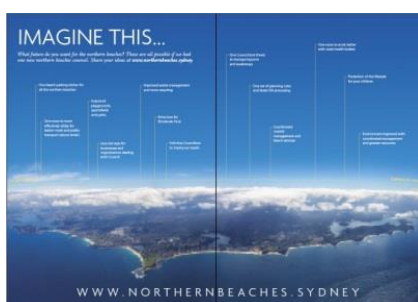
Approach

Inform

A community engagement program commenced on 4 March 2015. Key messages included recommendations of the ILGRP, findings of Council's economic and strategic research (SGS 2015) and scenarios for discussion.

The community engagement involved:

- 7,750 visits to Council's dedicated Fit for the Future websites (northernbeaches.sydney and yoursaywarringah/Fit-for-the-Future, both live since February 2015)
- 20,700 visits to Council's consultation page on local government reform (yoursaywarringah/LGovreform, live since 2010)
- 56,700 Fit for the Future brochures delivered to households in Warringah detailing outcomes of the SGS report, scenarios for change and a link to Have Your Say
- 87,000 Fit for the Future brochures inserted in Peninsula Living, a local newspaper distributed across the northern beaches, to engage across the broader region
- 4,200 letters and 2,383 emails to non-resident ratepayers, and 1,200 letters to rural property owners in the Oxford Falls, Terrey Hills, Ingleside and Cottage Point suburbs
- 7 media releases
- 6 emails to 5,100 members of Council's Community Engagement database
- 24 display advertisements in the Manly Daily
- 21 Warringah Update notice updates in the Manly Daily
- 11 Mayoral Messages in the Manly Daily
- 3 presentations at Strategic References Group meetings
- Displays at Civic Centre and libraries



Consult

A range of social media and consultation activities were undertaken to seek feedback from the community, including:

- An online submission form
- An online feedback form at Your Say Warringah
- Hard copy forms at Libraries, Theatre and Civic Centre
- 2 telephone surveys
- 38 community engagement information stalls and outreach activities
- Social media
- Feedback from Council's Strategic References Groups.



Results

Social Media

Council used social media to inform as many residents as possible. Messages and survey links were broadcast using Facebook, Twitter and Instagram from Council's two social media accounts:

- Warringah: Warringah Council's primary social media identity, and
- Northern Beaches Sydney: a dedicated account for Fit for the Future and reform on the northern beaches.

Online activity was measured by Impressions (number of people who were exposed to a Facebook message), Followers (number of people who follow any of the above accounts), Likes (number of people who 'like' Council's Fit for the Future messages) and Shares (number of people sharing Council's Fit for the Future messages with their own network).

Fit for the Future messages were broadcast daily to nearly 16,800 social followers across both accounts. There were 920 new followers of the 'Northern Beaches Sydney' accounts.

Responses received from five online engagement events were collated and analysed. There was a high response from the community, including over 420 Facebook and Twitter comments, 2,966 likes, retweets and shares of the messages, and over 180,000 Impressions. This was a highly effective engagement strategy.



Fit for the Future social media results

Social media message broadcast		
	Warringah Council primary account	Northern Beaches Sydney (dedicated Fit for the Future account)
Facebook followers ¹	10,068	258
Twitter followers ¹	3,756	202
Instagram followers ¹	2,054	460
Total social followers ¹	15,878	920
Engagement		
Feedback (number of comments) in Facebook and Twitter messages ¹	371	49
Support (number of likes, retweets and shares) in Facebook and Twitter messages ¹	2,728	238
Impressions (number of people reached) in Facebook engagement messages ²	180,000	NA
Website traffic		
Website visits ¹	Not monitored	7,078

¹Data current at 9 June 2015. ²Data current at 28 May 2015.

Timeline Photos
Back to Album · Northern Beaches Sydney's Photos · Northern Beaches Sydney's Page Previous · Next



Northern Beaches Sydney
Imagine having one beach parking sticker for the whole northern beaches... just one reason to consider one Northern Beaches Council. <http://northernbeaches.questionpro.com/>

Album: Timeline Photos
Shared with: Public

Like · Comment · Share · March 24


238 people like this. 45 shares

Write a comment...

Northern Beaches Sydney Thanks for your passionate and enthusiastic comments, to make sure we capture your feedback in our report to the NSW State Government 'Have Your Say' via our survey - (takes less than 10mins!) <http://northernbeaches.questionpro.com/?custom1=facebook>

W COUNCIL QuestionPro Survey - Fit for the Future Community Survey
NORTHERNBEACHES.QUESTIONPRO.COM

Warringah shared Northern Beaches Sydney's photo. March 24 ·



Northern Beaches Sydney
Imagine having one beach parking sticker for the whole northern beaches... just one reason to consider one Northern Beaches Council. <http://northernbeaches.questionpro.com/>


Like · Comment · Share

and 996 others like this.

Write a comment...

Warringah Thanks for your passionate and enthusiastic comments, to make sure we capture your feedback in our report to the NSW State Government 'Have Your Say' via our survey - (takes less than 10mins!) <http://northernbeaches.questionpro.com/?custom1=facebook>
Like · Reply · 3 · April 16 at 6:02pm

Timeline Photos
Back to Album · Warringah's Photos · Warringah's Page Previous · Next



Warringah
We're one northern beaches. Speak up for one Northern Beaches Council. It just makes sense. <http://northernbeaches.questionpro.com/?custom1=facebook>

Like · Comment · Share · May 14

and 1,208 others like this. 76 shares

Write a comment...

Warringah Last chance to have your say: Unite. Don't split the northern beaches. [facebook.com/Warringah/posts/960577370643778](https://www.facebook.com/Warringah/posts/960577370643778)
Like · Reply · May 28 at 7:19pm

Warringah Thanks for all the enthusiasm, comments and shares! If you want to make sure your say counts when we submit to NSW State Government, make sure you fill in the survey: <http://northernbeaches.questionpro.com/?custom1=facebook> - It'll only take 5-10 minutes... See More
Like · Reply · 1 · May 25 at 5:28pm

Examples of Fit for the Future social media engagement messages, 24 March 2015 (left and centre) and 14 May (right).

Strategic Reference Group meetings

A Fit for the Future briefing was provided to Council's four Strategic Reference Groups at a combined meeting on 10 March. A second briefing was provided on 9 June, and a final briefing on 17 June 2015.

Community Engagement Stalls

A total of 38 community engagement stalls were held at markets, shopping centres, libraries, Council events and recreation centres across Warringah (Appendix 1).

Over 1,300 members of the community spoke with Councillors and staff at these events and were recommended to complete a survey or provide a written submission.

Online and Written Submissions

A total of 2,008 online and written submissions were received, including 1,827 online submissions and 181 written letters, emails or fax transmissions.

Details of the data analysis are provided in Appendix 1.

Preferences for Local Governance

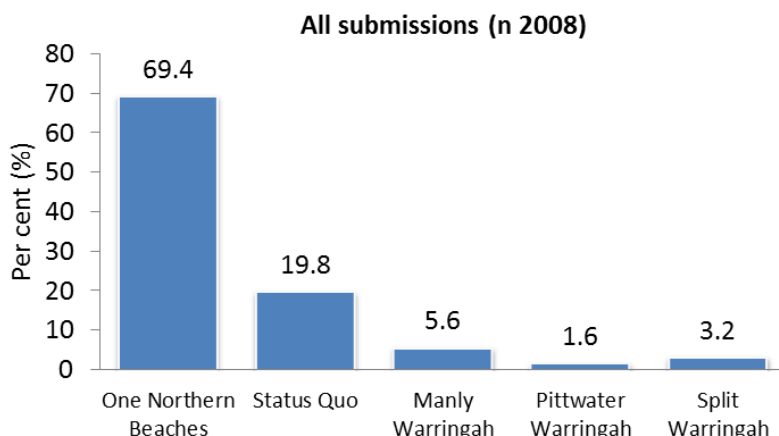
In online submissions, community members were asked to rate their preference for each scenario, from 1 being most preferred to 5 least preferred. The first preference of the online and written submissions are analysed below.

There is strong support for change, with 80% of online and written submissions supporting a scenario other than Status Quo as their first preference.

Almost 70% of all respondents choose a new Northern Beaches Council as their first preference. The next most preferred option is Status Quo, with 20% of first preferences.

However, there is very little support for splitting the northern beaches with only 3% of respondents choosing this scenario as their first preference.

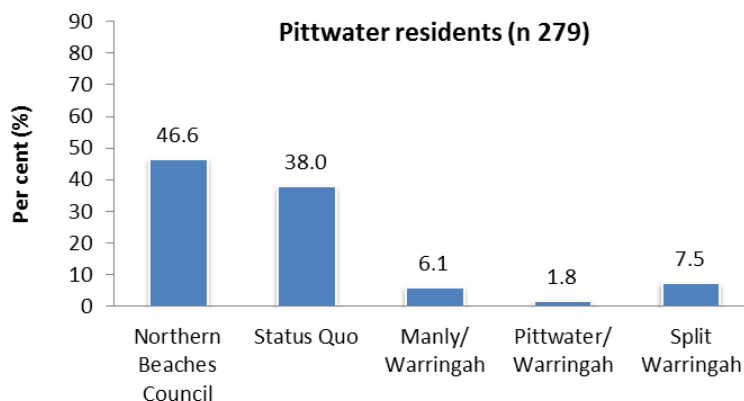
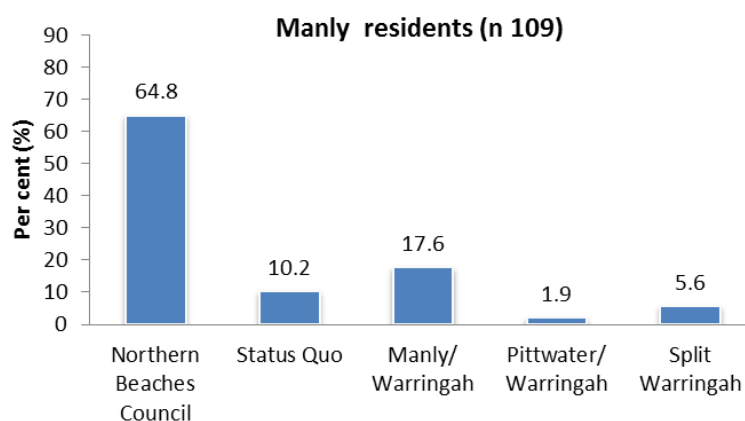
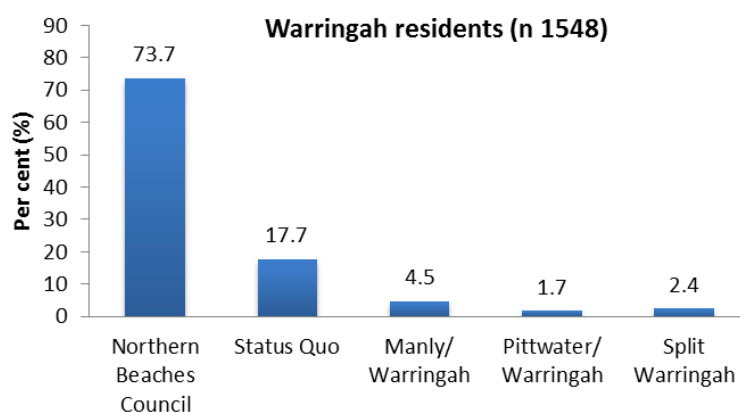
Scenario	%
Northern Beaches Council	69
Status Quo	20
Manly and Warringah merger	6
Pittwater and Warringah merger	2
Split Warringah	3



Preferences by northern beaches LGA

Overall a Northern Beaches Council was the preferred scenario for Manly, Pittwater and Warringah respondents. Support was strongest amongst Warringah and Manly residents, with 74% and 65% respectively nominating a Northern Beaches Council as their first preference, while 47% of Pittwater residents chose the Northern Beaches Council as the first preference.

Scenario	% Warringah	% Manly respondents	% Pittwater respondents
Northern Beaches Council	74	65	47
Status Quo	18	10	38
Manly and Warringah merger	4	18	6
Pittwater and Warringah	2	2	2
Split Warringah	2	5	7

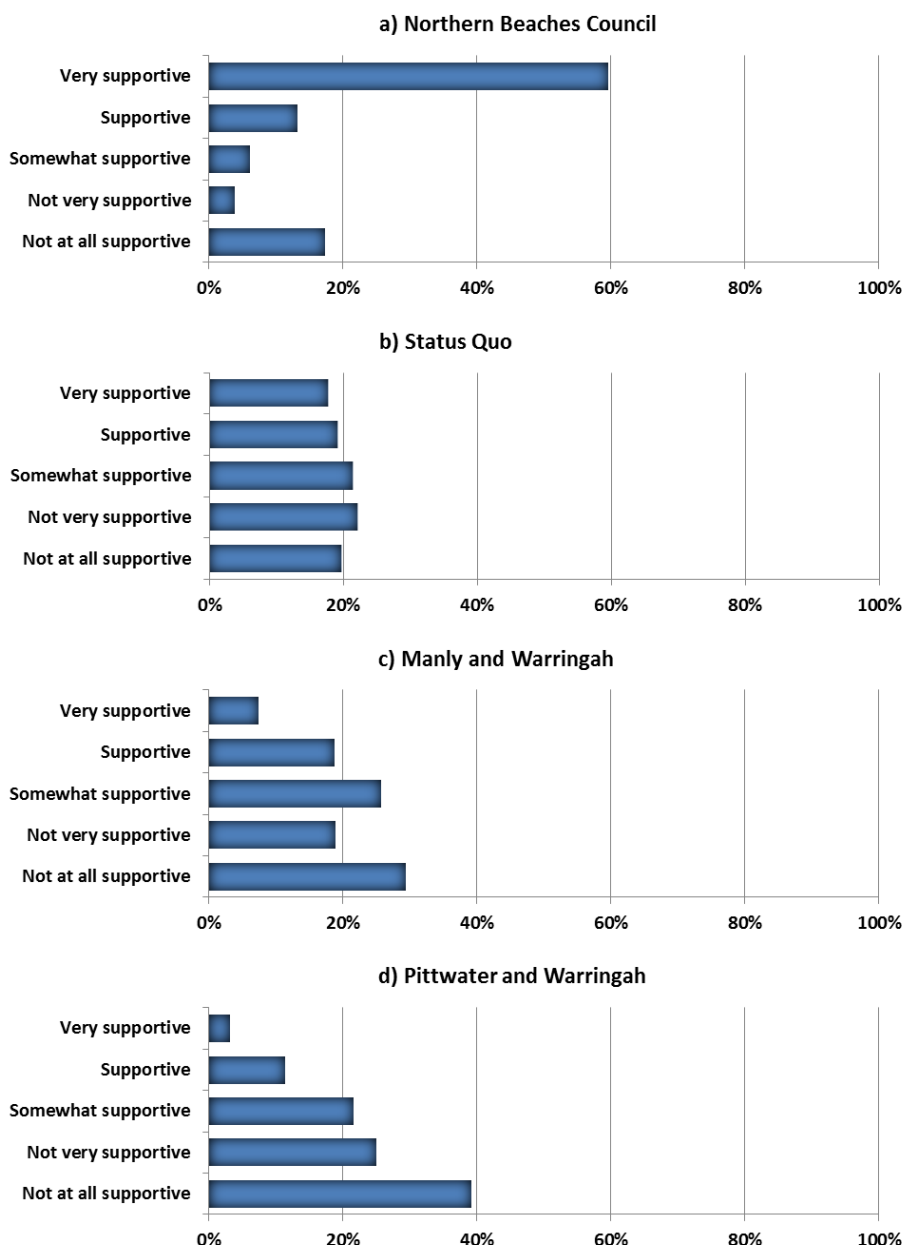


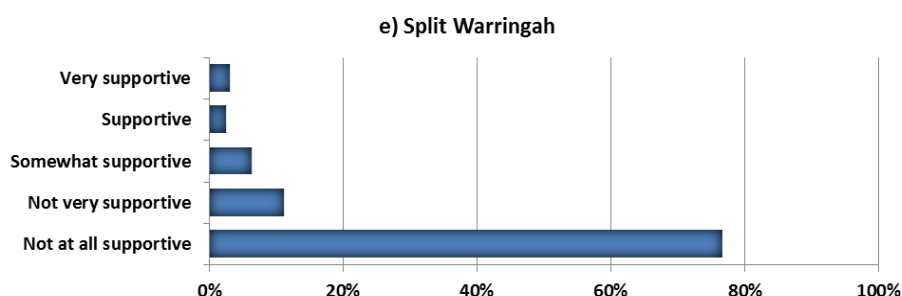
Levels of Support for Each Scenario

Respondents could rate their level of support for each scenario. Overall, 79% are at least somewhat supportive of a Northern Beaches Council.

The total levels of support for Status Quo and a Manly Warringah merger are lower at 58% and 52% respectively, while 64% are not supportive of a Pittwater Warringah merge.

There is strong opposition to a Spit Warringah scenario, with 88% of respondents not supportive of this scenario, and 77% of respondents indicating strong opposition.





Where the Submissions Came From

The consultation was open to all interested members of the community. Warringah residents comprised 77% of all submissions, Pittwater residents comprised 14% and Manly residents comprised 5%. A small number of submissions, 3%, were received from respondents from other local government areas.

LGA	% respondents
Warringah	77.4
Pittwater	13.9
Manly	5.4
Other	3.2

Association with Warringah

In the online survey, respondents could identify their association with Warringah, and respondents could select more than one answer. The majority of respondents (90%) identified themselves as Warringah residents and/or rate payers.

Association	% respondents
I live in Warringah	37.3
A Warringah rate payer	32.5
Work in Warringah	4.0
A regular visitor to Warringah	13.2
A Warringah business	10.0
Other (Please specify)	3.0

Age Demographics

There was a good diversity of ages represented in online submissions. The age diversity is within close range of Census 2011 data for Warringah.

Age	% respondents	% Census 2011
15-24	6.6	11.2
25-34	11.9	14.4
35-49	31.0	23.4
50-69	39.2	20.6
70+	11.2	11.1

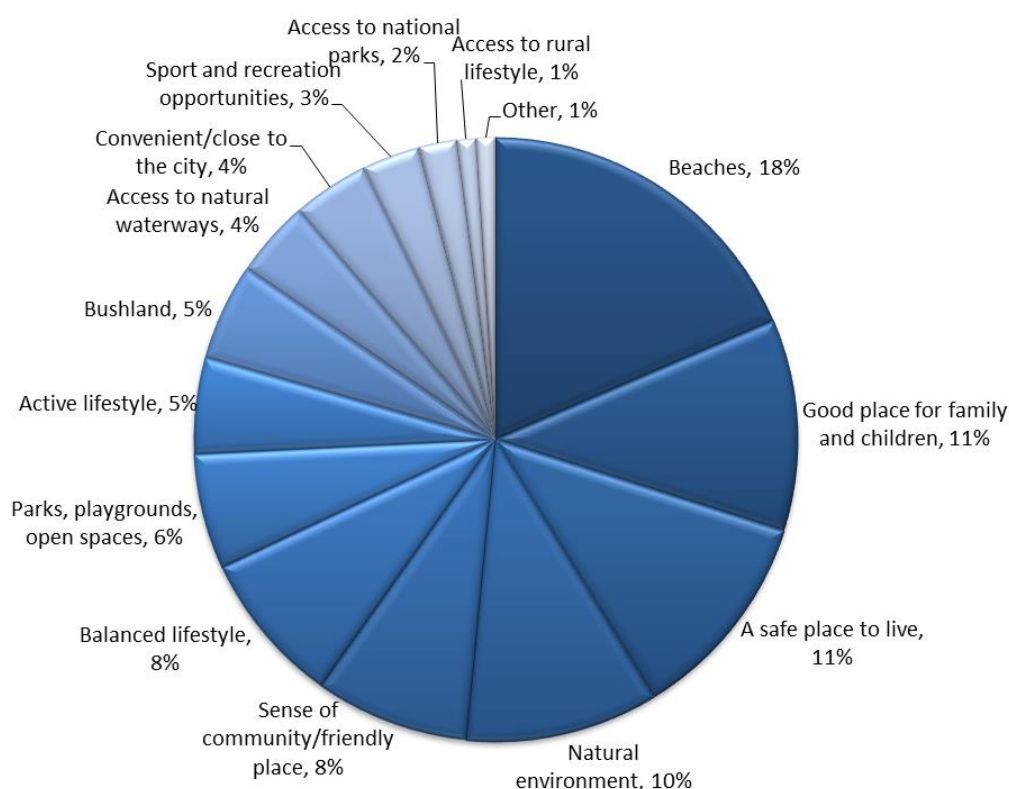
Gender

The percentage of females and males who made an online or a written submission is consistent with the Census 2011.

Gender	% respondents	% Census 2011
Male	51.5	50.9
Female	48.5	49.1

Values of Living on the Northern Beaches

In online submissions, community members were asked to rate the top three things they most value about living on the northern beaches. The highest response was beaches, followed by family-friendly character, safety and the natural environment.



What all respondents valued about living on the northern beaches – top three

When asked to provide comment on what else they value about their local area, the sense of community, lifestyle and being close to the city rated highly. Overall, the stated values are common across the three existing northern beaches councils, as demonstrated in the councils' community vision statements:

"A vibrant, caring community, thriving in a unique beach and bush environment, supporting a balance of lifestyle, business and recreation."

- Warringah Council community vision

- Manly Council community vision

- Pittwater Council community vision



Visual of other attributes respondents valued about living on the northern beaches

Awareness of Fit for the Future

When asked about their level of interest in council reform, 92% of respondents were quite interested or very interested.

Perceived Opportunities and Disadvantages of Council Reform

To understand the community's support and opposition to council reform, online submissions were asked to nominate what they believe are the major opportunities for a new Northern Beaches Council and major disadvantages. Note, the questions allowed multiple answers.

Perceived opportunities for a new Northern Beaches Council	% of respondents who selected this answer (n 1,827)
More efficient/Better use of resources	48.1
Reduced costs	44.0
Reduced bureaucracy/staff	37.5

Unify the Northern Beaches	36.6
Better regional facilities/services	35.0
None/Can't think of any	12.8
Other	7.6

Perceived disadvantages of a new Northern Beaches Council	% of respondents who selected this answer (n 1,827)
Local issues overlooked/loss of local identity	29.7
None/Can't think of any	23.8
Resource shifting - our rates being spent elsewhere	22.3
Loss of representation/loss of voice	20
A bigger Council will be less efficient/too	19.6
Not needed/ happy as things are	12.4
Other	6.9

Free Text Analysis

Community members provided additional comments on council reform. The comments were analysed, categorised and key reasons for support and concern were noted. In general, the comments were a close reflection of the opportunities and disadvantages listed above. Additional frequent comments in support of reform include:

- Consistency across the northern beaches
- Equal access to the regional assets and infrastructure (parking, beaches and swimming pools)
- A stronger ability to tackle regional problems.

Concerns include:

- Lack of clarity about how an amalgamated council would work
- Lack of confidence in the research
- Taking on debts or liabilities of other councils
- Not wanting to be a part of other councils.

Sample of quotes are included below.

Comments about the benefits of reform
<i>"I have lived on the northern beaches for over 30 years, raising a family and running a local business. There are no natural divisions requiring three separate councils - it is probably the most homogenous region of Sydney." Manly resident, 11 March 2015</i>
<i>"Benefits of a unified northern beaches outweigh all other scenarios. It would improve the quality of life living here to have equal access and benefits across the peninsula, and makes it worth paying the exorbitant costs to live here." Warringah resident, 4 April 2015</i>
<i>"Too many council workers. Each council duplicates the work that the other does." Pittwater resident, 24 April 2015</i>
<i>"The Northern Beaches is an ideal area to have one council. It is easily defined from other areas. Warringah...now has the best performance and service of either Manly or Pittwater. In hindsight, Pittwater should never have been allowed to split from Warringah." Warringah resident, 20 April 2015</i>

<i>"I think it's ridiculous such a small area has three councils. Australia is over-governed for such a small nation." Warringah resident, 3 May 2015</i>
<i>"I totally agree with the Northern Beaches Council recommendation and feel the benefits for all the Northern Beaches residents are tangible and significant." Warringah resident, 3 May 2015</i>
<i>"It has always amazed me how many tiny LGAs Sydney has. Fragmented, uncoordinated and wasteful. Just plain dumb. Large scale amalgamations are way overdue." Warringah resident, 2015</i>
<i>"A Northern Beaches council makes sense. We are all close together and all travel within these areas a lot." Pittwater resident, 22 May 2015</i>
<i>"We only need to bring three local successful and neighbouring councils together to safeguard that same future for the Northern Beaches. There will be teething troubles, but it is worth the effort for the future of our beautiful region." Manly resident, 25 May 2015</i>

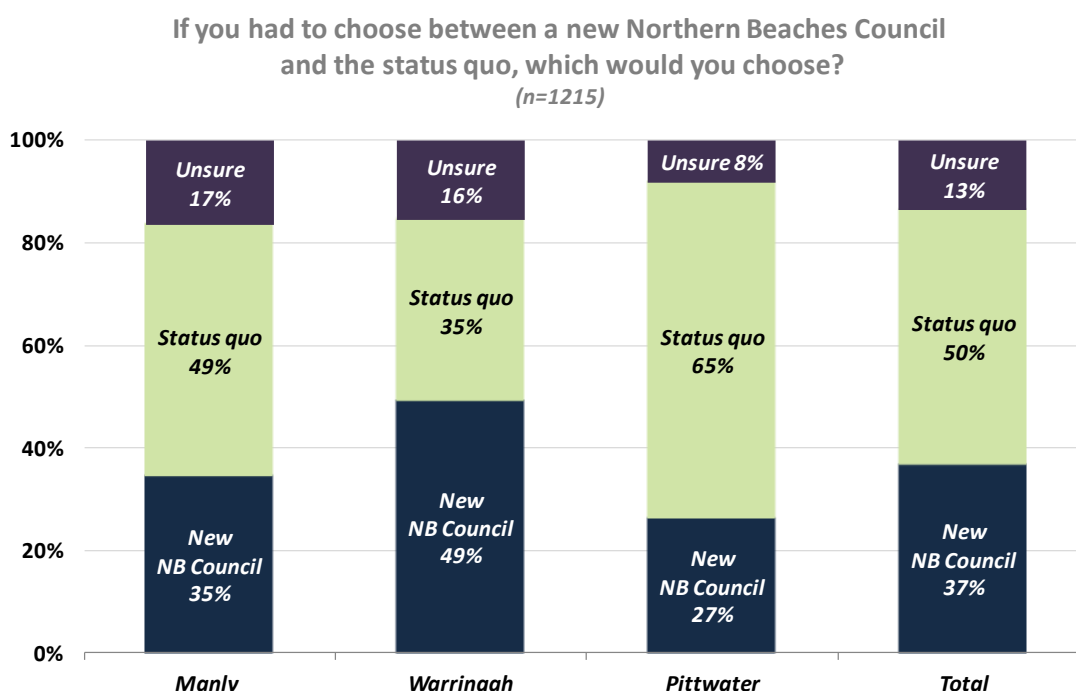
Comments highlighting concerns of reform
<i>"I think Warringah is doing very well on its own now we have an interactive and caring what the people think council, why change what is working well." Warringah resident, 4 April</i>
<i>"Local government should represent local people. Combining the councils will make the councillors less accountable to their local constituents. Maintaining the councils as they are now provides people with representation that suits them. The needs of the areas are different" Pittwater resident, 15 May 2015</i>
<i>"Warringah is a high capacity council and financially sustainable. The 3 councils actively represent 3 unique areas and this must be retained. We need more environmental sustainability issues addressed at council level." Warringah resident, 25 May 2015</i>
<i>"How about giving immediate priority to the chaotic roads and transport infrastructure (or lack thereof) on the northern beaches." Warringah resident, 7 March 2015</i>
<i>"I want to see real facts, not just feel-good vague words relating to rates, representation and information on practical things like changes to parking arrangements at beaches." Manly resident, 21 March 2015</i>
<i>"One Northern Beaches Council needs to explain how local areas can have their issues addressed eg precincts as exist in Manly (although the current Council does not listen), how rates for an area will be spent in that area, council representatives not to be elected on party lines, council decisions based on the good of rate payers not visitors." Manly resident, 25 March 2015</i>

Telephone survey

In November 2014, a random telephone survey was conducted on local government reform across the northern beaches. This involved interviews with 400 Warringah residents, 400 Manly residents and 400 Pittwater residents. The community members were asked to choose between the following governance scenarios:

- A new Northern Beaches Council
- Status Quo of three separate councils.

In this survey, almost half (49%) of Warringah residents selected a new Northern Beaches Council as their preferred option, while 35% preferred Status Quo. The remaining 16% of Warringah residents were unsure.



Results from random telephone survey (Jetty Research, 2015)

In May 2015, additional questions were included in the Annual Community Survey to question the community further about local government reform. A total of 600 Warringah residents were surveyed. The community members were asked to provide:

1. Their level of support for:
 - A New Northern Beaches Council
 - Status Quo of three separate councils
 - Splitting Warringah to create two smaller council areas
2. Their preferred Option – first and second choice

Opinion across the broader Warringah community remained consistent with the November 2014 telephone survey, with 49% of Warringah residents supporting a new Northern Beaches Council as the most preferred scenario, 39% preferring no change (Status Quo) and 13% selecting the split Warringah option. Note the full report is not available at this stage. This will be reported to Council in August 2015.

Summary

Community consultation was undertaken to inform and gain feedback from the community about local government reform. It was an effective engagement program, with feedback received from 4,228 community members across multiple engagement platforms (1,827 online submissions, 181 written submissions, 1,800 telephone surveys and 420 social media comments).

This engagement program has identified strong support for council reform on the northern beaches, with the majority of feedback from the community supporting a Northern Beaches Council above all other scenarios. There is also strong opposition to splitting Warringah, with a large majority of the community not supporting this scenario.

References

ILGRP (2013) Revitalising Local Government. Final Report of the Independent Local Government Review Panel to the Office of Local Government, October 2013

Jetty Research (2015) A random telephone survey of 1,200 Sydney northern beaches residents in relation to local government reform and community attitudes regarding a single Northern Beaches Council. Research report prepared by Jetty Research for Warringah Council, February 2015

SGS (2015) Local Government Structural Change - Options Analysis: Supplementary Study. Report prepared by SGS Economics & Planning for Warringah Council, February 2015.

APPENDIX 1

ADDITIONAL SUBMISSION DATA

Table A1. Community engagement information stalls and number of people engaged

Date	Time	Location	Target Audience	No. people engaged
Sat 14 March	11-1 pm	Collaroy Beach	Warringah Residents	48
Sun 15 March	9-11.30am	Narrabeen Markets	Warringah Residents	128
Sat 21 March	12-3pm	Forestway shops	Warringah Residents	120
Thur 26 March	5-7pm	Warringah Mall Library	Warringah Residents	48
Fri 27 March	12-1pm	Taronga Zoo	Youth from Warringah	100
Fri 27 March	7-9am	Narrabeen Lagoon	Seniors	10
Fri 27 March	3.30-5pm	Warringah Aquatic Centre	Warringah Residents	14
Mon 30 March	7-8pm	Civic Centre	Warringah Residents	37
Mon 30 March	10.30-11.30am	Civic Centre	Warringah Residents	3
Tues 31 March	10.30 -12pm	Belrose Library	Seniors	19
Tues 31 March	10.30-11.30am	Civic Centre	Warringah Residents	12
Wed 1 April	9.30-11.30am	Middle Creek Reserve	Seniors Week	8
Week of 30 March	All day	Civic Centre	Warringah Residents	13
Tue 7 April	10.30-12pm	Belrose Library	Seniors	17
Wed 8 April	10.30-11.30am	Dee Why Library	Warringah Residents	6
Thurs 9 April	11.30-1pm	Curl Curl Courts	Youth and families	7
Fri 10 April	All day	Civic Centre	Warringah Residents	16
Sat 11 April	11:30-5.00pm	Warringah Mall	Warringah Residents	100
Sun 12 April	9-11.30am	Organic Market Parkway Hotel, Frenchs Forest	Warringah Residents	92
Tue 14 April	6.30-7.00pm	Civic Centre	SRG members	11
Wed 15 April	6.30-7.00pm	Civic Centre	SRG members	10
Fri 17 April	ongoing	Civic Centre	Warringah Residents	5
Sat 18 April	12-3pm	Dee Why Shops	Warringah Residents	40
Sun 19 April	9-11.30am	Markets Berry Reserve, Narrabeen	Warringah Residents	150
Fri 24 April	ongoing	Civic Centre	Warringah Residents	12
Sun 26 April	8-12pm	Organic Market Parkway Hotel, Frenchs Forest	Warringah Residents	80
Wed 29 April	11-1pm	Forestville Library	Warringah Residents	5
Mon 4 May	pm	Belrose Rotary	Warringah Residents	10
Wed 6 May	3.30-5pm	The Centre, Forestville	Warringah Residents	15
Thu 7 May	3.30-5pm	Freshwater Shops	Warringah Residents	25
Fri 8 May	ongoing	Civic Centre	Warringah Residents	19
Sat 9 May	9.30-12pm	Terrey Hills Shops	Warringah Residents	60
Sun 10 May	12-2pm	Brookvale Oval	Residents and Visitors	18
Tue 12 May	4.30-6pm	Council Chambers	Youth Group	3
Thu 14 May	4-7pm	Terry Hills	Warringah Residents	22
Sun 17 May	9.00-12.00	Markets Berry Reserve, Narrabeen	Warringah Residents	90
Mon 18 May	5.30-7pm	Brookvale Oval	Residents and Visitors	30
Thu 21 May	12.30-1.30pm	Glen St Theatre	Residents and visitors	40
			TOTAL	1,393

Data Analysis

Submissions were received in two different formats:

- An online submission form containing prescribed questions, and
- Written submissions (including emails, letters and fax transmissions) in which people expressed concerns and provided feedback on preferred scenarios for the northern beaches.

Online submission forms included a number of mandatory and optional questions. Some questions allowed multiple answers. At times, respondents failed to answer all questions in the hardcopy version of the submission form. As a result there are a different number of responses across questions.

Wherever possible, results to common questions were combined from the two types of submissions. This data is reported as:

- N(all) = number of responses combined from online surveys and written submissions.

In some cases, the results from prescribed questions in the online submission form are reported separately. This data is reported as:

- N(online) = number of responses from online surveys.

Two telephone surveys were conducted. Due to the difference in the nature of the telephone survey, the results are considered separately.

Data Verification

The online survey and written submissions were collated and the preferred scenarios of governance (where indicated) were recorded.

The online format was intended to allow only one submission per community member. We used a data Captcha to verify responses and also applied standard database cleaning techniques to minimise duplicate entries. The number of duplicate entries was less than 1% of all entries.

Preferences for Local Governance

Table A2. Most preferred scenario (written and online submissions)

Scenario	No. of submissions, N(all)=2,008	% submissions
Northern Beaches Council	1,394	69.4
Status Quo	398	19.8
Manly and Warringah merger	112	5.6
Pittwater and Warringah merger	33	1.6
Split Warringah	65	3.2
Other/did not state a preference	6	0.3

Table A3. Most preferred scenario across respondent LGAs (written and online submissions)

Scenario	Warringah residents, N(all)= 1,547	Manly residents, N(all)= 110	Pittwater residents, N(all)=279	Other residents, N(all)=65
Northern Beaches Council	1138	70	130	51
Status Quo	273	11	106	7
Manly and Warringah merger	70	19	17	4

Pittwater and Warringah merger	26	2	5	0
Split Warringah	37	6	21	1
Other	3	2	0	2

Level of Support for Each Scenario

Table A4. Levels of support for each scenario (online submissions)

Scenario 1: Northern Beaches Council		
Not at all supportive	266	17%
Not very supportive	58	4%
Somewhat supportive	93	6%
Supportive	203	13%
Very supportive	914	60%
N(online)	1534	
Scenario 2: Warringah (Status Quo)		
Not at all supportive	297	20%
Not very supportive	335	22%
Somewhat supportive	323	21%
Supportive	288	19%
Very supportive	267	18%
N(online)	1510	
Scenario 3: Manly and Warringah		
Not at all supportive	442	29%
Not very supportive	285	19%
Somewhat supportive	386	26%
Supportive	283	19%
Very supportive	111	7%
N(online)	1507	
Scenario 4: Pittwater and Warringah		
Not at all supportive	589	39%
Not very supportive	375	25%
Somewhat supportive	324	22%
Supportive	170	11%
Very supportive	48	3%
N(online)	1506	
Scenario 5: Split Warringah		
Not at all supportive	1154	77%
Not very supportive	169	11%
Somewhat supportive	96	6%
Supportive	39	3%
Very supportive	48	3%
N(online)	1506	

Where the Submissions Came From

Table A5. Number of responses from Warringah, Pittwater and Manly residents

LGA	No. of submissions, N(all)=2,008	% respondents
Warringah	1,548	77.4
Pittwater	279	13.9
Manly	109	5.4
Other	65	3.3
Not stated	7	-

Table A6. Online submissions from other LGAs

Respondent LGA (other)	No. of submissions
Auburn	1
Baulkham Hills	2
Blacktown	2
Canada Bay	1
Canterbury	1
Cremorne	1
Denistone East	1
Epping	1
Glen Innes	1
Gosford	1
Great Lakes Shire	1
Hills	1
Hornsby	2
Hunters hill	1
Kenthurst	1
Kingsborough	1
Ku-Ring-Gai	6
Lane Cove	2
Leichhardt	2
Mosman	3
Newcastle	1
North Sydney	5
Redland City, Queensland	1
Ryde	1
Sunshine Coast, Queensland	1
Surry Hills	1
Sydney	1
Willoughby	1
Other	3
Total	47

Association with Warringah

Table A7. Respondent association with Warringah (multiple answers allowed)

Association	No. of responses	% of online respondents (n 1,827)
I live in Warringah	885	48.4
A Warringah rate payer	772	42.1
Work in Warringah	313	17.1
A regular visitor to	237	12.9
A Warringah business	95	5.2
Other	71	3.9

Age Demographics

Table A8. Respondent age

Age	No. of submissions, N(online)=1,751	% respondents	% Census 2011
15-24	116	6.6	11.2
25-34	209	11.9	14.4
35-49	543	31.0	23.4
50-69	687	39.2	20.6
70+	196	11.2	11.1

Gender

Table A9. Respondent gender

Gender	No. of submissions, N(all)=1,975	% respondents	% Census 2011
Male	1,018	51.5	50.9
Female	957	48.5	49.1

Values of Living on the Northern Beaches

Table A10. Top things that respondents value about living on the northern beaches (multiple answers allowed)

Value	No. of responses	% of online respondents (n 1,827)
Beaches	804	44.0
Good place for family and	483	26.4
A safe place to live	471	25.8
Natural environment	453	24.8
Sense of community/friendly	377	20.6
Balanced lifestyle	331	18.1
Parks, playgrounds, open	254	13.9
Active lifestyle	244	13.4
Bushland	222	12.2

Access to natural waterways	197	10.8
Convenient/close to the city	191	10.5
Sport and recreation	151	8.3
Access to national parks	106	5.8
Access to rural lifestyle	54	3.0
Other	51	2.8

Awareness of Fit for the Future

Table A11. Number of respondents who had read Council's information booklet

	No. of respondents N(online)=1,284	% of respondents
Yes	1,029	80.1
No	255	19.9

Table A12. Respondents' interest in council reform

	No. of respondents N(online)=1,290	% of respondents
Not at all interested	17	1.3
Not very interested	86	6.7
Quite interested	629	48.8
Very Interested	558	43.3

Perceived Opportunities and Disadvantages of Council Reform

Table A13. Perceived opportunities for a new Northern Beaches Council (multiple answers allowed)

	No. of responses	% of online respondents (n 1,827)
More efficient/Better use of	879	48.1
Reduced costs	803	44.0
Reduced bureaucracy/staff	686	37.5
Unify the Northern Beaches	668	36.6
Better regional facilities/services	639	35.0
None/Can't think of any	234	12.8
Other	138	7.6

Table A14. Perceived disadvantages of a new Northern Beaches Council (multiple answers allowed)

	No. of responses	% of online respondents (n 1,827)
Local issues overlooked/loss of local identity	544	29.7
None/Can't think of any	435	23.8
Resource shifting - our rates being spent elsewhere	407	22.3
A bigger Council will be less efficient/too bureaucratic	365	20
Loss of representation/loss of voice	359	19.6
Not needed/ happy as things are	227	12.4
Other	127	6.9

