



WARRINGAH
COUNCIL

ATTACHMENT BOOKLET 1

ORDINARY COUNCIL MEETING

TUESDAY 25 MARCH 2014



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SHOROC INCORPORATED

BOARD MEETING MINUTES

Wednesday, 19 February 2014, 3-5pm
SHOROC Board Room



Board Members Present

Cr Jacqueline Townsend	Mayor of Pittwater, SHOROC President
Cr Jean Hay AM	Mayor of Manly, SHOROC Vice-President
Cr Peter Abelson	Mayor of Mosman
Cr Michael Regan	Mayor of Warringah
Veronica Lee	General Manager Mosman Council, SHOROC Treasurer
Henry Wong	General Manager Manly Council
Mark Ferguson	General Manager Pittwater Council
John Warburton	A/General Manager Warringah Council

In attendance

Ben Taylor	Executive Director SHOROC
Jacqui Fishpool	Communications and Office Manager SHOROC

Item 1 Welcome and Apologies

Cr Jacqueline Townsend chaired the meeting and welcomed those attending.

Item 2 Adoption of 20 November 2013 Minutes & Matters Arising

All resolutions of the Board have been actioned and there are no matters arising.

Item 2 Adoption of 20 November 2013 Board Minutes and Matters Arising

The SHOROC Board:

- Adopted the minutes of the 20 November 2013 SHOROC Board meeting.

Moved Henry Wong/seconded Mark Ferguson

Carried unanimously

Item 3 Forward Planning

3.1 Board briefing and planning workshop session

<i>SHOROC Corporate Plan project:</i>	<i>20. Coordinate and provide secretariat for SHOROC Board and GMAC 22. Hold annual Councillor Forum in around November 2013 followed by Board strategic planning session for 2014-2018 Corporate Plan.</i>
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Under the SHOROC Constitution the SHOROC Corporate Plan is to be adopted by the Board in May. It was originally planned a Councillor Forum would be held in around November 2013 followed by strategic planning by the Board to develop the SHOROC 2014-2018 Corporate Plan. However the Board resolved at its 7 August 2013 meeting that the Councillor Forum be postponed until early 2014 due to the current review of ROCs underway and because there was already a Councillor Forum in 2013.

As such it was determined the development of future priorities and SHOROC Corporate Plan should commence with a Board strategic planning session at the Feb 2014 meeting.

Current plans

SHOROC's major goals as outlined in the 2012-2016 Corporate Plan (available on request) are:

- *Make our region stronger* by securing funding for construction of public transport, roads and hospitals, and delivering projects to improve business, communities and the environment.
- *Make our councils stronger* by helping improve their financial sustainability and services for the community, through regional purchasing, projects and by exploring and delivering shared services on a regional scale.
- *Make our business stronger* by increasing business operations to improve our financial position.

Significant progress has been made toward these goals and now is an opportune time to review the major priorities for the future considering the upcoming NSW Election and also the discussions on potential local government and planning reform. In addition, if there is agreement to form a new regional model with NSROC this process will put the SHOROC councils in a strong position to advocate for these priorities as part of the new group.

Board strategic planning session

The purpose of the strategic planning session is to review the progress to date and broadly identify the major priorities for the coming years for inclusion in the draft SHOROC 2014-18 Corporate Plan. To facilitate the strategic planning SHOROC's Executive Director will provide a brief report for the Board to consider progress to date and future priorities.

The proposed major topics of discussion for the strategic planning are as follows:

- Current situation: Review of major objectives and progress to date
- Future role and priority issues:
 - Advocacy and intergovernmental relations (advocacy for transport & health, MP meetings, Regional Action Plan projects such as youth and ageing strategies, local government reform, planning reform)
 - Strategic regional planning and strategies (Shaping Our Future strategy, subregional delivery planning, transport planning, Regional Action Plans, economic development, waste, environmental and social strategies)
 - Other projects and activities (regional waste management projects, Kimbriki Sub-committee, education campaigns, strategic procurement, business improvement program and services)

- Governance: SHOROC Inc. and implications of potential formation of new regional collaboration model for Northern Sydney.

Next steps following Board session including Councillor Forum

Following the Board planning session, it is considered the broad priorities identified should be referred to GMAC and the Executive for refinement and development of the draft SHOROC 2014-18 Corporate Plan. This Plan will then be considered by the Board at its 7 May 2014 meeting for adoption.

As part of the process of developing the Corporate Plan it is also considered the major priorities identified should be the subject of discussion at a 2014 Councillor Forum held in late March/early April in addition other priority regional issues and state government reforms.

This proposed process has been endorsed by GMAC.

Item 3.1 Board Briefing and Planning Workshop Session

The SHOROC Board:

- Agreed the broad major goals for advocacy and intergovernmental relations for inclusion in the draft SHOROC 2014-18 Corporate Plan:
 - Advocate and work together with the NSW Government, aligned with the Northern Beaches Regional Action Plan and NSW2021 'pillars', for the following:
 - *Quality services*: Improved transport, health, community and education services
 - *Rebuild the economy*: Grow employment and containment
 - *Renovate infrastructure*: Appropriate housing growth and choice. Deliver waste infrastructure.
 - *Protect local environment and community*: waste and sustainability
 - Build the capacity of SHOROC to partner with other levels of government
- Approved the next steps following the Board session including development of a draft SHOROC 2014-18 Corporate Plan by GMAC and the Executive and holding the annual Councillor Forum in late March/early April 2014.
- Agreed that the Executive prepare the Agenda for the Councillor Forum.

Moved Cr Michael Regan/seconded Mark Ferguson

Carried unanimously

3.2 Review of ROCs and Regional Collaboration Model

SHOROC Corporate Plan project:	2.1. Review and adapt SHOROC governance, membership and size in response to the NSW Planning Reform, Local Government Review, Metropolitan Strategy, or as requested by members, with a view to providing greater value and results for councils.
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Discussions are progressing between SHOROC and NSROC regarding a potential new model for regional collaboration of councils across Northern Sydney.

The SHOROC Board has resolved as follows:

- On 26 June 2013: *That SHOROC actively seek to explore opportunities with NSROC councils to establish a new regional entity comprising SHOROC and NSROC councils.*
- On 7 August 2013: *To endorse the next steps including the workshop of Mayors and General Managers to discuss better collaboration between the councils of the SHOROC and NSROC regions, the preparation of an issues paper for the workshop, and engagement of Alex Gooding as the independent facilitator.*
- On 20 November 2013:
 - *To note the update on the review of ROCs, the progress made and the proposed new model for regional collaboration of councils across Northern Sydney.*
 - *That the matter will be further considered by individual councils following the outcomes of the joint meeting of Mayors and General Managers from all councils of the SHOROC and NSROC regions on 29 November 2013.*

The Mayors and GMs from the 11 councils of the SHOROC and NSROC regions met on 10 October 2013 and also 29 November 2013. The most recent meeting:

1. *Agreed that the group will move forward with the two organisation model for regional collaboration of Northern Sydney councils as proposed in the discussion paper 'Regional Collaboration Model for Northern Sydney'.*
2. *Endorsed, as set out in the updated overview (available on request), the:*
 - a. *Objectives, structure and major role of the proposed 'Council of Mayors'*
 - b. *Objectives, structure and major role the proposed 'Regional Services Group'*
3. *Agreed that the working party be requested to further develop the new model and a draft implementation plan including alternative governance structures and operating rules for the two organisations, to which Hornsby and Warringah councils will provide input on alternative voting arrangements to that proposed in the Discussion Paper.*
4. *Agreed the broad timetable for the next steps will include:*
 - a. *An update report from the working party to councils, SHOROC and NSROC in February 2014.*
 - b. *Holding the next meeting of all councils of the SHOROC and NSROC regions in late February or early March 2014 to consider the draft implementation plans developed by the working party.*
 - c. *Aiming to establish the new model in the first half of 2014.*

Update on progress

The Working Party held a very productive meeting on 30 January 2013. The meeting minutes are (available on request) and an overview of the meeting outcomes is below.

At the meeting the Working Party initially considered the implications of the final report of the Independent Local Government Review Panel 'Revitalising Local Government'.

It then agreed to proceed with developing the new model and an implementation plan for the *Northern Metropolitan Council of Mayors* (working title) undertaking the functions of Joint Organisations outlined in the Independent Local Government Review Panel's report.

The Terms of Reference and operating rules were updated and a draft implementation plan agreed for consideration by all councils.

The draft implementation plan developed includes the initial establishment of the Council of Mayors via an MOU with secretariat support to be provided by SHOROC and NSROC, an inaugural meeting to establish the group in mid-March, and a later transition as appropriate to another legal model if or when NSW Government policy and any legislative change for Joint Organisations or similar are, or are not, made.

The Implementation plan also proposes that the formal establishment of the proposed Regional Services Group be put on hold until the Council of Mayors is established and the NSW Government local government reform plans become clearer.

A key element also is that any transition planning required for SHOROC Inc. and NSROC Inc. be considered by the respective Boards.

Next steps

The minutes of the Working Party are to be circulated to all councils in conjunction with a draft council report seeking agreement to the formation and membership of the Northern Metropolitan Council of Mayors, and to the inclusion of formation of the Northern Metropolitan Council of Mayors in individual council submissions regarding the Independent Local Government Review Panel's final report.

The Chair of the Working Party will contact all councils not represented on the Working Party to provide a briefing on the Working Party meeting, the Terms of Reference, and the draft implementation plan.

It is planned that an inaugural meeting of the Northern Metropolitan Council of Mayors be held in mid-March 2014 to formally establish the new group.

Implications for SHOROC

There is also a need to consider the future of SHOROC Inc. should there be agreement to form the new regional grouping and this is part of the Board's strategic planning session (Item 3.1). While the current proposal is to initially establish the grouping via an MOU, this will still require careful consideration to avoid duplication and maximise effectiveness. The best way forward for SHOROC Inc. with any future potential transition to another incorporated model for the *Northern Metropolitan Council of Mayors* or proposed *Regional Services Group* should also be closely considered.

Item 3.2 Review of ROCs and a New Model for Regional Collaboration

The SHOROC Board:

- Noted the update on the review of ROCs and consideration of a new model for regional collaboration of councils across Northern Sydney.
- Noted the update on the Working Party outcomes, the draft council report seeking agreement to the formation and membership of the Northern Metropolitan Council of Mayors, and the planned next meeting of Mayors and General Managers from all councils of the SHOROC and NSROC regions in mid-March 2014.
- Agreed to write to NSROC to offer to provide the secretariat services for the proposed Northern Metropolitan Council of Mayors for the first twelve months under the proposed MOU arrangements, subject to its formation by councils, with costs to be shared by SHOROC and NSROC.

*Moved Cr Jean Hay AM/seconded Cr Peter Abelson
Carried unanimously*

Item 4 Local Government Reviews

4.1 'Revitalising Local Government' Report Submission

SHOROC Corporate Plan project:	11. Local Government Reviews: Coordinate joint council discussions and planning regarding the Independent Local Government Review and Local Government Act Review, including Councillor meetings and/or joint submissions where requested and development of strategies in response to the NSW Government local government reform agenda.
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The NSW Government has released the Independent Local Government Review Panel's Final Report 'Revitalising Local Government' for consultation. Submissions are requested by 7 March 2014.

Independent Local Government Review Panel Report summary

A major element of the Panel's proposals relate to the formation of what it terms "Joint Organisations"

"The Panel sees stronger regional cooperation as a central plank of local government reform. This will enhance the role of councils and facilitate more productive State-local relations, especially in strategic planning, economic development, infrastructure provision and service delivery.

The Panel's objective is to create a robust but flexible framework within which councils can negotiate the establishment of statutory regional organisations that will undertake strategic planning and other joint activities, and provide a platform for much more extensive and effective State-local dialogue and cooperation."

A summary of the recommendations in regard to Joint Organisations and northern Sydney is (available on request). Some points to note:

- Joint Organisations (JOs) are proposed with or without council mergers for metropolitan Sydney. In the Panel's view, one of the first steps should be to "establish joint organisations of councils for the purposes of strategic sub-regional planning" under the Local Government Act, with "the establishment of 'fully-fledged' Joint Organisations...deferred pending further consideration of options for council mergers."
- The functions proposed by the Panel for JOs related to metropolitan Sydney are very closely aligned to those currently performed by SHOROC and NSROC, as well as those proposed for the potential Northern Metro Council of Mayors. They include: strategic regional and sub-regional planning; inter-government relations and regional advocacy; strategic procurement and other joint activities.
- Major differences compared to the current arrangements include proposed new provisions of the Local Government Act as a framework for Joint Organisations (then established via individual Ministerial proclamation) and the proposed mandatory nature of "membership and ongoing active participation by councils".
- The Panel has proposed establishing the JOs as sub-regional groups in metropolitan Sydney for strategic planning by June 2014. For northern Sydney this is understood to mean a JO being the sub-regional group of 11 councils (SHOROC + NSROC).
- The priority implementation package recommended by the Panel includes:
 1. Establish the new regional Joint Organisations (including Regional Roads Groups, Water Alliances and sub-regional planning groups in metro Sydney): negotiations in 2-3 'pilot' regions could be launched immediately.
 2. Build a 3-way strategic planning process that brings together a new regional component of IPR, DP&I Regional Growth Plans, and Premiers Department Regional Action Plans.

Meeting with the Minister

The Minister for Local Government has agreed to meet with the SHOROC President to discuss the local government reviews. The meeting will be held on 25 February.

SHOROC Submission

The SHOROC Board approved a submission to the Panel in June 2013 response to its 'Future Directions' report (*available on request*). This submission included:

- An adopted policy of opposition to forced amalgamations
- An overview of SHOROC's current role, strengths and successes
- Identification of the plans for improving regional performance and governance through a larger regional collaboration model encompassing SHOROC and NSROC
- Significant concerns with the proposed County Council solution
- Proposals to build stronger regional collaboration (see below)
- Comments on other proposals from the Panel where there was common agreement.

For reference of note is that the Panel's recommendations in its final report align very closely with SHOROC's adopted position in its previous submission, including:

- *"SHOROC supports for the creation of a more robust, statutory framework at the regional level, providing flexibility for councils to determine the best approach depending on the varying needs of communities and regions."*
- *"It is recommended the Panel define a range of incorporation models for regional collaboration and propose amendment of the NSW Local Government Act to facilitate the transitioning of existing ROCs for stronger regional collaboration. Major potential options proposed may include:*
 - *Council of Mayors type model for regional advocacy, strategic planning and intergovernmental relations...*
 - *Regional Services Organisation for operational and joint services, governed by a skills-based board... Councils are shareholders, appointing delegates to the board, approving the annual Statement of Intent and holding it accountable by using performance measures and targets..."*

It is recommended SHOROC provide a submission to the NSW Government on the Panel's report similar in structure to the previous submission and focussed primarily on the regional recommendations particularly the establishment and governance proposals for the JO and the model structure.

To prepare this submission it is proposed the Board workshop the Panel's major recommendations relating to regional collaboration from the perspective of SHOROC Inc. to identify areas of agreement. A table of the Panel's major recommendations and commentary has been prepared to facilitate this discussion (*available on request*).

Item 4.1 Revitalising Local Government' Report Submission

The SHOROC Board resolved:

- To note the summary of the 'Revitalising Local Government' report including the recommendations in regard to Joint Organisations and northern Sydney.
- That SHOROC prepare a submission to the NSW Government on the Panel's report of similar structure to the June 2013 submission to the Panel focussed primarily on regional issues particularly the proposed Joint Organisations.
- That the Executive Director prepare a draft submission for consideration of GMAC and the Board.

Moved Cr Michael Regan/seconded Veronica Lee
Carried unanimously

Shore Regional Organisation of Councils – a partnership of Manly, Mosman, Pittwater & Warringah Councils.

4.2 Local Government Acts Taskforce Report Submission

<i>SHOROC Corporate Plan project:</i>	<i>11. Local Government Reviews: Coordinate joint council discussions and planning regarding the Independent Local Government Review and Local Government Act Review, including Councillor meetings and/or joint submissions where requested and development of strategies in response to the NSW Government local government reform agenda.</i>
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The NSW Government has released the Local Government Acts Taskforce Final Report for consultation. Submissions are requested by 7 March 2014.

SHOROC Submission

The SHOROC Board approved a submission to the Acts Taskforce in June 2013 in response to its 'A New Local Government Act for NSW Discussion Paper'. This submission was very brief and primarily focused on regional collaboration, attaching the SHOROC submission to the Independent Review Panel for reference and highlighting its major points, and advocating for enabling features for regional joint procurement.

It is recommended SHOROC provide a submission to the NSW Government on the Acts Taskforce Final Report similar in structure to the previous submission focussed primarily on regional recommendations and including a copy of the submission on the Panel's report.

The table below lists the reports major recommendations. These recommendations are in line with the 2013 SHOROC submission and, subject to confirmation of SHOROC policy in discussion regarding the Panel's report (Item 4.1), it is considered the submission should support these recommendations.

The Local Government Acts Taskforce Final Report proposes:

3.3.4 Regional Strategic Organisations of Councils and Formation and Involvement in Corporations and Other Entities	The Taskforce recommends (1) the Act include a mechanism enabling councils to form statutory entities to undertake regional strategic collaboration activities. The Taskforce is of the view that, in place of Regional Organisations of Councils, a model similar to that developed by the Hunter Councils – Council of Mayors provides a suitable mechanism for achieving regional strategic collaboration, with the exception of Western NSW. ROCs could transition to a Council of Mayors to broaden joint collaboration between councils (2) the provisions of the Act relating to the formation of corporations and other entities should continue.
3.3.8 Delegations	(2) that the exceptions to delegations of an operational nature not be carried forward to the new Act, ensuring the council focuses on strategic decisions, consistent with IPR. These would include for example: <ul style="list-style-type: none"> • delegation of regulatory functions to another council or shared services body.
3.3.10 Procurement	The Taskforce recommends (1) the adoption of central principles of procurement combined with a medium level of regulation to ensure support of the following principles: <ul style="list-style-type: none"> a. accountability b. value for money c. probity, equity, fairness and risk management d. efficient and effective competition e. market assessment (2) main considerations for each principle be contained in the Act

Shore Regional Organisation of Councils – a partnership of Manly, Mosman, Pittwater & Warringah Councils.

	<p>or regulations, with further considerations contained in guidelines or a mandatory code</p> <p>(3) a council's procurement framework be consistent with its IPR framework</p> <p>(4) rather than the legislation setting a monetary threshold, a more flexible principles-based approach be established to enable councils to determine their threshold based on risk assessment of the proposed procurement and the procurement principles</p> <p>(5) regulation of procurement support councils entering into collaborative procurement arrangements and utilising technologies to assist with efficient, effective and economic procurement processes that are accessible to all relevant stakeholders and are fair, open and transparent</p> <p>(6) a regulation or code to express councils' default procurement framework</p> <p>(7) councils be qualified to adopt a more strategic approach through "earned autonomy" whereby:</p> <ul style="list-style-type: none"> a. the Division of Local Government may exempt a council from compliance with a requirement under the regulation or code where it is satisfied that a council's procurement framework is consistent with the procurement principles; and b. qualification for a council's earned autonomy may be through an accreditation process or by council's development and diligent maintenance of policies and practices that are consistent with requirements issued by the Division of Local Government or other oversight entity. Qualification by accreditation is preferred as this should increase the accountability of councils to the community. <p>(8) councils continue to be able to take advantage of purchasing from Commonwealth and State Government procurement panels and the State Government policies which afford exemption from tendering obligations such as when purchasing from registered Australian Disability Enterprises.</p>
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Item 4.2 Local Government Acts Taskforce Report Submission

The SHOROC Board resolved:

- To note the recommendations of the Local Government Acts Taskforce and that these recommendations are aligned to the 2013 SHOROC submission.
- That SHOROC prepare a submission to the NSW Government on the Acts Taskforce report of similar structure to the June 2013 submission.
- That the Executive Director prepare a draft submission for consideration of GMAC and the Board.

*Moved Veronica Lee /seconded Cr Michael Regan
Carried unanimously*

Item 5 Stronger Region - Advocacy and Collaborative Projects

SHOROC Corporate Plan objective:	<i>Make our region stronger by securing funding for construction of public transport, roads and hospitals, and delivering projects to improve business, communities and the environment.</i>
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5.1 NSW & Commonwealth MP Meetings

SHOROC Corporate Plan project:	3. Government Liaison: <i>Hold meetings between the Board and local NSW MPs on a six-monthly basis and local Commonwealth MPs on an annual basis to discuss key infrastructure funding and other regional issues</i>
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As per SHOROC's Corporate Plan, as part of SHOROC's intergovernmental relations role SHOROC arranges six-monthly meetings between the Board and local NSW MPs and annual meetings between the Board and local Commonwealth MPs to discuss key infrastructure funding and other regional issues.

Meeting with NSW MPs

The SHOROC Board met with local NSW MPs The Hon. Mike Baird MP, The Hon. Brad Hazzard MP, The Hon. Jonathan O'Dea MP and The Hon. Rob Stokes MP on Tuesday 3 December 2013. Apologies were received from The Hon. Jillian Skinner MP.

The Agenda included:

- Regional leaders forums between MPs and Mayors and future priorities
- Planning including the review of the NSW Planning System and Metropolitan Strategy
- Review of ROCs and regional council collaboration models
- NSW 2021 Northern Beaches Regional Action Plan projects and future priorities
- Transport issues including Bus Rapid Transit (BRT), road upgrades and regional planning
- Health planning for the Northern Beaches Hospital and Mona Vale Hospital

The meeting was positive and productive, particularly discussions on the regional leaders forums and working together on regional challenges beyond the current priorities of transport and health. Future priorities discussed included regional strategic planning, boosting the local economy, more detailed transport planning and campaigns, education, and aligning services.

As previously discussed by the Board there is an opportunity to further strengthen these forums into a stronger coalition for the region. The SHOROC President wrote to all the local MPs following the meeting (*available on request*) and the priorities for future meetings and collaboration warrant discussion by the Board following the strategic planning (Item 3.1).

It is planned a date for the next meeting will be sought in April 2014.

Meeting with Commonwealth MPs

The Board last met with Commonwealth MPs The Hon. Tony Abbott MHR and The Hon. Bronwyn Bishop MP on 18 June 2013 in Canberra. It is planned the next meeting will be sought to coincide with the ALGA National General Assembly in June 2014.

Item 5.1 NSW & Commonwealth MP Meetings

The SHOROC Board resolved:

- The next meeting with NSW MPs will be planned for April 2014 after the Councillor Forum.
- The Executive prepare an Agenda for the meeting with NSW MPs based on priorities identified under the new SHOROC Corporate Plan.
- The Executive Director will seek to arrange the next meeting with Commonwealth MPs for June 2014.

Moved Henry Wong /seconded Cr Michael Regan
Carried unanimously

5.2 Transport Infrastructure Planning

<i>SHOROC Corporate Plan project:</i>	<i>2. Transport: Continue coordination of Mayor-led lobbying of state and federal government to commit to construct Bus Rapid Transit and identified road upgrades. Work with state and federal government agencies including Transport for NSW to conduct detailed transport planning and improve regional transport.</i>
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Significant public transport and road upgrades for the SHOROC region are a focus for the NSW Government for the first time in decades.

The next major milestone is discussions with the Minister for Transport and Transport for NSW on a draft transport plan for the Northern Beaches and Mosman. This plan is understood to be effectively a 20-year masterplan of short, medium and longer-term public transport and road upgrades for the region and include:

- Bus Rapid Transit (BRT) and regional public transport improvements
- Warringah Road and Wakehurst Parkway upgrades (associated with hospital)
- The Northern Beaches Link (tunnel under Mosman)
- Mona Vale Road upgrades

The Minister for Transport has agreed to meet the SHOROC Executive on 14 February to discuss the 'Sydney's Bus Future' plan (see below) and regional transport planning including opportunities for the BRT. An update will be provided to the Board on this meeting.

As endorsed by the Board at its 20 November 2013 meeting, it is critical the councils of the SHOROC region stay united on the regional transport plan and priorities to ensure the NSW Government locks in the plan and funding in the coming months and to ensure implementation of this vital infrastructure for the region.

Bus Rapid Transit and 'Sydney's Bus Future Plan'

The NSW Government released 'Sydney's Bus Future' on 12 December 2013.

This plan includes further detail on what is planned for this region and aligns to the advice provided on implementation of the BRT by The Hon. Mike Baird MP on 25 October 2013.

It is a good first step, promising to provide faster and more reliable services by effectively introducing stage 1 of the BRT system starting next year, as well as significantly improving public transport for the Warringah Road corridor. This includes extra services, bus priority projects for Pittwater Road, further short-term action to extend bus lane operating hours and speed up services through wider stop spacing, high capacity vehicles, high quality interchanges with consistent wayfinding and signage, and addressing bus pinch points.

However the plan to introduce the 'full' BRT in the longer-term (11-20 years) time period is inadequate. All efforts should be made to advocate that as much investment as possible is included in Stage 1 to deliver significant time and reliability savings, and the plans for the 'full' BRT brought forward.

A summary of the key implications for the SHOROC region including a media statement released following Board approval is attached (**Tab G**).

Road Upgrades

No further information has been forthcoming since the meeting with The Hon. Mike Baird MP regarding the proposed road upgrades, including those for Warringah Rd/Wakehurst Parkway associated with the hospital, and the Northern Beaches Link. It is understood a Cabinet Minute is under consideration by government. T4NSW has undertaken to arrange a meeting with SHOROC once Cabinet has made a decision on road upgrade funds.

Support from NSW Business Chamber Sydney North Regional Advisory Council

As previously advised, SHOROC's Executive Director has provided briefings for the NSW Business Chamber's Sydney North Regional Advisory Council (SNRAC) on SHOROC's transport policy and advocacy. The SNRAC has now written to the Minister for Transport on behalf of the business community advocating for implementation of a BRT system in line with SHOROC's policy in the next 1-5 years (*available on request*).

Sydney Clearways Strategy

The NSW Government has released the Sydney Clearways Strategy (www.transport.nsw.gov.au/sydneyclearwaysstrategy), outlining how it plans to introduce and extend clearways across Sydney in the coming years.

The two initial priorities that impact on this region are Lane Cove Road (from North Ryde to Macquarie Park on weekdays and weekends) and Mona Vale Road (from Pacific Highway, West Pymble to St Ives on weekdays – am and pm peaks). The strategy also indicates other major roads where investigation will be carried out into whether clearways could be extended on weekdays and/or weekends including Pittwater/Spit/Military Roads, Warringah Road and Forest Way.

SHOROC is meeting with council staff to review the strategy and recommend a submission for GMAC approval by the 28 February 2014 deadline.

Item 5.2 Transport Infrastructure Planning

The SHOROC Board:

- Noted the update on regional planning and advocacy for public transport and road upgrades, including the 'Sydney's Bus Future Plan', Warringah Rd/Wakehurst Parkway upgrades, the proposed Northern Beaches Link and the development of a submission on the Sydney Clearways Strategy.
- Noted the update on the SHOROC Executive's meeting with the Minister for Transport on 14 February 2013.
- Noted that SHOROC continues to work in partnership with the NSW Government to develop an integrated plan to deliver on the transport needs of the Northern Beaches and Mosman.
- Noted the NSW Business Chamber Sydney North Regional Advisory Council's letter to the Minister for Transport on behalf of the business community advocating for implementation of SHOROC's proposed BRT system in the next 1-5 years.

Moved Henry Wong /seconded Mark Ferguson

Carried unanimously

5.3 Northern Beaches Health Planning

SHOROC Corporate Plan project:	1. Health: Continue coordination of Mayor-led lobbying of state and federal government to construct the Northern Beaches Hospital and retain Mona Vale Hospital in a complementary role. Work with state & federal government agencies including NSLHD & HI to support planning & improve health services. Member of Northern Beaches Inter-Agency Working Group.
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Northern Beaches Hospital Planning

The construction of the Northern Beaches Hospital and upgrades to Mona Vale Hospital for a long term complementary role are major issues for this region.

All indications are the hospital project is proceeding according to the planned timetable. The Request for Proposals (RFP) has been released to prospective proponents (Executive Summary available at nbhsredev.health.nsw.gov.au) and responses are due in May 2014. The plan is to select the proponent by the end of 2014 and start construction in Q1 2015.

Health Infrastructure (HI) has advised it is holding a workshop with the potential proponents of the Northern Beaches Hospital in February and has offered a briefing for any interested Board members if requested.

Ms Vicki Taylor, Chief Executive of the Northern Sydney Health Network (NSLHD) and Mr Anthony Manning, Director of Planning and Technical at HI will be invited to attend the May Board meeting to provide a detailed briefing.

Inter-departmental Committee for the Northern Beaches Hospital Project

As previously noted by GMAC, the Minister for Health has appointed SHOROC's Executive Director to represent councils on the Inter-departmental Committee for the Northern Beaches Hospital project. The Committee covers all aspects of the hospital development project including transport and planning for the surrounding area.

Three meetings have been held to date with the most recent on 23 September 2013. The Committee was due to meet on 9 December 2013 however this meeting was postponed and the group will next meet on 26 February 2014.

Mona Vale Hospital Masterplanning

A Masterplan Executive Working Group for Mona Vale was established by NSW Health to facilitate the completion of a masterplan strategy for the Mona Vale Hospital campus. SHOROC's Executive Director was invited and attended the masterplanning workshops in late December 2013. A final report is still under development.

Item 5.3 Health Infrastructure Planning

The SHOROC Board resolved:

- To note the update on the regional health services planning including the Northern Beaches Hospital, the Inter-departmental Committee for the Northern Beaches Hospital project and the Mona Vale Hospital Masterplan Executive Working Group.

Moved Mark Ferguson /seconded Veronica Lee
Carried unanimously

5.4 Engaging the Business Community on Regional Advocacy

<i>SHOROC Corporate Plan project:</i>	<i>6. identify and coordinate delivery of collaborative projects to grow the local economy, supporting small business and collaborating on regional visitor and tourism strategies.</i>
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The SHOROC Board resolved at its 20 November 2013 meeting to:

- Agree that SHOROC should seek to work more closely with the local business community on a regional basis to advocate for regional priorities, particularly the needs of the business community.
- Agree that as an initial step, SHOROC arrange a meeting in early 2014 for the Board with the Presidents of the local business chambers, business groups and the Chair of the Sydney North Regional Council of the NSW Business Chamber to discuss regional priorities in the lead up to the 2015 NSW Election and how the groups can work more closely together to advocate for the needs of the region.

This approach is used in other areas for example in western Sydney where WSROC engages with the Western Sydney Business Connection and the Sydney Business Chamber to deliver major events and jointly advocate for the needs of western Sydney. Priorities for these groups include advocating for a regional economic and jobs plan, the development of specialist economic clusters and for major transport infrastructure.

SHOROC has already been engaging with the NSW Business Chamber's Sydney North Regional Advisory Council (SNRAC) on regional transport issues and this group is very supportive of the planned Bus Rapid Transit system.

The Chair of the SNRAC is supportive of greater engagement between councils and the business community on regional issues and considers the joint meeting a good first step.

It is planned an initial meeting will be sought in March 2014, with invitees including:

- All SHOROC Board members
- Chair of the NSW Business Chamber's Sydney North Regional Advisory Council
- Chairs of all local business chambers and Pittwater Business Limited

Examples of further engagement to be discussed may include regular meetings with the Presidents of the local business chambers across the region and the Sydney North Regional Council of the NSW Business Chamber to discuss major priorities, holding joint events, and/or forming a regional business council to work more closely with the SHOROC Board on whole-of-region issues.

Item 5.4 Engaging the Business Community on Regional Advocacy

The SHOROC Board resolved:

- That an initial meeting with representatives of the business community be sought in March 2014 to discuss regional priorities in the lead up to the 2015 NSW Election and how the groups can work more closely together to advocate for the needs of the region, with invitees including:
 - All SHOROC Board members
 - Chair of the NSW Business Chamber's Sydney North Regional Advisory Council
 - Chairs of all local business chambers and Pittwater Business Limited
 - NSW Small Business Commissioner
 - Warringah/Pittwater Economic Development Officer

Moved John Warburton /seconded Veronica Lee
Carried unanimously

5.5 Planning: Metropolitan Strategy and System Reform

SHOROC Corporate Plan project:	12. NSW Planning Reform: Prepare submissions, develop strategies and coordinate forums, meetings and projects as appropriate to seek to ensure a strong council role in the new sub-regional planning framework and sub-regional Boards.
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Planning Reform

No further public update. Debate on the Planning Bill has been deferred until the Parliament sits again in 2014. This deferral followed amendments of the draft Bill by the Upper House.

Metropolitan Strategy

No further public update. It appears the Metropolitan Strategy has been delayed until after the finalisation of the Planning Bill, however it is understood the Department is proceeding in developing the framework for subregional delivery plan development.

Item 5.5 Planning: Metropolitan Strategy and System Reform

The SHOROC Board resolved to:

- Note the Metropolitan Strategy and NSW Planning Reform update.

Moved Mark Ferguson /seconded Cr Jean Hay AM

Carried unanimously

5.6 NSW 2021 Northern Beaches Regional Action Plan

<i>SHOROC Corporate Plan project:</i>	<i>5. NSW2021: Advocate jointly for priorities and coordinate council involvement in implementation of the actions under the Northern Beaches Regional Action Plan. Member of Regional Leadership Network</i>
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Background

The NSW Government has established Regional Action Plans (RAPs) under the NSW State Plan, with a clear shift in focus to working with councils on a regional basis through their respective ROCs on development and implementation of the RAPs.

The Northern Beaches Regional Action Plan (NBRAP) is in implementation phase. It includes the major regional transport and health priorities but also projects to improve services for young people and the ageing, boost the local economy and to protect the environment.

Current Situation

Updates on new projects that have commenced under the NBRAP, in addition to those for transport and health detailed in Items 5.2 and 5.3 above, are provided below.

Northern Beaches Regional Youth Strategy

The Department of Education and Communities is leading development of a Northern Beaches Regional Youth Strategy by June 2014. SHOROC is represented on an inter-agency Project Task Group by Manly and Warringah council staff members.

The Department circulated a draft framework for the regional strategy on 14 January 2014 seeking further input. This draft framework incorporates issues, current actions and opportunities provided to the Department by the SHOROC representatives following endorsement by the SHOROC Community Services Managers Group. Consolidated feedback to the Department on the draft framework will be provided and this feedback will then be used to develop a draft strategy.

The draft Youth Strategy will be circulated to GMAC when in an appropriate draft form to provide an opportunity for feedback.

Northern Beaches Regional Ageing Strategy

The Department of Family and Community Services is leading development of a Northern Beaches Regional Ageing Strategy. The Strategy was to be developed by December 2013. The delay is however positive as the original timeframe was unrealistic and this enables time for development of a more robust strategy. SHOROC is represented on the inter-agency Project Task Group by Mosman and Pittwater council staff members.

The Department is currently putting the finishing touches on a draft Strategy and it is understood this will be circulated in the next week or two for feedback. The draft Ageing Strategy will be circulated to GMAC when in an appropriate draft form to provide an opportunity for feedback.

Northern Regional Waste Avoidance and Resource Recovery Strategy

The Environmental Protection Authority is funding ROCs to coordinate development of regional waste avoidance and resource recovery strategies by mid-2014. See Item 6.1.

Item 5.6 NSW 2021 Regional Action Plans

The SHOROC Board resolved to:

- Note the update on the projects being implemented under the Northern Beaches Regional Action Plan including the regional youth strategy, regional ageing strategy and a regional waste avoidance and resource recovery strategy.

Moved Mark Ferguson /seconded Jean Hay AM

Carried unanimously

Item 6 Stronger Councils

SHOROC Corporate Plan objective:	<i>Make our councils stronger by helping improve their financial sustainability and services for the community, through regional purchasing, projects and by exploring and delivering shared services on a regional scale.</i>
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6.1 Regional Waste Strategy & Project Coordination

SHOROC Corporate Plan project:	13. Regional Waste Coordination <i>(a) Conduct community education and engagement to support implementation of a common waste collection system, promote the councils & KEE's AWT project</i> <i>(b) Manage the regional collection contract tender project</i> <i>(c) Review & implement alternative regional waste management business models</i> <i>(d) Secure grant funding from the NSW EPA under the Waste Less Recycle More program initiative to resource regional waste projects</i>
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1. Regional Waste Avoidance & Resource Recovery Strategy

Funding to develop and implement a Regional Waste Avoidance & Resource Recovery Strategy has been received from the NSW EPA. Ms Liz Quinlan started in the role of Regional Waste Coordinator on 13 January 2014 to coordinate the development and implementation of the Regional Waste Strategy.

The Strategy will provide the framework for collaborative programs and infrastructure projects as well as the overarching framework for individual council projects that will link to regional objectives and targets. The EPA's required timeline for the development of the strategy includes development of a draft Regional Waste Strategy by the end of April 2014 and a final Regional Waste Strategy by 30 June 2014.

The Coordinator will assist councils and KEE to maximise opportunities for grant funding of projects identified in the Strategy that align with the EPA's \$456.7M *Waste Less Recycle More* initiative.

The Regional Waste Working Group will be the primary collaborative group for the development of the Strategy. This group includes representatives from all four councils and from KEE. The next steps include documenting the existing approaches to waste management and current waste data trends, then identifying strategic gaps, key issues and opportunities for action. To facilitate this process an internal Regional Waste Strategy Workshop is scheduled for 4 March 2014.

2. Regional Waste Projects

Common Waste Collection System

All councils resolved to implement the common waste collection system which is matched to the future waste processing capabilities at Kimbriki.

Mosman, Pittwater and Warringah councils resolved that *tender specifications are developed and council enter into a combined Regional Waste Collection Services Contract with a term of seven years. A two phase model was approved by the GMs with the plan for the selected contractor initially collecting existing waste streams commencing in February 2017 and migrating to collecting new waste streams when the AWT is operational.*

The Waste Working Group has worked with A. Prince Consulting (APC) to scope and draft the technical specifications for the contract. The Group will re-engage with APC from around March 2014 to develop tender specifications. The current timeline is to seek council approval by March 2015 for the tender to be issued and award the contract by February 2016 ready to start Phase 1 collection of existing waste streams by February 2017.

Interim SHOROC Waste Disposal Contract

The SHOROC Waste Disposal Contract for Belrose expires in November 2014 and landfill operations will cease on 11 November 2014 prior to Kimbriki being able to accept putrescible waste. Warringah Council is coordinating the joint tender on behalf of and in consultation with all SHOROC councils for the interim disposal arrangements following the closure of Belrose landfill in November 2014.

3. Kimbriki Sub-Committee Meeting

The Kimbriki Sub-Committee met on 11 December 2013 at the Kimbriki Resource Recovery Centre (*available on request*).

At the meeting, Cr Tom Sherlock (Mosman) was elected Chairperson of the Kimbriki Sub-Committee for the following 12 months.

Next meeting

The next Kimbriki Sub-Committee meeting will be held at Kimbriki Eco-House on Wednesday 19 March 2014 at 6-8pm. Following a call for agenda items, a draft agenda will be prepared and circulated to GMAC comment prior to release.

Item 6.1 Regional Waste Strategy & Project Coordination

The SHOROC Board:

- Received and noted the update on the Regional Waste Avoidance & Resource Recovery Strategy development including the appointment of the Regional Waste Coordinator, and the update on Regional Waste Projects including the Common Collection System and Interim Waste Disposal Contract.
- Noted the draft minutes of the 11 December 2013 meeting of the SHOROC Kimbriki Sub-Committee meeting.
- Noted the election of Cr Tom Sherlock (Mosman) as the Chairperson of the SHOROC Kimbriki Sub-Committee for the coming year.

*Moved Mark Ferguson /seconded Cr Jean Hay AM
Carried unanimously*

6.2 Business Improvement Program Working Group Report

SHOROC Corporate Plan projects:	<p>15. Enhanced regional procurement.</p> <p>(a) Contract Manager agreed regional contracts.</p> <p>(b) Seek to increase joint buying on a greater geographic scale.</p> <p>(c) Review council spends and identify high value procurement initiatives.</p> <p>(d) Establish a resourcing mechanism to enable the procurement function to be expanded (shared service).</p> <p>16. Business reform. Review opportunities for more efficient and effective council business operations through shared services or other models on a greater geographic scale including Development Application assessment, Coastal zone/catchment management, Compliance & Building Certification services.</p> <p>17. Continue to review council operations & potential market opportunities & present high level scoping overviews to GMAC for consideration as they arise..</p>
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The SHOROC Board resolved at its 20 November 2013 meeting to:

- Approve the establishment of the SHOROC Business Improvement Program Working Group as a sub-committee of the Board, consisting of General Managers from those councils participating in the Business Improvement Program.
- Delegate to the SHOROC Business Improvement Program Working Group the responsibility for development, management and implementation of the Business Improvement Program and all associated projects, services and business activities.
- Approve the Terms of Reference for the SHOROC Business Improvement Program Working Group.
- Note that reports on this program will be provided to the SHOROC Board up to 30 June 2014.

In December 2013 the Business Improvement Program Working Group agreed the program outline for the Business Improvement Program. This program of works is now being implemented. SHOROC's Manager Business Reform & Shared Services Mr Gary Bigg has resigned from the position and left SHOROC. It is planned recruitment will commence shortly.

Item 6.2 Business Improvement Program Working Group Report

The SHOROC Board:

- Noted the report on the Business Improvement Program.

Moved Mark Ferguson /seconded Cr Jean Hay AM
Carried unanimously

Item 7 Stronger Business – SHOROC Operations

SHOROC Corporate Plan objective:	<i>To make the business stronger by increasing business operations to improve our financial position.</i>
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7.1 Administrative Matters

SHOROC Corporate Plan project:	25. Prepare annual report, including annual independent audit of accounts, and continue appropriate quarterly financial reporting.
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Quarterly Finance Report

The second quarterly financial report for 2013/14 including the end of year forecast as at 31 December 2013 is available on request.

Review of Current Work Priorities

The SHOROC 2013-14 Operational Plan approved by the Board states that one of the ways the priorities for SHOROC will be continually reviewed is through "quarterly operational priority reviews to ensure we are honing in on the key projects and priority issues for our region, our councils and our business effectively and efficiently".

A short summary of SHOROC's current major projects underway is as follows:

- **Advocacy and intergovernmental relations:** Includes coordinating forums and meetings with NSW & Commonwealth MPs and Executives, representing councils on government planning committees, providing submissions and coordinating public campaigns on whole-of-region issues including:
 - Public transport and road infrastructure upgrades and regional transport planning
 - Hospital and health services upgrades
 - Local government reform
 - Planning reform
 - NSW2021 Northern Beaches Regional Action Plan projects including regional youth and ageing strategies
- **Stronger regional collaboration:** Facilitating discussions with councils of the NSROC region regarding formation of a new model for regional collaboration across northern Sydney through a Northern Metropolitan Council of Mayors.
- **Strategic regional planning:** Supporting councils in subregional strategic planning including the Metropolitan Strategy and *Shaping Our Future*, identifying collaborative projects to grow the local economy, coordinating and *Shaping Our Future Sustainable Future* and managing 'health of the region' report.
- **Regional waste management:** Coordinating development of a regional waste avoidance and resource recovery strategy, secretariat for SHOROC Kimbriki Sub-Committee, planning for a common waste collection system in collaboration with council staff and KEE including tender preparation work and education. Supporting councils and KEE on the Kimbriki AWT facility development.
- **Business improvement, strategic procurement and contract management**
- **Information and technical exchanges between member councils** through coordination of inter-council working groups on urban planning, community services, climate change, water cycle management and other matters.

Item 7.1 Administrative Matters

The SHOROC Board:

- Endorsed the December 2013 financial report.
- Endorsed SHOROC's current work priorities.

Moved Mark Ferguson /seconded Cr Jean Hay AM
Carried unanimously

Mayor Peter Abelson and Veronica Lee left the meeting at 4.45pm.

Item 8 Additional Matters Raised by Councils

8.1 4.45pm Attendance by Supt Dave Darcy (Pittwater Council)

Supt Dave Darcy, NSW Police Northern Beaches Local Area Commander attended the Board meeting from 4.45pm at the request of Pittwater Council. Supt Darcy discussed policing of transport routes and general regional policing issues.

Item listed for discussion

Item 8.1 Attendance by Supt Dave Darcy

The SHOROC Board:

- Agreed that SHOROC coordinate a working group of council officers to work with representatives of the NSW Police Northern Beaches Local Area Command to develop a consistent protocol on alcohol free zones.
- Agreed that Supt Darcy be invited to attend appropriate council reference groups and that councils will write to Supt Darcy to advise of the meeting dates.

*Moved Cr Jacqueline Townsend /seconded Cr Jean Hay AM
Carried unanimously*

Item 9 General Business

Item 10 Confirm Time and Date of Next Meeting

Next ordinary meeting: 7 May 2014, 3-5pm at the SHOROC Offices.

Application of Investment Funds	Description	Value (\$)
Restricted Funds:		
Externally Restricted	Section 94 Old Plan	22,326,030
	Section 94A Plan Contributions	4,856,391
	Domestic Waste & Unexpended Grants	3,308,758
Internally Restricted Reserves	Held to ensure sufficient funds are available to meet future commitments or specific objectives. Employee Leave Entitlements, Bonds & Guarantees, Compulsory Open Space Land Acquisitions, & Insurance.	14,319,107
Unrestricted Funds	Funds Allocated to meet Current Budgeted Expenditure	44,904,972
Total		89,715,258

There has been an increase in the investments held of \$5,706,913, which is in line with budgeted movements at this time of year.

Reconciliation of Cash Book

Description	Value (\$)
Council's Cash Book balance	3,908,881
Kimbriki Bank balance	1,737,273

Investments Funds Report - As at 28-Feb-14

Maturity date	Face Value	Current Yield	Borrower	Standard & Poor's Rating	Current Value
Mortgage Backed Securities Investment Group					
Weighted Avg Life *	Face Value				
22-Aug-22	1,658,026	3.0750	Emerald Series 2006-1 Class A	AAA	1,327,250
	1,658,026				1,327,250
Term Investment Group					
06-Mar-14	2,000,000	4.2500	National Australia Bank Limited	A-1+	2,000,000
06-Mar-14	1,000,000	3.9100	ING Bank (Australia) Limited	A-2	1,000,000
11-Mar-14	1,000,000	4.3100	ING Bank (Australia) Limited	A-2	1,000,000
11-Mar-14	1,000,000	4.3500	Credit Union Australia Limited	A-2	1,000,000
19-Mar-14	1,000,000	3.8800	ING Bank (Australia) Limited	A-2	1,000,000
02-Apr-14	2,000,000	3.9500	Bank of Queensland	A-2	2,000,000
09-Apr-14	2,000,000	3.8600	ING Bank (Australia) Limited	A-2	2,000,000
15-Apr-14	1,000,000	4.0700	National Australia Bank Limited	A-1+	1,000,000
23-Apr-14	2,000,000	3.8700	ING Bank (Australia) Limited	A-2	2,000,000
06-May-14	1,000,000	4.2500	Rural Bank Limited	A-2	1,000,000
06-May-14	1,000,000	3.8900	ING Bank (Australia) Limited	A-2	1,000,000
06-May-14	1,000,000	3.8000	Bank of Queensland	A-2	1,000,000
21-May-14	1,000,000	3.9500	Bank of Queensland	A-2	1,000,000
30-May-14	1,000,000	4.2000	Bank of Queensland	A-2	1,000,000
30-May-14	1,000,000	3.9200	ING Bank (Australia) Limited	A-2	1,000,000
05-Jun-14	1,000,000	4.2000	Rural Bank Limited	A-2	1,000,000
05-Jun-14	1,000,000	4.0900	National Australia Bank Limited	A-1+	1,000,000
05-Jun-14	1,000,000	3.9100	ING Bank (Australia) Limited	A-2	1,000,000
12-Jun-14	1,000,000	3.7200	National Australia Bank Limited	A-1+	1,000,000
19-Jun-14	1,000,000	3.7200	ING Bank (Australia) Limited	A-2	1,000,000
26-Jun-14	1,000,000	3.8000	Bank of Queensland	A-2	1,000,000
02-Jul-14	2,000,000	3.8500	National Australia Bank Limited	A-1+	2,000,000
09-Jul-14	2,000,000	3.9000	Bank of Queensland	A-2	2,000,000
15-Jul-14	1,000,000	4.0800	National Australia Bank Limited	A-1+	1,000,000
22-Jul-14	1,000,000	3.7300	ING Bank (Australia) Limited	A-2	1,000,000
29-Jul-14	1,000,000	3.8000	Bank of Queensland	A-2	1,000,000
07-Aug-14	1,000,000	3.9000	ING Bank (Australia) Limited	A-2	1,000,000
07-Aug-14	1,000,000	3.8800	National Australia Bank Limited	A-1+	1,000,000
12-Aug-14	2,000,000	3.7000	ING Bank (Australia) Limited	A-2	2,000,000
27-Aug-14	1,000,000	3.9000	National Australia Bank Limited	A-1+	1,000,000
03-Sep-14	2,000,000	3.9300	ING Bank (Australia) Limited	A-2	2,000,000
10-Sep-14	2,000,000	3.9000	St George Bank	A-1+	2,000,000
10-Sep-14	1,000,000	3.7500	Bendigo and Adelaide Bank Limited	A-2	1,000,000
17-Sep-14	1,000,000	3.8300	National Australia Bank Limited	A-1+	1,000,000
07-Oct-14	2,000,000	3.7500	Rural Bank Limited	A-2	2,000,000
08-Oct-14	1,000,000	3.7600	National Australia Bank Limited	A-1+	1,000,000
08-Oct-14	1,000,000	3.7300	National Australia Bank Limited	A-1+	1,000,000
16-Oct-14	1,000,000	3.7500	Members Equity Bank	A-2	1,000,000
05-Nov-14	1,000,000	3.7500	National Australia Bank Limited	A-1+	1,000,000
12-Nov-14	2,000,000	3.7600	National Australia Bank Limited	A-1+	2,000,000
25-Nov-14	2,000,000	5.7000	National Australia Bank Limited	A-1+	2,000,000
26-Nov-14	1,000,000	3.8500	Bank of Queensland	A-2	1,000,000
02-Dec-14	2,000,000	3.8000	Bendigo and Adelaide Bank Limited	A-2	2,000,000
10-Dec-14	2,000,000	3.9000	Members Equity Bank	A-2	2,000,000
16-Dec-14	2,000,000	3.7700	National Australia Bank Limited	A-1+	2,000,000
06-Jan-15	1,000,000	3.7500	Rural Bank Limited	A-2	1,000,000
12-Jan-15	2,000,000	3.8500	Members Equity Bank	A-2	2,000,000
20-Jan-15	1,000,000	3.8500	Members Equity Bank	A-2	1,000,000
22-Jan-15	1,000,000	3.7200	National Australia Bank Limited	A-1+	1,000,000
05-Feb-15	2,000,000	3.8000	Members Equity Bank	A-2	2,000,000
19-Feb-15	2,000,000	3.8000	Members Equity Bank	A-2	2,000,000
23-Feb-15	1,000,000	3.8500	Credit Union Australia Limited	A-2	1,000,000
	70,000,000				70,000,000
Term Investment Group & Cash Deposit Account					
Rollover Date	Face Value	Current Rate	Borrower	Rating	
Cash Account	5,095,934	2.7000	CBA (Business Saver)	A-1+	5,095,934
20-Jun-14	1,000,000	3.3200	CBA Term Deposit Kimbriki 35810609 (1)	AA-	1,000,000
20-Jun-14	1,000,000	3.3200	CBA Term Deposit Kimbriki 35810609 (2)	AA-	1,000,000
14-Jul-14	7,402,118	4.0000	WBC Term Deposit Kimbriki 11-1208	AA-	7,402,118
04-Aug-14	2,365,149	3.4400	WBC Term Deposit Kimbriki 11-4185	AA-	2,365,149
01-Mar-14	1,524,807	2.4000	CBA Money Market Kimbriki 10162612	AA-	1,524,807
	18,388,009				18,388,009
	90,046,034			Closing Balance:	89,715,258

* Weighted Average Life is the anticipated date of repayment of Council's full principal in mortgage backed securities based upon the expected repayment of a critical balance of underlying mortgages. It is calculated by professional actuaries and its use is market

convention for securities such as these. Council's investment policy recognises Weighted Average life dates as appropriate maturity dates for these securities

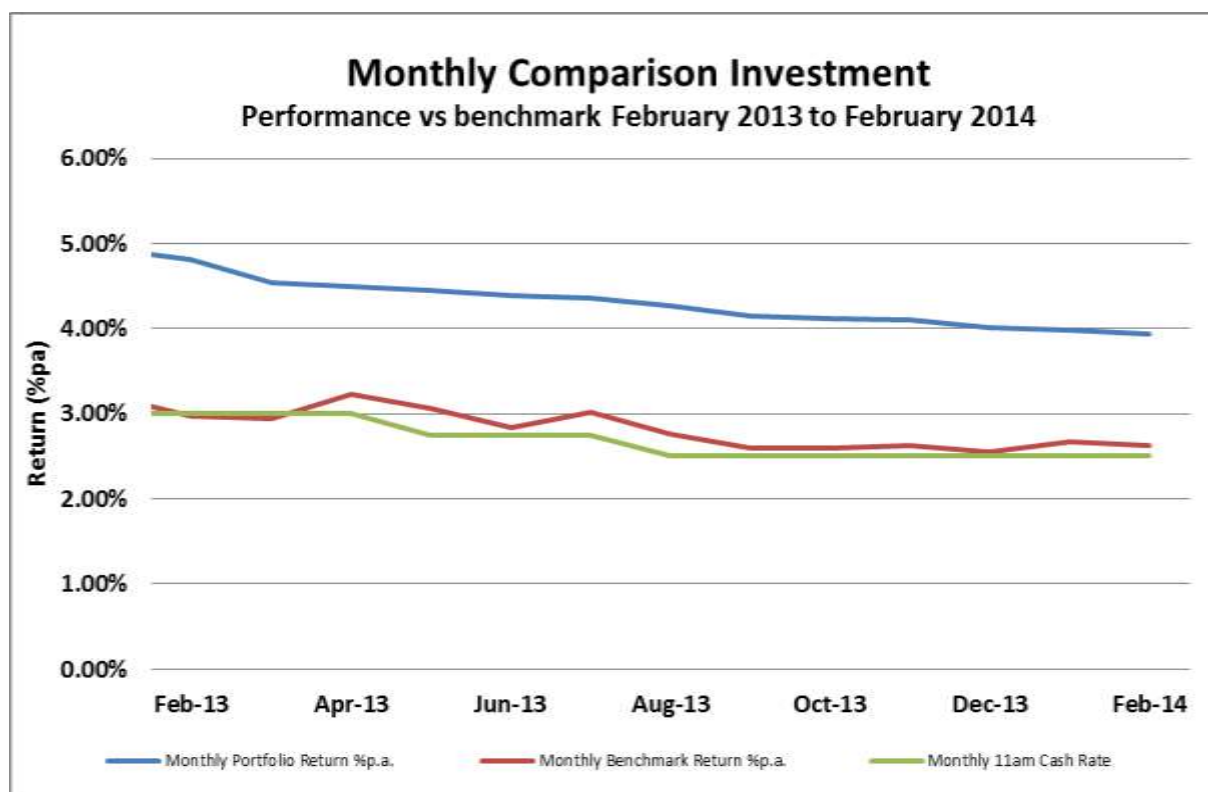
Portfolio Performance vs. 90 day Bank Bill Index over 12 month period.	✓	Council's investment performance did exceed benchmark.
Monthly Income vs. Budget	✓	Council's income from investments did exceed monthly budget.
Investment Policy Compliance		
Legislative Requirements	✓	Fully compliant
Portfolio Credit Rating Limit	✓	Fully compliant
Institutional Exposure Limits	✓	Fully compliant
Term to Maturity Limits	✓	Fully compliant

Investment Performance vs. Benchmark

	Investment Portfolio Return (%pa)*	Benchmark: UBS 90d Bank Bill Index	Benchmark: 11am Cash Rate **
1 Month	3.94%	2.63%	2.50%
3 Months	3.98%	2.62%	2.50%
6 Months	4.06%	2.60%	2.50%
FYTD	4.12%	2.68%	2.53%
12 Months	4.24%	2.79%	2.65%

* Excludes cash holdings (i.e. bank account, loan offset T/Ds, and Cash Fund)

** This benchmark relates to Cash Fund holdings



Monthly Investment Income* vs. Budget

	\$ February 14	\$ Year to Date
Investment Income	264,255	2,384,124
Adjustment for Fair Value	8,531	189,558
Total Investment Income	272,786	2,573,682
Budgeted Income	240,004	2,378,004

*Includes all cash and investment holdings

Monthly Investment Income vs. Budget



In February we have reflected a fair value increase of \$8,531 in accordance with AASB 139 Financial Instruments: Recognition and Measurement. It is Council's intention to hold these investments to maturity and as such no gain of principal will occur in these circumstances. These investments could have been classified as Held-to-maturity investments upon initial recognition under AASB 139 in which case no fair value adjustment would be required through profit or loss. When these investments reach maturity any fair value adjustment which has been taken up will be written back to the Profit and Loss Account.

Economic Notes

Global

- In the US, the Federal Reserve indicated that a run of soft economic data including weak retail sales, an increase in jobless claims, and a fall in housing starts, was driven by poor weather conditions. However it left the door open on slowing down its tapering program if further data showed an underlying worsening in the economy.
- Portugal's economy grew by 1.6% in 2013, higher than the Eurozone's 0.5% increase. This helped Portugal attract strong demand for a €3billion issue of 10 year debt. It hopes to follow Ireland and make a successful exit from its EUR/IMF bailout package this year.
- China's official February manufacturing index fell to 50.2, an 8 month low. Markets are looking to its annual National People's Congress for further guidance on the country's economic priorities for the year ahead.

Domestic issues:

- In Australia, the unemployment rate jumped to 6% in January, the highest rate in more than a decade. Weak wages growth, which showed the slowest pace of growth in the 16 year history of the survey, also pointed to a continued softening in labour market conditions.
- The Australian economy expanded by 0.8% in the last quarter of 2013, which was slightly above market expectations of +0.7%. This is up from the previous quarter's gain of 0.6%. The yearly rate of growth showed the economy expanded 2.8%, which was also above market expectations of +2.5% year on year and followed growth of 2.3% year on year in Q3 2013.

Interest rates:

- The RBA kept the official cash rate unchanged at 2.50% following its meeting in March. The RBA noted that "on present indications, the most prudent course is likely to be a period of stability in interest rates."

Investment Portfolio Commentary

Council's investment portfolio posted a return in February of 3.94%pa versus the bank bill index benchmark return of 2.63%pa. For the financial year to date, Council's investment portfolio has exceeded the bank bill index benchmark by 1.44%pa (4.12%pa vs 2.68%pa).

During the month, Standard and Poors downgraded the short term credit rating for ING Bank (Australia) to A2 from A1. This has increased Council's weighting for A2 rated investments. In the short term this will restrict Council's ability to invest in A2 rated investments. Council will continue to monitor upcoming term deposit maturities from A2 rated banks in order to manage Portfolio Credit Rating and Institutional Exposure Limits in accordance with its Investment Policy.



Fishermans Beach Draft Consultation Outcomes Report

Client:
Warringah Council

Date:
12 March 2014

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1 Introduction

1.1 Background

At a meeting of Warringah Council on 22 October 2013 following discussion of Fishermans Beach Long Reef Marine Sanctuary (Aquatic Reserve) and the Warringah Surf Rescue Building, Warringah Councillors unanimously resolved to:

- » invite Surf Life Saving Sydney Northern Beaches to brief councillors regarding their plans for Fishermans Beach Long Reef Marine Sanctuary (Aquatic Reserve)
- » not support the redevelopment of the Warringah Surf Rescue Building unless full community consultation has occurred in accordance with the Griffith Park Plan of Management
- » call a public meeting to seek the views of the local community regarding the future of Fishermans Beach Long Reef Marine Sanctuary (Aquatic Reserve) and the Warringah Surf Rescue Building
- » write to schools and relevant community groups in the Warringah Local Government Area seeking their views regarding the future of Fishermans Beach Long Reef Marine Sanctuary (Aquatic Reserve) and the Warringah Surf Rescue Building and how they want the area to be used in the future
- » help ensure that the operations of the Fishcare Volunteer Program can continue at their current location at Fishermans Beach.

In response to the above, Warringah Council initiated a month long consultation program over February 2014 to seek widespread community feedback on the matters reflected in the resolution.

Promotion of the meeting commenced on 19 December and consultation concluded on 27 February 2014.

This report describes the consultation process undertaken by Council and outlines the key themes and issues raised in the feedback received.

1.2 Community engagement overview

The objectives of this community consultation process were:

- » for community members to learn more about the potential future uses for, and operations from, the Warringah Surf Rescue Building being considered by Surf Life Saving Sydney Northern Beaches
- » to understand the range of views within the local community regarding the future of Fishermans Beach Long Reef Marine Sanctuary (Aquatic Reserve) and the Warringah Surf Rescue Building.

Communications and engagement activities undertaken since December 2013 included:

- » a project page on the Your Say Warringah website with:
 - > project information and documents
 - > meeting register
 - > email responses/queries
 - > an online feedback form.
- » a public meeting on Monday 10 February

- » a feedback form distributed to meeting participants
- » receipt of letters/petitions/submissions.

Consultation events and opportunities were notified as follows:

- » media release to the Manly Daily.
- » letter to residents within the Collaroy and Fishermans Beach area
- » promotion on Council's Facebook page
- » invitations to schools and relevant community groups
- » adverts in Council Notices on Mayoral Columns on 21 December 2013, 18 and 25 January, and 1 and 8 February
- » Council's website and Your Say Warringah
- » emails to Councils engagement database and Your Say Warringah members.

This is a report of a wide ranging consultation process as opposed to a 'controlled' social research study.

The feedback contained in this report is reflective of the responses received and should not be construed as being statistically representative of opinion within the local community.

The report summarises the feedback according to the format through which it was received. Due to issues of comparability of data across different formats this data cannot be meaningfully aggregated.

The report is best used as snapshot of:

- » the various perspectives within the community regarding future and existing use of the building
- » the range of issues raised.

While in places the report may provide quantitative information, it is cautioned that the information in this report should not be used as a straw poll for a particular position for the following reasons:

- » much of the feedback received provides more nuanced or qualified responses than outright support or opposition
- » it is unclear in much of the feedback received as to whether there is an agreed or clear articulation as to what is the matter/s at hand for either by Council, SLSSNB or the community
- » some of the feedback is based on assumptions that cannot be found in the formal information provided either party ie:
 - > SLSSNB continued occupation of the building will see the removal of Reefcare or Fishcare from the building
 - > Council is seeking to remove SLSSNB from the building for commercial purposes
- » where a general view on the nature of responses is quantified it does so within the context of a single format/data set that cannot be validly compared or aggregated
- » the primary intent of the report is to identify and explore rather than quantify the range of issues and perspectives within the community.

1.3 Community engagement feedback

The consultation period generated a significant response with feedback received as follows:

- » Approximately 180 attendees at the public meeting.
- » 60 hard copy feedback forms from the public meeting.
- » 301 online feedback forms via the Your Say Warringah project page.
- » A petition with 653 signatories.
- » 24 emails.
- » 5 letters.
- » 4 Facebook comments.

2 Executive Summary

As noted in the introduction, the consultation process generated significant community debate and a large volume of feedback was received. While much of the feedback presented divergent views some common themes consistently emerged. These were:

- » support for the Fishcare and Reefcare groups to retain a secure ongoing presence in the building
- » a call for greater transparency from the parties involved namely SLSSNB and Warringah Council
- » ongoing community engagement regarding the reserve and any future usage of the building
- » a general recognition of the contribution to the community made by SLSSNB and the various local surf clubs.

The remainder of the feedback could generally be said to fall within two broad categories as outlined below:

- » For activities within the existing building to remain effectively as is and have no additional intensification of use with:
 - > strong support for Fishcare and Reefcare groups to operate from the building and have long term tenure
 - > Council to maintain management and lease of the building
 - > no commercial activities such as cafés, boat hire or venue hire to be permitted within the building or its surrounds
 - > Support for SLSSNB to be able to continue to operate from the building with no expansion or changes of use beyond existing operations
 - > A desire to see the building remain within its existing footprint and envelope
 - > if changes to use were to be considered full and thorough community consultation would need to be undertaken
 - > any potential changes would need to demonstrate no additional environmental impacts on the aquatic reserve
 - > any potential changes would need to demonstrate no additional amenity impacts on nearby residents and beach users.
- » Support for SLSSNB to continue operations within the building and surrounding area to:
 - > best respond to the operational needs SLSSNB identified at the public meeting
 - > have certainty of long term lease of up to 21 years
 - > continue to provide an important service for the local and broader community.

When considering future uses of the building there is a wide range of needs and views to be accommodated. Presently it would appear that much of the feedback and debate is based on an unclear view about the positions or plans of SLSSNB or Council.

From the feedback SLSSNB is a valued organisation that provides an important community service. The present activities of SLSSNB in the building are widely supported and the need for the organisation to have certainty of tenure is recognised. However, for a large number of people who provided feedback to

this process there remains some uncertainty around SLSSNB's long term plans. For this group of respondents there is the view that if Council retains control over the lease, the following can occur:

- » SLSSNB's desire for certainty of tenure can still be satisfied
- » safeguards for environmental protection and community amenity are secured
- » that facility can best meet the needs of all user groups over time
- » ongoing community consultation can be assured.

3 Detailed Feedback

This section reports provides an overview of the feedback received in various formats as follows:

- » A petition with 653 signatories
- » 301 online feedback forms via Your Say Warringah
- » 60 hard copy feedback forms
- » 24 emails and 4 Facebook comments
- » 5 letters

Approximately 180 people also attended a public meeting convened by Council to discuss the future uses of the building. Notes of this meeting can be found in attachment 2.

3.1 Petition

A petition was received supported by 653 signatories. Signatories were described as being residents within the vicinity of the Warringah Surf Rescue building and people who frequent Fishermans Beach. The introduction to the petition notes the importance of protecting the environment within a unique area and suggests the need for further community discussion. The petition requests the following:

1. Council agreeing to no commercial use of the building – ie restaurants /cafes
2. Council retaining control and management of the building, and continuing to provide access and use for the Reefcare Group
3. The continued use and occupation of the “SurfCom” radio room facility by Surf Life Saving on a long term tenancy arrangement.

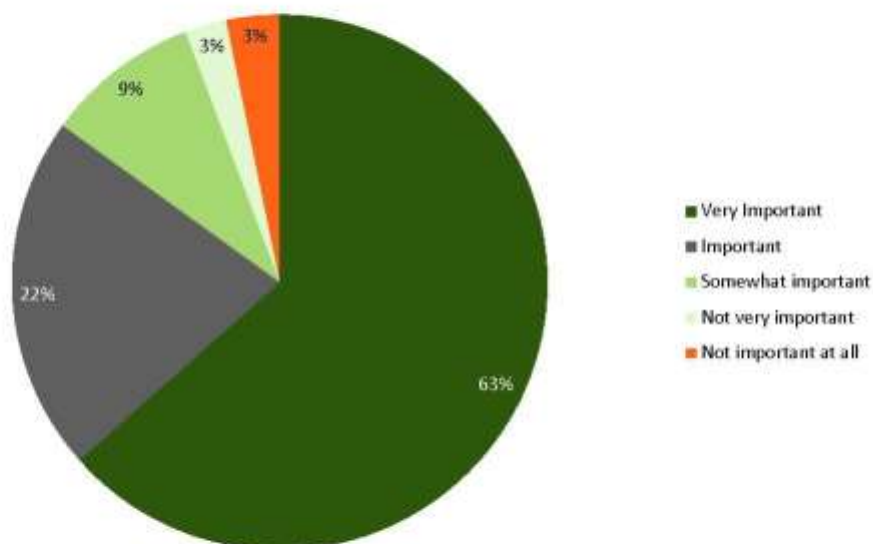
3.2 Feedback form summary

3.2.1 Your Say Warringah Online Feedback Forms

About the feedback received via this format

- » 301 feedback forms were received. The majority of these forms, 269 (89%) were received on the 26 and 27 February
- » 177 of these respondents (59%) identified themselves as members of Surf Life Saving Clubs or associated organisations
- » Of the 279 people responding to questions regarding ongoing community engagement 86% rated it as important or very important

Figure 1 How important is ongoing community engagement? (n=279)



Summary of online feedback forms

- » Of the 301 responses received, 297 provided information that could be construed as presenting a clear position regarding uses of the building.
- » Respondents via online feedback forms supported ongoing use of the building by SLSSNB.
- » Of these, 125 responses (42%) were "pro forma" responses along the following lines:
 1. Surf Life Saving has been the trusted custodian of the Warringah Surf Rescue Building for the past 40 years.
 2. Support for Surf Life Saving being granted a lease on the building.
- » Other feedback in favour of SLSSNB's existing and future operations within the building frequently noted the following points:
 - > Surf Life Saving has had a presence in the building for 40 years
 - > These operations have occurred with no negative impacts on the environment and surrounding community over that time
 - > The existing service provided from the building and proposed storage and the proposed operation of two jet skis is critical service for the community
 - > The building provides an alternative to Belrose at times of bushfire and its location is well suited to radio operations and jet ski storage and launching
 - > The impacts of these activities can be readily managed
 - > SLSSNB has made a commitment to providing a room for Reefcare and Fishcare into the long term
 - > To underpin these operations SLSSNB requires long term certainty of tenure (of the references to tenure specified that this should be in the form of a direct lease as opposed to a licence) sublease
 - > If changes in use were to be proposed this would require a DA, consultation and Council approval
 - > The need to balance potential local impacts (that many respondents noted could be managed) with the benefits that existing and proposed services can provide to the broader Northern Beaches community
 - > Surf Life Saving uses constitute a preferable and more beneficial use of this asset compared to commercial activities such as cafes
 - > The building should not be used for commercial purposes.
- » Respondents who provided feedback expressing concerns about SLSSNB's existing and/or future operations within the building frequently noted the following points:
 - > recognition of the services provided by Surf Life Saving clubs
 - > concerns regarding the environmental and amenity impacts of jet skis
 - > reservations regarding SLSSNB's transparency as to its intentions for the building
 - > justification of the need for this building as a base for particular SLSSNB activities such as jet skis
 - > a desire to see a greater use of building for Fishcare, Reefcare and environmental educational uses
 - > lack of consultation by SLSSNB
 - > it is more appropriate for Council to retain long term management and or licence or sublease of building as per last 40 years
 - > a desire not to see commercial activities within the building.

Some quotes illustrating the views of respondents who supported the SLSSNB operations as outlined at the meeting:



"It shouldn't be a consultation where decisions are made on the basis of how many objections or supporters. It should be "is the current use serving an important community need" and if so, "how can we assist that use be more efficient and effective in delivering that service." If it saves just one life in 10 years, then that's good enough! Ignore the objectors unless they deliver a better solution."



"I find it unbelievable that Warringah is making such a big deal out of this proposal. Surf Life Saving has been the trusted custodian of the Warringah Surf Rescue Building for the past 40 years. Surf Life Saving keeps our beaches safe and gives back to the community every day! As many public jet skis as can be mustered are allowed to be launched legally from Fishermans EVERY AND ANY DAY, and Warringah has chosen NOT to enforce its own by laws regarding them. A SLSA Jet Ski being launched every now and again to be used away from Fishermans Beach in no way presents a problem. It is a furphy to complicate and confuse what should be a simple issue. I have seen many many privately owned jet skis doing all the things banned by Warringah, and have seen them being a danger to the environment and to the swimming public. To knock this back means you as a governing body will have to ban jet skis being launched and operated at any point along the coastline that is bordered by Warringah. I support in its entirety SLSA's proposal to be granted a lease on the building and maintain its operations at Fishermans Beach, and the proposal to keep an operational Jet Ski at this location."



"Surf Life Saving has been the trusted custodian of the Warringah Surf Rescue Building for the past 40 years - why change when they have complied with all demands? I support Surf Life Saving being granted a lease on the building as has been the case over many years. They do not want to develop the site, they just want to utilise the facility as a radio operations centre - nothing else!"



"This is a vital facility and is at risk due to local Government politics. At some stage in the future, SLSSNB wishes to house up to 2 rescue craft (jet skis) at this location which will only be launched only in emergency situations. SLSSNB volunteers are on call 24/7 and are often tasked by the NSW Police to respond to coastal emergencies. Having craft "rescue ready" and close to an all-weather launch site will result in faster response times, more lives saved, and less risk to our volunteers. Rescue craft launches from Fisherman's Beach will only be done using the public boat ramp which is located less than 200 metres from the building. No training will be conducted in the area. I am at a loss to understand why any reasonable person would oppose this."



"There should be no commercial enterprise allowed to utilize the building. Any profit motive will lead to a negative impact. We already have enough coffee shops, we don't need anymore! I also fully support ongoing use by surf lifesaving including housing of jet skis as they are not for profit, they use the facility with care and regard and play a vital role in our community"



"I have read the meeting notes and Surf Life Saving submission and i offer these comments. I think that this matter has been documented, commented upon, consulted and analysed to

a state of paralysis over an extended period. The Plan of Management was supposed to have addressed all issues, provided the opportunity for all stakeholders and interest groups to state their views, opinions and positions and then to be the mechanism for setting the future uses and developments in Long Reef/Griffith park. Unfortunately, this has been not been the case. No one likes development in their backyard but this building's past, current and proposed use has, and on the fact presented will continue to have no or limited impact upon residents and other stakeholders (based the plan and recent submissions). It has been operating in situ for over 40 years (pre-dating most stakeholder involvement) with little or no major developments or any operational issues. A reading of the meeting notes and surf lifesaving presentation states there is no major redevelopments planned and therefore there should be no assumptions or speculation of what could happen, it is irrelevant and distorts the facts. Surf Life Saving have used the Fishermans Beach Surf Rescue Building for the past 40 years without any issues that i know of (and none were raised in the submissions), including according to the notes, constructing the building. As a business person i understand the need for greater assurance provided by a lease rather than a licence and support Surf Life Saving being granted a lease on the building and plus the capability to store and operating jet skis for rescue purposes. As a surf club member i understand the importance of the Fishermans Beach Surf Rescue building and its role in rescue co-ordination. As a resident, my experience and knowledge of the building's use over the past 40 years (i have would walked past the building on average once a week over this period), the assertions of surf lifesaving and the Crown lands management plan, the vigilance of the council and other stakeholders, i do not have concerns over its proposed use and future developments".

Some quotes illustrating the views of respondents who expressed concerns about the SLSSNB operations as outlined at the meeting:

"I would love to see the hard working volunteers of SLSSNB use the building under a licence instead of a lease. Reefcare demonstrate a lovely level of gratefulness with their position to receive anything if it is 45 square metres. But SLSSNB need to demonstrate that they really need the place ie: do they need it as a communication centre? With technology moving so far since 1966 does line of sight for radio transmitting really matter in 2013? I believe not. The change of usage to a jet ski base needs some data and evidence. A lot more than the scant level demonstrated last night. Why has Warringah Council Life Saving taken the opinion there is no gap to be fill by the jet skis at Long Reef. I do understand that volunteer organisations should be encouraged and helped but SLSSNB don't seem to be helping us to understand what is really happening. It feels like they want a nice location to do radio work and have some jet skis to play with. I think they probably deserve the right to usage, but why don't they say that and stop the games that don't make congruent logic which is feeding suspicion."

"The building is not suitable for commercial use due its limited size, limited parking and existing important uses relating to surf rescue and marine education. The Plan of Management should be amended to remove the reference to commercial use of the building. It is appropriate that Council continue to manage the building, including the public amenities, and ensure that the natural and heritage values of Fishermans Beach are protected"

"We have attended the Long Reef walks with Reefcare and Fishcare volunteers and it shows that the Fisherman's hut would be much better used as an educational facility. The radio room can easily be relocated to a location higher up, which would improve radio reception. The hut should be turned into a research facility/ wet lab combined with a coastal environment centre and community/ educational facility".



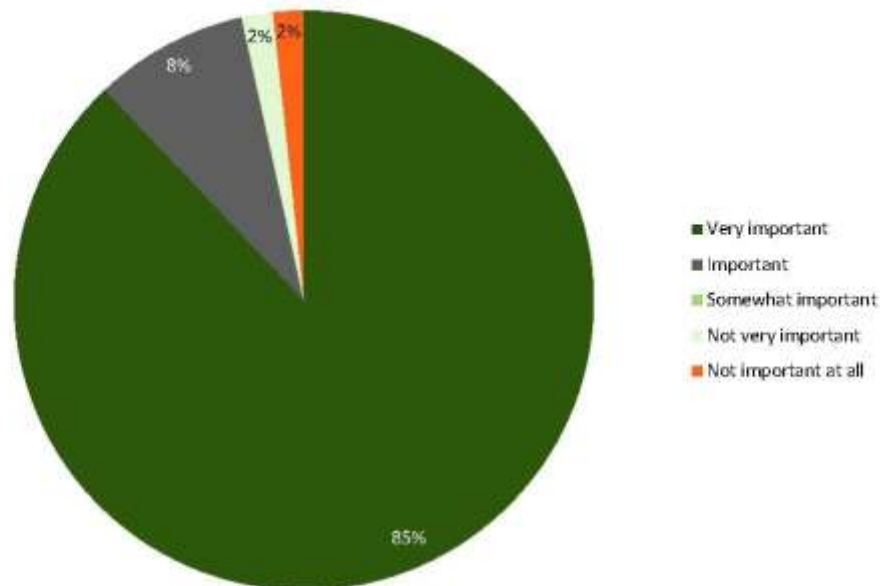
"Retain the existing: public toilets, radio room and environmental education/ interpretation room. Do not understand why a need for jet ski storage has arisen; this function can be deployed by any of the existing surf clubs along the Collaroy/ Narrabeen Beach and the Dee Why / Long Reef Beach".

3.2.2 Written Feedback Forms

About the feedback received via this format

- » 60 feedback forms were received following the public meeting.
- » Of the 58 people responding to questions regarding ongoing community engagement 93% rated it as important or very important.

Figure 2 How important is ongoing community engagement? (n=58)



Summary of written feedback forms

Feedback in 60 written forms revealed a complex set of views as follows:

- » Continued and enhanced presence of Reefcare and Fishcare and use of the building for environmental education was a high priority for a large majority of respondents
- » 30 respondents noted a desire to see Council retain management and of the building with a shorter lease or licence granted to Surf Life Saving
- » Around half of the respondents specifically noted the contribution of SLSC in the local community and their support for continued use of the facility by SLSSNB in some form
- » This support was more qualified when it came to discussion of actual uses:
 - 18 respondents supported use of the building as a communication centre and specifically for storage and use of jet skis.
 - 17 respondents stated a view that jet skis shouldn't be stored within the building and used within the aquatic reserve and that these activities could be accommodated elsewhere. Amenity and environmental impacts were cited as the most common reasons for opposing storage of jet skis.
- » Around 24 respondents stated the building should not be used for commercial activities such as cafes, surf schools or boat hire
- » It was recognised that there was a need for building improvements but many people noted this should not entail any expansion of the building beyond its current size.

Some quotes illustrating the views of respondents who supported the SLSSNB operations as outlined at the meeting:



"SLSSNB should be allowed to improve the building to accommodate two jet skis for use in rescue situations."



"Maintenance of the vital role that the building plays in directing / facilitating rescue services"



"Noise pollution created by jet skis. Currently we hear jet skis as early as 6:00. There should be stricter constraints on the operational hours of jet skis (with the exception of rescues)."



"Guaranteed tenure for the Surf Life Saving Club without interference from Council and NIMBY residents. Provide the SLS with the lease."

Some quotes illustrating the views of respondents who expressed concerns about the SLSSNB operations as outlined at the meeting:



"The building and its unique surrounds should be preserved at all costs. The community together with Council have a responsibility to protect it for future generations".



"Shared use of the building is essential. It should not be overdeveloped or used for commercial use. Surf Life Saving should make a guarantee that they will not change their plans for 21 years".

“The SLSSNB should be given a 10 year licence not a 21 year lease. Reefcare and Fishcare should also have licences”.

“The environmental impact on wildlife / marine habitats and therefore the need for both Reefcare and Fishcare to be catered for. A laboratory and scientific facilities are necessary”.

3.3 Summary of emails and social media

In total, 24 emails were received regarding the future use of the Warringah Surf Rescue Building.

The majority of these emails supported a 21 year lease for SLSSNB. Other discussion points included:

- » a desire for the ongoing tenure of community groups such as Reefcare and Fishcare
- » concerns over the commercialisation of the site
- » four respondents argued the merits and disadvantages of Jet Ski storage and operation out of the Warringah Surf Rescue Building.

Four comments were made via Facebook and were supportive of SLSSNB and noted the following:

- » SurfCom is critical to keeping the Beaches safe and has been run by SLSSNB for 40 years
- » support for the renewal of the SLSSNB lease of the Warringah Surf Rescue Building.

3.4 Written correspondence received

Two of the five letters received expressed:

- » support for SLSSNB to maintain operations at the Warringah Surf Rescue Building
- » support for a 21 year lease being granted to SLSSNB
- » support for jet ski use from the building.

Two of the five letters received expressed:

- » support for Council control over the Warringah Surf Rescue Building / license provided to SLSSNB
- » opposition to Jet Ski operation
- » a view that the building should not be used for commercial purposes.

A letter was also received from The Hon Katrina Hodgkinson, Minister for Primary Industries, Minister for Small Business. Key points raised in the letter were:

- » support for Fishcare Volunteer Group
- » access to current facilities in the Warringah Surf Rescue Building needs to be maintained.
- » Fisheries NSW allocated \$20,000 to the maintenance of the room in the anticipation that it would be available for ongoing use by the volunteers.



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Fishermans Beach Surf Rescue Building

Community Meeting Summary 10 February,
2014

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Warringah Council

Date:
19 February 2014

Original

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1 Purpose

The purpose of this Report is to provide a summary of the community meeting regarding the Fishermans Beach Surf Rescue Building located in Griffith Park in the Warringah Council local government area.

This report provides a record of the discussion and key outcomes at a public meeting regarding the potential uses of the Fishermans Beach Surf Rescue Building held on 10 February, 2014 at Long Reef Golf Club. These meeting notes reflect the discussion and comments as stated at the community meeting.

This summary will be presented to Warringah Council, and will assist in informing future actions in regards to Fishermans Beach Surf Rescue building.

2 Description of Public Meeting

The public meeting to discuss the potential uses of the Fishermans Beach Surf Rescue Building within Griffith Park was held at the Long Reef Golf Club on 10 February, 2014. The public meeting was attended by major stakeholders with interests in the future of the building including Warringah Council, Surf Life Saving Sydney Northern Beaches (SLSSNB), Reefcare and Fishcare who all currently operate out of the building, along with the local community.

Approximately 180 people attended the community meeting.

The Warringah Councillors present at the public meeting included:

- » Michael Reagan (Mayor)
- » Pat Daley
- » Jose Menano-Pires
- » Duncan Kerr
- » Vincent De Luca
- » Vanessa Moskal
- » Sue Heins
- » Roslyn Harrison

Other interested parties presented information including:

- » Steve McInness, Surf Life Saving Sydney Northern Beaches (SLSSNB)
- » David Murray, Surf Life Saving Sydney Northern Beaches (SLSSNB)
- » Phil Colman, Fishcare
- » Campbell Pfeiffer, Warringah Council

Apologies were received from Brad Hazzard, Minister for Planning and Infrastructure; Rob Stokes, Member for Pittwater; and Travis Roberts of National Parks and Wildlife and Stephen Fenn of Crown Lands, who were not able to attend.

The following is a report on what proceeded at the public meeting and reflects the discussion and comments as stated at the community meeting.

The presentations from Warringah Council and SLSSNB can be found online at www.yoursaywarringah.com.au/fishermansbeach

2.1 Welcome and introductions

Welcome by Brendan Blakely, Facilitator of the Public Meeting.

The purpose of the public meeting was outlined, including:

- » For community members to learn more about the potential future uses for, and operations from, the Fishermans Beach Surf Rescue Building being considered by Surf Life Saving Sydney Northern Beaches
- » Understand the range of views within the local community regarding the future of Fishermans Beach Long Reef Marine Sanctuary (Aquatic Reserve) and the Fishermans Beach Surf Rescue Building.

The ground rules for a constructive and respectful meeting were agreed by participants.

2.2 Format of the meeting

The agenda for the evening was developed in response to over forty questions that had already been posed regarding Fishermans Beach Surf Rescue Building via Council's online project page. The questions were passed onto Council and SLSSNB to assist them in preparing their presentations for the meeting.

These questions fell broadly into the following categories:

- » Reefcare and Fishcare programs / needs
- » Nature of proposed uses
- » Alternative locations for proposed facility
- » Potential impacts
- » Safety implications of project not going ahead
- » Process

This summary of the proceedings of the public meeting will go on the Warringah Council's website to ensure that it is publicly available. In addition, feedback forms with reply paid envelopes were available on the night. Feedback could also be given via the "Your Say Warringah" online feedback form until 27 February, 2014.

The presentations from Warringah Council and SLSSNB can be found online at www.yoursaywarringah.com.au/fishermansbeach

2.3 Council resolution (Warringah Council)

Councillor Daley noted that use of Fishermans Beach Rescue Building was an important issue as the area was an environmentally sensitive aquatic precinct, an iconic piece of Australia and a pristine corner of Warringah.

Councillor Daley read the Council Motion which has resulted in this public meeting.

Over the last few months I have become increasingly aware of community concern regarding the future of Fishermans Beach Long Reef Marine Sanctuary (Aquatic Reserve). I have been led to believe that a Jet Ski base (with related operational activities and upgraded radio room) is being planned for this Marine significant location. If this happens then I believe it will be the start of a

new direction for the area. I also believe this will substantially change the landscape and environment of this beautiful and tranquil location.

I believe the management and planning of certain aspects for Long Reef is starting to be taken out of Council's hands. If this is the case, then I believe it will not be a good outcome for the community. I'm putting forward this motion to help ensure there is full transparency regarding this vital issue. We need to get all the facts out so Council and the community can have a full discussion regarding what is being planned for the area.

Council resolved on 22 October, 2013 to:

- A. Invite Surf Life Saving Sydney Northern Beaches to brief councillors regarding their plans for Fishermans Beach Long Reef Marine Sanctuary (Aquatic Reserve).*
- B. Not support the redevelopment of the Warringah Rescue Building unless full community consultation has occurred in accordance with the Griffith Park Plan of Management.*
- C. Call a public meeting to seek the views of the local community regarding the future of Fishermans Beach Long Reef Marine Sanctuary (Aquatic Reserve) and the Warringah Rescue Building.*
- D. Write to schools and relevant community groups in the Warringah Local Government Area seeking their views regarding the future of Fishermans Beach Long Reef Marine Sanctuary (Aquatic Reserve) and the Warringah Rescue Building and how they want the area to be used in the future.*
- E. Help ensure that the operations of the Fish Care Volunteers continue at their current location at Fishermans Beach.*

The Motion was resolved by Warringah Council with a full majority of Councillor support.

Councillor Daley outlined that the following actions that were part of the Motion have been carried out or are underway:

- » SLSSNB were invited to brief Councillors regarding their plans for Fishermans Beach Rescue Building
- » this public meeting is being conducted regarding the future of the Fishermans Beach Rescue Building
- » schools and other groups were written to seeking their views
- » Fishcare and Reefcare were involved.

Councillor Daley reiterated the objectives of the evening were to:

- » ensure full transparency and make sure all the facts were out
- » gain a clear picture of what was being planned for the building.

2.4 Background and context

2.4.1 Presentation by Campbell Pfeiffer, Group Manager Buildings Property and Spatial Information

[This presentation is available online.](#)

As background on how Council manage the building and the Griffith Plan of Management:

- » a map of the site from the Griffith Park Plan of Management was shown (as provided in the link above)
- » it was outlined that Griffith Park is Crown Land while Warringah Council are the Trust Managers; and, as such, the land is for the benefit of the people of NSW
- » the Griffith Park Plan of Management is the operating document that manages and guides the uses of the Crown Land
- » the Fishermans Beach Surf Rescue Building is within Griffith Park. The building use is outlined in section 5.4.1 of the Plan of Management.

Regarding the Long Reef Aquatic Reserve, the following points were made:

- » the reserve is approximately 76 ha and includes up to the mean high tide mark
- » a range of statutes and other legislation protect the Aquatic Reserve's marine invertebrates and the sub-tidal plants and animals
- » it is an important site for marine education.

An outline of the physical infrastructure of the Fishermans Beach Rescue Building was provided including:

- » it is a simple two storey building
- » the ground floor features public amenities, a meeting room and storage used by lifeguards
- » upstairs there is a radio room, as well as toilets and minor amenities.

At present there is no current lease. Council manages and occupies the building at the moment and facilitates a number of user groups who utilise the building including:

- » the general community / provide public amenities
- » houses the Council Beach Services Team
- » houses SLSSNB
- » community and education groups including schools / uni groups.

The Griffith Park Plan of Management is an operational document that outlines a vision statement and provides a guiding framework. This Plan has undergone a community consultation process. It was adopted and approved by Crown Lands in 2011.

Several drafts of the Plan of Management have been developed (1999 and 2005) with significant community engagement on how the area should be managed. The current Plan was subject to significant consultation.

Some key information in the Plan of Management includes:

- » the area has been designated as a significant Crown Reserve
- » the area provides outstanding environmental, social and recreational resources with a vital role in Warringah's open space system
- » it allows for use of the Fishermans Beach Surf Rescue Building for education and scientific purposes, commercial uses, surf rescue and public amenities
- » the adjacent Fishermans Hut is heritage listed and any development must account for impacts on the heritage structure.

In terms of commercial use of the building:

- » an ERM options study found that multiple uses of the building should be encouraged
- » the study identified that a restaurant or café may be a good use of the building
- » a key consideration in commercial use appropriateness is a clear and direct relationship with other uses of the park. Therefore, uses with direct relevance may include, hiring of scuba gear or paddle boards. Commerciality is not necessarily just as a cafe and restaurant.

In July 2012, the previous Council endorsed a direct lease to the SLSSNB and resolved to refer it to the Minister of Crown Lands. This was a continuation of an ongoing use. Any development could not include administrative purposes.

This has been progressed with a Heads of Agreement. As part of the Heads of Agreement, Council endorsed Jet Ski storage **subject to community consultation** and endorsed the radio room upgrade.

Question: Does Council have plans to build a restaurant/café and renege on the Heads of Agreement?

Council plans are as the resolution suggests. There has been no progression of any other uses. Plans in terms of commercial uses were halted in June 2012.

What happens should SLSSNB want to develop the building?

SLSSNB will have a direct lease with the Crown and consent from the Crown/Minister would be required. A Development Application would need to be lodged and assessed against all relevant environmental and heritage considerations, planning constraints, and public notification requirements.

2.4.2 Presentation by Surf Life Saving Sydney Northern Beaches - Potential Future Uses and Operations from the Warringah Surf Rescue Building

[This presentation is available online.](#)

Steve McInness, SLSSNB

Surf Life Saving Sydney Northern Beaches (SLSSNB) expressed that it was fantastic to see such interest in the Fishermans Beach Rescue Building. The building has been a part of SLSSNB's heritage for the past 40 years and was an important part of the future of this area.

Background on SLSSNB and what the building was used for was provided. Key points included:

- » established Surf Life Saving Sydney Northern Beaches in the 1960's
- » the volunteers work alongside Council lifeguards
- » the organisation is self-funded
- » some clubs having been operating on the Northern Beaches for over 100 years saving lives on the beaches
- » the Fishermans Beach Rescue Building was built by life savers in the 1960's to store a rescue jet boat for use when traditional methods of rescue were not viable
- » radio communications have been an important part of the buildings function over the last 40 years
- » it is a highly valuable location for this purpose as there is line of sight coverage from Palm Beach through to Manly enabling effective communication
- » this communication network is linked to the state wide network and is a backup for main facility in Belrose. It can effectively take over communications for the whole state if the Belrose facility were to be impacted by bushfire, for example.
- » There are approximately 40 volunteers who operate out of the site, and it is the only dedicated surfcom (the communications system for Surf Life Saving) building
- » in the case of a coastal emergency, emergency services use the facility to coordinate rescues
- » the radio room is shared with Council lifeguards under a Deed of Agreement from Monday to Friday
- » currently SLSSNB are seeking a 21 year lease to ensure ongoing use for this important communications function and in order to support a substantial upgrade of equipment.

SLSSNB stated that there are no physical plans for redevelopment and the intention is that the building is to be used in accordance with the Plan of Management.

SLSSNB stated that it understands that Jet Skis are a hot topic, and the following points were made:

- » SLSSNB have operated Rescue Water Craft (RWC's i.e. Jet Skis) for the last 10 years.
- » they are the latest rescue tool that significantly enhances our rescue abilities.
- » RWC's are operated out of North Palm Beach, Newport and Freshwater. Training is only conducted at North Palm Beach at the far end so as not to disturb people/residents.

- » RWC's are used to patrol headland to headland and sweep the headlands to rescue walkers caught by tidal change, rock fisherman and the like. They are a more remote area rescue tool.
- » SLSSNB have deliberately chosen low emission and low noise engines.
- » Police ask SLSSNB to conduct rescues on their behalf and SLSSNB regularly respond to emergencies off the coast.
- » SLSSNB launch a rubber duck or a RWC to commence searches.
- » 250 rescues have been conducted in the last 2 years.

The Griffith Park Plan of Management required extensive consultation which allows for storage of Jet Skis/RWC's. SLSSNB maintain the need for these uses within this area to assist in reducing coastal drownings. Over 25 people have lost their lives outside patrol times in recent years. There is a strong evidence base behind the need for a Jet Ski base at Fishermans Beach Rescue Building.

To respond effectively in an emergency situation, the storage of Jet Skis at the site in future is recommended for the following reasons:

- » This locality is a protected launch site enabling us to respond to situations in conditions that other bases cannot i.e. when the surf is big. This is an important consideration for the safety of our members.
- » It can take over an hour for rescue bases in Bayview or Sydney Harbour to respond. Hyperthermia sets in well before that time.

There has been preliminary investigation undertaken regarding the storage of Jet Skis at this site. Council has supported the storage of jet skis.

SLSSNB highlighted the Surf Life Saving's Coastal Ambassadors Programme, which started in 1995. Over 200 of their members have been educated in environmental matters. This programme has spread state wide and SLSSNB believe this building could be an important part of this programme.

Final comments included:

- » SLSSNB is a community-based organisation dedicated to saving lives
- » SLSSNB do not have plans to redevelop this site and will work with the community.

2.4.3 Another building user perspective (Fishcare)

Phil Colman, Marine Biologist and local resident

At the site, Fishcare and Reefcare volunteers operate.

Phil outlined that the focus should be on protecting and enhancing the educational functions of this important natural resource.

Key points included:

- » The Reef runs around the headland. There is no other situation where we have a vast area of intertidal rock platform, accessible on all sides. As a result, the area has a significant diversity of organisms.

- » This site offers excellent research opportunities that are readily accessible to Australia's biggest city. For NSW researchers, formal research stations are only in Queensland.
- » In terms of the facilities available for research, the Fishermans Beach building is limited, is not properly set up for the task and not a very big room. However, it is highly valuable.
- » It is an important resource for the scientific community and offers education and research from kindergarten-aged children through to university research.

Phil Colman suggested that the community should be encouraging these types of uses through expansion of the Coastal Environment Centre and programmes like Coastal Ambassadors.

2.5 Community Discussion (all)

Question: local resident

Are the plans for the Fishermans Beach Rescue Building on hold or is it all a fait accompli? What happened to the consultation we never had? Steve you suggest that the lease was sought to secure tenure. I am confused as plans in 2012 outlined what would be done with the building and that included plans for the storage of jet skis.

SLSSNB response:

- » SLSSNB has been trying to get a lease from Council to secure tenure for a very long time.
- » SLSSNB have been working with the Mayor on this issue.
- » SLSSNB understand it is essential to work with the community, and Council has said we need to demonstrate this.
- » In a letter dated 29 June 2011, SLSSNB acknowledged a non-exclusive use and that we would need to provide space for various parties for multiple purposes. SLSSNB had to attach preliminary drawings to demonstrate how this could be achieved. SLSSNB never had plans to augment the building.

Question: local resident

I am concerned that Jet Skis used for commercial purposes will create noise and other pollution impacts. Can we get assurance the use of Jet Skis will not become a developed commercial enterprise?

Response from Council:

Council clarified that with regard to regulation, Warringah Council's responsibility is land based ending at the high water mark.

SLSSNB Response:

- » Jet skis are stored at three locations and this locality provides emergency service outside normal hours to respond to incidents. If we get called out we respond.
- » Jet skis are not permitted to operate on any beaches unless for emergency situations. This is a requirement of Roads and Maritime Services. SLSSNB have very skilled drivers that only operate the Jet Skis in an emergency only and when it is appropriate that we launch at Fishermans Beach.

Question: Reefcare Volunteer

Under the proposed new lease from the Crown I understand the Plan of Management is scrapped. Is that true? Also the area in which the building is located includes heritage listed winches. What plans have been made to maintain that heritage area?

Response from Council:

- » The Griffith Park Plan of Management will continue after the lease between SLSSNB and the Crown is signed.
- » There has been consent for a development application for subdivision, not development, to separate the parcel of land on which the Fishermans Beach Rescue Building is located. This allowed the building to be in a small plot to enable a lease to be signed for the building.
- » Heritage requirements and any other legislation still prevail and any development would need to consider a wide range of potential impacts.
- » Terms of the lease will be consistent with the Plan of Management and Council has requested that Fishcare and Reefcare be guaranteed space in the lease agreement.

Response from SLSSNB:

- » The Council's Heritage Unit reviewed and made comment. It concluded that the area of the building was outside heritage areas. A referral to the relevant authority (Office of Environment and Heritage) concurred.

Question: local resident.

I understand that this is just keeping a few jet skis and launching them as the need arises. What are the environmental impacts as lots of jet skis and motor boats get launched here?

Councillor Daley added there is concern that Council will lose control of this area and that it will be secured as a regionally significant area. Why do we need to launch jet skis? Can they not be housed half a kilometre away? Can jet skis be used at night?

SLSSNB response:

- » Jet Skis do not respond at night time. The water police would respond in that case
- » Storing remotely does have the potential to extend response times.

Question: local resident.

I am opposed to commercial development but generally supportive of what SLSSNB are proposing for uses of the building as a pure rescue capability. It provides a direct contribution to the community and people have to understand the advantage of this locality with a 30 second launch capability. Nowhere else has that capability and it makes perfect sense for jet skis to be here. However, the resident also made comment that there was a contradiction here. Is Council supporting the lease? Or are they trying to arrest this process?

Councillor Daley responded:

Jet skis can be housed at either Long Reef or Collaroy. They don't have to be housed at Fishermans Beach. This is a situation where we could lose control with potential for another ramp to be built. Petrol would need to be stored. There was even discussion about caretaker's accommodation. We want to know what all this will lead to in order to get the information and to tease out what the authorities want to do.

Question: local resident

Regarding the tenure for Fishcare and Reefcare, will that be secured for 21 years? It is important that proper communication regarding development plans is provided. Will there be further building on the upper floor or elsewhere? At present SLSSNB are saying there are no plans and there is a discrepancy between plans that have been out in the public realm previously.

Response from Surf Life Saving:

- » Preliminary drawings were developed on how we could meet the needs of all community groups.
- » Misinformation has been floating around the community and documents have been floating around talking about our plans. There is a Council fact sheet addressing the use of the building. Crown Lands are the owners of the buildings.
- » SLSSNB simply want to secure the ability to operate out of the building.
- » SLSSNB are not here to build empires but rather support the community.
- » With regards to consultation on the Plan of Management, SLSSNB received one letter suggesting that a commercial use of the building would be considered if the current use couldn't be justified.
- » The sub-lease for Fishcare/Reefcare will provide them security of tenure.
- » SLSSNB understand the community uses the building for all sorts of purposes which SLSSNB support and simply want to clarify the issues.

Question: local resident

This is a fantastic area and we need to support and protect it. I totally support the launching of Jet Skis, but I have doubts about the need for storage as the jet skis could be stored elsewhere. Have Reefcare and Fishcare been offered a lease? Jet Skis are not really the issue.

Response from Council:

- » Reefcare and Fishcare were offered a licensing agreement. A shared portion of the building was offered to SLSSNB, Reefcare and Fishcare under the Plan of Management. This would have suited the current use as one of many uses. Council were not able to deliver on that arrangement.
- » A Heads of Agreement has been developed for a leasing arrangement. Managing the environmental impacts is part of the Heads of Agreement and would be required to be guaranteed as part of the arrangement.
- » Reefcare and Fishcare would also have guaranteed space under the Heads of Agreement.

Question: Local resident

Why have we got this far down the track without consultation? Why is the community only being consulted now? What is the outcome? Is it a done deal?

Response from Brendan Blakeley:

The outcome of tonight's proceedings is going to be written up as discussed and delivered to Council as a report.

Mayor Regan's response:

- » In terms of notifying the community, the Plan of Management went through an extensive consultation process.
- » The Resolution regarding the lease arrangement was made by the last Council.
- » The Communications and Engagement Team at Warringah Council is managing communication with local residents on this issue.
- » This has been a long process. The last Council had been working since the 1990's with the various parties. Negotiations backwards and forwards on this issue have been on-going.
- » The Plan of Management was signed off in 2011. Different users were consulted as part of the development of that plan.
- » It was decided in September 2008 after much negotiating; a license over the premises did not provide the security of tenure SLSSNB felt was required with a lease being more appropriate.
- » It was decided by the last Council that this lease would be negotiated with the Crown. Council agreed in principle, but that support was subject to final community consultation. This is Step 1. It was in principle support only
- » As part of leasing arrangements, a minimum of 45m² would be provided for Reefcare and Fishcare.
- » A small board of various Councils and other parties are trying to attract a university for the Northern Beaches and this outdoor lab space is an important piece of the strategy.
- » A deal has not yet been done with the Minister regarding this piece of land. This is the beginning of the community consultation process as per the Heads of Agreement that has been signed.
- » Letters and notification have gone out regarding this issue.

Question: resident, involved in Surf Life Saving

I am concerned about honesty in this room. SLSSNB doesn't have a plan yet I believe they clearly had a vision and a plan. That's why we are here. We support the radio room. There are six clubs for storage nearby. How important is on-site storage? What is going to be the long-term plan? Storage of jet skis could be at Collaroy. I support 100% improving facilities and access. Will you agree to just the lease for 21 years without further development.

Surf Life Saving Response:

SLSSNB met with you several months ago and informed you that you needed to know about potential commercial activity that could take place within the Rescue Building. And you said that is not going to happen. Yet there is a commercialisation clause in the Plan of Management. You are a recognised man in our community. It is about saving people's lives.

Council representative:

Council just want to clarify a comment made by the Mayor. A lease with the Crown does not have to include community consultation.

Question: local resident

Regarding the property lease of 21 years, why does it need to be this length of time?

Council Response:

It was the requested term. My understanding is that the maximum available with the Crown is a 30 year lease but this was not requested.

Question: local resident

Is SLSSNB hiding behind this rescue facility/capabilities? One of the reasons cited for requiring this locality for launching is dangerous conditions. If the conditions are too dangerous, helicopters would be called in.

SLSSNB response:

- » one helicopter, managed by Surf Life Saving, is sometimes called for ocean or beach rescues and the ambulance service is the other.
- » call out availability for a helicopter is really up to the workload of these pieces of technology.
- » most of our rescues are along cliff faces where helicopters may not be able to assist.
- » from this locality, we can get out in big seas and our operators have 60 hours training to effectively do this.
- » SLSSNB work with the Water Police to carry out rescues and it must be made clear that helicopters also have limitations.
- » This is an issue of response times. This is a locality that can offer a very quick response time which is critical when people are in danger of drowning or hypothermia.

Question: local resident

I conditionally support the proposal as long as no training on Jet Skis is provided at the location and that there is no further development of the building. Can these be added to the lease? Is there any assurance?

Council response:

- » Council indicated that they have written to Crown Lands about conditions and that this was a decision of Crown Lands.
- » Crown Lands have indicated that conditions will be included in the lease.

Councillor Daley's response:

I stumbled on this situation and I was horrified. We are talking about a lease for 21 years out of Council hands with a declaration that this is a regionally significant area. Attached to the lease signed, there should be no further development of the site for the 21 year lease.

Response from SLSSNB:

- » Council referred this lease arrangement to the Crown. It was their decision to do so. SLSSNB spent 7-8 years trying to negotiate.
- » SLSSNB are not prepared to make a rock-solid guarantee that there will be no further development sought over that time period.
- » Regarding the storage of jet skis, this location offers very fast launch capabilities. When you have a lung full of water, every second counts to give people greater chance of survival. This is the only reason for jet ski storage here.

- » This is SLSSNB's vision of what we would like to occur. SLSSNB have tried to be open and upfront and share our aspiration. The Plan of Management allows the storage of Jet Skis.

Question: Local Resident

Council was prepared to do a license while Surf Life Saving wanted a lease. How long was the license offered?

Council Response:

- » Council clarified the difference between license and lease. A lease provides exclusive use and in this case features a sub-lease arrangement.
- » Ten year plus ten year licenses were offered and five plus five year licenses were offered at various stages.

Question/Comment: Former Councillor Kirsch

I was a Councillor when this decision was made but was not present at the meeting where the vote was taken. Why do we not look forward to other uses of the building associated with the marine reserve? Three different sets of plans were seen by Council. What are the plans? Where will the Jet Skis be stored? In the ground floor or the toilet area? There are no development plans to understand and see what is proposed. Bring them to the community.

SLSSNB Response:

- » SLSSNB doesn't have plans and no, jet skis will not be stored in the toilet area. Storage for two jet skis is what is being discussed. There are no plans of where to put them as yet.
- » SLSSNB have aspirations about where they could go but this is the subject of consultation.

Question: local resident.

Why couldn't Council give a lease? I am sensing that people here would like Council to take back control of this issue. Warringah Council care about our opinions.

Council response:

- » The decision to refer the lease arrangement was made by the previous Council.
- » The reason Council couldn't offer a lease is that a lease is not compatible as it involved multiple parties.

Response from Councillor De Luca:

- » It is necessary to understand the status of leases and the history of that resolution. Extensive consultation with the community on the Plan of Management had occurred.
- » SLSSNB sought a lease to enable them to continue what they do (uses of the building).
- » In March 2012, plans for the Fishermans Beach Rescue building were drawn up for Council that included a facility for storage of jet skis at the side. Jet Skis were only to be launched in an emergency situation. This was to protect the community from commercialisation of the facility.
- » \$40,000 was allocated by the Council for concept plans which included a 60 seat restaurant. Council recognised that the community didn't want such development. This information was not made publicly available under freedom of information.

Council Response:

- » There are strict guidelines to ensure Council cannot proceed until we hear from the community.
- » Council did allocate \$40,000 for the development of a concept plan in line of the Plan of Management.

- » The plans looked at potential options for the building, such as improving education.
- » Only \$12,000 was spent on this process until Council resolved to halt the process. The process only got to first draft concept. There were not a whole range of plans to roll out.

Michael Reagan clarified regarding the license issue:

- » Council wanted to give a license.
- » Three licenses were offered and negotiation bounced back and forward on a 10 year plus 10 year license. This changed to 5 year plus 5 year at one stage.
- » Council explored all options including those to assist curb poaching (by increasing the level of casual surveillance of the area by having commercial operations at the locality). This facility has a great roof space that could potentially be made use of and a license for a kiosk was investigated.
- » These were options being explored to take to the community only.
- » Council supported the lease in principle where a sub-lease for Fishcare and Reefcare is provided and where it will be the subject of community consultation.
- » The minister can request further consultation.

Comment: local resident

If the lease of goes to the State, they can do whatever they like. People are worried that once the lease is signed-off that the authorities can do whatever they like. What we say here doesn't mean anything.

Question: local resident

In terms of logistics jet skis are great. They can be hitched up to a vehicle at a different locality and remain hooked up to provide even faster launching. Therefore, I don't see that a storage area is required.

Response from SLSSNB:

- » Griffith Park Plan of Management says that commercialisation should be explored, in consultation with community, and was signed off by the Minister.
- » The uses allow the storage of jet skis.
- » As part of those conditions of the Plan of Management development, Council staff investigated a number of uses and SLSSNB responded to those investigations.
- » If SLSSNB wanted to develop in any way, it will go to the community. The on-going use of the building is to be bound by Griffith Park of Management.

Question: local resident

Can Surf Life Saving guarantee that under a 21 year lease there will be no loss of public amenity, like has happened at other surf clubs, and that Fishcare and Reefcare have tenure at no cost?

Council Response:

- » Council would provide the sub-lease to Fishcare and Reefcare at no cost.
- » Public amenities would be managed by Council and left as they are.

Comment: Volunteer, Reefcare

I have great concern for area and the mere fact SLSSNB would not accept a license denotes that they have plans. We don't have enough parking for significant expansion. If it goes to the State, they won't care.

Comment: Member of Surf Rider

I don't share concern about jet skis. However, I think Phil's outline of the importance of the place is instructive here. We don't want a café on every building council runs. Why are we are trying to attract more people? We don't need any commercial facilities. How do we get this message across?

Council response:

» As outlined, the Council halted plans for commercial activities in this surf building in June 2012.

Comment from facilitator:

- » Council has indicated that consultation and opportunities for comment will be available to the community for the next three weeks. Council will prepare a Council Report and develop a course of action based on that report.
- » Council support the Crown in providing the lease subject to community consultation as outlined. This is a live resolution.
- » If you have concerns, they need to be voiced to Council through the various forms available.

Comment: local resident

If it is such an important place to launch why doesn't police/ rescue have a 24/7 rescue capability there.

Question: local resident

Are there statistics for the boat ramp available? How many launches occur and is there any assessment of the impact of that? Understanding the impact of use of the site needs to be understood.

Council Response:

- » Council will research any available information and present that information as required

Comment: Local resident

Mr Colman was one of the most important speakers here. And the reason is that we value this reef. We are worried about all this talk about increasing building development, jet skis etc. We should give much attention to the protection of the reef. More attention should be given to providing better resources for education.

2.6 Closing Observations and next steps

Councillor Daley made the following closing observations and remarks:

- » At issue is the control of this site and it should not be a state emergency rescue hub.
- » There should be assurances that it is not going to have:
 - > a helicopter pad
 - > a ramp across the beach from any new facility
 - > a rescue boat operation
 - > increased amount of building on the site
 - > caretaker facilities.
- » It should be limited to one or two jet skis and continue the current radio room use.
- » It should continue to support Reefcare and Fishcare.
- » Community consultation will need to take place.

This will help relieve the acute anxiety about what is really going to happen at this site.

SLSSNB should work with a community committee, and wind back the tenure to five or ten years. They should also provide a clear clause in the lease that there will be no further development of the site.

I also urge Council to take back control of this important site.

SLSSNB made the following closing remarks:

- » SLSSNB have no plans to redevelop the site. It has a history over the last 40 years – all its life – with Surf Life Saving.
- » Our aim was to protect the building from commercialisation as Council had sought to commercialise Long Reef Surf Club.
- » There has been an active campaign against SLSSNB on this matter. SLSSNB are an integral part of the community. SLSSNB volunteers save lives and it is not an organisation driven by commercial motives. SLSSNB's aim is to protect our community.
- » The community needs to look at what is taking place and not allow dollar signs to come before community values.

Closing key points by the Facilitator included:

- » If you feel other points are yet to be raised, please feel free to use the feedback form provided. A reply paid envelope is also provided.

- » A summary report will be prepared about this meeting. The report will be shared with SLSSNB.
- » The "Your Say Warringah" project page is also available for comments to be lodged.
- » 27 February is when comments close.
- » Council discussion regarding the outcomes of community consultation is scheduled for the Council meeting on 25 March.
- » Brendan asked the meeting participants to thank:
 - > The presenters
 - > The Warringah Council Community Engagement Team for organising tonight's event.

Many thanks to those Councillors who have attended tonight

The meeting was closed.



www.elton.com.au

Warringah Surf Rescue Building Fisherman's Beach



About us.



Surf Life Saving Sydney Northern Beaches

- Established as a Branch of Surf Life Saving NSW in 1960
- Represent the 21 SLS Clubs between Manly and North Palm Beach
- 20,000 volunteer members
- Our Clubs are not-for-profit organisations and largely self-funded.
- 7 of our clubs were established over 100 years ago
- Our youngest Club was established 50 years ago

Our main purpose is saving lives on our beaches !



Warringah Surf Rescue Building

Background

- Built as a boatshed for surf rescue jetboats in the late 1960's
- Land allocated by Council for this purpose
- Continuous radio operations for 40 years "Surfcom"
- Site selected for coverage – line of sight - largest RF coverage in NSW
- Radio equipment upgraded in 2012/13 by SLSSNB
- Linked to State-wide network - 129 clubs – SLSNSW Back-up
- Manned by trained and willing volunteers
- Only dedicated "Surfcom" building in NSW
- Used as command centre during coastal emergencies.

Warringah Surf Rescue Building



Who uses it ?

- Building currently houses the SLSSNB radio room on the top floor and a community room and public amenities on the ground floor.
- The radio room (Surfcom) is a shared facility with Warringah Council Lifeguards (Monday – Friday)
- The Community Room is used by Reefcare and Fishcare volunteers and is available to any community group to book via Council.



Warringah Surf Rescue Building

Current situation

- 21 year lease being finalised on building – direct with Crown
- SLSSNB sought a lease to prevent being removed due to commercial redevelopment
- Reefcare and Fishcare will retain existing space with long term tenure.
- No redevelopment of the site is being planned
- Any future uses of the building will comply with permitted uses within the Griffith Park Plan of Management
- Any changes to the building will require a DA and Community consultation.



Support Operations

Jetskis

- SLSSNB has operated Rescue Water Craft (RWCs or Jetskis) for over 10 years.
- We operate these out of North Palm Beach, Newport and Freshwater Surf Lifesaving Clubs.
- RWCs perform roving patrols along our coastline
- All RWC training is conducted at North Palm Beach
- All of our RWCs have low-emission 4 stroke engines
- NSW Police often task us to perform rescues via 13SURF
- Over 250 rescues performed by RWC's in the past 3 seasons

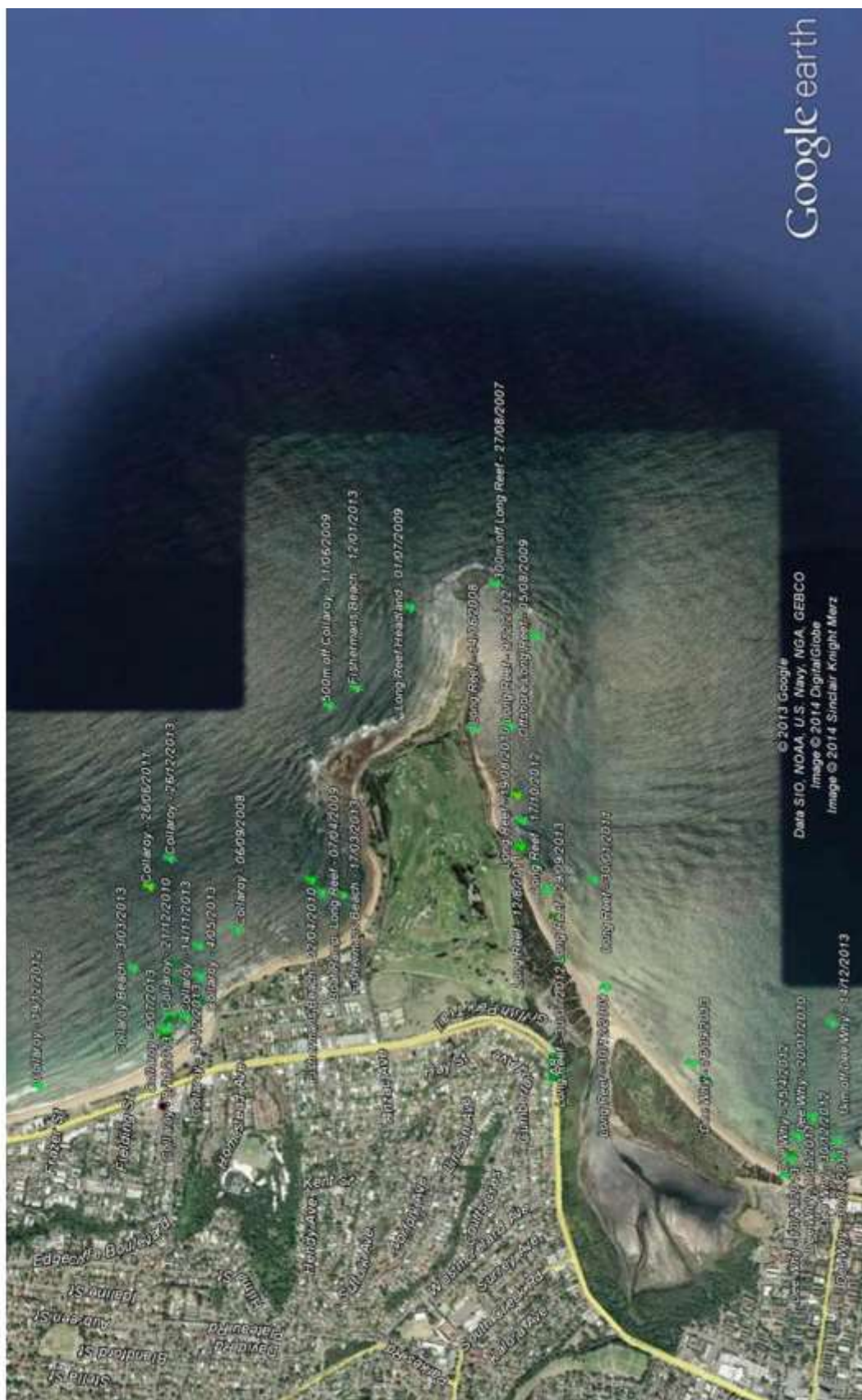


Support Operations

Jetskis

- The Griffith Park Plan of Management (PoM) was signed off in February 2011 by Council and Crown Lands after extensive community and stakeholder consultation.
- Management strategy 19 (page 42) within the PoM, noted as “High” priority, says: “ Investigate need to accommodate surf rescue vehicles(Jet skis) within Warringah Surf Rescue Building, including consultation with Surf Life Saving Sydney Northern Beaches Incorporated”.
- SLSSNB maintains its support for this Management Strategy based on demands for rescues in the area and the incidence of drownings over the past 5 years.

13 Surf Call-outs



Coastal Drownings since 2005





Support Operations

Jetskis

- In order to respond effectively to prevent further drownings and reduce our response times, storage of RWCs at Fishermans Beach for use in emergency situations is recommended in the future.
- We are currently able to utilise the public boat ramp as is any boat owner.
- Fisherman's Beach provides a protected, all-weather launch site.
- Water Police and Marine Rescue take over an hour to respond to calls in this area hence the Police call upon us to be first response.



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15 March 2012

Gordon Lang
President
Surf Life Saving Sydney Northern Beaches Inc
president@surflifesaving.net.au

Dear Gordon

Further to our letter of 22 February 2012, this is to clarify that a license was specified while we conduct the concept planning process as per the Plan of Management. Once the final configuration of the building has been agreed and the footprint for a surf life saving radio facility set then council will be happy to provide a long term lease.

Let me assure you that any future plans for the Fiserhman's beach building will include a fit for purpose radio room to service the needs of SLSNB. In addition we are also looking at the possibility of storage facilities for jet skis at the site and preliminary investigations suggest that this can be done relatively easily. Council is also looking at cafe style facilities and an environmental marine educational facility in collaboration with a university, as per the Plan of Management.

I trust this clarifies the issues.

Yours faithfully



John Warburton
Deputy General Manager
Community



Coastal Ambassadors

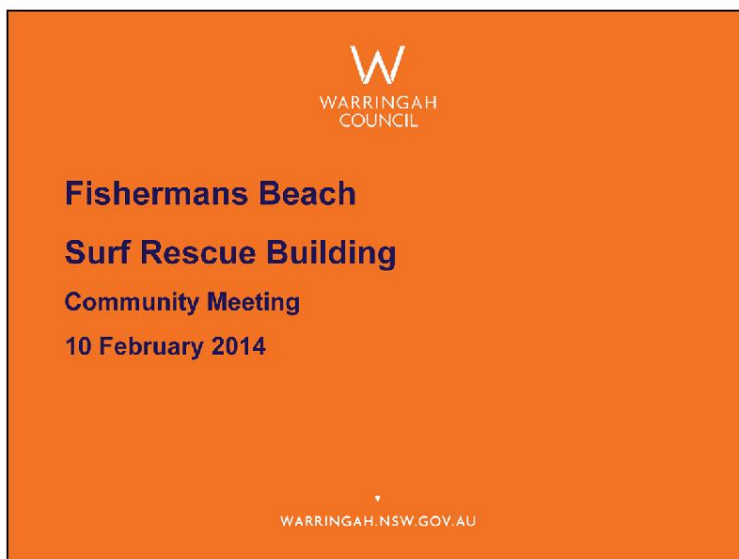
- In 1995, SLSSNB partnered with Pittwater Council's Coastal Environment Centre to establish the Coastal Ambassadors Program for surf club members.
- The program is designed to educate club members on our coastal environment and how they can do their bit to protect it.
- Each participant is encouraged to spread the word within their club and develop and promote initiatives to protect the environment.
- Over 200 Surf Club members have completed the program since 1995.
- In 2012, SLSSNB worked with Pittwater Council and SLSNSW to expand the program to all 129 Surf Lifesaving Clubs within NSW.
- There is the possibility of expanding the Coastal Ambassador programs and utilise the Warringah Surf Rescue Building for courses



Summary

- We are a community based, not for profit organisation.
- Our main purpose is saving lives.
- We are not motivated by profits or commercial interests however we do need to secure sources of funding to operate.
- We have no plans to redevelop the Warringah Surf Rescue Building.
- We will work with the community on any future plans for the building.







Purpose



Future Use of Fishermans Beach Warringah Surf Rescue Building Community Meeting

- For community members to learn more about the potential future uses for, and operations from, the Warringah Rescue Building being considered by Surf Life Saving Sydney Northern Beaches
- Understand the range of views within the local community regarding the future of Fisherman's Beach Long Reef Marine Sanctuary (Aquatic Reserve) and the Warringah Rescue Building

4

Agenda			
6.30pm	1	Welcome and introductions	Independent facilitator
6.35pm	2	Format of the meeting	Independent facilitator
6.40pm	3	Council resolution	Warringah Council
6.45pm	4	Background and context	Warringah Council
7.00pm	5	Potential Future Uses and Operations From The Warringah Surf Rescue Building	Surf Life Saving Sydney Northern Beaches
7.15pm	6	Another building user perspective	Fish Care
7.20pm	7	Community Discussion	All
8.15pm	8	Closing Statements	Warringah Council SLSSNB
8.25pm	9	Closing observations and next steps	Independent facilitator

Community Questions – Key Areas



- Reefcare programs / needs
- Nature of proposed uses
- Alternative locations for proposed facility
- Potential impacts
- Safety implications of project not going ahead
- Process

6



**BACKGROUND FROM COUNCILLOR PAT DALEY**

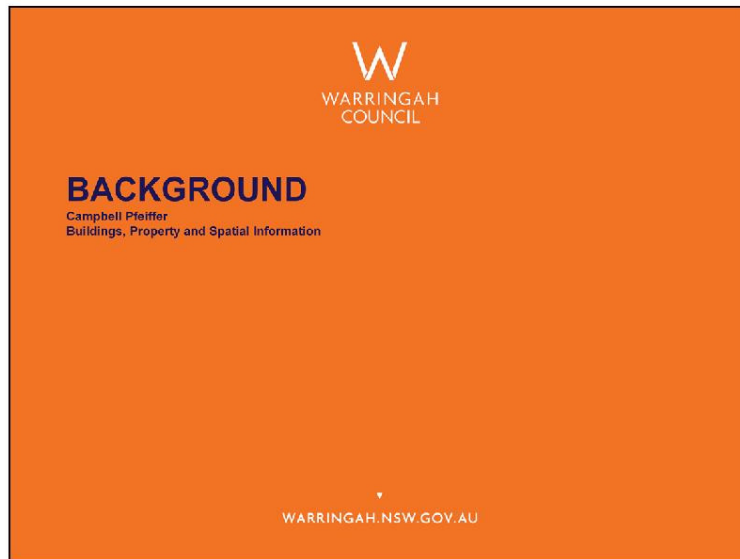
- Over the last few months I have become increasingly aware of community concern regarding the future of Fisherman's Beach Long Reef Marine Sanctuary (Aquatic Reserve). I have been led to believe that a Jet Ski base (with related operational activities and upgraded radio room) is being planned for this Marine significant location. If this happens then I believe it will be the start of a new direction for the area. I also believe this will substantially change the landscape and environment of this beautiful and tranquil location.
- I believe the management and planning of certain aspects for Long Reef is starting to be taken out of Council's hands. If this is the case then I believe it will not be a good outcome for the community. I'm putting forward this motion to help ensure there is full transparency regarding this vital issue. We need to get all the facts out so Council and the community can have a full discussion regarding what is being planned for the area.

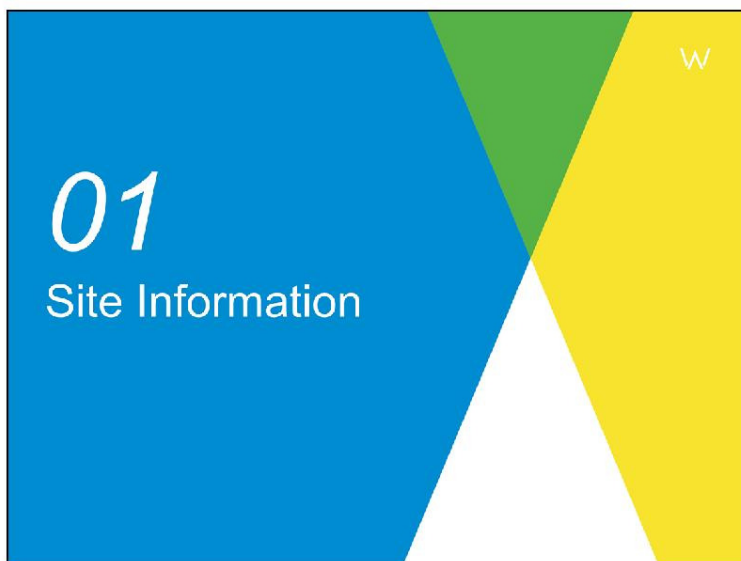
Resolution



Council resolved on 22 October, 2013 to:

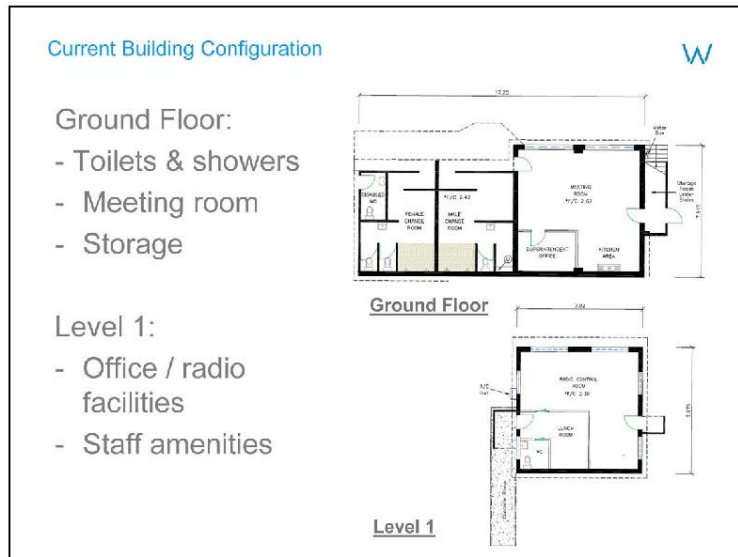
- A. Invite Surf Life Saving Sydney Northern Beaches to brief councillors regarding their plans for Fisherman's Beach Long Reef Marine Sanctuary (Aquatic Reserve).
- B. Not support the redevelopment of the Warringah Rescue Building unless full community consultation has occurred in accordance with the Griffith Park Plan of Management.
- C. Call a public meeting to seek the views of the local community regarding the future of Fisherman's Beach Long Reef Marine Sanctuary (Aquatic Reserve) and the Warringah Rescue Building.
- D. Write to schools and relevant community groups in the Warringah Local Government Area seeking their views regarding the future of Fisherman's Beach Long Reef Marine Sanctuary (Aquatic Reserve) and the Warringah Rescue Building and how they want the area to be used in the future.
- E. Help ensure that the operations of the Fish Care Volunteers continue at their current location at Fisherman's Beach.

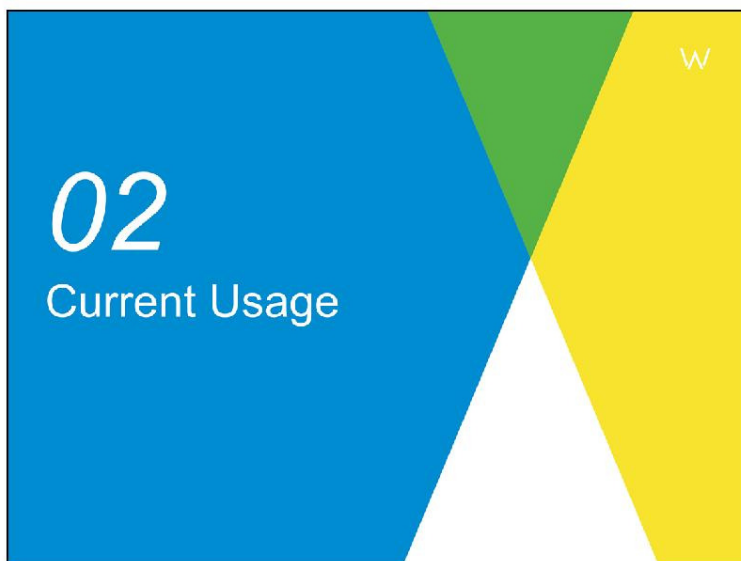












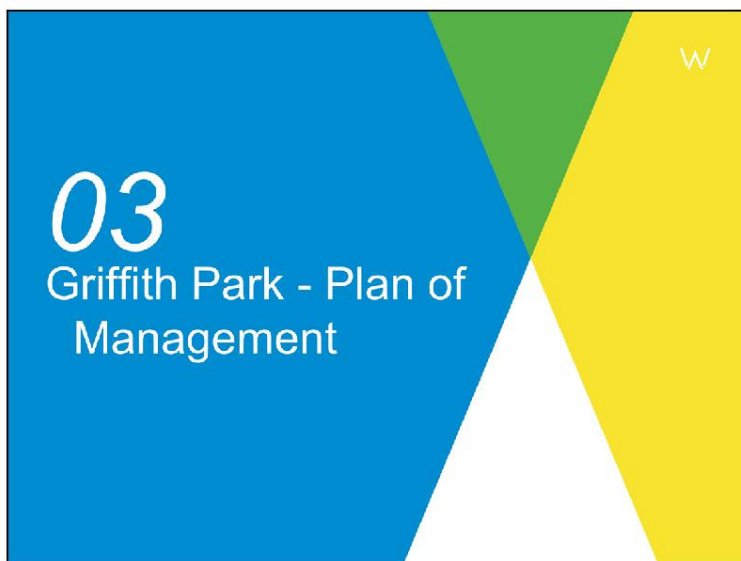
Building User Groups - Current



1. Local community / general public
2. Council's Beach Services team
3. Surf Life Saving Sydney Northern Beaches
4. Community & Education Groups – including Fish Care and Reef Care



16



Griffith Park Plan of Management (GPPoM)
Vision Statement



“To recognise Griffith Park’s role as a ‘significant place’ in the Warringah open space system, ensuring protection and conservation of identified values through appropriate management, in a way which best meets the environmental, recreational, educational and social needs of the present community and for future generations”.



18

GPPoM – Warringah Surf Rescue Building
Extracts



- The Plan of Management allows for use of the building for a range of uses including:
 - education and scientific research;
 - commercial uses related to recreational activities within Long Reef Aquatic Reserve and Griffith Park;
 - surf rescue and beach services activities; and
 - public amenities.
- As the building is adjacent to the Fisherman's Hut, listed as a heritage item under Warringah's LEP, any redevelopment must consider the potential for impacts on the heritage values of this precinct

19

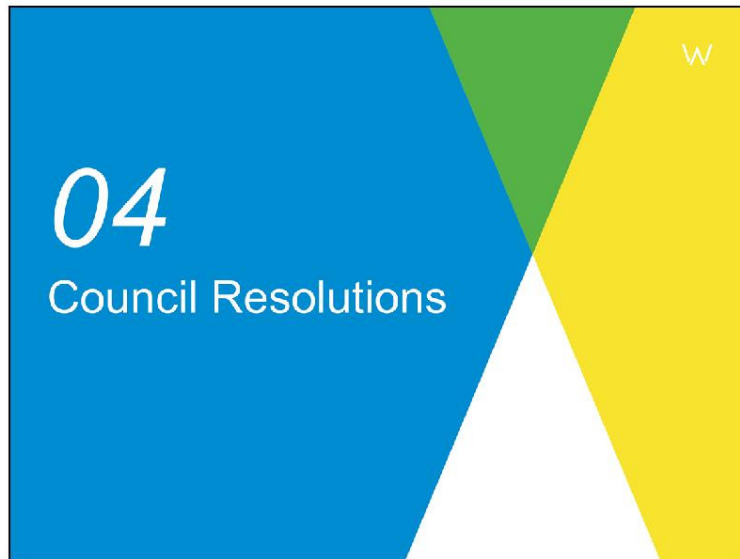
GPPoM – Warringah Surf Rescue Building
Extracts



- The options* study concluded in part that:
 - multiple use of the building should be encouraged; and
 - where Council's beach services unit cannot demonstrate the need to occupy the building, commercial use such as a restaurant or cafe may be considered as an appropriate use of the building.
- The management actions in Section 6 allow commercial use of the Warringah Surf Rescue Building providing the following principles are implemented:
 - commercial uses should not occupy the whole building, or preclude the use of the building for a broad range of other public purposes;
 - commercial operations must be related to the public purpose of Griffith Park, being Public Recreation; and any commercial uses should be consistent with relevant policies issued by the Land and Property Management Authority.

* - ERM in May 2003.

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July 2012 - Resolution 235/12

Endorsing a Direct Lease between SLSSNB and Crown Lands



That this Council resolves to:

1. Call upon the Minister responsible for Crown Lands to exercise his or her powers under section 34A of the Crown Lands Act to enter into a lease of the building known as the Warringah Surf Rescue Building, at Fisherman's Beach, and land adjacent to it (as per attached plans) with Surf Life Saving Sydney Northern Beach (SLSSNB) Inc on the following terms and conditions:
 - A term of 21 years.
 - Annual minimal rent (indexed each year pursuant to CPI) in recognition of the value of the contribution of volunteer surf lifesavers and the SLSSNB volunteer surf lifesaving services and ancillary rescue equipment.
 - The SLSSNB to be responsible for the repair and maintenance of the interior of the building (excluding public toilets and "Marine Environmental Educational Facility" area).
 - The SLSSNB is to be responsible for the repair and maintenance of the exterior of the building (other than items of a capital expenditure nature) including the repainting of the building every 10 years, repairs of broken glass and windows, roofing, guttering and downpipes.
 - The SLSSNB to grant a sub-lease, for an annual minimum rent, over an area on the ground floor (to be agreed, but not less than 45 square metres), and should a Development Application be approved for an extension of the building/ facilities, an area on the first floor (to be agreed) for use as a "Marine Environmental Educational Facility" incorporating the current "Reef Care/Fish Care" groups.
 - All other terms and conditions as per the most recent Surf Club leases (as applicable), including shared use of the Radio Room and surf rescue craft facilities by Warringah Council Lifeguard staff.
 - In any future proposed development that SLSSNB engages in appropriate consultation with Council as the reserve trust manager and the local community.
 - That SLSSNB undertake that this building or any future development will not be used for SLSSNB administrative purposes.

July 2012 - Resolution 235/12
(Continued)



2. Requests Council's General Manager to write to the Minister with portfolio responsibility for Crown Lands advising of part (1) above.
3. Council endorses the SLSSNB proposal of the jet ski storage in principal to the side of the building contained in the existing envelope and subject to final community consultation.
4. Council endorses the request from SLSSNB for the radio room upgrade and the continued ongoing use as a radio room

23

October 2013 - NOTICE OF MOTION N° 25/2013



That Council:

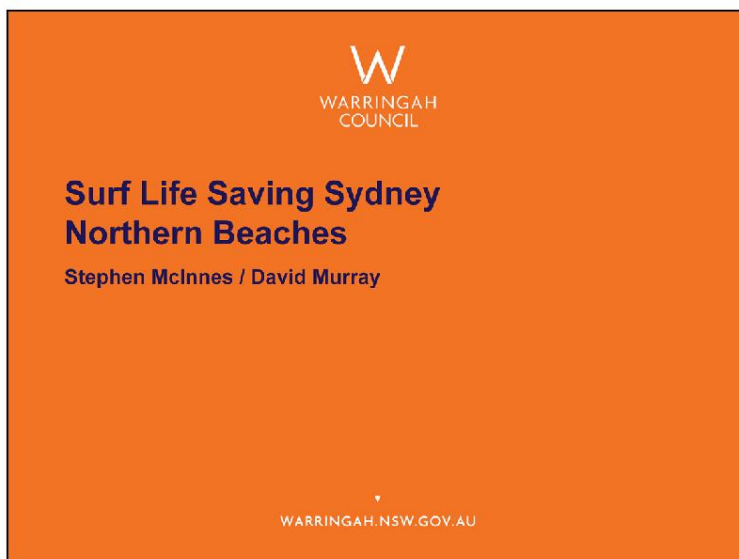
1. Invite Surf Life Saving Sydney Northern Beaches to brief councillors regarding their plans for Fisherman's Beach Long Reef Marine Sanctuary (Aquatic Reserve).
2. Not support the redevelopment of the Warringah Rescue Building unless full community consultation has occurred in accordance with the Griffith Park Plan of Management.
3. Call a public meeting to seek the views of the local community regarding the future of Fisherman's Beach Long Reef Marine Sanctuary (Aquatic Reserve) and the Warringah Rescue Building.
4. Write to schools and relevant community groups in the Warringah Local Government Area seeking their views regarding the future of Fisherman's Beach Long Reef Marine Sanctuary (Aquatic Reserve) and the Warringah Rescue Building and how they want the area to be used in the future.
5. Help ensure that the operations of the Fish Care Volunteers continue at their current location at Fisherman's Beach.

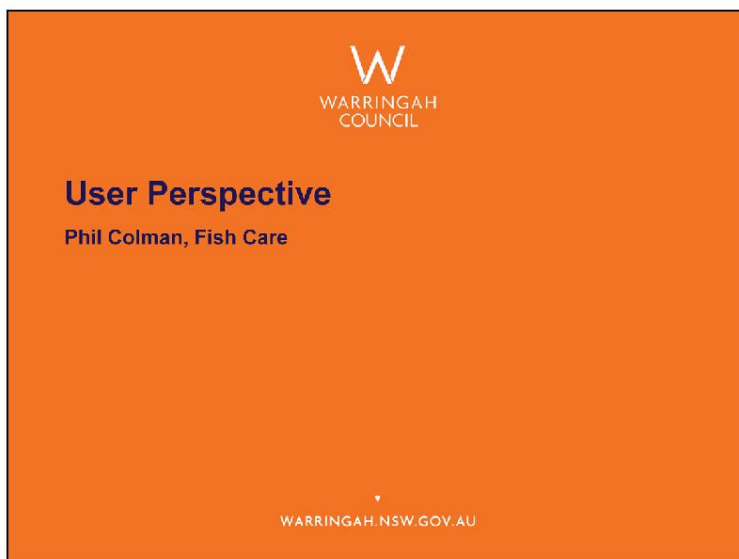
24

Response to Questions Loaded onto Your Say
Warringah



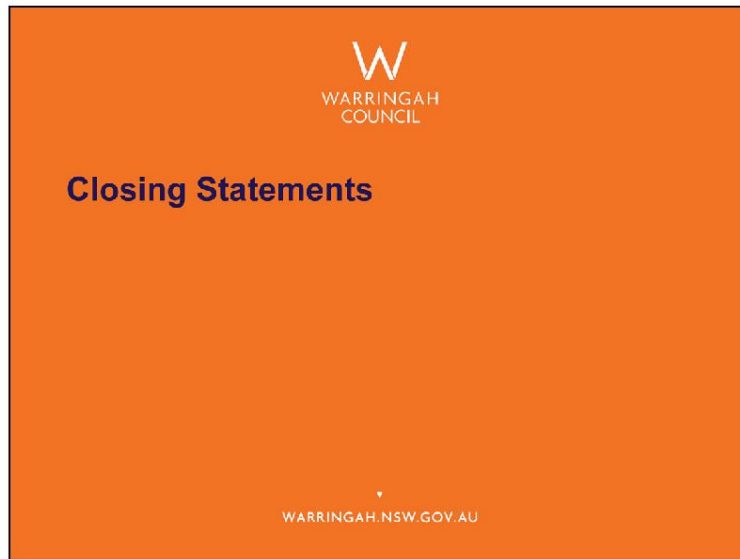
- Council plans for the building:
 - They are as per the resolution to support a lease between SLSSNB and the Crown.
 - Therefore Council is not progressing any further development of the building
- What is the process should development be planned?

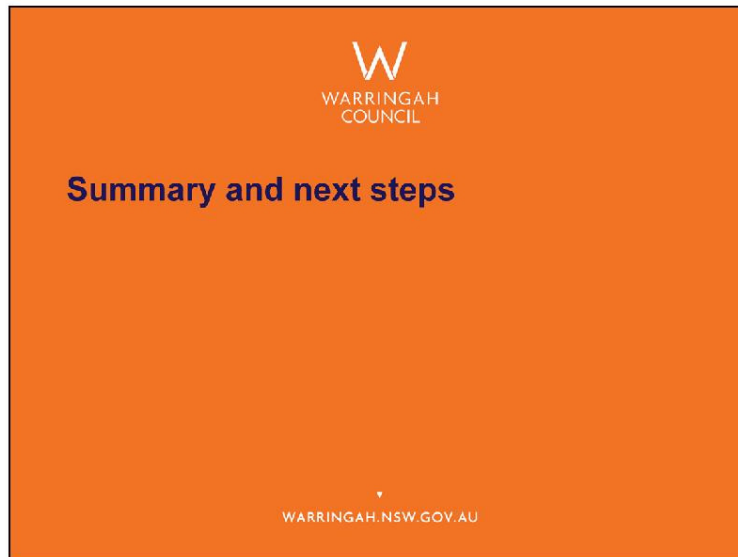












Next Steps



- Prepare meeting summary
- Complete feedback form tonight or send to Elton
- Go online to warringah.nsw.gov.au
- Comments close 27 February
- Report anticipated for 25 March Council Meeting
- Watch project page for updates





Fact Sheet

FISHERMANS BEACH

Fisherman's beach is part of the Long Reef Aquatic Reserve, which was declared in 1980 to protect marine invertebrates found on the rock platforms and subtidal marine plants and animals. The Aquatic Reserve extends from Collaroy rockpools to Long Reef Surf Lifesaving Club, from the mean high water mark out 100m from the shoreline (images below).

With the exception of fin fishing, collecting or harming marine plants or animals in the Aquatic Reserve is not allowed. The offshore reef network contributes to it being a popular site for recreational activities including fishing, snorkelling, diving and surfing.

Relevant Legislation

Protection of the Aquatic Reserve is managed and authorised by the NSW Office of Environment and Heritage (National Parks and Wildlife Service) and NSW Department of Primary Industries (Fisheries) under the following Acts and Regulations:

- [Fisheries Management \(Aquatic Reserves\) Regulation 2002](#)
- Marine Pollution Act 1987
- Marine Safety Act 1998
- Management of Waters and Waterside Lands Regulations-NSW
- Marine Safety (General) Regulation 2009
- Protection of the Environment Operations Act 1997
- Protection of the Environment Operations (Noise Control) Regulation 2008

The Fisheries Management (Aquatic Reserves) Regulation 2002, Part 3 outlines the legal uses of the Reserve and its resources (including fish and crustaceans).

The Long Reef Aquatic Reserve is habitat for protected marine species including the Grey Nurse Shark, Blue Groper, Black Cod, Port Jackson Shark, Weedy Sea Dragon, Wobbegong Shark. Animal species living on the rock platform include anemones, barnacles, chitons, limpets, nudibranchs, grazing snails, crabs, worms, sea stars and sea urchins.

Long Reef Headland is home to 136 native bird species (46% of total species in Warringah), including five native frog species, nine native reptile species, three native mammal species. Overall there have been approximately 68 threatened species and species of conservation concern recorded at Long Reef.

Fact Sheet
FISHERMANS BEACH

Many bird species that use Long Reef Headland as habitat are protected under the Commonwealth Environment Protection and Biodiversity Conservation Act 1999 and the NSW Threatened Species Conservation Act 1995, particularly noting the vital nesting sites for migratory birds which are subject to the China-Australia and Japan-Australia Migratory Bilateral Agreements.

Long Reef Headland is also a declared Wildlife Protection Area protected under the NSW Companion Animals Act 1998 in terms of restrictions to domestic animals.

The Marine Safety Act 1987 controls the use of personal watercraft, including jet skis, in the Reserve. Under this Act, a person must not use a personal water craft in an irregular manner on any navigable waters in the personal watercraft restriction zone within 200 metres of a river bank or shore. In this clause, operating a personal watercraft in an irregular manner means:

- (a) driving it in a circle or other pattern, or
- (b) weaving or diverting, or
- (c) surfing down, or jumping over or across, any swell, wave or wash, but does not include making any necessary jump, turn or diversion.

Council resolved in December, 1990 that Personal Water Craft (including jet skis) speeds be limited to 8 knots within 500 metres of the beach.

Warringah Surf Rescue Building

Griffith Park Plan of Management proposed:

- Permit a licence for use of part of the building for educational and scientific purposes.
- Support appropriate commercial uses of part of the building related to the public purpose of Griffith Park, subject to compliance with Land and Property Management Authority policy.
- Investigate redevelopment (demolition and rebuilding) or renovations and alterations to existing building to accommodate multiple users.

Uses allowed:

- Education and scientific research
- Commercial uses related to recreational activities within Long Reef Aquatic Reserve
- Surf rescue and beach services activities
- Public amenities
- Any use should be consistent with the public purpose of Griffith Park.

Fact Sheet
FISHERMANS BEACH**Lease:**

Surf Life Saving Sydney Northern Beaches (SLSSNB) is currently in negotiations with the Crown for a 21-year-lease.

Current Users:

- Council Lifeguards
- SLSSNB Radio Communications Centre (Surfcom)
- Fish Care
- Reef Care
- Public Amenities

The current SLSSNB radio base services Council areas as far as Illawarra and the Central Coast.

Potential Development

SLSSNB has had a DA approved for subdivision of the property to create a lot separate from Griffith Park. There are no further development plans.

SLSSNB's vision is to eventually house 1-2 jet skis at the site.

Warringah Council would like to see any future development of the site incorporate Councils Professional Lifeguard facilities and public conveniences accommodated on the ground floor with the radio room on the first floor together with an environmental centre (Reef Care and Fish Care Groups).

Surf Safety in Warringah

Warringah Council Lifeguards are the main providers of surf safety in Warringah.

Warringah Council Lifeguards are on duty seven days a week and patrol 272 days a year. Warringah SLISA volunteers are on duty for 72 days out of every year. The number of rescues carried out over last year (2012/13) was 641. The majority of these rescues were conducted by Council's Lifeguards.

Fact Sheet
FISHERMANS BEACH**FAQs****What legislation covers the Long Reef Aquatic Reserve?**

Long Reef is classified an Aquatic Reserve under the NSW Fisheries Management Act 1994 and associated regulations.

It is also a Wildlife Protection Area protected under the NSW Companion Animals Act 1998 in terms of restrictions to domestic animals.

In addition, species that use Long Reef Headland as habitat are protected under the Commonwealth Environment Protection and Biodiversity Conservation Act 1999 and the NSW Threatened Species Conservation Act 1995, particularly noting the vital nesting sites for Migratory birds which are subject to the China-Australia and Japan-Australia Migratory Bilateral Agreements.

What uses does the Griffith Park Plan of Management allow?

The Plan of Management allows the Surf Rescue Building to be used for:

- Education and scientific research
- Commercial uses related to recreational activities within Long Reef Aquatic Reserve
- Surf rescue and beach services activities
- Public amenities
- Any use should be consistent with the public purpose of Griffith Park.

What potential development could be at the site?

Surf Life Saving Sydney Northern Beaches (SLSSNB) has had a DA approved for subdivision of the property to create a lot separate from Griffith Park. There are no further development plans.

SLSSNB's vision is to eventually house 1-2 jet skis at the site.

Warringah Council would like to see any future development of the site incorporate Councils Professional Lifeguard facilities and public conveniences accommodated on the ground floor with the radio room on the first floor together with an environmental centre (Reef Care and Fish Care Groups).

Fact Sheet
FISHERMANS BEACH

What rules govern the use of jet skis at Fishermans Beach?

In NSW, the Marine Safety Act 1987 controls the use of personal watercraft, including jet skis. Under this Act, a person must not use a personal water craft in an irregular manner on any navigable waters in the personal watercraft restriction zone within 200 metres of a river bank or shore. In this clause, operating a personal watercraft in an irregular manner means:

- (a) driving it in a circle or other pattern, or
- (b) weaving or diverting, or
- (c) surfing down, or jumping over or across, any swell, wave or wash, but does not include making any necessary jump, turn or diversion.

Jet skis cannot be deployed between sunset and dawn (during the night).

Specifically to Fishermans Beach: Council resolved in December, 1990 that Personal Water Craft (including jet skis) speeds be limited to 8 knots within 500 metres of Fishermans Beach.

Council banned jet skis at Fishermans Beach in 1990 - but this was overturned because of the difficulty of policing the ban.

What impacts would more jet skis potentially have at Fishermans Beach?

Currently there are no environmental controls on powered vessels and personal watercraft (jet skis). There is an existing boat ramp at Fisherman's Beach that is regularly used. The current level of usage isn't considered a risk to the protected environment, however Council monitors beach use, safety and environment and if usage increased significantly then appropriate controls would need to be put in place.

Potential environmental impacts are:

- Damage to marine organisms from running aground on the reef
- Disturbance of migratory birds that roost and feed at Long Reef, which are protected by a range of legislation as noted above
- Noise pollution
- Accidental release and associated impacts of oil and fuel.

There are likely to be potential increases in safety concerns (impacts from collisions) for swimmers, snorkelers, surfers, body boarders and divers who utilise the Aquatic Reserve if more jet skis are operating in this area.

What gaps are there in beach rescue services in Warringah?

It is the opinion of Council that there are no gaps in rescue craft coverage in Warringah.

There are several Inshore Rescue Boats (IRBs) at every Warringah beach as well as the Council jet skis stationed at North Narrabeen, Dee Why and Freshwater. Surf Life Savers also have jet skis stationed at Freshwater Beach.

Warringah Council Lifeguards are the main providers of surf safety in Warringah.

Warringah Council Lifeguards are on duty seven days a week and patrol 272 days a year.

[illegible]

Fact Sheet
FISHERMANS BEACH



Fact Sheet
FISHERMANS BEACH



Carpark Locations and Profiles

This attachment is to be read in conjunction with the council report titled 'Council Carparks Review'. A map legend is provided on page 12 of this attachment booklet.

Name: Collaroy Street Carpark

Asset Number: COG00015

Street Address: 6 Collaroy Street, COLLAROY



Problem:

This item is a small carpark at 6 Collaroy Street, Collaroy that is currently classified as community land, zoned RE1 Public Recreation but serves the surrounding business premises. The carpark currently on the land is inconsistent with the objectives of the zone.

Solution:

There are no private access issues and therefore it is recommended that the community classification remain and the land be rezoned to B2 Local Centre.

Name: Lagoon Street Carpark

Asset Number: COG00039

Street Address: Nos. 9 & 11 Lagoon Street, NARRABEEN



Problem:

This item is a carpark at Nos. 9 & 11 Lagoon Street, Narrabeen that is currently classified as community land and zoned RE1 Public Recreation, but serves the surrounding business premises. The carpark currently on the land is inconsistent with the objectives of the zone.

Solution:

There are no private access issues and therefore it is recommended that the community classification remain and the land be rezoned to B2 Local Centre.

Name: Brookvale Carpark

Asset Number: COR00011

Street Address: Lot 10 / 9999 Winbourne Road, BROOKVALE



Problem:

- This item is a carpark at Lot 10 / 9999 Winbourne Road, Brookvale that is currently classified as community land, zoned RE1 Public Recreation but serves the surrounding business and industrial premises.
- 10 lots zoned B5 Business Development share the western boundary of the land. Two lots zoned IN1 General Industrial share the eastern boundary. All of the commercial lots and one of the industrial lots currently have direct access over the carpark.
- Some of the adjoining private landholders use the carpark to accept deliveries. Others use the carpark for access to private carparking on their land.

- There is currently a right of way that runs down the western side of the carpark as well as a very thin road reserve. It is very unlikely, but difficult to determine conclusively even after a site visit and a look at the deposited plan, that the right of way and the road reserve give enough space for adequate access to the rear of the commercial premises to the west. As such, operational classification will be required.
- While some workers and customers of the industrial properties use the carpark, the land mostly serves the parking needs of the nearby commercial properties and the zoning should reflect this.

Solution:

It is recommended that;

- a) The land is investigated for reclassification to operational land and;
- b) The land is rezoned to B5 Business Development.

Name: Darley Street & Starkey Street Parking Areas

Asset Numbers: COR00015, COR00033 and COR00036

Street Address: Between Darley Street and Starkey Street, FORESTVILLE



Problem:

- These items are located between Darley Street and Starkey Street in Forestville.
- They are owned by the Crown (and therefore not classified), zoned Public Recreation RE1 (the green shading in the figure above) but service the surrounding business premises.
- There is a road reserve called "The Centre", a small public reserve on the northern side of "The Centre", which is owned by Council, and an unlabelled road reserve between COR00036 and COR00015.

Solution:

All land zoned RE1 (green in the above figure) with the exception of the public reserve should be rezoned B2 Local Centre to match the surrounding land uses that these areas service.



Name: Carpark adjacent to Dee Why Rockpool

Asset Number: CRE00006

Street Address: Part of Lot 1 DP 947971, DEE WHY



Problem:

- Part of Lot 1 DP 947971 is a carpark that is currently classified as community land and zoned RE1 Public Recreation. There is also a small access road at the north western corner of the carpark that is not part of the carpark but is classified as community land.
- The carpark services the users of the nearby ocean rock pool, Dee Why beach and 'The Strand'.
- There is a residential flat building on land adjoining this carpark which has two main areas of direct access to it. One being along the small access road to the north and the other via two driveways directly onto the carpark.

Solution:

While the use of the land as a carpark does not meet the objectives of the RE1 zone, a rezoning in this particular case is not recommended as the carpark services nearby recreational areas.

The private access issue can be solved by reclassifying the carpark as operational land. It is recommended that the land be investigated for reclassification to operational land.

Name: Mooremba Road Carpark

Asset Number: COG00045

Street Address: Lot 3/ Mooremba Road DEE WHY



Problem:

The carpark is currently classified as community land and zoned RE1 Public Recreation, but largely serves the functions of and development within mainly business premises (the Dee Why Town Centre). The carpark currently on the land is inconsistent with the objectives of the zone.

The carpark is used by commuters and those visiting surrounding businesses and there is a need to scope out the intensification of its use.

Solution:

It is recommended that:

- The land is investigated for reclassification to operational land and;
- The land is rezoned to B4 Mixed Use.

Name: McIntosh Road Carpark, Narraweena

Asset Number: COG00049

Street Address: Lot 1/ McIntosh Road NARRAWEENA



Problem:

This land parcel is owned by the NSW Department of Housing and is managed by Council. The land is currently classified as community land and zoned RE1 Public Recreation, but mainly serves the functions of the neighbourhood centre. The carpark currently on the land is inconsistent with the objectives of the zone.

Solution:

It is recommended that:

- a) The land is rezoned to B1 Neighbourhood Centre.

Name: Oliver Street and Lawrence Street car parks

Asset Number: COG00051; COR00019

Street Address: Oliver Street and Lawrence Streets, Freshwater



Problem:

- The carpark is currently classified as community land and zoned RE1 Public Recreation.
- The carpark serves the surrounding community and business uses associated with the Freshwater Village. The use as a carpark is inconsistent with the objectives of the zone.
- Four (4) lots zoned B2 Local Centre, two (2) lots zoned RE1 Public Recreation and one (1) lot zoned R2 Low Density Residential share a common boundary with the land.
- Three lots currently have direct access over the carpark.

- Adjoining private landholders use the carpark for access for servicing as well as access to private car parking on their land.
- There is an agreement with an adjoining land owner that requires Council to permit vehicular access from the carpark at all times. As such, operational classification will be required.
- The land mostly serves the parking needs of the nearby community and commercial properties and the zoning should reflect this.

Solution:

It is recommended that;

- a) The land is investigated for reclassification to operational land and;
- b) The land is rezoned to B2 Local Centre.

Legend



Submission on the Independent Local Government Review Panel's Final Report: "Revitalising Local Government"

Overall, Warringah supports the wide ranging reforms to strengthen local government for the future. Regarding structural reform, Warringah agrees that metropolitan councils need to combine in some form, to strengthen not only their individual performance and metropolitan governance, but to also sustainably meet our communities' needs in the long term.

We see strong merit in amalgamations, including mandatory amalgamation, where feasibility studies show the mergers to have good benefits vs costs both financially and for local representation - as has been shown for the northern beaches region. It is also vital that communities have access to these studies and are able to have their say in what is the best structure for their region. With amalgamations, the community automatically receives proportional representation, plus the benefit of local control through Community Boards.

Warringah supports amalgamation in our region, as our community consultation in 2011-12 showed clear support for amalgamation with Manly and Pittwater. Our previous submission on 'Future Directions' in 2013 provides detail on a wide range of advantages of amalgamation to the communities within our region.

Warringah has since undertaken comprehensive research which established a clear and significant benefit to the northern beaches community, both financially and democratically. This independent cost-benefit analysis showed financial savings of at least \$375m over 10 years to the region by amalgamating the three councils. Local control, service standards and performance would also improve across the region. (*SGS Economics and Planning (2013) Local Government Structural Change – Option Analysis. Report for Warringah Council*). Our neighbouring councils should be required by the State Government to respond to this independent report.

We have strong objections to mandatory Joint Organisations (JOs) as they are currently proposed, which are likely to disadvantage many councils and communities unless vital issues over governance, groupings and scale are addressed. Without proportional voting, this will be undemocratic, encouraging small councils to stay small, and will undermine the basis of structural reforms.

Tables below outline Warringah's position for each of the relevant recommendations contained in the Review Panel's (the Panel's) final report.

Fiscal Responsibility

No.	Recommendation	Warringah position
1	Establish an integrated Fiscal Responsibility Program, coordinated by Division of Local Government (DLG) and also involving New South Wales Treasury Corporation (TCorp) Independent Pricing and Regulatory Tribunal (IPART) and Local Government NSW (LGNSW) to address the key findings and recommendations of TCorp's financial sustainability review and DLG's infrastructure audit (5.1 and 5.3)	Support

No.	Recommendation	Warringah position
2	<p>As part of the program:</p> <ul style="list-style-type: none"> • Adopt an agreed set of sustainability benchmarks (5.1) • Introduce more rigorous guidelines for Delivery Programs as proposed in Box 9 (5.2) • Commission TCorp to undertake regular follow-up sustainability assessments (5.3) • Provide additional training programs for councillors and staff (5.3) • Require all councils to employ an appropriately qualified Chief Financial Officer (CFO) (5.3) 	<p>Support and Strengthen - In addition, to make the process more rigorous:</p> <ul style="list-style-type: none"> • The program also include advice on the assumptions underpinning the Long Term Financial Plan (LTFP) - e.g. projected CPI rates and projected employee cost increases - to ensure consistency between Councils within their LTFPs • That the LTFP is independently reviewed annually (Independent Assurance Report) and is available to Council when it adopts the budget. • That the CFO report directly to the General Manager (GM) in order to give strong, independent advice
3	Place local government audits under the aegis of the Auditor General (5.4)	Support
4	Ensure that the provisions of the State-Local Government Agreement are used to address cost-shifting (5.5)	Support

Strengthening Revenues

No.	Recommendation	Warringah position
5	Require councils to prepare and publish more rigorous Revenue Policies (6.1)	Support
6	<p>Commission IPART to undertake a further review of the rating system focused on:</p> <ul style="list-style-type: none"> • Options to reduce or remove excessive exemptions and concessions that are contrary to sound fiscal policy and jeopardise councils' long term sustainability (6.2) • More equitable rating of apartments and other multi-unit dwellings, including giving councils the option of rating residential properties on Capital Improved Values, with a view to raising additional revenues where affordable (6.3) 	<p>Support - Warringah supports the need to find a more equitable rateable base for apartments given the trend toward higher density apartment living particularly within the Sydney metropolitan area</p>

No.	Recommendation	Warringah position
7	Replace rate-pegging with a new system of 'rate benchmarking' OR streamline current arrangements to remove unwarranted complexity, costs/ constraints to sound financial management (6.5). Earned exemptions from rate pegging. Ability to raise rates 5% over four years	Support - Warringah is fully in support of these recommendations, including earned exemptions from rate pegging. Those councils assessed as well-performing should qualify for exemption, subject to consultation and agreement by their community
8	Subject to any legal constraints, seek to redistribute federal Financial Assistance Grants and some State grants in order to channel additional support to councils and communities with the greatest needs (6.6)	Conditional support - For those councils that lose grant revenue from this approach, this would require a one-off ability to increase rates to compensate for lost revenue. There also needs to be suitable measures to ensure that the redistribution of grant funding does not encourage inefficient councils to simply remain inefficient. We recommend that all fiscal responsibility actions be required of councils before such funding assistance is provided. The level of grant funding should then be adjusted as the financial benefits from the efficiencies are realised
9	Establish a State- borrowing facility to encourage local government to make increased use of debt where appropriate by: <ul style="list-style-type: none"> Reducing the level of interest rates paid by councils Providing low-cost financial and treasury management advisory services (6.7) 	Support - This addresses Warringah's concerns that such a facility be accompanied by financial management advice, targets and follow up
10	Encourage councils to make increased use of fees and charges and remove restrictions on fees for statutory approvals and inspections, subject to monitoring and benchmarking by IPART (6.8)	Support

Meeting Infrastructure Needs

No.	Recommendation	Warringah position
11	Factor the need to address infrastructure backlogs into any future rate-pegging or local government cost index (7.1)	Support

No.	Recommendation	Warringah position
12	Maintain the Local Infrastructure Renewal Scheme (LIRS) for at least five years, with a focus on councils facing the most severe infrastructure problems (7.2)	<p>Conditional Support -</p> <p>The LIRS should be extended beyond the recommended five years (to at least 10 years) or preferably as an ongoing scheme to address the major infrastructure backlogs across the whole sector, the magnitude of which is currently under-estimated.</p> <p>Payback periods also need to be extended. For some major projects this can be quite long, and it is strongly recommended that payback periods be extended beyond the current 10 year period.</p> <p>This fund is a very positive way of improving levels of service with sustainable borrowings</p>
13	<p>Pool a proportion of funds from the roads component of federal Financial Assistance Grants and, if possible, the Roads to Recovery program in order to establish a Strategic Projects Fund for roads and bridges that would:</p> <ul style="list-style-type: none"> • Provide supplementary support for councils facing severe infrastructure backlogs that cannot reasonably be funded from other available sources • Fund regional projects of economic, social or environmental value (7.2) 	<p>Conditional Support -</p> <p>The pooling of funds could be a good opportunity to support infrastructure renewal, but the eligibility criteria for these funds needs to be addressed. Considering the financial pressures on the sector, we would only support this proposal if rate pegging is removed</p>
14	Require councils applying for supplementary support from the Strategic Projects Fund to undergo independent assessments of their asset and financial management performance (7.2)	Support
15	Carefully examine any changes to development (infrastructure) contributions to ensure there are no unwarranted impacts on council finances and ratepayers (7.3)	<p>Support and Strengthen -</p> <p>This should also encompass State Significant Sites</p>
16	Adopt a similar model to Queensland's Regional Roads and Transport Groups in order to improve strategic network planning and foster ongoing improvement of asset management expertise in councils, linked to JOs (7.4)	<p>Conditional Support -</p> <p><u>Cost-benefit:</u> Warringah is wary of the degree of benefit, as it adds another tier of planning and complexity for community consultation and implementation. This increases costs and is potentially less effective in meeting our local community's needs</p> <p><u>Inadequate expertise:</u> As the proposal is linked</p>

No.	Recommendation	Warringah position
		<p>to JO, considering our procurement experience at a Regional Organisation of Councils (ROC) level, that it may not be able to give the level of expertise that is required for such a specialised field</p> <p><u>Scale and JOs:</u> Where aggregates of councils collaborate, agreements work best where all councils are of a similar size with similar requirements. If this proposal is linked to JOs, these must be groupings that councils can form themselves to choose suitable partners, rather than compulsory JO groupings imposed.</p> <p>With unequal groupings the larger council carries a greater workload in terms of planning, consultation and implementation. The focus here should also be on combining a critical mass of councils with similar requirements to undertake shared strategic procurement with/without the State agency – i.e. enough to achieve the level of aggregation to deliver potential savings up to 20% for infrastructure works including roads and buildings</p>

Improvement, Productivity and Accountability

No.	Recommendation	Warringah position
18	Adopt a uniform core set of performance indicators for councils, linked to Integrated Planning and Reporting (IPR) requirements, and ensure ongoing performance monitoring is adequately resourced (8.1)	<p>Support -</p> <p>This is a high priority for Warringah, which has a comprehensive set of indicators for our IPR plans.</p>
19	Commission IPART to undertake a whole of government review of the regulatory, compliance and reporting burden on councils (8.2)	<p>Support and Strengthen -</p> <p>It is imperative to reduce formal requirements on the sector, to be less prescriptive, and move away from a compliance culture to an improvement culture.</p> <p>The role of the DLG in performance improvement should also be considered, by broadening their definition of what constitutes productivity gains or streamlined processes, for instance in Better Practice Reviews or developing core indicators</p>
20	Establish a new sector-wide program to	Support and Strengthen -

No.	Recommendation	Warringah position
	promote, capture and disseminate innovation and best practice (8.3)	<p>The sector needs programs that shift away from a change-averse approach to improvement and innovation. This conservative culture is reinforced by DLG Better Practice Reviews, by focussing on compliance rather than performance-based improvements councils are making and setting new benchmarks.</p> <p>The sector needs to encourage and embrace innovation, to look internationally and at the private sector for better practices and benchmark partners. Recognised frameworks such as the Australian Business Excellence Framework and Lean Six Sigma are yielding significant benefits for Warringah. They provide a more rigorous approach to measuring improvements (time-cost-quality) in terms of performance and cultural change</p>
21	Amend IPR Guidelines to require councils to incorporate regular service reviews in their Delivery Programs (8.4)	<p>Conditional Support -</p> <p>We agree that service quality and efficiency need to have more prominence in IPR, with service review built into Delivery Programs. The Principles for Service Reviews (Box 16) should be just that – principles – so the repeated use of ‘a council must’ should be changed to ‘<i>a council strives to</i>’</p>
22	Strengthen requirements for internal and performance auditing as proposed in Box 17 (8.5)	<p>Support -</p> <p>This is a robust system, and council includes its support for the Auditor General to undertake ‘issue based performance audits’</p>
23	Introduce legislative provisions for councils to hold Annual General Meetings (AGM) (8.6)	<p>Conditional Support –</p> <p>This should not be a mandatory requirement, though the legislation could outline what such a meeting should encompass such as the Tasmanian example. Warringah is not alone in having comprehensive community engagement practices throughout the year and online – our community is obtaining the information and participation they need without a public AGM.</p> <p>We have consistently poor (or no) community attendance at public meetings on annual budget plans and annual reports. A mandatory requirement for such a public meeting is an onerous and an unnecessary drain on resources</p>

No.	Recommendation	Warringah position
24	Develop a NSW Local Government Workforce Strategy (8.7)	<p>Support and Strengthen - This strategy should remain at a high level and not be too prescriptive. Actions within local workforce plans should then address specific issues for each council e.g. community demographic, types of services required to meet asset management, financial implications and hence the skilled workforce required covering culture, recruitment and retention, and knowledge management.</p> <p>A Workforce Strategy should also be based on Business Excellence principles, driving towards financial sustainability as a high functioning organisation</p>
25	Explore opportunities for the Local Government Award to continue to evolve to address future challenges facing the sector and changing operational needs	<p>Support and Strengthen - The award is too prescriptive and restricts flexibility for councils to compete within a global workforce market and provide for individual council requirements, for example out-of-hours services.</p> <p>The skills-based emphasis is restrictive, especially when considering specific labour shortages. It doesn't provide for focus on other staff attributes that are more relevant in modern enterprise.</p> <p>Award increases are unrealistic in today's market, causing further pressures on labour costs, and would be better linked to public sector increases.</p> <p>The Award also needs to remain flexible and adaptable should amalgamations occur.</p> <p>High-performing councils should be exempt from the award, as their innovation, improved service delivery and financial sustainability also attract high calibre staff. This benefits the employees, the organisation, and is an incentive for the whole sector to adopt a continuous improvement culture</p>

Political Leadership and Good Governance

No.	Recommendation	Warringah position

No.	Recommendation	Warringah position
	Amend the Local Government Act to strengthen political leadership:	
	Require councils to undertake regular 'representation reviews' covering matters such as the number of councillors, method of election and use of wards vs. 'at large' councillors (9.1)	Support
	Before their nomination is accepted, require all potential candidates for election to local government to attend an information session covering the roles and responsibilities of councillors and mayors (9.1)	Support
	Councillor Development: Once elected provide extended induction, self-assessment, mandatory professional development and Councillor Development Plan linked to DP (box 20) (9.2)	Support - Councillors need to be more accountable and should be part of a professional development program. We support mandatory training and induction and also 4-year plan linked to IPR. As this could heavily increase training and development costs for councillors (currently \$5000 per councillors per year for Warringah), we would consider if extended training could be performed by Council staff
	Amend the legislated role of councillors and mayors as proposed in Boxes 19 and 21 (9.2 and 9.3)	Support - However, the roles of the governing body (Box 19) could be simplified by reference to the operation of the IPR framework, rather than each document, rating and revenue policy, decision-making, performance review etc.
	Provide for full-time mayors, and in some cases deputy mayors, in larger councils and major regional centres (9.3)	Support - This helps better resource what is a demanding and complex role, supporting the level of commitment required and attract a wider range of candidates. It is fundamental that remuneration be adequate to ensure the position attracts people with suitable skills and expertise
	Amend the provisions for election of mayors as proposed in Box 22 (9.3) page 65	Conditional Support - The provisions are supported, except the odd number of councillors – this should only be a requirement where the Mayor is elected by councillors. If the Mayor is popularly elected this should not apply
27	Increase remuneration for councillors and mayors who successfully complete recognised	Conditional Support - If the number of Councillors is being reduced

No.	Recommendation	Warringah position
	professional development programs (9.2-9.4)	
28	Amend the legislated role and standard contract provisions of General Managers as proposed in Boxes 23 and 24 (9.5). Includes more focus on IPR, community consultation and tailored induction of new GMs	Support
29	Amend the provisions for organisation structure reviews as proposed in section 9.6. Includes the Governing body determining the upper structure of the organisation, i.e. designated senior staff and direct reports. The structure would be reviewed after each election	<p>Opposed -</p> <p>Warringah opposes any involvement of the Governing body or Mayor in determining the organisation's structure and staff selection. This interferes in the operational responsibility of the GM.</p> <p>In modern organisations, not all staff that report directly to the GM are what would be considered senior staff</p>
30	Develop a Good Governance Guide: for 'performance improvement orders' and working relationships of governing body, councillors, mayors, GMs (9.7)	Support

Advance Structural Reform

No.	Recommendation	Warringah position
31	Introduce additional options for local government structures, including regional Joint Organisations, 'Rural Councils' and Community Boards, to facilitate a better response to the needs and circumstances of different regions (10.1)	<p>Community Boards - Support - for amalgamated councils, to assist in the transition to a larger Council.</p> <p>JOs – Oppose – see comments at recommendation 35.</p> <p>Though JOs address some of the limitations of ROCs, the Panel's report and process do not establish enough evidence that JOs would bring the best benefits. Councils should instead be offered suggested models, (including such mergers, fixed and flexible groupings, strategic alliances, commercialised bodies etc.), then undertake a cost-benefit analysis and community consultation to determine the best arrangements for their region.</p> <p>Barriers and incentives need to be addressed to ensure that councils do this on a regional basis. Though Warringah has done so, it</p>

No.	Recommendation	Warringah position
		<p>appears that our neighbouring councils will not undertake a similar approach without direction from the State government – this is despite the findings of substantial financial and democratic benefit, improved services and community support for amalgamation</p>
32	<p>Legislate a revised process for considering potential amalgamations and boundary changes through a re-constituted and more independent Boundaries Commission (10.3, Box 26).</p> <p>The Boundaries Commission (BC) would do reviews and initiate proposals. Proposals could also be made by the Minister, councils, public authorities or group of electors. BC to undertake polls in Local Government Areas (LGAs) where there are proposals; Minister to implement BC recommendations in full</p>	<p>Support –</p> <p>Warringah supports amalgamation, including mandatory amalgamations, as the resistance to change is a significant barrier to realising the benefits of a larger scale of operations. With amalgamations, the community automatically receives proportional representation, plus the benefit of local control through Community Boards - there is no need to fear larger councils.</p> <p>Warringah supports amalgamation in our region, as our community consultation in 2011-12 showed clear support for amalgamation with Manly and Pittwater. Our previous submission on 'Future Directions' in 2013 provides detail on a wide range of advantages of amalgamation to the communities within our region.</p> <p>Warringah has since undertaken comprehensive research which established a clear and significant benefit to the northern beaches community, both financially (from economies of scale) and democratically (through representation on Community Boards).</p> <p>This independent cost-benefit analysis showed financial savings of at least \$375m over 10 years to the region by amalgamating the three councils. Local control, service standards and performance would also improve across the region. <i>(SGS Economics and Planning (2013) Local Government Structural Change – Option Analysis. Report for Warringah Council).</i></p> <p>Our neighbouring councils should be required by the State Government to respond to this independent report</p>
33	<p>Encourage voluntary mergers of councils through measures to lower barriers and provide professional and financial support</p>	<p>Support -</p> <p>Without mandatory amalgamation, there needs to be a package to address barriers and</p>

No.	Recommendation	Warringah position
	(10.4) Box 28	<p>incentives, such as financial assistance and the removal of restrictive work practices. Beyond the mergers that the Panel has recommended, we also support that councils and communities should be able to propose their own merger groupings.</p> <p>Warringah supports most of the incentives outlined in Box 28:</p> <ul style="list-style-type: none"> • Provide local communities with information on pros and cons of mergers • Support for doing business cases, implementing mergers and systems integration • Transitional arrangements • Community Boards • Keep accumulated reserves for the LGA of origin
34	Provide and promote a range of options to maintain local identity and representation in LGAs with large populations and/or diverse localities (10.5)	<p>Support and Strengthen - <u>Community Boards/ wards from LGAs</u>: These are fully supported by Warringah and were covered in length in our last submission, on 'Future Directions', including suggestions for our region</p> <p><u>Communications technologies</u>: rather than limit the techniques used, this could instead say 'Use a range of effective engagement techniques including: community advisory groups, citizen panels, online forums, social media etc.'</p> <p><u>Customer service systems</u>: Rather than using the term 'modern' systems, this instead needs to focus on the goal – which is to migrate more services online for community access to council services and information 24/7</p>

Regional Joint Organisations

Warringah strongly objects to mandatory JOs if they do not have mandatory proportional voting. With a key role of JOs being regional strategic planning, they can only represent their communities with democratic integrity by having proportional voting. It is fundamentally undemocratic not to do so, and will lead to political deals by smaller councils to control outcomes.

A case in point is our current governance arrangement in Shore Regional Organisation of Councils (SHOROC) with 1 council: 1 vote as outlined in Figure 1. This leads to smaller populations having a much higher effective voting power in regional decisions eg. Mosman residents are represented with 5 times the voting power of Warringah residents.

Figure 1: voting rights of respective SHOROC member councils

SHOROC member council	Voting entitlement	Estimated Resident Population 2011	% of SHOROC population	Relative Voting power to Warringah
Warringah	1	147,047	52.5	1.0
Pittwater	1	60,684	21.7	2.4
Manly	1	42,775	15.3	3.4
Mosman	1	29,414	10.5	5.0
TOTAL	4	279,920	100.0	

Consider that a JO that includes very small councils, there would be unbalanced voting power for small populations compared to moderate or large councils – such Hunters Hill (population 13,216 ERP in 2011) having more than 10 times the voting power of one the size of Warringah.

Apart from leading to poor regional decisions, this just encourages small councils to stay small and have an unwarranted level of control of the larger region (and population) around them – ranging from planning land use, economic development and infrastructure, to grants and other resourcing. This is undemocratic, undermines metropolitan governance, and the whole basis of structural reforms.

With the government taking the position that there will be **no forced amalgamation**, there should be the same approach with **no mandatory JOs**.

No.	Recommendation	Warringah position
35	<p>Establish new JOs for each of the regions shown on Maps 2 by means of individual proclamations negotiated under new provisions of the Local Government Act that replace those for County Councils(11.5):</p> <ul style="list-style-type: none"> Defer establishment of JOs in the Sydney metropolitan region, except for sub-regional strategic planning, pending further consideration of 	<p>Oppose - Although there are some advantages over ROCs, Warringah opposes JOs being mandatory:</p> <p><u>Disadvantages of another tier:</u> They will likely yield a lower cost-benefit than ROCs due to a greater compliance and reporting burden under the Local Government Act, in addition to commercial compliance/ reporting of the</p>

No.	Recommendation	Warringah position
	<p>options for council mergers (11.5)</p> <ul style="list-style-type: none"> • Enter into discussions with 2-3 regions to establish 'pilot' JOs (11.5) • Re-constitute existing County Councils as subsidiaries of new regional JOs, as indicated in Table 5 (11.2) • Establish Regional Water Alliances in each JO along the lines proposed in the 2009 Armstrong-Gellatly report (11.3) • Set the core functions of JOs by means of Ministerial Guidelines (11.6) • Seek federal government agreement to make JOs eligible for general-purpose Federal Assistance Grants Scheme and LIRS (11.6) 	<p>subsidiary commercial bodies.</p> <p>Higher establishment costs also include a new level of governance, Finance, Human Resources, Workplace Health and Safety, compliance, reporting, resulting in no overall commercial benefit.</p> <p><u>Scale:</u> Thus the scale needs to be appropriate to contain costs to member councils – the Panel's groupings may not be the best outcome – for instance our JO grouping of three is too small, smaller than our current ROC, which is already one of the smallest in the State. We note that recent research on ROCs in NSW clearly shows that small groupings will struggle for viability in the long term. Councils and communities should be able to propose their own JO groupings to achieve the scale and combinations that will work for their region.</p> <p><u>Barriers to shared services:</u> are not effectively addressed eg. Burden on lead council; limited cost-savings for limited range of services; no gain to a council that already has good streamlined systems. Larger councils have more capability to innovate, so it is better to amalgamate than share services. For instance, back-office services and systems are most efficient at larger councils such as Warringah and The Hills Shire Councils.</p> <p><u>Voting inequity:</u> Larger councils are disadvantaged by the governance arrangements of 'one Council one vote'. This undermines democracy and councils' ability to effectively serve their local communities – as is seen in our current ROC arrangement where Warringah ratepayers have much less voting power in decisions than those of other member councils. For instance Mosman, the smallest member, with the smallest population, has proportionally over 5 times the voting power of Warringah (see Figure 1 above and accompanying discussion).</p> <p>With membership locked in for 10 years, the proposed JO (3 councils) would be a worse outcome for Warringah than the current ROC (4 councils) - being smaller, less viable and having greater running costs.</p>

No.	Recommendation	Warringah position
		<p><u>Process and options:</u> Councils should instead be offered suggested models, (including such mergers, fixed and flexible groupings, strategic alliances/ agreements, commercialised bodies etc.), then undertake a cost-benefit analysis and community consultation to determine the best arrangements for their region.</p> <p>One option is co-operative agreements with committed partners that a council will have a natural synergy with, arising from their size, innovation/ best practice culture and professionalism. This is a better option than bearing the cost of setting up and administering JO commercial subsidiaries.</p> <p>Services can be shared effectively between existing councils – this does not need an overarching structure to drive it eg. sharing procurement between Warringah, Hornsby and Baulkham Hills councils.</p> <p>No new entity needs to be formed that would generate higher costs and soak up the commercial benefits. These strategic alliances are based on an effective business interest for service sharing where there is a clear benefit of scale. Research and practice have also clearly shown that the appropriate scale will vary with the service type.</p> <p><u>What is needed</u> If JOs do proceed, Warringah opposes them being mandatory unless:</p> <ul style="list-style-type: none"> • JOs only be pursued after merger options are exhausted • JO groupings should be chosen by councils themselves for the scale and quality of partnerships and cost: benefit that can be achieved, not by prescribed choices of the Panel. The best outcome is to give councils the flexibility to choose which councils and scale to share identified services with • JOs must have proportional representation of member councils in their governance arrangements, based on their population size. This must be mandatory and included in the Legal Proclamation, encompassing JO roles in both strategic matters and

No.	Recommendation	Warringah position
		shared services See other comments: Recommendation no. 31
37	<p>Develop close working partnerships between JOs and State agencies for strategic planning, infrastructure development and regional service delivery (11.8), and:</p> <ul style="list-style-type: none"> Add representatives of JOs to State agency Regional Leadership Groups (11.8) Give particular attention to cross-border issues and relationships in the operations of JOs and in future regional strategies (11.9) 	<p>Conditional Support - If mergers do not proceed, JOs could be valuable for regional and metropolitan governance.</p> <p>But Councils must be able to choose their own JO group size and members, to create the most effective partnerships. To effectively serve their community's needs, JOs must govern by proportional representation of member councils.</p> <p>Just as the State prefers integrated planning across LGAs, local government needs integrated planning and coordination by State agencies in their region. There needs to be a more concerted effort by the State to coordinate agency timing, priorities and approaches in Regional Action Plans</p>

Community Boards

No.	Recommendation	Warringah position
39	<p>Include provisions for optional Community Boards in the re-written Act, based on the New Zealand model, but also enabling the setting of a supplementary 'community rate' with the approval of the 'parent' council (12.2). Such Boards are recommended to be used for large/ amalgamated metro councils</p>	Support

Metropolitan Councils

No.	Recommendation	Warringah position
40	<p>Strengthen arrangements within State government for coordinated metropolitan</p>	Support

No.	Recommendation	Warringah position
	planning and governance, and to ensure more effective collaboration with local government	
41	Seek evidence-based responses from metropolitan councils to the Panel's proposals for mergers and major boundary changes, and refer both the proposals and responses to the proposed Ministerial Advisory Group (MAG) (section 18.1) for review, with the possibility of subsequent referrals to the Boundaries Commission (13.3)	<p>Conditional Support -</p> <p>Councils should be able to propose their own combinations where they may achieve more co-operative mergers and better outcomes than those proposed by the Panel.</p> <p>Barriers need to be better addressed and incentives provided</p>
43	Pending any future action on mergers, establish JOs of councils for the purposes of strategic sub-regional planning (13.5)	<p>Oppose -</p> <ul style="list-style-type: none"> Do not support mandatory JOs or prescribed groupings JOs should only be pursued after merger options are exhausted JO groupings should be chosen by councils for the quality of partnerships that can be built, not by prescribed choices of the Panel. Our proposed grouping is likely too small JOs should have proportional representation of member councils in the voting structure for decisions Either have JOs or more effective ROCS – to continue to have both is an onerous administrative and logistical burden on councils. The sector does not need another expensive level of bureaucracy
44	<p>Maximise utilisation of the available local government revenue base in order to free-up State resources for support to councils in less advantaged areas (13.6).</p> <p>Councils in the eastern half Sydney would be required to better utilise their rating base and contribute more funding to metro/regional infrastructure (roads, cycleways, light rail, some State-managed parks/ reserves). Thus more State funds made available for western Sydney councils with a lower rate base</p>	<p>Conditional Support -</p> <p>Warringah supports this proposal subject to proper evaluation of options, for resourcing increased cost obligations for regional assets.</p> <p>These options for affected councils include:</p> <ul style="list-style-type: none"> The ability to raise their rates, charges and strike special levies (eg. For regional roads or public transport infrastructure) The ability to charge rates on the capital improved value of land The ability to set tiered charges, being higher for non-residents eg. Parking, entry fees Receiving a proportion of user-related revenue from the State government eg. car registration fees or public transport revenue

No.	Recommendation	Warringah position
		<p>In terms of deciding which should be the affected councils, it is imperative that the 'eastern half of Sydney' not be considered a homogeneous collection of councils, nor as only serving their discrete populations. Whilst land values may be higher, the coastal councils bear disproportionate costs for the assets they manage, often the very assets that attract heavy use by visitors from around Sydney and beyond.</p> <p>Such heavily-used assets include beaches, rockpools, sporting facilities, lagoons, national parks and other significant reserves – and the road, facilities and other infrastructure that serve these sites.</p> <p>In contrast to the purely urban parts of Sydney, there are significant additional risks and costs associated with these types of assets – such as lagoons, estuaries and floodplains, bushland biodiversity and fire, coastal erosion and climate change, acid sulphate soils, public safety and education etc.</p>
46	Promote the establishment of a Metropolitan Council of Mayors (13.8)	<p>Support -</p> <p>This will bring a significant improvement to metropolitan governance and strategic planning</p>

State-Local Government Relations

No.	Recommendation	Warringah position
56	Use the State-Local Agreement as the basis and framework for a range of actions to build a lasting partnership, and negotiate supplementary agreements as appropriate (17.1)	<p>Support -</p> <p>Major issues to be addressed include:</p> <ul style="list-style-type: none"> • Joint planning for development & infrastructure • Coordination and integration of State agencies • Cost-shifting • Grant funding to be rationalised on a regional basis rather than competitive bidding between councils
57	Introduce new arrangements for collaborative, whole-of-government strategic planning at a	Support

No.	Recommendation	Warringah position
	regional level (17.2), including a regional component in council Community Strategic Plans	
58	Amend the State Constitution to strengthen recognition of elected local government (17.3)	Support
59	Seek advice from LGNSW on the measures it proposes to take to meet its obligations under the State-Local Agreement (17.4)	Support
60	Strengthen the focus of DLG on sector development; seek to reduce its workload in regulation and compliance (17.6)	Support

Driving and Monitoring Reform

No.	Recommendation	Warringah position
61	Establish a MAG and Project Management Office (PMO) (18.1 and 18.2). MAG would be temporary for three years, advisory role working with DLG, key agencies, LGNSW	Support - Though these bodies would be valuable for implementation and ensuring the 'momentum of change' continues for the short term, it is unclear how extensive their role will be if most councils don't elect to amalgamate or form JOs
62	Refer outstanding elements of the Destination 2036 Action Plan to the Ministerial Advisory Group (18.1)	Support
63	Adopt in principle the proposed priority initial implementation package set out in Box 42, as a basis for discussions with LGNSW under the State-Local Government Agreement (18.3)	Conditional Support - Support most of the initial implementation package, particularly the focus on IPR, Regional Actions Plans, audits, rating and finance systems, governance roles and the Boundaries Commission. Do not support establishing mandatory JOs
64	Further develop the proposals for legislative changes (Boxes 43 and 44), and seek to introduce the amendments listed in Box 43 in early 2014 (18.5)	Conditional Support - Support the proposals except those for mandatory JOs. JOs should only be mandatory if councils can choose their own groupings; and there is mandatory proportional representation for their governance arrangements
65	Adopt in principle the proposed	Conditional Support -

No.	Recommendation	Warringah position
	implementation timeline (18.6) – Table 12. Of metro council interest are structural reforms and incentives over 2014-2016.	The process should also include councils able to propose their own JO groupings, where mergers or other structural options do not proceed