

# **ATTACHMENT BOOKLET 2**

**CUSTOMER & CORPORATE  
ENVIRONMENT & INFRASTRUCTURE**

**ORDINARY COUNCIL MEETING**

**TUESDAY 26 JUNE 2018**

## TABLE OF CONTENTS

Item No	Subject	
<b>9.1</b>	<b>NORTHERN BEACHES EVENTS STRATEGY</b>	
	Attachment : Event Strategy Community Engagement and Submission Report .....	2
<b>9.7</b>	<b>POLICY REVIEW PROJECT - REVOKING OF POLICIES</b>	
	Attachment 1: General Manager's Performance Review Policy .....	38
	Attachment 2: Public Liability Insurance Policy .....	42
	Attachment 3: Records Management Policy .....	44
	Attachment 4: Council Projects - Displaying of Signs Policy .....	51
<b>9.8</b>	<b>CONFIRMED MINUTES OF THE AUDIT, RISK &amp; IMPROVEMENT COMMITTEE MEETING HELD ON 13 FEBRUARY 2018</b>	
	Attachment : ARIC Minutes - 13 February 2018 .....	53
<b>9.9</b>	<b>AUDIT, RISK AND IMPROVEMENT COMMITTEE CHARTER</b>	
	Attachment : Audit, Risk and Improvement Committee Charter .....	71
<b>10.2</b>	<b>CAPITAL WORKS PROCUREMENT PLAN - IMPLEMENTATION PLAN UPDATE</b>	
	Attachment : Implementation Plan for Major Capital Works Procurement Review Recommendations - May 2018 update.....	82
<b>10.4</b>	<b>PUBLIC EXHIBITION OF THE DRAFT PLAN OF MANAGEMENT AND CONCEPT PLAN FOR 3 BOONDAH ROAD, WARRIEWOOD</b>	
	Attachment 1: Draft Plan of Management, 3 Boondah Road, Warriewood.....	101
	Attachment 2: Draft Concept Plan, 3 Boondah Road, Warriewood .....	134
<b>10.6</b>	<b>MINUTES OF SYDNEY COASTAL COUNCIL GROUP MEETINGS</b>	
	Attachment 1: Sydney Coastal Councils Group Ordinary Meeting Minutes 24 June 2017 .....	135
	Attachment 2: Sydney Coastal Councils Group Ordinary Meeting Minutes 28 October 2017.....	144
	Attachment 3: Sydney Coastal Councils Group Ordinary Meeting Minutes 9 December 2017 .....	154
	Attachment 4: Sydney Coastal Councils Group Ordinary Meeting Minutes 17 March 2018 .....	164

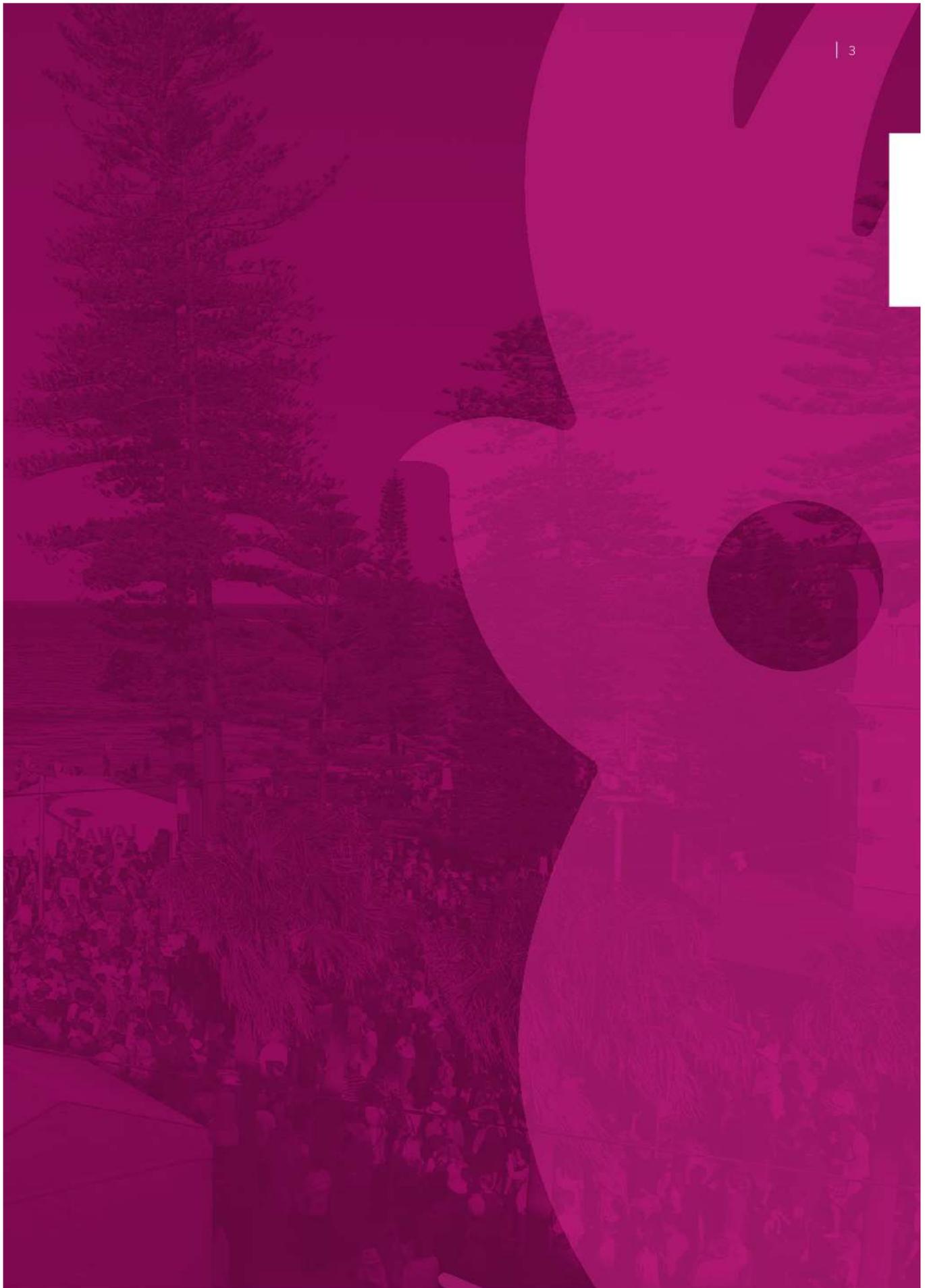


# Northern Beaches Events Strategy

2018 - 2023

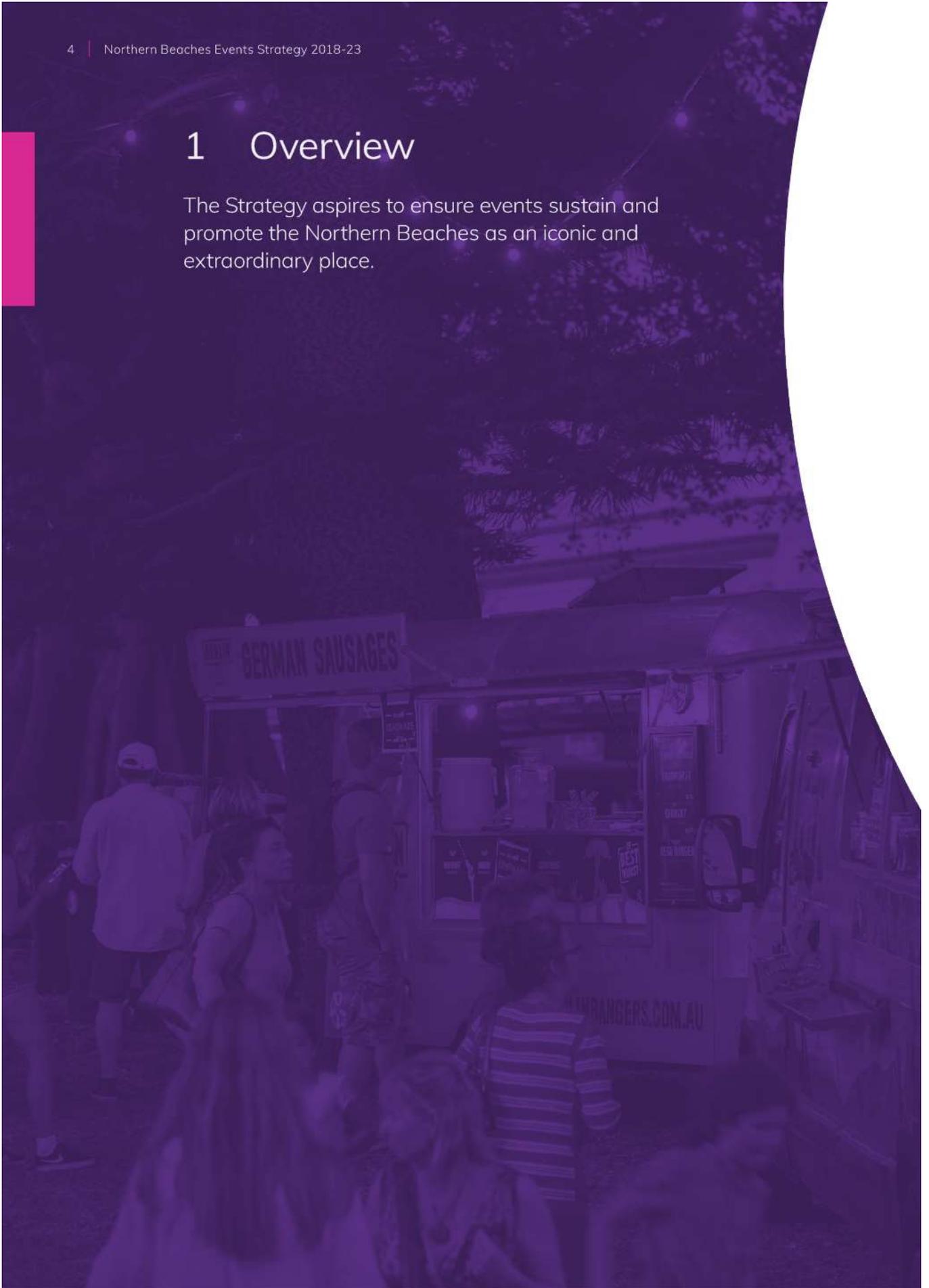
## Table of Contents

1	Overview	4
2	Events on the Northern Beaches	8
3	What the community told us	14
4	Community priorities	18
5	A strategic direction for events	22
6	Achieving goals through actions	24
7	Evaluation and review	32



# 1 Overview

The Strategy aspires to ensure events sustain and promote the Northern Beaches as an iconic and extraordinary place.





### Why an events strategy?

Council wants to ensure events on the Northern Beaches continue to meet the needs of our local community, now and in the years to come. The Northern Beaches Events Strategy 2018 – 2023 will ensure outcomes are maximised, opportunities are explored and that there is a clear pathway to identifying, attracting and supporting events.

The establishment of the Northern Beaches Council in 2016 created an opportunity to review the annual program of events being delivered across the Northern Beaches and to talk to the community about the role events play in our town centres, villages and public spaces.

This Events Strategy has been developed based on community feedback and with input from a range of stakeholders including community organisations, event organisers, local business and community representatives.

The Strategy is designed to provide:

- Strategic direction for events on the Northern Beaches, informed by our draft Community Strategic Plan and feedback gained through community consultation activities
- An overview of the challenges and opportunities that exist for holding events on the Northern Beaches
- Principles and priorities that will govern decision making about all events on the Northern Beaches
- A roadmap to success highlighting key goals, actions and measures for how Northern Beaches Council, together with event organisers, can best facilitate events that achieve the strategic direction.

This Events Strategy is a key step forward in ensuring events on the Northern Beaches lead to greater social, environmental and economic benefits for everyone.





### Scope

The Events Strategy covers both Council and third-party events run by event organisers where Council is the approving body. This includes community celebrations, festivals, civic commemorations and art and cultural events. These may be reoccurring or one-off. It also encompasses special interest events, place-based activations, food and beverage events as well as one-off major events that have the capacity to attract large numbers of visitors to some of our unique destinations. The Strategy does not include events where Council venues are used for private events on an ad-hoc or regular basis, business events, regular gatherings, markets or sporting events such as Nippers.

The Strategy aspires to ensure events sustain and promote the Northern Beaches as an iconic and extraordinary place.

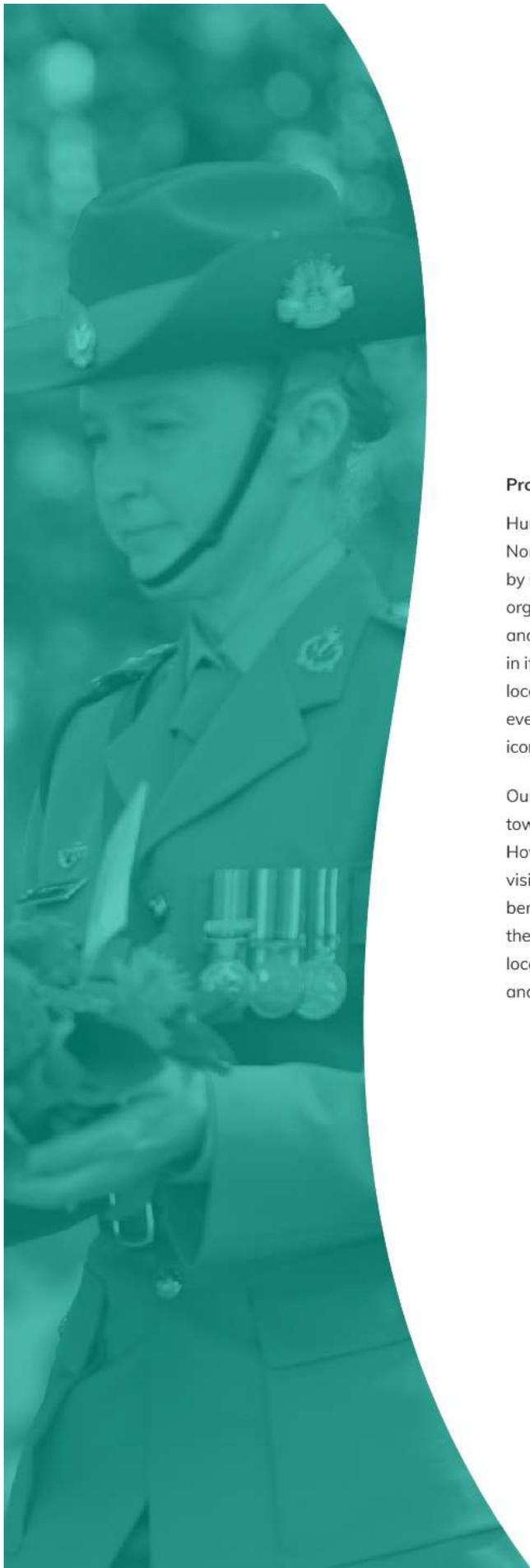




## 2 Events on the Northern Beaches

We are a diverse community made up of many unique town centres, villages and open spaces and we share a common love of the place we live.





### Profile of events on the Northern Beaches

Hundreds of events take place across the Northern Beaches every year. These are delivered by Council, local community groups and event organisers. Events come in all shapes and sizes and each has a different purpose and adds value in its own distinct way. They range from small local place-based activations through to major events that attract thousands of visitors to our iconic destinations.

Our incredible natural environments and unique town centres are deeply valued by our community. However, whilst major events that bring significant visitors to places like Manly are valued for their benefits to the local economy and for tourism, there is a strong desire in the community for more local events to be spread throughout other villages and town centres across the Northern Beaches.

A key focus of the Strategy is to recognise the diversity of events that range from major events through to local community events so that outcomes are maximised. The following event categories provide a framework that enable a clear pathway to identifying, attracting and supporting events:

#### Tier 1 - Major Events

These events have a strong resonance with a town centre or village and attract visitors to the destination from outside the region

Characteristics include:

- Attract significant numbers of visitors upwards of 20,000 attendees
- Generate support from state agencies and national / international organisations
- Contribute to immediate and long-term measurable economic and community outcomes
- Attract significant metropolitan, national and international media coverage.

#### Tier 2 - Signature Events

These are significant events in terms of the scale and the number of attendees however they attract more locals and visitors from across the Northern Beaches region.

Characteristics include:

- Generate support from local businesses and organisations, potential to be major events in the future
- Vibrant and diverse
- Contribute to measurable economic and community outcomes
- Attract local and metropolitan media coverage.



#### Tier 3 - Local Community Events and Activations:

These events are targeted at the local community to provide place-based activities in our villages and town centres. These events focus on fun, entertainment and the value of being local. Characteristics include:

- Focus on engaging and activating the local town centre, village or place
- Generate support from local businesses, organisations and community groups
- Contribute to social and community outcomes
- Attract local media coverage.

#### Tier 4 - Civic Events & Commemorations

Council manages and funds a range of civic events and also supports the delivery of a number of ceremonies hosted in conjunction with local community groups and businesses including ANZAC Day services and other national service days. Other ceremonies and civic-style events are both supported and managed by Council. Council also hosts citizenship ceremonies in accordance with Federal Government regulations and guidelines.

### Council's role

Council, as the manager of our public spaces, plays a key role in the delivery of an overarching annual events calendar across the Northern Beaches. This is done in a number of ways:

#### Council-funded and run events

Council funds and delivers an annual events program that delivers more than 70 Council-run major, signature, community and civic events attracting an estimated 280,000 people each year. In addition Council also delivers hundreds of events and activations through its numerous services including Library Services, Community Arts & Culture, Youth and Aged Services, Manly Art Gallery and Museum, Children's Services, Waste Management, Road Safety, Natural Environment, Aquatic Services and Glen Street Theatre. Council's events program is strategically linked to delivering outcomes identified in Council's draft Community Strategic Plan 2018-2028.

#### Council support for community-run events

Council recognises the important role community-run events play in activating our open spaces, towns and villages. Council provides access and improvements to public space as well as in-kind support, financial assistance and resources to support a range of events.

### Third-party events approved by Council

Council is the approving body for third-party events run by event organisers that take place in public spaces. This includes events ranging from small local place-based events to major events that attract partners such as Destination NSW and other State Government agencies.

### The value of events

Events cut across every sector of our community and touch on tangible and intangible legacies. They play a significant role in connecting the community, driving visitation and delivering economic outcomes. As such, they are catalysts for promoting community wellbeing and social inclusion. Whilst economic measures are readily identifiable, it is more difficult to capture the cultural value of events but that does not diminish their socio-cultural value.

Northern Beaches Council's Community Satisfaction Survey (2017) identifies events and festivals are key drivers of community satisfaction, whilst in relative terms they are deemed less overtly important. Another key finding in the study was that keeping town centres and villages vibrant will contribute to improving overall community satisfaction and events are a key platform to achieve this outcome.

## Event benefits

### Arts & Culture

- Boost creativity and innovation
- Promote opportunities to work collaboratively
- Build capacity in the community and local leadership.

### Social

- Strengthen social cohesion
- Promote sense of belonging and wellbeing
- Encourage community participation and involvement for all abilities
- Enhance the sense of place and promote liveability for local residents.

## Community

- Promote cultural connections
- Acknowledge and celebrate Indigenous heritage
- Increase community satisfaction
- Encourage cultural diversity and inclusiveness
- Promote more active lifestyles
- Promote awareness of environmental programs and initiatives
- Encourage the protection of environmental values.

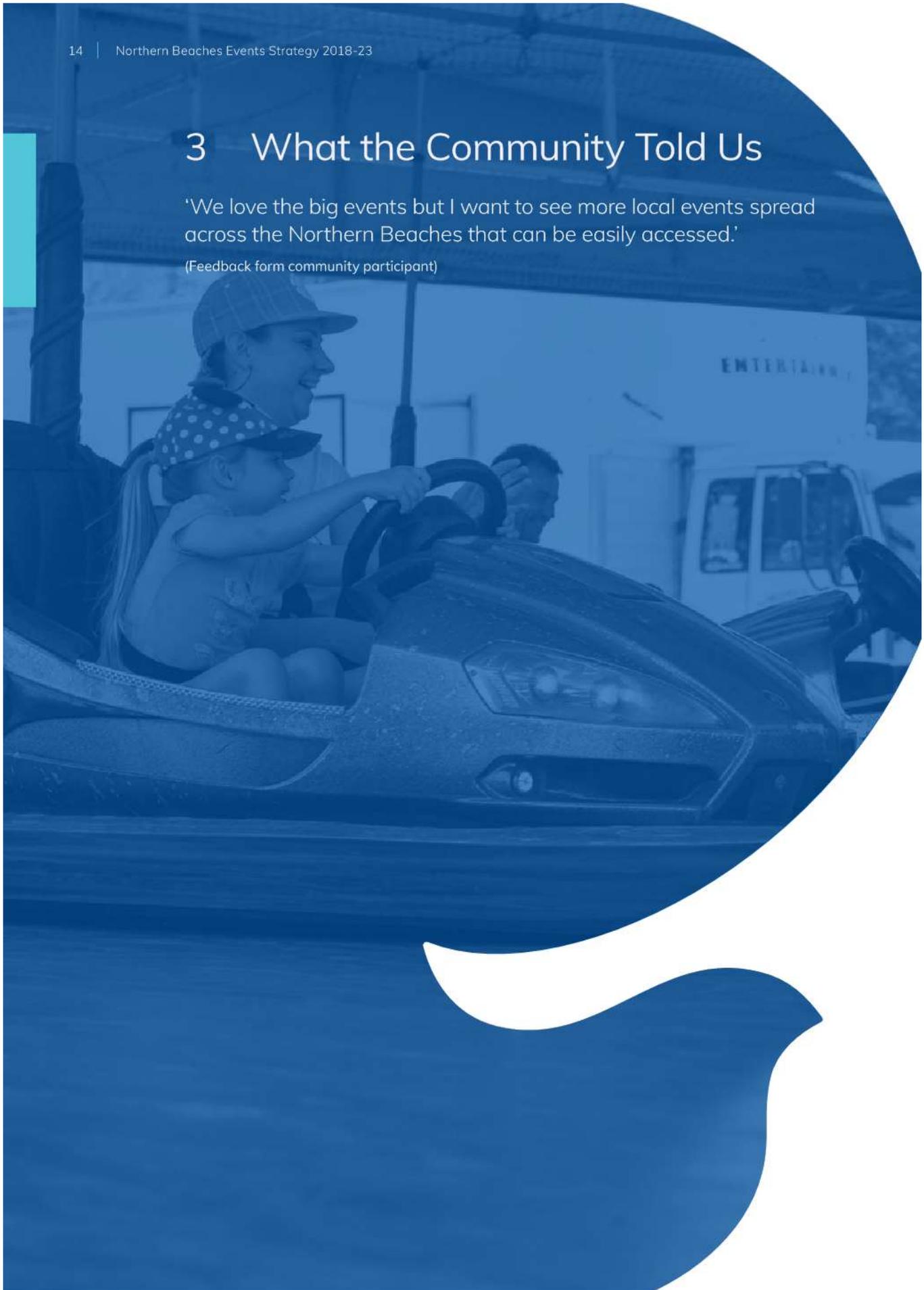
## Economic

- Support local businesses and job creation
- Increase tourist visitation and spend
- Showcase local industries
- Drive urban renewal and improved infrastructure
- Enhance the profile of key destinations.

### 3 What the Community Told Us

'We love the big events but I want to see more local events spread across the Northern Beaches that can be easily accessed.'

(Feedback form community participant)





Consultation played an integral part in developing this Events Strategy. We engaged and listened to more than 1,100 people from across the Northern Beaches including community members, third-party event organisers, local businesses and Council staff. The aim was to reach as many people as possible and this was done in a number of ways, including an online survey, face-to-face consultation through a series of pop ups and activations at major events, workshops with third-party event organisers, businesses, community members and consultation with Council staff.

People said events ...

- Reflect and strengthen our shared identity
- Acknowledge what is locally important
- Enhance a place and bring the community closer together
- Are fun for family and friends.

One common message from participants in the consultation was that they valued events for many reasons but mainly because 'events enhance our sense of connection to people and places'.

## How we listened

### Community survey

We hosted an online survey that generated over 400 responses and over 80% of survey participants were Northern Beaches residents. The largest group and a third of respondents were aged 40 to 54, while the smallest group were aged under 18. The survey was designed to get feedback about current events on the Northern Beaches and get information about community priorities for future events.

### Community pop ups

There were six pop ups in high pedestrian traffic areas across the Northern Beaches with the aim to gain 'on-the-ground' feedback from the community. We engaged with over 230 people at our pop up locations:

- Dee Why beachfront
- Avalon Woolworths
- Manly Corso
- Belrose – Glen St Theatre
- Frenchs Forest Organic Market
- Warriewood Beaches Market.



### Community workshops

We hosted well attended community workshops that were designed to gain input about the role Council can play to support and collaborate to deliver future events on the Northern Beaches.

### Council staff workshops

We held workshops with key internal Council stakeholders. These sessions enabled us to hear feedback on Council's current event planning and approvals processes and seek information to make it easier to hold events on the Northern Beaches.

### Connecting to the Community Strategic Plan

'Connected community' was a core theme throughout the extensive engagement for the Community Strategic Plan where more than 2,500 people defined a vision which is founded on a need for better opportunities for social interaction:

*Northern Beaches - a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment (draft CSP, June 2017).*

This Events Strategy will be critical to achieving this vision and it will guide our approach to achieving the following goals in the Community Strategic Plan:

- **Places for People** - aspiring to create welcoming, accessible and affordable private and public places that foster good health and social interaction
- **Community and Belonging** - aspiring to care for everyone in the community, making sure that people feel safe, supported and included
- **Participation and Partnerships** - aspiring to achieve better outcomes for the community in the long term by tapping into the wealth of local knowledge and expertise that exists within the community
- **Vibrant Local Economy** - aspiring to create a thriving and vibrant local economy where traditional and new industries are innovative and technology helps to stimulate growth and local jobs
- **Environmental Sustainability** - aspiring to be leaders in managing our resources sustainably and for the long term to ensure that development is balanced with our lifestyle and environment.



## 4 Community Priorities

'We have one of the most beautiful, aspirational regions in the world and we really don't use it to our full advantage.'

(Feedback from community participant)



Feedback we received through the community consultation presented the following priorities for events on the Northern Beaches. These formed the basis for the development of the Strategy's Goals and Actions:

**1 Focus on innovative, exciting and vibrant events that add value to our Northern Beaches lifestyle**

There is a strong desire to see events that are: inclusive of all abilities, reflect the distinctive lifestyle, showcase local talent and create new experiences in locations that aren't traditionally used for events. Events were also seen to add value where they contribute back to the community.

**2 Spread events across the Northern Beaches to connect, welcome and be inclusive.**

People said events connect communities by bringing people together, creating common experiences that enhance a strong sense of the people and the place we live. Events welcome visitors and provide memorable experiences of a place. Many people said they want to ensure accessibility is addressed at all events; they want to see family-friendly events that are affordable; would like to see some new events, and particularly satellite events held further north along the peninsula.

**3 Boost the local business economy through events**

A dynamic events calendar is seen as a good way to attract visitors, explore safe night-time activities and drive tourism to boost local business profiles as well as employment and volunteer opportunities. Many people said that events help promote the Northern Beaches as a destination.

**4 Support our community organisations to deliver new and engaging events**

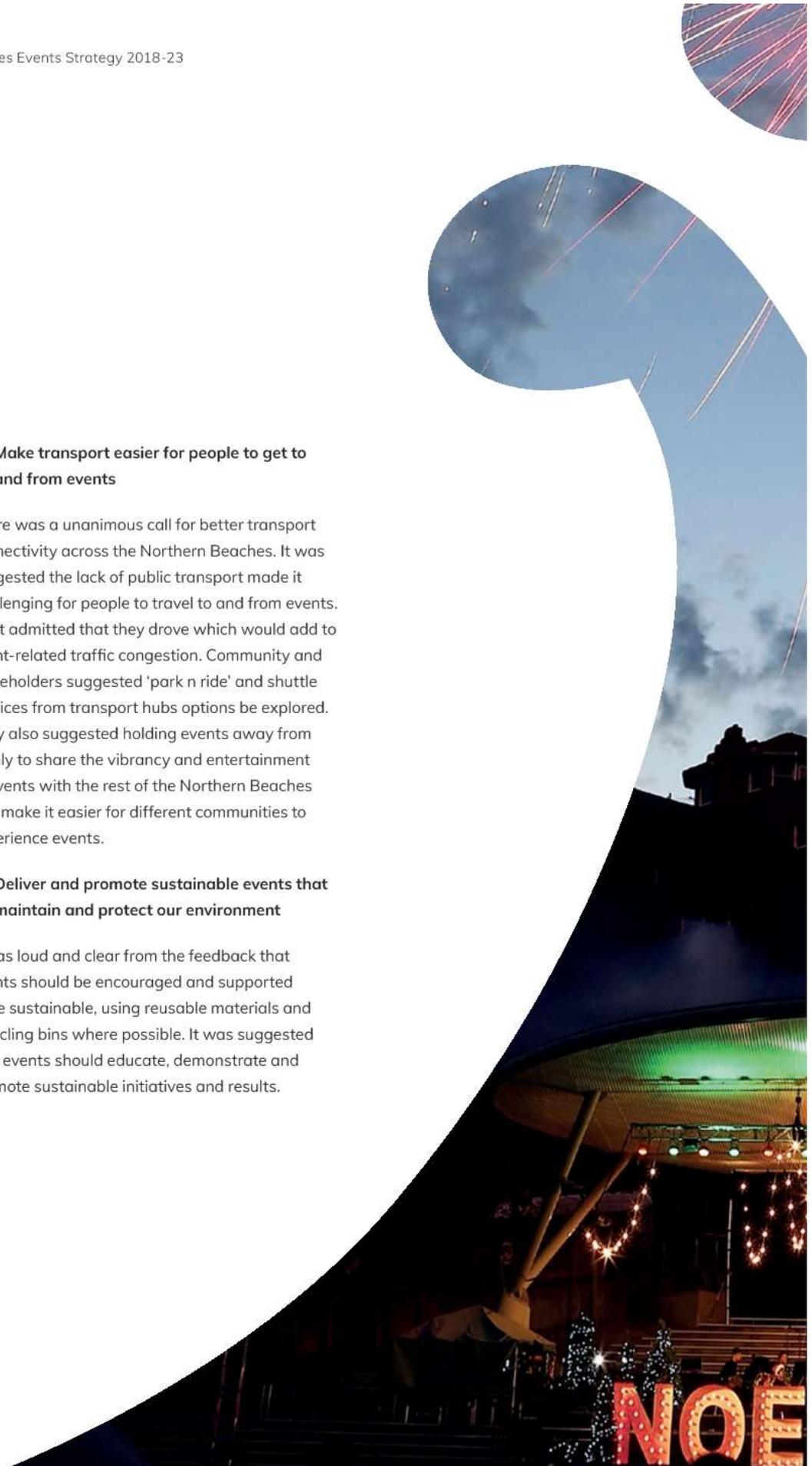
Event organisers are also looking for more information to guide and support them to create and deliver new events. They were keen to see more online information and an easier event application and approval process. There is a call for more support for existing community events to boost awareness and attendance.

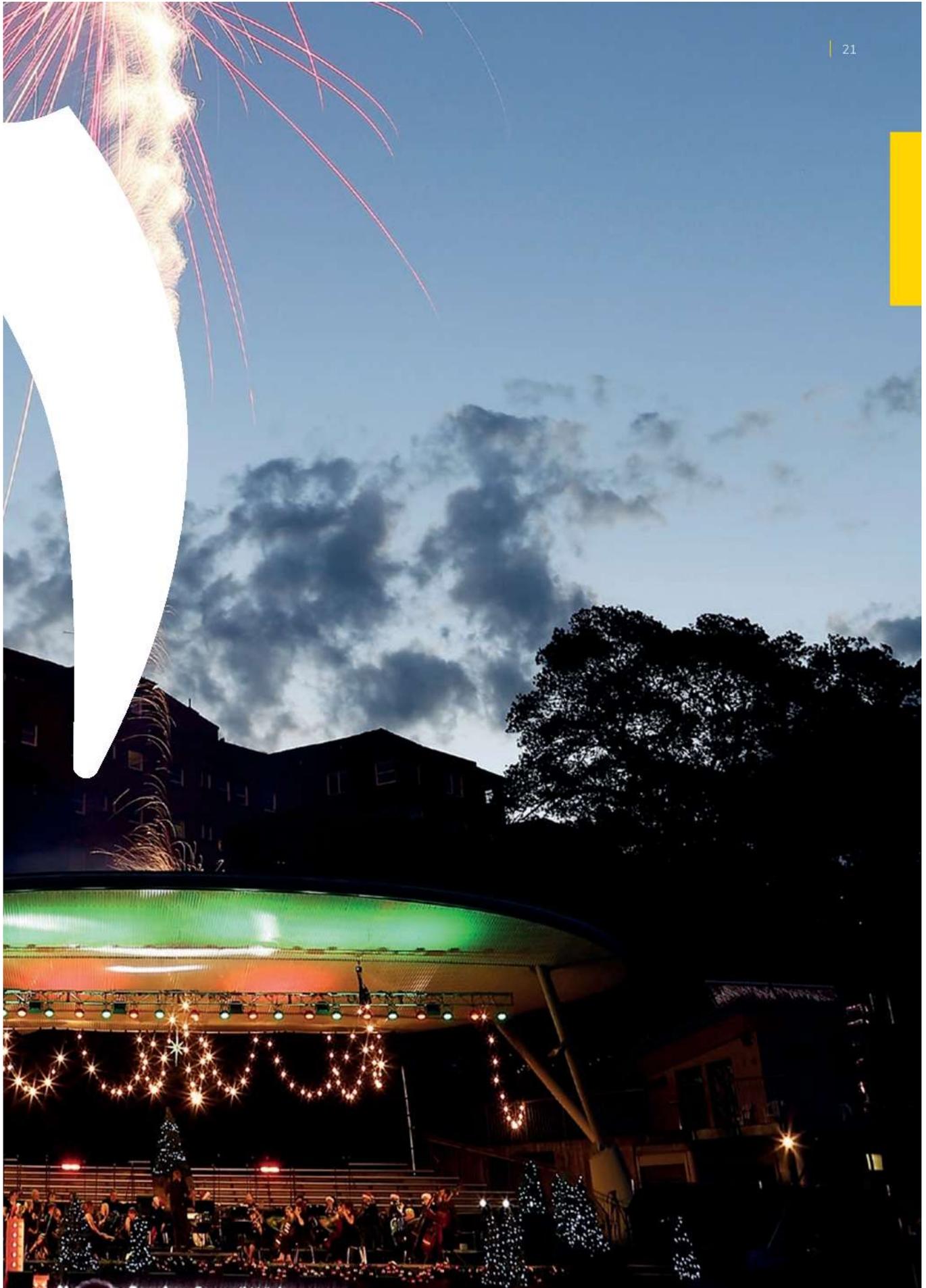
### 5 Make transport easier for people to get to and from events

There was a unanimous call for better transport connectivity across the Northern Beaches. It was suggested the lack of public transport made it challenging for people to travel to and from events. Most admitted that they drove which would add to event-related traffic congestion. Community and stakeholders suggested 'park n ride' and shuttle services from transport hubs options be explored. They also suggested holding events away from Manly to share the vibrancy and entertainment of events with the rest of the Northern Beaches and make it easier for different communities to experience events.

### 6 Deliver and promote sustainable events that maintain and protect our environment

It was loud and clear from the feedback that events should be encouraged and supported to be sustainable, using reusable materials and recycling bins where possible. It was suggested that events should educate, demonstrate and promote sustainable initiatives and results.

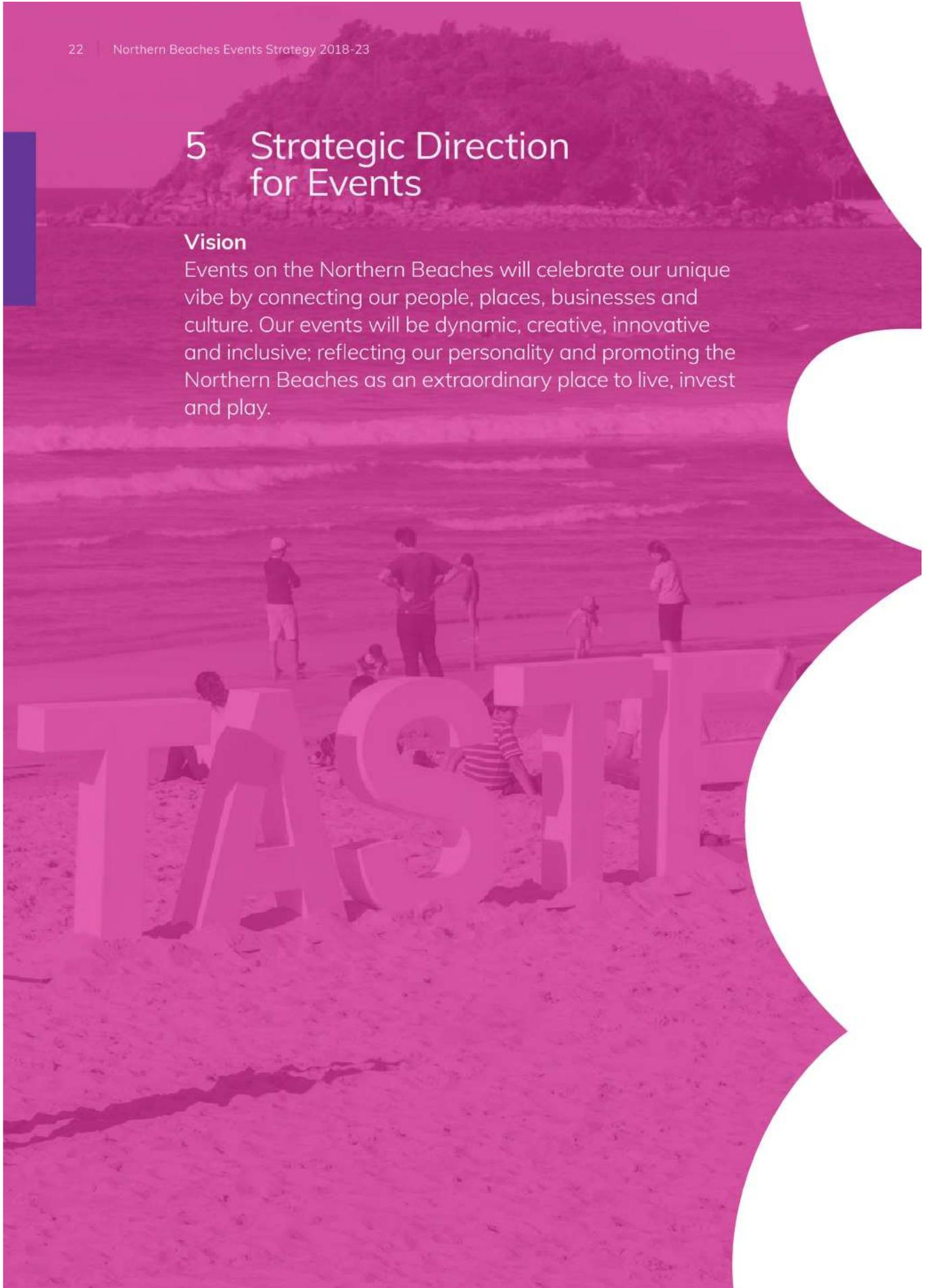




## 5 Strategic Direction for Events

### Vision

Events on the Northern Beaches will celebrate our unique vibe by connecting our people, places, businesses and culture. Our events will be dynamic, creative, innovative and inclusive; reflecting our personality and promoting the Northern Beaches as an extraordinary place to live, invest and play.



### Benefits of a strategic approach

The formation of the Northern Beaches Council in 2016 created an opportunity to look at how events benefit the Northern Beaches community. It also gave Council the chance to ask the community 'what do you want from events now and in the future?' The risk with delivering events for historic reasons or in an ad hoc manner is inefficiencies and poor quality experiences that don't reflect the aspirations of the community. Our strategic approach over the next five years will focus on:

- Consistency, quality and efficiencies in planning, approving and delivering events
- Developing an events calendar incorporating large and small events, with a greater spread of events in the many towns, villages and open spaces across the Northern Beaches
- Promoting a shared identity across the Northern Beaches community
- Collaborating with community event organisers to ensure equity, diversity and more local events
- Promoting partnerships to boost the visitor economy and economic outcomes
- Working with third party event organisers to create and deliver new events
- Encouraging more events to demonstrate improved environmental outcomes and waste minimising strategies
- Promoting and delivering ongoing public health programs and environmental education.

### Council principles guiding the delivery of events

Linking to our strategic direction, Council's policies and what we heard through the consultation, we have developed principles that events on the Northern Beaches will strive towards. They will:

- Reflect the personality of our towns, villages and spaces
- Connect people with each other and to places in fresh and exciting ways
- Balance the economic, social and environmental outcomes across a diverse portfolio of major events
- Promote and focus on recycling, reusing and reducing waste
- Promote and implement Council's 'Disability Inclusion Action Plan'
- Activate and make our diverse places vibrant, safe, inclusive and accessible
- Promote partnerships and support for community programs and events
- Demonstrate best practice in risk management and public safety standards
- Continuously evaluate and review the existing events program
- Showcase what makes the Northern Beaches a great place to live and play.

24 | Northern Beaches Events Strategy 2018-23

## 6 Achieving Goals through Actions



The following goals, actions and measures provide a roadmap to achieving our vision for the Events Strategy and the goals in our Community Strategic Plan.

**GOAL 1: Support a diverse and exciting annual events program that is welcoming, inclusive, safe and that adds value to the Northern Beaches community.**

**Key actions**

- **Event development plan** - establish a calendar management process with an overview of both Council-run and third-party run events.
- **Cross organisation events working team** - undertake audit and evaluation processes to ensure events reflect Council's strategic goals and outcomes.
- **Community event support program** - investigate a funding model to support major events, signature/ regional events and local community events. Identify potential events which could transition to significant events.
- **Marketing** - promote events via social and digital channels.
- **Accessibility and inclusion policy** - develop an accessibility and inclusion policy, training, guidelines and toolkit for council events. The toolkit will guide internal planning of activities and events and will be promoted externally to guide the planning of non-Council events.
- **Cultural and creative** - expand cultural events and creative opportunities, including safe nightlife events with the potential for young people to socialise.
- **Event safety** - support the provision of appropriate resources, measures, actions and inspection programs to minimise risk.

**Key measures of success**

- Increase in the number of high quality local community-run events.
- Identify and increase ROI on major events and signature/regional events.
- Increase in attendance numbers and higher levels of engagement at events.
- Number of Council business units engaged in event planning, applications, delivery, monitoring, evaluation and review processes.
- Demonstrated evaluation and review of annual events.
- High levels of satisfaction with events measured by event surveys and the Northern Beaches Community Satisfaction Survey.
- Accessibility and inclusion guidelines and toolkit developed.
- Number of external event organisers utilising the free 'What's On Calendar' service.
- Increasing levels of engagement and conversion from digital and social media.
- Safe events with minimal or no incidents or negative impacts.



**GOAL 2: Activate our town centres and villages to reflect community aspirations, create vibrancy and enhance our sense of place.**

Key actions	Key measures of success
<ul style="list-style-type: none"> <li>• <b>Place-based activation program</b> - identify, develop, fund and deliver activations in consultation with place-based stakeholders.</li> <li>• <b>Capacity-building workshops</b> - support local community and business groups to self-manage with 'lighter, cheaper, quicker' place activations, including safe nightlife opportunities.</li> <li>• <b>Place planning process</b> - event related input into infrastructure and capital works and environmental compliance programs.</li> <li>• <b>Marketing</b> - develop communication strategies to promote event activations in conjunction with local partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Positive feedback from local community including businesses and retailers reflected in placemaking data.</li> <li>• Increase in the diversity and accessibility of locations utilised.</li> <li>• Increased partnerships and number of community driven events delivering local activations.</li> </ul>



**GOAL 3: Boost the economic and tourism benefits of events in key destinations.**

**Key actions**

- **Event attraction plan** - support the Regional Destination Management Plan by identifying new event opportunities, prepare feasibility assessments and determine potential partners, key stakeholder involvement and opportunities to schedule event delivery outside of peak periods.
- **Events sponsorship plan** - develop a consistent approach to investing in events delivering the most beneficial economic, tourism and community, public health, safety and environmental outcomes, ensuring robust guidelines and good governance.
- **Evaluation and review** - measure impact of events on local town centres and visitor perceptions and satisfaction.
- **Venue upgrade plan** - identify and explore opportunities to upgrade venues with appropriate infrastructure to support events and activations.

**Key measures of success**

- Increase in the number of events that generate measurable economic benefits including an upward trend in event visitors.
- A diverse calendar of events spread throughout the year maximising low tourist season opportunities.
- High levels of satisfaction from event organisers.
- Increase in the economic yield from visitors.
- Positive feedback from visitor perception and satisfaction surveys.
- Identified opportunities for capital works upgrades to event-ready spaces are delivered.



**GOAL 4: Work in partnership with event organisers in a customer focused manner to promote the delivery of events.**

Key actions	Key measures of success
<ul style="list-style-type: none"> <li>• <b>Event approvals</b> - develop a user-friendly event application and permit process that is agile and relative to the size and impact of the event.</li> <li>• <b>Capacity building in event management</b> - provide advice and information to support community capacity and capability in event delivery. Develop an event toolkit to encourage best practice event management.</li> <li>• <b>Place planning process</b> - seek place based feedback and input into event related infrastructure and capital works and environmental compliance programs.</li> <li>• <b>Policies, fees and charges</b> - review Council policies and fees and charges to ensure they align with the needs of the community and the goals of the events strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish an agile and scalable application process and system.</li> <li>• Create event toolkit and framework.</li> <li>• Deliver event management information through various platforms.</li> <li>• Positive feedback from local community and event organisers.</li> <li>• Increase in the diversity and accessibility of locations utilised.</li> <li>• Undertake audits and reviews of events to assess regulatory compliance and determine the content and delivery of future education programs for event organisers.</li> </ul>



**GOAL 5: Investigate event related transport options to make it easier for people to get to and from events across the Northern Beaches.**

Key actions	Key measures of success
<ul style="list-style-type: none"> <li>• <b>Event transport options</b> - explore potential alternatives including 'park n ride' and shuttle services from transport hubs for large scale events to reduce traffic congestion at event times.</li> <li>• <b>Advocate</b> - for more public transport services during large scale event times.</li> <li>• <b>Local resident notification</b> - ensure adequate notification of Large events to ensure the community is aware of potential traffic impacts.</li> <li>• <b>Marketing</b> - engage social media and other channels to promote event transport options.</li> </ul>	<ul style="list-style-type: none"> <li>• Positive feedback on alternative transport options for events.</li> <li>• Implementing an alternative of event transport options such as 'park n ride' and shuttle services.</li> <li>• Increase in use of marketing and promotion to integrate event transport options.</li> </ul>

**GOAL 6: Continuously work to demonstrate and promote environmental sustainability in event delivery and theming.**

Key actions	Key measures of success
<ul style="list-style-type: none"> <li>• <b>Event sustainability plan</b> - to be incorporated into the event toolkit and framework to support Council policies, planning and delivery of events.</li> <li>• <b>Event waste management</b> - development of sustainability checklists including consultation, sustainability indicators, and auditing to promote the NSW EPA Waste Hierarchy – avoid, reuse, recycle, recover energy, treat waste and dispose.</li> <li>• <b>Education</b> - Encourage and deliver programs and education initiatives that include promotion of waste management, food minimisation, environmental compliance and sustainability at events.</li> <li>• <b>Marketing and promotion</b> - actively promote the event efforts and results to affect behaviour change towards people living more sustainably.</li> <li>• <b>Monitoring and review process</b> - establish base-line data along with auditing and evaluation processes to track progress of key event sustainability indicators.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of base-line data on key sustainability indicators.</li> <li>• Increase in the number of events which dont use single use plastics.</li> <li>• Increase in number of events using recycling collection in addition to waste collection.</li> <li>• Improved communications promoting event sustainability measures and outcomes.</li> <li>• Reporting of survey feedback from event participants who say they have changed behaviour to adopt new and more sustainably orientated behaviour.</li> <li>• Reduction in the need for additional Council resources/equipment required for event cleansing .</li> </ul>



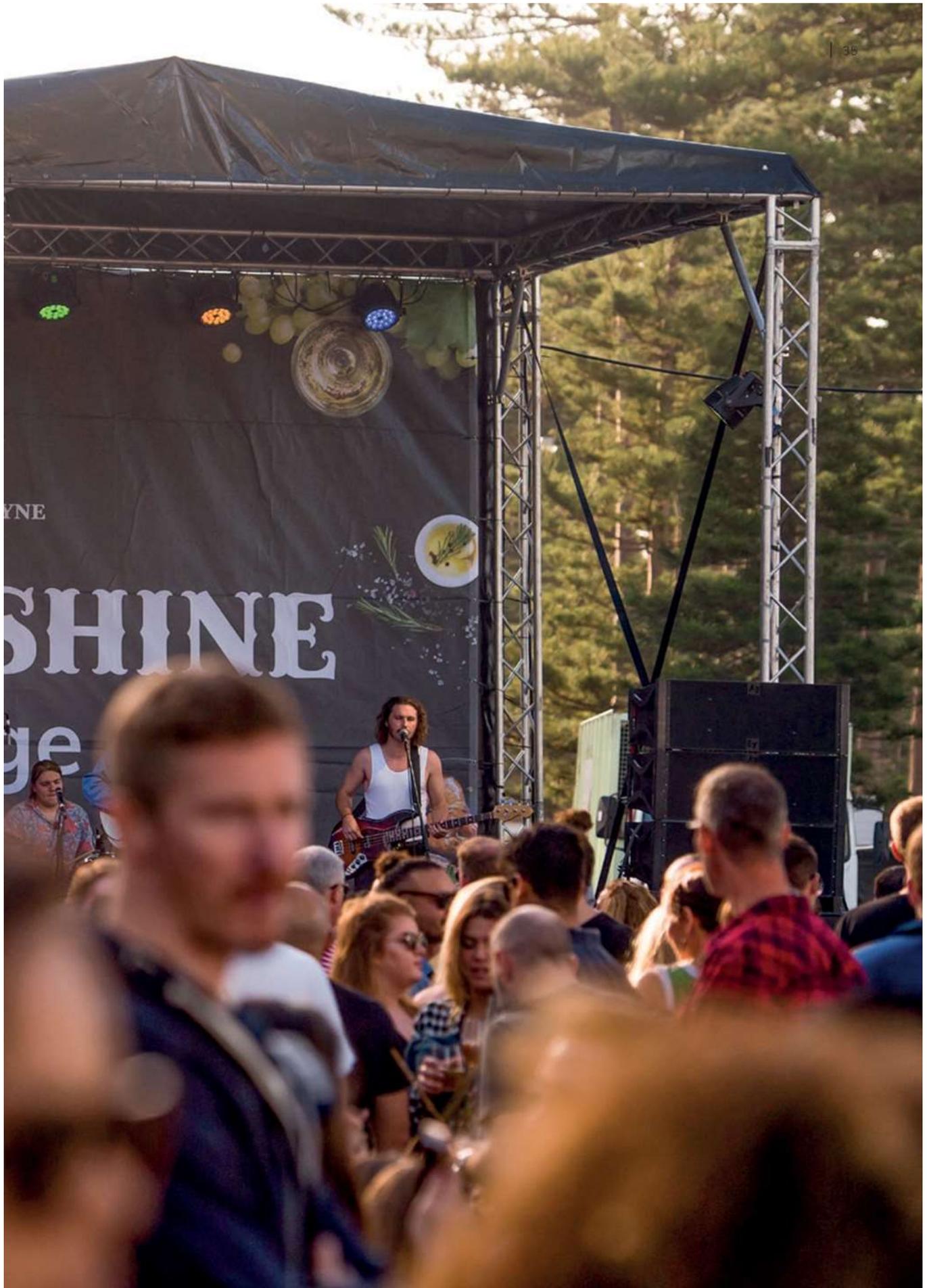
## 7 Evaluation and Review



### Reviewing the Strategy

Together with our community, we will review and update the Strategy to ensure events on the Northern Beaches continue to evolve, and that new events are encouraged, created and supported. Through evaluation and monitoring the continual process of reviewing and updating the Strategy will ensure that events add value to our local places and encourage visitors, while maintaining what makes the Northern Beaches an extraordinary place.









# PITTWATER COUNCIL

Policy – No 197	Adopted:	OM: 04.11.2013
	Amended	OM:
	Revoked	

<b>TITLE:</b>	<b>GENERAL MANAGER PERFORMANCE REVIEW</b>
<b>STRATEGY:</b>	<b>CORPORATE MANAGEMENT</b>
<b>BUSINESS UNIT:</b>	<b>GENERAL MANAGER</b>
<b>RELEVANT LEGISLATION:</b>	<b>NONE</b>
<b>RELATED POLICIES:</b>	<b>NONE</b>

## OBJECTIVE

The purpose of this policy is to set the framework, delegation and responsibilities for the review of the General Manager's performance by the Council appointed Performance Review Panel.

## PRINCIPLES

Council commits itself to the following principles:

- Accountability and transparency – the policy provides a framework for transparency and a system of accountability.
- Fairness and equity – the policy provides a framework to ensure the interests of both the elected Council and the General Manager are protected.

## POLICY STATEMENT

The General Manager is made accountable to the Council through their contract of employment and is, among other things,

- To the best of their ability, meet the performance criteria set out in the performance agreement as varied from time to time,
- Carry out the duties and functions imposed by the Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2005 (Regulations).

Within 3 months after the commencement date of the employment contract, the General Manager and the Council is to sign a performance agreement setting out agreed performance criteria.

Council is to ensure the General Manager's performance is reviewed, and where appropriate, the performance agreement varied, at least annually.

In July 2011 the Division of Local Government published guidelines for the appointment and oversight of General Managers. The guidelines were issued by the Director General pursuant to section 23A of the Local Government Act 1993 (the guidelines).

## **FRAMEWORK**

### **Delegation**

The elected body of Council delegates to the Performance Review Panel the authority to undertake the Performance Assessment of the General Manager, at least annually, between October 2012 and September 2016, in accordance with this Policy.

This delegation is to be exercised in accordance with:

- The requirements of the Act and Regulations;
- The requirements of any other relevant act, law or regulation; and
- Any resolution or policy of Council

This delegation is effective from the date of the Council resolution adopting this policy to the completion of the delegated performance management tasks at the end of this term of Council.

### **The Performance Review panel**

The Review Panel will comprise:

- The Mayor.
- The Deputy Mayor.
- Another Councillor nominated by Council.
- A Councillor nominated by the General Manager.
- An independent observer on the panel, although this is optional and at the discretion of the governing body.

The Performance Review Panel will be a 2 year appointment.

The Performance Review Panel should receive training in the performance management of General Managers, including:

- Conducting performance reviews
- Reporting the findings and recommendations of those reviews to Council
- Development of the performance agreement.

### **Performance Agreement**

The Performance Agreement will be developed at the commencement of the Annual Performance Review Period in consultation with the Performance Review Panel and the General Manager.

The Performance Agreement will include clearly defined and measurable performance indicators against which the General Manager's performance will be measured.

The Performance Agreement will include key indicators that measure how well the General Manager has met the Council's expectations with respect to:

- Strategic items as identified in the Community Strategic Plan;
- Operational items as identified in the Delivery Plan; and
- Behaviours including leadership.

The Performance Agreement will be presented to Council in a closed meeting together with the outcomes of the previous Performance Review Period.

The Performance Agreement may be varied from time to time during the term of the Performance Agreement by agreement between the General Manager and the Review Panel.

### **Annual Performance Review**

At least 21 days prior to the Annual Performance Review due date, the General Manager will:

- Submit a Self-Assessment to the Facilitator; and
- Notify the Elected Council that the Annual Performance Review is due.

The General Manager's Self-Assessment and the performance agreement assessment will be distributed to Councillors by the Panel.

The General Manager will present to the Councillors and the Panel a report on the Perform Agreement.

The councillors will individually and independently, rate the performance of the General Manager against the Performance Agreement using the assessment scale outlined in this policy.

The Performance Review Panel will meet to:

- Assess the responses received from Councillors; and
- Assign a rating for each part of the Performance Agreement.

A meeting between the General Manager and the Review Panel will be held to discuss the ratings and opportunities for future development of the General Manager. The meeting will:

- Concentrate on constructive dialogue about the General Manager's performance against all sections of the agreed performance plan;
- Identify any areas of concern and agreed actions to address those concerns; and
- Ensure fairness, natural justice and the laws and principles of antidiscrimination are complied with.

The Performance Review Panel will decide on a final assessment for each part of the Performance Agreement using the assessment scale.

### Reporting

The Review Panel will report the findings and recommendations of the Performance Review to a closed meeting of the elected Council as soon as practicable following the annual Performance Review. This is not an opportunity to debate the results or re-enact the review. The General Manager should not be present when the matter is considered.

The performance management report of the Review Panel or any other councillor or staff member, including the general manager, should not be released to the public and should be retained on the appropriate confidential council employment file. Release of such personal information to other than the Performance Review Panel, the General Manager and the councillors in confidence may be a breach of privacy legislation.

Within six (6) weeks from the conclusion of the Performance Review, the Mayor will prepare and send to the General Manager a written statement that sets out:

- Council's conclusions about the General Manager's Performance during the performance review period;
- Any proposal by Council to vary the performance criteria as a consequence of the performance review, and
- Any directions or recommendations made by Council to the General Manager in relation to the General Manager's future performance of the duties of the position.

### Assessment Scale

Score	Rating
<b>5</b>	Significant Strength An outstanding display that brings credit to the General Manager and the organisation. Best practice - a model for others; significantly exceeds expectations
<b>4</b>	Area of Strength Has a reputation and demonstrated ability for achieving in that area. Displays a consistent approach and high performance. Recognised as an expert in that area
<b>3</b>	Area of Ability / Met expectations Sound performance Standards are constantly met and at times exceeded throughout the year. A valued, commendable achievement. What is expected of the General Manager on a consistent basis
<b>2</b>	Development Needed Development needed in this area to consistently reach the standard expected. Often meets standards but not on a consistent basis. Attention is required to achieve objectives
<b>1</b>	Significant Development Needed Performance has an adverse impact on the performance of the organisation. Urgent attention is required and rapid improvement essential

---

## P130. Public Liability Insurance

**Title:** Public Liability Insurance Policy

**Policy No:** P130

**Keywords:** Public Liability Insurance, Risk, Indirectly Providing Services

**Responsible Officer:** Executive Manager, Corporate Services

### 1. PURPOSE AND AUTHORITY

The purpose and overall objective of this policy is to set out Council's adopted policy position with respect to the need for persons indirectly providing services and events for the Council and the community to effect their own legal liability insurance in order to protect themselves and their members against claims for injury or damage resulting from any negligence on their part.

### 2. POLICY STATEMENT

That persons indirectly providing services and events for the Council and the community:-

1. Be advised of their need for legal liability insurance cover to protect them and their members against claims for injury or damage resulting from any negligence on their part.
2. Be required to effect minimum legal liability insurance cover to the satisfaction of the General Manager or such officer delegated by the General Manager with Council agreeing (in special circumstances) to reimburse them for the cost of the premium.

*(O.M. 28.7.87)  
(Confirmed 20.10.97)*

### 3. PRINCIPLES

The underlying principle behind this policy is the need for Council to protect itself, so far as is possible, from actionable legal liability as a result of the acts or omissions or negligence of third parties with whom Council is legally associated. The policy also seeks to adopt the "user pays" principle.

### 4. SCOPE

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

### 5. DEFINITIONS

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

### 6. IMPLEMENTATION

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

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

## 7. MONITORING AND BREACHES

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

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

## 8. REPORTING

No specific reporting is required by this policy.

## 9. POLICY REVIEW

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

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

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

## 10. RELEVANT REFERENCES AND LEGISLATION

*Local Government Act 1993*  
*Local Government (General) Regulation 2005*  
Manly Council Risk Management Plan

## 11. RELEVANT COUNCIL POLICIES

R65: Risk Management Policy.

## 12. REVISION SCHEDULE

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

---

## R25. Records Management Policy

<b>Title:</b>	<b>Records Management Policy</b>
<b>Policy No:</b>	<b>R25</b>
<b>Keywords:</b>	<b>Record, Council Record, Activity, Appraisal, Archive, Document, Electronic Document, Electronic Record, File, Recordkeeping, Records management, Transaction</b>
<b>Responsible Officer:</b>	<b>Executive Manager, Corporate Services</b>

### 1. PURPOSE AND AUTHORITY

A Records Management Program has been established by Manly Council in accordance with the *State Records Act 1998* (NSW). This policy provides a framework and outlines responsibilities for the operation of Manly Council's Records Management Program.

### 2. POLICY STATEMENT

Manly Council is committed to capturing and managing evidence of its business in the form of Council records.

Council records are defined as:

Information created, received, and maintained as evidence and information by Council, in pursuance of its legal obligations or in the transaction of Council business.

### 3. PRINCIPLES

Capturing and managing records assists Council by enabling:

- long term planning;
- quality reporting;
- fast and accurate customer service; and
- Council's capacity to meet legal, financial and accountability requirements.

### 4. SCOPE

This Policy applies to all Council officials including staff and contractors engaged by Council.

This Policy applies to all aspects of Council business, all records created during business transactions, and all business systems used to create records including email, facsimiles, database applications and websites.

### 5. DEFINITIONS

<b>Activity</b>	Any one or more of the major tasks performed by an organisation to accomplish each of its functions. An activity should be based on a cohesive grouping of transactions producing a singular outcome. <i>See 'Function' and 'Transaction'</i>
<b>Appraisal</b>	The process of evaluating business activities to determine which records need to be captured and how long the records need to be kept, to meet business needs, the requirements of organisational accountability and community expectations. <i>AS 4390 Part 1 Clause 4.3</i>
<b>Archive</b>	The whole body of records of continuing value of an organisation or individual. Sometimes called corporate memory. <i>AS 4390 Part 1 Clause 4.4.</i>  The whole body or group of records of continuing value of an agency or individual.  An accumulation of series or other record items with a common provenance, or of a

---

	distinct organisation, body or purpose. <i>Ellis (ed), Keeping Archives, p. 462</i>
<b>Archives</b>	<p>Those records that are appraised as having continuing value. <i>AS 4390 Part 1 Clause 4.5.</i></p> <p>Traditionally the term has been used to describe records no longer required for current use which have been selected for permanent preservation. Also referred to as permanent records.</p> <p>The place (building/room/storage area) where archival material is kept.</p> <p>An organisation (or part of an organisation) responsible for appraising, acquiring, preserving and making available archival material.</p>
<b>Business activity</b>	An umbrella term covering all the functions, processes, activities and transactions of an organisation and its employees. Includes public administration as well as commercial business. <i>AS 4390 Part 1 Clause 4.6.</i>
<b>Business classification scheme</b>	A conceptual model of what an organisation does and how it does it. It involves the identification and documentation of each business function, activity and transaction and the documentation of the flow of business processes, and the transactions which comprise them. It can be used to support a number of records management processes.
<b>Business continuity planning</b>	<p>A process of identifying, preventing or preparing for events that may interrupt business activities to protect critical business processes from the effects of major failures or disasters.</p> <p>These events may include natural disasters, accidents, equipment failures and deliberate actions. <i>Based on AS/NZS 17799 Clause 11.1</i></p>
<b>Control</b>	<p>Control systems and processes associated with records management include:</p> <ul style="list-style-type: none"> <li>• registration - which provides evidence of the existence of records in a recordkeeping system;</li> <li>• classification - which allows for appropriate grouping, naming, security protection, user permissions and retrieval;</li> <li>• indexing - which allocates attributes or codes to particular records to assist in their retrieval; and</li> <li>• tracking - which provides evidence of where a record is located, what action is outstanding on a record, who has seen a record, when such access took place and the recordkeeping transactions that have been undertaken on the record.</li> </ul>
<b>Disposal</b>	A range of processes associated with implementing appraisal decisions. These include the retention, deletion or destruction of records in or from recordkeeping systems. They may also include the migration or transmission of records between recordkeeping systems, and the transfer of custody or ownership of records. <i>AS 4390 Part 1 Clause 4.9</i>
<b>Document</b>	<p>Recorded information or object which can be treated as a unit. <i>AS ISO 15489 Part 1 Clause 3.10</i></p> <p>Document means any record of information, and includes:</p> <ul style="list-style-type: none"> <li>• anything on which there is writing, or</li> <li>• anything on which there are marks, figures, symbols or perforations having a meaning for the person qualified to interpret them, or</li> <li>• anything from which sounds, images or writings can be reproduced with or without the aid of anything else, or</li> <li>• a map, plan, drawing or photograph.</li> </ul> <p><i>Evidence Act 1995 (NSW)</i></p> <p>Some documents are records because they have participated in a business transaction, or were created to document such a transaction. Conversely, some documents are not records because they do not function as evidence of a business</p>

---

	transaction
<b>Electronic documents</b>	<p>A collection of electronic data which may be produced by the creation of original data (typically a text document, small database, spreadsheet, graphic created within the office environment) or by the combination of existing data (which may include data extracted from data files and databases). It should be managed as a unique entity by means of a standard set of descriptors.</p> <p><i>Information Exchange Steering Committee, Management of Electronic Documents in the Australian Public Sector, p. 12</i></p>
<b>Electronic messages</b>	<p>A general term covering all forms of electronically-mediated communication. This includes electronic mail for text messages and an equivalent service that uses recordings of spoken messages, known as voice messaging. It may also include computer conferencing and videotext. Also used as synonymous with electronic mail.</p> <p><i>Gunton, The Penguin Dictionary of Information Technology, p. 100</i></p>
<b>Electronic records</b>	<p>Records communicated and maintained by means of electronic equipment. <i>AS 4390 Part1 Clause 4.13.</i></p> <p>Records capable of being processed in a computer system and/or stored at any instant in a medium which requires electronic or computer equipment to retrieve them. <i>Ellis (ed), Keeping Archives, p. 469.</i></p>
<b>File</b>	<p>An organised unit of documents, accumulated during current use and kept together because they deal with the same subject, activity or transaction and which may or may not be fastened together with or without a cover.</p> <p>The action of placing documents in a predetermined location according to an overall scheme of control. <i>Ellis (ed), Keeping Archives, p.470</i></p> <p>A file is a collection of documents, which show organisational activities through an identifiable sequence of transactions. Individual documents on the file have relationships with each other, for example a letter and a reply, and a reply to that etc., which are preserved by being kept on file in the right order and are part of the evidence in the records. A file can be physical or electronic.</p>
<b>Function</b>	<p>Functions represent the major responsibilities that are managed by an organisation to fulfil its goals. Functions are high-level aggregates of the organisation's activities.</p> <p>Functions are generally not based on organisational structures because they are more stable than administrative units, which are often amalgamated or devolved when restructuring takes place.</p>
<b>Normal administrative practice</b>	<p>Disposal of ephemeral or facilitative records without the formal authorisation of State Records. <i>See State Records Act 1998 (NSW)s. 22 and State Records Regulation 2010.</i></p>
<b>Original order</b>	<p>The order in which records and archives were kept when in active use, i.e. the order of accumulation as they were created, maintained and used. The principle of original order requires that the original order be preserved or reconstructed unless, after detailed examination, the original order is identified as a totally haphazard accumulation making the records irretrievable (but not an odd, unordered or difficult arrangement). <i>Ellis (ed), Keeping Archives, p. 475.</i></p>
<b>Public office</b>	<p>Public office means each of the following:</p> <ul style="list-style-type: none"> <li>(a) a department, office, commission, board, corporation, agency, service or instrumentality exercising any function of any branch of the Government of the State</li> <li>(b) a body (whether or not incorporated) established for a public purpose</li> <li>(c) a council or county council under the Local Government Act 1993</li> <li>(d) the Cabinet and the Executive Council</li> <li>(e) the office and official establishment of the Governor</li> <li>(f) a House of Parliament</li> </ul>

---

	(g) a court or tribunal (h) a State collecting institution (i) a Royal Commission or Commission of Inquiry (j) a State owned corporation (k) the holder of any office under the Crown (l) any body, office or institution that exercises any public functions and that is declared by the regulations to be a public office for the purposes of this Act (whether or not the body, office or institution is a public office under some other paragraph of this definition). <i>State Records Act 1998 (NSW)</i>
<b>Recordkeeping</b>	Making and maintaining complete, accurate and reliable evidence of business transactions in the form of recorded information. <i>AS 4390 Part 1 Clause 4.19.</i>  Recordkeeping includes the following: (a) the creation of records in the course of business activity and the means to ensure the creation of adequate records; (b) the design, establishment and operation of recordkeeping systems; and (c) the management of records used in business (traditionally regarded as the domain of records management) and as archives (traditionally regarded as the domain of archives administration). <i>AS 4390 Part 3 Foreword</i>
<b>Recordkeeping requirements</b>	Requirements arising from regulatory sources, business needs and community expectations that identify the types of records that should be created and the management framework needed in order to have, and accountably manage, all the business information that is necessary for an organisation.  Record means any document or other source of information compiled, recorded or stored in written form or on film, or by electronic process, or in any other manner or by any other means. <i>State Records Act 1998 (NSW)</i>
<b>Recordkeeping systems</b>	Recordkeeping systems are business information systems capable of: <ul style="list-style-type: none"> <li>• capturing</li> <li>• maintaining and</li> <li>• providing access to records over time.</li> </ul>
<b>Records</b>	Information created, received, and maintained as evidence and information by an organisation or person, in pursuance of legal obligations or in the transaction of business. <i>AS ISO 15489 Part 1 Clause 3.15.</i>
<b>Records continuum</b>	The whole extent of a record's existence. Refers to a consistent and coherent regime of management processes from the time of the creation of records (and before creation, in the design of recordkeeping systems), through to the preservation and use of records as archives. <i>AS 4390 Part 1 Clause 4.22.</i>
<b>Records management</b>	Field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records. <i>AS ISO 15489 Part 1 Clause 3.16.</i>
<b>Records management program</b>	A records management program encompasses the management framework, the people and the systems required within an organisation to manage full and accurate records over time. This includes the identification and protection of records with longer-term value that may be required as State archives.
<b>Transaction</b>	The smallest unit of business activity. Uses of records are themselves transactions. <i>AS 4390 Part 1 Clause 4.27.</i>

## 6. IMPLEMENTATION

### In order to implement this policy Council will:

- maintain a recordkeeping program as is prescribed in *the State Records Act 1998 (NSW)*;

- 
- establish a plan for identifying and achieving long and short term recordkeeping goals;
  - assign appropriate responsibilities for records management/recordkeeping in position descriptions, work plans and the Policy, to ensure staff are aware of their responsibilities;
  - develop and conduct regular training sessions for all staff, to ensure they are aware of their recordkeeping responsibilities and how to meet them;
  - identify and document the recordkeeping requirements of council and assess business systems to see if they are meeting requirements;
  - conduct annual recordkeeping audits to determine if council is meeting its business requirements;
  - review this Policy on an annual basis, with the review taking the form of a report provided to the Executive Management Team, outlining its implementation, each July;

#### **Policy Implementation Responsibilities**

**The General Manager** is responsible for establishing Council's recordkeeping framework.. As well as ensuring that Council complies with the requirements of the *State Records Act 1998* (NSW) and the standards and requirements issued under the Act, as well as other legislation relating to records management and recordkeeping. This includes the requirement for the public office to ensure that any records requiring technology to be read and understood remain readable and available for as long as they are required under the relevant Acts.

**Council Divisional and Executive Managers and Managers** are responsible for the management of this policy. They will be required to demonstrably ensure that the recordkeeping requirements of the business activities of their directorate/section are being met.

**All staff** are responsible for the creation of accurate and reliable records of any activity they undertake that relates to their work as a Council employee and for storage of that record in an authorised Council recordkeeping system.

**Records Manager** is responsible for assisting Council Divisional and Executive Managers, Managers and staff to meet the recordkeeping requirements of Council.

#### **Recordkeeping Systems**

Council will maintain recordkeeping systems that are able to create and maintain authentic, reliable and usable records for as long as they are required to effectively and efficiently support Council business functions and activities.

The recordkeeping systems will manage the following processes:

- creation or capture of records within the recordkeeping system
- storage of records
- protection of record integrity and authenticity
- security of records
- access to records
- disposal of records.

#### **7. MONITORING AND BREACHES**

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

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

## 8. REPORTING

A report will be provided to the Executive Management Team, outlining this policies implementation, each July.

## 9. POLICY REVIEW

This policy will be reviewed every 2 years. Any changes to the *State Records Act 1998* (NSW) will activate an immediate review of this policy.

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

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

## 10. RELEVANT REFERENCES AND LEGISLATION

Council will maintain recordkeeping systems that capture and maintain records with appropriate evidential characteristics in accordance with the following legislation:

*Local Government Act 1993* (NSW)  
*Environmental Planning and Assessment Act 1979* (NSW)  
*Government Information (Public Access) Act 2009* (NSW)  
*Health Records and Information Privacy Act 2002* (NSW)  
*State Records Act 1998* (NSW)  
General Disposal Authority – Local Government Records  
AS/ISO 15489

Council will also ensure that all Council employees and contractors are aware of their recordkeeping responsibilities under legislation pertaining to their employment with Council.

## 11. RELEVANT COUNCIL POLICIES

Manly Council Code of Conduct February 2013  
Manly Council Access to Information Policy

## 12. REVISION SCHEDULE

Minute No	Date of Issue	Action	Author	Checked by
	16 January 2009	First Draft prepared	SINC Solutions	Office Managers/Records Group
	16 February 2009	Second Draft	SINC Solutions	Office Managers/Records Group
	9 March 2009	Third Draft	SINC Solutions	RKUG
	16 March 2009	Fourth Draft	SINC Solutions	RKUG
	26 March 2009	Fifth Draft	SINC Solutions	User comments received, checked by RKUG
	2 April 2009	Sixth Draft	SINC Solutions	RKUG
	21 May 2009	Seventh Draft	SINC Solutions	General Manager
	8 May 2009	Adopted	Manly Council	General Manager
	2 June 2009	Added to Manly Council's Policy Register	Manly Council	Manager Administration
	9 November 2010	Updated wording at item 2 and 9 to GIPA	Manly Council	Manager Administration
PS53/11	2 May 2011	Periodic Review	Secretariat, Corporate Services	Manager Administration

	9 October 2011	Review & Update	Records Manager	RUG
	16 November 2011	Review & Update	Records Manager	RUG
	24 November 2011	Review & Update	Records Manager	RUG
	30 November 2011	Review & Update	Records Manager	RUG
	06 December 2011	Review & Update	Records Manager	RUG
	07 December 2011	Review & Update	Records Manager	Manager Corporate Governance
	08 December 2011	Review & Update	Records Manager	Manager Administration
	25 July 2012	Review	Records Manager	Manly Council Legal Services
	31 July 2012	Review	Records Manager	Corporate Governance
	15 October 2012	Review complete. Approved by Executive	Records Manager	Manager, Administration
(Internal Policy, Adopted by the Executive on 15.10.12)				
	September 2013	Policy revised as part of comprehensive policy review.	Records Manager	Legal and Governance
PS16/14	3 March 2014	Periodic Review	OM CSS	Manager Governance

---

## S40. Signs - Council Projects - Displaying of

**Title:** Signs – Council Projects – Displaying of Policy

**Policy No:** S40

**Keywords:** Signage, Signs, Displaying

**Responsible Officer:** Deputy General Manager – Land Use and Sustainability

### 1. PURPOSE AND AUTHORITY

The underlying purpose and objective of this policy is to set out Manly Council's policy position with respect to the display of signs pertaining to Council projects in order that the local community as well as the wider public can become aware of what Council is doing on the particular site.

### 2. POLICY STATEMENT

This policy sets out Manly Council's considered and adopted policy position with respect to the display of signs pertaining to Council projects. More specifically, Council's policy position is as follows:

When Council intends to develop or make significant improvements to Council owned properties or parcels of land over which it has care, control and management:-

1. A sign be erected on the site in a prominent position briefly outlining the work intended, the Council's objects and inviting public comment.
2. A plan or artist's impression be displayed on the site.
3. The information to be displayed prior to commencement of work.

*(O.M. 8.9.81)  
(Confirmed 20.10.97)*

### 3. PRINCIPLES

The main principle that governs and supports this policy is the need for Council to connect with local communities as well as the wider public in as many ways as possible, in order that Council can pursue its statutory charter under section 8 of the Local Government Act 1993.

### 4. SCOPE

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

Insofar as land is concerned, this policy applies to any land within (or even outside) the Manly local government area that is the subject of some project being undertaken by Manly Council.

### 5. DEFINITIONS

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

### 6. IMPLEMENTATION

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

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

## 7. MONITORING AND BREACHES

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

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

## 8. REPORTING

No specific reporting is required by this policy.

## 9. POLICY REVIEW

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

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

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

## 10. RELEVANT REFERENCES AND LEGISLATION

*Local Government Act 1993*  
*Local Government (General) Regulation 2005.*

## 11. RELEVANT COUNCIL POLICIES

Nil.

## 12. REVISION SCHEDULE

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

# MINUTES

## MEETING OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE

held in the Flannel Flower Room, Civic Centre, Dee Why, on

**Tuesday, 13 February 2018**

The meeting commenced at 3.10pm

**Attendance:**

**Members of the Committee**

Mr John Gordon (Chairperson)  
Mr Robert Dobbie  
Ms Liezel Preller  
Mr Brian Hrnjak  
Cr Sarah Grattan  
Cr Sue Heins  
Cr David Walton

**Council Officers (non-voting)**

Mr Mark Ferguson, Chief Executive Officer  
Ms Helen Lever, General Manager Customer and Corporate  
Mr Ben Taylor, General Manager Environment and Infrastructure  
Mr David Walsh, Chief Financial Officer  
Mr Mark Jones, Executive Manager Transformation and Performance  
Ms Kerrie Pryke, Executive Manager Human Resources  
Mr Eric Imbs, Head of Integrity and Complaints Resolution  
Ms Sonya Gallery, Executive Manager Governance and Risk  
Ms Mary Ruppung, Head of Internal Audit  
Mr Rob Koopman, Manager Insurance and Risk  
Ms Pamela Tasker, Governance Support Officer

**Council Auditors (non-voting)**

Mr Krishnan Pechimuthoo, Internal Audit, North Shore Councils  
Ms Melissa Broadhead, Partner, Ernst & Young  
Mr Louis Wellard, Senior Manager, Ernst & Young  
Ms Yan Yang, Hill Rogers, External Auditors

## TABLE OF CONTENTS

No.	Item	Page
<b>1.0</b>	<b>Apologies</b>	<b>4</b>
<b>2.0</b>	<b>Declarations of Pecuniary or Conflict of Interest</b>	<b>4</b>
<b>3.0</b>	<b>Confirmation of Minutes</b>	<b>4</b>
<b>5.0</b>	<b>Special Agenda Items</b>	<b>5</b>
	5.1 Independent Auditor's Reports and Associated Documents	5
	5.2 Work Health and Safety and Self-Insurance Report	6
<b>6.0</b>	<b>Organisational Matters</b>	<b>7</b>
	6.1 Transformation and Performance Update	7
<b>5.0</b>	<b>Special Agenda Items</b>	<b>8</b>
	5.3 Major Capital Works Procurement Review	8
<b>6.0</b>	<b>Organisational Matters</b>	<b>9</b>
	6.2 Risk Management Update	9
	6.3 Complaints, Compliments and Requests for Information	10
<b>4.0</b>	<b>Action Items from Minutes</b>	<b>11</b>
<b>7.0</b>	<b>Internal Audit Matters</b>	<b>11</b>
	7.1 Internal Audit Services Activity Report	11
	7.2 Implementation of Audit Recommendations	12
	7.3 Draft Internal Audit Charter	13
<b>8.0</b>	<b>Audit, Risk and Improvement Committee Matters</b>	<b>14</b>
	8.1 Draft Audit, Risk and Improvement Committee and Internal Audit Report to Council	14
	8.2 Forward Meeting Plan	14
	8.3 Audit, Risk & Improvement Committee Succession Planning	15
<b>9.0</b>	<b>General Business</b>	<b>16</b>
	9.1 Verbal Update by the Chief Executive Officer	16
	9.2 Internal Audit Model	17
	9.3 Other Business	17
<b>10.0</b>	<b>Next Meeting</b>	<b>18</b>

**Preliminary Notes:**

1. The Chair announced that Ms Liezel Preller, Independent Member, had resigned from the Audit, Risk and Improvement Committee, effective from the conclusion of the Audit, Risk and Improvement Committee Meeting held on 13 February 2018.
2. The Chair thanked Ms Preller for her valued contribution to the Committee on behalf of the members and Northern Beaches Council.
3. The Chair thanked Mr Hrnjak for Chairing recent meetings in his absence.

---

**1.0 Apologies**

Nil.

---

**2.0 Declarations of Conflict / Pecuniary Interest**

Nil.

---

**3.0 Confirmation of Minutes**

**COMMITTEE RECOMMENDATION**

That the Minutes of the Extraordinary Meeting of the Audit, Risk and Improvement Committee held on 13 December 2017, copies of which were circulated to all members, be accepted as a true and accurate record of that meeting, excepting for the addition of the following Action Item:

- *As part of the Risk programme, a self-assessment be conducted in accordance with The Audit Office Risk Management Maturity Assessment Toolkit and reported back to the Committee.*

(Mr Robert Dobbie / Mr Brian Hrnjak)

---

**FURTHER COMMITTEE RECOMMENDATION**

That the Committee first move to consider Item 5.0 – Special Agenda Items.

(Mr Robert Dobbie / Ms Liezel Preller)

---

## 5.0 Special Agenda Items

---

### 5.1 Independent Auditor's Reports and Associated Documents

#### PROCEEDINGS IN BRIEF

Mr David Walsh (Chief Financial Officer) and Ms Yan Yang (Hill Rogers, External Auditors) addressed the Committee on this item.

#### PURPOSE

To provide the Audit, Risk and Improvement Committee with the finalised Independent Audit Reports and associated documents.

#### BACKGROUND

Following finalisation of the Financial Statements the following documents were provided to the Audit, Risk and Improvement Committee for noting:

- Attachment 1: Management Representation Letter
- Attachment 2: Management Letter
- Attachment 3: Independent Auditors Report – General Purpose Financial Statements
- Attachment 4: Report on the Conduct of the Audit
- Attachment 5: Independent Auditors Report – Special Purpose Financial Statement
- Attachment 6: Independent Auditors Report – Special Schedule No. 8

#### ACTION ITEMS

- *That a status update on the implementation of recommendations raised in the Management Letter from the NSW Audit Office be brought to the Committee Meeting scheduled for 15 May 2018.*
- *That a report be brought to the Committee Meeting scheduled for 15 May 2018 which identifies the key risks applicable to Finance and the processes in place to address those risks.*

#### Notes:

The Audit, Risk and Improvement Committee noted the Management Representation Letter, the Management Letter and the Independent Auditors Reports.

---

## 5.2 Work Health and Safety and Self-Insurance Report

### PROCEEDINGS IN BRIEF

Ms Kerrie Pryke (Executive Manager Human Resources) and Mr Mark Ferguson (Chief Executive Officer) addressed the Committee on this item.

### PURPOSE

To provide the Audit, Risk and Improvement Committee with an update on Work Health and Safety (WHS) and detail on Council's Work Health and Safety self-insurance coverage.

### BACKGROUND

The report provided detail in regard to the progress made in the development of the Northern Beaches Work Health and Safety Management System and provided an overview of the Work Health and Safety self-insurance coverage.

### Notes:

1. The Audit, Risk and Improvement Committee noted the report on Work Health and Safety and self-insurance coverage.
2. Ms Kerrie Pryke (Executive Manager Human Resources) left the meeting at 3.50pm.

---

### COMMITTEE RECOMMENDATION

That the Committee first consider Item 6.1 – Transition and Performance Update – ahead of Item 5.3 – Major Capital Works Procurement Review.

(Mr Brian Hrnjak / Ms Liezel Preller)

---

## 6.0 Organisational Matters

---

### 6.1 Transformation and Performance Update

#### PROCEEDINGS IN BRIEF

Mr Mark Jones (Executive Manager Transformation and Performance) addressed the Committee on this item.

#### PURPOSE

An update was provided on the progress of the Northern Beaches Council transformation program in line with the Audit, Risk and Improvement Committees (ARIC) objectives.

#### BACKGROUND

The report provided an update on the progress made by Northern Beaches Council with respect to the integration and transformation of three councils into one new entity, including implementation of the strategic plan, delivery program, grants and performance measurement data.

#### ACTION ITEMS

- *That a report on the process of prioritisation for projects (within the PMO framework) be brought to the meeting scheduled for 15 May 2018.*
- *That the report provide examples of integration projects which have moved towards a transformation phase.*
- *That any achievements be delineated within that report.*

#### Notes:

1. The Audit, Risk and Improvement Committee noted the work undertaken to date.
2. Mr Mark Jones (Executive Manager Transformation and Performance) left the meeting at 4.23pm.

---

#### COMMITTEE RECOMMENDATION

That the Committee now move to consider Item 5.3 – Major Capital Works Procurement Review.

(Ms Liezel Preller / Mr Brian Hrnjak)

---

## 5.0 Special Agenda Items

---

### 5.3 Major Capital Works Procurement Review

#### PROCEEDINGS IN BRIEF

Mr Ben Taylor (General Manager Environment and Infrastructure) addressed the Committee on this item.

#### PURPOSE

To provide the Audit, Risk and Improvement Committee with a status report on the progress and implementation of the Major Capital Works Procurement Review.

#### BACKGROUND

Northern Beaches Council delivers a significant annual program of capital works to renew existing and build new assets across the local government area.

The formation of the Council provided an opportunity to manage risk, seek best practice and ensure value for money for the community through a review of the former Councils' Capital Works procurement policies and practices. A review was undertaken by consultants Value Network, engaged to provide expert advice and an independent view on opportunities for improvement, completed in June 2016.

The recommendations are now being implemented and represent significant improvements which will deliver opportunities for more innovative procurement practices, provide consistency for policy and processes and close gaps in best practices for capital works procurement.

The report provided an overview of the independent review commissioned by Northern Beaches Council on the procurement of Major Capital Works and its implementation.

#### ACTION ITEMS

- *That an update be brought to the 15 May 2018 Committee Meeting to outline Council's process for awarding major capital works contracts, providing consideration of small to medium local businesses and large companies.*

#### Notes:

1. The Audit, Risk and Improvement Committee noted the Major Capital Works Procurement Review provided by Value Network and the update on implementation.
2. Mr Eric Imbs (Head of Integrity and Complaints Resolution) joined the meeting at 4.36pm.
3. Mr Ben Taylor (General Manager Environment and Infrastructure) left the meeting at 4.40pm.

---

### COMMITTEE RECOMMENDATION

That the Committee now return to Item 6.0 - Organisational Matters.

(Mr Brian Hrnjak / Mr Robert Dobbie)

---

## 6.0 Organisational Matters

### 6.2 Risk Management Update

#### PROCEEDINGS IN BRIEF

Ms Sonya Gallery (Executive Manager Governance and Risk) and Mr Rob Koopman (Manager Insurance and Risk) addressed the Committee on this item.

#### PURPOSE

To provide the Audit, Risk and Improvement Committee with background and an update on the risk management function.

#### BACKGROUND

The report outlined details of the current status of Council's enterprise risk management framework and the future direction toward the implementation of a fully integrated risk management framework. In particular, details in respect of the risk management priorities scheduled to be undertaken in the first quarter of 2018 were provided.

#### Notes:

The Audit, Risk and Improvement Committee noted the Risk Management update and the upcoming actions to continue the development and implementation of the risk management program across Council.

---

### 6.3 Complaints, Compliments and Requests for Information

#### PROCEEDINGS IN BRIEF

Mr Eric Imbs (Head of Integrity and Complaints Resolution) addressed the Committee on this item.

#### PURPOSE

To provide members of the Audit, Risk and Improvement Committee with information relating to formal and informal GIPA applications, complaints received including alleged breaches of the Code of Conduct, complaints made under the *Public Interest Disclosures Act 1994* (PID), and referrals to or from ICAC and the NSW Ombudsman and compliments to Northern Beaches Council staff and Councillors.

#### BACKGROUND

The reporting of confidential information relating to formal and informal GIPA applications, complaints received including alleged breaches of the Code of Conduct, complaints made under the *Public Interest Disclosures Act 1994* (PID), and referrals to or from ICAC and the NSW Ombudsman and compliments to Northern Beaches Council staff and operations.

#### ACTION ITEMS

- *That comparative data be collected to identify trends for future reports.*
- *That a brief outline of the general subject matter of the complaints be included in future reports to provide context and indicate the seriousness of the nature of the complaint and its resolution.*
- *That future written reports be provided to the Committee.*

#### Notes:

1. The Audit, Risk and Improvement Committee noted the report on GIPA, PID, ICAC and Code of Conduct matters and compliments received during the period 1 July 2017 to 31 December 2017.
2. The Audit, Risk and Improvement Committee noted the advice from the Head of Integrity and Complaints Resolution that there is development underway to consolidate and improve the quality, dissection and detail of complaints reporting.
3. Mr Eric Imbs (Head of Integrity and Complaints Resolution) left the meeting at 5.03pm.

---

#### COMMITTEE RECOMMENDATION

That the Committee now move to consider Item 4.0 – Action Items from Minutes.

(Mr Brian Hrnjak / Mr Robert Dobbie)

---

## 4.0 Action Items from Minutes

---

### PROCEEDINGS IN BRIEF

Ms Mary Ruppung (Head of Internal Audit) addressed the meeting on this item.

#### Notes:

The Committee noted the progress made on Action Items arising from previous minutes of the Audit, Risk and Improvement Committee Meetings.

---

### COMMITTEE RECOMMENDATION

That the Committee now move to consider Item 7.0 – Internal Audit Matters.

(Ms Liezel Preller / Mr Robert Dobbie)

---

## 7.0 Internal Audit Matters

---

### 7.1 Internal Audit Services Activity Report

#### PROCEEDINGS IN BRIEF

Ms Mary Ruppung (Head of Internal Audit) addressed the Committee on this item, together with Ms Melissa Broadhead and Mr Louis Wellard (Ernst & Young).

#### PURPOSE

To provide the Audit, Risk and Improvement Committee with an update on internal audit activities, including audits completed, in progress and in the scoping phase since the most recent meeting.

#### BACKGROUND

During the period since the most recent meeting of the Audit, Risk and Improvement Committee on 14 November 2017:

- three (3) internal audits were completed and reports issued
- six (6) probity audits were completed and reports issued
- one (1) internal audit is in progress and in the reporting phase
- three (3) internal audits/reviews are under discussion and in the scoping phase

## ACTION ITEMS

- *That procurement issues be reported to senior management on a regular basis.*
- *That the Fraud and Corruption Control Plan be taken into consideration in procurement procedures.*
- *That additional ICAC training be considered for staff regularly engaged in procurement activities.*
- *That an IT Integration update be brought to the Committee Meeting scheduled for 15 May 2018, with the update to include information on IT related risks.*

### Notes:

1. The Audit, Risk and Improvement Committee noted the update provided on internal audit activities.
  2. Ms Liezel Preller and Mr Brian Hrnjak left the meeting at 5.30pm.
- 

## 7.2 Implementation of Audit Recommendations

### PROCEEDINGS IN BRIEF

Ms Mary Ruppig (Head of Internal Audit) addressed the Committee on this item.

### PURPOSE

To provide the Audit, Risk and Improvement Committee with a status update on the implementation of audit recommendations arising from completed internal audits.

### BACKGROUND

Audit recommendations arising from completed internal audits are input into an Implementation of Audit Recommendations Status Tracker, with assigned management responsibility and due date for implementation. Management's progress with the implementation of audit recommendations is reported at each Audit, Risk and Improvement Committee meeting.

### Note:

The Committee noted that status update on the implementation of audit recommendations arising from completed internal audits.

### 7.3 Draft Internal Audit Charter

#### PROCEEDINGS IN BRIEF

Ms Mary Ruppung (Head of Internal Audit) addressed the Committee on this item.

#### PURPOSE

To present the revised draft Internal Audit Charter to the Audit, Risk and Improvement Committee for approval.

#### BACKGROUND

The Internal Audit Charter is a formal statement of purpose, authority and responsibility for the internal auditing function within Northern Beaches Council. It sets out the operating model and transformed vision and strategy of Internal Audit at Northern Beaches Council.

#### ACTION ITEM

- ***That an additional paragraph be included under 'Reporting Arrangements' concerning the Annual Internal Audit Report which is to be reported to Council.***

---

#### COMMITTEE RECOMMENDATION

That the Audit, Risk and Improvement Committee approve the attached revised draft Internal Audit Charter, subject to an additional paragraph being included under *Reporting Arrangements* concerning the Annual Internal Audit Report which is to be reported to Council.

(Mr John Gordon / Mr Robert Dobbie)

---

## 8.0 **Audit, Risk and Improvement Committee Matters**

---

### 8.1 **Draft Audit, Risk and Improvement Committee and Internal Audit Report to Council**

#### **PROCEEDINGS IN BRIEF**

Mr John Gordon (Chair) addressed the Committee on this item.

#### **PURPOSE**

To present the draft Audit, Risk and Improvement Committee and Internal Audit Report for the period 1 October 2016 to 31 December 2017 for consideration.

#### **BACKGROUND**

The Audit, Risk and Improvement Committee Charter requires that the Chair provide an Annual Report on Committee activities to Council. The draft Audit, Risk and Improvement Committee and Internal Audit Report for the period 1 October 2016 to 31 December 2017 was provided to the Committee for information.

#### **Note:**

The Audit, Risk and Improvement Committee endorsed the draft Audit, Risk and Improvement Committee and Internal Audit Report for the period 1 October 2016 to 31 December 2017.

---

### 8.2 **Forward Meeting Plan**

#### **PROCEEDINGS IN BRIEF**

Ms Mary Ruppung (Head of Internal Audit) addressed the Committee on this item.

#### **PURPOSE**

To set out the responsibilities of the Audit, Risk and Improvement Committee as per the Audit, Risk and Improvement Committee Charter in a forward meeting plan for the calendar year.

## BACKGROUND

The objective of the Audit, Risk and Improvement Committee is to provide independent assurance and assistance to the Council on risk management, control, governance, internal audits, organisational performance and improvement and external accountabilities.

The role and responsibilities of the Committee are set out in the Audit, Risk and Improvement Committee Charter, which is based on the guidelines issued by the Chief Executive of the Office of Local Government. As the Office of Local Government guidelines evolve, so may the role and responsibilities of the Audit, Risk and Improvement Committee.

In accordance with the Charter, a forward meeting plan, including meeting dates and agenda items, are to be agreed by the Committee each year. The forward meeting plan will cover all Committee responsibilities as detailed in the Charter.

### Notes:

1. The Audit, Risk and Improvement Committee considered and approved the proposed draft forward meeting plan, subject to any immediate revisions.
2. The Audit, Risk and Improvement Committee noted that the forward meeting plan is a living document and further revisions may be necessary as guidelines and industry practice evolves.

---

## 8.3 Audit, Risk and Improvement Committee Succession Planning

### PROCEEDINGS IN BRIEF

Mr John Gordon (Chair) addressed the Committee on this item.

### PURPOSE

At the meeting of the Audit, Risk and Improvement Committee meeting held on 13 December 2017 the Committee asked that consideration to succession planning, including a rotation process and a staggered withdrawal and replacement schedule of existing external members over the next twelve months be considered.

### BACKGROUND

The Audit, Risk and Improvement Committee Charter requires that external members serve on the Committee for a term of four years with an option of a further term following a formal review of performance. The Committee Chair has suggested a process whereby a strategy to effect succession planning through a considered rotation process and a staggered withdrawal and replacement schedule to minimise any negative impact on the Committee's operation, particularly in light of the Local Government election scheduled for 2020.

## ACTION ITEMS

- *That an Expression of Interest process be initiated as soon as possible to identify immediate and longer term candidates.*
- *That a timetable of Council's preferred withdrawal and replacement schedule be provided to external members of the Audit, Risk and Improvement Committee.*

### Notes:

The Audit, Risk and Improvement Committee noted the Chair's comments on the implementation of an orderly Succession Planning strategy.

---

## 9.0 General Business

---

### 9.1 Update by Chief Executive Officer

#### PROCEEDINGS IN BRIEF

The Chief Executive Officer provided a quarterly update to the Committee on operational and transition matters.

#### PURPOSE

The Chief Executive Officer provides a verbal update to inform the Committee on both operational and transition issues, particularly those relating to potential governance or risk issues.

#### ACTION ITEMS

- *That the Committee Members who sit on Council meet to consider various legal matters currently before Council.*
- *That the Committee Members who sit on Council brief Council / Councillors on any insights reached on these matters as appropriate.*

### Notes:

The Audit, Risk and Improvement Committee noted the verbal update provided by the Chief Executive Officer.

## 9.2 Internal Audit Model

### PROCEEDINGS IN BRIEF

The Head of Internal Audit provided a verbal update on the transformed Internal Audit Model.

### PURPOSE

The Internal Audit Model of the Northern Beaches Council is in the process of being transformed and the Head of Internal Audit addressed the Committee on the way forward.

### Note:

The Audit, Risk and Improvement Committee noted the Internal Audit Model put forward by Northern Beaches Council.

---

## 9.3 Other Business

### 9.3.1 Merged Councils – Comparative Industry Tracking

### PROCEEDINGS IN BRIEF

Cr Heins addressed the Committee on this Item.

### BACKGROUND

Local Government Professionals Australia (formerly LGMA) is conducting a benchmarking exercise providing comparative industry tracking against other merged councils across NSW.

### ACTION ITEM

- *That consideration be given to participating in a suitable benchmarking exercise for comparative industry tracking against similar merged councils.*

---

<b>10.0 Next Meeting</b>
--------------------------

The next meeting of the Audit, Risk and Improvement Committee is scheduled to be held on Tuesday, 15 May 2018, in the Flannel Flower Room, Civic Centre, Dee Why.

THERE BEING NO FURTHER BUSINESS, THE MEETING OF  
THE AUDIT, RISK AND IMPROVEMENT COMMITTEE  
CONCLUDED AT 6.00PM ON TUESDAY 13 FEBRUARY 2018.



northern  
beaches  
council

# **Audit, Risk and Improvement Committee Charter**

## Contents

Introduction .....	3
1. Committee Objectives .....	3
2. Authority .....	3
3. Composition and Tenure.....	4
3.1 Members (voting).....	4
3.2 Attendees (non-voting) for all agenda items.....	5
3.3 Invitees (non-voting) for specific agenda items .....	5
4. Role and Responsibilities.....	5
5. Reporting Arrangements .....	8
6. Administrative Arrangements .....	9
7. Document Control .....	11

## Introduction

The Northern Beaches Council Audit, Risk and Improvement Committee (Committee) has been established to promote good corporate governance at Northern Beaches Council (Council).

Good corporate governance supports Council's vision of delivering the highest quality service valued and trusted by the community, in an effective and efficient manner.

The Charter is based on the guidelines issued by the Chief Executive of the Office of Local Government pursuant to section 23A of the Local Government Act 1993 and is drafted in consideration of Part 4A of the Local Government Act 1993 as proposed by the Local Government Amendment (Governance and Planning) Act 2016.

## 1. Committee Objectives

The objective and focus of the Committee is to provide independent assurance and assistance to the Council on risk management, control, governance, internal audits, organisational performance and improvement and external accountability responsibilities.

Pursuant to Part 4A (428A) of the Local Government Amendment (Governance and Planning) Act 2016, the Committee must keep under review the following aspects of the Council's operations:

- (a) compliance
- (b) risk management
- (c) fraud control
- (d) financial management
- (e) governance
- (f) implementation of the strategic plan, delivery program and strategies
- (g) service reviews
- (h) collection of performance measurement data by Council
- (i) any other matters prescribed by the regulations

As part of this objective, the Committee will ensure that there are adequate and effective systems of internal control in place throughout Council and will assist in the implementation of the internal and external audit plans. The Committee is also to provide information to the Council for the purpose of improving the Council's performance of its functions.

## 2. Authority

The Committee is established in accordance with Council's authority granted by section 355 of the Act. The Committee has no executive powers, except those expressly provided by the Council. In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of Council rests with the Council and The Chief Executive Officer, in accordance with the Act.

The Council authorises the Committee, within the scope of its role and responsibilities, to:

- express opinions frankly, ask questions that go to the fundamental core of issues, and pursue independent lines of enquiry;
- obtain any information it needs from any employee or external party (subject to their legal obligations to protect information);
- discuss any matters with the Chief Executive Officer, Head of Internal Audit, external auditor or other external parties (subject to confidentiality considerations);
- request the attendance of any employee at Committee meetings; and

- obtain external legal or other professional advice considered necessary to meet its responsibilities.

### 3. Composition and Tenure

#### 3.1 Members (voting)

Membership of the Committee is by virtue of the appointed position; no delegates of the members are permitted.

The Committee membership (voting) shall consist of:

- Three (3) Councillors
- Four (4) Independent external members (one of whom to be the Chairperson)

Only the members can vote on matters raised in the Committee meetings.

##### *Councillors:*

The three Councillor members of the Committee will be appointed by resolution of the Council, once every two years. The Council may also resolve to appoint alternative Councillor members to the Committee to attend meetings in the absence of one or more of the three Councillor members. The alternative Councillor members will have the same voting rights as the Councillor member being replaced.

##### *Independent External Members:*

The four external members will be appointed, by resolution of the Council, for a term of up to four years after which they will be eligible for extension or re-appointment for one additional term following a formal review of their performance by Council. Due consideration will be given to ensuring the continuity of independent membership as part of this process. The independent external members can also be removed by resolution of Council.

##### Skills and experience

The independent external members of the Committee, taken collectively, will have a broad range of personal qualities, skills and experience relevant to the operations of the Northern Beaches Council.

At least one member of the Committee will have a strong financial management and/or audit background, with an understanding of accounting and auditing standards in a public sector environment. Legal, governance, risk management, administrative and business management skills and experience are desirable.

Committee members are required to have an independence of mind in deliberations and not act as a representative of a particular area of the community or Council. Committee members are required to declare any conflicts of interest that may arise in accordance with this Charter, and may do so in the following ways:

1. Annual written declaration (mandatory);
2. Verbal declaration during Committee meetings (start of meeting or before discussion of relevant agenda item or topic).

### Vacancy

In the case of resignation from the Committee by an independent external member, the Council is to appoint another independent external member as soon as is practicably possible.

### Chairperson

The Chair will be elected by the majority of the Committee's voting members and must be one of the independent external members.

Whenever the voting on a motion put to a meeting of the Committee is equal, the Chair of the Committee is to have a casting vote as well as an original vote.

In the case of resignation by the Chair, a suitable Chair shall be selected from the other current serving independent external members on the Committee.

In the absence of the appointed Chair, the remaining current serving independent external members shall elect a Chair for the period of absence of the duly nominated Chair.

This role is an administrative role only with no authority to act or direct action on behalf of the Committee/ Council.

## **3.2 Attendees (non-voting) for all agenda items**

The following Council staff shall attend each meeting as non-voting members:

- Chief Executive Officer
- General Manager - Customer and Corporate
- Executive Manager - Governance and Risk
- Chief Financial Officer
- Head of Internal Audit
- Administration Officer – Internal Audit
- Manager – Insurance and Risk

## **3.3 Invitees (non-voting) for specific agenda items**

Other staff, outsourced Internal Auditors and the External Auditor may also be invited to attend meetings, by the Committee Chair, to address any agenda item.

## **4. Role and Responsibilities**

In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for financial and other reporting, for internal controls, for compliance with laws, for ethical behaviour, for the management of Council, for risk management and for organisational improvements, rests with the elected Council and the Chief Executive Officer in accordance with the Act.

The role of the Committee is to oversee risk management, organisational improvement, compliance, external accountability and the internal control environment on behalf of Council and to specifically focus on risks associated with the transitional planning and processes relating to amalgamation.

The Committee is an advisory body and has no executive powers, except those expressly provided by Council. Members must at all times recognise that primary accountability for management of Northern Beaches Council rests with the Council and the Chief Executive Officer, as defined by the *Local Government Act 1993*.

The responsibilities of the Committee may be revised or expanded by Council from time to time.

The following defined responsibilities are in accordance with the Office of Local Government model charter for Audit Committees as set out in the Internal Audit Guidelines issued by the Chief Executive of the Office of Local Government in September 2010, with consideration given to the requirements of Part 4A of the Act.

### **Risk Management**

The Committee is responsible for overseeing Council's risk management arrangements and reviewing whether:

- Council complies with relevant risk management standards including AS/NZS ISO 31000 (2009).
- Management has in place a current and comprehensive risk management framework, and associated procedures for effective identification and management of business and financial risks, including fraud.
- A sound and effective approach has been followed in establishing business continuity planning arrangements, including whether plans have been periodically tested.
- A sound and effective approach has been followed in developing strategic risk management plans for major projects or undertakings.
- Risk mitigation strategies are adequate and effective, including insurance arrangements.
- Integrated Performance and Reporting (IP&R) strategies and plans are appropriately implemented to ensure community goals and performance measures are met.

### **Control Framework**

The Committee reviews whether:

- Management has adequate internal controls in place, including over external parties such as contractors and advisors.
- Management has in place relevant policies and procedures, and if these are periodically reviewed and updated.
- Appropriate processes are in place to assess compliance with policies and procedures.
- Appropriate policies and procedures are in place for the management and exercise of delegations.
- Management has taken steps to embed a culture which is committed to ethical and lawful behaviour.

### **External Accountability:**

The Committee is responsible for:

- Being satisfied that the annual financial reports comply with applicable Australian Accounting Standards and are supported by appropriate management sign-off on the statements and the adequacy of internal controls.
- Reviewing the external audit opinion, including whether or not appropriate action has been taken in response to audit recommendations and adjustments.
- Considering contentious financial reporting matters in conjunction with Council's management and external auditors.
- Reviewing the processes in place designed to ensure financial information included in the annual report is consistent with the signed financial statements.
- Being satisfied that there are appropriate mechanisms in place to review and implement, where appropriate, relevant State Government reports and recommendations.
- Being satisfied that there is an Integrated Planning & Reporting framework in place, which is in accordance with Local Government guidelines / directives.
- Being satisfied that Council is responding effectively to the Office of Premier and Cabinet's reporting regime in relation to its transitional action plans.

### **Legislative Compliance**

The Committee is responsible for:

- Determining if management has appropriately considered legal and compliance risks as part of risk assessment and management arrangements.
- Reviewing the effectiveness of the system for monitoring compliance with relevant laws, regulations and associated government policies.

### **Internal Audit**

The Committee is responsible for:

- Acting as a forum for communication between the Council, Chief Executive Officer, Senior Management, Internal Audit and External Audit.
- Reviewing the internal audit coverage and Internal Audit Plan, including consideration of the Enterprise Risk and Opportunity Management Strategy, and approving the plan.
- Making recommendations for inclusion and/or prioritising projects in the Internal Audit Plan.
- Considering the adequacy of Internal Audit resources so as to ensure that the Internal Audit function can fully fulfil its responsibilities, including completion of the approved Internal Audit Plan.
- Reviewing all audit reports and considering significant issues identified in audit reports and action taken on issues raised, including identification and dissemination of better practices.
- Monitoring the acceptance and implementation of Internal Audit recommendations by management.
- Periodically reviewing the Internal Audit Charter to ensure appropriate organisational structures, authority, access and reporting arrangements are in place.
- Periodically reviewing the performance of Internal Audit.
- Participating in the selection and appointment of external service providers, as required.
- Meeting at least annually with the Head of Internal Audit, "in-camera", without the presence of management.

### **External Audit**

The Committee is responsible for:

- Acting as a forum for communication between the Council, Chief Executive Officer, Senior Management, Internal Audit and External Audit.
- Reviewing the proposed External Audit scope and approach, with particular respect to coordination of effort and elimination of duplication with Internal Audit.
- Providing input and feedback on the financial statements and performance audit coverage proposed by external audit, and provide feedback on the external audit services provided.
- Reviewing all external plans and reports in respect of planned or completed external audits, and monitor management's implementation of audit recommendations.
- Considering significant issues raised in relevant External Audit reports and better practice guides, and ensure appropriate action is taken.
- Meeting at least annually with the External Auditor, "in-camera", without the presence of management.

### **Continuous Improvement**

The Committee is responsible for:

- Reviewing the overall approach and arrangements in place that support Management implementing a successful culture of continuous improvement to drive productivity and efficiency gains and to effectively manage risk.

## Transparency

The Committee is responsible for:

- Providing advice to Management on the public disclosure of records relating to the Internal Audit function, consistent with relevant legislation (such as The *Privacy and Personal Information Protection Act 1998* and the *Government Information (Public Access) Act 2009*), including the redaction of any sensitive information.
- Giving due consideration to each item presented at a Committee meeting on a merit (case by case) basis, due to the inherent risks associated with the disclosure of potentially sensitive and/or confidential information.
- Making recommendations, where it may be necessary, to not release, or delay the release, of a particular report – at least until such time as the findings contained within it are sufficiently managed so as not to jeopardise Council's financial, legal, safety or other risks.
- Seeking, where necessary, input or advice from Council's nominated GIPA and PPIPA specialists in relation to any public disclosures.
- Considering any privacy and/or confidentiality matters that would prevent Committee minutes from being made publicly available.

## 5. Reporting Arrangements

At the first Committee meeting after 30 June each year, the Head of Internal Audit will provide an Internal Audit Annual Report. The report will include commentary on the following performance related matters:

- The approved Internal Audit Plan of the previous financial year showing the current status of each audit.
- The performance of Internal Audit for the financial year as measured against agreed key performance indicators.
- Management's progress with the implementation of audit recommendations.

The Chair of the Committee will provide a consolidated Internal Audit Annual Report and Audit, Risk and Improvement Committee Annual Report to Council.

The Committee elements of the report will include details of:

- Meetings held and member attendance
- Oversight of the Internal Audit function
- Oversight of the activities of the External Auditor
- Oversight of the Enterprise Risk Management function
- Oversight of general Corporate Governance arrangements
- Key achievements
- Key action points
- Any other matters deemed to be of sufficient importance.

Following endorsement, the Committee shall table the Annual Reports to Council.

(**Note:** at any time an individual Committee member may request a meeting with the Chair of the Committee)

Minutes of the Committee are to be reported quarterly to Council. As the minutes may contain confidential/sensitive information, broader public access will be subject to privacy and confidentiality considerations (per page 8 - *Transparency*).

#### Reporting lines

The Committee must at all times ensure it maintains a direct reporting line to and from Internal Audit and act as a mechanism for Internal Audit to report to the Chief Executive Officer on functional matters.

In addition to the normal process of reporting on work undertaken by Internal Audit, the Head of Internal Audit shall draw to the attention of the Committee all matters that, in the Head of Internal Audit's opinion, warrant reporting in this matter.

The following operational reporting line is prescribed:



## 6. Administrative Arrangements

#### Meetings of the Committee

The Committee shall meet at least four times per year (quarterly). If necessary, an additional meeting will be held to review and endorse the annual audited financial reports and external audit opinion.

The need for any additional meetings will be directed by the Chair, although the other Committee members may make requests to the Chair for additional meetings.

Where either Internal Audit Plan priorities change between meetings or new urgent issues arise, and where it is not possible to schedule an additional meeting, the Committee will be kept fully informed of all changes via email.

A forward meeting plan, including meeting dates and agenda items, will be agreed by the Committee each year. The forward meeting plan will cover all Committee responsibilities as detailed in this Charter.

#### Attendance at meetings and Quorums

A quorum will consist of a majority of voting Committee members.

Meetings will ordinarily be held in person, but can be by telephone or by video conference.

#### Secretariat

Council will provide secretariat support to the Committee.

The Secretariat will ensure the agenda for each meeting and supporting papers are circulated, at least one week before the meeting, and ensure minutes of the meetings are prepared and maintained.

Minutes shall be circulated to each member within two weeks of the meeting being held and approved at the following Committee Meeting.

#### Conflicts of Interest

Council staff and members of the Committee will comply with the Northern Beaches Council Code of Conduct and the Act in relation to confidentiality, privacy and reporting as part of carrying out their functions as council officials. It is the personal responsibility of each council official to comply with the standards in the Code of Conduct and regularly review their personal circumstances with this in mind.

Committee members must complete an annual written declaration of conflicts of interest and declare any conflicts of interest at the start of each meeting or before discussion of a relevant agenda item or topic. Details of any conflicts of interest should be appropriately minuted.

Where members or invitees at Committee meetings are deemed to have a real or perceived conflict of interest, it may be appropriate that they be excused from deliberations on the issue where the conflict of interest may exist. It is the responsibility of each member and staff member to determine if a conflict of interest exists, the nature of that interest and how they will respond to that interest.

#### Decision Making

The Committee is expected to make decisions by consensus however, if voting becomes necessary, then the details of the vote are to be recorded in the minutes.

Each member of the Committee shall be entitled to one vote only. In the case of an equality of votes on any issue the Chair shall have the casting vote.

Between meetings the Chair may circulate specific proposals by e-mail to members for adoption by the Committee. Members shall be given a set time – no less than 5 (five) days – in which to reply to indicate their agreement with a particular proposal. A member's failure to respond within the timeframe given shall be taken as a vote against the proposal. Any decision taken by the Committee by email is to be noted and minuted at the commencement of the next meeting.

As noted in the Role & Responsibilities section of this Charter, the Committee shall meet at least once per year, in camera, with each of the Internal Auditor and External Auditor to receive feedback.

#### Induction

New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities.

Review of Internal Audit Performance

The Committee will oversee an annual internal review of the performance of the Internal Audit function (using those agreed metrics as set out in the Internal Audit Charter), and an independent review of the function during its term of office.

Review of the Committee's Performance

The Chair shall co-ordinate a self-assessment of the performance of the Committee on an annual basis. The results of this self-assessment will be included in the Committee Annual Report to Council.

Charter Review

Within six months of its endorsement, the Committee will review its Charter to ensure it remains current, relevant and accurately reflects the Committee's composition, role and responsibilities. Thereafter the Charter will be reviewed annually.

## 7. Document Control

Version	Date	Endorsed By	Summary of Changes	Author
1.0	9 August 2016	Council	New Charter	Internal Auditor
1.1	14 November 2017	Audit, Risk and Improvement Committee	Minor administrative amendment to reflect Councillors in membership composition. Committee objectives included as considered in the proposed Local Government Act 1993.	Head of Internal Audit
1.2	26 June 2018 <i>(Subject to Council endorsement)</i>	Council <i>(Subject to Council endorsement)</i>	- <i>(Subject to Council endorsement)</i>	Head of Internal Audit

- Next review due by 14 May 2019.

May 2018 Update - Implementation Plan for Major Capital Works Procurement Review Recommendations

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
<b>Recommendation 1 – Roles and System / Process Ownership</b>				
1.1 Procurement Group to retain ownership and responsibility for the Procurement Framework (Manual, Tendering, Supplier Evaluation and Contract Forms) and governance of the processes	Issue a direction reinforcing role of Procurement Group  Procurement Group to consult with all stakeholders in respect of any proposed changes / amendments to Framework	Memo from Capital Projects (dated 31.08.17) has been issued to relevant business units for propagation to team members as appropriate: Role of Procurement (process owner).  Capital Projects & Procurement to consult – PSG formed.	July 2018	Completed August 2017
1.2 Capital Projects Group to take ownership and responsibility for the Project Management Methodology and design / delivery strategies for major capital projects. The group is to provide	Issue a direction defining role of Capital Projects Group  Capital Projects Group to consult with all stakeholders in respect of any proposed changes / amendments to PMIM	Memo from Capital Projects (dated 31.08.17) has been issued to relevant business units for propagation to team members as appropriate: Role of Capital Projects (process owner).  Capital Projects & Procurement to consult – PSG formed.	July 2018	Completed August 2017

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
expert advice on contract forms, including being involved when any changes to contract forms are considered				
1.3 Asset Management Groups to retain ownership and responsibility for the management of their programs (including construction of non-major capital works) and the development and maintenance of up-to-date forward estimates		Memo from Capital Projects (dated 31.08.17) has been issued to relevant business units for propagation to team members as appropriate: Role of Asset groups (process owner).	July 2017	Completed August 2017
<b>Recommendation 2 – Discipline in Process Management</b>				
Changes or amendments to any of Council standard	Reinforces current organisational objectives in having a consistent	Memo from Capital Projects (dated 31.08.17) has been issued to relevant business units for	July 2017	Completed August 2017

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
Capital Works procurement processes (documentation or procedures) should only occur with the approval of the process owner	approach across Council	propagation to team members as appropriate: Role of Asset groups (process owner).  It was further noted that each EM is now responsible to educate their respected teams.		
<b>Recommendation 3 – Service Delivery Test</b>				
Introduce a 'service delivery' process requirement / test at the beginning of Council's Project Management Methodology (PMM). The requirement / test should as a minimum address alternative service delivery (non-build solutions, demand management, etc.) and delivery methods such as joint ventures and aggregation.	Capital Projects Group to include the test within the approved PMM framework	Hold point added to draft PMM for Major Capital Works.  Investigate options to be innovative around procurement strategies and engage with a specialist consultant to undertake a Procurement Review on FY2017/18 Projects.  The report was presented at the E&I managers meeting and the PSG meeting in December 2017. The PSG are reviewing/identifying opportunities for efficiencies through packaging similar types of works under the main program delivery areas – Civil, Building and Parks and Reserves.	October 2017  N/A (Council initiative)  N/A (Council initiative)	Completed October 2017  Completed December 2017  Ongoing

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
<b>Recommendation 4 – Delivery Strategy ‘Hold’ Point</b>				
4.1 The full range of delivery strategies should be considered for major capital works including Alliance / Joint Venture style contracts, D&C, DD&C, Lump Sum and Construction Management. This should include the adoption of a formal hold point which requires executive management level signoff of the recommended delivery strategy	Capital Projects Group in conjunction with Finance / Procurement to add the hold point within the approved PMM framework	Hold point added to draft PMM for Major Capital Works.	October 2017	Completed October 2017
<b>Recommendation 5 – Develop a Strategic Procurement Program</b>				
5.1 Undertake a strategic review of procurement opportunities to establish a strategic procurement program, and thereby realise value add	Each Asset Group is to review forward works program to ensure relevancy and accuracy (Oct 2017) The forward works programs are to be forwarded to the Capital Works Group (Senior Managers) to identify	Thelem Consulting Procurement Review 29 Nov 2017 – currently in discussion with the PSG.  Discussion with the PSG	October 2017	Completed November 2017  Ongoing

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
opportunities across the full gamut of Council's capital works programs	possible value adding opportunities (Nov 2017) The results of this exercise is to be forwarded to Procurement for input into the wider procurement strand of Council's services integration program (Dec 2017) The Capital Works Group is to be supported by the Capital Projects Group			
5.2 Following establishment of the strategic procurement program, an annual review should occur as a Council planning cycle requirement	Capital Works Group (i.e. Senior Managers) to be responsible carriage for the annual review, including benchmarking savings / efficiencies of strategic procurement program	To be included in Council Report for June 2018.	June 2018	June 2018
5.3 Development of the Strategic Procurement Program should be undertaken as priority action as part of the procurement strand of Council's services	To be implemented in conjunction with the actions identified under Recommendation 5.1	Thelem Consulting Procurement Review 29 Nov 2017 – currently in discussion with the PSG. Thelem Consulting engaged beginning of May to provide strategic procurement analysis. Their report is expected at the end of July 2018	February 2018 and ongoing N/A (Council initiative)	Ongoing Underway

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
Integration program				
<b>Recommendation 6 – Project Impact Assessment (Scalability)</b>				
<p>6.1 Develop a Project Impact Assessment tool as a basis for identifying projects that would:</p> <ul style="list-style-type: none"> <li>Require Capital Projects Group's involvement in the project's scope development</li> <li>Be subjected to enhanced project feasibility and implementation requirements e.g. business case and procurement strategy</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects Group identify available options for consideration by Procurement and Capital Works Groups</li> <li>Develop and implement a tool</li> </ul> <p>Link to revised Project Initiation Phase (i.e. Recommendations 3, 4 and 7) and include in the PMM</p>	<p>Develop the project impact assessment tool to determine the level of work and the Capital Projects team involvement, and link to the project management initiation phase.</p> <p>Tool to be embedded in the PMM by March 2018.</p>	December 2017	Completed January 2018

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
<p>assessment</p> <p>6.2 Establish impact related project requirements that dictate:</p> <ul style="list-style-type: none"> <li>• Governance requirements, including internal and external consultation</li> <li>• Capital Projects Group's involvement in the project's scope development</li> <li>• Project feasibility and implementation requirements e.g. business case and procurement strategy assessment,</li> </ul>	<p>Requirements are to be developed in conjunction with implementing the Project Impact Assessment Tool</p>	<p>Develop a BPM for internal and external consultation and include this process as in the PMM.</p> <p>Indicate the Capital Projects team's involvement as part of the impact assessment tool project assessment.</p>	<p>December 2017</p>	<p>Ongoing – Prototype of impact assessment tool has been developed for demo purposes and testing.</p>

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
including contract arrangements and general conditions				
<b>Recommendation 7 – Business Case and Investment Decision</b>				
7.1 Expand the project initiation process to require preparation of a business case for major or high impact projects that will clearly identify project objectives, cost and benefits and facilitate an informed investment decision	To be carried out by Capital Projects Group in collaboration with Finance and Major Capital Works Groups as part of the implementation of Recommendation 3, on projects identified from Community Strategic Plan.	Refer to actions in recommendation 3.	October 2017	Completed October 2017
7.2 To ensure that the capital procurement process is not over burdened with unnecessary business case documentation, the scale / extent of the business case	To be carried out by Capital Projects Group in collaboration with Finance and Major Capital Works Groups as part of the implementation of Recommendation 3, on projects identified from Community Strategic Plan	Refer to actions in recommendation 3 & 6. Involvement	December 2017	Ongoing - Prototype of impact assessment tool has been developed for demo purposes and testing.

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
requirement could be linked to the Project Impact Assessment process (refer Recommendation 6)				
7.3 The Business Case should be reviewed prior to accepting a tender and following project completion (refer Recommendation 14) to identify any differences between actual outcomes and the Business Case objectives / desired outcomes	To be carried out with the other recommendations augmenting the Project Initiation phase of the PMM	Develop the business case in accordance with the Project Initiation phase of the PMM.	October 2017 & ongoing	Completed October 2017 & ongoing
<b>Recommendation 8 – Identify Sustainability Goals</b>				
Clearly identify sustainability objectives to be included / realised by	All Asset Groups to consult with Natural Environment and Climate Change in the development of project objectives for major capital	As per the PMM phase.	Ongoing	Ongoing

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
the project early in project definition and incorporate these objectives in all stages of project implementation and delivery i.e. the objectives become part of the value for money measure of project success	works			
<b>Recommendation 9 – Budget Reliability</b>				
Adopt the following 5 Step 'Best Practice' approach for the preparation and management of capital works budgets: 1 - Project Scope Definition – ensure initial project scope clearly defines the required functionality / performance requirements 2 - Base Estimate – adopt a consistent whole-of-council	To be implemented as part of the changes to the Project Initiating Phase under Recommendation 4  Whole-of -Council budget / accounting policy to require all	Added to the draft PMM.  Implement a whole-of-Council approach to budgeting, phasing and monitoring capital projects	July 2017  December 2017	Completed October 2017 Completed  Complete December 2017

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
<p>approach and / or understanding to estimate preparation. The Base Estimate should include all costs such as staff, approval / certification, design, construction, contingencies (risk based and general) and administrative costs</p> <p>3- Construction, contingencies (risk based and general) and administrative costs</p> <p>4 - Risk and Contingency Allowances – apply a risk based approach to contingency allocation i.e. the contingency allowance to reflect the project phase, market conditions and associated risk profile</p>	<p>project costs to be included in preparation and management of project budgets</p> <p>Risk based approach to budget contingency allocation to developed by the Major Capital Works Group in collaboration with Finance and oversighted by the Capital Works Group (Senior Managers)</p> <p>Implementation is to commence January 2018 and be embedded within the PMM by March 2018</p>	<p>in accordance with the Project Management Framework/Finance policy.</p> <p>Develop a project tracking register to monitor risks and costs associated to construction contingencies. Template will form part of the new PMM.</p> <p>Develop a framework to allow for risks and contingency to reflect market conditions. The framework will form part of the new PMM.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>March 2018</p>	<p>Ongoing</p> <p>Completed March 2018.</p>

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
<p>5 - Budget Review – establish an annual budget review process (including CPI variances) to ensure projects included in forward programs reflect the anticipated final out turn cost</p> <p>6. Change Management – implement a project change management process that will manage scope change and ensure any scope change request identifies the budget / cost impacts</p>	<p>To be implemented in conjunction with strategic procurement program (Recommendation 5.2)</p> <p>Develop a Scope Change Management process to apply to any pre and post contract award changes. Key elements to include:</p> <ul style="list-style-type: none"> <li>• Establishment of an approved Project Scope Statement as part of the project feasibility stage</li> <li>• Where the project is to be delivered over time or in stages, individual works packages are to be framed in the context of the overarching Project Scope Statement</li> </ul> <p>A Scope Change approval process to</p>	<p>Develop a change management process template in accordance with the Project Management Framework and include template in PMM.</p>	<p>March 2018</p>	<p>Completed March 2018.</p>

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
	be established within the overall governance arrangements for project delivery			
<b>Recommendation 10 – Principal’s Authorised Person Contract Model</b>				
Council transition to a Principal’s Authorised Person (PAP) contract model in place of the current AS4000 suite of contracts	To be implemented in Conjunction with Recommendations 11.2 and 11.3	Develop transition program to roll out the new construction contract models across the organisation. Discussions are ongoing with the PSG	June 2018	Underway
<b>Recommendation 11 – General Conditions of Contract</b>				
On the basis that Council adopts Recommendation 10, the following General Conditions of Contract are recommended:				
11.1 For low risk – low impact works up to \$250K, adopt the NSW Government nine (9) page Mini Minor	<ul style="list-style-type: none"> <li>Capital Projects Group in consultation with Legal and Procurement to review and amend Mini-Minor Works to</li> </ul>	Create a mini minor works construction RFT and contract in accordance with Council’s Procurement, Finance/Insurance and Legal Policies. Organise in-house training with NSW ProcurePoint – GC 21 for project management staff.	March 2018	New target date June 2018 to align with PMM.

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
Works General Conditions of Contract	<p>meet Council's requirements</p> <ul style="list-style-type: none"> <li>Revised contract (which should be in keeping with intent of the Mini-Minor Works Contract) to be used for all low risk-low impact works</li> </ul>	<p>Note – key staff members are booked in to offsite GC21 training.</p> <p>On target, completed with exemption of legal sign off.</p>		
<p>11.2 For medium risk – medium impact works over \$150K and up to \$1.0M, adopt the NSW Government MW21 General Conditions of Contract</p> <p>11.3 For high risk – high impact works over \$1.0M, adopt the NSW Government GC21 (Edition 2) General Conditions of Contract</p>	<ul style="list-style-type: none"> <li>Capital Projects Group in consultation with procurement, Legal and other key stakeholders to review contracts to identify the how Council wants to conduct business including risk profiles variances with current suite of AS contracts (by March 2018)</li> <li>Target full implementation of revised suite of contracts by June 2019</li> </ul>	<p>Develop transition program to preferred form of contract. Progressed with Procurement and added to draft Manual.</p> <p>Create a medium impact works construction RFT and contract in accordance with Council's Procurement, Finance/Insurance and Legal Policies. Organise further in-house training with Procurement/Capital Projects – pending.</p> <p>Create a high impact works construction RFT and contract in accordance with Council's Procurement, Finance/Insurance and Legal Policies. Organise further in-house training with Procurement/Capital Projects – pending.</p>	<p>June 2018</p> <p>June 2019</p> <p>June 2019</p>	<p>Underway, training on GC21 completed by the Capital Projects &amp; Procurement teams.</p>
<b>Recommendation 12 – Procurement Manual</b>				
Review / recast (medium to	To be carried out within wider procurement strand of Council's	Procurement has completed the draft Procurement Manual and the Capital Projects team has review	June 2018	

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
longer term) the Procurement Manual to place a greater emphasis on what can be done i.e. encourage innovation in procurement	services integration program	and revised the revised draft Manual.		
<b>Recommendation 13 – Contract Management</b>				
Establish a whole-of-council contract management system that would be incorporated as part of the Project Management Methodology. Significant elements of the system exist in the practices variously used by different groups within Council and / or project e.g. the major projects 'Project Dashboard'	<ul style="list-style-type: none"> <li>Capital Projects Group to identify various practices been used across Council</li> <li>Using best of the existing practices develop a contract management system for incorporation within the PIMM</li> <li>Obtain the Capital Works Group endorsement prior to implementation</li> </ul>	PIMM to capture contract management system and PSG to endorse practice by meeting 6 - May 2018. The template documents are partially completed.	June 2018 and ongoing	On target, near complete.
<b>Recommendation 14 – Post Completion Reviews</b>				

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
A Post Completion Review should be carried out on all major capital works, identifying any differences to actual outcomes with the project objectives and desired outcomes identified in the Business Case. The lessons learnt from these reviews should be recorded and maintained by the Capital Projects Group and provided to those responsible within the Asset Groups for the initiation / planning of major works	<ul style="list-style-type: none"> <li>Requires reinforcing and highlighting the requirement for Project Completion reports within PMM</li> <li>Copies of all future Post Completion Reviews to be forwarded to the Capital Projects Group</li> </ul>	<p>Develop a post completion report template and incorporate with the PMM.</p> <p>Develop a post completion meeting template and incorporate with the PMM.</p> <p>Insert a prompt in the PMM to address all future post completion reviews.</p>	September 2017	<p>Completed January 2018</p> <p>Completed January 2018</p>
<b>Recommendation 15 – Centre of Excellence</b>				
Consistent with Recommendations 1, 2 and 6, the Capital Projects Group should be				

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
developed as a centre of excellence in capital works procurement. This would include				
15.1 Identifying (from existing good practice) developing and maintaining whole-of-council practice	<ul style="list-style-type: none"> <li>Identify, review and document current practices across Council</li> <li>To be carried out in conjunction with the implementation of Recommendation 13</li> </ul>		June 2018 and ongoing	Near complete
15.2 Involvement in decisions on the project initiation phase especially project scope, service delivery and procurement strategies for all major projects	To be implemented in conjunction with Recommendation 6	Develop an assessment tool to link with recommendations 3, 4, 5 & 7.	December 2017 and ongoing	Completed January 2018
15.3 For any current AS4000 series contracts, the Executive Manager,	<ul style="list-style-type: none"> <li>Initially identify all contracts over \$0.5M and transfer the role of Superintendent to the Capital Projects Group or</li> </ul>	PGC to review recommendation, it was notes in PSG meeting 2 that there is no changes to the superintendent role.	August 2017	Completed September 2017

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
<p>Major Capital Projects Group should be nominated as the Superintendent for those contracts</p>	<p>GM or CEO as appropriate</p> <ul style="list-style-type: none"> <li>• The Capital Projects Group is to identify organisational arrangements to carry out this role (i.e. roles and responsibilities with the Group)</li> <li>• Advise all affected contractors of the change in the role of Superintendent</li> <li>• For all future / transitional contracts the Superintendent is to be located within the Capital Projects Group</li> </ul>			
<p>15.4 Administer and co-ordinate training in administering capital works contracts and in the use of Council's Project Management Methodology</p>	<p>16 Identify all current training programs</p> <p>17 In conjunction with the Capital Projects Group and Procurement identify training requirements</p> <p>18 Finalise integrated program in collaboration with Procurement,</p>	<p>Identify courses and incorporate training in accordance with recommendation 11</p>	<p>December 2017</p>	<p>Completed January 2018</p>

Value Network Recommendation	Value Network Comment/background	NBC/Capital Projects Group Actions	Value Network Timeframe	NBC/Capital Projects Group Status to date March 2018
	Legal and Human Resources			



---

# BOONDAH ROAD SPORTS COURTS

## PLAN OF MANAGEMENT

---

DRAFT

7 JUNE 2018



NORTHERN BEACHES COUNCIL

---

BOONDAH ROAD SPORTS COURTS  
PLAN OF MANAGEMENT

---

DRAFT

7 JUNE 2018

Parkland Planners

ABN: 33 114 513 647

PO Box 41  
FRESHWATER NSW 2096

tel: (02) 9938 1925  
mob: 0411 191 866

[sandy@parklandplanners.com.au](mailto:sandy@parklandplanners.com.au)

[www.parklandplanners.com.au](http://www.parklandplanners.com.au)

**DIRECTOR: Sandy Hoy**

# CONTENTS

<b>1</b>	<b>INTRODUCTION .....</b>	<b>1</b>
1.1	What is a Plan of Management? .....	1
1.2	Background .....	1
1.3	Land to which this Plan of Management applies .....	1
1.4	Objectives of this Plan of Management.....	3
1.5	Process of preparing this Plan of Management.....	3
1.6	Contents of this Plan of Management .....	4
<b>2</b>	<b>DESCRIPTION OF BOONDAH ROAD SPORTS COURTS</b>	<b>5</b>
2.1	Locational context.....	5
2.2	Property details.....	5
<b>3</b>	<b>BASIS FOR MANAGEMENT .....</b>	<b>7</b>
3.1	Introduction.....	7
3.2	Planning context .....	7
3.3	Direction for Boondah Road Sports Courts .....	12
3.4	Future uses and developments.....	15
3.5	Use agreements .....	18
<b>4</b>	<b>ACTION PLAN.....</b>	<b>22</b>
4.1	Concept Plan .....	22
4.2	Action Plan .....	23
<b>5</b>	<b>IMPLEMENTATION.....</b>	<b>26</b>
5.1	Governance .....	26
5.2	Monitoring.....	26
5.3	Funding .....	26
5.4	Reporting .....	26
5.5	Review of this Plan of Management.....	27
	<b>REFERENCES .....</b>	<b>28</b>

## Figures

Figure 1	3 Boondah Road, Warriewood .....	2
Figure 2	Proposed Boondah Road Sports Courts .....	2
Figure 3	Process of preparing this Plan of Management.....	3
Figure 4	Locational context of Boondah Road Sports Courts.....	5
Figure 5	Categorisation of 3 Boondah Road .....	8
Figure 6	Zoning of Boondah Road Netball Courts.....	10

Figure 7	Narrabeen Creek wildlife corridor.....	11
Figure 8	Concept Plan for Boondah Road Sports Courts .....	22

### Tables

Table 1	Structure of this Plan of Management .....	4
Table 2	Description of Boondah Road Sports Courts .....	5
Table 3	Planning context of Boondah Road Sports Courts.....	7
Table 4	Guidelines for categories of community land at Boondah Road Sports Courts .....	9
Table 5	Values of Boondah Road Sports Courts .....	12
Table 6	Roles of Boondah Road Sports Courts.....	13
Table 7	Management strategies for sportsgrounds .....	14
Table 8	Authorised leases, licences and other estates at Boondah Road Sports Courts.....	19
Table 9	Authorised uses for short term casual use or occupation of Boondah Road Sports Courts .....	20
Table 10	Open space actions .....	23
Table 11	Recreation actions .....	24
Table 12	Environmental actions .....	25
Table 13	Management actions .....	25

# 1 INTRODUCTION

## 1.1 What is a Plan of Management?

A Plan of Management provides the framework for managing public land. It sets out how public land is intended to be used, managed, maintained and enhanced in the future.

A Plan of Management is required to be prepared for public land which is classified as community land under the *Local Government Act 1993*.

A Plan of Management for an area of community land is usually accompanied by a landscape plan which shows proposed spatial changes. This Plan of Management is accompanied by a concept plan to illustrate the proposed Boondah Road Sports Courts at 3 Boondah Road in Warriewood.

## 1.2 Background

In 1998 the former Pittwater Council first identified 3 Boondah Road in Warriewood for development of sporting facilities to meet an identified need for active open space for residents and workers in the area (Pittwater Council, 1998). The Warriewood Valley Strategic Review Addendum Report (Pittwater Council 2014, amended December 2017) designated 3 Boondah Road for Active Recreation.

Northern Beaches Council resolved on 8 August 2017 to purchase 3 Boondah Road, and upon its acquisition to classify the land as community land consistent with the *Local Government Act 1993*.

Council purchased 3 Boondah Road in Warriewood using Section 94 contributions in December 2017, with the intention to construct sporting facilities on the site in late 2018-early 2019 for use by the community from the 2019 winter season onwards.

Following on from the Council resolution of 8 August 2017, Council gave public notice on 19 May 2018 of the proposal to classify the land as community land under the *Local Government Act 1993*.

This Plan of Management has been prepared specifically for the Boondah Road Sports Courts to facilitate development of sporting facilities on the site in the short term. This site will be added to any generic Sportsgrounds or other relevant Plan of Management that Northern Beaches Council may prepare in future.

## 1.3 Land to which this Plan of Management applies

This Plan of Management applies to the Boondah Road Sports Courts at 3 Boondah Road, Warriewood, as shown in Figure 1.

The proposed development of the site for netball courts and associated facilities is shown in Figure 2.

Figure 1 3 Boondah Road, Warriewood



Figure 2 Proposed Boondah Road Sports Courts



## 1.4 Objectives of this Plan of Management

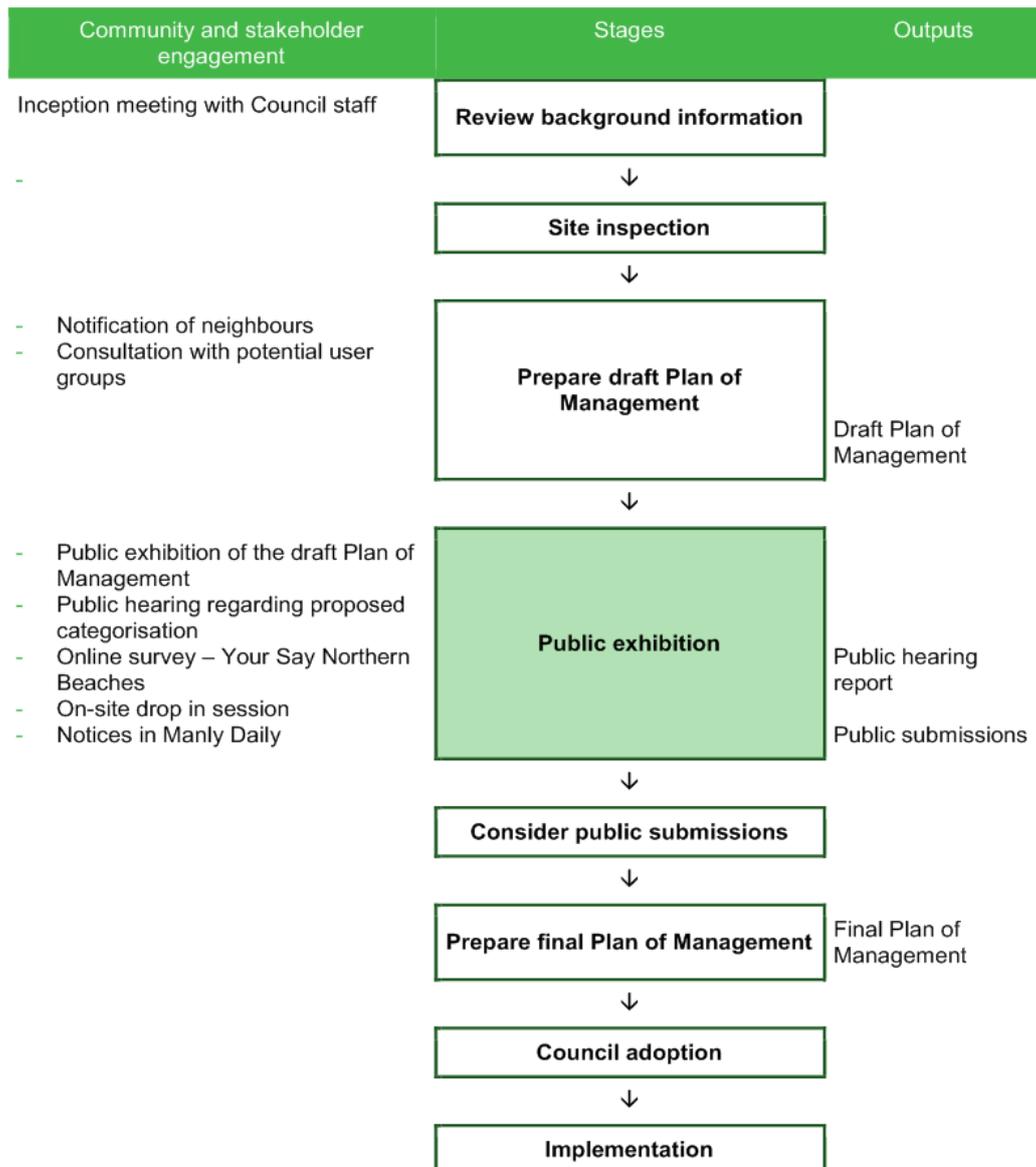
This Plan of Management has been prepared to:

- meet all relevant legislative requirements, particularly the *Local Government Act 1993*.
- set out how the site will be used, improved, maintained and managed into the future.

## 1.5 Process of preparing this Plan of Management

The process of preparing this Plan of Management involved the following tasks:

Figure 3 Process of preparing this Plan of Management



## 1.6 Contents of this Plan of Management

This Plan of Management is divided into the following sections, as outlined in Table 1.

Table 1 Structure of this Plan of Management

Section	What does it include?
<b>1 Introduction</b>	Background to the Plan of Management
<b>2 Description of Boondah Road Sports Courts</b>	History, ownership and management, physical description, facilities, uses, maintenance
<b>3 Basis for Management</b>	State planning legislation, regional and local planning context; values of the community and users, vision, roles, management objectives, permitted future uses and developments, scale and intensity of use, use agreements
<b>4 Action Plan</b>	Concept plan, strategies and actions to resolve issues consistent with values, performance measures to implement actions.
<b>5 Implementation and review</b>	Management, funding, reporting, review

## 2 DESCRIPTION OF BOONDAH ROAD SPORTS COURTS

### 2.1 Locational context

The location of Boondah Road Sports Courts in relation to adjoining and nearby land uses is shown in Figure 4.

Figure 4 Locational context of Boondah Road Sports Courts



### 2.2 Property details

Table 2 Description of Boondah Road Sports Courts

	Details
<b>Location</b>	3 Boondah Road, Warriewood
<b>Land parcels</b>	Lot 2 DP 552465

Details	
<b>Adjacent land uses</b>	Warriewood Sewage Treatment Plant (north-east) Northern Beaches Council administration building (south-east) Semi-rural residential properties
<b>Area (ha)</b>	0.613 hectares
<b>Owner</b>	Northern Beaches Council
<b>Manager</b>	Northern Beaches Council
<b>Classification</b>	Community land
<b>Community land categorisation</b>	Sportsground General Community Use Natural Area – Bushland
<b>Zoning</b>	RU2 Rural Landscape 'Recreation area' permitted with development consent
<b>Physical characteristics</b>	Relatively flat topography Class 3 Acid Sulfate Soils (Pittwater LEP 2014) Northern corner of the site is within the 25 metre riparian zone buffer from the centreline of Narrabeen Creek High and Medium flood risk precincts (Pittwater 21 DCP 2014) 1:20 flood probability
<b>Flora and fauna</b>	Dominated by exotic plantings and weeds Includes a small patch of regrowth Swamp Oak Floodplain Forest Isolated trees include Swamp Mahogany and Cabbage Tree Palm Habitat for small birds and various native and exotic fauna Located in Biodiversity Map area (Part 7.6, Pittwater LEP 2014) Located in mapped Wildlife Corridor (Part B.4, Pittwater 21 DCP 2014) Vegetation Category 1 on Bushfire Prone Land map (Pittwater 21 DCP 2014)
<b>Access, circulation</b>	96 metre frontage to Boondah Road Vehicle and pedestrian access from Boondah Road
<b>History</b>	Horticultural nursery until 1980s, then primarily residential use until 2017
<b>Assets and condition</b>	Assets as at the date of adoption of the Plan of Management are a residential dwelling and associated buildings, which are in poor condition and to be demolished Proposed new sporting facilities (4 multi-use hard courts, 1/2 multi-use court) and associated infrastructure (car park, lighting, amenities, equipment storage shed, fence, picnic shelter, seating)
<b>Infrastructure</b>	Electricity, water, gas, sewer connections
<b>Uses and activities</b>	No current use. Proposed uses – local/district court sport training/competition and informal, occasional sport and recreational use, vehicle parking
<b>User groups / stakeholders</b>	Potential users: community groups, sporting clubs, schools, local residents and visitors
<b>Use agreements</b>	No current use agreements. Court bookings and other use to be managed by Northern Beaches Council
<b>Maintenance</b>	Northern Beaches Council
<b>Income and expenditure</b>	Income: fees from use agreements (leases, licences, bookings, court hire) Expenditure: Maintenance, renovation, capital improvements

## 3 BASIS FOR MANAGEMENT

### 3.1 Introduction

This section describes the wider legislative and policy framework which applies to the Boondah Road Sports Courts. Full versions of the legislation referred to below are on-line at [www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au) and [www.austlii.edu.au](http://www.austlii.edu.au). Northern Beaches Council website: [www.northernbeaches.nsw.gov.au](http://www.northernbeaches.nsw.gov.au).

### 3.2 Planning context

#### 3.2.1 Introduction

Table 3 outlines the state, regional and local planning context which influences the use, development and management of the Boondah Road Sports Courts.

Table 3 Planning context of Boondah Road Sports Courts

	Land use planning and management	Active recreation	Natural area
NSW	Local Government Act 1993 Local Government (General) Regulation 2005 Environmental Planning and Assessment Act 1979	-	Biodiversity Conservation Act 2016 Rural Fires Act 1997 Biosecurity Act 2015
Northern Beaches LGA / Former Pittwater LGA	Pittwater Local Environmental Plan 2014 - Zoning map	Northern Beaches Sportsgrounds Strategy 2017 Pittwater Public Space and Recreation Strategy 2014 Pittwater Plan of Management for Sportsgrounds 2000	Pittwater Local Environmental Plan 2014 - Biodiversity map - Acid sulfate soils map Pittwater 21 Development Control Plan 2014: - Bush Fire Prone Land map - Flood risk planning - B4 Controls Relating to the Natural Environment - C6 Design Criteria for Warriewood Valley Release Area
Warriewood Valley	Warriewood Valley Section 94 Contributions Plan: Amendment 16 Revision 2 2016 Warriewood Valley Release Area Landscape Masterplan and Design Guidelines (Public Domain) 2016 Warriewood Valley Strategic Review Addendum Report 2018	-	-

### 3.2.2 Local Government Act 1993

#### Classification

Boondah Road Sports Courts is owned by Northern Beaches Council and is classified as community land under the *Local Government Act 1993*. Council owned land which is classified as 'community' land must be managed and kept for the purposes of the community. Community land must be managed according to the provisions of the *Local Government Act 1993* and the *Local Government (General) Regulation 2005*.

Council has no power to sell, exchange or otherwise dispose of community land, except for the purpose of enabling that land to become, or be added to, a Crown Reserve or land reserved or dedicated under the *National Parks and Wildlife Act 1974*.

#### Categorisation

Community land must be categorised in accordance with the *Local Government Act 1993* as either Park, Sportsground, Area of Cultural Significance, Natural Area, or General Community Use. A category assigned to community land, using the guidelines for categorisation in the *Local Government (General) Regulation 2005*, reflects Council's intentions for future management and use of the land.

Boondah Road Sports Courts is proposed to be categorised as Sportsground (outdoor sports courts), General Community Use (carpark), and Natural Area – Bushland (part of wildlife corridor, and vegetated buffer), consistent with the guidelines for categorisation in Table 4 and shown in Figure 5.

Figure 5 Proposed Categorisation of 3 Boondah Road



Table 4 Guidelines for categories of community land at Boondah Road Sports Courts

Category	Guidelines
Natural Area	If the land, whether or not in an undisturbed state, possesses a significant geological feature, geomorphological feature, landform, representative system or other natural feature or attribute that would be sufficient to further categorise the land as bushland, wetland, escarpment, watercourse or foreshore under section 36(5) of the Act.
Under Section 36(5) of the Act, Natural Areas are required to be further categorised as bushland, wetland, escarpment, watercourse or foreshore based on the dominant character of the natural area.	
Natural Area – Bushland	Land that is categorised as a natural area should be further categorised as bushland if the land contains primarily native vegetation and that vegetation: (a) is the natural vegetation or a remainder of the natural vegetation of the land, or (b) although not the natural vegetation of the land, is still representative of the structure or floristics, or structure and floristics, of the natural vegetation in the locality.
Sportsground	If the land is used or proposed to be used primarily for active recreation involving organised sports or the playing of outdoor games.
General Community Use	Land that may be made available for use for any purpose for which community land may be used, whether by the public at large or by specific sections of the public.

<sup>1</sup> *Local Government (General Regulation) 2005*

## Use agreements

Under the *Local Government Act 1993* a lease, licence, other estate or easement (use agreement) may be granted over all or part of community land.

Leases and licences are a way of formalising the use of community land. Leases and licences may be held by groups such as sporting clubs and schools, or by private/commercial organisations or people providing facilities and/or services for public use.

A lease will be typically required where exclusive use or control of all or part of Boondah Road Sports Courts is desirable for effective management. A lease may also be required due to the scale of investment in facilities, the necessity for security measures, or where the relationship between a major user and facilities on community land justifies such security of tenure.

Licences allow multiple and non-exclusive use of an area. A licence may be required where intermittent or short-term use or control of all or part of the Boondah Road Sports Courts is proposed. A number of licences for different users can apply to the same area at the same time, provided there is no conflict of interest.

In accordance with Section 46A of the *Local Government Act 1993* a Plan of Management for community land is to specify and authorise any purpose for which a lease, licence or other estate may be granted over community land during the life of a Plan of Management. Under Section 46 of the Act, Council may lease or licence community land for purposes consistent with the categorisation and zoning of the land.

The maximum period for leases and licences on community land allowable under the *Local Government Act 1993* is 30 years (with the consent of the Minister for a period over 21 years) for purposes consistent with the categorisation and core objectives of the particular area of community land.

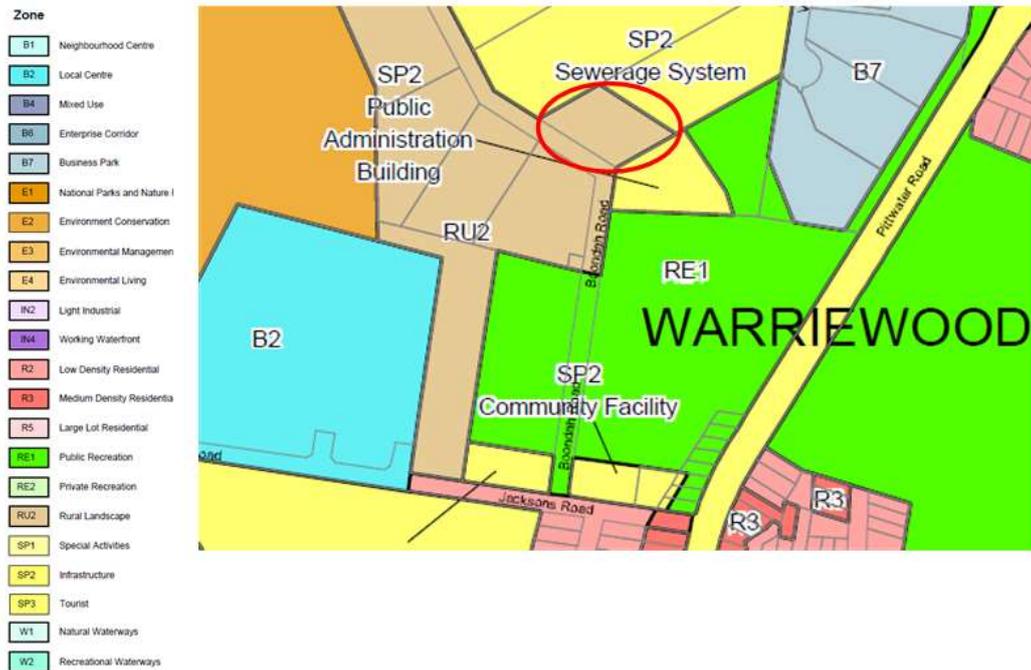
Community land may only be leased or licensed for period of more than 5 years if public notice is given according to the requirements of Sections 47 and 47A of the *Local Government Act 1993*.

### 3.2.3 Pittwater Council plans

#### Zoning

Pittwater Local Environmental Plan 2014

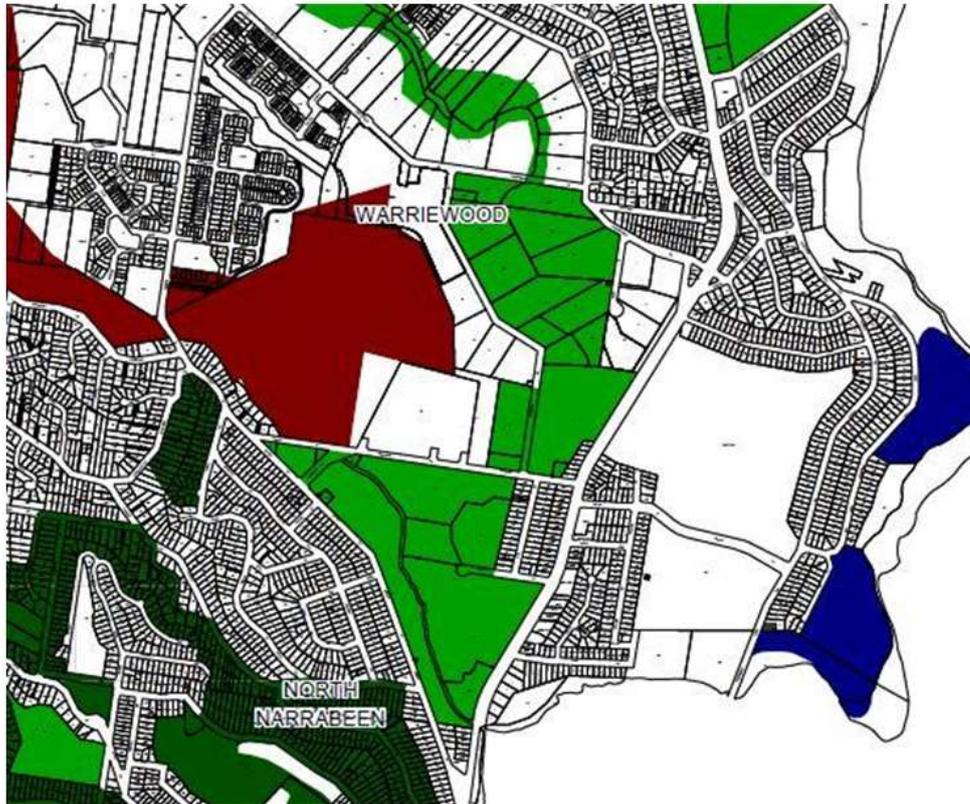
Figure 6 Zoning of Boondah Road Sports Courts



Wildlife corridor

Pittwater 21 Development Control Plan 2014

Figure 7 Narrabeen Creek wildlife corridor



**PITTWATER COUNCIL**

**PITTWATER LOCAL GOVERNMENT AREA**

**PITTWATER 21 DCP - WILDLIFE CORRIDOR MAP**

**Wildlife Corridors Legend**

- HP - High Priority areas essential to fauna movement
- MH - Major Habitat Areas
- R - Smaller Council Reserves likely to have modified habitat or suffering adverse edge effects
- C01 - Those areas though disturbed are likely to be of habitat value due to good crown cover and/or understory
- C02 - Mostly cleared non-residential areas with good potential for improvement of habitat
- C03 - Residential areas with some tree cover but requiring supplementary planting to aid fauna movements

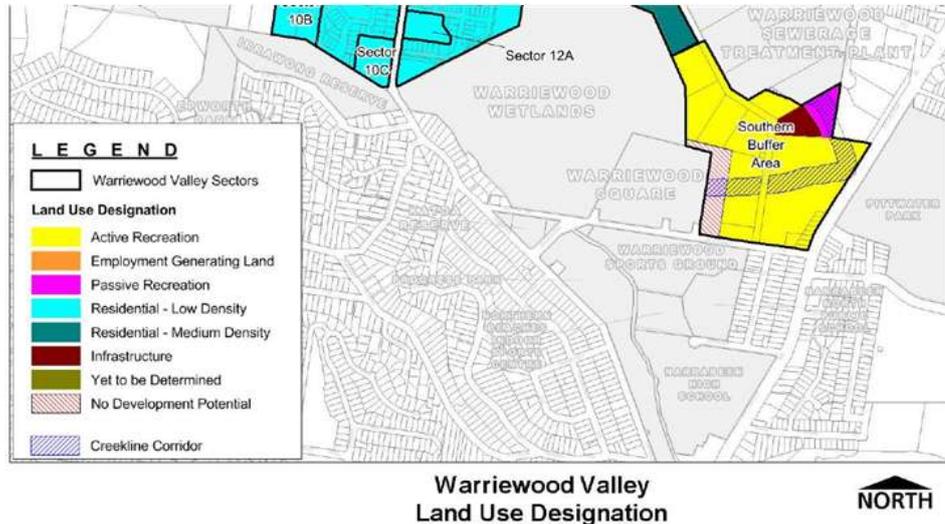
Plan prepared by Pittwater Council  
Natural Environment and Education Unit  
23 June 2014  
P:\Mapping\Nat\_ResMapping\Wildlife Corridors



## Narrabeen Creek Riparian Corridor

3 Boondah Road Sports Courts is designated for Active Recreation land use.

A Creepline Corridor is shown east of the site.



56

Extract from Pittwater Council (2014) Warriewood Valley Strategic Review Addendum Report. Amended 19 December 2017.

## 3.3 Direction for Boondah Road Sports Courts

### 3.3.1 Values

Northern Beaches Council takes a values-based approach to the planning, use and management of the Boondah Road Sports Courts. Values may be described as what is important or special about a place. This Plan of Management aims to protect and enhance the values of the Boondah Road Sports Courts.

Table 5 Values of Boondah Road Sports Courts

Values	Explanation	Significance
Open space	The change of use of the site from rural residential to active recreation adds to community accessible open space in the Boondah Road area.	Local
Recreation	The site provides an opportunity for active recreation for court and other sports, and compatible informal and recreation activities which are accessible to the community.	Local
Environmental	The northern corner of the site is part of the Narrabeen Creek wildlife corridor. The site is within the 25 metre riparian buffer to Narrabeen Creek.	Local

### 3.3.2 Roles of Boondah Road Sports Courts

The roles of Boondah Road Sports Courts consistent with its values are set out below.

Table 6 Roles of Boondah Road Sports Courts

Values	Explanation
Open space	Visual relief to surrounding development
Recreation	Venue for local/district court and other sports and recreation Venue for informal casual sporting and informal recreation activities
Environmental	Wildlife habitat Flood detention

### 3.3.3 Vision for Boondah Road Sports Courts

Consistent with the values and desired roles of the Boondah Road Sports Courts, the vision for it is:

*Boondah Road Sports Courts will be a local scale, multi-purpose court sport focused area which can be used by the whole community for a range of active and informal sport and recreation, social/community and compatible activities. Links between the site and other sporting facilities in Boondah Road, Narrabeen Creek, local community facilities, shops, schools and residential areas will be strengthened.*

The vision for Boondah Road Sports Courts is reflected in the Action Plan in Section 4.

### 3.3.4 Objectives for Boondah Road Sports Courts

Boondah Road Sports Courts will be managed according to the objectives set out below.

#### Core objectives for community land

The core objectives for community land categorised as Sportsground are to:

- encourage, promote and facilitate recreational pursuits in the community involving organised and informal sporting activities and games.
- ensure that such activities are managed having regard to any adverse impact on nearby residences.

The core objectives for community land categorised as General Community Use are to:

- promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public in relation to:
  - public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public.
  - purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).

The core objectives for community land categorised as Natural Area are to:

- conserve biodiversity and maintain ecosystem function in respect of the land, or the feature or habitat in respect of which the land is categorised as a natural area.
- maintain the land, or that feature or habitat, in its natural state and setting.

- provide for the restoration and regeneration of the land.
- provide for community use of and access to the land in such a manner as will minimise and mitigate any disturbance caused by human intrusion.
- to assist in and facilitate the implementation of any provisions restricting the use and management of the land that are set out in a recovery plan or threat abatement plan prepared under the NSW *Biodiversity Conservation Act 2016* or the *Fisheries Management Act 1994*.

Further, core objectives for land categorised as Natural Area and sub-categorised as Bushland are to:

- ensure the ongoing ecological viability of the land by protecting the ecological biodiversity and habitat values of the land, the flora and fauna (including invertebrates, fungi and micro-organisms) of the land and other ecological values of the land.
- protect the aesthetic, heritage, recreational, educational and scientific values of the land.
- promote the management of the land in a manner that protects and enhances the values and quality of the land and facilitates public enjoyment of the land, and to implement measures directed to minimising or mitigating any disturbance caused by human intrusion.
- restore degraded bushland.
- protect existing landforms such drainage lines, watercourses and foreshores.
- retain bushland in parcels of a size and configuration that will enable the existing plant and animal communities to survive in the long term.
- protect bushland as a natural stabiliser of the soil surface.

### Council policy and objectives

Boondah Road Sports Courts will be managed consistent with the Management Policy and Future Directions/Strategy set out in the Pittwater Plan of Management for Sportsgrounds (Pittwater Council, 2000).

Table 7 Management strategies for sportsgrounds

Issue	Strategy
Grounds – number and configuration	Provide a network of sportsgrounds with a wide range of sporting opportunities. Improve the function of existing grounds.
Maintenance	Maintain sportsgrounds and facilities to a high standard within budgetary constraints.
Risk management	Provide a safe environment at sports grounds.
Funding	Initiate a system of cost recovery in order to improve the quality of sportsgrounds.
Facilities – community and ancillary	Improve existing facilities at sportsgrounds. Identify and prioritise current and projected needs. Protect sportsgrounds from overdevelopment and incompatible community use. Gauge community opinion regarding community/exclusive use of buildings.
Allocation of grounds	Better manage and control use of sportsgrounds.
Signage	Have clear, consistent signage at sports grounds. Inform the public of the location of sports grounds and permitted uses.
Linkages, open space corridors, linear	Improve linkages to sports grounds and increase recreational opportunities.

Issue	Strategy
recreation areas	
Access and parking	Improve access and parking arrangements at sports grounds. Restrict vehicular access. Reduce impact of parking on neighbours.
Dog/animal exercise areas	Address issues concerning the compatibility of unleashed dogs adjacent to a sensitive environmental area and playing fields.
Recreational usage	Increase community awareness of recreation and sporting opportunities in Pittwater.
Environment/landscape	Enhance the amenity and function of sports groups with landscape improvements. Minimise the impact of sports grounds on the environment.
Neighbourhood amenity	Minimise negative impacts to neighbouring residents.
Leases and licences	Establish a consistent leasing policy for sports grounds and other reserves.

## 3.4 Future uses and developments

### 3.4.1 Introduction

It is not possible to forecast every activity, development or structure that may occur at Boondah Road Sports Courts in the future. New activities, developments and structures may be proposed in response to an application for use of the site, or because funding or another opportunity becomes available, or to address a need or management issue that may not be evident when preparing this Plan of Management.

Section 36 of the *Local Government Act 1993* states that a Plan of Management must expressly authorise any proposed or potential developments on community land. The following authorisation is provided generally. Any specific works will require further investigation, and development approval if required.

### 3.4.2 Legislative requirements

Permissible uses and developments at Boondah Road Sports Courts must be in accordance with relevant legislation, particularly:

- zoning under the Pittwater Local Environmental Plan 2014.
- guidelines for and core objectives of the relevant categories of community land under the *Local Government Act 1993* and the *Local Government (General) Regulation 2005*.
- uses for which leases, licences and other estates may be granted on community land under the *Local Government Act 1993*.

The site is currently zoned RU2 Rural Landscape in the Pittwater Local Environmental Plan 2014. This zoning permits 'recreation areas' which allows the proposed sports, parking area and associated infrastructure. However it is recommended that the site be rezoned to RE1 Public Recreation because the objectives of that zone are more relevant to public open space used for active recreation.

### 3.4.3 Preferred future uses

Boondah Road Sports Courts is generally intended to be used for local netball, court and other sports, informal recreation, social/community activities, and compatible activities. Developments and structures are limited to those which support the desired activities, consistent with the concept plan (Figure 8).

Any use or development that would further encroach on the open space of the site should be minimised, unless it can be shown that the proposed use or development is a more efficient use of the space, has a community benefit, and is consistent with the objectives of this Plan of Management.

Permitted uses and developments must support and enhance the other values of the site i.e. open space, recreation, and the natural environment.

### 3.4.4 Physical constraints

Periodic flooding is a constraint to development and use of the site. The site is located within the High and Medium flood risk precincts (Pittwater 21 DCP 2014) and is subject to 1:20 flood.

Future use and development of the site must take the flood risk into account.

### 3.4.5 Impacts on adjoining land uses

Uses and activities permitted at Boondah Road Sports Courts must consider the impacts on local residents, workers and adjoining land uses in terms of noise, lighting, traffic and parking.

### 3.4.6 Other considerations

Criteria for assessing proposals for new activities and/or developments at Boondah Road Sports Courts should also address:

- the objectives of this Plan of Management (Section 1)
- Council plans and policies (Section 3)
- the future roles of the site (Section 3)
- objectives for the site (Section 3).

### 3.4.7 Prohibited activities

Certain activities at Boondah Road Sports Courts may be prohibited by the zoning. Northern Beaches Council may prohibit certain activities from time to time.

### 3.4.8 Buildings and structures

#### Express authorisation

This Plan of Management expressly authorises development of new buildings and structures, and redevelopment/refurbishment buildings and structures, which support the desired uses of Boondah Road Sports Courts.

Such buildings and structures will be consistent with:

- the Concept Plan (Figure 8) and any subsequent detailed Masterplans.
- constraints of flood risk, biodiversity, bushfire, and acid sulfate soils.

#### Design considerations

##### Landscaping

Consistent with the Warriewood Valley Release Area Landscape Masterplan and Design Guidelines (Public Domain) 2016.

##### Building envelopes

Building envelopes should align with the Pittwater 21 Development Control Plan 2014.

##### Access

Access to new facilities on the site and any refurbishment of those structures will be provided according to Australian Standard 1428 (Parts 1 – 4) Design for Access and Mobility.

Access and seating for people with disabilities should comply with the Disability Discrimination Act and the Building Code of Australia.

##### Sustainable development

All facilities and infrastructure (new and renewed), and maintenance of the site will integrate sustainability in terms of energy use, life cycle costs, source material impacts, and Water Sensitive Urban Design (WSUD).

All new buildings and/or refurbishments of the site will be low-scale and of architecture and built form appropriate to the Sydney coastal climate.

### 3.4.9 Scale and intensity of use and development

#### Introduction

In accordance with the *Local Government Act 1993* a Plan of Management must expressly authorise any proposed developments on community land. It must detail the scale and intensity of this development and the purpose for which it will be used.

The scale and intensity of future uses and developments at Boondah Road Sports Courts is constrained by:

- its location in a wildlife corridor and a riparian corridor buffer.
- flooding, biodiversity, bush fire risk, and acid sulfate soils.
- impact on adjoining residents and land uses.

Any proposal to use buildings, structures and spaces at Boondah Road Sports Courts will be considered on merit and balanced against physical constraints and the amenity of adjoining residents, workers and land uses.

Any further intensification or variation to development to that shown on the Concept Plan in Figure 8 would be subject to a development application.

## Activities

Activities at Boondah Road Sports Courts which may attract high numbers of people include court and other sport training, school sport competitions, commercial activities such as skate lessons, and one-off community events and performances.

Allocation and bookings of sports courts will be done according to Council's seasonal allocations and bookings processes. Applications for permissible activities will be assessed on a case-by-case basis.

The scale and intensity of such activities will be managed by Council's booking process and by conditions of use.

## Informal recreation activities

The intensity of use of informal recreation facilities and settings (such as the multi-purpose half-court and picnic area) would be determined by users of the site.

## Traffic and parking

The impact of traffic and parking associated with organised sport or community events on local residents and businesses will be managed by preparing a Traffic and Parking Plan on a case-by-case basis as required.

## Planting

Species selected for planting at Boondah Road Sports Courts will be native and endemic to the area where possible, and be appropriate for a highly modified and used recreation area located within a wildlife corridor and riparian buffer zone. Planting will be undertaken on a site-specific basis as required.

### 3.4.10 Assessment and approval of permissible uses and developments

Northern Beaches Council must expressly authorise proposed developments on community land under the *Local Government Act 1993*. This authorisation in a Plan of Management gives 'in principle' support for certain activities and developments to proceed to development assessment under the *Environmental Planning and Assessment Act 1979*. However, this Plan does not in itself imply or grant consent for these activities or developments. Any proposed uses and developments which are consistent with this Plan are still subject to development consent processes which would be advertised widely for information and to invite comment. This Plan of Management would be an important supporting document for the required applications for the proposed works.

## 3.5 Use agreements

### 3.5.1 Authorisation of current use agreements

No use agreements (leases, licences or other estates) currently apply to Boondah Road Sports Courts.

### 3.5.2 Authorisation of future leases, licences and other estates

Granting of leases, licences, other estates and easements for the use or occupation of Boondah Road Sports Courts are permissible for uses consistent with:

- the uses listed in Sections 46 and 47 of the *Local Government Act 1993*.
- the guidelines and core objectives for the Sportsground, General Community Use and Natural Area-Bushland categories of community land.
- zoning under the Pittwater Local Environmental Plan, and development consent if required.
- this Plan of Management.

Specific leases, licences and other estates are authorised at Boondah Road Sports Courts as set out in Table 8.

Table 8 Authorised leases, licences and other estates at Boondah Road Sports Courts

Proposed use	Land to which authorisation applies	Express authorisation of lease, licence or other estate for:
Commercial uses	Land categorised as Sportsground and General Community Use.	Small-scale commercial uses which support the use of Boondah Road Sports Courts for sport, informal recreation, and social/community activities, such as sports clinics, personal fitness training, skate lessons, and mobile food/beverage vans.
Advertising	Land categorised as Sportsground and General Community Use.	Internal advertising, where it is supportive of the desired uses of the land and not visible from the exterior. Placing advertising material on the ground and buildings providing it is consistent with State Environmental Planning Policy No. 64 – Advertising and Signage (SEPP 64). New signage would be subject to assessment under the provisions of SEPP 64, Pittwater Local Environment Plan 2014, and Pittwater 21 Development Control Plan 2014.

#### Other estates

This Plan of Management authorises Council to grant “an estate” over community land for the provision of public utilities and works associated with or ancillary to public utilities in accordance with the *Local Government Act 1993*.

#### Easements

This Plan of Management expressly authorises the granting of easements over land at Boondah Road Sports Courts to provide pipes, conduits or other connections under the ground surface. This is limited to easements which connect premises adjoining community land to an existing water, sewer, drainage or electricity facility of Council or another public utility provider that is situated on the land. Such easements must minimise impacts on the condition and use of the Boondah Road Sports Courts.

Granting of easements above or on the surface of community land is not within the authority of this Plan of Management. These easements include, but are not limited to, piping to a natural watercourse, piping from a facility on community land to a facility on private land, and private vehicular or pedestrian access.

## Short-term casual use and occupation

Licenses for short-term casual use or occupation of Boondah Road Sports Courts for a range of uses may be granted in accordance with Clause 116 of the *Local Government (General) Regulation 2005*.

Authorisation is granted for short-term casual use or occupation of Boondah Road Sports Courts for the following uses and occupations, provided the use or occupation does not involve the erection of any permanent building or structure.

Table 9 Authorised uses for short term casual use or occupation of Boondah Road Sports Courts

Proposed use	Land to which authorisation applies	Express authorisation of short term casual use or occupation for:
Sporting events	Land categorised as Sportsground, General Community Use	Seasonal, one-off and occasional sporting competitions, events and training. School sports carnivals and activities
Social/ community events	Land categorised as Sportsground, General Community Use	One-off or occasional community events such as markets One-off or occasional cultural, musical or entertainment events.
Other short-term uses of community land	Land categorised as Sportsground, General Community Use	Short term/temporary uses set out in the <i>Local Government Act 1993</i> and the <i>Local Government (General) Regulation 2005</i> including: <ul style="list-style-type: none"> <li>- playing of a musical instrument or singing for fee or reward</li> <li>- engaging in a trade or business</li> <li>- playing of a lawful game or sport</li> <li>- delivery of a public address</li> <li>- commercial photographic sessions</li> <li>- picnics and private celebrations such as weddings and family gatherings</li> <li>- filming sessions</li> <li>- markets and / or temporary stalls including food stalls.</li> <li>- corporate functions</li> <li>- other special events/ promotions provided they are on a scale appropriate to the use of a local sports court area and to the benefit and enjoyment of the local community.</li> <li>- emergency purposes, including training, when the need arises.</li> </ul>

All short-term casual uses and occupation would be subject to Council's standard conditions for hire, approval processes, and booking fees. A temporary licence would be issued by Council as part of the approval process prior to the site being used for these activities. Organisers of the activity are subject to conditions of hire.

Fees for short term, casual bookings will be in accordance with the fees and charges as published annually by Northern Beaches Council.

## Subleases

Where a lease arrangement has been entered into with Council for community land, subleasing of the land must be in accordance with the requirements of Section 47C of the *Local Government Act 1993*.

This page is left blank intentionally

## 4 ACTION PLAN

### 4.1 Concept Plan

The Concept Plan for Boondah Road Sports Courts is shown in Figure 6. The Concept Plan shows the location of the spatial works and actions in the following Action Plan which are proposed to be implemented to achieve the objectives for Boondah Road Sports Courts.

Figure 8 Concept Plan for Boondah Road Sports Courts



Key proposed actions and changes to Boondah Road Sports Courts include:

#### Short term

- Construct four multi-use netball courts and one multi-purpose half court with lighting
- Construct carpark with 57 parking spaces
- Construct a bus parking/drop-off bay off Boondah Road
- Install lighting of footpath, carpark and court areas
- Erect metal palisade fence
- Construct accessible amenities and equipment storage
- Install picnic facility and seating
- Construct water sensitive urban design garden bed along the carpark frontage
- Plant native and exotic species to landscape the site

#### Ongoing

- Maintain vegetation on boundaries

- Manage use of the site
- Carry out maintenance and capital works as required.

## 4.2 Action Plan

### 4.2.1 Introduction

This section outlines the actions required to implement the management direction and the concept plan for Boondah Road Sports Courts. The actions are displayed below in table form, and have been structured using the values of Boondah Road Sports Courts that the actions would enhance and protect. The table headings are explained as follows:

<b>Need / issue</b>	A need or an issue to be addressed								
<b>Background</b>	Explanation of the need/issue								
<b>Performance target</b>	Targets/strategies to achieve vision and objectives for the Boondah Road Sports Courts, consistent with defined roles								
<b>Action</b>	Tasks that will be undertaken to address needs/issues, and to achieve performance targets and objectives								
<b>Priority</b>	Assigned according to the specific action's relative importance or urgency: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>High</td> <td>Achieved within 2 years</td> </tr> <tr> <td>Medium</td> <td>Achieved within 2 to 5 years</td> </tr> <tr> <td>Low</td> <td>Achieved after 5 years</td> </tr> <tr> <td>Ongoing</td> <td></td> </tr> </table>	High	Achieved within 2 years	Medium	Achieved within 2 to 5 years	Low	Achieved after 5 years	Ongoing	
High	Achieved within 2 years								
Medium	Achieved within 2 to 5 years								
Low	Achieved after 5 years								
Ongoing									
<b>Method of measurement</b>	Methods of measuring and assessing the achievement of the action.								

Any developments included in this Action Table require authorisation within this Plan of Management. Section 3 includes authorisation for future developments for Boondah Road Sports Courts.

### 4.2.2 Open Space Actions

Table 10 Open space actions

Need/issue	Background	Performance target	Action	Priority	Means of assessing achievement
Landscaped street frontage	Council has set out landscape design requirements for development in Warriewood Valley in the Warriewood Valley Release Area Landscape Masterplan and Design Guidelines (Public Domain) 2016.	<p>Visually integrate the site with surrounding natural vegetation.</p> <p>Minimise visual impact of the site from Boondah Road.</p>	Landscape the Boondah Road street frontage with suitable species.	High	Landscaping meets requirements of Warriewood Valley Release Area Landscape Masterplan and Design Guidelines (Public Domain) 2016

## 4.2.2 Recreation Actions

Table 11 Recreation actions

Need/issue	Background	Performance target	Action	Priority	Means of assessing achievement
Multi-use netball and basketball courts	3 Boondah Road has been identified as a suitable site for active recreation for 20 years.  Identified need for sports courts in Warriewood in the Northern Beaches Sportsgrounds Strategy 2017.	Courts constructed	Construct four multi-purpose netball courts, and one multi-purpose half court	High	Courts constructed
Vehicle access and parking	Vehicle and bus parking and circulation areas are required to support use of the site	Parking spaces and bus parking/drop-off bay constructed	Construct parking spaces with bus parking/drop-off bay	High	Parking spaces and bus parking/drop-off bay constructed  Limited street parking conflicts
Lighting	Lighting will enable use of the courts at night, and contribute to user safety	Lighting installed	Install lighting of footpath, carpark and court areas	High	Lighting installed
Fencing	Fencing is required to separate the court use from the natural riparian and wildlife corridor	Protect the riparian zone and wildlife corridor from sports balls and other human disturbance	Erect 2.4 metre high metal palisade fence to the rear boundary	High	Observations
Accessible amenities and equipment storage	Amenities and equipment storage will support sporting use of the site	Accessible amenities and equipment storage constructed	Construct amenities and equipment storage	High	Amenities and equipment storage constructed
Spectator / community facilities	Spectator facilities such as seating and picnic tables will support use of the site	Provide seating and picnic facilities for players and spectators	Install picnic facility and seating	High	Seating and picnic facilities installed

### 4.2.3 Environmental Actions

Table 12 Environmental actions

Need/issue	Background	Performance target	Action	Priority	Means of assessing achievement
Water sensitive urban design	Runoff of water from the site to Narrabeen Creek should be minimised	Minimise runoff of stormwater from the site	Construct a water sensitive urban design garden bed along the carpark frontage	High	Garden bed constructed
Wildlife corridor	The site is located within a wildlife corridor	Retain and enhance the wildlife corridor to maintain the connection of flora and fauna habitats.	Plant native and exotic species to landscape the site.	High	Increase in number of trees and shrubs on site
		Retain an adequate buffer to the wildlife corridor.	Maintain remnant and planted vegetation on the site boundaries.	Ongoing	Monitor health of planting

### 4.2.4 Management

Table 13 Management actions

Need/issue	Background	Performance target	Action	Priority	Means of assessing achievement
Zoning	The site is zoned RU2 Rural Landscape, but the objectives and permissible uses of the RE1 Public Recreation zone more closely apply to the future uses of the site	The site is zoned RE1 Public Recreation	Rezoning the site from RU2 Rural Landscape to RE1 Public Recreation	Medium	Rezoning of the site included in Pittwater LEP
Use management		Maximise use of the site for desirable activities	Enter into use agreements as desirable	Ongoing	Bookings
		Minimise conflicts of use.	Manage use of the site		Complaints to Council
Facility condition	Courts and associated facilities should be fit for purpose and in good condition	Courts and associated facilities are in good condition	Carry out maintenance and capital works as required	Ongoing	Condition assessment

## 5 IMPLEMENTATION

### 5.1 Governance

Boondah Road Sports Courts will be managed by Northern Beaches Council in terms of facility management, use and maintenance.

Council will have oversight of any use agreements for activities on the site.

Day-to-day management of any leased and licensed areas will be the responsibility of any lease or licence holder according to the terms of any lease or licence agreement.

### 5.2 Monitoring

Implementation of actions in this Plan of Management according to their assigned priorities will be monitored through the preparation of annual performance reports, budgets, and capital works programs.

It should be recognised however that commencement and completion of the recommended actions in this Plan of Management depends on available Council resources, funding, and Council's priorities in its annual works program. The priority of each action should be reassessed annually to determine if the stated priority is still relevant.

### 5.3 Funding

Council has limited funds, and as such may rely on developer contributions, external grants and other sources of funding.

It is envisaged that this Plan of Management will be implemented primarily in the short term to develop sporting facilities after the 2019 winter season using Section 94 developer contributions from development in Warriewood Valley.

Funding for future management of and improvements to the site will be sought from a range of government, Council, corporate, user and community sources on an ongoing basis as required.

### 5.4 Reporting

Achievement of actions listed in this Plan of Management will be reported using Council's Integrated Planning and Reporting Framework.

Achievement of major actions will be reported in Northern Beaches Council's Annual Report.

Income, expenditure and achieved actions regarding Boondah Road Sports Courts will be reported to Council in each financial year through Council's usual processes.

## 5.5 Review of this Plan of Management

This Plan of Management is intended to be reviewed and updated within five years. It should be updated to reflect changing community and Council priorities and issues, to take into account changes in grants and funding, legislation or government directions, and to recognise completed actions. Review of this Plan of Management should also take into account the outcomes of periodic reviews of Council's strategic and operational plans.

The Action Plan tables have a shorter life and therefore require more frequent reviews and updating. The Action Plan tables should be reviewed and revised when required in accordance with Council's budgets, Capital Works Program and changing priorities.

## REFERENCES

Northern Beaches Council (2016) *Warriewood Valley Release Area Landscape Masterplan and Design Guidelines (Public Domain)*.

Northern Beaches Council (2017) *Northern Beaches Sportsgrounds Strategy*.

Pittwater Council (1998) *Warriewood Valley Section 94 Contributions Plan*.

Pittwater Council (2000) *Plan of Management for Sportsgrounds*. November.

Pittwater Council (2018) *Warriewood Valley Strategic Review Addendum Report*. Amended 19 December 2017.

Pittwater Council (2014) *Pittwater Public Space and Recreation Strategy 2014*.

Pittwater Council (2016) *Warriewood Valley Section 94 Contributions Plan: Amendment 16 Revision 2*.

This page is left blank intentionally



**SYDNEY COASTAL COUNCILS GROUP Inc.**  
**MINUTES FOR THE ORDINARY MEETING**  
**HELD ON SATURDAY 24 JUNE 2017**  
**HOSTED BY CITY OF SYDNEY COUNCIL AT**  
**SYDNEY TOWN HALL - 12.00 noon**

FG2-17 Minutes

**IN ATTENDANCE**

Mr David Dekel	Bayside Council
Mr Frank Breen	Inner West Council (proxy)
Mr Peter Massey	North Sydney Council
Mr Paul Hardie	Northern Beaches Council
Mr Adrian Turnbull	Northern Beaches Council
Cr Greg Moore	Randwick City Council
Cr Lindsay Shurey	Randwick City Council
Cr Leon Goltsman	Waverley Council
Cr Bill Mouroukas	Waverley Council
Cr Lynne Saville	Willoughby Council
Cr Wendy Norton	Willoughby Council
Cr Greg Levenston	Woollahra Council
Prof. Bruce Thom AM	Honorary Member
Mr George Cotis	Honorary Member
Mr George Copeland	Honorary Member
Mr Geoff Withycombe	SCCG (EO)
Ms Belinda Atkins	SCCG (MPP)
Dr David Rissik	NCCARF (Presenter)

**ITEM 1 - OPENING**

**1.1 OPENING AND ACKNOWLEDGEMENT OF COUNTRY**

The Chair, Cr. Lynne Saville opened the meeting at 12.45pm and provided an Acknowledgment of Country. The Chair thanked the City of Sydney Council for hosting the meeting.

The Chair noted that the local government elections will be held on 9 September, and that this meeting will be the last meeting of the Full Group prior to the elections. The Chair noted that some representatives would not be standing for re-election, and thanked those delegates for their expertise, knowledge and valuable contribution that they have provided in their term on the Full Group. For those that will be standing in the election the Chair wished them all the best for re-election stating that it was important that some of the current delegates remain on the Full Group to retain the current resource and knowledge base of the Group. The Chair thanked the Executive Committee and the Staff of the Secretariat for their work.

**1.2 APOLOGIES**

Mr Dick Persson	Northern Beaches Council
Ms Kylie Ferguson	Northern Beaches Council
Cr Sally Betts	Waverley Council
Cr Jack Boyd	Sutherland Shire Council
Cr Michael Forshaw	Sutherland Shire Council
Mr Phil Coleman	Honorary Member

(Mosman and The City of Sydney Councils were not represented at the meeting).

Minutes of the SCCG Full Group Ordinary Meeting held on Saturday 24 June 2017, hosted by City of Sydney Council

### 1.3 DECLARATION OF PECUNIARY INTERESTS

Nil declarations were made.

#### RESOLUTIONS

R1.2 Apologies were received and noted.

R1.3 Nil notifications of pecuniary interests were received.

(Levenston/Dekel)  
Carried

## ITEM 2 - GUEST PRESENTATION

Guest presenter, Dr David Rissik (NCCARF – General Manager), was welcomed and introduced by the Chair.

Notes from the presentation are provided below:

- [NCCARF](#) funding in 3 phases (phase 1 – \$47mil, phase 2 – \$8.8mil, phase 3 – \$300,000)
- NCCARF has spent a block of funds specifically on adaptation research
- Have developed an Australian Community of Practice and a conference every 2 years consisting of practitioners and researchers.
- There are four existing [Adaptation Networks](#) that build the capacity of researchers
- Revised [National Climate Change Adaptation Research Plans \(NARPs\)](#) have been completed
- Noted that the coastal zone is a complex place which needs to be managed as a system.
- [CoastAdapt](#) is to be delivered and supported for 3-4 years
- Through CoastAdapt – engaged with stakeholders on wants/needs to develop content and the framework. Strong leadership within organisations is important in achieving outcomes.
- NCCARF is a bridge between science and action - 150 research documents were [synthesised](#) into plain English to highlight primary messages for various stakeholders.
- There was an expert and end user review of CoastAdapt to ensure technical veracity and accuracy of data, and useability of the tool.
- CoastAdapt is set up for various audiences e.g. the skimmer, the wader and the diver. It includes tools such as the Sea Level Rise to You tool (CSIRO projections) and the Shoreline Explorer tool, as well as 67 case study examples and risk assessment templates.
- There have been 717,000 visitors to the CoastAdapt website and 100,000 page downloads.

Delegates noted that this is a good presentation for all new councillors to see to enhance their knowledge. It was stated that it was often hard to have leadership at any level of local government if there are sceptics regarding climate change. NCCARF has made a case to stakeholders/sceptics by highlighting the benefits of adaptation now (how adaptation can manage the tangible things they can see e.g. flooding), adaptation pathways planning, and healthy decision-making. It was agreed for the presentation to be attached to the minutes and to provide useful to CoastAdapt:

- Webinar: <https://youtu.be/wZDnCllePqU>
- CoastAdapt: <https://coastadapt.com.au>
- Introduction to CoastAdapt: [https://youtu.be/toZ\\_iiyzPV4](https://youtu.be/toZ_iiyzPV4)
- Community Engagement: <https://youtu.be/8-0T0mJpBj0>
- Risk Assessment: <https://youtu.be/C715ZfabjW4>
- Using C-CADS: <https://youtu.be/nfwigP3UAtM>

The presentation slides are attached.

The Chair questioned what the SCCG could do to progress climate change adaptation research and provide further support for NCCARF. The EO noted that the SCCG had written to the Minister in late 2016 regarding support for CoastAdapt and continued funding for NCCARF. The Minister's Office provided a response in early 2017.

Minutes of the SCCG Full Group Ordinary Meeting held on Saturday 24 June 2017, hosted by City of Sydney Council

It was suggested that the issue of reduced support for climate change action and funding be put to the media. The lack of adaptation funding support in the recent Federal budget was highlighted. GW highlighted key issues and questions that could be raised in relevant correspondence to the Federal Government and potentially the media. Delegates raised Crowd funding as a potential action, although it was noted that this method would require more thought and a business case.

#### RESOLUTION

R2.1 That Dr David Rissik be thanked for his attendance and presentation.

R2.2 SCCG to write to the Federal government including the Prime Minister, Leader of the Opposition, Minister for the Environment and Minister for Local Government (cc the Australian Coastal Councils Group) regarding; i) priority and allocation of funding for climate change adaptation; ii) support for NCCARF as a climate change adaptation research and implementation facility.

(Breen/Dekel)  
Carried

### ITEM 3 - ADMINISTRATIVE MATTERS

#### 3.1 CONFIRMATION OF MINUTES

3.1 (a) *Draft Minutes from the Ordinary Meeting on 18 March 2017*

3.1 (b) *Draft Minutes from the Technical Committee Meeting of 4 May 2017*

3.1 (c) *Minutes of the Executive Committee 1 June 2017*

#### 3.2 BUSINESS ARISING

Actions arising from the Ordinary meeting held on 18 March 2017 were reviewed by the EO.

It was noted that a response letter from Sydney Water, with regards to the Healthy Waterways Action Plan, has been drafted for the signature of the General Manager. SCCG should receive this letter shortly. It is likely that Sydney Water will support the Action Plan and the initiatives subject to business case assessment.

#### 3.3 CORRESPONDENCE REPORT

Correspondence sent and received since the last meeting was circulated in hard copy at the meeting.

#### 3.4 ANNUAL MEMBER SURVEY

The EO noted that the Annual SCCG member survey is open for completion by delegates. The importance of member councils feedback was reiterated. All Delegates were asked to complete the survey monkey online by 10 July, and to forward the survey onto other relevant people within their council. Hard copies of the survey were also provided at the meeting.

#### 3.5 FINANCE STATEMENTS

The EO noted the finance statements were provided and opened this item up for questions/discussion.

#### 3.6 STAFFING

The EO noted that the Coastal Projects Officer, Alexander Fletcher had resigned from his position due to family matters which required him to return to the UK. It was noted that this position will not be re-advertised at this stage, and the refilling of this position will be reassessed over the coming months.

Minutes of the SCCG Full Group Ordinary Meeting held on Saturday 24 June 2017, hosted by City of Sydney Council

There was a concern for staff resourcing and wellbeing with the question of whether two and a half staff members would be sufficient to ensure the delivery of projects and services.

### RESOLUTIONS

R3.1a	The Minutes of the Ordinary Meeting on 18 March 2017 were confirmed.	(Norton/Shurey) Carried
R3.1b	The Minutes of the Technical Committee Meeting on 4 May 2017 were received and noted.	(Dekel/Norton) Carried
R3.1c	The Minutes of the Executive Committee Meeting on 1 June be received and noted	(Goltsman/Levenston) Carried
R3.2	The Business Arising was discussed, considered and noted.	(Levenston/Breen) Carried
R3.3	The circulated correspondence was received and noted.	(Goltsman/Shurey) Carried
R3.4	Full Group delegates to complete the Annual survey by 10 July 2017 and to forward the survey onto other relevant people within their council	
R3.5	The Finance Statements for the period of 1 July 2016 – 31 March 2017 were received and noted.	(Dekel/Levenston) Carried
R3.6	That a letter be sent from the Group to Alexander Fletcher wishing him the best for the future.	(Goltsman/Saville) Carried

### ITEM 4 – DISCUSSION ITEM – SCCG MOVING FORWARD

The EO provided an update on governance and membership issues.

It was noted that the recommendation to leave the SCCG by the City of Sydney (CoS) is understood to go to the Council meeting on Monday 26 June. If the recommendation is resolved the CoS would cease its membership on 31 December 2017. The City of Sydney has stated that it would honour the hosting agreement until its end date of 30 June 2018.

The EO provided information on the process noting that the SCCG (Chair nor the EO) was contacted formally by the CoS regarding their decision, and initially heard about the recommendation through another member Council. Cr Saville addressed the initial CoS Committee meeting on 8 May and Cr Goltsman spoke at the Committee meeting on 19 June following the close of the submission period. The SCCG submitted a letter during the public exhibition period. A letter was sent to the CEO, Lord Mayor and Deputy Lord Mayor requesting a meeting to discuss. A response was received from the Deputy Lord Mayor, however a meeting has yet to be arranged through the Office of the CEO.

It was noted that the Full Group / Executive councillor delegates need to promote the importance of the SCCG to their Council/colleagues. The statement was made that all councils are connected and that we all need each other in partnership and the SCCG is a conduit for this.

The EO provided a brief update on the meeting held between the SCCG secretariat and senior staff from the Northern Beaches Council, stating that the Northern Beaches Council had provided a

Minutes of the SCCG Full Group Ordinary Meeting held on Saturday 24 June 2017, hosted by City of Sydney Council

report to council on membership and it had been resolved that the fees for 2017/18 were unacceptable. An options report on proposed membership fees for 2017/18 has been prepared for Executive Committee consideration. The outcomes of the Executive Committee resolution will form the basis of a letter to Northern Beaches Council.

The need to address direct and indirect impacts from amalgamations was stated. In the case of the Northern Beaches it was noted that an Administrator was currently making the determinations and is under pressure to show savings. This view may be different after the Council elections in September.

It was noted that sometimes decisions made by delegates on the committees (Councillors and staff) may be personal and/or not in direct alignment with the position of the Council. The point was made that future delegates on the SCCG committees must be made aware that they must represent the council position.

The question was asked whether this negotiation on fees with the Northern Beaches Council would mean a decrease in SCCG funds and if this would affect other council's fees. The EO noted that all invoices have been provided to councils and that the fees of the other member councils would not be impacted on for 2017/18 FY. The EO noted that the CPO position (now vacant) would not be replaced immediately, and would be reassessed once membership fees for the Northern Beaches have been resolved. Whilst the SCCG will be a position down, the SCCG secretariat will do its best to continue to implement member services and achieve set outcomes.

It was noted that the Northern Beaches stated that SCCG needed to review its services/governance in light of recent amalgamations to ensure the SCCG is still meeting council needs/priorities. The EO stated that the annual survey provided council staff/delegates with the opportunity to provide initial feedback on needs, focus areas of the SCCG and future positioning. It was also recommended that the SCCG meet with council senior staff of all member councils and then facilitate regional consultation sessions to finalise the review of strategic direction, governance, services and resources in the coming months developing a revised business plan for formal member council consideration towards the end of the year.

It was noted that all councils had to be involved and on the same page. There have been instances where one council has attended consultation meeting to shape the future of similar groups, and made changes to services/structure to suit themselves and their needs and then pulled out of the organisation, leaving the remaining councils in a compromised position. This could jeopardise the future of the group. In the meetings/consultation sessions need to determine whether everyone is on board, how they are committed to the group and what structure will achieve council's needs.

## RESOLUTION

R4.1 Delegates discuss the ongoing scope, focus and resourcing of the SCCG

R4.2 SCCG Chairperson and the Executive Officer write to member councils seeking a meeting with General Managers and Mayors/Administrators to ensure that the SCCG objectives, strategies, programs and services remain applicable, appropriate and of value to member councils, and that member council needs continue to be met.

R4.3 SCCG forward a membership expression of interest to all NSW coastal councils subsequent to the considerations from the consultation with member councils.

(Levenston/Breen)  
Carried

Minutes of the SCCG Full Group Ordinary Meeting held on Saturday 24 June 2017, hosted by City of Sydney Council

## ITEM 5 - MEMBER COUNCIL ROUNDTABLE

Delegates provided updates on key council initiatives.

### Bayside Council:

- Have integrated NRM and coastal policies from the previous Rockdale and Botany Councils.
- Have completed the regional fox project (via funding from the SCCG Salty Communities program) which has now been handed over to SSROC.
- Completed a 4-year grant project through Cooks River Alliance – Culture and Country event had over 250 attendees, the majority of which were indigenous peoples.
- Aboriginal River Keeper team at Georges River Combined Councils Committee.
- New Bayside Council Policy on community gardens (there was 1 community garden and 6 are now proposed).

### Inner West:

- Waterway health improvement program – partnership with Sydney Water – 5 parks
- Wetlands project at Blackmore Oval is going ahead using the existing detention basin.
- Raingarden design and implementation
- Urban ecology/climate change workshops – to feed back into Community Strategic Planning process.
- Inner West wrote a letter in support of the SCCG submission on the land management and biodiversity conservation reforms.
- Put up SCCG motions from the Federal Election document to the National General assembly. All motions were endorsed other than the renewal of funding for community coastal activities and CoastCare.

### Northern Beaches:

- Master planning for Freshwater and Palm Beach – undertaking community consultation on landscape and recreation value, and management to best suit community needs.
- A strategic review is happening regarding the Pittwater waterway zoning process.
- There has been cliff/buff erosion and landslips – a review is being undertaken of Whale Beach, Avalon, Bigola and North Narrabeen. Grooming works has been undertaken.
- Redevelopment of surf clubs at Mona Vale and Long Reef – coastal risk/hazard assessments.
- Collaroy/Narrabeen – Council requesting 10% funding contribution from the state government.

### North Sydney:

- Have undertaken a condition assessment of 30 GPT's. 80% of the waste is recycled. Design changes based on the assessment has increased gross pollutant capture from 300 to 550 tonnes per annum.
- Community recycling centre was opened by the Minister for Local Government/Environment. Since it's opening in April the centre has seen 70 cars per day, collecting 2 tonnes of problem waste and 11/2 tonnes of e-waste.

### Randwick:

- There is a development occurring near the community gardens site. The community gardens utilised the water runoff from this site – Council is now working with the developers on a method of capturing the water runoff from the development for continued use by the community gardens.
- Stormwater and sewer problems at Coogee – cracked pipes has been identified as an issue.
- Habitat for Hollows program is being supported.
- Investigating the inclusion of green walls into the LEP.

### Waverley Council:

- Small grant program for Schools. Moriah College has used this grant to set up water refill stations at the School. They have banned plastic bottles and have provided metal drink bottles to the students.
- Native plantings along the foreshore (supported by funding from the SCG Salty Communities program) has received a good community response.

Minutes of the SCCG Full Group Ordinary Meeting held on Saturday 24 June 2017, hosted by City of Sydney Council

- Council is taking part in plastic free initiatives – including a program with businesses.
- Adopted a Bondi junction Green Infrastructure Masterplan and Implementation Plan (energy, water, waste), including targets such as 30% greenhouse gas emission reduction.

Willoughby:

- Better business Partnership event held
- Water reuse at Artarmon
- Condition assessment of stormwater pipes (80%). As a result, pipes have been rebuilt, or repaired.
- The Concourse – collecting water (volume = 5 olympic swimming pools). The issue with water purification is close to being resolved – the water can then be reused in the toilets and air conditioning systems as well as continuing to irrigate surrounding gardens.

Woollahra:

- The Connected Corridors for Biodiversity project mapping (prepared with funding from the SCCG Salty Communities program) is being included into the planning process.
- Rose Bay – Stormwater drainage issues that need to be resolved through drainage works. Bike East have requested a bike lane which may conflict with the works required.
- Cooper Park will open soon providing a community gardens with some 20 garden beds.

**RESOLUTION**

R5.1 The member updates were received and noted.

(Goltsman / Saville)  
Carried

**ITEM 6 - QUARTERLY ACTIVITIES REPORT**

**6.1 COLLABORATION**

As per Item 6.1 in the Agenda Papers.

Grey-headed Flying-fox Regional Approach

The MPP gave a brief update on the Grey-headed Flying Fox regional approach, noting that SCCG and the Office of Environment and Heritage have formed a partnership to develop and deliver a regional approach.

OEH have undertaken GIS mapping of GHFF camps, zoning and potential habitat/foraging areas that will enable council staff to determine with the best possible information where GHFF may camp and potential areas of community conflict to assist with land use planning and community engagement.

A Working Group of experts across local government, state government, ROCS, Universities, CSIRO, Royal Botanic Gardens, and other stakeholders has been developed to guide the development of the regional approach. The first meeting of this group was held on 14<sup>th</sup> June.

Beach Nourishment Implementation Advisory Committee

The EO gave a brief introduction on the Advisory Committee being established to identify and resolve issues around beach nourishment. The Committee will include: the Office of Environment and Heritage, the Dept. of Planning and Environment, Dept. of Industry (Lands), Dept. of Industry Division of Resources and Geoscience and Dept. of primary Industries (Fisheries), academic experts, councils including Bayside, Woollahra, Northern Beaches and Sutherland, as well as other stakeholders. The first meeting of the Committee will occur on 27 July.

Other Items taken as read.

Minutes of the SCCG Full Group Ordinary Meeting held on Saturday 24 June 2017, hosted by City of Sydney Council

## 6.2 CAPACITY BUILDING

As per Item 6.2 in the Agenda Papers.

### Emergency Management Health Check for Local Government

The MPP gave a brief update on this project, noting it had now been acquitted. In total 38 councils across NSW have requested access to the Tool including 7 of our member Councils. 3 member councils have completed the tool and received reports, with a fourth having completed the stakeholder engagement component. Our member councils that have not yet requested access to the Tool are Bayside, Mosman, Randwick, and Waverley.

The Tool is being promoted again to councils including an article in the Local Government Focus, and an abstract has been provided to the NSW Coastal Conference. Evaluation of the Tool will be undertaken over the coming months.

### Adapting Recreational Infrastructure for Climate Change

The EO gave a brief update on this \$80,000 grant project. An Advisory Committee has been established and the first project meeting will be 29 June.

Other items taken as read.

## 6.3 ADVOCACY

As per Item 6.3 in the Agenda Papers.

### Reforms

The MPP provided a brief update on the SCCG Land Management and Biodiversity Conservation Reforms submission which was finalised and submitted on 21 June 2017. The MPP thanked delegates for their comments. The submission is available on the SCCG [website](#). The EO noted that SCCG may put together a press release for the media on the biodiversity reforms.

Bruce Thom provided an update on the NSW Coastal Reforms. Bruce noted that the coastal management planning process may be impacted on by the biodiversity conservation reforms. There are currently two Ministers that play a role in coastal management (the Planning Minister and the Environment/Local Government Minister). We are waiting on the sign off and release of the Coastal Management SEPP, the Manual and the mapping. The manual will be amended once the SEPP has been signed off. The Coastal Council will then be appointed.

## 6.4 RESEARCH

As per Item 6.4 in the Agenda Papers. Items taken as read.

## RESOLUTIONS

R6.1 The Secretariat's update on key activities were received and noted.

(Dekel/Breen)  
Carried

## ITEM 7 GENERAL BUSINESS

No general business items were discussed.

---

Minutes of the SCCG Full Group Ordinary Meeting held on Saturday 24 June 2017, hosted by City of Sydney Council

---

**7.2 2017 MEETING DATES / NEXT MEETING**

The next meeting of the Full Group will be held on 7 October 2017 at a host Council to be nominated (pending confirmation and outcomes of the Council elections on 9 September).

Meeting dates for the remainder of 2017 are proposed as:

- Saturday 7 October (**AGM**) 2017 at 12 noon (North Sydney Council)
- Saturday 9 December 2017 at 12 noon (City of Sydney)

**7.3 Agenda Items for Next meeting**

Nil agenda items were provided for the next meeting.

**ITEM 8 EXTERNAL REPORTS**  
**(for information only)**

**8.1 BEACHWATCH REPORT**

**8.2 GREATER SYDNEY LOCAL LAND SERVICES UPDATE**

Cr Saville thanked all delegates for their contributions to the SCCG.

The meeting closed at 3.45pm

Confirmation of Minutes: .....

/ /

---

**SYDNEY COASTAL COUNCILS GROUP Inc.  
MINUTES FOR THE ANNUAL GENERAL MEETING  
HELD ON SATURDAY 28 OCTOBER 2017  
HOSTED BY NORTH SYDNEY COUNCIL**

FG3-17 Minutes

**IN ATTENDANCE**

Cr Tom Sherlock	Mosman Council
Mr Peter Massey	North Sydney Council
Cr Kathy Neilson	Randwick City Council
Cr Philipa Veitch	Randwick City Council
Cr Jack Boyd	Sutherland Shire Council
Cr Paula Masselos	Waverley Council
Cr George Copeland	Waverley Council
Cr Lynne Saville	Willoughby Council
Cr Megan McEwin	Woollahra Council
Prof. Bruce Thom AM	Honorary Member
Mr George Cotis	Honorary Member
Mr Geoff Withycombe	SCCG (EO)
Ms Molly O'Halloran	SCCG (SO)
Peter Hannam, (Presenter)	Fairfax Media

---

**ITEM 1 - OPENING**

**1.1 OPENING AND ACKNOWLEDGEMENT OF COUNTRY**

The acting Chair, Cr. Jack Boyd opened the meeting at 12.40pm and provided an Acknowledgement of Country. North Sydney Council was thanked for hosting the meeting.

Round table introductions were requested to also highlight key coastal issues facing Councils

**1.2 APOLOGIES**

Mr David Dekel	Bayside Council
Ms Belinda Atkins	SCCG MPP
Ms Wendy McMurdo	Honorary Member

The EO noted that Bayside, Inner West and Northern Beaches Councils had yet to appoint delegates to external committees and are not represented at the meeting.

Bayside, City of Sydney, Inner West and Northern Beaches Councils were not represented at the meeting.

Standing orders suspended for presentation.

**1.3 DECLARATION OF PECUNIARY INTERESTS**

Nil declarations were made.

**RESOLUTIONS**

R1.2 Apologies were received and noted.

R1.3 Nil notifications of pecuniary interests were received.

(Massey / Saville)  
Carried

## ITEM 2 - GUEST PRESENTATIONS

**Guest presenter, Peter Hannam** (Fairfax Media – Environment Editor), was welcomed and introduced by the Chair.

Notes from the presentation are provided below:

- Peter thanked the EO for the invitation to present on the suggested topics of *Environmental reporting – The issues, challenges and opportunities*
- Difficulties of balancing local and national environmental news with numbers depleted from newsrooms including no environment editor at the Age .
- Peter discussed some of the diversity of stories he had been working on over the last 3-4 weeks, ranging from a local to global scale. Topics included Antarctic ice; Taronga zoo displays; Ian Turnbull family land clearing; El Nina impacts for the coast; Federal National Energy Guarantee; Paris Target; Neutron stars colliding; penguin chicks; Hunter valley pollution; building nests for albatross' through conservation intervention; Federal government land clearing policy; micro-plastic fibres in water and the inability of EPA to do their own science, relying instead on contractors.
- For there to be positive change, news stories need to be in the public sphere have a personal element and told in a unique way. key elements of stories will include those where there has clearly been a crisis or those more slow burning issues where thresholds are often undefined and stories are produced to elicit reader thinking
- Questions raised about how do we get more people to listen to the stories? Which stories are people interested in and why? As a society are we acknowledging environmental issues?.  
Response - it takes a crisis to draw attention to an issue – the challenge is to personalise the story. People must be bought into the article to make them change their behaviour.
- Queries regarding Australian's believe in climate change and want action And who they think is responsible for this action?  
Response - climate change arguments need to be connected to facts. Perception is altered by clever marketing producing a psychological war that must be based on fact. The arguments must be factual all the time, compared to the opposing side who often distort the truth.

The Chair thanked Peter for his interesting and valuable presentation and looked forward to continuing to work with Fairfax on issues of importance to the SCCG and its member councils.

*Cr Lynne Saville arrived during the presentation and resumed her position of Chair.*

### **Emeritus Professor Bruce Thom AM**

Prof. Thom gave a brief presentation on the history of NSW coastal management and reforms until present day. He remarked that NSW was remarkable due to geographical position and respect of coastal values. The following points of interest were made:

- There are two pressures on the NSW coast – population growth and climate change. The third problem is institutional arrangements, and governance. The current NSW Coastal Reforms are attempting to address this with new arrangements.
- In the mid-1970s storm events triggered State government to institute new legislation. Prior to this local councils dominated coastal management in NSW, allowing structures to be put close to the sea, creating many of the legacy of problems of today. The legislation of the 1970s was similar to the California Coastal Act, however there is no federal act to underpin it unlike in the USA.
- The NSW Coastal Protection Act – confusion over protection of coast or built assets. Led to eventual change in name to Coastal Management Act. Under the Coastal Protection Act, the Coastal Panel was established, and acts as a consent and advisory authority to the Minister. The Panel currently has several cases going through Land and Environment Act due to the interpretation is different to owners protecting property.

Minutes of the SCCG Full Group Annual General Meeting held on Saturday 28 October 2017, hosted by North Sydney Council

- The previous Planning Minister Hon. Rob Stokes had a good understanding of coastal policy and law – instituted Part 2 of reforms.
- Panel and agency representatives (OEH and Planning) wrote a new Act – The Coastal Management Act, which passed both houses in July 2017. The Act has not proceeded past ascension waiting on the activation mechanisms once the Coastal SEPP and the Coastal manual are finalised.
- A Ministerial representative will make a statement about the act at the upcoming Coastal Conference. When the new act comes into force, there will be an inclusion of SEPP 14 as well as SEPP 26 in metropolitan areas.
- The new regime now requires working with two Ministers, the Minister for Planning and the Minister for Environment/Local Government. Minister Roberts has responsibility for the Coastal SEPP, whereas the Act and the Manual are with Minister Upton.
- At the next SCCG meeting in December Prof Thom suggested he provide the Group with a more specific presentation regarding the Act and the SEPP
- The EO noted that the SCCG Secretariat is planning a workshop with members, OEH and Planning as soon as possible after the release of the final reform elements. This workshop will present the final elements of the NSW Coastal Reform package with a focus on implementation and workshop with SCCG representatives on defining where all member councils are now and what they need to do locally and to also define opportunities for regional activities to fulfil successful, timely and resource efficient implementation in the SCCG.

## RESOLUTIONS

- R2.1 That Peter Hannam be thanked for his attendance and presentation.
- R2.2 That Professor Bruce Thom AM be thanked for his presentation on the coastal reforms and coastal management.

## ITEM 3 - ADMINISTRATIVE MATTERS

### 3.1 555CONFIRMATION OF MINUTES

The Draft Minutes of the Ordinary Meeting of the Full Group held on 24 June 2017 were confirmed.

The Minutes from the SCCG Technical Committee held on 20 July 2017 and the Minutes of the Executive Committee held on 24 August 2017 were noted.

### 3.2 BUSINESS ARISING

Actions arising from the Ordinary meeting held on 24 June were reviewed by the EO.

### 3.3 CORRESPONDENCE REPORT

Correspondence sent and received since the last meeting was circulated in hard copy at the meeting.

### 3.4 ANNUAL MEMBER SURVEY

The SO delivered a brief presentation on the survey results from the 2016-2017 member survey. Highlights included overall strong performance in 2016/2017 with 76.19% of respondents agreeing or strongly agreeing that they were satisfied with the SCCG's performance.

A note was made of the overrepresentation of some councils, with suggestions for improvement. Discussion over membership satisfaction not being reflected in the decision of a member to leave the group – results didn't indicate that this would be an outcome. The outgoing member had indicated they were highly satisfied in previous years surveys.

Minutes of the SCCG Full Group Annual General Meeting held on Saturday 28 October 2017, hosted by North Sydney Council

## RESOLUTIONS

R3.1a	The Minutes of the Ordinary Meeting on 24 June 2017 were confirmed.	(Saville / Massey) Carried
R3.1b	The Minutes of the Technical Committee Meeting on 20 July 2017 were received and noted.	(Saville / Massey) Carried
R3.1c	The Minutes of the Executive Committee Meeting on 24 August be received and noted.	(Boyd / Saville) Carried
R3.2	The Business Arising was discussed, considered and noted.	(Boyd / Neilson) Carried
R3.3	The circulated correspondence was received and noted.	(Boyd / Neilson) Carried
R3.4	The Annual Member Survey Report was received and noted.	(Masselos /Neilson) Carried

## ITEM 4 – ANNUAL GENERAL MEETING

### 4.1 SCCG ANNUAL REPORT 2016-2017

#### • Chairperson's Annual Report

The Chairperson provided her annual report and referred delegates to the [SCCG Annual Report 2016-2017](#) provided prior to and distributed at the meeting in hard copy.

Cr Saville noted that 2016-17 has been a challenging year for SCCG whilst providing significant services and benefits to member councils. Cr Saville provided a brief review of these benefits. Cr Saville thanked Member Councils elected delegates and staff, as well as the EO and secretariat staff for their valued contributions.

#### • Executive Officers Annual Report

The EO provided a brief overview key highlights taken from the [SCCG Annual Report 2016-2017](#)

#### Collaboration - Highlights

- Collaboration highlights from the three main SCG committees – Full Group, Executive and Technical Committees as well as other committees and working groups.
- The endorsement of the Systems Management for Healthy Waterways – Action Plan with Sydney Water focus activities under three categories: Regulatory and funding arrangements; System performance (stormwater and sewer network and non-compliant connections); and Information transparency, sharing and effective communication and engagement.
- SCCG established a working group with OEH and other agencies to address the issues surrounding flying-fox management. Coordinated with OEH to provide camp mapping data. SCCG campaigned for a strategic holistic approach resulting in recent workshops.
- Summerama saw another successful year in 2017 with 84 events held across Sydney.
- Harbour care program – community activities presented at Technical Committee meetings resulting in other member councils supporting and establishing the program in their areas.

#### Capacity building - Highlights:

- The \$1.9 million Sydney Salty Communities grant program was completed including major and supplementary grant rounds financially supporting member council projects as well as the

Minutes of the SCCG Full Group Annual General Meeting held on Saturday 28 October 2017, hosted by North Sydney Council

completion of special projects which included the Climate ready tool with CSIRO developed to assist with biodiversity strategies.

- The rolling out of the Emergency management project provided a toolkit and supporting resources for councils. So far 40 councils have accessed the tool.
- Key research in partnership with education and science institutes (UNSW and CSIRO)
- New grant received for coordinating a project on adapting priority coastal infrastructure for climate change
- SPLASH program for water sensitive cities

#### **Advocacy – Highlights**

- [7 major comprehensive submissions](#)
- Key focus areas included Coastal and Biodiversity reforms that included the establishment key working groups enabling Councils to consult directly with state agencies and work collectively with key independent experts
- key outcomes for the Coastal reforms included the previous Minister for Planning the Hon. Rob Stokes presented to an SCCG Full Group Meeting and committed to exhibit the Coastal Management SEPP. The SCCG was also able to secure the inclusion of Sydney's wetlands and Littoral rainforests in the SEPP.
- Successful motions tabled at the National General Assembly of Local Government, based on the [SCCG Policy Recommendations on the Key Coastal Management Issues Federal Election 2016](#) document
- Various other advocacy through letters to the NSW Premier and relevant Ministers including support for a ban on plastic bags.

#### **Research Activities - Highlights**

- Estimating Coastal Values project implemented by the CSIRO (SCCG is a project partner) will be finalised at the NSW Coastal Conference in November.
- Working with UNSW to ascertain opinions of the community regarding erosion and inundation. SCCG is on the steering committee for this project to ensure that research activities have an applied outcome for our member councils.
- SCCG was represented on various NCCARF Committees and was funded as a Tool Implementation Partner for [CoastAdapt](#) as well as for the preparation of a selected [National Adaptation Coastal Case study](#) fact sheet for the SCCG project [Prioritising Coastal Adaptation and Development Options for Local Government](#).

The Executive Officer thanked the Chairperson for her support and chairpersonship over the last 12 months as well as the Full Group, outgoing members of the Executive Committee, the Technical Committee, and the many partners, stakeholders both formally and informally who have assisted the Group during year. A final thanks to the Secretariat including Belinda Atkins (Manager Projects and Programs), Alexander Fletcher (former Coastal Projects Officer), and Molly O'Halloran (Support Officer).

Queries were raised regarding if the outgoing member council would continue to benefit from actions even though they aren't a paying member. it was noted that this would have to be carefully managed and these issues would also be referred to the new Executive Committee for consideration. Further questions related to the departure of the City of Sydney. The EO noted that there was a report to Council in April and a final resolution to Council in July 2017. The EO further noted that there was always opportunity for the City of Sydney to become a member again in the future if they choose to do so.

## **4.2 ANNUAL FINANCIAL STATEMENTS**

The EO noted that the finance statements were provided and that the SCCG Audit had now been signed off by the SCCG auditor Hill Rogers. The item was opened up for questions/discussion.

The EO highlighted the overall deficit of \$616,000 due to over a million dollars of Federal grants going to member councils via the Sydney Salty Community program.

Minutes of the SCCG Full Group Annual General Meeting held on Saturday 28 October 2017, hosted by North Sydney Council

#### 4.3 ANNUAL EXECUTIVE COMMITTEE ELECTIONS

#### 4.4 ANNUAL HONORARY MEMBER NOMINATIONS

#### 4.5 NOMINATIONS FOR EXTERNAL COMMITTEES

As a result of not all member councils yet having appointed delegates to the SCCG, the meeting was in unanimous agreement that nominations of Executive Committee Members be deferred to the next meeting (9 December).

Nominations for Honorary Members and External Committee membership to also be deferred to the next meeting in December

#### RESOLUTIONS

R4.1	The SCCG Annual Report 2016 -2017 was received and noted.	(Masselos/ Neilson) Carried
R4.2	The SCCG Financial Audit for the period 1 July 2016 to 30 June 2017 was received and adopted.	(Masselos/ Neilson) Carried
R4.3	That Annual Executive Committee, Honorary members and external committee nominations be deferred until the next full group meeting on 9 December 2017	(Masselos /McEwin) Carried

#### ITEM 5 AND 6 – DISCUSSION ITEM AND MEMBER COUNCIL ROUNDTABLE

##### 5.1 SCCG Consultations – ‘SCCG Moving Forward’

Due to time constraints, Item 5 and 6 were combined, such that the Member Council Roundtable was combined with an open discussion on opportunities and challenges, coastal issues, and what success looks like for the SCCG. Each representative was asked to provide some feedback during the discussion.

The EO gave the following background notes prior to discussion:

- As a result of amalgamations, and changing membership there is an identified need and opportunity for SCCG to undertake a comprehensive organisational review to redefine its focus, scope, member services, governance structures, and resourcing.
- At the June SCCG meeting it was resolved that the Chair and EO seek meetings with General Managers and Mayors / Administrators to ensure that the SCCG objectives, strategies, programs and services remain applicable, appropriate and of value to member councils, and that member councils needs continue to be met
- Nine Council meetings occurred during August – October
- Elton Consulting has been engaged to conduct workshops with Council Executives and Operational staff to assist in preparing a new Business Plan for the next period
- Executive and staff workshops occurred on 31 October with Executives seeking an additional workshop to be held on 29 November
- A draft Business Plan will be sent to Councils following the second Executives meeting on the 29 November for formal comment
- Pending outcomes of above, a final plan will be completed and submitted to the SCCG Full Group on 17 March 2018.
- The EO distributed a form for delegates completion including space for:

---

Minutes of the SCCG Full Group Annual General Meeting held on Saturday 28 October 2017, hosted by North Sydney Council

---

- Opportunities and challenges for the future
- Key priorities for the SCCG moving forward
- Defining what SCCG success looks like post June 2018

### **Round Table – Discussion Item and Round Table current and emerging issues / Key Council initiatives**

#### **Willoughby**

- Issues: stormwater and plastics in gross pollution traps
- Stormwater harvesting
- Threat has been changes to biodiversity laws including loss of vegetation and associated fauna habitat

#### **Mosman**

- Challenge for SCCG: too many issues – SCCG has struggled to focus on only a few issues.
- How does SCCG work as a unifying mechanism for all councils?
- Success for SCCG concerted policy action effort from all councils
- Get it right on site – a good example of a policy initiative all councils are participated in
- Issue of City of Sydney withdrawing and freeloading
- Expectation exchange between SCCG and members
- Clear understanding of definitive results

#### **North Sydney**

- Bring more LGA's into fold to enhance technical experience and combat costs which will become problematic
- Suggest Newcastle to Wollongong are included in membership base
- The EO noted this recommendation to expand was made in March 2017 but has been postponed due to the internal review. Opportunity to explore this on completion of review
- Value in being exposed to wider range of issues
- SCCG to act as key advocates

#### **Woollahra**

- Rose Bay water quality issues
- Ongoing Stormwater and sewage issues
- Suggest changing name to include rivers to incorporate wider range of councils. E.g. Parramatta.
- Success would be swimmable waterways.
- Storm damage e.g. Watsons Bay

#### **Randwick**

- Echoed ideas of other members
- Stormwater management
- Climate and sea rise issues critical challenges
- Questions over infrastructure investment and the effect of sea level rise
- Continue concerns over water quality
- Success looks like maintaining or improving aquatic biodiversity
- Significant coastal use pressures

#### **Waverley (GC)**

- Success involves better technology based censoring, monitoring and measuring to assess impacts on coastal processes and structures.
- Challenges – overpopulation, overdevelopment, private certification in construction, over intensification, tourism pressure – costs absorbed by council.
- Priorities – stormwater sensory and design, source control of pollutants
- Sea level, storm surge, flooding – when factors combined Coogee, Bronte and Bondi will suffer.

### Waverley (PM)

- Concerned over significant damage at Bronte on coastal walkway to Bondi – a million dollars cost for repair works.
- 1 in 100 year storm surges are happening every couple of years.
- Cliff slippage costing Council \$6 million.
- Issue of insurance is critical – insurance barely contributes to damage costs.
- Priority for the future – what does this mean long term for public assets and infrastructure?
- Insufficient drainage system capacity leading to flooding issues.
- Waverley most densely populated area and high rises continue to be built.
- Buying back land is difficult due to land price.
- Need to start thinking about how we manage open space, including private open space, and increasing concretisation of land so normal draining processes can't occur.
- Plastic free Bronte – run campaigns targeted at non-coastal areas and for people who don't understand everything ends up in the sea. Increase in visual approach so people see cause and effect
- Young people and children – important resource we should utilise more. E.g. nippers at Bronte surf club. Teaching science now so they will become advocates and ambassadors in the future. Reminder this is why we are doing it.
- Each delegate must be a strong advocates and ambassadors for SCCG to ensure it lives on
- Would like some training or kit to be able to push SCCG.

### Sutherland

- Pressure on Port Hacking
- Ecological issues and value for the river and coastal areas

### Honorary Member - GCS

- Success looks like a greater connection to people who use the waterways and wider community.
- SCCG successful in taking coastal issues to the citizens
- Metropolitan wide involvement with minimal aid from local government.

The EO distributed a form for delegates to fill out regarding regional collaboration in action. Delegates requested to take the form with them to fill out in more detail.

### RESOLUTION

R5.1 Successes and challenges were received and noted.

R5.2 Delegates to provide the completed forms at or ASAP after the meeting

R6.1 Delegates updates were received and noted.

(Boyd/Masselos)  
Carried

## ITEM 7 - QUARTERLY ACTIVITIES REPORT

### Introduction

The EO gave a brief update firstly reviewing the standard quarterly report noting elements for new members. This includes outlining all internal and external meetings and collaborations and the four report components reflecting the SCCG strategic plan strategic goals.

### 7.1 COLLABORATION

The EO provided an update on collaboration activities. The EO invited delegates to get in touch if they had any questions in regard to any of the listed meetings, workshops and SCCG committee representations how collaboration was conducted.

Get the Site Right Campaign – November 2017

Minutes of the SCCG Full Group Annual General Meeting held on Saturday 28 October 2017, hosted by North Sydney Council

The SCCG has partnered with Sydney's Catchment Groups – the Parramatta River Catchment Group (PRCG), Cooks River Alliance (CRA), and the Georges River Combined Councils Committee (GRCCC), the EPA and the Department of Planning and Environment, to deliver the 'Get the Site Right' Campaign across most of the Greater Sydney area during November. As part of this campaign compliance training is being undertaken for interested members councils and multiple campaign materials and promotion are being undertaken with and on behalf of councils. Over 30 Sydney Council are now involved across Sydney.

#### Roadshow - Engaging Communities and Facilitating Change

The roadshow held on 20 October is part of a collaboration between the [CRC for Low Carbon Living](#), WSROC, and the SCCG. It was open to member Council officers, state government and academics to explore the latest research on sustainable design, energy efficiency and community engagement.

Other Items taken as read, as per Item 7.1 in the Agenda Papers.

### **7.2 CAPACITY BUILDING**

The EO gave a brief update on capacity building activities.

#### Adapting Priority Coastal Infrastructure for Climate Change

The SCCG was awarded grant funding under the LGNSW Building Resilience to Climate Change, and has partnered with Engineers Australia - National Committee on Coastal and Oceans Engineering (NCCOE) to undertake the project 'Adapting to Priority Coastal Recreational Infrastructure for Climate Change'. The aim is to provide councils with a decision-making, support and management toolkit in regard to coastal infrastructure. The package will serve as a stepping stone to link to coastal manual and asset management. The next steering committee for the project will be held at the upcoming Coastal Conference.

### **7.3 ADVOCACY**

The EO gave a brief update on current reforms and submissions, highlighting the main focus for SCCG for the remainder of 2017 are the Sydney Metropolitan Strategy and the NSW Marine Estate Management Strategy.

Other Items taken as read as per Item 7.3 in the Agenda Papers.

### **7.4 RESEARCH**

The EO noted two current research projects - Community Understanding of Coastal Erosion: Improving Resiliency and Preparedness to Coastal Storms and Sea Level Rise, and Estimating Coastal Values using Multi-criteria and Valuation Methods.

## **RESOLUTION**

R7.1 The Secretariat's update on key activities were received and noted.

Minutes of the SCCG Full Group Annual General Meeting held on Saturday 28 October 2017, hosted by North Sydney Council

---

## ITEM 8 GENERAL BUSINESS

### 8.1 SCCG Hosting arrangement

The call for expressions of interest to be followed up and for delegates to reach out to their Mayors and GM's regarding hosting SCCG from 1 July 2018. No positive interest has been received to date.

### 8.2 PROPOSED MEETING DATES FOR THE NEXT MEETINGS

The next two meetings of the Full Group will be held on:

- Saturday 9 December 2017 at 12 noon (City of Sydney – to be confirmed)
- Saturday 10 March 2018 at 12 noon (location TBC)

### 8.3 AGENDA ITEMS FOR NEXT MEETING

Nil agenda items were provided for the next meeting. Agenda items can be provided to the Chairperson via the Executive Officer at least four weeks prior to the meeting.

## ITEM 9 EXTERNAL REPORTS (for information only)

### 9.1 BEACHWATCH REPORT

### 9.2 GREATER SYDNEY LOCAL LAND SERVICES UPDATE

Items taken as read.

Cr Saville thanked all delegates for their contributions to the SCCG.

The meeting closed at 4.20pm

Confirmation of Minutes: .....

/ /

---

**SYDNEY COASTAL COUNCILS GROUP Inc.  
MINUTES FOR THE FULL GROUP MEETING  
HELD ON SATURDAY 9 DECEMBER 2017  
HOSTED BY CITY OF SYDNEY COUNCIL**

**IN ATTENDANCE**

Cr. Colin Hesse	Inner West Council
Cr. Ian White	Northern Beaches Council
Cr. David Walton	Northern Beaches Council
Mr. Paul Hardie	Northern Beaches Council
Mr. Peter Massey	North Sydney Council
Cr. Kathy Neilson	Randwick City Council
Cr. Murray Matson	Randwick City Council
Cr. Jack Boyd	Sutherland Shire Council
Cr. Paula Masselos	Waverley Council
Cr. George Copeland	Waverley Council
Cr. Lynne Saville	Willoughby Council
Cr. Denis Fernandez	Willoughby Council
Prof. Bruce Thom AM	Honorary Member
Mr. George Cotis	Honorary Member
Ms. Wendy McMurdo	Honorary Member
Mr. Phil Colman	Honorary Member
Mr. Geoff Withycombe	SCCG (EO)
Ms. Belinda Atkins	SCCG (MPP)

**ITEM 1 - OPENING**

**1.1 OPENING AND ACKNOWLEDGEMENT OF COUNTRY**

The Chair, Cr. Lynne Saville opened the meeting at 12.47pm and provided an Acknowledgement of Country. City of Sydney Council was thanked for providing the meeting venue, noting this was most likely the last time the SCCG would meet at the City of Sydney Council Chambers. The Chair thanked the new Councillor delegates for attending and hoped they would find their delegation on the SCCG full group rewarding. The Chair noted the significant work and achievements of the Group in coastal and estuary management.

**1.2 APOLOGIES**

Mr. David Dekel	Bayside Council
Cr. Rochelle Porteous	Inner West Council
Cr. Philipa Veitch	Randwick City Council
Cr. Tony Kay	Waverley Council
Cr. Megan McEwin	Woollahra Council
Cr. Mary-Lou Jarvis	Woollahra Council

Bayside, City of Sydney, Mosman and Woollahra Councils were not represented at the meeting.

**1.3 DECLARATION OF PECUNIARY INTERESTS**

Nil declarations were made.

**RESOLUTIONS**

- R1.2 Apologies were received and noted.  
R1.3 Nil notifications of pecuniary interests were received.

(Boyd / Massey)  
Carried

## ITEM 2 - GUEST PRESENTATION

**Guest presenter, Emeritus Professor Bruce Thom AM** was welcomed and introduced by the Chair. Notes from the presentation are provided below:

- History - coastal reforms stage 1 initiated by Premier O'Farrell. Minister for Environment Robyn Parker appointed an expert panel of advisors.
- Stage 2 Coastal Reforms – the expert panel worked with Minister Stokes on the new reforms
- Four components of the coastal reforms; i) Coastal Management Act; ii) Coastal Management SEPP; iii) Coastal Management Manual; iv) appointment of a NSW Coastal Council.
- In May 2016, the Coastal Management Bill went to Parliament and a new Act assented but not yet proclaimed.
- The Act provides a range of objects and opportunities to protect coastal values and the sentiments of the objects are carried through in other provisions of the Act.
- 'Object G' – recognises that *'effects of coastal processes, and the ambulatory and dynamic nature of the shoreline, may result in the loss of coastal land to the sea'*.
- The Act recognises seven coastal hazards; beach erosion; shoreline recession; coastal lake or watercourse entrance instability; coastal inundation; coastal cliff or slope instability; tidal inundation; and erosion and inundation of foreshores caused by tidal waters and the action of waves, including the interaction of those waters with catchment floodwaters.
- Part 2 of the Act – divides the coastal zone into four areas; coastal wetlands and littoral rainforest; coastal environment area; coastal vulnerability area; coastal use area.
- The wetlands and littoral rainforests under SEPP 14/26 has been expanded under the Act to map the Sydney area for the first time and includes a proximity area.
- Coastal environmental area includes marine waters, coastal lakes, estuaries, rock platforms, and headlands.
- Each of the four areas have management objectives. For example, Part 2 S6 2(c) Coastal wetlands and littoral rainforests area states *'to improve resilience of coastal wetlands and littoral rainforests to the impacts of climate change, including opportunities for migration'*.
- Part 3 – Coastal Management Programs (CMPs) and Manual provides for where the Part applies and to who, the purpose of CMPs, and the requirements for the program.
- Indemnification of council's provision (link to S 733 (4) (b) of the Local Government Act) provides that *'a council is, unless the contrary is proven, taken to have acted in good faith if advice was furnished or action was taken or not taken in accordance with the principles and mandatory requirements set out in the coastal management manual'*.
- A key initiative of the Act is the need for councils to communicate and collaborate with each other, e.g. where coastal sediment compartments cross LGA boundaries.
- Division 3. S21 3(g) states that the manual is to include guidance regarding the integration of the Coastal Management Program with the Integrated Planning and Reporting Framework.
- Division 3. S23 - Other public authorities are *'to have regard to coastal management programs'*.
- There have been seven members appointed to the NSW Coastal Council, under Part 4, which provides the Minister(s) with Advice. A potential role of the Coastal Council will be to develop education for stakeholders on its role/responsibilities. The Coastal Council will play a role in performance auditing – auditing of councils to determine if they are complying with their CMP.
- Some members of the Coastal Council will be appointed by the State to JRPP's on matters related to coastal protection works.
- Part 5 S27 (1) states that development consent must not be granted to development for the purpose of coastal protection works, unless the consent authority is satisfied that the works will not unreasonably limit public access to or the use of a beach or headland, or pose a threat to public safety; and that satisfactory arrangements have been made (by conditions imposed on the consent) for the restoration of a beach, or land adjacent to the beach, if any increased erosion of the beach or adjacent land is caused by the presence of the works; and maintenance of works.
- The Coastal Management SEPP and Manual are still to be finalised, hopefully this will be signed off in the New Year. A S117 direction will be issued to councils.

Minutes of the SCCG Full Group Meeting held on Saturday 9 December 2017, hosted by City of Sydney Council

Questions/Response:

**Q.** How are submarine telecommunication issues dealt with under the Act.

**R.** These would be picked up in the mapping.

**Q.** Does the legislation address devolution of costs to councils?

**R.** Funding has been secured for local councils and allocated under the CMP grant rounds.

**Q.** Does the Coastal Council have the power to report to parliament?

**R.** Coastal Council can report to Parliament in its audit capacity. The Coastal Council cannot undertake action unless directed by the Minister; the Council serves as an adviser to the Minister and may advise councils if directed to do so by the Minister.

**Q.** How does the sediment history impact on Councils?

**R.** There are gaps in knowledge re sediment compartments and sand movements. OEH will continue to investigate; the Coastal Council may be able to offer advice on gaps.

**Q.** Role of the Coastal Council in assisting councils in the scoping study stage?

**R.** Failure of councils to ask Coastal Council to provide advice on the scoping study may lead to problems for councils down the track. The new Manual will set out the process by which a CMP will be developed and where the Coastal Council plays a role.

**Q.** Beneficiary pays concept – will utilities contribute?

**R.** Need to sit down with utilities in stage 1 of a CMP to discuss.

The EO noted that SCCG will be facilitating a workshop for council staff on requirements under the CMP once the SEPP and manual are gazetted. It was noted that there may be opportunities to facilitate information exchange/education forum for Councillors as well.

The Chair thanked Bruce for his interesting and valuable presentation, and on behalf of the Group, congratulated Bruce on his appointment as the Chair of the NSW Coastal Council.

**RESOLUTION**

R2.1 That Professor Bruce Thom AM be thanked for his presentation on the coastal reforms.

Masselos / White  
Carried

**ITEM 3 - ADMINISTRATIVE MATTERS**

**3.1 CONFIRMATION OF MINUTES**

The Draft Minutes of the Full Group AGM held on 28 October 2017 were confirmed.

The Minutes from the SCCG Technical Committee held on 12 October 2017 were received.

**3.2 BUSINESS ARISING**

The EO noted that actions arising from the AGM held on 28 October 2017 had been completed.

**3.3 CORRESPONDENCE REPORT**

Correspondence sent and received since the last meeting as per Appendix A3.3 (pg. 50-52) was noted.

**3.4 FINANCE STATEMENTS**

There were no queries regarding the Finance statements for 1 July – 30 September 2017. The Finance Statements were adopted.

Minutes of the SCCG Full Group Meeting held on Saturday 9 December 2017, hosted by City of Sydney Council

## RESOLUTIONS

R3.1	Minutes of the AGM on 28 October 2017 were confirmed.	(Boyd / Massey) Carried
R3.2	Business Arising from the 28 October AGM was considered and noted.	(Boyd / Masselos) Carried
R3.3	The circulated correspondence was received and noted.	(Fernandez / Masselos) Carried
R3.4	Finance Statements for 1 July-30 September 2017 were received and adopted.	(Boyd / Fernandez) Carried

## ITEM 4 – ANNUAL ELECTIONS AND NOMINATIONS

### 4.1 ANNUAL EXECUTIVE COMMITTEE ELECTIONS

The Chair, Cr Lynne Saville asked Professor Bruce Thom AM to take on the role of Returning Officer for the election of the Chairperson. Professor Thom accepted, and Cr Saville stepped down at 2.02pm.

The EO reminded delegates that nominations of Executive Committee Members must be from official delegates of financial Member Councils. All members were noted as financial and that each member council had one vote.

#### 4.1.1 Election of Chairperson

Professor Thom called for nominations for the position of Chairperson. Cr Boyd nominated Cr Lynne Saville, this nomination was seconded by Cr Masselos. No further nominations were put forward. Professor Thom announced Cr Lynne Saville as the SCCG Chairperson.

Cr Saville thanked the delegates on her re-election as Chairperson of the SCCG. Cr Saville thanked Professor Thom and stepped back up as Chairperson to continue the proceedings.

- |  |
|--|
| <ul style="list-style-type: none"> <li>Cr Lynne Saville (Willoughby Council)      Chairperson</li> </ul> |
|--|

#### 4.1.2 Election of Vice Chairperson (Estuarine and Ocean)

The Chair called for nominations for Vice Chairperson positions.

Cr Jack Boyd and Cr Ian White were nominated and elected for the Vice Chairperson positions.

- |  |
|--|
| <ul style="list-style-type: none"> <li>Cr Jack Boyd (Sutherland Council)      Vice Chairperson (Ocean)</li> <li>Cr Ian White (Northern Beaches Council)      Vice Chairperson (Estuarine)</li> </ul> |
|--|

#### 4.1.3 Election of Secretary (Honorary)

The Chair called for nominations for Secretary.

Cr Paula Masselos was nominated and elected Secretary.

- |   |
|---|
| <ul style="list-style-type: none"> <li>Cr Paula Masselos (Waverley Council)      Secretary</li> </ul> |
|---|

Minutes of the SCCG Full Group Meeting held on Saturday 9 December 2017, hosted by City of Sydney Council

#### **4.1.4 Election of Treasurer (Honorary)**

The Chair called for nominations for Treasurer. No nominations were received.

Cr Fernandez stated that he would be happy to fill the position of Treasurer as no nominations were received. Cr Murray nominated Cr Fernandez as Treasurer. However, this nomination could not be accepted due to the clause in the Constitution that states that only one delegate per Member Council can sit on the Executive Committee.

An Honorary Treasurer was not elected with this position to be referred the first meeting of the Executive Committee for consideration.

#### **4.1.5 Election of Executive Members**

The Chair called for nominations for Members.

Cr Kathy Neilson, Cr Rochelle Porteous, Mr Peter Massey were nominated and elected Members

• Cr Kathy Neilson (Randwick Council)	Member
• Cr Rochelle Porteous (Inner West)	Member
• Mr Peter Massey (North Sydney)	Member

<b>SCCG Executive Committee for 2017/2018</b>		
Chairperson:	Cr Lynne Saville	(Willoughby)
Vice Chairperson (Ocean council):	Cr Jack Boyd	(Sutherland)
Vice Chairperson (Estuarine council):	Cr Ian White	(Northern Beaches)
Secretary (Honorary)	Cr Paula Masselos	(Waverley)
Members:		
	Cr Kathy Neilson	(Randwick)
	Cr Rochelle Porteous	(Inner West)
	Mr Peter Massey	(North Sydney)

#### **4.2 ANNUAL HONORARY MEMBER NOMINATIONS**

The existing Honorary Members, Prof Bruce Thom, Mr George Cotis, Mr Phil Colman and Ms Wendy McMurdo were invited to remain as Honorary members of the Group. Prof Bruce Thom, Mr George Cotis and Ms Wendy McMurdo accepted the renomination as Honorary members.

Mr Phil Colman stated that he would not be nominating for re-election as an honorary member. The Chair thanked Mr Coleman for his contributions and wealth of knowledge that he has provided to the Group over many years.

No further nominations were made.

#### **4.3 NOMINATIONS FOR EXTERNAL COMMITTEES**

Nominations to sit on the Greater Sydney Local Land Service Local Government Advisory Committee were called.

The EO noted that this committee was currently under review by the GSKLS, and the Group was seeking a representative to sit on the Committee once the revised committee commenced. It was noted that The EO and Chair were the existing incumbents. No nominations were received. It was determined that the EO and Chair would continue as the Incumbents on this Committee.

---

Minutes of the SCCG Full Group Meeting held on Saturday 9 December 2017, hosted by City of Sydney Council

---

**RESOLUTIONS**

R4.1	Executive Committee Members were determined at the Meeting.	(Hesse/Copeland) Carried
R4.2	The Honorary Treasurer position be referred the first meeting of the Executive Committee for consideration.	
R4.3	Honorary Member Nominations were taken and determined.	(Boyd/Hesse) Carried
R4.4	Determined that current Incumbents would remain as the Committee representatives.	(Masselos/White) Carried

**ITEM 5 DISCUSSION ITEM****SCCG Consultations – SCCG Moving Forward: Draft Business Plan 2017-2019**

The EO provided background information and an update on consultations with member Councils and the outcomes of the second Executives Forum on 29 November 2017.

The EO reviewed the draft business plan, noting a change to the mission/vision to incorporate 'estuarine' specifically and summarised the key proposed activities as determined by professional officers at their workshop proceeding the Executive workshop on 31 October. The EO stated that SCCG would write formally to councils seeking feedback and endorsement on the draft business plan by end of Jan/early Feb. Elton Consulting will be in contact with GM's to discuss financing arrangements in light of City of Sydney and Mosman leaving the Group.

Delegate discussion on the draft business plan was opened.

It was noted that research was not specified in the plan – although it was woven throughout the other goals. The argument was put forward that research should be put back into the plan as its own goal and not just implied throughout.

The point was raised regarding the council budgeting cycle – that budgets for 2018/19 are being prepared now so a discussion on membership fees for 2018/19 will need to occur with councils as soon as possible.

The question was asked how LGNSW and other organisations have dealt with fee schedules and amalgamations. It was stated that if GM's see an organisation as relevant they will pay the fee. There is a need for all delegates to sell and promote the importance of SCCG.

Delegates stated that a 1 page factsheet highlighting SCCG achievements (major projects, reports, bodies of work etc) would be useful so that Full Group delegates can promote SCCG to their respective Councils and a wider audience. The EO noted that there was a regional collaboration document which highlighted achievements that would be sent to delegates.

The new joint organisation legislation was discussed. The EO noted that this legislation does not apply in Sydney as yet. The EO mentioned that he would be meeting with the Catchment Groups in the coming weeks. A suggestion was raised that the other larger ROCs could potentially fund SCCG to undertake projects/works on their behalf.

Minutes of the SCCG Full Group Meeting held on Saturday 9 December 2017, hosted by City of Sydney Council

Honorary members noted that the SCCG advocacy was first class and a huge strength of the SCCG, and that SCCG had achieved a great deal over the years regionally that could not have been achieved by an individual council working alone.

It was requested that the draft business plan be sent to delegates, as some did not receive the latest version of the draft business plan.

#### RESOLUTION

R5 The draft business plan was received and discussed, with delegates to provide further input and feedback.

(Boyd/White)  
Carried

#### ITEM 6 ROUNDTABLE

Delegates provided a brief update on initiatives for 2017.

##### Randwick:

- Security issues for Christmas/New Year period – focus on beaches where events and crowds will be. Improving safety, potential restriction of access.
- Surf clubs more inclusive with programs – open to those with disabilities – water safety education for children. Coogee partnership with a club in India to share methods.
- Bruce Thom will be running his usual walk and talk on geomorphology of the coast in Randwick during January as part of SCCG Summerama program.

##### Sutherland:

- Issue of appropriate methods and financial burdens of dredging the river (Sylvania waters).
- Investigating effectiveness of the storm water system.
- Chamber of Commerce is implementing a reusable bags program.

##### Northern Beaches:

- Integrating the IT systems across the amalgamated council. Offering a common customer service system to the community.
- Asset management policy review to make consistent across the amalgamated council – currently on public exhibition.
- Coastal Environment Centre program over Summer, including participation in SCCG Summerama. Will include circus skills classes and Bear Grylls style outdoor skills for age 6-12.
- 5th December International Volunteers Day Event for Northern Beaches Volunteers.
- Christmas markets – plant giveaways and advice on backyard habitat.
- Water quality monitoring program of creeks, macroinvertebrate sampling (land release at Ingleside).

##### North Sydney:

- Engagement of an energy consultant to increase uptake of renewables in the community – looking at housing type particularly multi-unit dwellings, and methods to reduce barriers/challenges to uptake.
- Recycling Centre going well – 70-80 cars per day, 100 tonnes of problem waste has been dropped off since May 2017.

##### Inner West:

- Environmental Business Awards (energy, water, waste)
- Community Environmental Leadership Program – community workshops.
- Carrington Road – push from the state Government to turn this into a residential development even though the site is often inundated and is part wetland area.
- Local flooding in Tempe from the King Tide.

7

Minutes of the SCCG Full Group Meeting held on Saturday 9 December 2017, hosted by City of Sydney Council

Waverley:

- Repair works on the coastal walk near the Cemetery (\$6 million worth of damage), Bronte and Diamond Bay.
- Works to shore up the cliff face – completed by June 2018.
- Vaucluse cliff instability issues – to be built into future LEP/DCP's.
- Second Nature Program – focussing on litter prevention, reducing littering at bus stops, and working with businesses at Bondi e.g. Keep cups.

Willoughby:

- Stormwater harvesting system at Artarmon Reserve.
- Northbridge baths swimming season – nets replaced in the last few months – sightings of bull sharks.
- Clive Park buoys installed.
- Review of GPT's.
- Wildlife Storybook Schools Program – children illustrate and write stories which are published as a book and are sent to schools and libraries.

In reference to the discussion on cliff face instability the EO noted that SCCG worked with the Australian Geomechanics Society (AGS) in 2007 to complete a Practice Note and Guideline for landslide risk management. Information and documents for this project can be accessed [here](#). Professor Thom noted that these guidelines would be included in the Coastal Management Manual Toolkit.

**RESOLUTION**

R6.1 Delegates updates were received and noted.

(Hesse / Masselos)  
Carried

**ITEM 7 - QUARTERLY ACTIVITIES REPORT**

**7.1 COLLABORATION**

The MPP gave a brief update on the Get the Site Right Campaign, run during November as a joint initiative with the SCCG partnering with Parramatta River Catchment Group, Cooks River Alliance, Georges River Combined Councils Committee, EPA and Department of Planning and Environment to improve water quality through building site erosion and sediment control compliance. Our Councils participated in erosion and sediment control training to update their skills and knowledge of erosion and sediment control. Council compliance officers were out inspecting building sites during November, including Blitz day held on 21<sup>st</sup> November to ensure building sites had appropriate controls in place.

Other items taken as read as per Item 7.1 in the agenda papers.

**7.2 CAPACITY BUILDING**

The EO provided a brief update on the grant based recreational infrastructure project, noting that a council questionnaire was well received with a 75% response rate from NSW coastal councils, with a process tool currently being developed.

The EO noted that SCCG was successful in winning the 2017 NSW Coastal Management Award for "Innovation" for the Sydney Salty Communities Program.

Other Items taken as read as per Item 7.2 in the agenda papers.

Minutes of the SCCG Full Group Meeting held on Saturday 9 December 2017, hosted by City of Sydney Council

### 7.3 ADVOCACY

The EO noted that SCCG had provided a submission on the NSW Marine Estate Management Strategy. The SCCG submission can be accessed [here](#).

Professor Thom noted the importance of the Coastal Management Act and SEPP in the NSW Marine Estate Management Strategy.

Noted that SCCG will be putting in a submission on the draft Greater Sydney Region Plan and relevant District Plans, with the draft to be sent to delegates prior to submission on 15 December.

The EO mentioned that the Department of Industry – Crown Lands and Water presented at the Technical Committee Meeting on 7 December regarding the crown Lands Management Act and implications for councils.

Other Items taken as read as per Item 7.3 in the Agenda Papers.

### 7.4 RESEARCH

The EO provided a brief update on UNSW partnership project on community understanding of coastal erosion. A survey has been developed for people directly involved in working with the coast; such as coastal managers, consultants and environmental managers. To complete the survey please click on the following link. [Decisionmakers\\_mycoastsurvey2017](#)

### RESOLUTION

R7.1 The Secretariat's update on key activities were received and noted.

(Massey/Dekel)  
Carried

## ITEM 8 GENERAL BUSINESS

### 8.1 SCCG Hosting arrangements from July 2018

The EO updated the delegates on the expression of interest process for hosting SCCG for the period 1 July 2018 – 30 June 2021.

The EO provided the following details:

- Inner West Council was following up on ability to provide space.
- Randwick Council were following up.
- Willoughby Council – waiting to hear back
- Waverley council – have responded that this is not likely.
- All other councils have provided a no response.

Cr Masselos asked the EO to provide the basic details on what the SCCG required from the hosting arrangement. The EO responded and asked Councillor delegates to follow up with their councils.

### 8.2 PROPOSED MEETING DATE FOR THE NEXT MEETING

The next meeting of the Full Group will be held on:

- Saturday 17 March 2017 at 12 noon (Inner West Council – to be confirmed)

---

Minutes of the SCCG Full Group Meeting held on Saturday 9 December 2017, hosted by City of Sydney Council

---

### 8.3 AGENDA ITEMS FOR NEXT MEETING

Nil agenda items were provided for the next meeting. Agenda items can be provided to the Chairperson via the Executive Officer at least four weeks prior to the meeting.

#### RESOLUTION

R8.1 Full Group delegates to follow up on the expression of interest to host SCCG from July 2018 – June 2021.

R8.2 Proposed Meeting dates were noted.

R8.3 Nil agenda items were suggested.  
Presenters were nominated as: Minister Paul Toole (Minister for Lands); Minister Anthony Roberts (Minister for Planning); Dr Mark Browne (University of New South Wales – re: plastics).

(Massey / White)  
Carried

### ITEM 9 EXTERNAL REPORTS (for information only)

#### 9.1 BEACHWATCH REPORT

#### 9.2 GREATER SYDNEY LOCAL LAND SERVICES UPDATE

Items taken as read.

#### RESOLUTION

R9 The Beachwatch and Greater Sydney Land Services update reports be received and noted.

(Masselos / Neilson)  
Carried

Cr Saville thanked all delegates for their attendance and contributions and wishing all a safe and merry Christmas.

The meeting closed at 4.20pm

Confirmation of Minutes: .....

/ /

---

**SYDNEY COASTAL COUNCILS GROUP Inc.  
MINUTES FOR THE FULL GROUP MEETING  
HELD ON SATURDAY 17 MARCH 2018  
HOSTED BY INNER WEST COUNCIL**

**IN ATTENDANCE**

Cr. Colin Hesse	Inner West Council
Ms Jean Brennan	Inner West Council
Cr. Ian White	Northern Beaches Council
Mr Todd Dickinson	Northern Beaches Council
Mr. Peter Massey	North Sydney Council
Cr. Kathy Neilson	Randwick City Council
Cr. Christie Hamilton	Randwick City Council
Cr. Paula Masselos	Waverley Council
Cr. Lynne Saville	Willoughby Council
Cr. Mary-Lou Jarvis	Woollahra Council
Prof. Bruce Thom AM	Honorary Member
Ms. Wendy McMurdo	Honorary Member
Mr. Geoff Withycombe	SCCG (EO)
Ms. Belinda Atkins	SCCG (MPP)
For presentations	
Mr David Clarke	Department of Industry (Crown Lands)
Mr Carl Malmberg	Department of Industry (Crown Lands)
Ms Elizabeth Tydd	Information and Privacy Commission

---

**ITEM 1 - OPENING**

**1.1 OPENING AND ACKNOWLEDGEMENT OF COUNTRY**

Cr Saville welcomed delegates and thanked Inner West Council for hosting the meeting. Cr Saville acknowledged country. We acknowledge this site is country of which the elders and peoples of the local Indigenous community have been custodians for many centuries, and on which Aboriginal people have performed age old ceremonies. We acknowledge their living culture and unique role in the life of this region. The land of Ashfield was originally home to the Aboriginal people of the Eora nation.

**1.2 APOLOGIES**

Cr. Rochelle Porteous	Inner West Council
Cr. David Walton	Northern Beaches Council
Mr. Paul Hardie	Northern Beaches Council
Cr. Philipa Veitch	Randwick City Council
Cr. Jack Boyd	Sutherland Council
Cr. George Copeland	Waverley Council
Cr. Wendy Norton	Willoughby Council
Cr. Denis Fernandez	Willoughby Council
Cr. Megan McEwin	Woollahra Council

Bayside, Mosman and Sutherland Councils were not represented at the meeting.
--

**1.3 DECLARATION OF PECUNIARY INTERESTS**

Nil declarations were made.

## RESOLUTIONS

- R1.2 Apologies be received and noted.  
R1.3 Nil notifications of pecuniary interests received.

## ITEM 2 - GUEST PRESENTATIONS

(Slides Attached)

**Guest presenters:** David Clarke and Carl Malmberg, Department of Industry (Crown Lands), and Information Commissioner Elizabeth Tydd, NSW Information and Privacy Commission, were welcomed to the meeting and introduced by the Chair. Notes from the respective presentations provided below:

### Crown Lands Act – David Clarke & Carl Malmberg

- Office of Local Government (OLG) has been engaged to lead the development of guidance materials and a training program to support councils – to be rolled out during 2018.
- OLG will administer a grants program for Councils to develop plans of management.
- A Council Reference Group has been established and will meet monthly from Feb-Dec18.
- There is a senior staff/GM webinar on the Crown Lands Act and implications for Councils on Wednesday 21 March.
- Training for councils on Native Title and Plans of Management will be provided (July-Sept 18).
- Where Councils are currently managing Crown Land as Trust Managers, they will continue to manage as Crown Land Managers under the Local Government Act.
- Councils will manage Crown Lands under the Local Government Act as 'Community Land'. Councils can apply to manage land as 'Operational Land' with the Ministers approval.
- New plans of management will be required to be developed over a phased three-year period.
- Crown land may be vested to Councils where both Council and Dpt of Industry reaches an agreement (vestments will not be forced).
- Councils may issue leases, licences and other estate provisions of the Local Government Act.
- Council will now be responsible for Native Title obligations. Councils must engage a qualified Native Title manager to oversee dealings and ensure compliance with Native Title obligations.
- There is a community engagement strategy in place (councils are not required to adopt this).
- There is a transition period for existing tenure under Schedule 7 Cl 5, until the new plan of management is in place. The Plan of Management for council managed land will continue in effect until:
  - Land classified as operational
  - Initial period of 3years concludes
  - A plan of management under the Local Government Act is prepared in accordance with S. 3.23.

Q1. Once land is converted to operational can it be commercialised/sold. R – the land can be leased to commercial tenants e.g. caravan park – but no the land cannot be sold.

Q2. How will this land be protected? R – The land is managed under the Local Government Act and must be managed as community land. To be managed as operational land there is a process to go through and this requires the Minister's consent. There are safeguards in the Crown lands Management Act that defines when land can be classified as operational land.

### Information and Privacy Commission Initiatives/GIPA Act – Elizabeth Tydd

- The GIPA Act applies to government organisations. If not considered a state-owned corporation e.g. WestConnex, the GIPA Act does not apply.
- There are mandatory pathways for information release under the GIPA Act
- Councils showed a 74% score for the overall release of information between 2010/11 and 2016/17.
- Councils should review the information they make publicly available – take a proactive approach in responding to GIPA applications – this may lead to a reduction in resource requirements.
- There has been a 20% increase in GIPA applications over the last 2 years.

- Councils data – 92% of applications were decided within the 20-day timeframe, 7% after 35 days and 2% were not decided. In comparison the SCCG member councils as a collective achieved 89% of applications determined on time.
- Where information requested under GIPA Act has been withheld – this has generally been denied under the legal privilege category.
- The IPC provides tools to agencies to monitor performance. The GIPA dashboard is another tool that Councils will be able to logon to free of charge to see the council sector report and individual council report.
- Open data e-learning module will be released in 2018.
- Determinations made under the GIPA Act provide in what circumstances what information can be asked for and what outcomes can be determined.
- There is a provision under the Act to declare applicants as vexatious.
- IPC has signed up to the International Open Government Partnership – will develop a national action plan which is independently assessed.

Q1. Is data captured and reported on costs of the GIPA Act application process on Councils/government? R. There is no requirement to report on costs, so this data is not captured.

Q2. Noted that the figures for Ministers completing GIPA applications is low? R - The data / categories are reported at a high level and does not drill down to the in-depth detail/reasons. There are not many Ministerial requests, and some are not responded to by the Ministers but are transferred out to other government departments.

Q1. What are the rules around not providing information regarding legal privilege? R – There are key requirements to claiming legal privilege including that the document asked for needs to be the subject of actual legal advice. There also needs to be a relationship between the solicitor and client (legal advisor). There is a factsheet on the IPC website that will assist in decision-making.

#### RESOLUTION

- R2 That the presenters: David Clarke and Carl Malmberg from the Department of Industry (Crown Lands); and Elizabeth Tydd, Information Commissioner, Information and Privacy Commission NSW, be thanked for their respective presentations.

### ITEM 3 - ADMINISTRATIVE MATTERS

#### 3.1 CONFIRMATION OF MINUTES

The Draft Minutes of the Full Group Meeting held on 9 December 2017 were confirmed.

The Minutes from the SCCG Technical Committee held on 7 December 2017, and 22<sup>nd</sup> February 2018 were received.

The Minutes of the Executive Committee Meeting held on 15 February 2018 were received and noted and the following recommendations were adopted. Outcomes included:

- 1) The Executive Committee be consolidated into the Full Group creating one leadership group;
- 2) The Executive Committee meet as needed in the Interim;
- 3) The EO and Chairperson consider necessary changes to the SCCG Constitution for the consideration of the Full Group at the AGM/or special meeting.

#### 3.2 BUSINESS ARISING

The EO provided an update on actions arising, noting that Cr. Rochelle Porteous had been nominated and confirmed as the SCCG Treasurer at the recent Executive Committee Meeting.

Noted that all other actions had been completed.

#### 3.3 CORRESPONDENCE REPORT

Correspondence since the last meeting was received and noted.

### 3.4 FINANCE STATEMENTS

There were no queries regarding the Finance statements for 1 July – 31st December 2017. The Finance Statements were adopted.

### 3.5 SCCG HOSTING ARRANGEMENT

The Hosting arrangement of the SCCG post 30 June 2018 was discussed. The EO provided an update noting that all Councils had formally said no except for Inner West Council who is currently following up on potential locations.

Cr White noted that Northern Beaches Council may still be an option.

The EO stated that under the constitution, if no Member Council nominated to host, the Chairperson's council would become the host council. A meeting will need to be arranged with the Mayor and GM of Willoughby Council, should Inner West Council not be able to confirm hosting.

Other options open to SCCG were identified as being hosted by other NGO's, ROC's or State Government Departments, or leasing a commercial office space.

Confirmation deferred until the remaining council(s) provide a response to SCCG.

### RESOLUTIONS

R3.1	Minutes of the Full Group Meeting on 9 December 2017 be confirmed.	(White/Neilson) Carried
R3.2b	Minutes of the Technical Committee Meeting 7 Dec 2017 and 22 Feb 2018 be received and noted.	(White/Neilson) Carried
R3.1c	Minutes of the Executive Committee Meeting on 15 Feb 2018 be received and noted and the resolutions adopted.	(White/Saville) Carried
R3.2	Business Arising from the 9 December 2017 Meeting be considered and noted.	(Saville /White) Carried
R3.3	The circulated correspondence be received and noted.	(Masselos/Hesse) Carried
R3.4	Finance Statements for 1 July-31st December 2017 be received and adopted.	(Masselos/Massey) Carried

### ITEM 4 DISCUSSION ITEM

#### SCCG Consultations – SCCG Moving Forward: Draft Business Plan 2017-2019

The EO provided an update on the process involved in preparing the draft Business Plan, noting that the Draft Business Plan has been endorsed by Member Council GM's (or their delegate), and the Executive Committee at their recent meetings, including a financial model for 2018/19 which will fund two permanent staff and a part-time support officer, based on a base rate of \$27,724 + \$40/1000 residents.

The EO noted that the Business Plan was divided into three themes, with each theme incorporating four actions. An Implementation Plan has been developed for the Business Plan and will be reviewed at the next Executives Forum on 28 March.

In response to questions it was confirmed that the use of the term 'waterways' in the priorities did refer to ocean and estuarine environments, and that action 2.2 would review community programs and initiatives around plastics.

It was noted that SCCG would first look at expanding membership within Sydney before looking to invite councils through NSW (South, Central and North Coast).

#### RESOLUTION

R4 The final SCCG Business Plan be received and adopted.

(Masselos/White)  
Carried

#### ITEM 5 ROUNDTABLE

Delegates provided a brief update on key initiatives.

##### Inner West:

- The Marrickville West Eco water garden project has taken seven years to finally come to fruition. It is a partnership between Council and the Department of Education to build a stormwater harvesting / treatment system on Marrickville West Public School property. The school and council have codesigned the project. The project includes educational teaching and an outdoor classroom and play area including a rain garden. This project site was used as a CRC Water Sensitive Cities case study site. For more information click [here](#).

##### Northern Beaches:

- Resource intensive negotiations are ongoing regarding damage caused by the June storms, issue around residents wanting to protect their property vs protecting the public interest and accessibility to the beach. Need for landowner's consent from Crown Lands to allow private protective measures to be built on Crown Land. Crown Lands have determined that individual applications will be dealt with on a case by case basis. There are currently three applications, one case is in court (section 55m Coastal Protection Act), one case – council can grant landowners consent as approved by Crown Lands, however before they put in protection works they will need to get land tenure from Crown Lands to proceed. Crown Lands may or may not give tenure. There needs to be a whole of government approach to resolving these issues.

##### North Sydney:

- The Coal Loader Platform launch is on Saturday 24 March – lots of fun activities and will top off the night celebrating Earth Hour.
- Joined the SSROC power performance agreement joint tender (renewables) and have renewed membership of the Better Business Partnership for another three years.
- China ban on recyclables as contamination rate is no longer acceptable. Council has a contractor who collects and owns the commodity upon collection, contractors who no longer have a market for recyclables may in the coming weeks claim they need to renegotiate contracts to cover costs or refuse to pick up bins – this could become a big issue for councils. The State Government may allow some stockpiling, otherwise recyclables risk being landfilled.

##### Randwick:

- Randwick has 13 stormwater harvesting systems used for irrigation. A Stormwater Working Group has been formed.
- The former Inglis Horse stables – agreement achieved to pipe water from their land to the neighbouring community gardens.
- Malabar Headland walk has been opened.
- Dune restoration being undertaken.
- A TUI (tube unit initiative) has been installed at Randwick beaches – this is a rescue device to assist in preventing drownings at times when the beaches are not patrolled by lifeguards. An alarm sounds, and an SMS alert is sent to emergency services if the device is removed.

Waverley:

- Working with Sydney Water on the Diamond Bay ocean outfall at Vaucluse. Community consultation to begin regarding options to deal with the three untreated sewage ocean outfalls. There is no budget for this and will be costly. Sydney Water is currently investigating if some of the volume can be diverted to the Bondi STP. A formal briefing will be provided by Sydney Water in the coming weeks.
- Waverley Cemetery walkway – Following the June 2017 repair costs of more than \$6 million with no state government disaster funding assistance.
- Rangers to be trained in waste compliance so they can become litter education ambassadors during holiday periods.
- Development of a buying co-op for cafes near beaches – ability for businesses to buy sustainable alternatives. Working with community group plastic free Bronte – tackling plastics e.g. minimising the use of straws.

*N.B. Noted that North Sydney Council has identified a supplier of compostable dog poo bags. SCCG notes that Compost-A-Pak has a compostable dog poo bag available. Click [here](#) for more information. Please note Mosman Council has also used compostable dog poo bags and has dealt with various community views of the bags and their limitations.*

Willoughby:

- GPT audit conducted across the LGA with \$520,000 pa allocated to upgrade GPT's.
- Reserve Action Plans have been reviewed – Youth Landcare retreat conducted.
- Forum held on plastics – partnered with the Wilderness Society and Greenpeace to prepare a plan.
- The Better Business Partnership has developed a program and community engagement strategy for the 'Bye Bye Plastic Hello BYO' program.

Woollahra:

- Single-use plastic bags banned for council events.
- Rose Bay working party established in December 2017 including RMS, Sydney Water and Local member to improve the water quality of Rose Bay. RMS has agreed to a beach cleaning schedule.
- Rose Bay seawall upgrade. Seawall at Rushcutters Bay – considering allowing an opening for direct access to the harbour.
- Party boats and noise issues – good policing response by RMS.

## ITEM 6 - QUARTERLY ACTIVITIES REPORT

### 6.1 COLLABORATION

Get the Site Right

The MPP provided an update on the Get the Site Right Program noting that in the November 2017 campaign, 18 councils participated, inspecting 891 sites of which 60% were compliant and 40% non-compliant. In total \$212,146 in fines were issued.

The Campaign will be running again in May 2018. Letters have been sent to all member Council GM's and compliance staff inviting councils to participate in the May campaign.

Question was asked as to whether we can provide information on which sites were fined. This information has been collated but was not publicly released. It can be reported that three of our Member Councils issued fines for non-compliance (Bayside total fines issued - \$67,000, City of Sydney total fines issued - \$24,000, and Willoughby Council total fines issued - \$42,000). The remaining Member Councils issued warnings to developers during inspections. In total across the catchment groups – 48 sites of the 891 sites inspected received fines. One developer had 8 sites inspected across 3 LGA's and all of the 8 sites were found to be non-compliant.

Data on individual sites/offenders is not able to be publicly released, however, the Catchment Groups will be writing jointly to developers that were found to be non-compliant to raise awareness of correct erosion and sediment controls on their building sites and ensure they get the site right for the next campaign.

### Summerama

The MPP also provided an update on the success of the Summerama Program, and its activities noting that a total of 75 activities were undertaken during January 2018, with nearly 5,000 attendees. The Summerama Outcomes Report will be provided on the website once finalised.

Other items taken as read as per Item 6.1 in the agenda papers.

## **6.2 CAPACITY BUILDING**

The EO provide an update on the grant project 'Adapting Recreational Infrastructure for Climate Change'. An assessment Tool and decision-making framework has been developed and is currently in the testing phase with the assistance of Northern Beaches and Sutherland Council as case study examples. It was noted that the project and Tool will be presented at the NCCARF Climate Adaptation Conference 8-10 May.

Prof. Bruce Thom commented that SCCG should submit the Tool to the Office of Environment and Heritage as part of the Coastal Management Manual Toolkit.

## **6.3 ADVOCACY**

The EO gave a brief update on the SCCG submissions since the last Full Group meeting. It was noted that the EO had taken part in an interview process with Treasury regarding future funding of the NSW Marine Estate Management Strategy.

Prof. Bruce Thom provided an update on the coastal reform process noting that the Coastal Management SEPP has been signed off by the Governor and is embargoed until 3 April. It was noted that there is \$83 million in grant funding available through the Coastal and estuaries grant program for the development and implementation of Coastal Management Programs.

The NSW Coastal Council will be operational by the next Full Group Meeting. Prof. Bruce Thom has been invited to provide a presentation as the Chair of the NSW Coastal Council at the June Full Group Meeting.

Other Items taken as read as per Item 6.3 in the Agenda Papers.

## **6.4 RESEARCH**

The EO provided a brief introduction to the [CoastSnap](#) beach monitoring citizen science project, noting that there is an opportunity for Member Councils to participate by allocating a beach site(s) for expansion of the CoastSnap program. SCCG will be writing to all Member Councils in April.

Other Items taken as read as per Item 6.4 in the Agenda Papers.

## **ITEM 7 GENERAL BUSINESS**

### **7.1 EXECUTIVE OFFICER RESIGNATION**

The EO announced his resignation to the Group and read out his resignation letter, noting his last day as the 28 June.

The Chair on behalf of the Group thanked the EO for his years as the Executive Officer and expressed appreciation for his contributions, achievements, and investment in driving the Group over the last 20 years. The Chair wished Geoff Withycombe well for his future endeavours.

Prof. Bruce Thom also noted Geoff's contribution to not only the SCCG but to coastal management regionally, nationally and internationally.

The Executive Committee will meet to take the next steps in filling the Executive Officer position.

## 7.2 PROPOSED MEETING DATE FOR THE NEXT MEETING

The Chair thanked Inner West Council for hosting the Full Group meeting.

The next meeting of the Full Group will be held on **Saturday 23 June** 2018 at 12 noon.

Waverley Council has tentatively nominated to host the June Meeting (to be confirmed, with Randwick Council as an alternate host).

## 7.3 AGENDA ITEMS FOR NEXT MEETING

Agenda items can be provided to the Chairperson via the Executive Officer at least four weeks prior to the meeting.

### RESOLUTION

R7.2 Proposed Meeting dates be noted, and Waverley Council nominated as the host council for the June meeting (pending confirmation).

R7.3 Potential speakers for the June Meeting identified as Professor Edward Kosior (plastics recycling), followed by Dr Mark Browne (plastics) and Gavin Birch (sediment pollution).

## ITEM 8 EXTERNAL REPORTS (for information only)

### 8.1 BEACHWATCH REPORT

### 8.2 GREATER SYDNEY LOCAL LAND SERVICES UPDATE

Items taken as read.

The meeting closed at 4.20pm

Confirmation of Minutes: .....

/ /