

6.0 CHIEF EXECUTIVE OFFICER'S DIVISION REPORTS

ITEM 6.1	DRAFT COMMUNITY STRATEGIC PLAN
REPORTING MANAGER	EXECUTIVE MANAGER CORPORATE STRATEGY & PLANNING
TRIM FILE REF	2017/093362
ATTACHMENTS	<p>1 📄 Draft Community Strategic Plan (Included In Attachments Booklet)</p> <p>2 📄 Community Engagement Report - Community Strategic Plan - Stage 2 (Included In Attachments Booklet)</p>

EXECUTIVE SUMMARY

PURPOSE

To seek Council endorsement of the draft Community Strategic Plan (CSP) at Attachment 1 for public exhibition and to note the Community Engagement Report at Attachment 2.

SUMMARY

In accordance with the *NSW Local Government Act 1993*, the draft CSP has been developed to define the community's long term vision, priorities and strategic direction for the Northern Beaches.

The draft CSP is the result of two stages of community engagement: Stage 1 (September to November 2016) focussed on identifying issues and drafting a vision; Stage 2 (March – April 2017) focussed on gaining feedback on the draft CSP Framework (vision, outcomes, goals and strategies) which was published in a Discussion Paper.

The results of the Stage 2 engagement include:

- Validation of the CSP structure and logic
- Clearer vision statement that is specific to the Northern Beaches
- Stronger focus on the natural environment throughout the draft CSP
- Greater clarity in wording of goals and strategies and less overlap between sections
- Clearer distinction between aspirations (now written in narrative) and goals and strategies

More than two thousand community members have contributed their time and insights so far, with many commenting that the engagement process was worthwhile: there was a high level of satisfaction with each event and the materials, namely the Discussion Paper, were found to be comprehensive and relevant.

The third and final stage of community engagement is expected to take place from 17 July to 5 November 2017, with the majority of engagement activities scheduled towards the end of this period to allow the newly elected Council to participate in conversations with the community before finalising the CSP. This final stage will focus on developing key measures and indicators as well as inviting final comments on the draft CSP.

RECOMMENDATION OF GENERAL MANAGER

That Council:

- A. Endorse the Draft Community Strategic Plan at Attachment 1 for public exhibition and report the results back to the newly elected Council
 - B. Note the Community Engagement Report at Attachment 2 for Stage 2 of the Community Strategic Plan engagement process
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REPORT

BACKGROUND

On behalf of the Northern Beaches community, Council is preparing the first Community Strategic Plan (CSP) for the Northern Beaches local government area which was created in May 2016 with the merger of former Manly, Warringah and Pittwater Councils. The CSP is being prepared in accordance with the *NSW Local Government Act 1993* and within the Government’s planning context for the region (namely the draft *North District Plan*). It also has regard to Council’s Community Engagement Policy and Framework. The preparation of the CSP has also had regard to the research coming out of the process for developing a new identity and brand for the Northern Beaches.

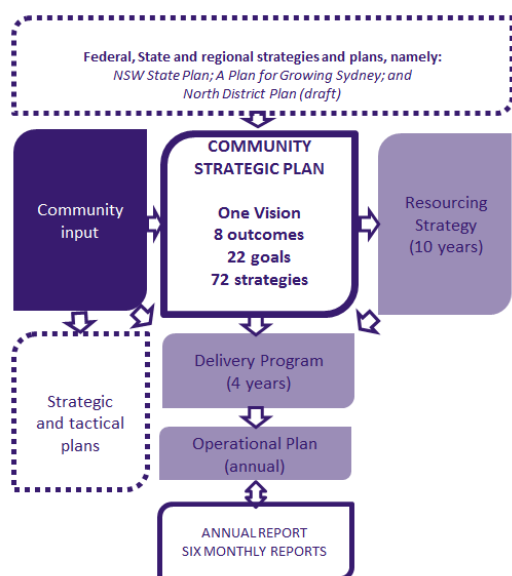
The CSP is the community’s high level strategic plan for the next ten years. The success of the CSP will be influenced by how well the framework can facilitate collaboration between a broad range of agencies and stakeholders, as well as the degree to which it is integrated in detailed planning and service delivery.

Integrated Planning and Reporting Framework

The CSP is the highest level of strategic planning undertaken by a local council. It needs to be sufficiently aspirational and flexible so that it does not lose currency and relevance over its ten year term.

Other strategies and plans, and especially the four year Delivery Program and the annual Operational Plans, provide the detail and outline specific actions and projects to achieve the community’s vision. Along with the CSP, these plans are statutory documents described in the *NSW Local Government Act 1993* as key elements of the ‘Integrated Planning and Reporting’ (IP&R) Framework - see Figure 1 below. All IP&R documents must be prepared within the overall metropolitan and state planning context and with regard to the Government’s *NSW State Plan; A Plan for Growing Sydney; draft North District Plan*, and any other Government plans that set strategic direction for the region.

Figure 1: IP&R Framework



Implementation

The Delivery Program and Operational Plans are the main mechanisms for Council's role in implementing the CSP. These plans describe specific projects and actions that Council will undertake and provide substance to the high level goals and strategies of the CSP. The CSP, Delivery Program and Operational Plans are supported by a Resourcing Strategy (including an Asset Management Strategy, Long Term Financial Plan and Workforce Management Plan). These detailed plans identify the specific actions as well as human and financial resources needed to deliver on Council's part of the community vision.

Responsibilities

Council is not solely responsible for the implementation of the CSP as many aspects of the community's plan fall beyond the direct control of local government. Transport, education and health are obvious examples of this. However as a Council with strong ties to the community we are well-placed to play a strong collaborative and advocacy role in bringing relevant stakeholders together to deliver on community outcomes.

Accountability

The CSP is evaluated every four years in an End of Term Report that shows our progress towards the indicators listed in the CSP. The CSP is also updated every four years in step with local government elections to ensure its relevance and currency over the ten year lifespan of the Plan. (The first End of Term report and review of this CSP will take place in 2021, due to the 3 year term of the first elected Council for Northern Beaches)

CONSULTATION

Community engagement commenced in September 2016 - four months after the creation of Northern Beaches Council. It was an opportunity for Council to hear from the community and understand the diversity of concerns, interests, and hopes for the future of the area.

Objectives

The main objectives of the community engagement were to:

- Ensure a diverse representation of the community from across the LGA, particularly focus on youth, time-poor and working population
- Engage community members in a constructive and robust dialogue about long term strategic directions
- Create a better understanding in the community about the complexities in planning a sustainable, healthy and diverse community
- Frame the regional, NSW, national and international context of long term planning, and particular regard to the NSW Government's draft North District Plan
- Inspire and motivate community participation in creating better places

Community Engagement Process

The engagement approach was designed with the dual purpose of gradually building the draft CSP through three consecutive stages and to capture a broad range of community views (across geographic locations, age, gender and interest groups). The Strategic Reference Groups (SRGs) and Local Representation Committees (LRCs) provided valuable input throughout the process in terms of checking the robustness of the CSP Framework. The LRCs were also consulted post exhibition about the proposed changes to the CSP Framework.

An overview of the engagement is presented in Table 1 below. Detailed reports from each stage of the engagement are available through the Council report for the meeting 13 December 2016 (Stage 1) and at Attachment 2 of this report (Stage 2).

Table 1: Overview of Community Engagement

Stage	Basis for conversations	Description	Outcome
Stage 1: vision and priorities <i>Sep to Nov 2016</i>	Issues Paper	Broad discussion about the issues, challenges and opportunities facing Northern Beaches	Statement of draft Vision and Priorities endorsed by Council 13 December 2016 for further consultation
Stage 2: CSP Framework <i>Mar to Apr 2017</i>	Discussion Paper (including a draft CSP Framework)	Focussed and deliberate conversations about the draft vision, outcomes, goals and strategies to address the community's priorities	Enhanced/validated CSP Framework
Stage 3: indicators and draft CSP <i>17 July 2017 to 5 Nov 2017</i>	Draft CSP	Focussed discussions on key performance indicators and measures as well as comments on draft CSP	Final CSP endorsed by Council by June 2018

Marketing

The engagement activities were advertised broadly through: printed media (including Manly Daily, Peninsular Living, Pittwater Life and Covered); Council's website; social media; direct email to identified stakeholders; electronic mail distribution to people on Council's database; and through Council events. In addition, some participants were direct recruited to participate in the deliberative forums during Stage 2 of the engagement.

Submissions Analysis Approach

All submissions from the engagement have been recorded and treated equally in the analysis (whether submissions were made verbally or in writing). The following criteria gave direction to an assessment of whether change as a result of the submissions was warranted:

- Must be consistent with original intent
- Must be consistent with general sentiment of the broad community
- Changes to be based on a merit assessment (not purely on numbers)

Results

The engagement resulted in a draft CSP Framework that is clearer, and better reflects the community's strong desire to protect the environment. Most of the specific comments and suggestions for improvement have been taken on board in the attached draft CSP. However the overall structure and direction of the CSP Framework has not changed substantially, as the community was generally satisfied with the logic and sentiment of the document.

Some community members commented that they found the wording of the goals and strategies to be very generic and expressed concern about how they would be implemented and measured. As the aspirational nature of the goals and strategies are reflective of the general nature of the CSP as a high-level long term document, this concern has not resulted in a specific change to the document itself. It should be noted that specific measures and indicators will be developed during

Stage 3 of the engagement and this may assist in providing some clarity regarding implementation and monitoring of performance.

An overview of the key changes to the draft CSP is presented in Table 2 below:

Table 2: Summary of key changes

Framework Component	Summary of feedback	Key changes
CSP Framework (structure/logic/direction)	<ul style="list-style-type: none"> General satisfaction with the CSP Framework and logic. Some submissions suggested to put the outcome area 'Protection of the Environment' first to reflect the fundamental importance of this area. 	<ul style="list-style-type: none"> 'Protection of the Environment' reordered to be the first outcome chapter
Vision	<ul style="list-style-type: none"> Needs to be more specific to Northern Beaches and have a stronger environmental focus 	<ul style="list-style-type: none"> Vision reworded
Aspirations	<ul style="list-style-type: none"> No suggestions for improvement 	<ul style="list-style-type: none"> Aspirations rewritten in order to better distinguish them from goals and strategies
Environment Outcomes 'Protection of the Environment' and 'Environmental Sustainability'	<ul style="list-style-type: none"> Overlap between sections Not strong enough statements Should consider 'tensions' (e.g. sustainable access to recreational opportunities) 	<ul style="list-style-type: none"> Some goals and strategies reordered New goal included regarding Council being a leader in environmental sustainability Strengthened statements regarding environmental sustainability and the built environment (including consideration of compliance)
Community Outcomes 'Places for People' and 'Community and Belonging'	<ul style="list-style-type: none"> Concern regarding population growth and urban development Some statements misleading or unclear Need to recognise Aboriginal culture and heritage 	<ul style="list-style-type: none"> Strengthened goals statement to emphasise the need to reflect the unique character of villages and places in urban planning Additional strategies included regarding Aboriginal culture and heritage, diversity and access to information and support services
Economic Outcomes 'Vibrant Local Economy' and 'Transport, Infrastructure and Connectivity'	<ul style="list-style-type: none"> Concern with the current state of traffic and transport Need to take emerging technologies (e.g. driverless cars) into account Council to lobby NSW Government for better infrastructure delivery 	<ul style="list-style-type: none"> New strategy regarding advocacy role included Stronger emphasis on integrated landuse planning Reference to emerging technologies included
Civic Outcomes 'Good Governance' and 'Participation and Partnerships'	<ul style="list-style-type: none"> Some overlap or inconsistency 	<ul style="list-style-type: none"> Reordered some of the strategies Strengthened and clarified wording of goals and strategies
Tracking our	<ul style="list-style-type: none"> Need to be able to measure 	<ul style="list-style-type: none"> Development of measures will be the

Framework Component	Summary of feedback	Key changes
progress – new	performance against goals and strategies	focus of Stage 3 consultation

FINANCIAL IMPACT

The preparation of the CSP has been provided for in Council’s annual budget

SOCIAL IMPACT

The draft CSP includes goals and strategies aimed at creating a safer and more inclusive and connected community

ENVIRONMENTAL IMPACT

The draft CSP includes goals and strategies aimed at protecting the environment and improving the environmental sustainability of the Northern Beaches

ITEM 6.2	ADOPTION OF OPERATIONAL PLAN 2017/18
REPORTING MANAGER	CHIEF FINANCIAL OFFICER EXECUTIVE MANAGER CORPORATE STRATEGY & PLANNING
TRIM FILE REF	2017/180687
ATTACHMENTS	1 ⇒ Submission Summary by Issue (Included In Attachments Booklet) 2 ⇒ Summary of Changes Fees & Charges Schedule (Included In Attachments Booklet)

EXECUTIVE SUMMARY

PURPOSE

To consider submissions received during the public exhibition of the Draft Operational Plan 2017/18 (the draft Plan) and seek Council's adoption of the final Plan.

SUMMARY

At its extraordinary meeting on 3 May 2017, Council approved the public exhibition of the draft Plan for a minimum period of 28 days.

Community members were encouraged to make submissions through a combination of face-to-face consultation events and on-line submissions. This included a Budget Road show involving five community forums held during May 2017 (attended by 30 people); notices in the Manly Daily and Council's website; and emails to community members on Council's community engagement register.

A total of 50 submissions were received and the recommended response is provided at Attachment 1.

As a result of items raised in submissions, as well as new and updated information being available since the draft Plan was placed on exhibition, a range of amendments are proposed to the Operational Plan 2017/18, and Fees and Charges.

Northern Beaches Council budget for 2017/18 projects total expenditure of \$436.3 million, including a capital works program of \$114.2 million. It shows that our financial position is sound, with a projected Surplus before Capital Grants and Contributions of \$7.6 million. The projected Surplus before Capital Grants and Contributions has changed from that exhibited in the Draft Operational Plan as follows:

	\$m
Surplus before Capital Grants and Contributions per Draft Operational Plan	13.730
Advance payment of 50% of the 2017/18 Financial Assistance Grant in June 2017	(3.794)
Arts Heritage Grant originally budgeted in 2017/18 now to be paid in June 2017	(0.037)
Expenditure related to a rock fall at Palomar Parade Freshwater	(0.210)
Research for Better Tick Control from Merger Savings Fund	(0.025)
Rollover from 2016/17 New Council Implementation Fund for transformation works	(1.500)
Increase in Election Expenses	(0.533)
Surplus before Capital Grants and Contributions	<u>7.631</u>

RECOMMENDATION OF CHIEF EXECUTIVE OFFICER

That:

- A. Council adopts the Draft Operational Plan 2017/18, including Draft Fees and Charges subject to:
 - a. Amending the Operational Plan as detailed in Table 11 in this report.
 - b. Amending the Fees & Charges Schedule as detailed in Table 9 in this report
 - B. The adopted Fees apply from 1 July 2018.
 - C. Council make the following rates and charges:
 - a. In accordance with Sections 494 and 495 of the *Local Government Act 1993* (the Act), Ordinary and Special Rates are made as shown in Tables 2, 3 and 4 in this report;
 - b. In accordance with section 496 of the Act, Domestic Waste Management Charges are made as shown in Tables 5, 6 and 7 in this report;
 - c. In accordance with section 496A of the Act, Stormwater Management Service Charges are made as shown in Table 8 in this report;
 - d. Works on private land carried out by Council to be charged at the appropriate commercial rate (cost of the works and standard on-costs to provide full cost recovery plus a return to Council); and
 - e. In accordance with Section 611 of the Act 1993 a charge on the person for the time being in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place.
 - D. Council adopts an interest rate of 7.5% to be charged on overdue rates and charges.
 - E. Loan funding for the road infrastructure works at the Kimbriki Waste Landfill Site of \$7.815m be included in Council's borrowing return to the Office of Local Government for 2017/18 unless the borrowings under the Local Infrastructure Renewal Scheme approved by Council on 24 February 2015 are executed before 30 June 2017.
 - F. Council may carry out work on private land, either on request or by agreement with the owner of the land, or under relevant legislation.
 - G. Council approve for exhibition draft Fees at Table 10.
 - H. The Beach Parking Permit Policy (Policy No. NBC003) be amended to reflect that residents outside the Northern Beaches LGA are not entitled to purchase Beach Parking Permits.
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REPORT

BACKGROUND

This report outlines the public exhibition of the draft Operational Plan 2017/18 (the draft Plan), summarises key findings arising from the exhibition, and provides further detail and explanation including recommended changes.

The draft Plan was approved for public exhibition by Council at its meeting of 2 May 2017 and exhibited in accordance with s405 of *Local Government Act 1993*.

CONSULTATION

The draft Plan 2017/18 was exhibited from 3 May to 4 June 2017. It was available online, at the Customer Service Centres at Manly, Mona Vale, Avalon and Dee Why as well as at all Council libraries

Consultation activities included:

- Notices in the Manly Daily on 6, 13, and 20 May 2017
- Emails to people on Council's community engagement register
- Promotion on social media
- Five Budget Roadshow sessions where the Budget and program of works was presented by staff. The dates and location were as follows:
 - Avalon Recreation Centre: Monday 15 May - 6.00-7.30pm; (4 attendees)
 - Manly Council Chambers: Tuesday 16 May - 6.00-7.30pm (6 attendees)
 - Dee Why Council Chambers: Thursday 18 May - 6.00-7.30pm (8 attendees)
 - Mona Vale Memorial Hall: Tuesday 23 May - 6.00-7.30pm (9 attendees)
 - Forestville Community Arts Centre: Thursday 25 May - 6.00-7.30pm (3 attendees)

CONSIDERATION OF SUBMISSIONS

Draft Operational Plan

A total of 50 submissions were made on the draft Plan.

Each submission was reviewed and issues summarised. Some submission raised multiple issues and a high level summary including responses is below.

Table 1: Overview of submissions

Issue	No.
Budget: including rate rises for former Warringah residents of 9.4%, assumptions used in modelling, salaries and merger savings	22
Format and structure of Operational Plan including performance measures	6
Infrastructure spending: including request for additional expenditure on footpaths, kerb and gutters, road resurfacing, bus shelters, netball courts, sportsfields, town and village enhancements and Collaroy Beach	21
Fees: including at Aquatic Centres, beach parking stickers, hall hire, late fees on overdue library books for Children, netball fees for Winter 2018, wharf and film permits	17
Services: various issues including bin replacement program, Children's Services, preschool centre mergers (Ivanhoe Park and Kangaroo Street), spending on information technology systems and Hop Skip Jump services	8
Total Issues	74

The Special Rate Variation for ratepayers in the former Warringah local government area received the most submissions. Issues raised included the size of the increase, the justification for proceeding post merger and whether savings from the merger should offset the increase. The 9.4% increase was authorised by the Independent Pricing and Regulatory Tribunal in 2014 for the former Warringah Council so it could maintain its long term financial sustainability and undertake projects included in its long term financial plan. These same conditions apply with respect to Northern Beaches Council. As a result a change to the proposed 9.4% rate increase for former Warringah is not supported.

A number of writers were seeking greater disclosure of information on things such as financials, operational and capital projects etc. There were also requests for the information to be presented in a variety of formats including by Ward or Key Service Area. The Plan in its current form complies with legislative requirements as well as guidelines issued by the Office of Local Government. Over 200 projects are listed in the Plan and it is not feasible to present the information in multiple formats. No material change is proposed in finalising the 2017/18 Plan with the exception of adding two additional financial statements – Capital Budget Statement and Cash and Investment Statement.

There will be an opportunity next year to further look at the structure of the operational plan and how information can be presented as the first Delivery Program is developed. There may also be opportunities to make additional information available online in future. For example the 2016/17 works program is currently available spatially via an online map. This allows users to see by suburb/ward/LGA what is planned and drill down on individual capital projects. The 2017/18 works program will be available online in early July.

Two submissions commented on the performance indicators in the draft Plan. The opportunity has been taken to review the performance metrics and a more strategic set of 25 measures are now proposed to replace the metrics in the draft Plan. This is discussed in more detail later in the report.

Comments were also received on a range of fees. Changes are proposed to the pool hire fee for the 25m pool at the Manly Andrew Boy Charlton Aquatic Centre for swim clubs. This will reduce the fee from \$135 to \$100 per hour consistent with the lane hire fee for the 25m pool. The withdrawal from sale of beach parking permits for non-residents is also supported.

Council is also responding to a number of issues operationally. These include safety issues at Bilgola Plateau Public School which will be investigated by the Road Safety Team as well as the 'Adopt a Pathway' program which is funded from the footpath budget (\$20,000 is available for this program). In addition a range of issues relating to developing new sportsfields and netball courts as well as sporting users fees for the 2018 winter season will be considered as part of the final Sportsgrounds Strategy which is scheduled to go to the Council meeting in August 2017.

The Plan provides a works program of \$114.2 million in 2017/18 for new and improved infrastructure for the community. One submission supported the coastal protection works on Collaroy Beach. In relation to other requests for additional investment in footpaths, kerb and gutters, road resurfacing and bus shelters a change to the draft Plan is not supported as funds are not available in 2017/18.

A more detailed response to the issues is at Attachment 1.

New Programs – Merger Savings Fund

At the Council meeting on 2 April 2017 the Administrator (Administrator Minute No.3/2017) foreshadowed the establishment of four new programs funded from the Merger Saving Fund. Initiatives under these programs would be developed and announced at the Council meeting on 27 June. The programs identified were:

- Arts and Cultural Program - \$1 million in 2017/18 for a creative art space in the northern end of the area (Avalon/Newport) and \$0.5 million a year for four years for public art commissioned where possible from local artists
- Youth Program
- Environment Program
- Community Events Program

As part of the exhibition of the draft Plan the community was invited to comment on the proposal. Some 15 submissions referenced the proposed programs with eight expressing support for one or more of the programs and one submission objecting on the basis of insufficient detail on the initiatives. The remaining six submissions suggested the funds should go to other priority projects. The details are below:

Comments supporting the programs:

- Support for all programs x 2
- Community needs to be involved in public arts projects
- Supportive of youth programs and events; as well as environment protection and remediation of creeks, lagoons and waterways. Refurbishment of youth spaces is also needed.
- Supportive of environmental programs and education - e.g. permaculture and seed saving and food growing. The youth program is important North of Mona Vale.
- Suggestion for a design competition for Arts Spaces in Avalon.
- Supports spending on local artists and culture in Killarney Heights and Forestville
- Supportive of creative spaces in Avalon and Newport and creative hubs
- Supportive of Youth Program: children and youth in sports and engaged with the community and clubs (e.g. netball)
- Install exercise equipment along the coastal walk

Comments against the programs:

- Funds should be spent on sportsfields/sports x 3
- Greater consultation needed on the walkway
- The focus should be on programs that benefit all ratepayers
- Funds should be spent on local infrastructure (e.g. roads and footpaths)
- More detail required on merger savings and capital projects proposed
- Money should be spent on Dee Why Masterplan, transport (extend the Hop Skip and Jump Services), Ingleside and Northern Beaches Hospital precinct and Kimbriki

BUDGET 2017/18

Budget Overview

The Northern Beaches Council budget for 2017/18 projects total expenditure of **\$436.3** million, including a capital works program of **\$114.2** million. It shows that our financial position is sound, with a projected Surplus before Capital Grants and Contributions of **\$7.6** million.

IPART approved General Revenue Increase

IPART have allowed a maximum rate increase to the total general-purpose rate income for 2017/18 of:

- Former Manly Council properties – 1.5%
- Former Pittwater Council properties - 1.5%
- Former Warringah Council properties – 9.4%

Consistent with the Local Government (Council Amalgamations) Proclamation 2016 the rating structure and categorisation of land for rating purposes remains unchanged from the 2016/17 rating year.

It is recommended that Council adopt the maximum rate increase and in accordance with Sections 494 and 495 of the Local Government Act 1993, makes the following Ordinary and Special Rates for 2017/18:

Table 2: Ordinary and Special Rates 2017/18 – former Manly Council properties

Rate Name	Rate in \$	Minimum Rate
Residential	0.00116643	\$798.40
Business – Manly CBD	0.00607165	\$1,042.50
Business – other	0.00339807	\$1,042.50
Manly Business Centre Improvement	0.00207581	-
Balgowlah Business Centre Improvement	0.00138091	-

Table 3: Ordinary Rates 2017/18 – former Pittwater Council properties

Ordinary Rate Name	Rate in \$	Minimum Rate
Residential	0.0015480	\$864.70
Farmland	0.0006041	\$864.70
Business	0.0035175	\$1,104.00
Business - Warriewood Square	0.0038053	-

Table 4: Ordinary Rates 2017/18 – former Warringah Council properties

Ordinary Rate Name	Rate in \$	Minimum Rate
Residential	0.00149288	\$949.10
Business	0.00547895	\$1,218.53
Business – Warringah Mall	0.00976741	-
Business – Strata Storage Units	0.00662020	\$558.90

Domestic Waste Management Charges

Domestic Waste Management Charges for 2017/18 have been increased to reflect the proposed cost of the service.

In accordance with Section 496 of the Local Government Act 1993, it is recommended Council makes and levies the following Domestic Waste Management Charges for 2017/18:

Table 5: Domestic Waste Management Charges: Manly Council properties

Service	Total Charge
Availability charge – Vacant Land	\$220
Domestic Waste Management Service (first or additional garbage bins)	\$630

Table 6: Domestic Waste Management Charges: Pittwater Council properties

Service	Total Charge
Availability charge – Vacant Land	\$147
Availability charge – premises using private collection	\$147
Domestic (including offshore)	\$609
Retirement Villages	\$476

Table 7: Domestic Waste Management Charges: Warringah Council properties

Service	Total Charge
Availability Charges - Vacant Land	\$95
Per 80 litre garbage bin (first or additional garbage bins) – includes availability charge	\$389
Per 120 litre garbage bin (first or additional garbage bins) – includes availability charge	\$581
Service Increase Fee - applies when delivering a larger capacity or additional bin, compared to base 80 litre service or existing service level	\$26
Supply of additional vegetation bin	\$100

Interest Charges on Overdue Rates and Charges

The Minister for Local Government has determined that the maximum rate of interest that may be charged on overdue rates and charges for 2017/18 will be 7.5%.

In accordance with Section 566(3) of the Local Government Act, it is recommended that Council resolves to adopt the maximum interest rate allowed and this be applied to all northern beaches properties.

Stormwater Management Service Charges

In accordance with Section 496A of the Local Government Act 1993, it is recommended that Council makes and levies the following Stormwater Management Service Charges for 2017/18:

Table 8: Stormwater Management Service Charges: Former Manly and Pittwater related properties

Stormwater Management Service Charge	Total Charge
Residential – single dwelling	\$25.00
Residential - strata lots	\$12.50
Business	\$25.00 per 350 square metres (or part thereof) for land categorised as business (excluding strata lots)
Business strata lots, business company title	\$5.00 or the relevant portion of the maximum annual charge that would apply to the strata scheme if it were a parcel of land subject to the land categorised as business

Section 611 Charges

That an annual charge under Section 611 of the Local Government Act 1993 be made and levied for the year commencing 1 July 2017 on the person for the time being in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place.

Fees

A range of amendments are proposed to the draft Fees in Table 9 below.

The changes are directed at simplifying the fee structure, removing duplicate fees and typographical errors and adjusting the fee to reflect the cost of providing the service. This includes aligning Glen Street Theatre's fees to a financial year, setting Sydney Lakeside Caravan Park's fees for a 14 month period and withdrawing the sale of Beach Parking permits to non-residents in response to submissions.

In addition to the changes above amendments will be made to the structure of the document. The changes will align the fees to the organisation structure that came into effect in April 2017

Further details on the reason for the changes can be found at Attachment 2.

Table 9: Amendments to draft fees

Service	Amendment
Parking Permit - Beach	Delete 'Non-residents 01 September - 31 August'
Avalon Golf Course	Amend the fee description: 'Green Fees - Twilight (after 3.30pm am no day light savings)'
Avalon Golf Course	Amend the fee description: 'Green Fees - Twilight (after 4.30pm am day light savings)'
Public Reserves Paid Parking - Shelly Beach, Clontarf, Sandy Bay & Spit Bridge	Delete the following fee: 'Up to 2 hours parking (off peak season 1 May to 30 Sep inclusive)'
Public Reserves Paid Parking - Shelly Beach, Clontarf, Sandy Bay & Spit Bridge	Delete the following fee: 'Up to 2 hours parking (peak season 1 Oct to 30 Apr inclusive)'
Street Stall/Pop-Up Shop - Commercial Community Benefit - Former Pittwater LGA	Delete the 'Application Fee' and 'Rental Fee Per Day'
Street Stall/Pop-Up Shop - Max 4 days per year - Commercial- Former Pittwater LGA	Delete the 'rental fee, application fee and refundable bond'
Glen Street - Box Office ticket sales for productions	Amended the postage fee from \$1.10 to \$1.50
Glen Street - Box Office ticket sales for productions	Amend the opening night - sponsor discount ticket - fee from \$60 to \$50
Glen Street - Box Office ticket sales for productions	Amended the internet per seat fee from \$1.10 to \$0.55 per ticket
Glen Street - Consumables - 1 July 2017 - 31 December 2017	Delete all fees under this service
Glen Street - Equipment Hire - 1 July 2017 - 31 December 2017	Delete all fees under this service
Glen Street - Marketing Services - 1 July 2017 - 31 December 2017	Delete all fees under this service
Glen Street - Theatre Hire - 1 July 2017 - 31 December 2017	Delete all fees under this service
Glen Street - Consumables - 1 January 2018 - 30 June 2018	Delete 1 January 2018 – 30 June 2018. The fee will apply from 1 July 2017- 30 June 2018
Glen Street - Equipment Hire - 1 January 2018 - 30 June 2018	Delete 1 January 2018 – 30 June 2018. The fee will apply from 1 July 2017- 30 June 2018
Glen Street - Marketing Services - 1 January 2018 - 30 June 2018	Delete 1 January 2018 – 30 June 2018. The fee will apply from 1 July 2017- 30 June 2018
Glen Street - Theatre Hire - 1 January 2018 - 30 June 2018	Delete 1 January 2018 – 30 June 2018. The fee will apply from 1 July 2017- 30 June 2018

Service	Amendment
2018 - 30 June 2018	fee will apply from 1 July 2017- 30 June 2018
Glen Street - Marketing Services - 1 January 2018 - 30 June 2018	Amend the fee for 'Article in monthly EDM' from \$280.25 to \$308.30
Glen Street - Marketing Services - 1 January 2018 - 30 June 2018	Amend the fee for 'Targeted EDM' from \$499.95 to \$549.95
Rates - Section 603 Certificate	Amend the fee from \$75 to \$80
Flood Risk Information Request	Delete fee for 'Additional requests for advice on flood, tidal inundation or coastal hazard and/or site inspection'.
Lease or other dealing of Public Land/Road Reserve/Crown Reserves/Community Buildings	Amend the fee 'Compensation fee for the creation/modification/release of easement/covenant/right of way where Council is the Property Owner or is the Authority' from \$10,200 to \$11,220
Sydney Lakeside Caravan Park	Amend the Service description to 'Sydney Lakeside Caravan Park - <u>1/7/2017-31/8/2018</u> '
Manly Andrew Boy Charlton Aquatic Centre - Pool Hire	'25 Metre Outdoor Pool - Schools, Registered Sporting & Swimming Clubs - Hourly rate whole pool' - amend the unit to read 'per hour' and the fee from \$135 to \$100
Credit Card Fees	Amend the wording to read ' <u>Credit Card Payment Card Surcharge for all payments made by credit card, with the exception of Childrens' Services and Community Centres</u> '
Building Approvals	Amend the wording of the fee to read 'Construction Certificates - Class 2 - 9 Buildings - Work value <u>between \$150,001 to \$250,000</u> less than or equal to \$150,000 (application fee based on value of works'
Additional Fees for Development Applications, Modifications and Reviews	Delete the fee 'Advertising Fee - s82A Review of Determination where the Regulations or a Development Control Plan require public notice'
Additional Fees for Development Applications, Modifications and Reviews	Amend the wording to read 'Advertising Fee - s96(2) or s82A Review of Determination <u>or Modification of Consent</u> where the Regulations or a Development Control Plan require public notice"
Health Compliance	Amend the unit description for 'Compliance Cost Notice' from 'each' to 'per officer per hour plus oncosts'

The withdrawal from sale of beach parking permits proposed above will also require the Beach Parking Permit Policy (Policy No. NBC003) to be updated.

In addition some fees were omitted from the draft Fees and Charges Schedule 2017/18. It is recommended that these draft fees be advertised for a 28 days in accordance with *s405 Local Government Act 1993*.

Table 10: Amendments to draft fees

Fee	Unit	Rate	GST
Driveway delineation for a single residential driveway	Per set of lines	\$296	No
Driveway delineation for a single commercial or industrial driveway	Per set of lines	\$415	No

Works On Private Land – Former Warringah Only

Council may carry out work on private land, either on request or agreement with the owner of the land, or under relevant legislation. The amount or rate to be charged will be the appropriate commercial rate – the actual cost of the works and standard on costs to provide full cost recovery plus a return to Council.

AMENDMENTS TO OPERATIONAL PLAN 2017/18

As a result of items raised in submissions as well as new and updated information being available since the draft Plan was placed on exhibition, a range of amendments are proposed to the Operational Plan 2017/18 as outlined in the table below.

Table 11: Amendments to Operational Plan

Section	Amendments	Page
New 'Values'	Include a new section on Northern Beaches Council's values that were developed by staff. The values were launched on 3 May 2017: Trust, Teamwork, Respect, Integrity, Service and Leadership	N/A
New 'Transformation to One Organisation'	Include a new section on the transformation	N/A
Protection of the Environment	Include an additional action under Operational Projects as follows: Deliver targeted environmental sustainability engagement and education to assist in Protection of the Natural Environment	13
Performance Indicators	Amend the performance metrics in the draft Plan in accordance with Table 12 below. Amend the community survey satisfaction metrics in accordance with Table 13 below.	Various
Budget 2017/18	Figure total expenditure of \$434.5 million updated to \$436.3 million Figure capital works program of \$114.1 million updated to \$114.2 million reflecting an increase of \$0.1 million for the	10

Section	Amendments	Page
	Marine Parade Amenities Building and a decrease of \$0.05 million for Town & Village Enhancements.	
Consolidated Income Statement 2017/18	<p>Income from Continuing Operations – reduced by \$3.831m</p> <ul style="list-style-type: none"> Capital Grants & Contributions – Operating – reduced by \$3.831m due to an advance payment of 50% of the 2017/18 Financial Assistance Grant (\$3.794m) to June 2017 and an Arts Heritage Grant of \$0.037m originally budgeted in 2017/18 to be paid in June 2017 <p>Expenses from Continuing Operations – Increased by \$1.735m</p> <ul style="list-style-type: none"> Materials & Contracts – increase by \$1.735m. \$0.21m due expenditure related to a rock fall at Palomar Parade Freshwater , \$0.025m from the Merger Savings Fund for Tick Control Research, \$1.5m rolled over from the New Council Implementation Fund for transformation works and \$0.533m increase in budgeted election expenses. 	48
Consolidated Cash Flow	<p>Cash and Investments of \$161.2m updated to \$160.4m.</p> <p>Additional capital expenditure million reflecting an increase of \$0.1 million for the Marine Parade Amenities Building and a decrease of \$0.05 million for Town & Village Enhancements. Additional Operating Expenditure of \$0.21m related to a rock fall at Palomar Parade Freshwater , \$0.025m from the Merger Savings Fund for Tick Control Research and \$0.533m increase in budgeted election expenses</p>	
New 'Cash and Investment Statement 2017/18'	A consolidated Cash and Investment Statement be included in the Operational Plan	N/A
New 'Capital Budget Statement 2017/18'	A consolidated Capital Budget Statement be included in the Operational Plan	N/A
Environmental Works Program – Former Manly Local Government Area	A table on proposed expenditure 2017/18 be included	51
New 'Cash and Investment Statement 2017-2027'	A consolidated Cash and Investment Statement be included in the Operational Plan	N/A
New 'Capital Budget Statement 2017-2027'	A consolidated Capital Budget Statement be included in the Operational Plan	N/A

Performance Indicators

As noted earlier two submissions commented on the Performance Indicators in the draft Plan and noted the need for further work.

While on exhibition a further review of the indicator framework has been undertaken to ensure the indicators are meaningful and can be reported on. This has resulted in the development of a more strategic set of 25 performance metrics for monitoring the performance of Council to replace the 67 metrics currently in the draft Plan. The new metrics are in Table 12.

Minor changes are also required to the Community Satisfaction Metrics to reflect the questions asked in the survey in June 2017. These changes are detailed in Table 13

Further work on the indicator framework will occur in 2017/18 as part of the finalisation of the Community Strategic Plan and development of the new Delivery Program.

Table 12: Revised Performance Matrix

Metric	Target	Outcome
No net loss of bushland under Council's care control and management ^(A)	0% hectares	Protection of the Environment
No decline in waterway health ^(A)	0% decline	Protection of the Environment
All areas of the LGA effected by Flooding, Coastal Erosion and Bushfire are identified	90%	Protection of the Environment
Council reduces its resource consumption each year ^(A)	> 0% reduction	Protection of the Environment
Increased diversion rates from domestic waste service - % collected and not sent to landfill ^(Q)	>50%	Environmental Sustainability
Reduction in the incidents of illegal dumping ^(A)	> 0% reduction	Environmental Sustainability
% of buildings available for Community Usage ^(A)	%	Places for People
Generation of energy from Council's built assets ^(A)	No. Kw	Places for People
Assessment of Planning Proposals (measure from lodgement date to completion of Council report) ^(Q)	90 days	Places for People
Class 1 and 10 housing approvals (development applications and complying development certificates) within 40 days ^(Q)	90%	Places for People
Mean turnaround time of development applications determined by independent panels ^(Q)	90 days	Places for People
Mean turnaround time of development applications determined under delegation ^(Q)	50 days	Places for People
No. of environmental compliance education and promotional activities delivered ^(Q)	No.	Places for People
% of scheduled critical and high risk retail food premises inspections completed ^(Q)	100%	Places for People
% of scheduled critical and high risk public health inspections completed ^(Q)	100%	Places for People
Increase in availability of active open space ^(A)	> 0 % increase	Places for People

Metric	Target	Outcome
% of Playgrounds that are inclusive and access ^(A)	> 0 % increase	Places for People
No. of children attending child care programs (FDC, LDC, Vac Care and Pre-School) ^(A)	No.	Places for People
% increase in library visits ^(A)	5%	Community & Belonging
No. of community events held ^(Q)	No.	Community & Belonging
% of capital projects delivered ^(A)	80%	Transport, Infrastructure and Connectivity
% of road pavement in good or better condition ^(A)	%	Transport, Infrastructure and Connectivity
% growth in active travel network (Footpath/Shared/Cycleway) ^(A)	%	Transport, Infrastructure and Connectivity
Overall financial performance meets annual statutory benchmarks ^(A)	Yes	Good Governance
Correspondence replied to within 5 working days ^(Q)	80%	Good Governance
Satisfaction with the customer service centres ^(Q)	75%	Good Governance
% customers' requests transacted on line ^(A)	>10%	Good Governance
No. of volunteers who actively participate in ongoing volunteer programs each quarter ^(Q)	No.	Partnership and Participation

Table 13: Amendments to Community Survey Satisfaction Metrics

Action	Community Survey Satisfaction Metrics
Delete metric	Satisfaction with access to beaches and waterways ^(A)
Amended wording	Satisfaction with restoring natural bushland (removing noxious weeds, bush regeneration programs) ^(A)
Amended wording	Satisfaction with environmental protection and regulation <u>enforcement</u> ^(A)
Amends wording	Satisfaction with maintenance of beaches, <u>headlands</u> and rockpools ^(A)
Amended wording	Satisfaction with management of <u>local</u> flooding and drainage ^(A)
Amended wording	Satisfaction with <u>household</u> bulky items collections ^(A)
Delete	Satisfaction with protecting heritage values and buildings ^(A)
Amended wording	Satisfaction with arts and cultural facilities (e.g. Glen Street Theatre and Manly Art Gallery <u>and Museum</u>) ^(A)
Amended wording	Satisfaction with libraries <u>services</u> ^(A)
Delete	Satisfaction with managing the impact of visitors to the area ^(A)
Delete	Satisfaction with Council responsiveness to community needs ^(A)

Action	Community Survey Satisfaction Metrics
Amended wording	Satisfaction with <u>consultation with the community by Council</u> community involvement in decision making (e.g. attending Council meetings, consultation activities, public meetings, opportunity to contribute submissions etc.) ^(A)

FINANCIAL IMPACT

The 2017/18 Northern Beaches Council budget projects a strong financial position with a total expenditure of \$436.3 million, including a capital works program of \$114.2 million; a Surplus from Continuing Operations before Capital Grants and Contributions of \$7.6 million; Cash and Investments of \$160.4 million; and Net Assets of **\$4.5** billion.

SOCIAL IMPACT

The Plan allows Northern Beaches Council to continue to deliver community services and capital works. It is expected that there will be an overall positive social impact as a result of the Plan, with benefits arising from expenditure on parks, playgrounds, road infrastructure, active travel, village and town centres in the 2017/18 financial year. Additional social benefits will also be derived from the realisation of merger savings funds proposed and NSW Government’s community infrastructure grant of \$15 million.

ENVIRONMENTAL IMPACT

The Plan outlines a range of projects which will protect and enhance our natural environment through management of beach and coastal issues, implementing catchment management initiatives, and undertaking comprehensive environmental works in our urban and bushland settings. There will be a net positive benefit as a result of the planned investments into our environment, namely through upgrades of stormwater infrastructure throughout the local government area; and coastal and flood protection works across the local government area.