



Attachments

Ordinary Meeting

Notice is hereby given that an Ordinary Meeting of Council will be held at Council Chambers, 1 Belgrave Street, Manly, on:

Monday 8 November 2010

Commencing at 7:30:00 PM for the purpose of considering items included on the Agenda.

Persons in the gallery are advised that the proceedings of the meeting are being taped. However, under the Local Government Act 1993, no other tape recording is permitted without the authority of the Council or Committee. Tape recording includes a video camera and any electronic device capable of recording speech.

*Copies of business papers are available at the Customer Services Counter at Manly Council, Manly Library and Seaforth Library and are available on Council's website:
www.manly.nsw.gov.au*

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**Planning And Strategy Division Report No. 25 - Quarterly Update Report on the Management Plan 2010-2013
for the period 1st July to 30th September 2010
Management Plan Matrix First Quarter Update to 30092010**

Outcomes, Measurement and Actions for Governance

Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
Support services provided to Councillors. (PA 1.1)	Staff reports submitted in time for inclusion in Agenda Council. Action items arising out of Council meetings carried out within agreed timeframe.	Production of Business Papers. Provision of Councillor Information packages. Monthly Briefing Report to Councillors. Management of Corporate Diary and Civic Events.	Reports received and agendas produced COB Thursday before meeting. Councillors Information Packages produced and distributed COB Thursdays.
Access by the community to Council reports and information. (PA 1.1)	Production and public availability of Business Papers and Minutes to deadline. Percentage of <i>access to Council information</i> requests processed within 14 business days. Ensure Council's Access to Information processes meet legislative requirements.	Meeting agendas available to public via web by COB Thurs prior to meeting. Meeting minutes available to public via web by COB Thurs after meeting. Implement new legislative requirements of the <i>Government Information (Public Access) Act 2009</i> in a timely manner.	Agendas uploaded and available to the public via the web by COB Thursday before the meetings. Minutes of meetings available to the public by COB Thursdays after the meeting. Council's Access to Information processes reviewed and updated as necessary in a timely manner.
Servicing of Council's Special Purpose Committees and Working Groups. (PA 1.1)	Percentage of service targets met.	Timely production of Agendas and Minutes; management of membership; maintenance of attendance register; and reporting to Councillors of Minutes and Items for Brief Mention. Publish Agendas and Minutes on Council's website.	Agendas and Minutes are distributed to Council's timelines. Attendance monitored and any membership changes are dealt with promptly following normal protocol. IBM reports are prepared for each Committee and all Minutes are sent to Council for adoption. All

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Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
			Minutes are sent to Councillors for their perusal via the Councillors' Information Package. Agendas are uploaded to web same day they are distributed to members. Minutes are uploaded once they have been adopted by Council.
Access to Council facilities. (PA 1.1)	Utilisation rates of facilities.	Ensure that Council Chambers and meeting areas are serviced.	The Chamber services have hosted the following functions and business meetings in The Cove & Councillors' Room and in the main Chambers. 39 x Committee Meetings; 27 x Meetings eg. staff training sessions, interviews, staff meetings; 41 x functions, including offsite functions; 5 x Council Meetings; 2 x Citizenship Ceremonies; Special Functions/Events, including overseas guests. The business of Council has been well administered and serviced through the staffing and planning undertaken in this area.
Timely community engagement on key issues and two way information flow between Council and the community. (PA 1.1)	Annual Precinct satisfaction survey. Number of referrals from Council to community and feedback received on these	Servicing Precinct Community Forums, Special Purpose Committees and Working Groups. Implement the Community Engagement Policy.	Council has continued to support the Community Precincts throughout the reporting period. A report was presented to Council on June 21 st recommending a number of changes that have

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	referrals.	The conduct of four community focus groups to develop a Strategic Issues Paper to be referred to a reinvigorated community Panel for its feedback and comment prior to the development of the Ten Year Community Strategic Plan.	since been implemented. Additionally, a new Precinct Coordinator was recruited and since commencing employment has introduced a number of processes that will greatly improve how precinct requests are monitored and responded to. Corporate Strategy An online Community Panel was run in July to both quantify and validate the focus group findings (conducted last quarter). The consultant's report on community engagement (undertaken last quarter) has been delivered. Staff reviewing consultant's report and developing main 20 year Community Strategic Plan strategies.
Active engagement in information and cultural exchanges with other Councils and government organisations nationally and internationally. (PA 1.1)	Number and content of Sister Cities Programs conducted. Overseas visits and exchanges.	Implement the Sister Cities program as endorsed by the Sister City Committee. Celebration of 20th year anniversary with Odawarra, Japan, and 10th year anniversary with Jing'an, China in 2010. Further development of new Friendship City program with Yeongdo, Korea.	July 2010: 25 Manly students and 2 adult chaperones (SCC members) visited Odawara, Japan for the Annual Student Exchange Programme. Cr Alan Le Surf Chairman of Council's SCC accompanied the group, joined by Deputy General Manager Ross Fleming (representing the General Manager and Council), in celebration of the 20th Anniversary of the Friendship City Relationship

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			between Manly and Odawara. Manly Council wins a National Award at the Sister Cities Australia National Conference for their Sister Cities submission for 'Single Project' on the story of the handover of the sailors diary of Mr Tsuzuku Maruyama. August 2010: 23 Odawara students, 5 chaperones and Mayor Kenichi Kato of Odawara City along with 3 senior Odawara City officials and 2 previous students of the Tokimeki programme visited Manly for the Annual Student Exchange Programme and to celebrate the 20th Anniversary of the Friendship City Relationship between Manly and Odawara. September 2010: The 3rd Virtual Exchange held between Manly and Odawara through a connected classroom link hosted by Balgowlah Boys Campus.
General promotion of Council services and activities, including meeting Council's statutory requirements for reporting to the Division of Local Government. (PA 1.2)	Implementation of 12 month and 5 year Communications Strategy. Number of media inquiries serviced. Number of items appearing in media.	Production and distribution of Council's Annual Report, Management Plan and other relevant reports as necessary. Ongoing media liaison. Production of weekly Council News.	Communications staff continued to promote Council services and activities in an effective and professional manner. A range of promotional material was produced and the weekly Council News section of the Manly Daily contained relevant and interesting material about events and

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	Statutory Reports prepared and submitted to Division by due timeframe.	New forms of communication considered and utilised as appropriate.	activities as well as statutory information about Development Applications and public exhibitions of documents and managements plans.
Manage Council's finances in accordance with all relevant statutory requirements. Develop a long term sustainable Financial Plan that supports investment in infrastructure. (PA 1.2)	Annual audit of Council's finances. Key/ major infrastructure projects/Climate change programs funded. User Charges & Fees to be set comparable with market pricing. Targets: Outstanding Rates / Total Rate Income ratio < 3.5% for 2010/11. Movement In Rates & Annual Charges from Previous Year < 7%.	Administer rate system, collect other revenues, pay creditors and suppliers, and provide service support to all Divisions in administering their budgets. Review Investment Policy to ensure compliance with legislated requirements and maximize investment return.	Ordinary rates increase of 2.6% for 2010/11. 2% infrastructure levy included as part of rate levy levied \$476,500 to fund infrastructure projects. Over 35% of rates collected in first quarter of 2011. Council's investments are being invested in accordance with the Ministers revised Investment Order.
Develop a sustainable Purchasing Policy for all Council purchasing. Savings on procurement through participation in the SHOROC Procurement Group. (PA 1.3.1)	Estimated savings and efficiencies generated.	Joint tendering for common bulk supplies and services through SHOROC Procurement Group. Ensure sustainability objectives are part of Council Tendering Policy including "Green Purchasing" where appropriate. Ensure that all staff are aware of their obligation under Council's Purchasing and Procurement Policies.	Council is a member of the LGSA Sustainable Choice Program, and to implement sustainable purchasing policy principles to its tendering and procurement process.

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Service & technology support. (PA 1.3.1)	Continual improvement in technology solutions. Risk mitigation of Council's technology investments.	Technology Infrastructure, Records Management and administration. Identification and mitigation of risk for Council's technology investments.	Ongoing improvement in technology solutions with the upgrade to Council's core application suite "Authority v6.2"; the rollover of the staff desktop fleet has commenced this quarter.
Staff development. (PA 1.3.1)	Implementation of Corporate Training Program. Percentage of permanent fulltime staff assessed on an annual basis. Bi-Annual Staff Climate Survey.	Salary Administration System. Staff Consultative Committee. Work/Life Balance Program. Corporate Training Program. Individual training and development plans that support the overall corporate training program.	A review of the current salary system has commenced. The Joint Consultative Committee met in July and September. Work Life Balance programs continue, with a number of staff attending Yoga and purchasing staff passes to the Swim Centre. Flex leave program and work based childcare program continues to assist staff retention rates. Corporate training programs continue and all new and existing staff undertaking induction and core training modules. Training this quarter has included Corporate Induction, EEO, Customer Service and Code of Conduct as well as 36 other types of training course. A total of 278 attendances to training held this quarter of which 22 attended

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			Corporate Induction, 61 attended EEO, 36 attended Code of Conduct and 38 attended Customer Service training. Investor in People project is continuing to be reviewed.
Manage risks. (PA 1.3.1)	Reduction in the number of claims received per annum.	Pro-active Risk Management, Insurance & OH&S.	Claims in this quarter as opposed to the same quarter in 2009 were 21/12 PL, 12/9 MV and 11/13 workers compensation. The increase in PL claims is largely due to an increase in tree root damage claims. The majority of PL claims were denied.
Real time monitoring of assets and infrastructure information. (PA 1.3.1)	Percentage implementation of new assets system.	Assets and Infrastructure Management and Reporting System. Revaluation of Assets to "Fair Value" in accordance with Department of Local Government schedule.	Fair value assessment on roads and drainage completed. Footpath condition audit to commence soon. TAMS capitalisation 2010-11 is underway.
Facilitate Internal Audit function. (PA 1.3.1)	Matter submitted / considered by Internal Audit Committee.	Establish Internal Audit Charter. Develop an annual Internal Audit work plan.	An Internal Auditor for the North Sydney councils has been appointed (auspiced by Willoughby Council). The Internal Audit & Risk Committee met 31 August and 13 September 2010. A program of internal audits has been agreed for the 2010/11

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			financial year.
Clear and concise financial and management reporting. (PA 1.3.1)	Number of submissions received on Annual Financial Report.	Review Financial and Management Reporting systems.	Improvements made to Council's Annual Financial Statements reporting and formatting.
All areas of operation to be delivered with a focus on customer service. (PA 1.3.2)	Council's Annual Customer Satisfaction Survey and analysis of data for key areas.	All operational / work plans to incorporate customer service standards. Provide centralised access to Council's products and services via Council switchboard, cashiering and service counter at Manly Town Hall.	Planning underway for the annual customer satisfaction survey to be conducted in November 2010. Council's customer service counter processed an average number of transactions and received an average number of calls during this 3 month period.
Quality customer dispute resolution process maintained. (PA 1.3.2)	Number and type of complaints received and processed. Analysis of complaints received to assist in the identification of areas for service improvement. "TellUs" complaints management figures reported via Monthly General Manager's Report to Councillors.	Review of Council's complaint management process against relevant standards. Complaint information recorded and areas for service improvement identified and reported as required.	The TellUs service continues to be an effective tool for the managing of customer complaints and feedback. During the period 1 July 2010 to 30 September 2010 some 122 complaints were received by TellUs and all were resolved and finalised. Council's Draft Complaints Management Policy was prepared to go to Council at its Ordinary Meeting in October 2010 where it will be recommend to be placed on public exhibition.

**Planning And Strategy Division Report No. 25 - Quarterly Update Report on the Management Plan 2010-2013
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Outcomes, Measurement and Actions for People and Place

Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
Compliance with NSW planning reforms and amended planning legislation. (PA 2.1)	Percentage completion of new LEP by 2011, reported quarterly in Management Plan matrix.	Development of a Local Environment Plan (LEP) and Development Control Plan that is consistent with the amended planning legislation and directions.	LEP/DCP Working Group has met twice to consider standard instrument (SI) LEP zoning and provisions. A further meeting is proposed before a report to Council on the draft LEP. A special councillor meeting reviewed land acquisition in the LEP.
Development and adoption of a Community Strategic Plan and 10 Year Resourcing Strategy by June 2011, including a Four Year Delivery Program and a One Year Operational Plan. (PA 2.1)	Adoption by Council for implementation from 1 July 2011 onwards.	Development and adoption of a 10 Year Community Strategic Plan and Resourcing Strategy, a Four Year Delivery Program, and a One Year Operational Plan.	Manly Council is a Group 2 Council according to the Department of Local Government. It is therefore required to have adopted a Community Strategic Plan and 10 year Resourcing Strategy by 30 June 2011. Council is progressing in its preparation of these plans and programs.
A strategic approach to dealing with heritage in Manly. (PA 2.2 and 5.2.3)	Percentage completion of Comprehensive Heritage Review / Adoption by Council.	Completion of the Comprehensive Heritage Review and inclusion of recommendations in Council's development control plans as appropriate.	Potential heritage items Group 1 proceeding via draft LEP amendment; and Group 2 has been consulted with owners prior to reporting to Council.
Consideration of Social Capital issues within Council's strategic and forward planning Initiatives. (PA 2.2)	Social capital initiatives recorded within new Integrated Strategic Plan (ISP).	Social needs of the Manly community are considered and documented within new integrated strategic planning (ISP) framework.	Manly Council reviewed its 2004 Social Plan in November 2009 and submitted this to the Department of Local Government as required. Outstanding and new social planning priorities will be integrated into Council's new plans and

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			programs prepared in accordance with NSW Integrated Planning and Reporting Legislation
Metropolitan Planning Strategy and the North East Sub-regional Plan provide a strategic basis for Manly LEP 2011. (PA 2.2)	Approval by Department of Planning to exhibit Draft LEP consistent with their guidelines and legislation.	Address regional and sub-regional strategies in drafting LEP 2011.	DOP is reviewing Metro Strategy currently. The North East Subregional Strategy remains a draft document. Council is working to current projected housing and job targets in the draft LEP 2011.
Revitalised Manly CBD. (PA 2.2)	Manly CBD Master Plan adopted by Council and implementation progressed.	Convene the Manly 2015 Councillor Working Group. Progress the production of a Master Plan and Financial Plan documents. Implementation commenced.	Planning for Traffic Study component of the Manly 2015 project (work to be undertaken in October / November). Relevant Committees and Sporting Groups provided with confidential briefings on the project. Materials being prepared for public exhibition phase.
Provision of quality library service. Local residents have access to the information they require for educational and recreational purposes and to enable them to make informed decisions and to participate in the democratic process. (PA 2.3.1)	Number of visitations. Manly LGA membership. Number of loans. Annual reference satisfaction survey (State Library coordinated). Number and type of programs conducted.	Manly Library open seven days per week. Key services provided: Loan services; Same day reference service; Local history service; Access to technology service; Collection development and management service; Children's and target group programming and activities; Exhibitions and cross promotional activities; Exhibition of official Council material; Inter-Library loans;	Door Count – 108,485 Loans – 102,052 Home Library = 1,297 loans Library Afloat = 700 loans Local Studies - 207 enquiries Author talks – 63 attendees Exhibitions - 7 Genealogy enquiries - 31 Back to Work tutoring Baby Bounce & Rhyme - 225 Story time – 715 Book discussion groups -22 Workshops – 13 held

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		Home library service; Library Afloat mobile service; E-books (accessible 24/7).	Job hunting workshops Computer tutorials Corporate Library loans – 16 enquiries - 34 HSC Inside Break lectures Whatever Club Flying Pancakes Mini Zine Fair 2 HSC lock ins Knitting groups – 103 wraps
Enable all residents to be able to have easy access to and an appreciation of high quality cultural experiences and programs. (PA 2.3.2)	Number of visitations. Number and type of programs conducted. Number of new acquisitions formalized and catalogued New programs initiated and offered to target groups of children and Youth for variety of media.	Manly Art Gallery is open 6 days per week; installs 20 exhibitions p.a.; coordinates Public Art Program and Manly Arts Festival; manages Collection and Batten Bequest, extensive program of events and education services.	MAGM Door counter 1 July to 30 th Sept -37,144 Instigated and managed 8 exhibitions from July to Sept 2010. Public Programs July to Sept - 45 Coordinated the Manly Arts Festival targeting community through heritage exhibition '80 Tales from the Vault' celebrating the 80 th anniversary of the Gallery. Accepted 4 donations and purchased 4 new acquisitions. Held further Collections management workshops and followed up with conservation consultants and further developed website and copyright records management.
Strengthen the bonds within key neighbourhoods that make up	Number of neighbourhoods and actual participants involved in	Coordination of Meet Your Street program.	The Meet your Street Parties are held generally in the 2 nd quarter of

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the Manly LGA. (PA 2.3.3)	specific neighbourhood projects / events.	To respond to key issues in the community at a neighbourhood level as resolved by Council.	the year particularly in the summer months, with bookings being taken during by Events in the 1 st quarter.
Delivery of Council's Annual Calendar of Festivals, Events, Ceremonial occasions and regular audience participation events. (PA 2.3.4)	Audience numbers. Sponsorships. Media coverage.	Major events: Manly Food and Wine Festival; Manly Jazz Festival; Manly Arts Festival; Ocean Care Day; Community Events (Christmas Choral Concert, Guringai Festival, International Women's Day, Australia Day); Dogs Day Out; Ceremonial Events (Anzac Day, Remembrance Day and Australian Citizenship ceremonies); Community engagement events: World Food Markets; Saturdays @ Sunset; Arts & Craft Market; Farmers Market @ Short Street Plaza; and Manly Beautiful Blooming Gardens Competition.	2 Citizenship ceremonies held; Arts & Craft Markets; Farmers Market; Food & Wine Festival; Sustainability Fair; Manly Jazz Festival; Vietnam Veterans' Day; Dogs' Day Out; Manly Arts Festival (112 events); Lagoon Life Festival; Unveiling of Manly Beach seawall; Manly – Freshwater National Surfing Reserve dedication.
Council actively manages visitation to Manly in the interest of providing the balance between residential amenity, business development opportunities and sustaining the local environment. (PA 2.3.4)	Visitor numbers at Manly VIC. Reporting on one-off projects relating to tourism.	Provide an accessible and customer focused Visitor Information Centre that delivers information to visitors on products, a range of services and facilities available in the local area and on environmental sensitivities. Books seats for the <i>Hop, Skip and Jump</i> bus tours on weekends.	Average of 384 visitors to the counter per day. Average of 631 visitors into VIC to browse and collect information per day. HS&J tour bus to resume its tour operations in November 2010.

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Well utilised community built and open space facilities available for a variety of uses consistent with the demands of the local community. (PA 2.3.5)	Number of bookings taken per type of facility. Filming and event approvals granted each year. Review of local residents' complaints log.	Filming approvals, event approvals, community centre bookings and reserve bookings. Sale of Columbarium niches at Manly Cemetery.	17 filming approvals; 165 facilities bookings; 35 events; 43 approvals for Corso events; 6 columbarium niche sales.
Provide a high standard of pedestrian accessibility, safety and comfort for all public transport users. (PA 2.4.1)	Reduction in pedestrian accidents/claims/complaints in the Manly LGA.	Construction of new footpaths. Implementation of the Manly CBD Pedestrian Access Mobility Plan (PAMPS). Identifying pedestrian links to promote accessibility. Undertaking condition audits of the entire footpath network to identify footpath conditions and prioritise maintenance works to remove risks and hazardous conditions in the footpath network. Identifying new links and construction of new footpaths.	Footpaths at Cutler Rd, Vista Ave, Charles St and Iluka Avenue completed.
Develop and promote Active Transport by encouraging alternate transport modes, walking, cycling, bus and ferry. (PA 2.4.2)	Increased public transport usage; long term decrease of car usage/ownership for local trips; Local pedestrian and cycle and motor vehicle surveys/audits of usage. Reportable indicator <i>Hop, Skip and Jump</i> bus monthly patronage.	Completion of the Manly Cycleway Network and Bike Plan. Regional Cycleway connections Shared paths construction and conversion. Maintenance of bike and pedestrian paths. Operation of free bus service " <i>Hop, Skip and Jump</i> ". Attaining increased sponsorship and patronage.	Balgowlah Road, Hill Street and Rosedale Ave bike path is completed. Ongoing maintenance if necessary will be carried out when required. A total of 80,931 passengers on the <i>Hop, Skip and Jump</i> service this quarter.

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Improve the amenity and safety of the local road network. (PA 2.4.3)	Reduction in vehicle speeds in local streets. Reduction in road accidents reported annually. Increased public transport usage and long term decrease of car usage/ownership. Reduction in complaints and Traffic Committee Items.	Completion of various LATM schemes in the Manly LGA, consistent with needs of the local community and in response to new major developments and projects being undertaken within the Manly LGA. Implementing Traffic Committee recommendations relating to traffic devices and improvements to road safety. Monitoring and implementation of effective on street parking management within the Manly CBD. Development and management of permit parking schemes and on street parking supply in Manly LGA, and providing adequate parking spaces to residents. Regular analysis of traffic accidents and identifying trends/patterns and developing preventative measures and reduction to the severity of accidents. Ongoing maintenance of Traffic Facilities and monitoring the efficiency of earlier treatments measures.	Various LATM have been completed up to the month of August 2010. Manly CBD Parking Strategy has been implemented. Balgowlah Permit Parking Scheme (BPPS) was approved by Council subject to Traffic Committee endorsement. Due to the risk and accident history, a marked pedestrian crossing at Kenneth & Balgowlah Roads has been approved. Two sharp bends at Barrabooka Street have been investigated and signs & traffic calming devices installed. Rolfe Street Shared Zone speed is being monitored by speed count. Following combined traffic counts are underway: - Balgowlah Road (in front of Roundhouse Childcare) - 56 Raglan Street (St Andrew's Church) - Rolfe Street speed count to ensure the shared zone speeds are being obeyed.

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		Undertaking regional and local road traffic counts and performing analysis to ensure mid blocks and intersections capacities and performances are satisfactory. Developing and delivering Road Safety projects targeting particularly behavioural aspects to educate local community, learner drivers, P-Plate drivers, senior drivers, motorcycle and pedestrian safety campaigns.	Scheduled to commence soon when new RSO commences. Currently on hold until this happens.

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Outcomes, Measurement and Actions for People Services

Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
The provision of children's services to better support families. (PA 3.1.1)	National Accreditation and State Licensing. Utilisation rates to remain at 95% or higher (averaged across all services). Client satisfaction surveys.	Children's service delivery: Roundhouse and Harbour View Long Day Care; Harbour View Occasional Care; Ivanhoe Park and Kangaroo Street Pre-schools; Family Day Care; Vacation Care; Before and After School Care; Immunisation Clinic.	Roundhouse received a high quality ranking Accreditation in September 2010. Harbour View has submitted its self assessment study for Accreditation and will be validated in October 2010. Roundhouse has maintained 100% occupancy and Harbour View has maintained 100% occupancy in long day care and 50% occupancy in Occasional Care. Kangaroo St Preschool celebrated with the opening of its new playground in September 2010. Preschools have maintained 100% occupancy rates. Client satisfaction survey for Harbour View rated a 93.8% overall satisfaction ranking. The Roundhouse rated an overall satisfaction ranking of 92.7%. Family Day Care is at full occupancy and will be undergoing accreditation in the next quarter. Immunisation Clinic treats an average of 32 children per month. Before School Care is at 50% occupancy. After School Care is at 54% occupancy. Vacation Care achieved a 79%

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			occupancy rate in this quarter.
Enhance opportunities for local youth with activities that support development and social cohesion. Provide Council with advice on youth needs, as part of Youth Council Committee meeting objectives. (PA 3.1.2)	Participant numbers per program.	Youth Services activities and programs: Adolescent and Family Counselling Service; Manly Youth Council & events with Bands, Dance and recreational activities; GLAM program.	2 x Informal Youth Council Meetings – 23 attendees. 1 x Formal Youth Council Meeting – 15 attendees. GL@M Program – fortnightly meetings held, average of 10 young people per session. Sexual Health Week film completed. 4 x band nights – Approx 200 young people. 2 x <i>Kangacoustic</i> nights – 60 young people. School holiday night skate sessions – 150 young people. 8 week Street Art Project – approx. 25 young people each workshop. 24/7 Youth Film Festival – Infonight/Workshops/Launch/Screenings/Final.180 participants/350 attendance at the Final. <i>Realability</i> program facilitated with 12 young people with a disability. <i>Youth Decide</i> Project – Pittwater High (180 students) Mackellar Girls (150 students) Narrabeen Sports High (20 students). Installation Art Exhibition held with works from young people from St Pauls College, Cromer High, Balgowlah Boys High, Mater Maria College and the community. 59 clients in the Adolescent and Family Counselling Service. “Talk It Up” communication program

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			held with 12 Mackellar Girls High students. "Parents Facing Violence" workshop held at the Beach School in Allambie. 26 separate provisions of information and/or referrals to another agency.
Provide information and support services to aged members of the Manly community to allow them to remain independent for as long as possible. Provide a facility to support activities suitable for older adults. (PA 3.1.3)	Number of meals delivered by Meals on Wheels service. Number of social support services provided. Manly Club for Seniors membership, and activities Information guides and brochures. Service information and referrals.	Operations of : Meals on Wheels; Community restaurant, shopping & recreational excursions. Operation of Seniors Centre to provide a range of social & recreational activities.	Meals on Wheels continue to support aged members in the community with meal service delivery, community restaurants, shopping and social outing trips. 7880 meals have been delivered in the first quarter. Manly Club for Seniors continues to provide a range of activities.
Ensure Council is targeting services and initiatives across the key target groups identified in the Manly Council Social Plan, being: ATSI Children 0 -12 years and Families Gay and Lesbian Communities Older People Youth CALD Communities Women People with Disabilities (PA 3.1.4)	Reporting on each initiative to Social Plan. Committee Meetings for : Youth Council Disability Access Meals on Wheels Children's Services occupancy rates statistics. Parent surveys.	Community support and development: Funding assistance for Manly Community Centre; Administration of Community and Cultural Grants; Administration of Community Development Support and Education Grants (CDSE). Information & service referral. Provision of Meals on Wheels service and social support programs for older people. Early childhood and out of school hours service delivery. Youth program and activities for a broad target group, as well as, the GL@M program for young Gay and Lesbian people. Provision of the Club Friday program for	Community and Cultural grants evaluated and successful applicants to be presented by the Mayor in November. <i>Club Friday</i> continues to provide a weekly recreational program to people with intellectual disabilities to enhance socialisation. International Day for People with Disabilities celebration is being planned for 5 December 2010. Meals on Wheels contract for meals provision has been renegotiated. Community Development Coordinator continues to support MCC Management Committee and

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<i>And, as part of Integrated Planning and Reporting, also relevant to 2.1 under People and Place)</i>		people with an intellectual disability. Promotion and support of International Day for people with a disability.	Multicultural Network Committee. Access Committee meetings continue to support disability access and information to improve disability outcomes within the Manly community. Manly Youth Council Committee continues to meet to plan projects to support youth recreation, education and cultural activities. Gay and Lesbian at Manly Group (GL@M) continue to meet fortnightly and are involved in recreational activities and raising community awareness on gay issues. Children 0-6 are provided with a range of services including long day care, occasional care, preschool and family day care. Children aged 5-12 years attending school are supported with the Before and After School program operating at Manly Village Public School and Vacation Care program provided in Seaforth and Manly.
Provide professional lifeguard patrol at Manly Ocean Beach to ensure safety. Manage beach licences. (PA 3.2.1)	Number of rescues and preventable actions. Compliance with risk management. Percentage of actions on the beach resulting in litigation.	Operations of: The Ocean Beach Professional Lifeguard Service. Beach users license administration and monitoring.	The first quarter of the financial year is typically the quietest for beach activities and that is reflected in the statistics with 13 rescues and 1,088 preventative actions. More than 50% of each of these figures occurred in the last week of September marking the start of the

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			swimming season. There are no known pending litigations against Council resulting from beach activities. The licensee of the mobile locker service has withdrawn from operating. As such a report is going to Council recommending calling for tenders for the operation of the mobile locker service.
Provide a diverse range of aquatic activities, both passive and structured in Manly. (PA 3.2.1)	Visitations to Manly Swim Centre each quarter. Diversity of user groups and programs provided.	The operation of the Manly Swim Centre in accordance with Public Health regulations, operating plan and budget requirements.	Visitation at Swim Centre: 27,398 visitors Quarter 1. (Centre closed in July) Public lap swimming Recreational Lap Swimming School lifesaving Water Polo.

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Outcomes, Measurement and Actions for Infrastructure Services

Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
Delivery of Major Infrastructure Projects that are sustainable, safe and meet customer needs. (PA 4.1.1)	Number of projects completed on time and within budget.	Develop and implement Capital Works Program.	Seaforth Oval carpark completed. Fairlight Shops Stage 2 civil works completed.
Transport infrastructure is constructed and maintained in a financially sustainable and safe manner, and meets customer needs. (PA 4.1.1)	Completion of Annual Maintenance and Capital Works Program on time and within budget. Number of insurance claims. Number of accidents reported.	Annual Capital/Maintenance Works Program implemented. Forward works program. Asset Management Plan.	Annual capital and maintenance works programs implemented. Annual capital and maintenance footpath and roads programme is being implemented. Charles St, Cutler Rd, Vista Av and Iluka St footpath completed. Drainage designs for Fairlight St, Malvern Ave, Kangaroo St, MacMillan St, Magarra Place and Ethel St completed. Footpath design for Grandview Grove completed. Footpath maintenance as per annual works programme in progress. Review of draft Infrastructure Asset Management Plan in progress.
Roads resurfaced and rehabilitated to standard.	Completion of Annual Roads Program on time and within	Annual Road resealing program implemented.	Annual road resealing program under implementation.

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Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
(PA 4.1.1)	budgets. Road Network condition remains same level or improves. Condition Assessment of Road Network, 25% annually.	Asset Management Plan and Pavement Management System implemented.	Annual road re-sheeting program finalised which includes parts of North Steyne, Darley Rd, Beatrice St, Ernest St, Jackson St, Condamine St, Harvey St, The Crescent, Plant St, Beatty St, Glade St, Kamiri St, Upper Beach St, Clifford St, Balgowlah Rd, Kitchner St and Quirk Rd.
Footpaths are maintained in a safe and financially sustainable manner. (PA 4.1.1)	Completion of Annual Footpaths Program on time and within budgets. Reduction in Extreme (>25mm) Footpath Conditions. Condition Assessment of Footpath Network, 25% annually. Reduction in number of reported trips/falls. Areas of footpath repaired/constructed. Number of insurance claims.	Annual Footpath program implemented based on condition audits. Asset Management Plan. Condition audits.	Annual capital and maintenance footpath and roads programs being implemented. Cutler Rd, Vista Ave, Charles St and Iluka Ave works completed. 1000 sq m footpath constructed 75 linear metres of K&G constructed.
Provide drainage infrastructure that is functional, effective and environmentally sensitive, and meets community expectations. (PA 4.1.1)	Reduction in number of customer complaints and claims. Completion of Annual Maintenance and Capital Drainage Works Program on	Annual Capital/Maintenance Works Program implemented. Forward works program. Asset Management Plan. Stormwater Management Plan. Modelling and Analysis of Stormwater Network.	2010/11 design programme is on schedule. Under review.

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Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
	time and within budgets. Number of flooding claims/complaints. Number of flood related accidents. Length of pipelines constructed/reconstructed.	Review On Site Stormwater Management Policy. Floodplain study and modelling.	Under review. Under review.
Assets are managed in a financially sustainable manner, and meet community expectations. (PA 4.1.2)	Asset Management Plan is developed and implemented. Maintenance and Capital Works done in accordance with Asset Management Plan. Full Integration of Asset Management System across Council.	Asset Management Plan is developed and implemented. Condition audits. Levels of Service. Inventory. GIS connection. Financial reporting. Corporate integration. Implementation of OpenTAMS.	Draft Asset Management Plan is being prepared.
Provide a safe, efficient, cost effective and environmentally sustainable fleet that meets operational needs. (PA 4.1.2)	Reduction of Plant, Fleet and Equipment Life Cycle Costs. Annual review of Leaseback vehicles. Number of accidents related to Plant condition. Vehicle downtime. Vehicle running costs.	Fleet rationalisation/usage. Review leaseback policy whole of life costs and lease back/plant hire rates. Biodiesel review. Reduce number of accidents. Driver training.	Continual review of leaseback vehicles operational costs & market trends to provide a fuel efficient & greener light fleet. Review of Heavy Fleet operational needs completed. Bio diesel under review. Heavy Fleet plant strategy for 2010/11 completed. Driver training under review.
Prepare and review of Emergency DISPLAN for Local Area. (PA 4.1.3)	Effective response to an emergency and feedback from training exercises conducted.	Emergency DISPLAN. Manly Council provides a designated Local Emergency Management Officer (LEMO).	Waiting finalisation of state DISPLAN. Multi agency briefings held.

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Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
	Review of DISPLAN.	Council to respond in concert with nominated combat agencies in official emergency situations and conduct training exercises in accordance with the above. Review mitigation strategies.	
Ensure that Council's community facilities are clean, fit and habitable for use for designated purposes. (PA 4.2.1)	Maintenance and Capital Building Works done in accordance with Asset Management Plan. Reduction in customer complaints.	Maintain Buildings and Facilities to a sustainable and functional standard.	Continue to undertake condition audit reports for improved building maintenance systems.
Maximise return to Council by appropriate utilization of Community facilities and properties. (PA 4.2.2)	Increase in bookings and income. Annual review of fees and charges.	Provide an accessible booking system of all council's facilities available for hire and or use by members of the general public.	Fees and charges have been reviewed and adopted in June, and the web marketing of facilities is ensuring that venues are constantly occupied when patrons need the community spaces. There is a high call for community uses in the evenings and on weekends.
Provide paid parking facilities within the Manly LGA. (PA 4.2.3)	Usage figures of Council's four car parking facilities. Meter usage.	Manage, operate and maintain Council's four parking facilities: Whistler St; Pacific Waves building; Peninsula building; Manly National building. Improve usage across all four facilities, through improved marketing. Management of Council's parking meters.	Year to date 283,986 users have utilized Council's parking stations. Of this number 207,309 were non paying, having left inside the first two hour free period. Council's strategy in the first quarter was to reduce the number of commuter parking; to influence this new pricing was introduced and a restriction on early bird parking was

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			implemented. Council's parking meters are behind budget for the first quarter, however expectations are that revenue will increase as we now move into our warmer months.
Ensure that the Geographic Information System is available to staff to assist Council business and customer service functions. (PA 4.2.3)	Internal staff survey of satisfaction with GIS system (bi-annual). Full Corporate Integration.	Maintain Corporate GIS and Land Information Systems. Increase level of GIS integration and use across Council.	GIS is supporting the rollout of upgraded Authority software across Council by the IT team. New MapInfo software is being implemented to upgrade GIS capabilities to meet increasing demands.
Provide integrated open space and bushland which is accessible, interesting, sustainable and meets the needs of the public users. (PA 4.3)	Service provided in line with Business Plan. Project start and finish dates are met. Reduction in water usage in open space areas. KPI: Bench mark with industry standards; KPI: Comply with specification.	Calculate unit rates for services provided. Training for up- skilling of staff. Bench marking work schedules. Continuous improvement.	Training in white card, yellow card. Enforcement of EEO principles and code of conduct. Returfing of Ocean Beach North Steyne. Returfing of the Ocean Beach south Steyne opposite Manly Pacific. Review of Clontarf Reserve maintenance and improvements in consultation with Precinct.
Provide sporting fields that are able to support increased future usage. Provide sound and safe playing surfaces for users. Continue to maintain a high	Percentage of weekends sports grounds open for use. Amount of usable open space area within a park or sportsfield. Decrease in % area seriously and moderately weed infested.	Annual Topdressing of sportsfields. Re turfing of worn areas of grass. Maintenance of sportsfields and parks grassed areas by contract and where possible internal mowing services.	Annual topdressing of sports ovals carried out in change of season process. Synthetic cricket surfaces replaced Balgowlah Oval.

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Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
standard of sports field surfaces. Continuously improve facilities for sporting users. (PA 4.3)	Continual grass cover over surfaces. Satisfactory changeover of sports in the season change. KPI: Meet industry standard KPI: No or reduced number of injuries from surface. KPI: Retain green surface in a safe level.	Reduce water consumption by 50 %. Improve sporting grass and synthetic surfaces. Improve irrigation systems to achieve more efficient systems and water savings. (Seaforth Oval) Capital improvements to sports fields infrastructure. Improvement to training grass areas on sporting ovals.	Installation of AFL football posts Balgowlah Oval. New wicket installation Manly West Oval. Draining of Manly West Oval. Levelling works Manly West Oval. Re alignment of lighting fixtures LM Graham Reserve. Installation of Cloud Master operating systems at Manly Oval, Keirle Park and LM Graham Reserve. Aeration of sporting fields. Weed control on sporting fields carried out.
Provide Manly with safe, age appropriate playgrounds that meet or exceed the Australian Standards. Provide children with recreational facilities that improve physical fitness and provides high play value. (PA 4.3)	Annual audit of playground equipment, parks and Precincts. Reduction in the number of accidents/complaints. KPI: Meet Australian Standard.	Plan, design and develop both new and existing playgrounds to meet the needs of the community presently and in the future. Implementation of the 5 year Playground Strategy. Provide parents and careers with amenities to improve their leisure time whilst at the playground. Maintain updated asset information	3 major playground consultations carried out. Installation of fitness equipment Lagoon Park. Refurbishment of swings at Forty Baskets, Curban Street, Gilbert Park, Brimbecombe Park. Replace equipment at Cross Street Playground.

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		on playgrounds. Auditing process that produces timely repairs, and maintains low risk to users. Maintain play equipment in sound and safe working order. Maintain and upgrade play grounds & equipment in parks with best practice methods, and proactive implementation of maintenance. Maintain and improve the standard of equipment.	Refurbishment of playground at Nanbaree Reserve. All audit requirements completed. State wide audit book completed. Fortnightly audit maintained.
Present Manly to the public and the world and maintaining the cultural heritage of Manly. Creating appealing open space for public use. (PA 4.3)	Civic Amenity is sustained. Cultural heritage of civic gardens, plazas, streetscapes, street plantings, and shopping centres are maintained. Manage horticulture and arboriculture processes in Manly. Improve overall presentation of Manly. KPI: Number of complaints received. KPI: Agreed service levels are met. KPI: Low complaint ratio. KPI: Benchmarking.	Carry out regular maintenance of civic gardens and other park and open space gardens. Improve Civic Amenity. Sustain and maintain cultural heritage of civic gardens, plazas, streetscapes, street plantings, and shopping centres. Manage horticulture and arboriculture processes in Manly. Introduce more water saving plants to Manly. Scented Garden Ivanhoe Park. Ivanhoe Botanic Gardens signage and interpretive signage. The Corso gardens and presentation maintenance. Reduce water usage to a lower % wherever possible.	Regional maintenance scheduled and cycles completed. Change of regional team leaders to improve outcomes in region 3 CBD areas. Additional garden bed installed in Gilbert Park. Focus view on CBD areas to improve aesthetics of areas. Review of scented garden outcomes, garden maintained as intended. Discussions held with new team leader region 3 in order to progress Botanic Gardens project.

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Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
Maintain and plant trees in Manly to increase the green space. Provide suitable streetscape plantings to increase the general aesthetics of streets in Manly. Reduce the incidence of illegal tree removals in Manly. Significant trees preserved. (PA 4.3)	Annual Audit and maintenance of trees, number of cycles per year. Number of Tree Preservation Orders per quarter. Reduction in escalation rate weekly. KPI: Low rate of escalation. KPI: Low incident rate.	Prune trees in Manly twice per year on cycle to alleviate issues with street trees and park trees. Maintain and manage trees in all public areas including protection and care of Norfolk Island Pines. Manage compliance with Tree Preservation Order. Significant Tree Register to be updated for the Eastern Hill Area. Inspections and administer process, improve customer service response times, and improve communications back to customers. Action customer requests, and improve customer service.	Minor Service carried out on all Precincts completed June. Major Service of cyclic works started 30 August to 30th November. Tree Preservation Orders carried 72. Reviewed contract response times to effect better customer service turn around. Increase in call outs for storm damage this quarter. Pittwater planting of new trees Collingwood Street to Roundabout.
Improve and restore declining bushland. Revegetate or increase bushland corridors. Increase habitat for animals. Prevent decline of natural animal populations. Reduce noxious weed infestations public and private land. Keep waterways and estuarine communities free from weeds. Upkeep the Manly Scenic Walkway track and path areas. Ensure implementation of levy	Audit annually. Bushfire management annual audit. Percentage of weed reduction to previous year. Increase in areas of endemic native vegetation. Replenishment of vegetation corridors. KPI: Benchmark industry standard. KPI: works completed within agreed timeframes.	Review Action Plans for bushland reserves. Manage contract works. Carry out fire hazard reduction works annually. Provide strategic direction for Bushland. Implementation of Bushland Environment levy projects and maintenance. Manage threatened species habitat and populations. Audit for reduction of habitat. Audit of possible additional	Action plans for the current financial year have been completed by Bush Regeneration teams, and reviewed by Bushland Management Coordinator. Site preparation for fuel reduction work has been completed. Awaiting suitable weather conditions to undertake burning. Environment Levy funded bush regeneration works have commenced.

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projects. (PA 4.3)	KPI: Action Plan deadlines met.	vegetation corridors. Noxious weed management. Develop a strategy for future bushland management and bio diversity management in Manly.	Duffys Forest Endangered Ecological Community recovery work is continuing in line with the management plan and DECCW licence requirements. Grey Headed Flying Fox environmental assessment completed to minimise impact during Burnt Bridge Ck restoration works. Have completed and implemented noxious weeds contracts for Bantry Bay, New Street West, Tania Park, Heaton Avenue, Avona Crescent. Regular attendance at Sydney North Regional Weeds Committee meeting quarterly.
Manly Cemetery is presentable and secure from damage. The fabric and history of the cemetery is maintained in line with the Cemetery Conservation Plan. Actions from the Conservation Plan are implemented. Provide security measures to prevent vandalism. (PA 4.3)	Contract cycle is carried out at prescribed intervention levels. Number of Actions implemented from the Conservation Plan in accordance with budget. KPI: Number of customer complaints compared to customer compliments.	Manage conservation program/ internments, and Consult with heritage committee and community on the future options for the cemetery. Inspections and administer process. Ensure that the appropriate maintenance is carried out in the cemetery grounds to meet the needs of users and patrons. Progress, within available resource, the restoration of grave sites on the Iconic Graves List in consultation with the Heritage Committee.	Six general maintenance cycles completed this quarter. Weed infestation brought under control. Arborist assessment of major Camphor Laurel trees in the cemetery carried out. Two burials this quarter Two ashes interments this quarter.

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Outcomes, Measurement and Actions for the Environment

Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
Protect threatened species habitat and populations. (PA 5.1.1)	Number of DAs assessed in relation to threatened species issues. Annual data on little penguin and long nosed bandicoot numbers.	Implement projects for the rehabilitation and protection of terrestrial, aquatic and marine ecosystems, and natural heritage.	DAs – threatened species: During this quarter staff assessed 22 threatened species development applications largely in relation to the Endangered populations of Little Penguins and Long-nosed Bandicoots. Little Penguins: Council has continued involvement in the Little Penguin Recovery Team and program this quarter. The final monitoring report for the 09/10 Little Penguin breeding season reported that overall the season was successful despite devastating dog/fox attacks early in the season. The final identified the following annual data: Total active nests, 96 Total breeding pairs, 66 Total eggs laid, 135 Total chicks fledged, 118 Breeding success, 78% The final monitoring report for 08/09 Little Penguin breeding season (ie: the previous season) reported that the season was a successful one. Long-nosed Bandicoots:

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Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
			The May 2008 summary of the biannual Long-nosed Bandicoot survey reported that modelled total predicted individuals for the population at North Head was 114 +/- 8. Awaiting updated results from DECCW for modelled total predicted individuals. The Bandicoot residential education and monitoring project has been progress through liaison with the UNSW in order to prepare an ARC Linkage grant application. Cabbage Tree Aquatic Reserve Management Plan Implementation: During this quarter, Council has received a grant to implement a number of actions proposed in the draft Regulation.
Sustainable and planned, as opposed to 'ad hoc' development of Council controlled open space. Improved management of open space areas including the coast, estuaries and community land. (PA 5.1.2)	% of Actions implemented within adopted Management Plans for open space areas.	Develop and implement management plans for natural environment and open space areas.	The Draft LM Graham Reserve Masterplan has been prepared and placed on public exhibition. Manly Cove Coastal Zone Management Plan has been finalised and presented at HFCM, Access and MSW Committees.
Administer the Environmental Levy including regular reporting to the community. (PA 5.1.2)	Number of projects implemented on time and to budget.	Environmental projects proposed to be implemented from the Environmental Levy (these are listed in Appendix along with	Key projects progressed related to the following key program areas: Biodiversity & Bushland Program, Water Cycle Management Program,

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Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
		background on the Environmental Levy).	Manly Lagoon Conservation & Remediation Program, Coastline Management Program, Education for Sustainability Program & Climate Change Program.
Reduce potable water consumption in Council facilities. Improve water quality in Manly Lagoon to primary contact and ecosystem health guidelines. Reduce greenhouse gas emissions and energy use by Council. Obtain funding towards climate change initiatives. (PA 5.1.3)	Annual KL consumption in Council facilities from Sydney Water meter readings. Analysis of pollutant loads in water column, stormwater inflow and sediments. Greenhouse Gas Emissions Inventory and energy bills. Funding and voluntary contributions obtained.	Finalise Water Savings Action Plan and commence implementation. Commissioning of major Lagoon rehabilitation projects. Implement Point Source / Dry Weather sampling program. In conjunction with Sydney Water, continue wet weather and dry weather stormwater sampling in Manly Lagoon and surrounding catchment. Prepare and implement a Carbon Emissions Reduction Plan for Manly Council, that is consistent with the widely accepted energy hierarchy of: ▪ reduce the demand for energy; ▪ increase/improve energy efficiency; ▪ purchase or generate renewable energy; and then finally ▪ purchase offsets, to achieve carbon reduction goals set by Council.	Potable water consumption data is only available annually from Sydney Water. Council's water use in the year 2009/10 was 82.2 million litres. This represents a 2.3% increase on 2008/09 consumption. The Manly Lagoon rehabilitation works (removal of accumulated sediment at Sites 1&2) are scheduled to occur from November 2010 to January 2011. Council has completed a dry weather sewer leak monitoring program surrounding the Lagoon and found minimal dry weather sewer leak problems. Council will continue to develop further catchment-based water quality improvement to improve the Lagoon conditions. Greenhouse gas emissions: The Carbon Emissions Reduction Project (CERP) has been progressed. This will assist Council to meet its resolved carbon emissions reduction target of 25% by 2020 based on 2008/09 levels.

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Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
			Manly Council's total greenhouse gas emissions (Carbon Footprint) for financial year 2008/09 (latest year available) equals 7,663 tonnes of CO2-e. Council's Carbon Footprint for 2009/10 is currently being calculated. Voluntary contributions for climate change fund: \$8,187 was contributed in 2009/10. \$44 has been contributed in this quarter.
Advocate and provide information on environmental issues. Provide people with an opportunity to raise issues of concern about the local and global environment as well as an opportunity to learn more, volunteer time, effort and skills towards addressing the same issues. (PA 5.1.3)	Number of volunteer hours per quarter. Number of programs / events per quarter.	Management of the Manly Environment Centre's "shopfront" for the purpose of: information exchange, advocacy and research; the execution of events; activities and projects; and management of volunteers.	5th July 2010 –Project Penguin launch and welcome – attended by Mayor, Penguin Warden, DDG NPWS. 10th July 2010 – Attended Sea Eagles Football Stadium where one of the Project Penguin DVDs was presented on the big screen. - Sunday at the Sanctuary held on August 22 which showcased the extraordinary history and natural environment at North Head in partnership with the Sydney Harbour Federation Trust and Council.

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			▪ Attended the Walk Against Warming event run by the NCC and supported by a variety of interest groups, Associations and Councils, on Sunday 15 August 2010 with a group from Manly Council and local residents. The MEC volunteers prepared banners and posters for this event. ▪ MEC Stall at the Australian Museum Year of Biodiversity Celebration in September – Sunday 12, Monday 13 and Tuesday 14th. ▪ Sustainable House Day Sunday 12 September. ▪ Art Exhibition 17-19 September 2010 – The Beauty of Biodiversity.
Ensure a sustainable future across diverse community sectors within Manly. (PA 5.1.3)	Number of projects implemented on time and to budget.	Environmental education programs conducted, targeted at encouraging sustainable tourism operations, improving practices of local builders, encouraging sustainable boating practices, conduct of events and programs showcasing Manly's natural environment, investigation of the establishment of a community garden, providing advice on Green Purchasing initiatives, continuing Manly's Fair Trade initiatives with	Green Up Your Life! Programs during the quarter included: 13 July: Composting & Worm Farm Made Easy workshop; 14 July: Green Up Your Body Corporate workshop; 4 August: 'Home' Documentary Screening & celebration of GUYL! 1-year anniversary; 18 August: Natural Personal Care workshop; 25 August: Ride the Talk with John

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		local businesses.	Knox; 8 September: Balcony Gardens workshop; 18 September: Clothes Swap; 21 September: Permaculture for Beginners workshop; 22 September: Balcony Gardens workshop (repeat). Green & Groovy Kids: 21 July: Captain Planet Magnets; 18 August: Plastic Bag Weaving; 15 September: Scrap Paper Book Binding. Out of Hours School Care: 24 August: Climate Change Workshop at Manly Village School; 29 September: Scrap Paper Book Binding at Kangaroo St Pre School. SHOROC Joint Venture – Solar PV Uptake Project: SHOROC Councils began negotiating a community-based social marketing campaign to increase the uptake of solar hot water in the local area. The joint project has been abandoned due to differences in funding availability. Manly Council will run its own community-based social marketing campaign targeting owner-occupiers. Power Mate Lites have been purchased and materials developed, to be made available for

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Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
			loan from Manly Library. Review of the 2003 EfS Strategy and consultation with relevant staff is underway. Library Sustainability Hub: A list of books is being collated to present to the library for their consideration to purchase. Zero Waste Strategy: Review and draft preparation continues. Second hand Saturday was held in July. Chullora Waste Management Facility Tour for the "green team" students from the International College of Management Sydney. A review of the adequacy of public place bins at Little Manly Beach is underway. Continue to recruit and coordinate volunteers for: • Manly Environment Centre • Bushcare • Library Computer Tutor • Childcare • Dogs Day Out • Visitor Information Centre • Manly Jazz Festival • Hop, Skip & Jump. Planning is underway for the next

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			Fair Trade Market to be held 28 November. Community Engagement Burnt Bridge Creek Restoration Project: Surveying of residents living in proximity to Burnt Bridge Creek is underway. Content for 4-5 information displays is being finalised. A letter was sent to all local schools explaining the Burnt Bridge Creek restoration project and offering excursion opportunities.
High quality built environment complementing and improving local amenity and requiring minimal maintenance. Increase tree cover and soft landscape. Protect existing natural landscapes and existing trees (PA 5.2.1)	Works staged, funded and developed in accordance with adopted plans.	Develop Masterplans for major reserves. Ongoing funding and implementation of Masterplans – seek additional matching dollar for dollar funding through grants e.g., Greenspace program, Sharing Sydney Harbour Access Program. Key projects include: Sandy Bay Landscape Masterplan implementation; LM Graham Reserve Landscape Masterplan; BMX track upgrade Seaforth; Fairlight Shops Urban Improvements Masterplan implementation, Stage 2; Stage 5 Ocean Beach Upgrade; Stage 3 (final stage) Pittwater Road Street Tree Masterplan (including Tramway Plaza); Swim Centre Upgrade;	Sandy Bay Landscape Masterplan was on public exhibition and nine submissions received. North Harbour Reserve Landscape Masterplan is on public exhibition. First draft of the Ellery's Punt Reserve Landscape Masterplan was presented to HFCM, Heritage, LMUD, Access and MSW Committees. Fairlight Shops Urban Improvements Masterplan Stages 2 & 3 under construction. Drawings prepared for the Roundhouse fit out & playground (including shade structures). Construction of secant pile wall

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Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
		Roundhouse additions; Ellerys Punt Reserve seawall & landscape improvements; North Harbour Reserve Landscape Masterplan; Federation Point revegetation (adjacent to Manly Pavilion); Ivanhoe Park Botanical Gardens; Marine Parade public domain upgrade; Pickering Point bush regeneration and Landscape Masterplan; Tania Park access ramp; Manly 2015 Masterplan.	completed. Balgowlah Town Centre Masterplan – update being developed in consultation with Balgowlah Chamber of Commerce.
Pollution prevention through active regulation. (PA 5.2.2)	Number of notices and orders issued.	Pollution prevention programs and regulation through Ranger Services and Environmental Health Inspections.	A total of 21 notices were issued during the reporting period.
Proper regulation of development in accordance with sound and consistent planning controls. (PA 5.2.2)	Number of Development Applications lodged. Number of DAs 2007/08: 640 2008/09: 618 2009/10: 590 Number of Development Applications determined. Number of DAs 2007/08: 699 2008/09: 787 2009/10: 540 Average time taken to determine Development Applications.	Assess development applications in accordance with Council's planning policies and plans. Review of DA Approval process as implemented in 2007. Negotiate for best environmental, social and heritage outcomes in proposed development within regulatory frameworks.	Number of DAs lodged 2010: 166 Number of DAs lodged 2009: 150 Number of DAs determined 2010: 153 Number of DAs determined 2009: 152 Average time DAs 2010: 52.25 days Average time DAs 2009: 66.21 days Value of DAs 2010: \$28,098,679 Value of DAs 2009: \$21,828,000

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Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
	Maximum is 80 days. 2007/08: 89 days 2008/09: 88 days 2009/10: 80 days Value of Development Approvals: Total value of DAs		
Reduce material entering the waste stream, including increases in diversion rates. Educate residents, schools, businesses, industry and visitors to avoid, reduce, reuse and recycle to assist Council in its commitment to waste minimisation. Manage recyclable products on the basis of the reduce/reuse/recycle principle to maximise the diversion of material from the waste stream. Extend the range of recyclable materials suitable for collection within Council services to continually improve both the volume of materials collected and the level of contamination of materials collected. (PA 5.3.1)	Garbage rates designated as kg/capita/annum (KCA); Recycling rates designated as kg/capita/annum (KCA). Monitoring to reduce putrescible waste. Diversion rates from landfill. State government requirement of 60% diversion rate by 2020.	Putrescible waste kerbside collection service. Vegetation, paper and container recycling kerbside collection service. Trade Waste services. Events Waste Management service. Waste Education Service, including waste avoidance education. E-waste kerbside pickup and E-waste initiatives. Pursue SHOROC-wide common collection system to facilitate introduction of AWT at Kimbriki Environmental Enterprises.	Tenders closed for 3 new garbage trucks. Planning for Nov 15 e-waste collection. New waste depot options investigated. Scoping meeting held between KEE and shareholders. Options and issues re AWT discussed, including need for a common regional collections systems.
A clean local amenity. (PA 5.3.2)	Street sweeping litres collected.	Cleansing of Council's publicly controlled places and spaces.	New sweeper ordered.

ATTACHMENT 1

**Planning And Strategy Division Report No. 25 - Quarterly Update Report on the Management Plan 2010-2013
for the period 1st July to 30th September 2010
Management Plan Matrix First Quarter Update to 30092010**

Key Outcomes	Measurement	Actions	Progress 1 st July 2010 to 30 th September 2010
			Gum removal machine trialled and business case prepared. Street sweeping/building/toilets and reserves - ongoing cleaning as per agreed service levels.

END REPORT

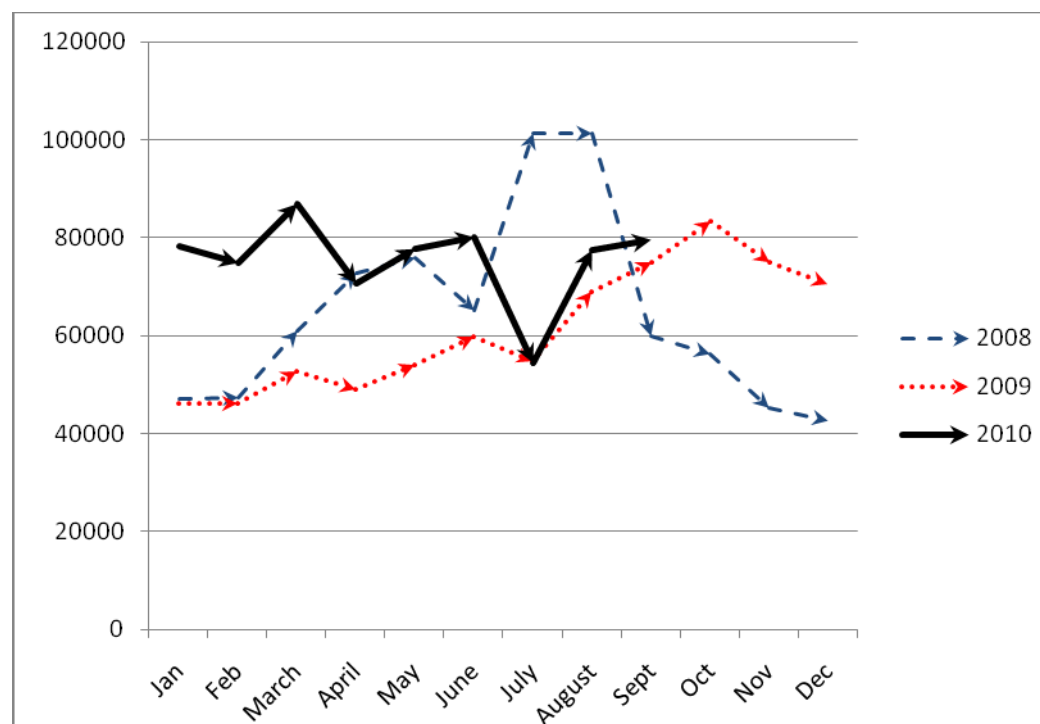
Planning And Strategy Division Report No. 25 - Quarterly Update Report on the Management Plan 2010-2013

for the period 1st July to 30th September 2010

PROGRAM KPIs

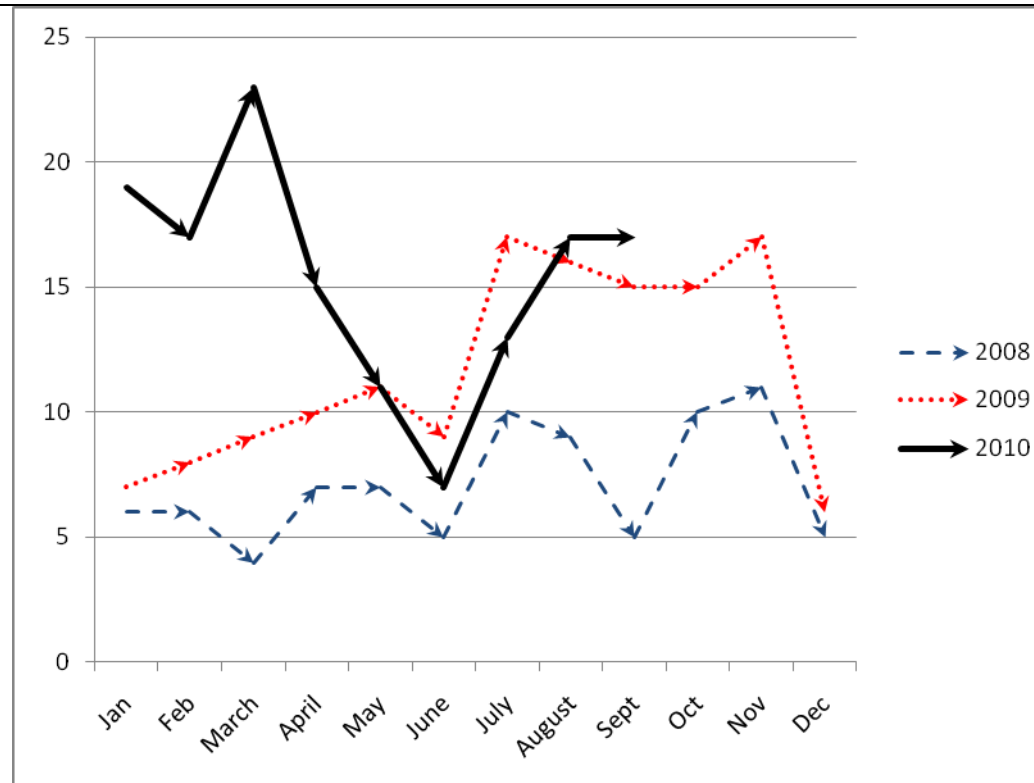
PROGRAM: Governance

G1. Number of unique user sessions on Website



COMMENT: The average number of times people visited the web site per day during September was 79,477 (range 1,859 to 4,013).

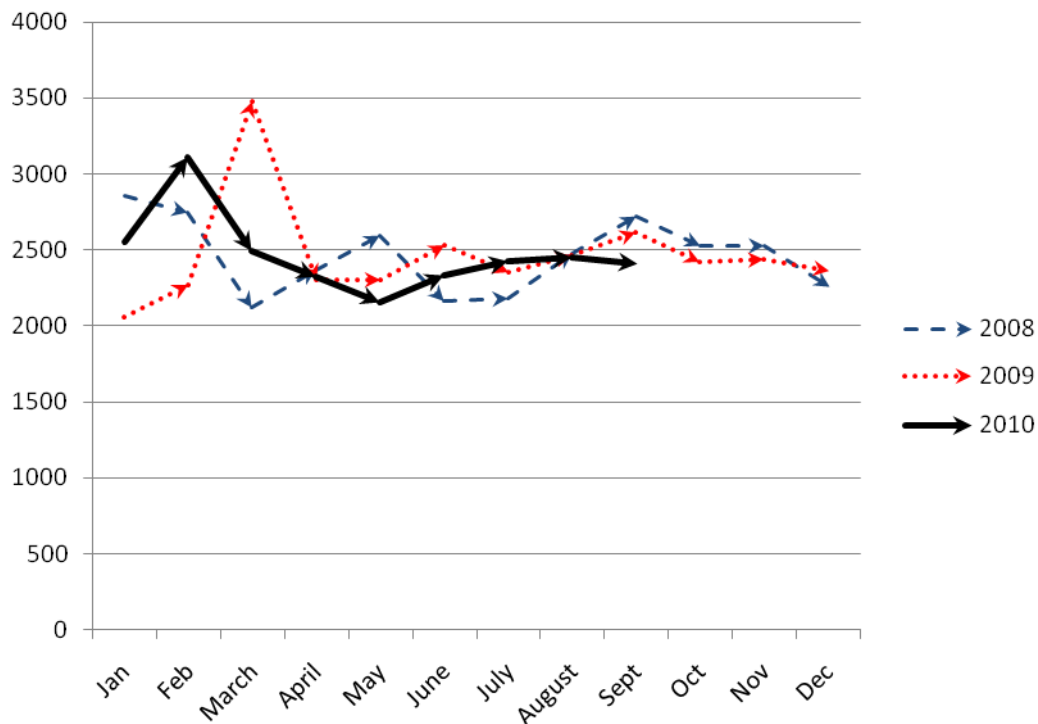
G2. Number of media releases issued



COMMENT: The number of media releases has remained steady in September.

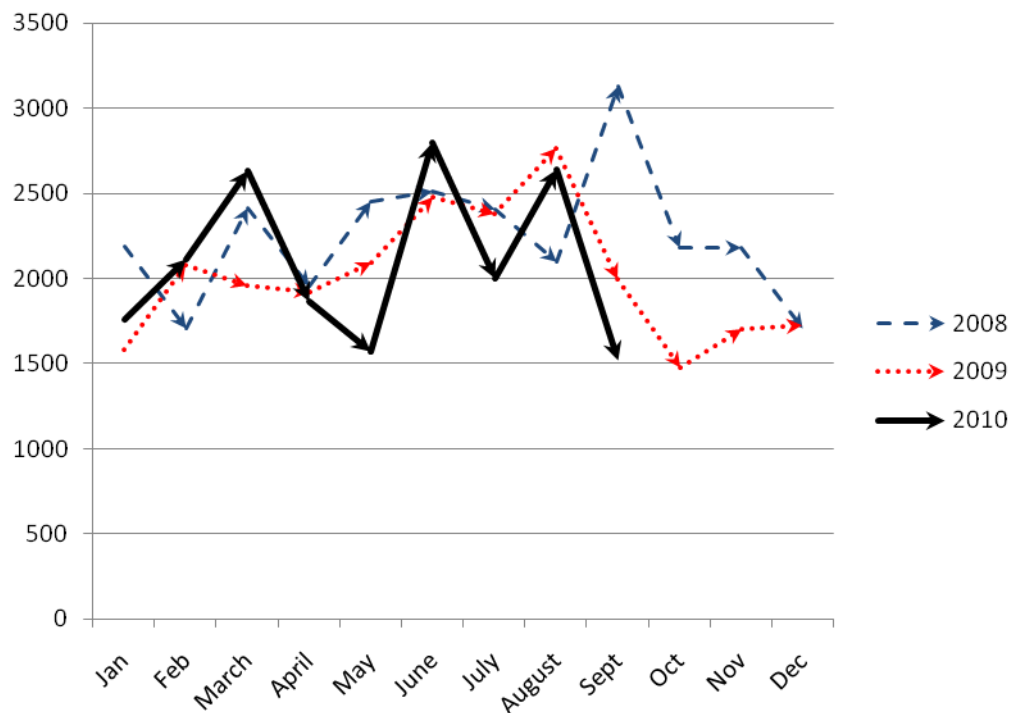
Planning And Strategy Division Report No. 25 - Quarterly Update Report on the Management Plan 2010-2013
for the period 1st July to 30th September 2010
PROGRAM KPIs

G3. Customer service – calls to switch



COMMENT: Within the usual monthly range.

G4. Customer service – counter visits



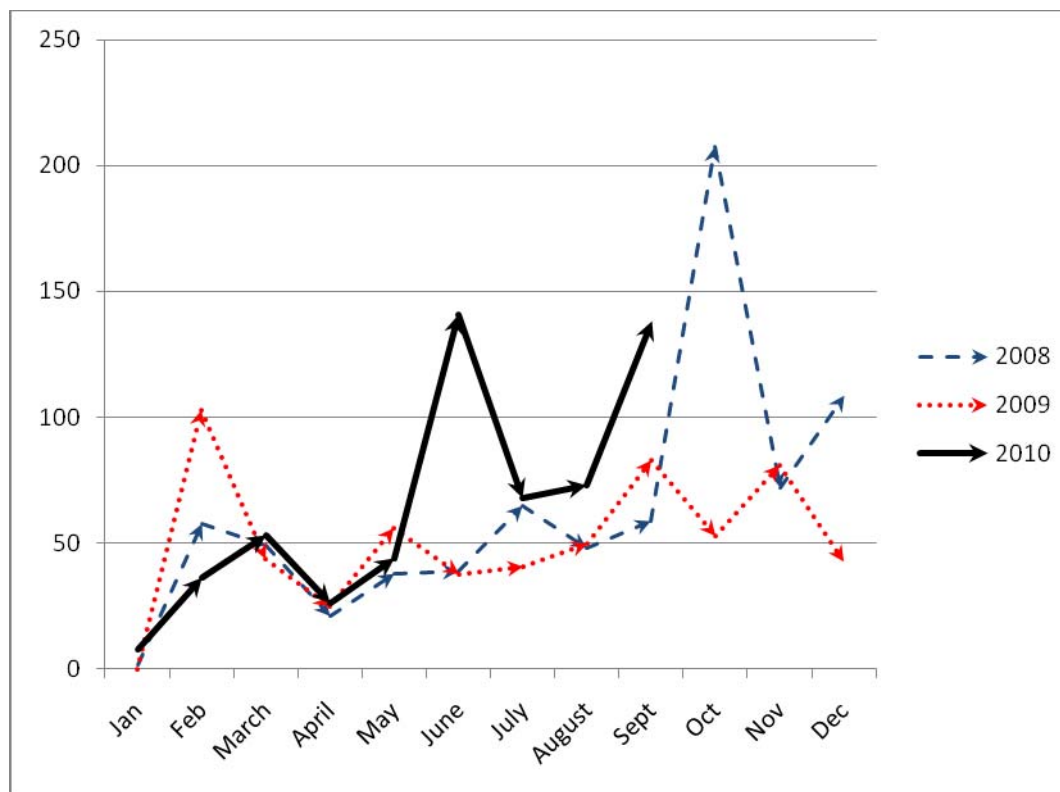
COMMENT: Within the usual monthly range.

Planning And Strategy Division Report No. 25 - Quarterly Update Report on the Management Plan 2010-2013

for the period 1st July to 30th September 2010

PROGRAM KPIs

G5. Number of staff and managers attending training sessions



COMMENT:

There were 8 different training programs offered during September to match the needs of staff as identified in the annual performance, training & development review. In particular, 1 corporate training course was held that being EEO for Managers with staff attending from various divisions.

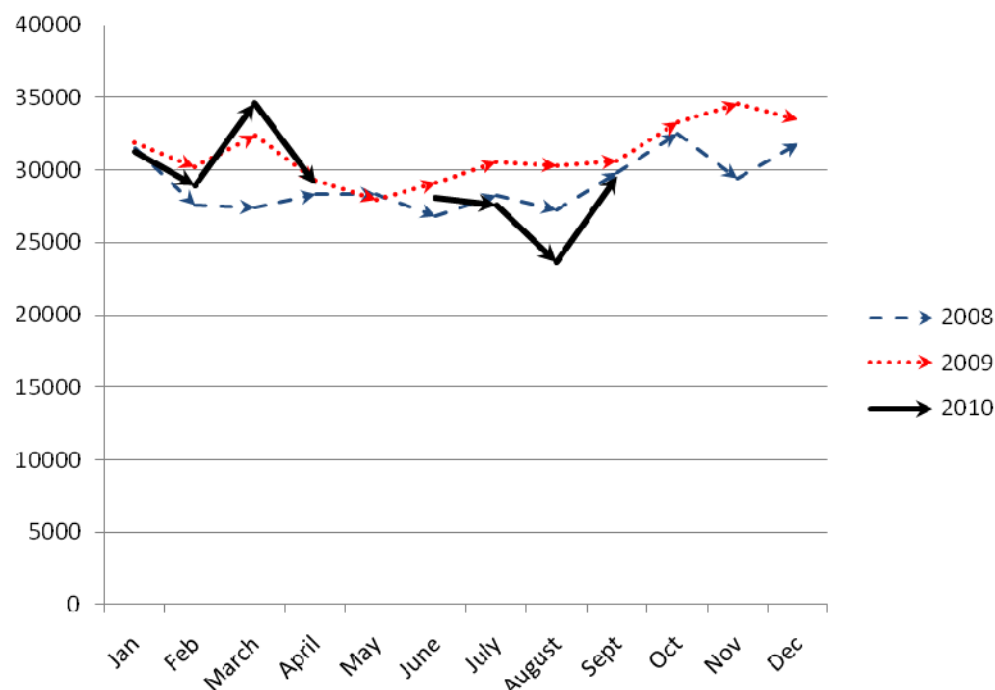
A Lifeguard Training Day was held which incorporated a day of training specific to lifeguards and covered many of the Corporate Induction requirements of Council including Customer Service, Code of Conduct, Workers Compensation, Workplace Accident Reporting, Occupational Health and Safety and EEO.

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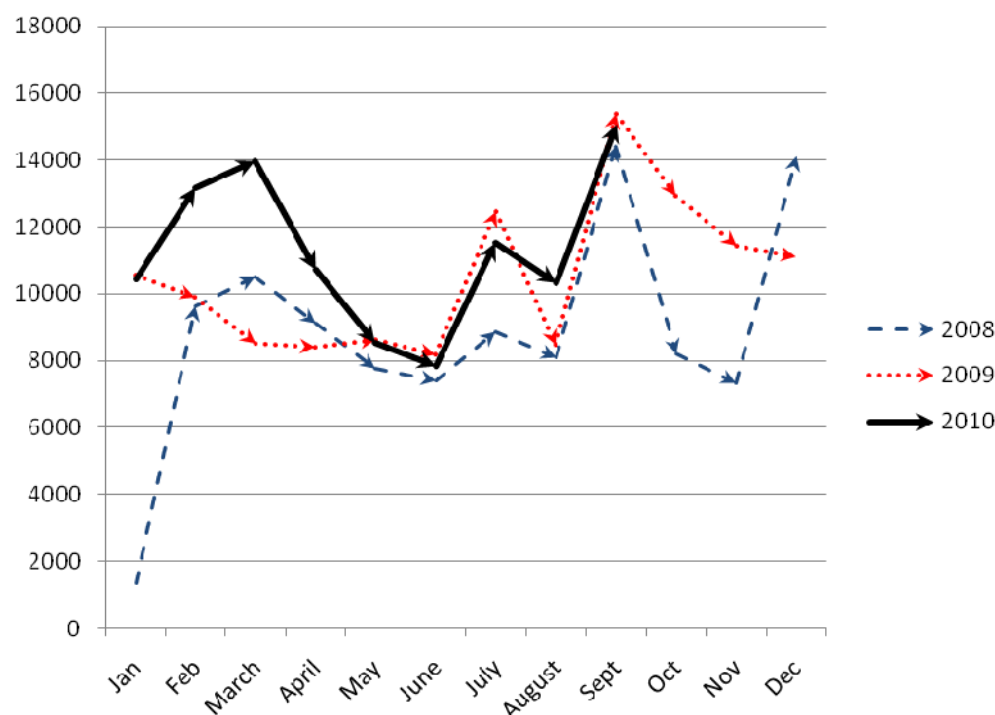
PROGRAM KPIs

G6. Hop, Skip & Jump Bus patronage



COMMENT: Patronage is increasing as we move towards the warmer months. YTD usage for July/August/September is 80,931.

G7. MAGM visitation



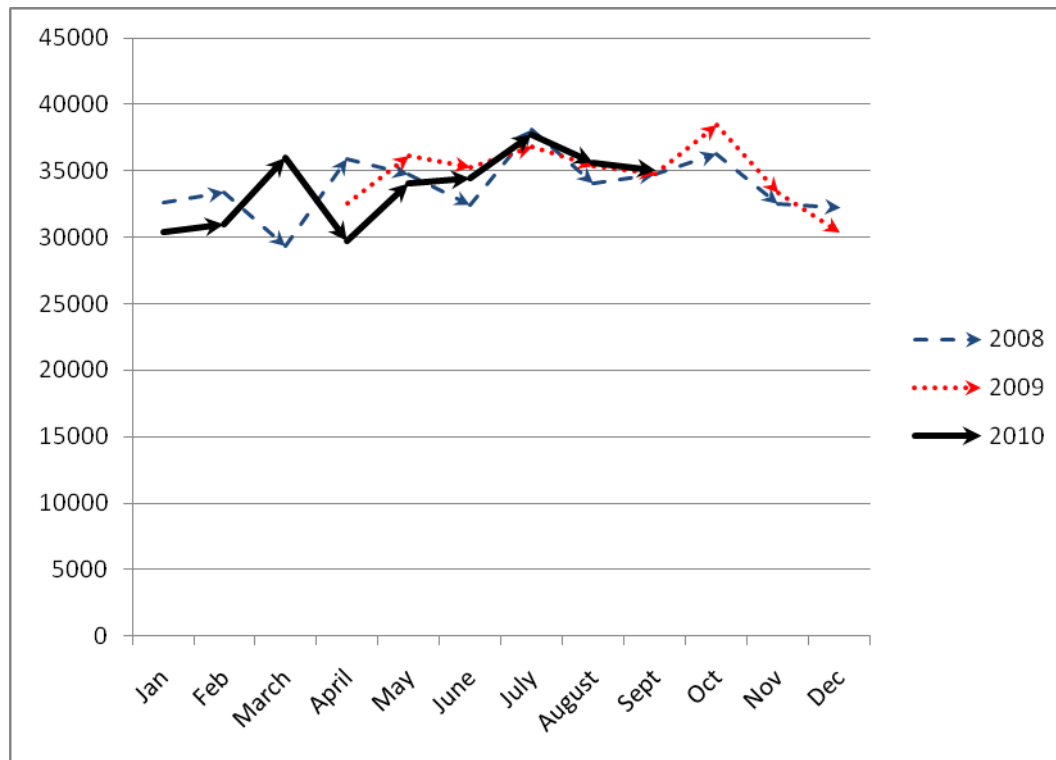
COMMENT:

The seasonal rise in attendance is due to the increase in visitation over the Manly Arts Festival period and the warmer weather. The numbers will decline somewhat over the next month but be in line with the previous year.

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PROGRAM KPIs

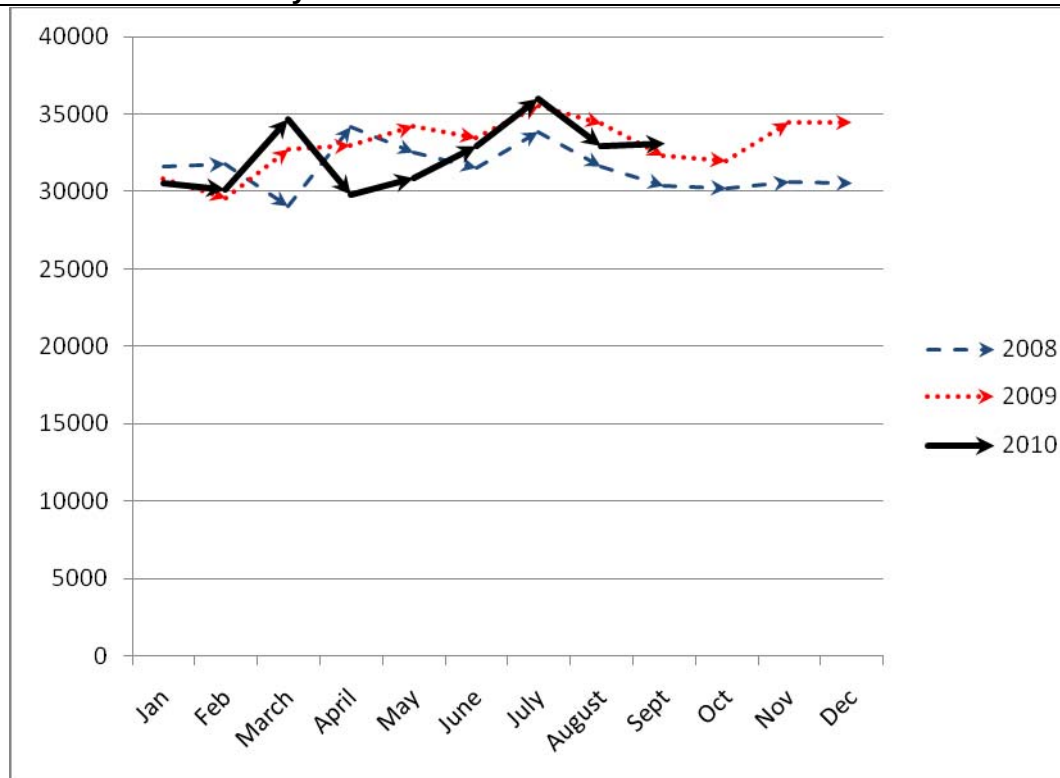
PROGRAM: People Services

G8. Number of library visits



COMMENT: Decrease in door count as week 4 in Sept is school holidays so fewer students.

G9. Number of library loans



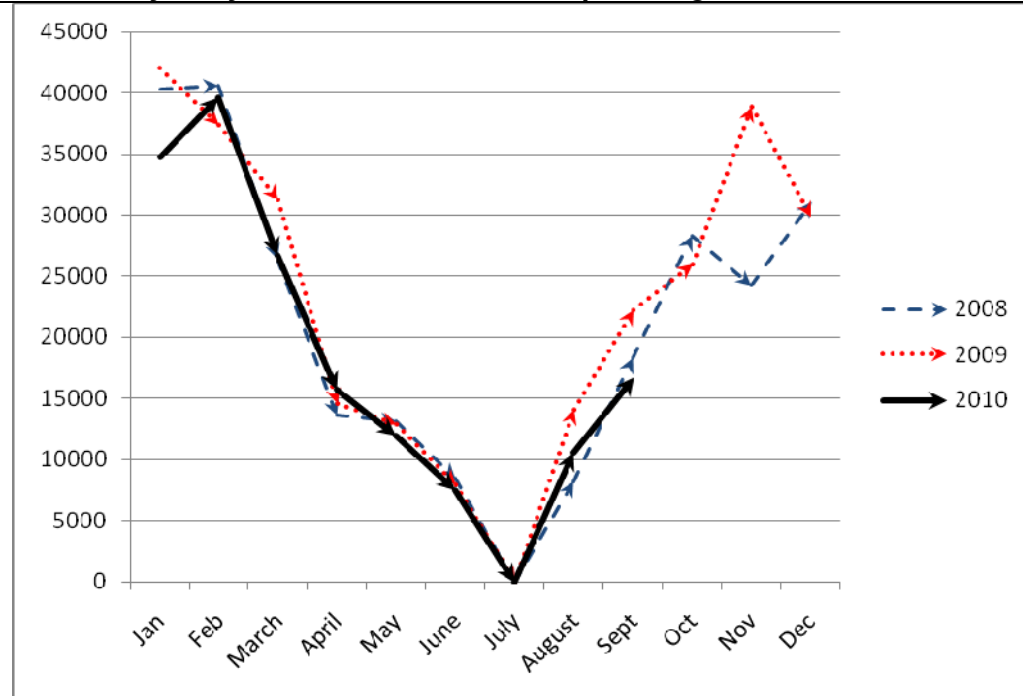
COMMENT: Loans correlate to library visits.

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for the period 1st July to 30th September 2010

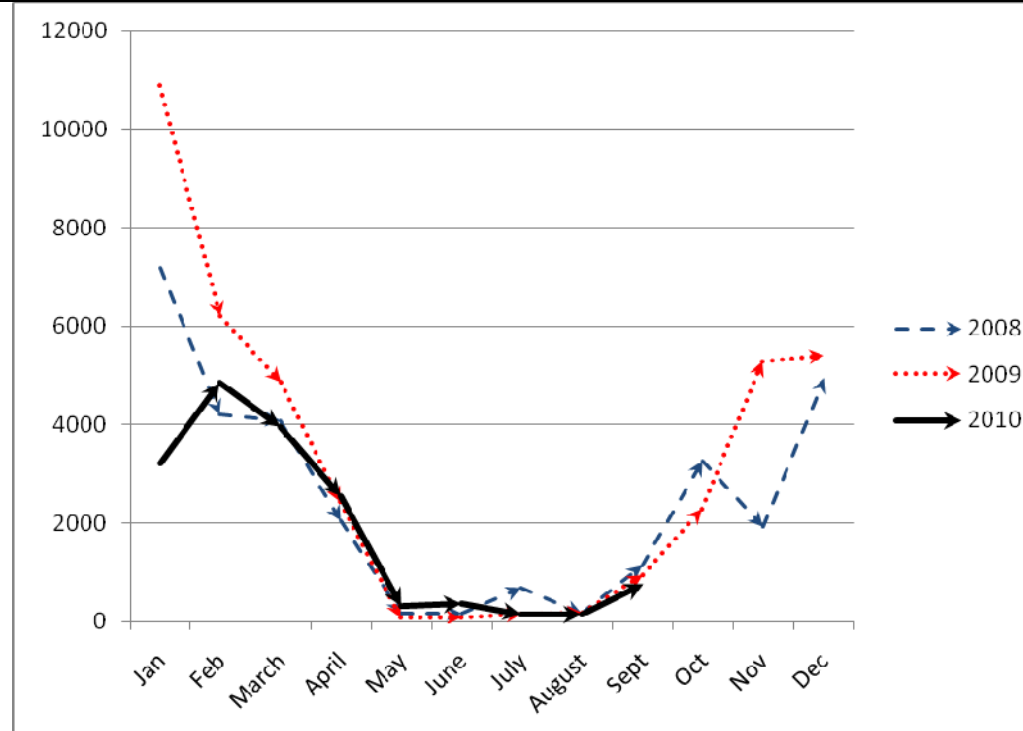
PROGRAM KPIs

G10. Manly “Boy Charlton” Swim Centre patronage



COMMENT: Patronage was consistent with Season prior the cooler weather during August & September influences the visitation rates. The visitation will increase during October with the commencement of swimming clubs and school lifesaving activities.

G11. Beach services – number of preventative actions



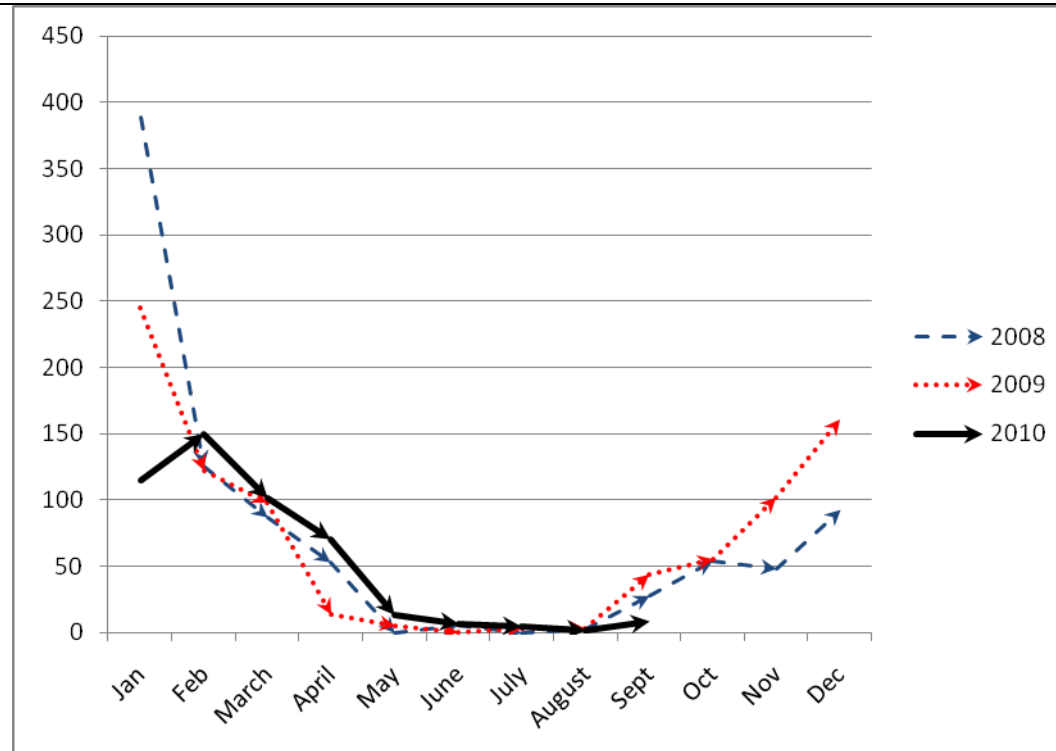
COMMENT: The 757 preventative actions is consistent with past years and reflects the beginning of the swimming season and school holidays.

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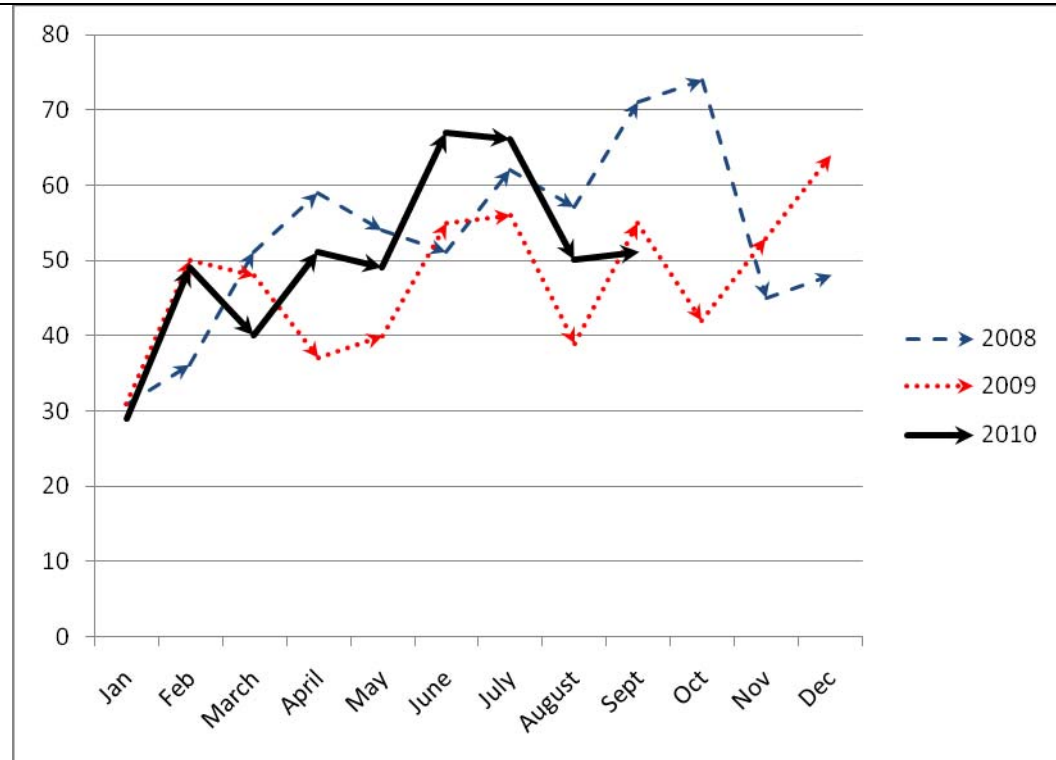
PROGRAM KPIs

G12. Beach services – number of rescues



COMMENT: 8 rescues is slightly down on past years but this could be due to more inclement weather last month. Nevertheless I expect the usual pattern of steep rises to occur with the warmer weather and increasing beach crowds.

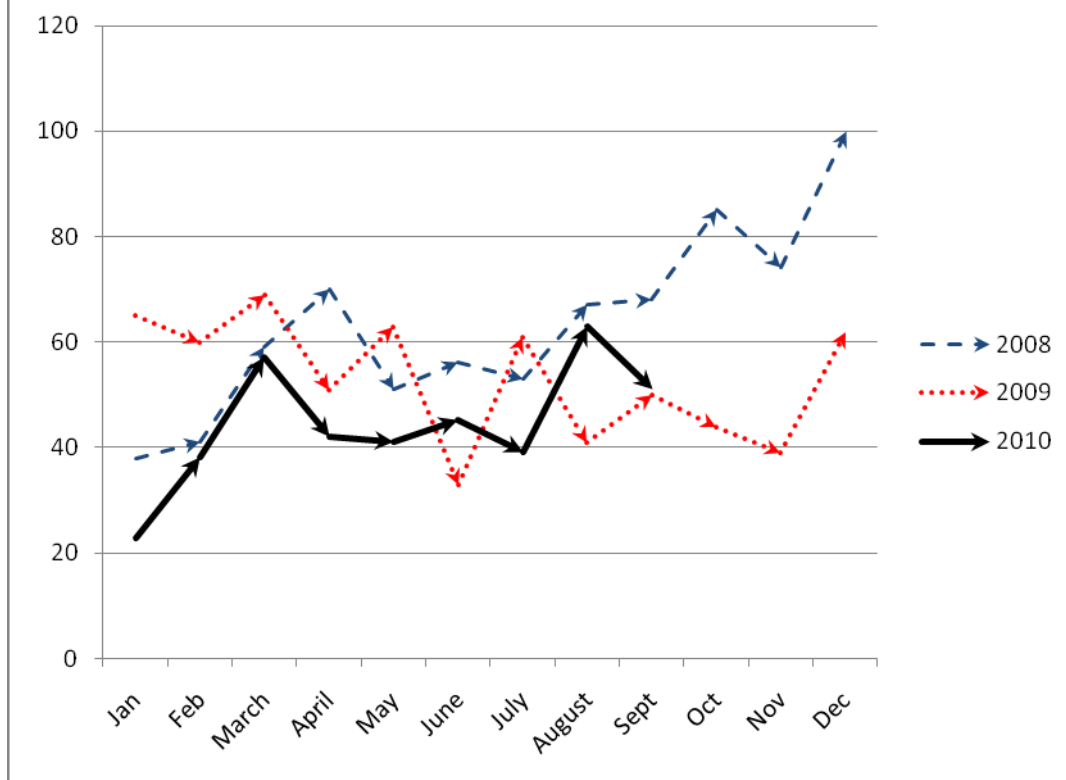
G15. Number of DAs submitted



COMMENT: DA numbers remained static in September.

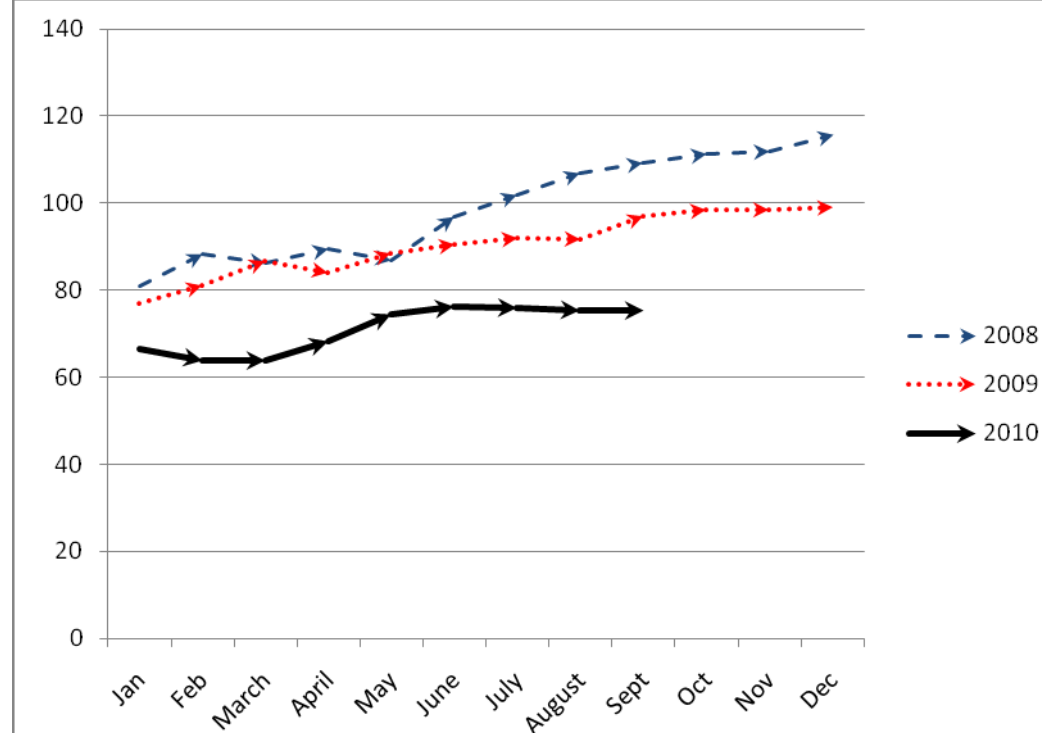
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PROGRAM KPIs

G16. Number of DAs determined



COMMENT: DAs determined decreased in September; however were on par with DAs submitted.

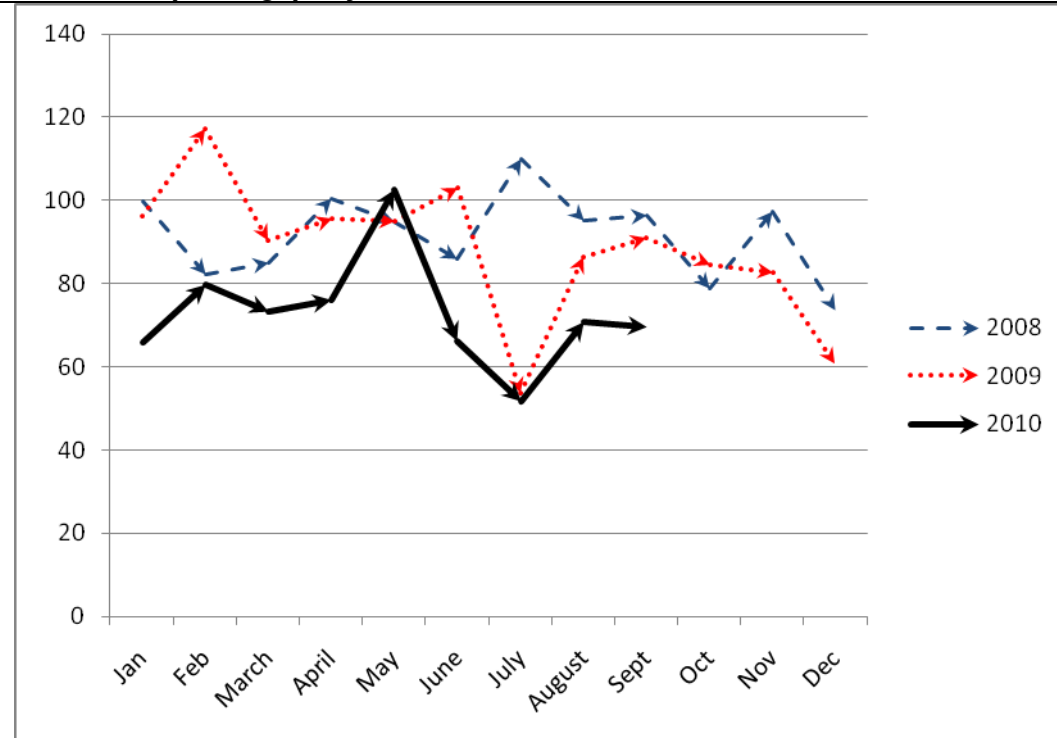
G17. Year To Date Median days turnaround time of a DA



COMMENT: Median DA times remained static during September.

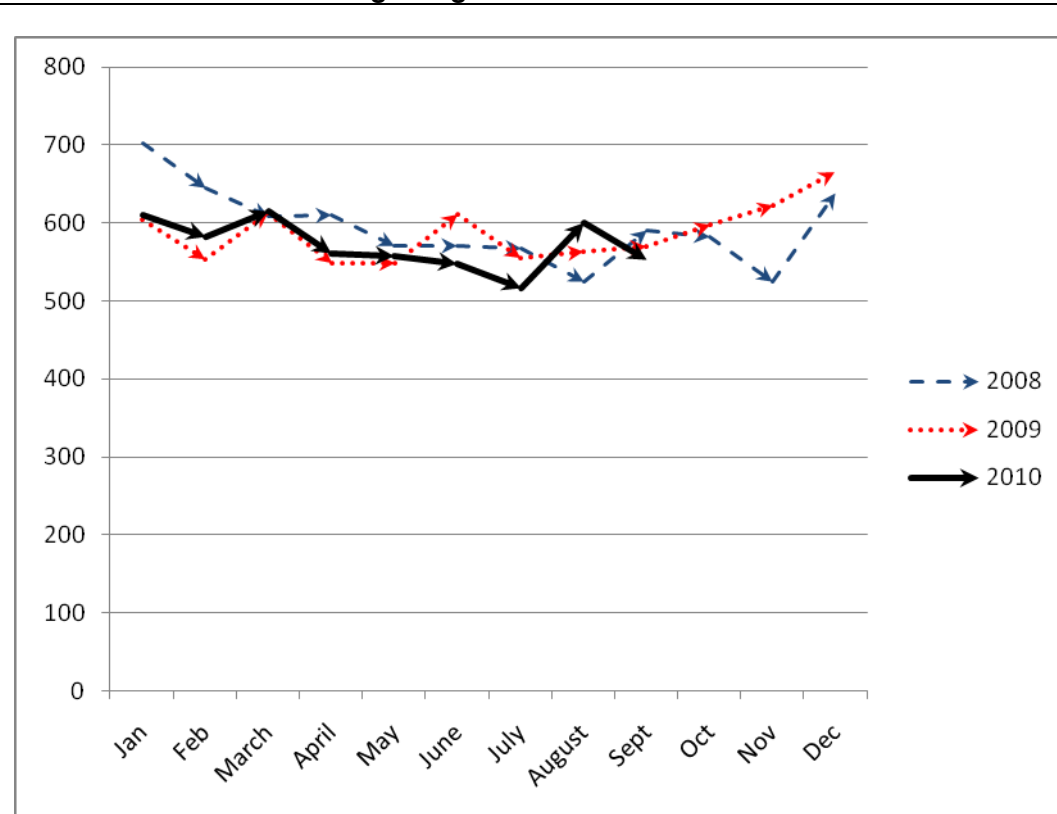
Planning And Strategy Division Report No. 25 - Quarterly Update Report on the Management Plan 2010-2013
for the period 1st July to 30th September 2010
PROGRAM KPIs

G18. Mean (Average) days turnaround time of a DA



COMMENT: Average DA times have improved since October 2009.

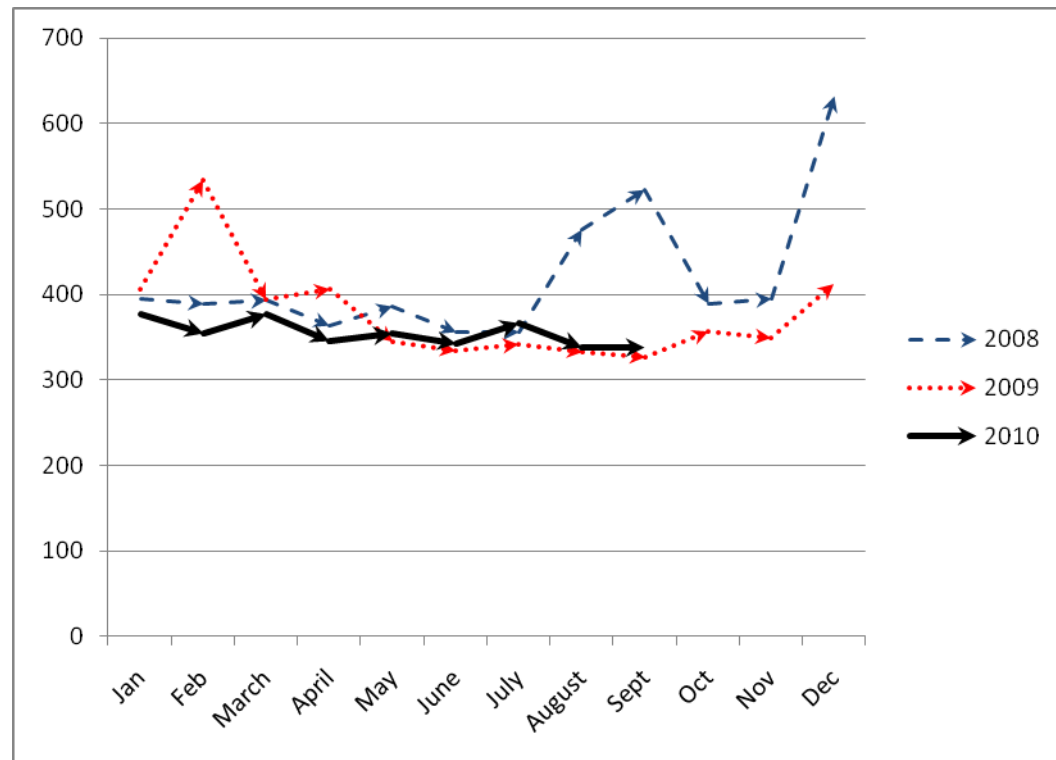
G21. Tonnes of domestic garbage collected



COMMENT: There was a decrease in garbage tonnes collected compared to August 2010.

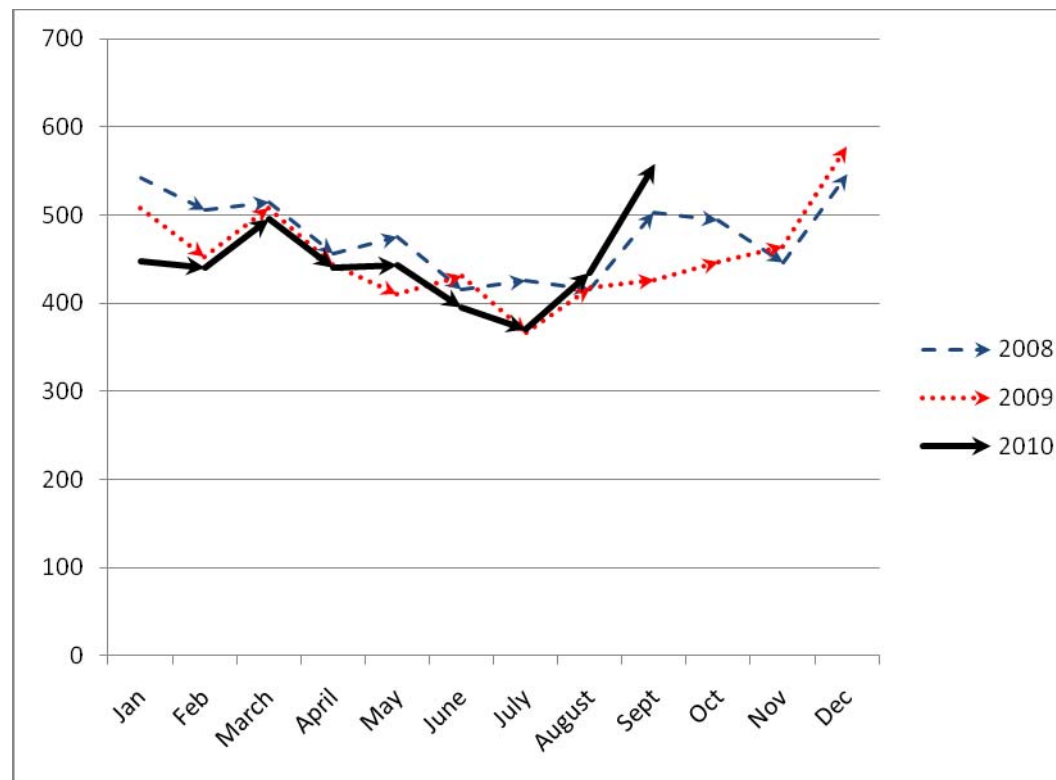
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G22. Tonnes of commercial garbage collected



COMMENT: Commercial garbage tonnes collected remain unchanged.

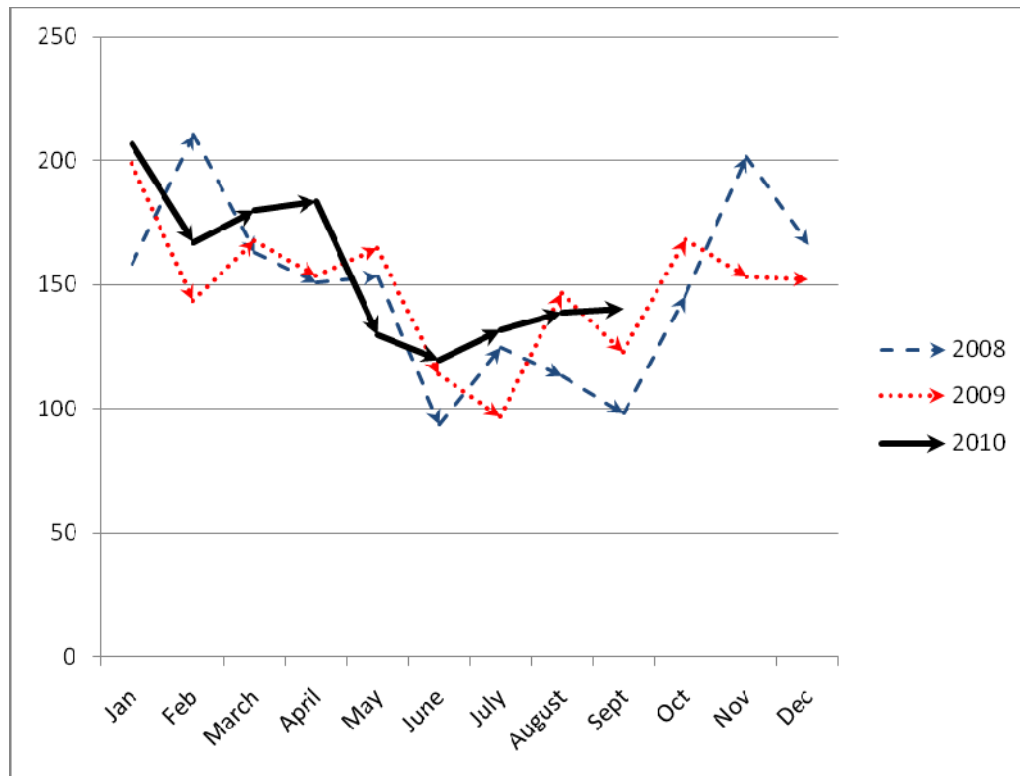
G23. Tonnes of domestic recycling collected



COMMENT: Recycling tonnes collected increased due to seasonal changes.

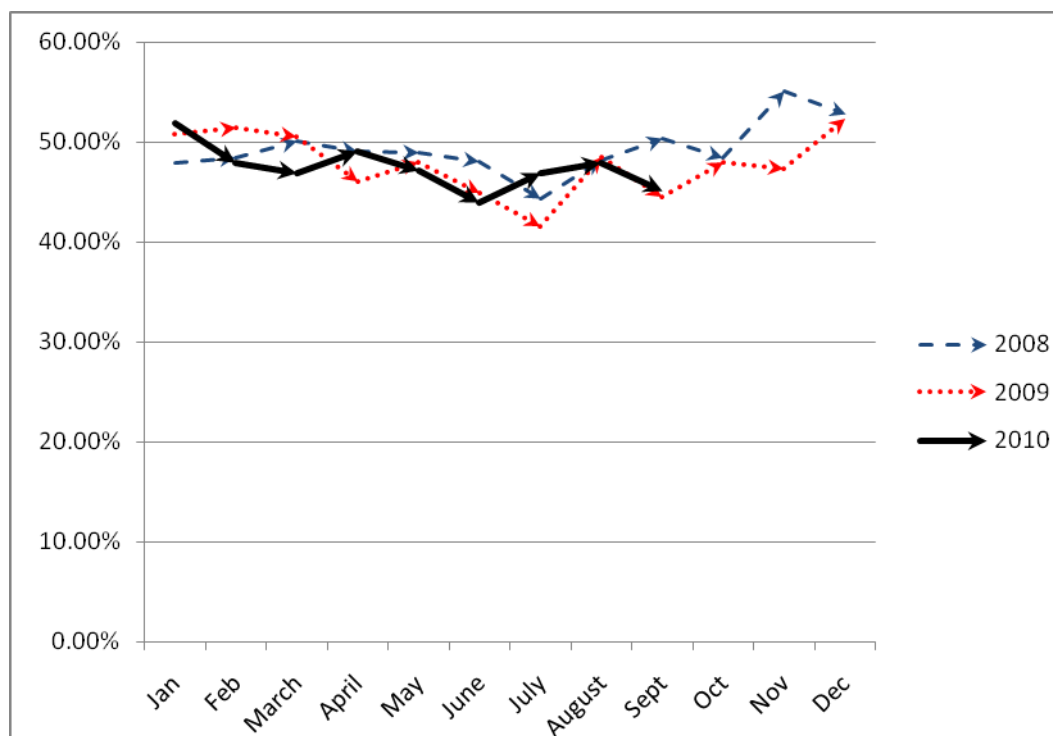
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PROGRAM KPIs

G24. Tonnes of green waste collected



COMMENT: Green waste collected continues to increase since the introduction of the green waste bins.

G23. Landfill diversion rate

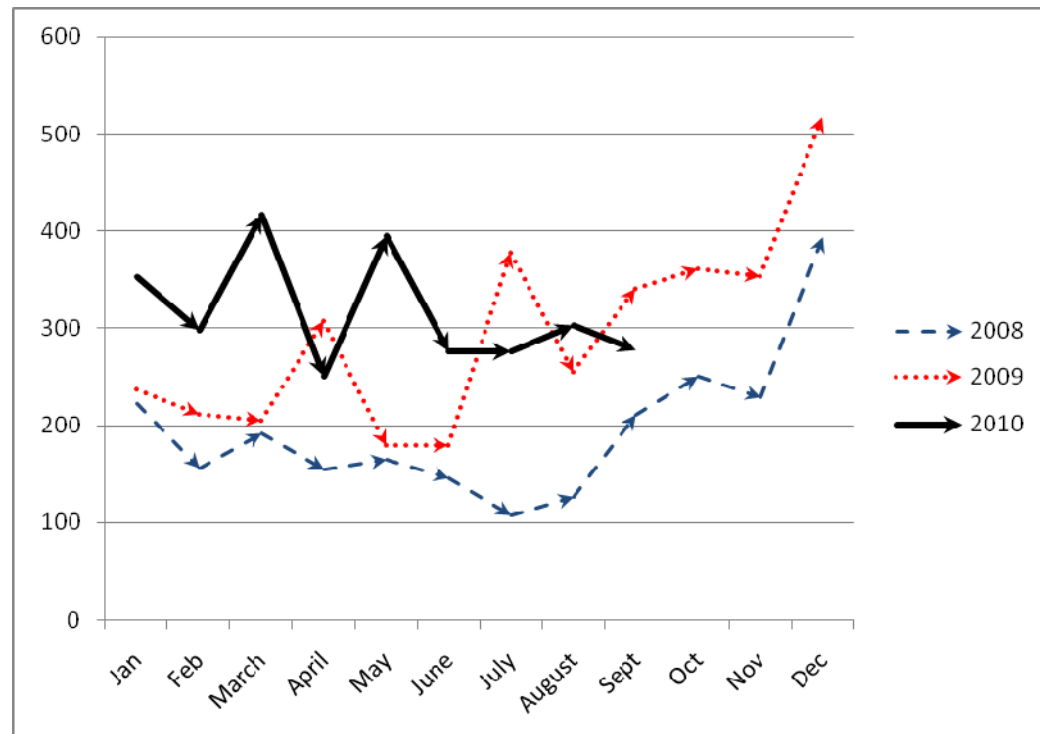


COMMENT: Landfill diversion rates have decreased slightly in September.

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PROGRAM KPIs

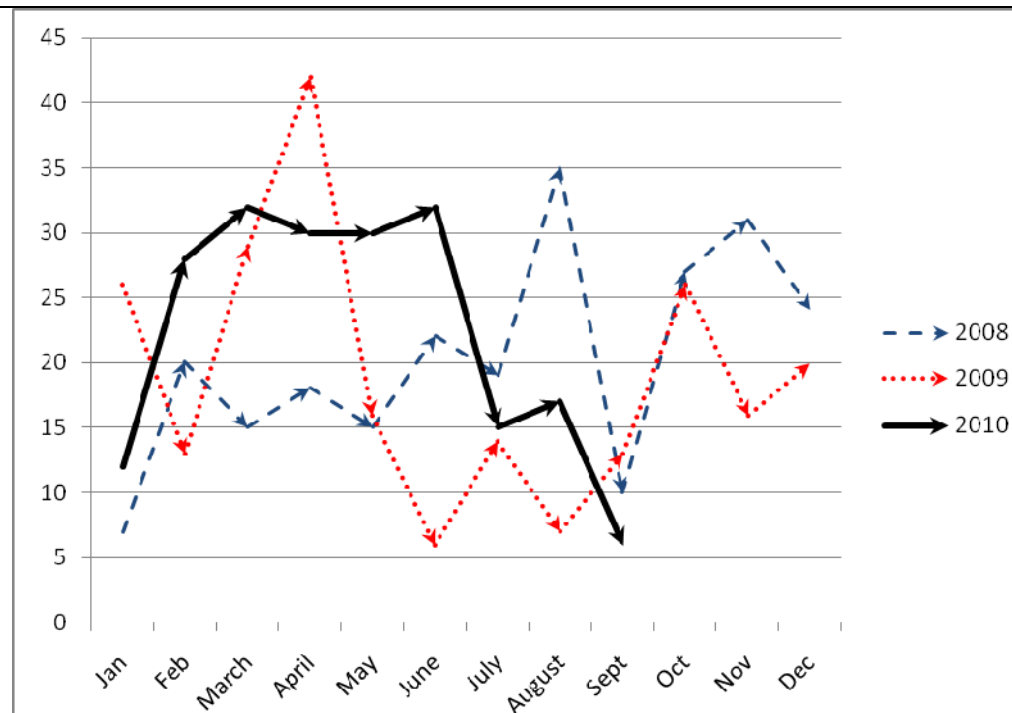
PROGRAM: Infrastructure Services

G13. Street sweeping – litres collected



COMMENT: All streets swept; tonnages slightly decreased.

G20. Number of regulatory and compliance Notices and Orders issued



COMMENT: The number of Notices and Orders issued decreased during September 2010 due to compliance with directions.

Manly Community Strategic Plan Beyond 2021 Issues Paper

September 2010



ATTACHMENT 1

Planning And Strategy Division Report No. 27 - Update Report on Community Engagement in preparation of Council's 10 Year Community Strategic Plan Manly Beyond 2021: Issues Paper as prepared by Manly Council in September 2010

CONFIDENTIAL : Manly Beyond 2021: Issues Paper

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1 Introduction

1.1 Background

Manly Council is required under the Local Government Act 1993 (LGA) to establish and implement a community strategic plan (CSP) that engages the community via a strategy based on social justice principles and identifies the community's main priorities and aspiration for the future for the Manly area.

Amendments to the LGA via the Local Government Amendment (Planning and Reporting) Act 2009 were assented to by the NSW Government in October 2009.

The CSP is required to be based on the social justice principles of equity, access, participation and rights. As well, the CSP is required to address social, environmental, economic and civic leadership issues in an integrated manner.

The CSP should be developed and delivered as a partnership between Council, state agencies, community groups and individuals. It should address a broad range of issues that are relevant to the whole community. As well, an essential element is that any relevant state or regional draft plan and strategy that is available at the time of preparing the CSP should also be considered.

It is not the Council's responsibility to deliver every aspect of the CSP, and that there are a range of external partners (non-government organizations) and agencies (Commonwealth and State government departments) that will be involved in the various actions and strategies developed in Manly for the next 10 year period and beyond.

The Community Strategic Plan is designed to address 4 questions for the community:

- Where are we now?
- Where do we want to be in 10 years time?
- How will we get there?
- How will we know when we've arrived?

Council's role in this process is to guide the community in the strategic planning process and assist in the identification of major issues and understanding how these issues may impact on the community.

The specific aims of the Integrated Planning and Reporting (IPR) framework are to:

- improve integration of various statutory planning and reporting processes undertaken by councils as required by the Local Government Act 1993 and the Department's guidelines Environmental Planning and Assessment Act 1979;
- strengthen councils' strategic focus;
- streamline reporting processes; and
- ensure that the Local Government Act 1993 and the Integrated Planning and Reporting Guidelines support a strategic and integrated approach to planning and reporting by local councils.

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1.2 Purpose of paper

The purpose of this paper is to revisit the issues of importance to the community in the context of the new IPR requirements, social justice principles and the quadruple bottom line approach.

It is intended to build on existing local and regional plans, and consider the main issues arising from them in the context of these requirements, and the NSW State plan and related Sydney Metropolitan Plan (2005) and North East Subregional strategy (2006).

As well, it incorporates recent directions provided by SHOROC Regional Directions 2010-2031¹ and the NSW Department of Planning's Metropolitan Strategy review, Sydney Towards 2036².

The paper is designed for community information purposes as it references a number of other more substantial documents, actions and strategies developed by Manly Council, state and other agencies in recent years.

¹ SHOROC, SHOROC Regional Directions 2010-2031, Preliminary Draft SHOROC Regional Directions, March 2010

² NSW Department of Planning's Metropolitan Strategy review, Sydney Towards 2036, Discussion Paper, March 2010

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2 Demographic Profile

The Manly Council area is located on Sydney's Northern Beaches - between 8 and 17 kilometres north-east of Sydney. The Manly Council area is bounded by the Warringah Council area, Burnt Bridge Creek and Manly Creek in the north, the Tasman Sea in the east, Sydney Harbour and North Harbour in the south, and Middle Harbour in the west.

The Manly Council area includes the suburbs of Balgowlah, Balgowlah Heights, Clontarf, Fairlight, Manly and Seaforth.

The Manly Council area is a predominantly residential area, with some commercial and industrial land use. The Council area encompasses a total land area of approximately 16 square kilometres, including substantial areas of water frontage and foreshore.

2.1 Population Growth

The total population of the Manly area at the 2006 census was 37,380 people including overseas visitors. In 2008, the population had grown slightly to an estimated 39,667 (including overseas visitors)³.

The population growth rate, over the last three Census periods, has slowed down:

- 1991-1996 : 3.93%
- 1996-2001 : 3.64%
- 2001-2006 : 1.54%

As in the past, Manly population included a considerable number of visitors.

The median age of Manly residents has risen from 36 years in 2001 to 37 years in 2006 matching the median age of persons in Australia.

The area is forecast to grow by 2,800 people during the period to 2021, or at an annual average rate of 0.47%.⁴ The areas expected to have the largest net gains are in Balgowlah, Manly (Pittwater Road) and Seaforth, and more moderate increases in other areas. The population increases are based on household growth, which in turn relates to new residential opportunities, some of which will come from identified redevelopment sites and other from medium density and infill developments.

2.2 Cultural Background

The composition of the population in 2006 was mainly Australian born (62%), and overseas born citizens comprised approximately 30% of the population. The United Kingdom was the country where the greater proportions of the population originated.

³ Based on Estimated Resident Population figures produced by the ABS.

⁴ This is based on Manly Council's forecasts produced by Profile ID in 2009. They do not incorporate the Department of Planning's revised local forecasts of growth of April 2010 (as available at www.planning.nsw.gov.au)

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In terms of cultural diversity, Manly is fairly homogenous. English is the only language spoken at home for 81.4% of the total population. However, the most common languages other than English are: Greek 0.9%, French 0.9%, Italian and German 0.8%, Cantonese and Mandarin 0.7% each.

2.3 Age structure

The age structure of the population is similar to that of the Sydney statistical division (SSD). The majority of the population are adults aged between 18 and 64 years (comprising 65% of the Manly population compared to 54% of the SSD). As well, children aged between 0 and 4 years comprise 6.6% (same as SSD), and then children aged between 5 and 17 years comprise 13.8% (down 3.1% on the SSD). These population characteristics are similar to those in the 2001 census. The mature aged section of the population (those aged between 65 and 84 years of age) comprised 12% of the population in 2006, and is similar to that in the SSD and as observed in 2001. Some of these characteristics are shown in the graphs below.

2.4 Dwellings

In 2006, there were 17,442 dwellings in the Manly LG area, of these 33% were owned, 24% were purchasing, and 33% were renting (and these were similar percentage to the SSD being 30%, 31% and 30% comparatively). Compared to 2001 census date, there were less people owning properties in Manly in 2006 (down 1076 dwellings).

Manly is distinct in its high concentration of flats with more than double the Sydney wide figure. The majority of occupied dwellings in Manly are flats, units or apartments (48.3%)

The 2006 Census showed a decrease in the number of occupied private dwellings. Of all 17,438 private dwellings there were 15,368 occupied dwellings compared to 15,530 in 2001.

2.5 Families

The Manly community is characterised by atypical family and household structures with significantly less people living in family households and more in lone person households compared to Australia.

In Manly, there are proportionally less married people, more people that never married, less couple families with children, more couples without children, and less single parent families than nationwide.

Since 2001, the balance has shifted in favour of couples with children and there were less one parent families.

Manly is one of the least affordable local government areas in NSW, both for rental and purchase. Housing costs have increased significantly on the Northern Beaches which has affected negatively housing affordability.

The proportion of rental stock in Manly is much larger than on the Northern Beaches and the rents are higher.

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Only 5.0 % of occupied dwellings were being rented from State Government housing agency, compare to 6.9 % in Warringah. The low availability of social housing is paralleled with declining number of boarding houses and increased demand for short term holiday and budget accommodation.

2.6 Qualifications

A large proportion of Manly's residents have a higher socio-economic status, higher levels of education and training, and prestigious occupations

In 2006, Manly had 752 infants attending preschool, 2,568 children in primary and 1,953 in secondary school.

In 2006, Manly residents were more qualified than those living in Sydney and the SHOROC region. 45% of total residents have completed formal tertiary education.

2.7 Employment

The size of Manly Council area's labour force at the 2006 Census was 19,039 people, of which 6,023 people were employed part-time (31.6%) and 12,033 people were full time workers (63.2%).

Analysis of the employment status of the population in Manly Council area in 2006 compared to the Sydney Statistical Division shows that there was a larger proportion in employment, and a smaller proportion unemployed. For instance, 97.0% of the labour force was employed (61.3% of the population aged 15+), and 3.0% unemployed (1.9% of the population aged 15+), compared with 94.7% and 5.3% respectively for the Sydney Statistical Division in 2006.

As well, unemployment was lower in Manly than that experienced in 2001, where 755 people were registered as unemployed at the time of the Census, comprising 3.9% of the population. These proportions of unemployment were also lower than for the Sydney statistical division (6.1%) in 2001.

Analysis of the employment status of the population in Manly Council area in 2006 compared to SHOROC Region shows that there was a similar proportion employed, and a similar proportion unemployed.

Overall, 97.0% of the labour force was employed (61.3% of the population aged 15+), and 3.0% unemployed (1.9% of the population aged 15+), compared with 97.3% and 2.7% respectively for SHOROC Region.

The top industries providing employment in 2006 for Manly residents were:

- Professional, scientific & technical services (16.8%)
- Wholesale & retail trade (13.4%)
- Financial & insurance services (10.2%)
- Healthcare & social services (9%)
- Education & training (7.3%)

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Conversely, Manly is lacking key workers employed in essential services, such as childcare, electricity, gas, water & waste, postal, rental, hiring and real estate, drivers, machinery operators and warehousing labourers.

In 2006, the unemployment rate in Manly was low at 3%, compared nationally (5.2%) but relatively high on the Northern Beaches in Warringah (2.1%) and Pittwater (2.2%).

There is low containment of the workforce in the local area with less than a third of the population occupied in local jobs. Less than a third of Manly's population (10,646 or 28%) usually work in the area (*ABS, NSW Regional Statistics, 2007*).

2.8 Occupations of Manly residents

An analysis of the occupations held by the resident population in Manly Council area in 2006 shows that the greatest proportions of occupations were in the following categories:

- Professionals (6,389 persons or 34.6%)
- Managers (3,615 persons or 19.6%)
- Clerical and Administrative Workers (2,546 persons or 13.8%)

In combination, these three occupations accounted for 12,550 people in total or 68.0% of the employed resident population.

In comparison, the Sydney Statistical Division employed 23.7% as Professionals; 13.2% as Managers; and 16.7% as Clerical and Administrative Workers.

The major differences between the occupations of the population of Manly Council area and the Sydney Statistical Division were

- A larger percentage of people employed as Professionals (34.6% compared to 23.7%);
- A larger percentage of people employed as Managers (19.6% compared to 13.2%);
- A smaller percentage of people employed as Labourers (3.6% compared to 8.1%), and;
- A smaller percentage of people employed as Technicians and Trades Workers (8.4% compared to 12.7%).

2.9 Transport

The majority of workers (47%) travel by car to work either as a driver or as a passenger. Bus and ferry were the other two most popular ways to travel or a combination of methods.

The number of motor vehicles owned in Manly has dropped slightly since the 2001 Census from 15,530 to 15,370 in 2006.

In 2006, 82.7% of population aged 16 years and over were holding a driver's licence.

2.10 Migration from the area

The Council area has attracted migration flows from areas to the south and from overseas, mainly younger adults accessing rental accommodation. There has been a loss of population

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to the north, most notably to the Warringah Council area, which is most likely to consist of younger couples and families looking to access more affordable housing opportunities. There has also been a net loss to Queensland, the Richmond-Tweed area and the Mid-North Coast, most likely consisting of older couples seeking a lifestyle change.

2.11 Population Forecasts

The population of Manly is expected to increase by over 2,800 people to 42,127 by 2021, or at an average annual growth rate of 0.47%⁵.

By 2031, the population of Manly is expected to reach 43,032 people, or an additional 3,769 people during the period 2006 to 2031.

All areas in the Manly Council area are expected to increase in population to 2021 with the largest net gains expected in Balgowlah, Manly (Pittwater Road) and Seaforth, and more moderate increases in other areas. The population increases are based on household growth, which in turn relates to new residential opportunities, some of which will come from identified redevelopment sites and other from medium density and infill developments.

In terms of future household trends, it is assumed that there will continue to be a demand for similar numbers of dwellings in Manly in the future, and that Manly has an established housing stock that is unlikely to change significantly in the short to mid-term future.

There are few major new dwelling development opportunities within the Council area, with the majority of new dwellings likely to occur as higher density infill within older areas such as Manly, Fairlight and Balgowlah. These areas are also likely to appeal to younger adults because of CBD, lifestyle, as well as, town centre and beach accessibility.

⁵ These forecasts were produced by demographers Informed Decisions Pty Ltd for Manly Council based on information available about key known developments and trends during 2009.

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3 Revisit Vision

The first important part of the community consultation is to revisit the vision of Manly for the year 2020 and beyond in order to set a framework for future action by the Council and other levels of government and service providers and businesses.

"Manly – where natural environment and heritage sustain and complement a vibrant cosmopolitan and community lifestyle."

This vision arose as a result of a workshop with the new Council and senior management held in February 2009 and updates the previous community vision. A vision is important as it ensures decisions are made with a long-term, strategic focus. Without a clear vision it is more likely that decisions are made without a clear sense of purpose.

This vision builds on previous visions of Council, such as that of the previous Council as documented in previous plans and reports.

Key issues to consider:

- Do you agree with this vision?
- What is your vision for Manly 2020?
- How is it different to the vision above?
- Where should Manly be in 2020? How did we get there?

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4 Incorporating State, regional and local plans

4.1 Introduction

The Local Government Act requires that the Community Strategic Plan give due regard to the State Plan and other relevant state and regional plans. Therefore, Manly Council must ensure that the Community Strategic Plan is adequately informed by relevant information relating to social, environmental, economic and civic leadership issues.

An important part of gathering information is to look at existing plans, strategies and other sources of information that are relevant to the Manly community and consider how they may be incorporated into the Community Strategic Plan.

The section below considers the various issues arising for Manly from relevant state and regional plans.

4.2 The State Plan

The NSW State Plan was developed after a consultation program in 2006. It combined issues highlighted through the Government's own research, as well as concerns raised by community members throughout NSW.

The NSW Government is committed to a review after three years, which has now been completed, to ensure the plan continues to remain relevant and effective.

The NSW State Plan 2009 sets clear priorities for Government action to reflect the community's vision for the future of NSW in which:

- Our economy grows stronger — supporting jobs and attracting business investment;
- Our transport network is world class — safe, reliable and accessible;
- Our state is the Clever State — our children are better educated, our people more skilled and we are known for our research and innovation;
- Our health system provides the highest quality care accessible by all;
- Our state is the Green State — our energy is clean, our natural environment is protected and we are leaders in tackling climate change;
- Our cities and towns are great places to live, we experience a high quality of life and a strong sense of community;
- Our most disadvantaged communities are strengthened and our most vulnerable citizens are supported;
- Our police and justice systems keep people safe.

The NSW Government has set challenging targets to achieve these goals.

Reviewing the State Plan's priorities, targets and actions will give Council a starting point to identifying relevant issues for its Community Strategic Plan. It will also provide a clear view of where the NSW Government will be investing its energies in coming years.

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4.3 Local Action Plans and Regional Strategies

Under the State Plan delivery framework, local action plans are being prepared for each region of NSW to respond to local priorities that were raised during community consultations.

Local action plans and regional strategies are good sources for identifying issues that may be relevant to each council's community. They also provide an idea of the projects and priorities that the NSW Government will be working on in Council's region over the coming years. There may be opportunities for Council to connect with, and benefit from, these programs.

Some of the other important plans that will impact on the future community strategic plan include the following:

- The NSW Department of Planning's Sydney Metropolitan Strategy (2005) and the North East Subregion's Draft Sub-regional Strategy (2006)
<http://www.metrostrategy.nsw.gov.au/dev/uploads/paper/introduction/index.html>
- Towards 2020: New South Wales Tourism Masterplan
http://corporate.tourism.nsw.gov.au/State_Tourism_Masterplan_p556.aspx
- Towards 2030: Planning for our changing population which is the NSW Government's strategy to actively plan for demographic change.
<http://www.dadhc.nsw.gov.au/dadhc/Publications+and+policies/towards2030.htm>

These plans have been considered in some of the issues and priorities identified for Council's strategies in the following chapters and the possible impacts they may have on the community.

As well, it is important to consider these in the preparation of the Community Strategic Plan, particularly where the plans have mandatory targets, such as the Sydney Metropolitan Strategy's growth targets, actions and strategies.

For instance, the employment and housing targets for the Manly area contained in the NSW Government's Metropolitan Strategy (2005), and then the North East Subregion's Draft Subregional Strategy 2006 ('Subregional Strategy') were as follows:

- Housing target to 2031 is 2,400 additional dwellings for the period 2001 to 2031; and
- Employment capacity target 2001 to 2031 is for 1,000 additional jobs.

4.3.1 Metropolitan Strategy Review March 2010 - Sydney Towards 2036

The NSW Department of Planning together with the NSW Department of Transport are currently conducting a review of these targets. The NSW Department of Planning has released a discussion paper titled Sydney Towards 2036. It predicts that Sydney's population is expected to reach 6 million by 2036 – an increase of 1.7 million since the last Census in 2006.

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This means that there will be a need of 760,000 more jobs and 770,000 more homes than in 2006. The growth has significant implications for transport and infrastructure and the NSW Government is keen to get the correct planning required to deliver advantages for NSW.

The paper predicts an increased population for the North East of Sydney, or 18% increase during the next 20 years, or an additional 42,000 people.

Although, the Department is unable to break down these figures specifically for the Manly LGA basis, it is likely that there will be increases in population in Manly, and this will have implications for future demand increases for housing/dwellings, and the need to provide greater jobs locally.

There are also major infrastructure implications of these increases – namely impacts on already congested roads, public transport needs, water/sewerage renewal and capacity restrictions, electricity usage, and impact on an already stressed environment and resources.

4.4 Manly Council's existing plans and strategies

Council already has a wide range of plans that help identify a broad range of key community, land use and infrastructure issues. Some of these have been completed by Council itself or in conjunction with other Councils as part of the SHOROC group. These include:

- SHOROC State of the Environment report 2007/8
- The SHOROC Regional Employment Strategy, March 2008
- Manly Council's Surfing the Future, 2006
- Manly Council's Sustainability Strategy 2006: For Today and Future Generations
- Manly Council Social Plan 2004 – 2009, and its transitional plans into the new IPR framework
- Manly Local Environmental Plan 1988

These plans provide an excellent starting point for highlighting issues, considering local implications and suggesting priorities, and have been reviewed as part of this document.

The following diagram shows the inter-relationship between the various local, regional and state plans.

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Integrating local/regional/state plans...



The following table shows how the various issues in the above plans will be considered across the quadruple bottom line in line with the DLG's IPR manual and reporting requirements.

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Quadruple bottom-line ...

Plans	Social	Economic	Environmental	Civic Leadership
Surfing the Future	An Affordable Manly – accommodation for our future A Living Manly- inclusive society and culture	A Visitor Friendly Manly – a place to stop and stay awhile A Moving Manly – transport. Access and getting around Key Workers Study Tourism Futures fro Manly	A Natural Manly – a sustainable environment	A well-governed Manly – the role of local government
Future Forums Presentations	Demographic Change Social and cultural change: Manly in the Sydney context		The Coast, the Dam and in-between: Issues for Manly's Future Biodiversity Conservation and Suburbs Before the Flood Future climate change in Manly Local Amenity & Physical Infrastructure	Local Government Futures: A call for responsive governance
Social Plan (2004-2009)	Health & Wellbeing Community Safety & Crime Prevention Discrimination & Community Relations Entertainment & Recreation	Affordable Housing		
Manly Sustainability Strategy 2006	Safe and Cohesive Manly Living Manly An involved Manly		Natural, Sustainable Manly	Long term vision for Manly based on sustainability, intergenerational, social, economic and political equity and our individuality. A well governed manly
SHOROC reports	Housing affordability Key workers	Key workers Transport Employment Strategy	State of Environment Climate change	
State Plan	Healthy Communities Strengthening Communities Keeping People Safe Urban Environment and Lifestyle	Supporting Businesses and Jobs Better Transport	Green State Maintain and invest in infrastructure Urban Environment and Lifestyle	Clever State

The next chapters of this document will further consider the main issues arising from a review of the issues across the quadruple bottom line.

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5 Social Issues

5.1 Where are we now?

There are a number of social issues that emerge from a review of local, regional and state plans and strategies that are relevant and impact on the Manly area (as discussed briefly and referenced in this report).

These are listed and discussed further in the paragraphs below (not in any priority order). Also, issues under one heading can be addressed in other related areas.

5.1.1 An Affordable Manly – accommodation for our future

In 2005, Council identified opportunities as having suitable, affordable housing that meets the diversity of local resident needs.⁶ As well, it was understood that sustainable design and process in the urban built and landscaped environment were important that minimized resource use and waste whilst maximizing re-use of resources.

Housing affordability also remains a significant social and economic problem in Manly. More affordable housing is needed for medium and low income earners, as well for young families raising children to remain in Manly. Otherwise, the diversity of the social fabric, and the ability of the area to provide key local services will decline.

5.1.2 A Living Manly- inclusive society and culture

In 2005, Council identified opportunities as being to meet the social and cultural needs of our existing and future population, considering peoples' physical, mental and spiritual health, to foster cohesion in our community. As well, it aimed for Manly to be safe, healthy and become a site for urban citizenship that promotes a dynamic and intercultural exchange between community groups.

The challenges in this area were seen to be:

- Increases in population, more diverse cultures and an ageing population;
- Subsequent impacts on infrastructure and a need to house and the ability to provide employment;
- Gentrification of suburbs - a change to the socio-economic status of residents;
- Competition between "life space" and "economic space";
- Public areas are a resource to preserve for the community, not as exclusive private areas; and
- Encouraging the use of public areas to increase perceptions of safety.

5.1.3 Demographic change and an ageing population

In examining the dynamics of the Manly community between the last two Census periods, the following observations are noted:

- There is an ageing of the population in the 65-74 years age group;

⁶ Surfing the Future, A Vision for the Manly Local Government Area for 2025, Manly Council, 2006

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- There are increases in births and fertility rates;
- There is a moderate decline of young people in the 18-34 year age group;
- There is a notable migration of young families to Warringah and surrounding areas;
- There is a notable transient population in Manly including tourists, visitors, and international students;
- Future population growth is predicted for the Balgowlah and Seaforth/ Clontarf small areas;
- There appears to be increased numbers of older people in Manly (Pittwater Rd) and Manly (Eastern Hill);
- There are very high housing costs both for rental and purchasing;
- There is a decline in medium and high density housing due to consolidation in older areas of Manly and Balgowlah; and
- Median housing costs exceed median income rates from local jobs; consequently, the majority of residents (70%) travel to work outside the LGA.

Consequently, it is evident that the Manly community is changing and new community needs are emerging. These are particularly, that the increase of older population will create a greater demand for health and community support services in the future. This coupled with the continued closure of nursing homes and aged care facilities in Manly may represent significant problem for health services. An upgrade of the existing physical infrastructure will be needed to address the needs of increased number of people with reduced mobility and people with disabilities.

The capacity of the existing early childhood health services and day childcare services needs to be re-examined. Possibly, an expansion of children services and primary schools would be needed to accommodate the increase in newborns and children 0-5 years, particularly in Balgowlah and Seaforth / Clontarf areas.

As well, it is likely that there will continue to be issues for the area with an increasingly aging population, and the needs for accessible public and private health facilities. This is expected to be related to the need for safely accessing town centres by transport alternatives that can provide a range of related health services

5.1.4 Social and cultural change: Manly in the Sydney context

Manly is a vital part of the Sydney area. Its connections with the city via ferry/train/bus services make it accessible to visitors from the rest of Sydney, NSW, Australia and overseas. For instance, it is estimated that Manly has at least 6 million visitors per annum. Therefore, the social and cultural influences on the area are much wider and global in nature than simply being responsive to local needs. This 'connectivity' places strain on social and community resources in terms of access, amenities, services and infrastructure (community places, reserves, parks, beaches, toilets, etc) – there are positive and negative impacts that will continue to require additional and ongoing resources to manage appropriately at a local perspective.

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5.1.5 Health & Wellbeing

Health and the well-being of the local and visitor population remains an important issue in Manly. This issue was documented as important during consultations in the Manly Social Plan 2004-2009. Of specific concern at this time were the following:

- Falls among older people and women & consequences and access to services;
- The availability of nursing homes in the area, especially services for older people;
- Sexual health and services for women and young gay and lesbian communities
- Mental health and the general community – men and youth; and
- Child health issues – such as obesity, respiratory problems, safety at home.

Many of these issues continue to be of importance to the residents of Manly. As well, of particular concern at the moment are the following:

- Impacts of the NSW Area Health services redevelopment and consolidation that has result in the closure of essential local services such as the Manly sexual health clinic;
- The development of a level 5 hospital for the Northern Beaches remains a concern, and the proposed relocation of the Manly Hospital on the accessibility of hospital and a range of community health services that it has provided local residents; and
- As well, there continues to be no private 24-hour medical service in the Manly area.

5.1.6 Community Safety & Crime Prevention

Concerns about community safety and crime prevention were identified as a concern in community groups in 2003, as part of the Social Plan 2004-2009 consultations. Of particular concern were:

- Antisocial behaviour - especially in public places such as the Corso, older people, young people, families, and youth because of factors relating to alcohol abuse, violence, and dark and poorly light laneways;
- Domestic violence and sexual assaults were identified by women;
- Violence and personal safety both for and against men (particularly aged between 18 and 25 years being the most vulnerable);

The Manly Sustainability Strategy 2006 identified a number of strategies aimed at making Manly a safer and more cohesive place, and undertaking a number of programs to assist this and some of these are:

- Creating a sense of place / neighbourhood renewal to foster community and civic pride in Manly;
- Community services and development programs that link community development and sustainability to maintain and improve the level of amenity and quality of life for both residents and visitors in Manly;
- Housing and sustainability programs; attempting to provide accessible, affordable and adaptable housing in suitable locations that meets the varying diversity of local residents' needs at each stage of their lives;

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- Sustaining Health Communities program; ensuring that Manly's environment is one that supports a variety of recreational activities that are accessible to all social groups and are ecologically sustainable whilst not restricting the broader community's enjoyment of the area;
- Companion Animals Program; continuing to support the vital role that companion animals play in maintaining social well being, while advocating responsible pet ownership which minimizes impacts on others and the natural environment.

5.1.7 Discrimination & Community Relations

Concerns were raised in the Social Plan 2004-2009 about issues of homophobia and heterosexism by the gay and lesbian communities, and also racial and religious discrimination were identified by women and youth in the Muslim community.

Are these issues still of community concern as Council prepares its future strategic plans?

5.1.8 Entertainment & Recreation

Concerns were raised in the Social Plan 2004-2009 about issues regarding the lack of entertainment for youth under 18 years of age and lack of daytime recreation activities for unemployed young people with a disability and adults with a disability.

These issues will also continue to be relevant for the future especially in order to match compatible youth and children recreational needs with those of an increasingly ageing population, and changing recreational and accessibility needs.

5.1.9 Living Manly

In 2006 as part of the Sustainability Strategy, it was regarded as important to build on the characteristics of eco-systems in the development and nurturing of a healthy and sustainable Manly. Some of the programs undertaken at Council to deliver on these priorities at a local level include:

- Land information systems – accurate, up to date and reliable land and geographic information systems (GIS) – help to understand and form effective strategies to address critical sustainability issues such as infrastructure planning, biodiversity management and land use conflicts;
- Managing Urban and Regional Growth – socially and environmentally responsible urban development;
- Integrating Land Use and Balanced Transport – transport and land use decisions are integrated so that a more balance, less car dependent city emerges and improves urban sustainability;
- Travel Smart Program – to facilitate the use of sustainable transport that minimizes negative social and environmental effects and improves access for all residents and visitors; and
- Liveable Neighbourhoods Program - plan and provide suburbs that reduce the ecological footprint and enhance the quality of life at the same time.

Are these programs and resource investment important as Council plans for the future?

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5.1.10 Maintaining quality urban environment and lifestyle for residents and visitors

The appearance of the urban environment and its quality are important aspects that require local management and planning through application of local development controls, capital works and budgetary resources that Council has for residents and visitors.

As well, an important part of this is recognising and building on the distinctive characteristics of Manly – including its human and cultural values, history and natural systems. Some important programs identified in Council's 2006 Sustainability Strategy that work towards these objectives include the following:

- Conserving cultural heritage and landscapes program;
- Indigenous communities and sustainability; and
- Sustainability through culture and arts.

Are these issues important for Council in the future?

5.1.11 An involved Manly

Some important programs identified in Council's 2006 Sustainability Strategy that empower people and foster participation, especially enabling and continuing Council programs in the following areas:

- Schools for sustainability program
- Volunteers program
- Libraries building sustainable communities
- Manly Environment centre

Are these programs and resource investment important as we plan for the future?

5.1.12 Delivering for priority groups

Another important element in Council's services is continuing to provide access to information & support services – especially for particular groups in the community that finding accessing services difficult. Some of these groups can include:

- Children & families;
- Frail old people; and
- People with a disability or physical impairment.

Is it important that Council continues to ensure access to services for these priority groups?
Are there any other groups that should also be considered as a priority?

5.1.13 Alternative or additional delivery mechanisms

There are many social issues that are beyond the capacity of local government, and require innovative and new partnerships for delivery with a range of other government agencies and

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non-government organizations. This may also involve expanding and enabling cooperative networks to work towards a common sustainable future through some of the following:

- Partnerships for action – it is important for Manly to link with other agencies, departments and non-government organizations and businesses to deliver services to priority groups, and alleviate social issues in the future; and
- Another important partner in the future are our nearby Councils including those joining the SHOROC group (Mosman, Warringah and Pittwater local government areas), as well as those in the NESROC area (including Lane Cove, Willoughby, KuRingGai, Hornsby, North Sydney) and City of Sydney.

5.2 Where do we want to be?

These are the themes that have been raised in previous plans and reports (State, regional, local). It is also important to understand that there is considerable overlap between the social issues stated above, and those in the other chapters under the environmental, economic and governance headings.

Your input to this process is important, and Council seeks to understand the importance of the various issues stated above and how it should continue to plan for the future. So please carefully consider the following questions.

- What are the three most important social issues that you think should be priorities in the future community strategic plan?
- Are there any additional social issues that you wish to raise? What are these? Please write them down for Council to consider how it might respond to them.

6 Economic Issues

6.1 Where are we now?

There are a number of economic issues that emerge from a review of local, regional and state plans that impact on the Manly area. It will be important in the future to ensure that there are sufficient local services and businesses, and therefore jobs to provide incomes, employment and resources. The economic aspects of our community are also important for transport and infrastructure provision (including community facilities, rail, electricity, gas, etc).

Some of the key economic considerations are listed and discussed further in the paragraphs below (not in any priority order).

6.1.1 A visitor friendly Manly – a place to stop and stay awhile

In 2005, Council identified opportunities as being to plan for tourism and maintain Manly as an attractive tourist destination, without compromising our natural environment, built heritage and sense of community. These remain issues today as tourism is an important local service industry in Manly as a major local employer, as well as goods and services provider. It also provides a draw-card for other small businesses with positive multiplier benefits that benefit locals and visitors alike.

Residents and tourists alike benefit from amenity and services in Manly such as cafes and shops, but residents perceive they pay the 'cost'. The challenges for Council remain the management of a high volume of visitors and tourists with associated real and perceived increases in traffic, litter, garbage and noise. In addition, residents want to preserve and protect the natural environment and its amenities that attract tourists. These remain real issues for the future community of Manly as it plans for the next decade.

As well, one of the strategies in the NSW Tourism Masterplan Towards 2020 is to ensure the integration of tourism into overall planning, policies and development. It will be important in Council's future land use and strategic planning that tourism's role in the local Manly economy is properly understood as a local industry, attractor, and strategies are in place for its management in the future so that there can be appropriate local social, environmental and economic benefits.

6.1.2 A moving Manly – better transport including access and getting around

In 2005, Council identified opportunities to facilitate the use of sustainable transport that minimizes negative social, economic and environmental effects, and improves access.

Part of the challenge for Manly Council remains integrating sustainable transport options such as walking, cycling and public transport whilst minimizing private motor vehicle use. Maintaining efficient and reliable public transport is also a challenge for council as the provision of public transport services remains controlled by the NSW government.

Council has challenged these notions by the provision of its local Hop Skip Jump community bus service – however the future of this may be constrained due to lack of financial resources. These remain issues for the community.

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6.1.3 Key workers

A key issue related to affordable housing is the difficulty in attracting key workers to the Manly area in various trades related positions and key service areas (hospitals, nurses, transport drivers). These problems and issues were extensively documented in two studies commissioned by Manly Council in conjunction with Warringah Council.⁷

Of specific concern over time is the ability of the area to provide local jobs for local residents. For instance, in 2006, the number of local jobs in the Manly LGA was 10, 646 jobs, and local residents only comprised 4256 workers or 40% of the workforce residents. This is a low containment of the workforce compared to other areas (particularly compared to SHOROC where 78% of the SHOROC jobs in Mosman, Warringah, Manly and Pittwater are provided by local residents).

6.1.4 The state of the Manly housing market

Manly's housing market is characterized by relatively high rents (rental properties) and high purchase prices for dwellings compared with other Northern Beaches suburbs and local government areas. For example, the median dwelling house price is \$1.35 million in Manly in December 2009, and the median unit purchase price was \$780,000⁸.

There is also a strong demand in Manly's housing market for properties to rent, and traditionally there has been a range of properties, apartments, boarding houses, and dwellings available for rental purposes. However, high rental costs make Manly very unaffordable for average and low income individuals or families.

In 2006, the median weekly rent in Manly was \$375, that is \$125 more than the Sydney SD, and the median mortgage repayment per month was \$2,500, which is \$700 more than the Sydney SD.

56.3% of Manly Council's total privately renting households were paying more than \$350 per week in rent compared to 21.7% in the Sydney SD.

59.5% of Manly Council's households who were purchasing their dwelling were paying more than \$2,000 per month in mortgage repayments compared to 40.4% in the Sydney SD.

The high cost of dwelling purchase and renting has consequences on the types of people, families and skills that are attracted to the region. The area is characterized by highly educated, professionals that have relatively high incomes and can afford to live in the area. As well, a large proportion of jobs for residents are outside the Manly area, as more than 70% residents commute to other areas of Sydney to work (e.g City, North Sydney, Willoughby).

⁷ Northern Beaches Key Worker Study, October 2004 commissioned by DIPNR, NSW Department of Housing, Manly and Warringah Councils, and Planning for Affordable Housing in Manly and Warringah, R.Richardson, P.Phibbs, and N.Gurran, August 2005 report

⁸ RPData, <http://www.realestate.com.au/cgi-bin/rsearch?a=sp&s=nsw&u=manly>

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The attractions of the area are the beaches and foreshore, the amenity of the area, and the large rental market. Demand is likely to continue to be high, given these factors, the diversity of housing stock across the Council area and the sizeable rental market.

The different suburbs within the Manly Council area also have different roles in the housing market. Areas such as Seaforth, Balgowlah Heights-Clontarf and Balgowlah are attractive to mature families looking to upgrade to their second and third home. Fairlight, Manly (Pittwater Road), Manly (Town Centre) and Manly (Eastern Hill) have a significant component of rental housing, which attracts a large share of young adults (25-29 years) and mature couples without children (35+ years) seeking housing opportunities and proximity to the beach and transport.

There are also significant differences in the supply of residential property within the Manly Council area which will also have a major influence in structuring different population and household futures over the next five to fifteen years. There are very few major development site opportunities remaining in the area; however, a number of redevelopment sites have been identified, together with medium and higher density infill opportunities. The major areas identified for further medium and higher density housing include Balgowlah, Seaforth and Manly (Pittwater Road).

6.1.5 SHOROC's regional employment strategy

In March 2008, Manly participated in SHOROC's Regional Employment Strategy. This identified a number of issues and principles surrounding employment and economic development that need further consideration with special consideration for Manly. For instance, some of the strategies suggested will require consideration by Council of the impact of changes to densities, or land uses that is occurring or planned to occur in centres (such as Manly Town Centre, villages such as Balgowlah, Fairlight and Seaforth, and Council's industrial area and bulky goods retailing precincts), as well as principles for commercial offices, industrial uses, enterprise corridors, home working, education and tourism.

As well, SHOROC has developed an economic profile for the region that shows there are significant strengths and opportunities, as well as weaknesses and threats that arise for the areas of Manly, Mosman, Warringah and Pittwater now and in the future.⁹ Some of the characteristics of the regional economy are briefly as follows:

- A strong regional economy with Gross Product (Local) \$10,354 million (2008), which represents 2.9% of New South Wales's Gross State Product, and a Gross Product (Local) per capita \$41,197 (2008); this provides a regional strength and a challenge to maintain in the future, especially given that the greatest concentrations of businesses are located in the Warringah area, rather than Manly;
- Strong local industries including: the largest industry by employment (2006) was retail trade (14,356), and by value added (2008) was property & business services (\$1,806 million), and by output (2008) was manufacturing (\$5,570 million); the

⁹ SHOROC Economic Profile, at <http://economy.id.com.au>

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challenges for the future are how we maintain these industry sectors from a regional perspective, as well as those smaller less strong industry sectors that provide employment and jobs for other people locally;

- A strong regional workforce; for instance, there were 160,544 people that work in the SHOROC region (2006); of this, there are 78% of people that live locally in the SHOROC region; this demonstrates a high containment rate, and this is a strength for the region in terms of the provision of local jobs and services; and has both beneficial and negative effects on our environment, infrastructure and transport;
- A large number of small sized businesses that employ less than 5 employees: for instance, overall in the SHOROC region, there were 33,381 registered businesses (2007); of these, 57% employ no one, and 31% employ between 1 and 4 employees; as well, 42% of these businesses have an annual turnover up to \$100,000, and another 37% of businesses have an annual turnover up to \$500,000 in 2007. Of concern in the future is that the region continues to support these small business services by a range of proactive economic and employment strategies;
- A slow population growth over time has historically been the trend of region; for instance, the Estimated Resident Population was 266,727 (Jun-08) that represents a 0.51% growth per annum (over 10 years); and this is both a strength and weakness, as the region may have to grow faster in the future to accommodate a growing demand for houses in the Sydney region; and
- Low unemployment rates for the SHOROC resident population; namely, 2.7%, compared to 5.3% for the Sydney Statistical Division in New South Wales in 2006, and Dec 2008. This is a strength for the region, and both the demand and the provision of local goods and services.

6.1.6 Supporting businesses and jobs

Local businesses and jobs are important for future growth of businesses, as well as delivery of local goods and services. There are also beneficial consequences of local jobs such as reduced commuting to and from the region, and loss of local business income. As well, an important NSW State Plan objective is to ensure that local businesses continue to be strengthened, and can maintain their economic competitiveness.

At a local level, this means ensuring compatible land uses in planning, encouraging business growth, development and future employment. There are a number of ways to improve this in the Manly area by developing active business and employment strategies. This is important for the generating current and future local business growth, and guaranteeing future economic strength.

The local industries employing the greatest numbers of people in the Manly area in 2006 are:

- Health Care and Social Assistance services employ approximately 1728 people, or 16.2% of workers;

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- Accommodation and Food services employ approximately 1,343 people, or 12.6% of workers; and
- Professional, Scientific and Technical Services employ approximately 1,181 people, or 11.1% of workers.

6.1.7 Participation in lifelong education and training

The NSW State Plan identifies the need for a productive, skilled and adaptable workforce in NSW. As well, lifelong education and training is considered an important NSW state priority. This is important so that an area maintains and builds on skills, and ensures that it can sustain a workforce that highly participatory and is relatively are self-sufficient from an incomes basis.

Manly's residents have high levels of education, education attainment and participation in the workforce. There is also a high proportion of skilled workers, managers, and tertiary educated people that are resident in Manly. It is important in the future that these high levels are maintained to maintain the proportions of highly educated and participating workforce that contribute as older, highly valued and skilled employees. However, it is also important that the area can support and accommodate people with lower skill levels and provide ways in which they can access further training to improve and update skill levels, especially to ensure continued service provision in the future.

6.1.8 Jobs close to home

This is a major attractor for lifestyle and regional benefits. This has consistently been identified as an important workforce/lifestyle strategy and linked to positive environmental (reduced commuting, lower pollution, transport costs), social (better health, fitter and active lifestyles, greater leisure time), and economic development (local jobs benefit local residents and provide local sources of income, consumption and positive local economic benefits).

In 2006, the Manly area employed approximately 10,646 workers. This consisted of almost 40% that were Manly residents living and working locally (4,256 workers) and 60% that worked locally (6,390 workers) and lived outside Manly in the Warringah and Pittwater areas.

The jobs containment of the Manly area is lower than that experienced in neighbouring local and SHOROC areas (including Mosman, Manly, Warringah and Pittwater areas). For instance, in SHOROC area of the 80,000 workers, 78% of workers live and work locally (62,752 workers).

It is difficult to accurately predict future employment growth in the Manly LGA. However, in 2009 it is known that are a couple of development sites in the Balgowlah, Seaforth and Manly Town Centre that are either poised to be re-developed (or currently being constructed) that contain greater mixed residential, commercial and retail uses that will significantly contribute to employment generation for the area.

6.2 Where do we want to be?

These are the themes that have been raised in previous plans and reports (State, regional, local). It is also important to understand that there is considerable overlap between the

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issues stated above, and those in the other chapters under the environmental, social and governance headings.

Your input to this process is important, and Council seeks to understand the importance of the various issues stated above and how it should continue to plan for the future. So please carefully consider the following questions.

- What are the three most important economic issues that you think should be priorities in the future community strategic plan?
- Are there any additional economic issues that you wish to raise? What are these? Please write them down for Council to consider how it might respond to them.

7 Environmental Issues

7.1 Where are we now?

There are a number of environmental issues that emerge from a review of local, regional and state plans that impact on the Manly area. These are listed and discussed further in the paragraphs below (not in any priority order).

Although only a small LGA of 16.2km², Manly has a diverse character of residential, business and natural landscapes with only limited industrial land uses. The area is well known for its natural environmental features, such as areas of Sydney Harbour, North Head, harbour foreshores and frontage to the Pacific Ocean. These are recognised as important and sensitive locations, and no part of Manly is more than 1.6km from a water body.

As well, Manly's geodiversity is an important element of our natural environment. This concept covers the whole range of natural earth materials and processes. It includes the rocks, landforms, streams, beaches, soils, sediments and groundwater features.

The urbanisation of Manly is typical of many regions around the world, with bushland cleared for urbanisation, many waterways channelled, diverted and piped for flood mitigation, wetlands drained and used for landfill and recreation.

Manly's drainage system has evolved haphazardly over 150 years with the replacement of porous soils by hard surfaces such as concrete. It was designed to improve land utility and prevent flooding, with a traditional emphasis on efficiently collecting, and diverting stormwater into nearby creeks, beaches and lagoons. Little or no consideration has traditionally been given to the 'downstream' consequences of this approach, leading to problems in water quality and reduced recharge of groundwater systems. More recently we have seen a shift away from 'end of pipe' solutions, and focus on the application of reuse, infiltration, pollution prevention measures, and most importantly, viewing stormwater as a resource.

7.1.1 A Natural Manly – a sustainable environment

In 2005, Council identified opportunities as encompassing the natural environment and a sustainable ecological future in both its Surfing the Future plan and its Manly Sustainability Strategy.

The Manly Sustainability Strategy recognised the intrinsic value of Manly's geodiversity and natural ecosystems, and methods to protect and restore them by:

- Protecting water cycle and catchments
- Sustainable marine program
- Coastline and estuary program
- Geodiversity program
- Maintaining biodiversity and terrestrial environment
- Flora protection program
- Fauna protection program

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As well, this strategy recommends the minimization of Manly's ecological footprint by:

- Water cycle management program;
- Sustainable energy alternatives;
- Corporate greenhouse program;
- Responding to greenhouse gases and climate change;
- Preserving air quality program; and
- Waste avoidance program.

Promoting sustainable production and consumption through appropriate use of environmentally sound technologies and effective demand management. This includes the development for all Council and community procurement encourage responsible production and sustainable production and purchasing.

A range of aims have been considered important for the future and include:

- That Manly Council will manage decisions to have the best ecological and social outcomes;
- That Manly Council will continue to respect and protect the geodiversity and biodiversity of the local area;
- That Manly Council will plan to meet the challenges of climate change, and seek to mitigate impacts in line with sustainable development principles.

7.1.2 Future climate change in Manly

The following aspects of climate change required further management at a local level and have been documented¹⁰:

- Sea level rise – predicted to rise anywhere between 3 and 22cm in the years to 2030;
- Coastal erosion and retreat – increases in the frequency and intensity of coastal storms and floods will have considerable impact on existing beaches and low lying residential, community uses and parklands in coastal areas in Manly in the 20-30 years;
- Temperatures are also predicted to rise on average by 0.6 to 1.3 degrees celsius in the period to 2030; and corresponding changes in annual average rainfall may either decrease by 3% or increase by 9% per annum.
- Other climatic effects might be increases in extreme events such as droughts, wind speeds, bushfires.

Other issues relevant to climate change are as follows:

¹⁰ Sydney Coastal Councils, Climate Change in the Sydney Region, Fact Sheet 1, at <http://www.sydneycoastalcouncils.com.au>
Manly Council, Climate Change Actions for Manly LGA, 2008-2038, Cardno,

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- Greater energy and water efficiency and a change to perceptions of these services in relation to end-uses;
- Conservation of biodiversity in areas such as North Head, parks and public areas of environmental significance; and
- Behaviour change for individual local level action to minimize resource use and waste.
- Impacts on local amenity & physical infrastructure; as well as how Council maintains and invests in existing and new infrastructure (drains, roads, community buildings, surf clubs, etc)
- Urban environment and lifestyle
- Government initiatives and assistance targeted to industry efficiency, effectiveness and sustainability
- Tourism consumer trends – back to nature & implication on conservation areas

7.1.3 Pressures on the regional and local environment

In the SHOROC State of the Environment Report 2007/2008, there were a number of pressures noted as impacting upon the condition of the environment in the future and requiring local management such as the following:

- Urban development;
- Human use of coastal and estuarine foreshores, pollution, soil contamination, land degradation, vegetation clearing, coastal hazards such as storm damage, altered habitats, invasive species and bushfire;
- Sensitive landscapes also constrain land use and may increase the impact of existing pressures – e.g high landslip potential, cliff instability, relatively unstable and highly erodible soils, potential acid sulphate soils, and land subject to flooding or coastal erosion;
- Atmosphere pressures from pollutants such as motor vehicles and greenhouse gas emissions through the burning of fossil fuels impact on air quality & energy consumption;
- Water pressures on local waterways that provide habitat for fauna from human activities such as stormwater, effluent transport, boating, fishing, boating, swimming; other pressures include increases in impervious surfaces, sewer overflows and outfalls, litter, nutrient run-off and water pollution;
- Biodiversity pressures such as: terrestrial pressures being altered and inappropriate fire regimes, clearing of native bushland, illegal poisoning of trees, illegal dumping of rubbish, invasive weeds, predation of native animals, plant diseases, companion animals, increasing frequency and intensity of storm events; aquatic biodiversity protection from events such as illegal dumping of rubbish, spread of invasive flora and fauna, stormwater discharges, anchoring boats, storm events, and climate change;

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- Human Settlement pressures from waste, noise and congestion and continuing urbanization and responding to additional sub-regional dwelling and employment targets;
- Aboriginal and non-aboriginal heritage protection & conservation; and
- Sustainability community awareness actions and planning efforts.

7.1.4 Urban environment and lifestyle aspects

Some of the key aspects to consider about a sustainable future of the urban environment and lifestyle aspects are:

- Ensuring that there is maintenance of the existing number of jobs in the area that may continue to provide local jobs for residents that are close to home, and have beneficial effects on the environment;
- There are a number of positive and negative effects of a growing and more densely compacted cities, dwellings and places; future higher densities being proposed by the NSW state government will have consequences for the Northern Beaches lifestyles, infrastructure and the general environment, and use of public open spaces;
- Land use planning requirements may change as a result of accommodating greater numbers of people and dwellings in the future; and
- Ensuring that regional centres remain functional and attractive places to live, work and visit.

7.1.5 Parks and Public Places uses

The availability of accessible open space, in the form of parks, playgrounds and public places is currently important, and will also become more important in the future (both with ageing population, and possible greater numbers of people living more densely). This has consequences for compatible other residential, business, commercial and other future intergenerational land uses. Some of the key issues are how to plan and fund in the future, some of the following aspects:

- Increased access to quality parks and public places
- Provide a diverse mix of parks and public places
- Improve Sydney's major sporting and cultural event facilities;

7.2 Where do we want to be?

As the world and community becomes more concerned about climate change and environmental degradation, and the implications of our reliance on finite resources, there is a clear need to act locally in improving environmental sustainability.

These are the themes that have been raised in previous plans and reports (State, regional, local). It is also important to understand that there is considerable overlap between the issues stated above, and those in the other chapters under the environmental, social and governance headings.

Your input to this process is important, and Council seeks to understand the importance of the various environmental issues stated above and how it should continue to plan for the future. So please carefully consider the following questions.

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-
- What are the three most important environmental issues that you think should be priorities in the future community strategic plan?
 - Are there any additional environmental issues that you wish to raise? What are these? Please write them down for Council to consider how it might respond to them.

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8 Civic Leadership

8.1 Where are we now?

There are a number of civic leadership issues that emerge from a review of local, regional and state plans that impact on the Manly area. These are listed and discussed further in the paragraphs below (not in any priority order).

8.1.1 A well-governed Manly – the role of local government

In 2005, Council identified opportunities as being to have clear leadership from local government that takes account of and responds to community perspectives and needs, and is working towards our long term goals.

Council has developed Community Leadership Principles as the values driving our community engagement processes and the development of our future plans.¹¹ These include the social justice principles and also include -

- Open and accountable government
- Be an effective advocate of the community
- Govern for all members of the community
- Be the custodians and trustees of community resources
- Decision making that gives balanced consideration to social, environmental and financial factors within the context of good governance.

The challenges for Council have been identified in previous plans as continuing to be a clear and effective leader, clarity on the roles of local government, engaging a diverse range of local people (including residents and visitors), utilising new technologies and the Internet to engage residents.

There are also substantial pressures from State and Federal Government in terms of more responsibilities and fewer resources to manage them.

These appear to continue to be valid issues that challenge local government in Manly in 2010.

8.2 Where do we want to be?

These are the themes that have been raised in previous plans and reports (State, regional, local). It is also important to understand that there is considerable overlap between the issues stated above, and those in the other chapters under the environmental, social and governance headings.

Your input to this process is important, and Council seeks to understand the importance of the various issues stated above and how it should continue to plan for the future. So please carefully consider the following questions.

¹¹ Manly Council's 2009-2012 Management Plan,

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- What are the three most important civic leadership issues that you think should be priorities in the future community strategic plan?
 - Are there any additional leadership issues that you wish to raise? What are these? Please write them down for Council to consider how it might respond to them.

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9 References

9.1 Manly Council

Surfing the Future, Manly Council , 2006

Future Forums Presentations, Manly Council, 2006

Social Plan (2004-2009), Manly Council

Manly Sustainability Strategy 2006: For Today and Future Generations

Management Plan 2009-2012, Adopted 15 June 2009, Manly Council

9.2 SHOROC:

Employment Strategy (2008)

State of the Environment Report (2008/9)

Land use and Transport Strategy (2008)

Regional Directions 2010 -2031, Preliminary Draft SHOROC Regional Directions (March 2010)

9.3 NSW Government:

State Plan (2009)

NSW Metropolitan Strategy & North East Subregional Strategy (2006)

Towards 2020: NSW Tourism Masterplan (2002)

Towards 2030: Planning for our changing population (NSW Government DADHC) (April 2008)

Metropolitan Strategy Review, Sydney Towards 2031, Discussion Paper (March 2010)

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Client

Manly Council

Project

Manly Community Strategic Plan -
Community engagement process
Final Report

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1 Executive summary

In June 2010 Elton Consulting was engaged by Manly Council to conduct a series of community engagement activities as background and input to the development of a Manly Community Strategic Plan (the Plan). The Plan is being developed within a broader integrated strategic planning process as per the requirements of the Local Government Amendment (Planning and Reporting) Act 2009. This Act requires Council to consult with the community to identify community aspirations and strategies to achieve those aspirations.

The Manly Community Strategic Plan will be developed in line with a number of best practice criteria.

Council's current vision for Manly is:

*'...a thriving community where residents and visitors enjoy a clean, safe and unique natural environment enhanced by heritage and lifestyle.'*¹

The community engagement activities undertaken as part of the Community Strategic Plan process invited community members to test the current vision for Manly and to prioritise the issues identified in Council's *Manly Beyond 2020: Issues Paper*. Community members were also asked to formulate their own vision for Manly's future and to identify strategies that could be considered in the implementation of the Manly Community Strategic Plan.

This outcomes report documents and discusses the community's views as expressed during the community engagement activities. This document will be considered by Council and used to assist in preparation of the Community Strategic Plan.

1.1 Methodology

The community engagement activities included:

- Youth forum
- Focus groups (three groups with community members, one with local stakeholders and one with Council staff)
- Online Resident Panel survey.

¹ Taken from the Manly Beyond 2020: Issues Paper

1.2 Key findings

1.2.1 Youth forum

The youth forum involved 17 young people aged 12-18 years.

The main elements of a vision for the future of Manly identified by participants were:

- Respectful of our environment (particularly managing litter)
- An affordable place where they can keep living
- Local action has been taken on climate change
- A safe, caring and friendly place
- A connected place: technology enables flexibility and community is strong
- Our natural marine heritage is protected
- Varied and sensible housing and development.

Young people identified the following priority issues:

- Social – Community safety (especially at night); Alcohol; Liveable neighbourhoods; "Getting the balance right": tourists, visitors, residents.
- Economic – Increasing local employment opportunities; Encouraging growth of small businesses; Maintaining current levels of amenity; Sustainable transport systems.
- Environmental – Reducing green house gas emissions; Protecting and improving local waterways and marine life; Reducing litter.
- Civic leadership – Increasing local consultation opportunities for all ages; Council as a strong and vibrant leader eg by taking action on climate change.

1.2.2 Focus groups

A series of five focus groups were held with members of the community (three focus groups), as well as Council staff (one focus group) and members of Council's Advisory and Precinct Committees, Councillors and the Mayor (one focus group).

The key elements of a vision for the future of Manly identified by members of the community were:

- Clean and green

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- A strong sense of identity and community
- A 'walkable' place
- Continued good ferry services
- Contained development.

Council committee members also identified the following elements of a vision:

- An affordable and accessible place
- A vital community with high quality social services
- A connected community with confident young people
- An environmental leader
- A destination that offers diverse experiences
- Governance structures, that value input from residents

Focus group participants identified the following priority issues:

- Social – Community safety; Alcohol; Population changes and increased stress on services; Connectedness; Housing affordability; "Getting the balance right": tourists, visitors, residents.
- Economic – Local jobs; Impacts of large shopping centres on local shops and amenity of neighbourhoods; Less pubs and alcohol; Diverse tourists; Affordable living; Tourism = critical; Constraints – transport, parking.
- Environmental – Public transport; Protecting Manly's natural assets; Responsible development.
- Civic leadership – Increasing local consultation; Increasing local control of economic enterprises; Dynamic and inspirational community leadership; Community partnering with Council (Council more transparent and accountable; Councillors more visible; Council as an advocate for the community to the State; More information available on local services and facilities); Balancing provision of facilities for tourists without recouping costs.

1.2.3 Online resident panel survey

The Manly Council Online Resident Panel recruitment process involved a random fixed line telephone poll of residents of the Manly local government area. The recruitment phase was designed to create a representative panel of adult

Manly residents who could provide quick and cost-effective feedback to Council surveys, with an initial focus on the creation of Manly Council's Community Strategic Plan (CSP).

There was a high level of community interest and engagement in the Online Resident Panel and survey process. Over the course of the survey, 450 panellists commenced the survey, a participation rate of some 78%.

The survey sample was characterised by a high proportion of respondents aged 36 years and over. As the Resident Panel under-represents residents aged 18-35 years, it is likely that additional activities specifically targeting people in this age group will be required to complement future surveys using the Online Resident Panel.

The elements of a vision for the future of Manly most frequently identified by survey participants were:

- A safe community
- A clean environment
- Accessible transport.

Panel members who participated in the online survey identified the following priority issues:

- Social – Reduce alcohol culture and binge drinking; Improve safety on the Corso; Encourage healthy and active lifestyles.
- Economic – Preserve Manly's natural heritage and beaches; Accessible public transport; Broaden the economy away from licensed premises.
- Environmental – Sustainable public transport; Protecting waterways; Impact of population growth on pollution and waste.
- Civic leadership – Transparent decision making by Council; Council works in partnership with community; Efficient use of Council resources.
- Considerations for Council in decision making on behalf of the community – Behaving in a financially responsible manner; Planning for long term needs; Protecting the environment.

More than 75% of respondents expressed support for:

- Different parking levies for residents/ratepayers and visitors (86%)
- Long term urban development plan for LGA (84%)

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- Increased police presence in public areas (83%)
- Reduction in hotel trading hours (80%).
- Traffic and parking management plans for key centres (82%)

1.2.4 Overall summary

Participant feedback on the **vision for Manly** demonstrates a high level of consistency with the existing vision for Manly. The top three elements of the vision for Manly identified through the survey research were:

- **Safety**
- **A clean environment**
- **Accessible transport.**

Elements of the current vision for Manly	Youth forum	Focus groups (community)	Focus group (stakeholders)	Survey
A thriving community	✓ A connected place: technology enables flexibility but community is strong	✓ A strong sense of identity and community	✓ A vital community with high quality social services A destination that offers diverse experiences	✓ A healthy and active community A strong sense of community Culturally vibrant A connected community
...where residents and visitors enjoy	✓ Varied and sensible housing and development		✓ A connected community with confident young people	✓ Being a tourist destination
...a clean	✓ People are respectful of the environment (particularly managing litter)	✓ Clean and green	✓ 'Zero waste'	✓ A clean environment (ranked second highest)
...safe	✓ A safe, caring and friendly place			✓ A safe community (ranked highest)
...and unique natural environment	✓ Local action has been taken on climate change Manly has preserved its natural heritage		✓ An environmental leader	✓ Preserving natural heritage
...enhanced by heritage	✓ New housing should fit in with the style of area			

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...and lifestyle.	✓ An affordable place where young people can keep living	✓ A 'walkable' place Contained development	✓ An affordable and accessible place	✓ Managed population growth Affordable housing Neighbourhoods where services/facilities are within walking distance
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Additional elements to be considered for inclusion in the vision for Manly were:

- A place that is accessible (walking, cycling and public transport)
- A connected community
- A sustainable community (to be both enjoyed and protected).

New elements of the vision for Manly	Youth forum	Focus groups (community)	Focus group (stakeholders)	Survey
A place that is accessible (walking, cycling and public transport)		✓ Walkable neighbourhoods Improved cycle paths Continued good ferry services	✓ Greater use of bikes and public transport	✓ Accessible transport (ranked third, with support from around 60% of respondents)
A connected community	✓ People can work or study from home but still feel connected	✓ Residents know one another and have support networks	✓ A connected community with confident young people	✓ Connected community (ranked eighth, with support by around 37% of respondents)
A sustainable community (to be both enjoyed and protected)	✓ People are respectful of the environment Green and environmentally friendly	✓ The natural environment is cleaner than ever for enjoyment by all	✓ A 'zero waste' community More sustainable households and community	NA
Affordable housing	✓ Young people are able to stay living in Manly	✓ Development is environmentally and socially responsible	✓ Future generations can live in Manly	✓ Affordable housing (ranked 11th, with support by around 17% of respondents)

The element 'affordable housing' was not identified as a priority issue in the panel survey and as such, may not be appropriate for inclusion in the vision for Manly. Its importance to participants in the other consultation activities is however noted, and this may be an issue for further exploration with the resident panel.

A key theme expressed by respondents across all engagement activities was the importance of working towards a balance between the needs of residents and visitors.

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The overarching priorities identified were:

- Addressing the culture of alcohol and binge drinking and improving safety in central Manly
- Preserving Manly's natural heritage and beaches
- Recognising Manly's identity as an important visitor / tourist destination (for instance through accessible and sustainable public transport), while supporting the development of local business and diversification of the local economy away from tourism and late night venues
- Encouraging healthy active lifestyles through provision of a range of health, social and recreational opportunities for all, including younger people and older people.

The top three priorities across each of the quadruple bottom line areas were:

Social:

- Reducing the culture of alcohol and binge drinking (**62.4%** of survey respondents)
- Improving safety, particularly around the Corso (**51.5%** of survey respondents)
- Encouraging healthy and active lifestyles (33.7% of survey respondents).

Economic:

- Preserving Manly's natural heritage (**63.5%**)
- Providing accessible public transport (40.4%)
- Broadening the economy away from licensed premises (37.9%).

Environment:

- Sustainable public transport (40.3%)
- Protection of waterways (38.4%)
- Considering the impact of population growth on pollution and waste (35.9%).

Civic leadership:

- Transparency and accountability of Council decision making (47.3% of all survey respondents)
- Community partnerships (42.9% of survey respondents)
- Efficient use of Council resources (36.9% of survey respondents).

ATTACHMENT 2

**Planning And Strategy Division Report No. 27 - Update Report on Community Engagement in preparation of Council's 10 Year Community Strategic Plan
Manly Community Strategic Plan. Community Engagement process, Elton Consulting, September 2010.**

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2 Introduction

2.1 Background

In June 2010 Elton Consulting was engaged by Manly Council to conduct a series of community engagement activities as background and input to the development of a Manly Community Strategic Plan (the Plan). The Plan is being developed within a broader integrated strategic planning process as per the requirements of the Local Government Amendment (Planning and Reporting) Act 2009. This Act requires Council to consult with the community to identify community aspirations and strategies to achieve those aspirations.

Essential requirements of a Community Strategic Plan are:

- Minimum 10 year planning timeframe
- Involves a partnership between Council, State agencies, community groups and individuals
- Must be based on social justice principles of equity, access, participation and rights
- Must address quadruple bottom line (environmental, social, economic and civic leadership) issues in an integrated manner
- Must give regard to the NSW State Plan and other relevant State and regional plans
- Must be supported by a community engagement strategy that sets out how each Council will engage its community when developing its Community Strategic Plan
- Must include:
 - A community vision statement
 - Strategic objectives to address issues identified by the community across the quadruple bottom line reporting areas
 - Strategies for achieving each objective
- Must identify assessment methods for determining whether the objectives are being achieved
- Minimum 28 day exhibition period with community feedback integrated into the Plan

- Must be lodged with Division of Local Government within 28 days of endorsement.²

In addition to these compliance requirements, the Manly Community Strategic Plan will also be developed in line with a number of best practice criteria including:

- The Plan has a comprehensive approach ensuring that each objective of the Plan is tested across the four key areas. It may include more than one approach to achieve each objective.
- Considers existing Council plans and documents.
- Is based on both qualitative and quantitative data.
- Objectives are kept to a manageable number and are grouped under common headings or chapters.

Council's current vision for Manly is:

*'...a thriving community where residents and visitors enjoy a clean, safe and unique natural environment enhanced by heritage and lifestyle.'*³

The community engagement activities undertaken as part of the Community Strategic Plan process invited community members to test the current vision for Manly and to prioritise the issues identified in Council's *Manly Beyond 2020: Issues Paper*. Community members were also asked to formulate their own vision for Manly's future and to identify strategies that could be considered in the implementation of the Manly Community Strategic Plan.

This outcomes report documents and discusses the community's views as expressed during the community engagement activities. This document will be considered by Council and elements of it will be used to assist in preparation of the Community Strategic Plan.

2.2 Methodology

The community engagement activities undertaken included a youth forum, five focus groups (including three with members of the community, one with local stakeholders and one with Council staff) and an online survey of the Manly resident panel. The youth forum and focus groups allowed Council to listen directly to community feedback, gain insight into the community's aspirations for

² Planning and Reporting Act 2009.

³ From the Manly Beyond 2020: Issues Paper

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the future and ascertain their views on key issues. The focus group with local stakeholders facilitated a similar process, but also allowed Council to compare and contrast this distinct group's issues and aspirations with the views of the general community. The resident panel survey tested the priority issues and actions brought forward during the overall Community Strategic Plan engagement process, granting Council an opportunity to further understand and refine community feedback.

Each activity is described in more detail as follows.

2.2.1 Youth forum

Elton Consulting facilitated a two hour Youth Forum at Manly Council Chambers on June 1 2010. 17 young people attended, aged from 12 – 18 years. Participants were recruited from local high schools (public and private) and local surf life saving clubs. Participants from local youth services and Council (Youth Councillors) were also invited to attend but did not take part.

The forum aimed to provide young people with an opportunity to:

- Discuss how they currently viewed Manly
- Contribute to a vision for Manly that included their perspectives and hopes for the future as young people
- Discuss and prioritise the top three social, environmental, economic and civic leadership issues for young people in Manly
- Discuss and prioritise strategies they would like to see implemented and measured by Council.

The Youth Forum was held separately from other focus groups because Council recognised that age appropriate approaches are needed because young people are at different stages of cognitive development to adults. A separate forum also ensured youth issues were given due consideration and were not overwhelmed or sidelined by other sectors of the community.

A range of engagement techniques were used during the forum with an emphasis on fun and interactivity. Techniques included:

- *You.....in 20 years:* Young people imagined Manly's future by thinking about changes to the world and their own lives in 20 years. Small groups made posters demonstrating these ideas.
- *Photolanguage:* Using Elton Consulting's Photolanguage Library, young people selected an image that represented their

ideal Manly community and the worst case scenario for Manly.

- *Time to Sell:* In groups, young people created a television advertisement demonstrating their ideal vision for Manly.
- *Prioritising:* Young people cast their vote for selected issues and priorities identified by Council⁴
- *Developing actions:* Young people brainstormed realistic and achievable strategies for priority issues.

The forum was recorded via butcher's paper and post-it notes used during the consultation activities, later collated by Elton Consulting.

2.2.2 Focus groups

Five two hour focus groups were held in total:

- One focus group with Council staff to test the focus group format and agenda (27 May 2010). This workshop was attended by approximately 25 staff members from across Manly Council.
- Three focus groups with community members (June 2, 3 and June 5 2010). Each focus group was attended by between 18 to 20 people, recruited professionally by Jetty Research to comprise a random demographic sample of the Manly population.
- One stakeholder/precincts information and consultation forum with members of Council's Advisory and Precinct Committees, Councillors and the Mayor.

Across all groups, participants were asked similar questions to the youth forum but using different techniques to facilitate discussion. Techniques focused on getting participants to think creatively and about broad issues and priorities, not only their individual concerns, for example with Council services in their local neighbourhoods.

The focus groups were framed around the following conceptual questions:

- "Where is Manly now?"
- "Where do we want Manly to be in 10 years' time?"
- "What are our top issues in Manly?"
- "How do we get there?" "How will we know when we've arrived?" (Priority strategies for implementation and measurement).

⁴ Taken from the Manly Beyond 2020: Issues Paper

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Engagement techniques included:

- *Looking to the past:* using a timeline, participants reflected on changes that have occurred in Manly over the last 50 years.
- *Looking to the future:* participants brainstormed challenges and opportunities for the world in 20 years on a global, national and local scale then used this discussion to describe their ideal Manly in 2030.
- *Prioritising:* groups cast their vote for selected issues and priorities identified by Council
- *Developing actions:* Groups brainstormed realistic and achievable strategies for priority issues.
- *Reality testing:* Ideas for actions and strategies were tested with the group to see if they were realistic and achievable.

The focus groups were recorded via butcher's paper and post-it notes used during the consultation activities, later collated by Elton Consulting.

2.2.3 Online resident panel survey

In addition to consulting with the community via the forums and focus groups, an online panel of residents was also established to provide input to Council initiatives including the Community Strategic Plan.

The Manly Council Online Resident Panel recruitment process involved a random fixed line telephone poll of residents of the Manly local government area. The recruitment phase was designed to create a representative panel of adult Manly residents who could provide quick and cost-effective feedback to Council surveys, with an initial focus on the creation of Manly Council's Community Strategic Plan (CSP).

Panel members were recruited via a random sampling approach by market research company, Jetty Research. The panel sought to engage a minimum of 400 residents, to ensure an adequate sample size to provide feedback that can be regarded as statistically representative of the adult population in Manly local government area.

Recruitment of panel members

The sampling frame for the survey was a commercially available database of 14,537 residential numbers within the postcodes 2092-2095 inclusive.⁵ From this, 5,800 numbers were

⁵ NB This compares with 14,028 households in the ABS Census 2006 (Usual Resident

randomly selected for upload into our CATI⁶ software. These numbers were then randomised again during the call cycle.

The survey was conducted between Tuesday 1 June and Tuesday 15 June from Jetty Research's CATI call centre in Coffs Harbour. A team of ten researchers called Manly LGA residents from 3.30-7.30 pm each afternoon/evening, Monday to Thursday inclusive. Numbers that were engaged, not answered or diverted to answering machines were called up to three times at different phases of the afternoon and evening.

Potential respondents were screened to ensure they were aged 18-plus, lived within the Manly LGA, had an email address that they accessed at least once a week, and were not an employee, councillor or committee member within Manly Council. In all, 584 panellists were successfully recruited. Interview time ranged from 3 to 8 minutes, with an average of 4.1 minutes. Of eligible households successfully reached, 29.9% agreed to become panellists.

Panellists are shown by age, gender and postcode in the following table.

		Age range			
Gender		18-35	35-55	56+	Total
	Postcode				
Male	2092	0	19	20	39
	2093	3	25	36	64
	2094	6	26	27	59
	2095	7	36	36	79
Subtotal		15	106	119	241
Female	2092	4	55	17	76
	2093	13	43	24	80
	2094	7	44	20	71
	2095	6	59	51	116
Subtotal		30	201	112	343

Aside from the exclusions noted above, this was a random recruitment process. There were no quotas sought, nor were subsequent survey results weighted by age, gender or postcode.

The resident panel exhibited the following demographic characteristics:

- 41% were male, against 59% female

Profile) for the Manly LGA. However it's important to note that not all residences within the postcodes 2092-2095 necessarily fall within the Manly LGA area.

⁶ Computer-aided telephone interviewing

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- 20% lived in the 2092 postcode, with 25% in 2093, 23% in 2094, and 33% in 2095.
- 8% were aged 18-35, 53% aged 36-55, and 40% aged 56 years or over.

As such, the panel slightly over-represents females, and under-represents residents aged 18-35. Both these traits are common within random fixed line polling. Although the male/female skew would not be considered material, *it is highly likely that surveys undertaken using this panel will significantly under-represent the views of younger residents, and that some additional research may be required to reach this group.*

Following recruitment, panellists were sent an introductory email thanking them for their participation, explaining the panel process, and providing an opportunity to unsubscribe. This process also allowed us to check the validity of email addresses. Only eight people took the opportunity to unsubscribe, leaving a panel size of 576.

Survey tool

Once the panel was established, Council asked panellists to respond to an online survey. The purpose of the survey was to quantitatively test the outcomes of the *Manly Beyond 2020 Issues Paper* and the findings of a series of focus groups and forums held in conjunction with the Community Strategic Plan.

The survey tool was developed by the project team in liaison with Council – with the questions and response options based on the outcomes of the previous consultation activities.⁷ The survey sought to quantitatively test the themes, issues, priorities and actions suggested through the youth forum and focus groups. The survey also asked residents to rank various decision making elements for consideration by Council when making decisions about the future of Manly.

Survey conduct and response

Online surveying commenced on 5 July 2010 and concluded on 20 July 2010. All returned surveys were checked to ensure the respondent was a valid panel member and had not completed multiple surveys.

⁷ The format for the youth forum and focus groups was designed based on the themes outlined in the Issues and Options Paper. The quadruple bottom line issues were used to form the four major themes for discussion in each of the consultation activities. More detailed discussion focused on a series of issues identified under each of the four areas. These discussion points were also identified through a review of the Issues and Options Paper.

There was a high level of community interest and engagement in the Online Resident Panel and survey process. Over the course of the survey, 450 panellists commenced the survey, a participation rate of some 78%. Of these, 404 surveys were completed and deemed valid.

A random survey sample of 404 people in a population of 37,109⁸ implies a random sampling error of +/- 4.9 per cent at the 95 per cent confidence level. This suggests that results should be representative of the Manly local government area adult population to within +/- 4.9 per cent in 19 out of 20 polls conducted⁹.

⁸ ABS Census 2006 for the Manly LGA, Usual Resident Profile

⁹ Subject to caveats noted in clause 11.

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3 Key findings

As per the requirements of the Local Government Amendment (Planning and Reporting) Act 2009, Manly Council has engaged in a process of community engagement in order to inform the development of the Manly Community Strategic Plan. Among various things, the Act requires that Council's new Community Strategic Plan operate and report across a 'quadruple bottom line' or QBL. That QBL is comprised of the following elements:

- Social issues
- Economic issues
- Environmental issues
- Civic leadership issues.

Planning and reporting across the quadruple bottom line aims to ensure that Councils plan holistically across a range of issues, needs, wants and aspirations. It also recognises the complex linkages between the many aspects of community life and Council's role within that. In recognition of the importance of the QBL planning and reporting, aspects of the focus groups were conducted under those headings.

It is also important to note that the Community Strategic Planning legislation recognises Council's role as a key facilitator and enabler in the community. As such, the legislation asks that Council develop its Community Strategic Plan to reflect the needs of the community. The plan is to be a 'whole of community' or 'citywide' plan. This approach necessitates considering issues that are outside the ambit and responsibility of local government. As a result, there were matters raised during the focus group processes for which Council cannot be solely responsible. These were still recorded and are integrated into this report.

Linked to this, the concept of partnership features strongly in the guidelines and manual for the application of the Local Government Amendment (Planning and Reporting) Act 2009 by Councils. This is extremely important as some of the actions included within Council's Community Strategic Plan will need to be taken up by State or federal Government, business or community stakeholders. Residents and community members are also suggested as partners for Councils to work with. During the community engagement process, many

residents indicated a willingness to work with Council to achieve a better future for Manly.

The outcomes from all community engagement activities are described in three sections:

1. Our vision for Manly's future
2. Priorities and issues, considered in terms of the Quadruple Bottom Line (QBL)
3. Actions for implementation.

Engagement activities have been considered separately to ensure the different issues and priorities of each group area clearly articulated.

3.1 Youth forum

3.1.1 Our vision for Manly's future

Young people were asked to imagine their ideal – and non-ideal - Manly 20 years into the future and then develop a poster illustrating this vision. While the group were quite worried about the impact of climate change, environmental degradation and an increasing population, on the whole they were positive and hopeful about Manly's future. Young people articulated a vision with a strong focus on:

- **Litter:** Manly is a place where people are respectful of the environment. One way they show that respect is by cleaning up their own litter, including taking their rubbish and cigarette butts off the beach
- **Affordable housing:** Young people are able to choose to stay living in Manly once they move out of their family homes
- **"Green" and environmentally friendly:** Manly is a place that has met the challenges of climate change and rising sea levels by taking local action, for example installing innovative energy technologies like solar power
- **Safety:** Everybody (especially young women) can go out at night or come home alone using public transport and be confident they are going to be safe
- **Caring and friendliness:** Manly is a place where people are friendly to one another on the street and welcome/assist visitors
- **Connectedness:** People may be able to work or study from home using technology, however they feel connected to one another because of this technology, not isolated. People still attend community events and interact outside of their homes, especially on the beach
- **The ocean and coastal life:** Manly has preserved its natural heritage, especially its

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ocean and marine life, and people still enjoy the beach in the same way as in 2010

- **Housing and development:** Manly has different types of housing (e.g. apartments, semi-detached and houses) that allow more people to live comfortably in the area. Any kind of new housing should fit in with the style of the wider area.

As described in the following section, this vision was quite similar to the one articulated by the adult focus groups.

3.1.2 Priorities and issues

When asked to identify the issues that they saw as important to them, young people described a range of topics quite similar to the issues identified by Manly Council itself. Across the four areas of the QBL, the following themes emerged:

Social issues

- **Alcohol consumption:** almost all young people felt that alcohol consumption was a problematic part of Manly's local culture. Young people associated excess alcohol consumption with anti-social behaviours such as fighting, violence and littering (for example broken bottles). They were also concerned with coming home on public transport at night due to the amount of drunken people on the streets at this time. Young people saw a clear link between excess alcohol consumption in Manly and a lack of options for going out in Manly. "Big pubs" were seen as the only option for going out, and are hard to get to/get home from for visitors, meaning most visitors go out in Manly and stay there for their entire night out. Many young people expressed a desire to have more interesting options for things to do in Manly that don't centre on drinking alcohol
- **A friendly and accessible place for tourists and visitors:** Young people recognised the role tourists and visitors play in Manly's local economy and felt they should be accommodated and valued as part of the community. Making tourists and visitors feel valued was seen as being connected to fostering visitors' level of respect towards Manly. It should be noted that young people were proud of their local area and for this reason were also excited to share it with visitors.
- **Increasing safety in Manly, especially at night:** The group did not feel comfortable travelling through Manly at night, especially on public transport. This issue was linked to excess alcohol consumption and a lack of transport (public and private) into and out of the Manly peninsula. Tackling these three issues were

repeatedly suggested as quick-fix ways to improve Manly in the future.

- **Maintaining liveable neighbourhoods:** Young people felt that as well as being a friendly place for visitors and tourists, Manly should ideally be an inclusive and friendly place for the people that live there. The group recognised that Manly is not really an ethnically diverse place but felt there was still a chance of ethnic-Anglo clashes happening if efforts were not made to ensure openness and inclusivity were made. The group felt that this conflict would be more likely started by visitors travelling to Manly on the weekends/evenings, than by Manly residents themselves, however it was still possible.

Economic issues

- **Increasing employment opportunities in the local area** (especially for young people who wish to work close to home): Young people felt there was a need to actively create jobs in the Manly area that young people could access, for example by introducing training schemes for young people with local businesses. This issue was linked to many young peoples' desire to stay living in Manly (or to return later in life) and concerns that they may not be able to afford to do so. Other young people felt more local employment would increase their opportunities, both by earning money but also gaining work experience while still at school. Employing young people was recognised as an important part of strengthening the local economy.
- **Encouraging growth of small businesses in the local area:** linked to the point above, this was seen as important to strengthen both the local economy and increase opportunities for young people
- **Maintaining current levels of amenity:** The group valued the cleanliness of Manly. As many of the young people were surfers or life savers, they especially valued the cleanliness of local amenities around the beach and wanted them to be maintained.
- **Creating sustainable transport systems:** The group observed the lack of taxis and buses in Manly, especially after 10:30pm, and already found this prohibitive. Public transport was also felt to be dangerous, especially on weekend nights, which was a major concern as it *"makes it more difficult to go out when you don't know how you can get home. Even when you can get a taxi, you can't afford to do that all the time"*. Participants felt a major re-haul of transport systems was needed, taking a long term view to make the system sustainable, economically

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and socially. Security on buses and around taxi ranks, and promoting walking and cycling in the Manly area were two suggestions for this system.

Environmental issues

- **Reducing green house gas emissions:** Climate change was a major concern of the group especially concerns about pollution by green house gas emissions from generating electricity. Young people saw a role for Council to play in leading the community by installing solar panels
- **Protecting and improving local waterways and marine life:** Three-quarters of the group said going to the beach was their favourite activity. Following from this was a strong desire to maintain the health of the ocean and beaches around Manly, more specifically in improving the health of existing marine parks (and creating more parks). Participants recognised that some locals and visitors did not understand the importance of marine parks, especially in Shelly Beach, so there is a need for education about the park and more (multilingual) signage.
- **Reducing litter, especially plastic waste, in the local environment:** Plastic water bottles were seen to be a problem in the area; litter on the beach was also a problem, magnified by the lack of rubbish bins in and around the beach. Broken glass and litter dropped by people getting drunk on the Corso was also seen to be a major issue, connected to the problems of excessive alcohol consumption and a lack of respect for the local area that has been identified above.

Civic leadership issues

- **Increasing opportunities for community members to "have a say" in decision-making:** young people felt there was a need to create practical opportunities for the wider community to get involved in public decision-making. This would make Council decisions more responsive to community need and have the inverse effect of also making community members feel like that are listened to and valued. Different practical strategies were suggested for getting young people and the wider community involved like having suggestion boxes stationed at voting booths and other community meeting places, where children can make a suggestion directly to Council and hosting more open forums. Technology like blogs could also be used to keep the community up-to-date on decisions and allow them to make suggestions and give feedback online.

- **Council as leader:** The group strongly felt there was a need for good leadership from Council as an example to the community especially around environmental issues. They felt that Council could create a "domino effect" by making courageous decisions and implementing innovative initiatives such as solar panels.

3.2 Focus groups

3.2.1 Our vision for Manly's future

Each focus group was asked to imagine their best case scenario for Manly in the future. The information uncovered through this process provided an insight into the aspirations of participants and the elements they considered to be essential to creating a positive future for Manly.

Interestingly, many of the ideals raised as the vision for a positive Manly in the future related to the maintenance or improvement of aspects of community and economic life and the environment that currently exist. Feedback across all three workshops indicated that residents feel very fortunate to live in Manly and have a strong desire to 'hold on' to the elements of life in Manly that they value. With the exception of concerns about safety and urban development, very few of the vision themes were about radically changing or moving away from the way things are currently in Manly. This indicates a high level of satisfaction with community life in Manly in general. Residents saw themselves as natural partners with whom Council could deliver the vision of a future Manly.

Across the three groups the following themes were raised consistently as being key to Manly having a positive future:

- **Preserving natural heritage:** In the future, Manly's natural environment (beaches, headlands, waterways) will have been protected and will be able to be enjoyed by generations to come.
- **A strong sense of identity:** People that live in Manly are proud to be residents and enjoy the recognition that Manly has an icon of local and international culture.
- **A safe community:** People, especially older people and families, feel safe to enjoy Manly any time of the day or evening. This is especially true of the Corso where community members and visitors enjoy a vibrant and safe night life.
- **A connected community:** Residents know one another and have support networks in the community.

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- **A clean environment:** The beaches, parks, headlands, foreshore and natural environment are cleaner than ever and able to be enjoyed by all.
- **Walkable neighbourhoods:** Many facilities and services have remained within walking distance for residents.
- **Managed population growth:** While the population of Manly has increased, it has done so in such a way that the developments that house additional residents integrate with the local landscape and are responsibly and sustainably built. Services and facilities have been expanded to cater for the growth in population.
- **Affordable housing:** Housing is affordable for anyone that wants to call Manly home. This has resulted in an interesting mix of residents across cultures, ages, lifestyles, incomes and education levels.
- **Accessible transport:** Much of the Manly local government area is accessible by affordable, green public transport. Many people get around on bicycles which can be picked up and dropped off at various 'bike hubs' across the area. Traffic in local centres has been reduced so as not to cause disruption and pollution.
- **Being a tourist destination:** Manly is recognised formally and informally as a key tourist destination in Australia. Attracting many local and international visitors, Manly has taken advantage of its status as a tourism icon and is wealthier for it.
- **Contained residential development:** Council has planned well for development across the local government area and has maintained the character of the area while catering for a growing population. Development is environmentally and socially responsible and is required to meet standards that ensure that it does not adversely affect communities or the environment.
- **Culturally vibrant:** Council has continued to support the many festivals and community events that Manly is now famous for. This creates a sense of excitement about Manly and offers a range of diverse activities for residents and visitors alike. A key benefit of this has been the replacement of drinking as entertainment with a wider range of activities.
- **A healthy community:** Due to well maintained open spaces, improved cycle paths and walking trails the community is continuing to enjoy a healthy and active outdoor lifestyle.

These visions for the future provide an insight into what the community currently values in Manly and the aspects of their community and environment they wish to protect, maintain and, in some cases, improve. They provide an aspirational guide to Council about where the community would like to be in twenty years time.

3.2.2 Priorities and issues

After scoping the 'ideal' future Manly, the participants were then focussed on the present day to identify key issues and priorities.

To stimulate discussion, participants were presented with a range of issues across the quadruple bottom line headings and asked to discuss these and prioritise them. These issues had been drawn from the *Manly Beyond 2020 Issues Paper* that had been developed by Council. Participants were also asked to identify and list issues that were missing from this list.

Social issues

- **Community safety, especially for vulnerable people and in and around the Corso:** This issue concerned both focus group participants and young people. There was a sense that the Corso becomes particularly unsafe after dark but that even during daylight hours parents with young children and older people may not feel safe in the area. In two of the focus groups it was acknowledged that the presence of the night markets on a Friday evening has assisted in bringing people back into the Corso and as such has improved the feeling of safety in the area at that time.
 - **Culture of alcohol consumption** (especially in public spaces): This issue is linked to the one above, with participants stating that the number of large pubs on and around the Corso contributing to this issue. However, participants also reported that it was not just in the centre of Manly that drinking was an issue. This was reported as particularly problematic at closing time when public transport may be difficult to access, resulting in large numbers of intoxicated people walking home or to other main roads.
- Further, participants described drinking being seen as a leisure/recreation activity for people in Manly – "People come to Manly to get wasted". As such, there was also discussion that people come from other parts of Sydney (especially young people coming from other parts of the northern beaches to Manly for entertainment)

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- **Impact of both the increasing population and ageing population on the capacity of health and community services:** Participants stated that it was important that as the population increases and ages that health and community services are adequately funded to keep pace with these changes and to continue to supply accessible and appropriate services. Of major concern in regard to this issue was the loss of hospital services on the Northern Beaches.

- **Need to foster connectedness between residents and actively foster a sense of "community":** Participants described a need for people to be able to develop a support network within the community. This was seen as of particular importance to people that had moved to manly from overseas. There were a number of ex-pat Britons in the focus groups who had deliberately chosen to live in Manly when migrating because of its iconic status. They reported that it had lived up to their ideals in terms of natural environment but that it could be isolating being a new resident.

This issue was also an issue for older people who may have lived in Manly for a long time and whose children and family have had to move away due to housing affordability. This can also be an issue for those who 'downsize' and move into unit blocks from established streets where the opportunity to 'run into' one's neighbours are not so frequent.

- **Housing affordability across the local government area:** Although many of the participants did not find affordability an issue that directly affected them, they did report it as being an issue. Participants reported that a lack of affordability of housing meant that manly was not as diverse a community as they would like. Some participants also noted that the level of housing affordability meant that many of those that work in local industries (e.g. retail and hospitality) cannot afford to live locally and as such travel long distances into Manly to work.
- **Manly as a place for locals and tourists, getting the balance right:** Participants highlighted that the Corso, beachfront and wharf areas need to function as an important focal point for the local community as well as visitors. There was very much a feeling in the focus groups that if those areas were attractive and safe for residents then they would function well for tourists.

Economic issues

- **Need for local jobs for local residents** (linked to housing affordability): Due to the cost

of housing in Manly, many residents must leave the local government area to work. Many locals leave Manly every day to work in the city or in other parts of Sydney. As stated above, many of those that work in the Manly local government area cannot afford to live in the area.

- **Preservation of 'corner stores' and management of large scale shopping developments:** Participants lamented what they perceived to be the loss of 'street based' shopping in favour of shopping centres in the local centres (e.g. Balgowlah). Although participants acknowledged that shopping centres do offer benefits to some groups, there was a sense of losing local character and not supporting local businesses and business people.

Participants also stated that while they understood that some shopping centre development is required, it needs to be managed both in regard to the issue of impact on local business but also in regard to traffic and transport management, congestion and parking.

- **Less reliance on pubs and alcohol for local revenue:** Participants reported that part of the 'culture of drinking' was fuelled by the fact that the local pubs and hotels are a central part of the local economy. As such, developing other industries as a means by which to support the local economy in a healthy way was seen to be a key economic issue.
- **Diversifying the tourist base beyond a focus on younger people:** Participants wanted to see a broader base for tourism than young people and 'backpackers'. This held for both local and international tourists. Participants reported wanting to see more 'family' tourism and it was reflected that this would benefit both locals and tourists alike. A key driver for this issue was the need for affordable options for families as tourists as it was felt that a key factor to families not accessing Manly as a tourist destination was the perceived expense.
- **Affordable cost of living:** Participants raised concerns about the increasing cost of living. This was related to the Manly local government area and also more broadly. Participants felt that in addition to a high cost for housing, community members are also struggling with higher costs of food, utilities and entertainment.
- **Recognition that the tourism visitor sector is a critical part of the local economy:** Participants acknowledged that while there were negative aspects to the visitor

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population in Manly (e.g. litter, drinking) it is a key element to the local economy. Discussion regarding this matter focussed on how tourism can be supported in a responsible manner and in a way that supports and services local residents as well as tourists.

- **Variable public transport and poor traffic flow and parking are a constraint on the local economy:** Participants noted unreliable public transport as something that inhibits the growth of the local economy area. The inability to move around the local government quickly and easily by public transport was seen to hinder access to shopping and entertainment.

It was reported that the increase in higher densities of housing and development of shopping centres and precincts, while supporting the local economy on the one hand, also create increased traffic congestion and additional strain on parking. This can deter people from shopping locally or visiting local attractions.

Environmental issues

- **Sustainable and accessible public transport** (eg the Hop, Skip and Jump bus): Participants overwhelmingly reported a need for public transport that reliable and accessible. They also stated that they would like transport that is environmentally friendly and that provides a range of transport options for residents.

Participants listed the Hop, Skip and Jump bus as an example of an effective public transport initiative by Council.
- **Continued protection of Manly's natural heritage and assets:** Participants recognised the importance of Manly's natural beauty both for locals and also as a key feature of the local economy. Participants indicated that this was an area in which Council had made excellent progress. Participants were keen to ensure that this work continued and that the natural heritage of the area was protected into the future.
- **Managing development in a responsible manner including:** Participants reported being concerned about the increase in population planned for Manly (and all of Sydney). A main concern was the need for more medium and high density development. There was strong feeling that high rise development be kept away from the beaches, but that well designed and managed medium density could be developed in these areas.

In addition to concern about the height of developments, participants raised concern about the impact of high and medium density development on traffic, parking and waste. There was concern that increasing population levels will result in more congestion around local centres and even less parking than is currently available. Further, participants were concerned about the level of waste produced by unit blocks and the need for these developments to be able to be developed and managed in such a way that made them environmentally sustainable.

Civic leadership issues

- **Willing community who wish to partner with Council to achieve a positive future for Manly:** Participants indicated a willingness to work with Council to achieve a positive future for Manly.
- **Need for Council to provide more information to the community on the services and facilities available in the local government area:** Participants indicated a desire to know more about what was happening in their area, particularly in regard to community and social services, arts and cultural activities and information about what Council is doing.
- **Need for increased role of Council as an advocate for the community about larger or State Government issues:** Participants stated that they felt Council needed to take a larger role in representing community needs and interests at other levels of government and with large developers. In particular, participants raised the loss of TAFE and of hospital services as two specific issues that Council could take a role in advocating on behalf of the community.
- **Need to increase the level of understanding of Council's decision making processes:** Participants expressed a desire for Council processes and their outcomes to be explained in as thorough manner as is possible. Participants also reflected that they appreciated being consulted when and where possible by Council.
- **Abiding by longer term plans rather than making what appear to be adhoc decisions:** Participants felt that Council had long term plans but that those plans were not always adhered to. Participants reported that Council appeared to sometimes make decisions that did not accord with its long term planning agenda.
- **Increased opportunities for Councillor contact with the community through**

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more structured processes: Participants indicated that they would like greater opportunity to meet their elected representatives (in particular their Councillors) and talk with them. Participants stated that this may not have to occur in a formal manner but may be able to take place at a community gathering in a local park.

- **Given Manly's status as a metropolitan visitor hub there is a need to secure additional funding for management and servicing of tourism from other sources:** Participants felt that Council could 'do more' to attract State and Federal government tourism funding. Participants thought that having Manly formally recognised as a tourist destination would assist in attracting external government funding to grow the tourism industry.

3.3 Focus group (local stakeholders)

3.3.1 Our vision for Manly's future

Following the same process as for focus groups, stakeholders were asked to share their imaginings for Manly in 20 years. Stakeholders had a similar vision for Manly's future to the ones described by the community with a focus on an affordable, clean (zero waste), a vital and connected Manly. The main themes from this discussion are described below:

- **An affordable and accessible Manly:** In 20 years, future generations and children of current residents can live and work comfortably in Manly. Housing is affordable and local industry is thriving across all sectors, allowing residents to work locally and source services from local businesses.
- **A vital community with good social services:** In the future Manly will have adequate social services for everyone in the community, especially vulnerable people such as homeless people and those with high needs. Grass roots organisations driven by volunteers will continue to grow and supplement government services.
- **A connected community with confident young people:** Manly's children will be imbued with a sense of connection to their community and place that will give them confidence. This sense of connection will remain strong despite young peoples' world outlook, sense of being global citizens and different ways of socialising, i.e. using technology. (It should be noted that there were two opinions about Manly's future as a connected community. Some group members felt that volunteerism, community networks and activism will increase, supporting this sense of

connection; others felt it would decline due to young peoples' changing outlook and interactions.)

- **Environmental leader:** Manly will be a zero-waste community with changed patterns of transport, i.e. a greater use of bikes and trams. Both the greater community and individual households will be more sustainable, growing their own food and generating energy and water supply through solar panels and water tanks.
- **A lifestyle destination:** Manly will continue to be a cosmopolitan place that attracts tourists and new residents because of the "resort" like lifestyle it offers.
- **Governance:** In the future, traditional governance structures will have changed to reflect the changing way people live and interact. The community will still play a large part in governance, though peoples' interest in participating may have to be actively fostered.

3.3.2 Priority issues

Described below are the priority issues stakeholders described raised by community focus groups. Two overarching themes that shaped stakeholders' discussions were:

- **Planning for an uncertain future:** the group were concerned with resolving the inherent tension in planning for a future that we can't yet envisage or understand. Discussion centred around the different "community" Manly's young people will experience and if this will exist in its current form, or what it may look like in a different form.
- **Balancing the "local" with the "global":** Stakeholders identified that valuing and fostering the "local" elements of the Manly community does not have to be inconsistent with a cosmopolitan and global Manly. The challenge is to balance these two elements through sustainable tourism and protection of the environment and community services/initiatives.

Other issues the group raised are listed below. Many of these issues are similar to those raised in the community focus groups.

- **Strengthening an inclusive and accepting community:** The group identified the need to work inclusively with State agencies and community groups to strengthen existing social services that promote egalitarianism and resource sharing in Manly, such as affordable housing initiatives, Aboriginal support services and Precinct Committees.

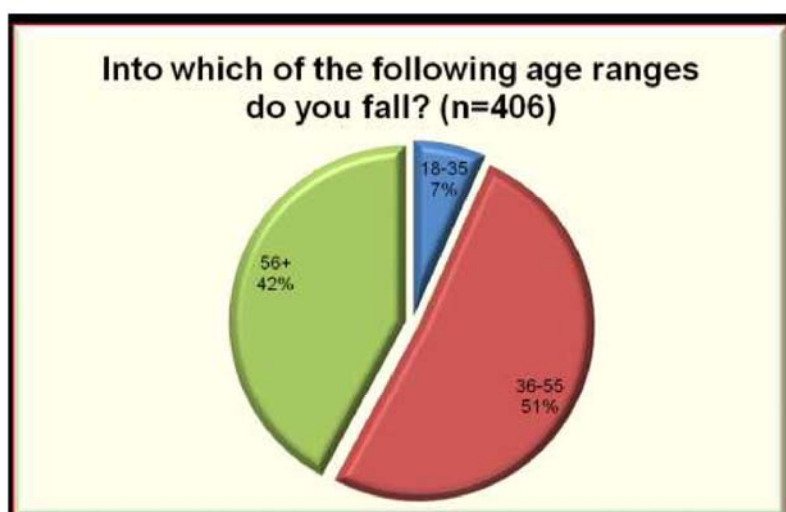
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- **Keeping Manly healthy:** The group felt boosting local health services was vital to Manly's economic and social well-being, especially adequately funding the local hospital and governing the hospital through a Board of local members. Preventative education and research around health issues was also seen as a priority, to identify local needs and keep more Manly residents out of hospitals and health services for as long as possible. Community health services were also felt to play a vital role, especially for disadvantaged groups and older people. Health was seen as an avenue for building community spirit and belonging by encouraging neighbours to care for one another and share help.
- **Good quality, universal local education:** education was identified as a priority for funding to keep local schools running well and offering good quality education for all of Manly's children.
- **Liveable neighbourhoods:** Keeping Manly "liveable" cut across all four sections of the Quadruple Bottom Line. The group felt priority issues included ensuring housing in Manly is affordable, jobs can be found locally, open spaces and the natural open spaces/waterways are kept clean and healthy (as a place of rejuvenation for residents and visitors), neighbourhoods are safe with a strong Police force.
- **The community and Council's role in planning for the local area:** Some sections of the group felt Council should play a larger role in local planning and developments, compared to its current shared role with the NSW State Government. They felt this would lead to integrated developments that are sympathetic to the long term needs of the community and Manly's character. In addition, stakeholders felt the community should have the option for earlier and increased input into planning decisions via consultation.
- **Increasing local consultation and control of economic enterprises:** Stakeholders felt the local community could play a larger role in running community enterprises such as Co-ops and LETS.
- **Dynamic and inspirational community leadership:** The group felt local government could play a part in energising the community with not just leading, but inspiring the community. They suggested offering remunerative incentives to attract additional dynamic thinkers from across all sectors to Council and getting the community more involved in Council activities and processes so they will value Council's work.
- **Improving local amenities and physical infrastructure:** Stakeholders felt local amenities are run-down and need to be upgraded. They felt there was opportunity to provide "exceptional" facilities, such as baby change tables and infrastructure using innovative design.
- **Addressing Manly's focus on alcohol:** Like other groups, stakeholders felt the need to address anti-social behaviours coming from Manly's focus on alcohol as the basis for entertainment venues. They felt creative pub design could address some problem behaviours such as binge drinking.
- **Reducing waste:** The group wanted Manly to aim to become a zero-waste community and felt Council could take a leadership role in encouraging Manly residents to recycle, reuse and adopt green technologies.

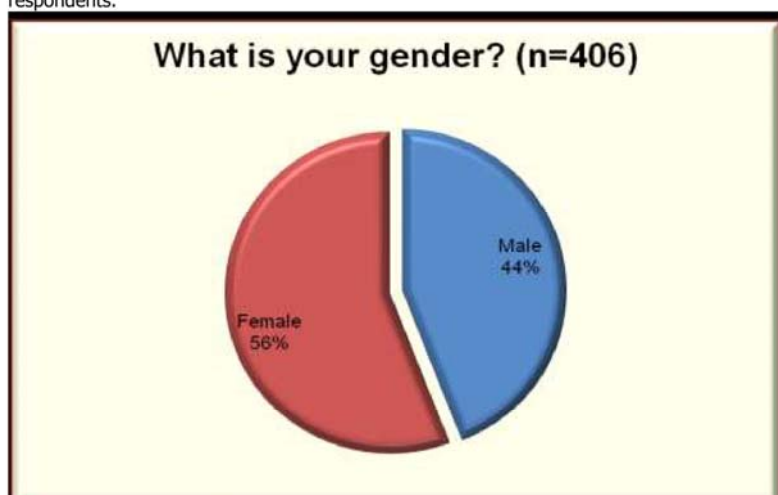
4 Resident Panel Survey

4.1 Respondent profile

Survey participants came from a range of age groups, with the majority of respondents aged 36 years or over.



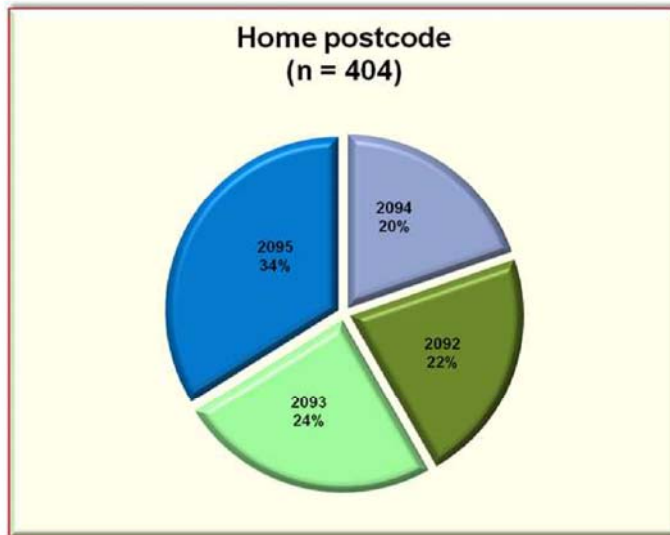
A slightly higher proportion of female respondents participated in the survey, representing 56% of all survey respondents.



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Survey participants came from the following postcode areas: 2092, 2093, 2094, and 2095.



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4.2 Survey results

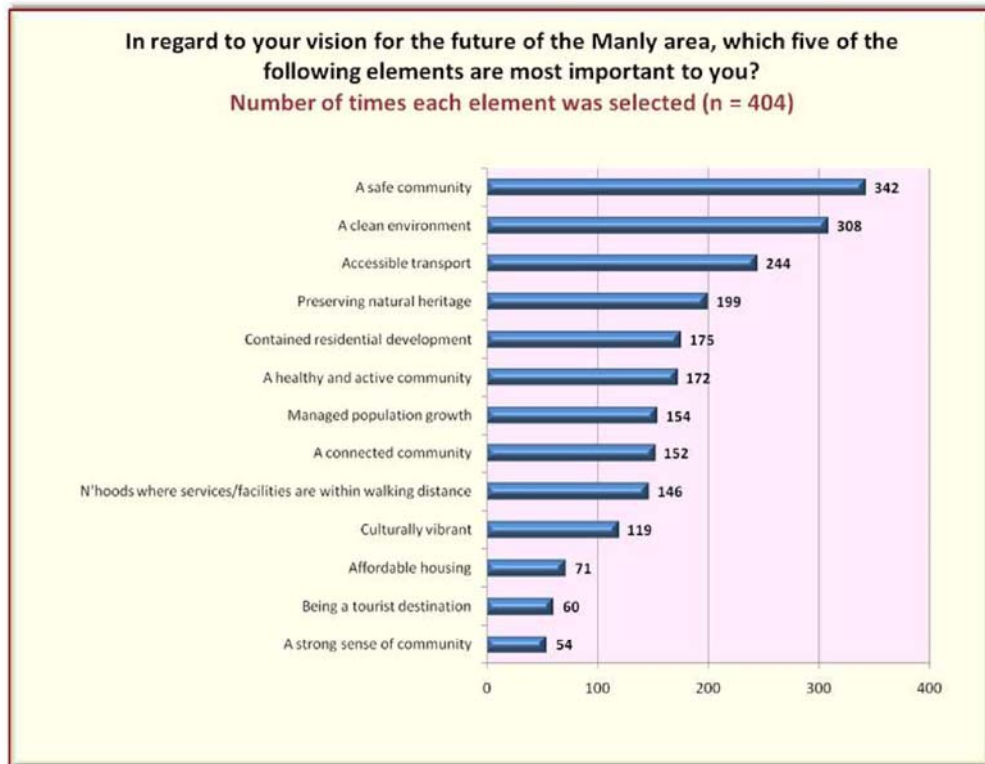
1. In regard to your vision for the future of the Manly area, which five of the following elements are most important to you?

The top three responses most frequently identified by participants were:

- A safe community (people feel safe in public spaces)
- A clean environment
- Accessible transport.

The full survey results for Question 1 are presented below, firstly as unweighted results.

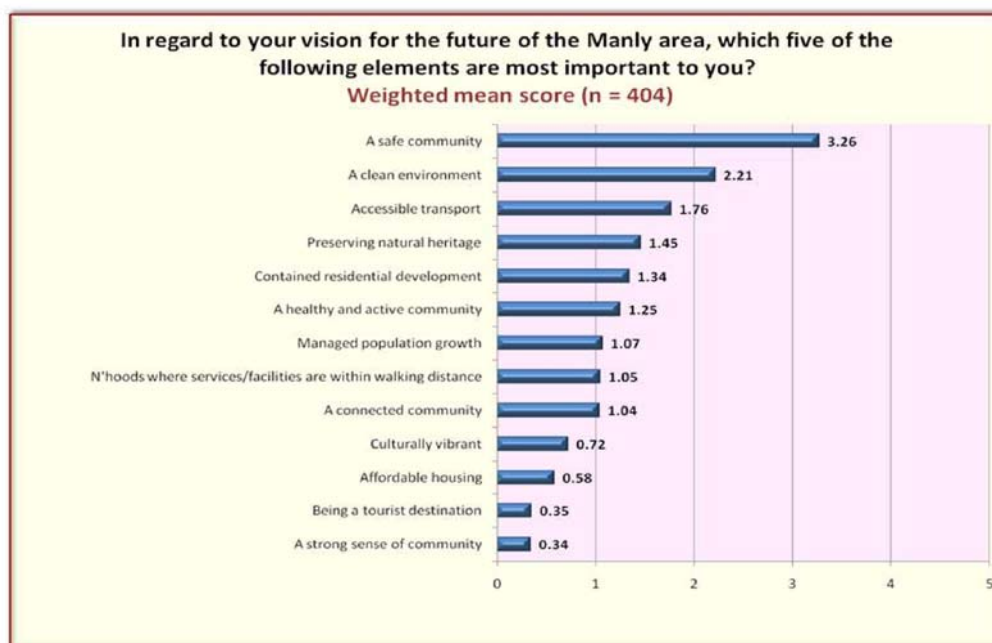
The following graph shows the number of times each statement was selected.



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The survey results have also been weighted, to identify any issues which may be of high importance to some people but of little or no value to others. Such issues would show up higher on the weighted ranking than on the unweighted results. For weighted results, each issue that was nominated "1" by participants (ie rated 'most important') was given a score of 5. Each issued nominated "2" was given a score of 4, and so forth. The sum total per element was then divided by the sample size to provide a weighted mean. The weighted survey results for this question are shown in the following graph.



However, as the following comparison shows, there was a high level of consistency between the weighted and unweighted results. *This suggests that members of the community were relatively consistent in their views.*

Comparison of unweighted and weighted rankings for each element	Unweighted ranking	Weighted ranking
A safe community	1	1
A clean environment	2	2
Accessible transport	3	3
Preserving natural heritage	4	4
Contained residential development	5	5
A healthy and active community	6	6
Managed population growth	7	7
A connected community	8	9
Neighbourhoods where services/facilities are within walking distance	9	8
Culturally vibrant	10	10
Affordable housing	11	11
Being a tourist destination	12	12
A strong sense of community	13	13

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The following table shows the elements of the current vision for Manly and identifies those nominated by the community and stakeholders. Indicative phrases / quotes are also included to illustrate the nature of responses.

Elements of the current vision for Manly	Youth forum	Focus groups (community)	Focus group (stakeholders)	Survey
A thriving community	✓ A connected place: technology enables flexibility but community is strong	✓ A strong sense of identity and community	✓ A vital community with high quality social services A destination that offers diverse experiences	✓ A healthy and active community A strong sense of community Culturally vibrant A connected community
...where residents and visitors enjoy	✓ Varied and sensible housing and development		✓ A connected community with confident young people	✓ Being a tourist destination
...a clean	✓ People are respectful of the environment (particularly managing litter)	✓ Clean and green	✓ 'Zero waste'	✓ A clean environment (ranked second highest)
...safe	✓ A safe, caring and friendly place			✓ A safe community (ranked highest)
...and unique natural environment	✓ Local action has been taken on climate change Manly has preserved its natural heritage		✓ An environmental leader	✓ Preserving natural heritage
...enhanced by heritage	✓ New housing should fit in with the style of area			
...and lifestyle.	✓ An affordable place where young people can keep living	✓ A 'walkable' place Contained development	✓ An affordable and accessible place	✓ Managed population growth Affordable housing Neighbourhoods where services/facilities are within walking distance

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New elements of the vision identified by the community and stakeholders are shown below. We believe the first three elements shown in the table could be considered for inclusion in the vision for Manly. It is noted that some of the issues relating to 'A connected community' may also be categorised as part of 'A thriving community'. However, given the term 'connected' was so commonly used by community members, it may be useful to specifically state this, should Council wish to update the vision for Manly.

The element 'affordable housing' was not identified as a priority issue in the panel survey and as such, may not be appropriate for inclusion in the vision for Manly. Its importance to participants in the youth forum and focus groups is noted, with some acknowledging this as an important issue for the community, while not specifically affecting them as an individual. The issue of affordable housing and its importance to the local community may be an issue for further exploration with the resident panel.

New elements of the vision for Manly	Youth forum	Focus groups (community)	Focus group (stakeholders)	Survey
A place that is accessible (walking, cycling and public transport)		✓ Walkable neighbourhoods Improved cycle paths Continued good ferry services	✓ Greater use of bikes and public transport	✓ Accessible transport (ranked third, with support from around 60% of respondents)
A connected community	✓ People can work or study from home but still feel connected	✓ Residents know one another and have support networks	✓ A connected community with confident young people	✓ Connected community (ranked eighth, with support by around 37% of respondents)
A sustainable community (to be both enjoyed and protected)	✓ People are respectful of the environment Green and environmentally friendly	✓ The natural environment is cleaner than ever for enjoyment by all	✓ A 'zero waste' community More sustainable households and community	NA
Affordable housing	✓ Young people are able to stay living in Manly	✓ Development is environmentally and socially responsible	✓ Future generations can live in Manly	✓ Affordable housing (ranked 11th, with support by around 17% of respondents)

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2. Which three social issues most urgently need to be addressed for the community to achieve its vision?

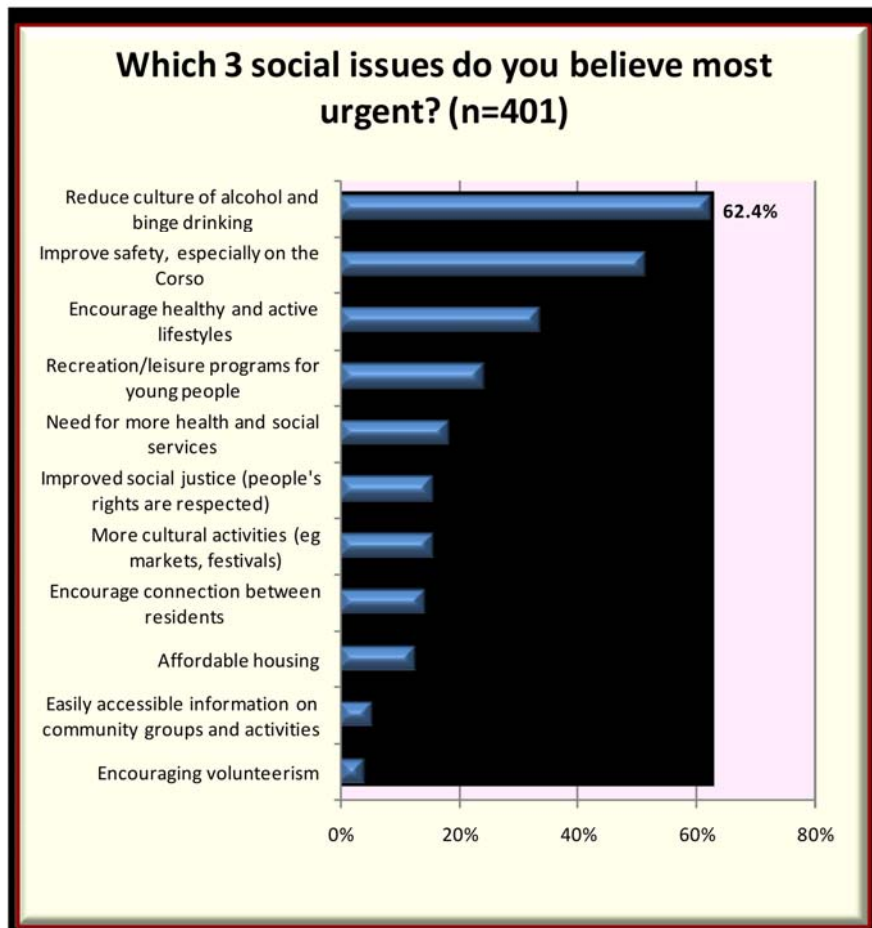
The top three responses most frequently identified by participants were:

- Reduce culture of alcohol and binge drinking (62.4%)
- Improve safety, especially on the Corso (51.5%)
- Encourage healthy and active lifestyles (33.7%).

The top two issues are closely linked, demonstrating the importance placed by residents on *targeting alcohol consumption and improving safety* in Manly, particularly around the Corso area.

Similarly, the third, fourth and fifth ranking issues are related – with a *focus on health and recreation*.

Full survey results for Question 2 are presented in the graph below.



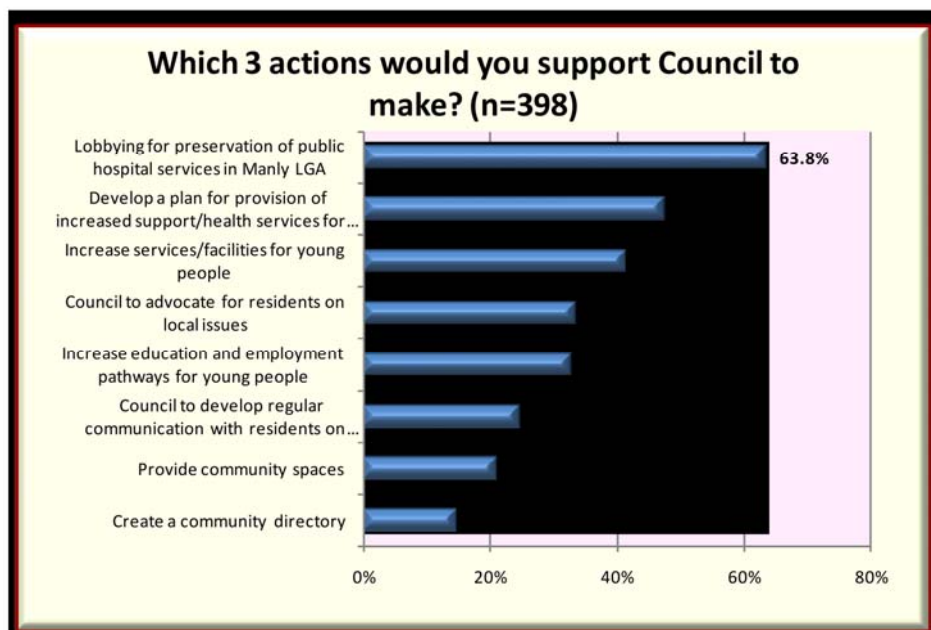
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3. In regards to actions that Council may take to address these issues, which of the following would you support?

The top three responses most frequently identified by participants were:

- Lobbying for the preservation of public hospital services in the Manly local government area (63.8%)
- Develop a plan for the provision of increased support and health services for older people (47.8%)
- Increase services and facilities for young people (41.6%).

Full survey results for Question 3 are presented in the graph below.



4. Are there other social issues you would like to see considered in the Community Strategic Plan process?

The key social issues raised in qualitative responses broadly reflect the themes identified in Question 2. There was a strong focus on earlier closing times for hotels, addressing anti social behaviour, providing services and facilities for older people and young people, and providing further assistance to people who are homeless and people who are vulnerable. New issues that emerged included a focus on appropriate development of the built environment and encouraging cultural diversity. A selection of indicative quotes is provided below.

'I would like Council to lobby for hotel closing time to be 2am AT THE LATEST.'

'It seems to me that there are few places young people can meet apart from clubs and pubs and I think the Council should be involved in providing venues for youth activities.'

'Community and volunteer programs that target young people in need as well as homeless people.'

'Developing programs to get the young people (10 - 16) involved in community programs that involve/cover/include; Bush care, supporting older people, supporting the homeless, supporting the disabled and removing graffiti.'

'Encourage the establishment of small bars/cafes in the Corso its surrounds and the rest of Manly with low fee requirements while discouraging large hotels with high fee requirements. It is my belief

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that this will discourage drunken loutish behaviour by keeping groups small while encouraging the residents to come into the centre at night.'

'Enforcement of booze and butt laws in the Corso.'

'I would like to see a local solution for temporary accommodation to help the people/residents that sleep in Gilbert Park, North Head and along the beach front.'

'Increased Council support for the control of late-night hotel trading and public drunkenness and violence '

'Manly to develop a niche for ethical, sustainable, green building and development.'

'Many transient tourists behaviour and attitudes are not in pace with those of the local community. Littering, swearing, and general soft "gang" behaviour often make you feel isolated around the Corso and beach area.'

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5. Which 3 economic issues you believe most urgently need to be addressed for the community to achieve its vision?

The top three responses most frequently identified by participants were:

- Preserve Manly's natural heritage and beaches (63.5%)
- Accessible public transport (40.4%)
- Broaden economy away from licensed premises (37.9%).

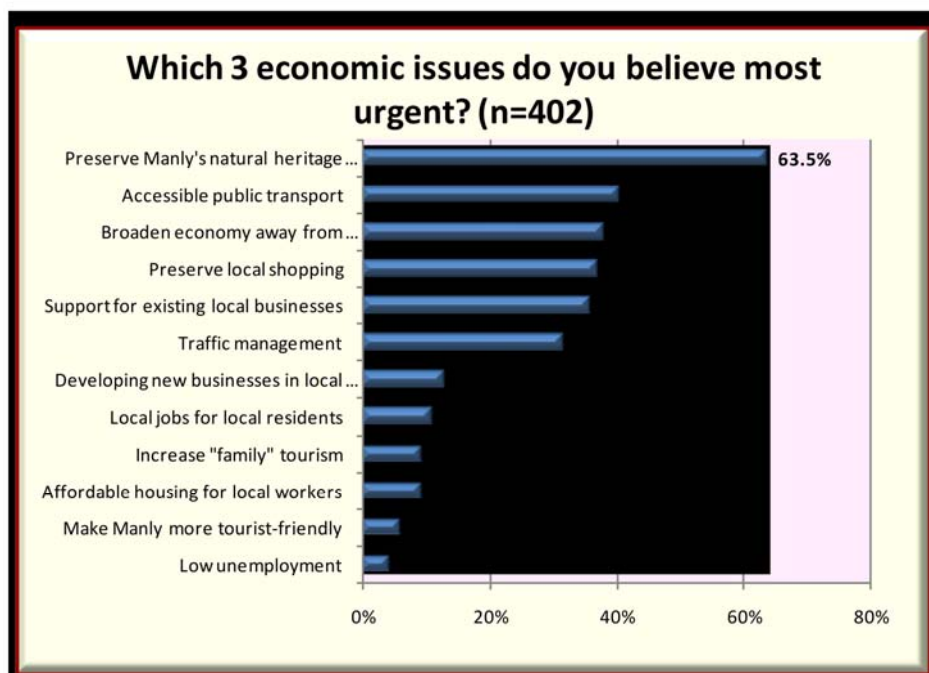
The priority issues identified suggest that survey respondents acknowledge the importance of balancing the needs of local residents and visitors.

On the surface, the issue identified for most urgent attention by two thirds of panel members 'Preserve Manly's natural heritage and beaches', may not appear to be of particular relevance for the economy. However, a number of participants who took part in the workshop sessions made comments such as:

'If we don't look after the planet, there will be no economy.'

'The environment is what draws tourists to Manly and therefore underpins the economy.'

Full survey results for Question 5 are presented in the graph below.



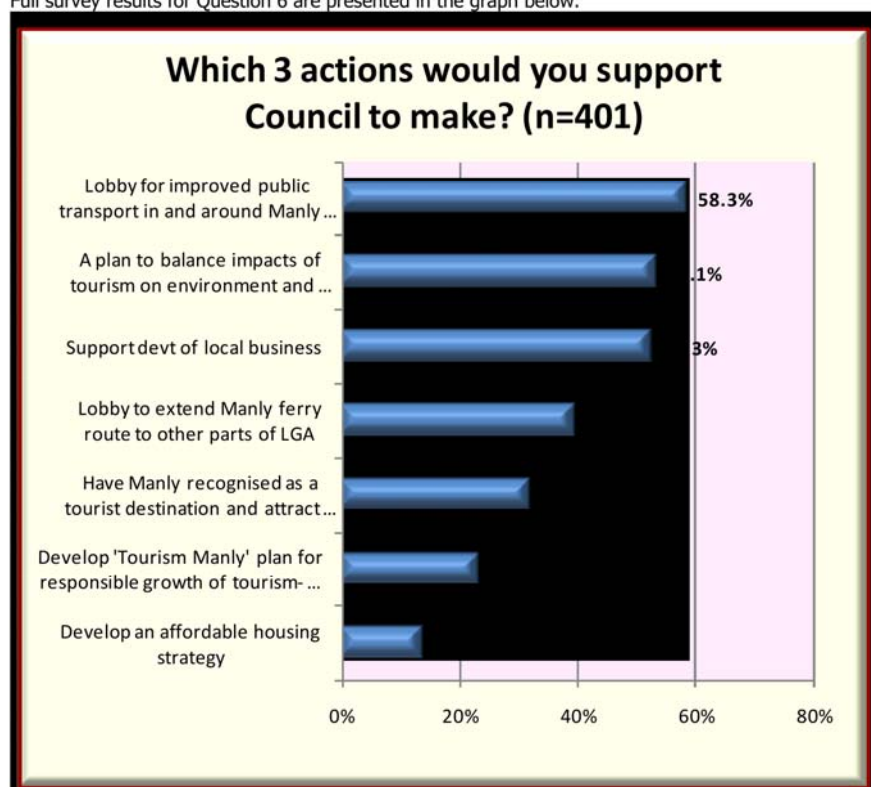
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6. In regards to actions that Council may take to address these issues, which of the following would you support?

The top three responses most frequently identified by participants were:

- Lobby for improved public transport in and around Manly local government area (58.3%)
- A plan to balance the impacts of the tourist industry on the environment and social services (53.1%)
- Implement a program to support the development of local/small business (52.3%).

Full survey results for Question 6 are presented in the graph below.



7. Are there other economic issues you would like to see considered in this process?

The key economic issues raised in qualitative responses broadly reflect the themes identified in Question 5. Responses focused on the need for balance between tourism and local interests, improved public transport and traffic management, increased parking provision, support for local business and affordable housing. Other issues identified included upgrading Manly's retail offering and encouraging diversification of the local economy (away from tourism and late night venues). A selection of indicative quotes is provided below.

'Avoid forcing increased tourism, because residents suffer most of the effects. Avoid being "bought" by alcohol-pushing enterprises which go way beyond the simple village pub. Some tourism (of the right kind) is beneficial; too much damages the "village" nature of Manly.'

'Council would need to recognise that the locals should always come first over any tourism and expansion programs. I love living here and protect my local environment and I'm proud to call Manly home but I sometimes feel penalised... parking, rates going up to fund expansion, lack of council interest in transport, etc makes me feel ignored.'

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'Fewer \$2 shops and a greater sense of style is what Manly needs. Because of the beauty of its natural environment, close proximity the CBD and all Sydney has to offer, it is uniquely placed to be developed as an alternative destination for overseas tourists and a bigger share of Australia's international tourist dollar. It is too dependent on low-spending day trippers.'

'If you fix the crime and drunkenness and hooligans, (local, ferry arrivals and backpackers) you can change Manly's image...If council continues to pander to the business end of town, we are on a race to the bottom. I know of no one over 60 who feels safe in town after 11pm.'

'Improved parking or integration of transport to make public transport work.'

'Improved public transport eg light rail into the city'

'improving traffic to/from Manly, especially the Spit/Military Rd corridor.'

'Investigate opportunities for local business to survive and thrive eg Seaforth precinct.'

'Limit promotion of tourism to improve the balance between the requirements of tourists and local residents.'

'More variation of types of shops on the Corso with better quality shop-fronts in such a high profile strip.'

'The fabric of Manly needs the diversity of people and business, not all related to tourism.'

'We absolutely need to encourage and help sustain small and local businesses. And any proceeds from local economic development as a result of tourism must be put back into the community. Are rent subsidies possible or tax breaks for independently owned businesses?'

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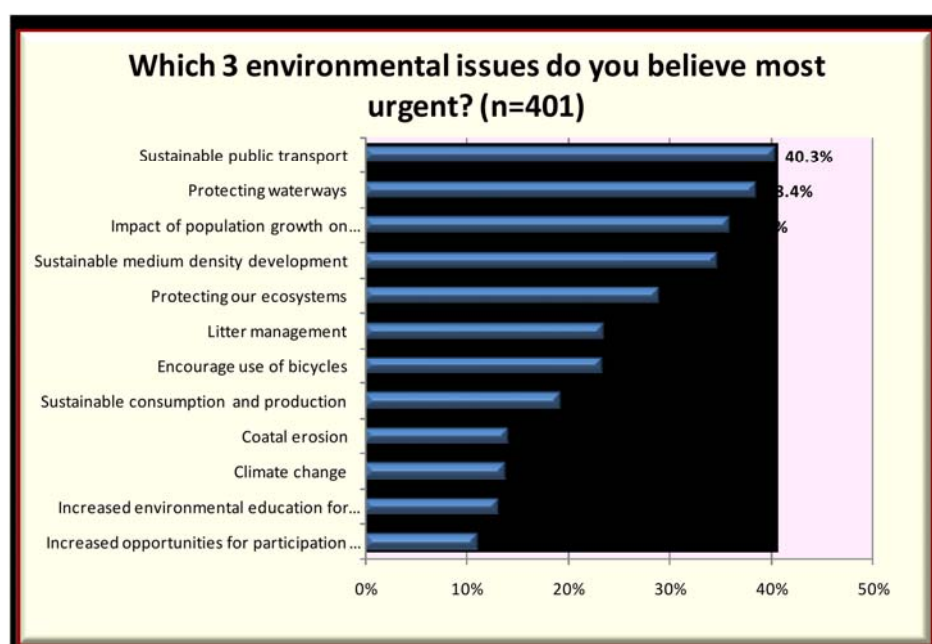
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8. Which 3 environmental issues you believe most urgently need to be addressed for the community to achieve its vision?

The top three responses most frequently identified by participants were:

- Sustainable public transport (40.3%)
- Protecting waterways (38.4%)
- Impact of population growth on pollution and waste (35.9%).

Full survey results for Question 8 are presented in the graph below.



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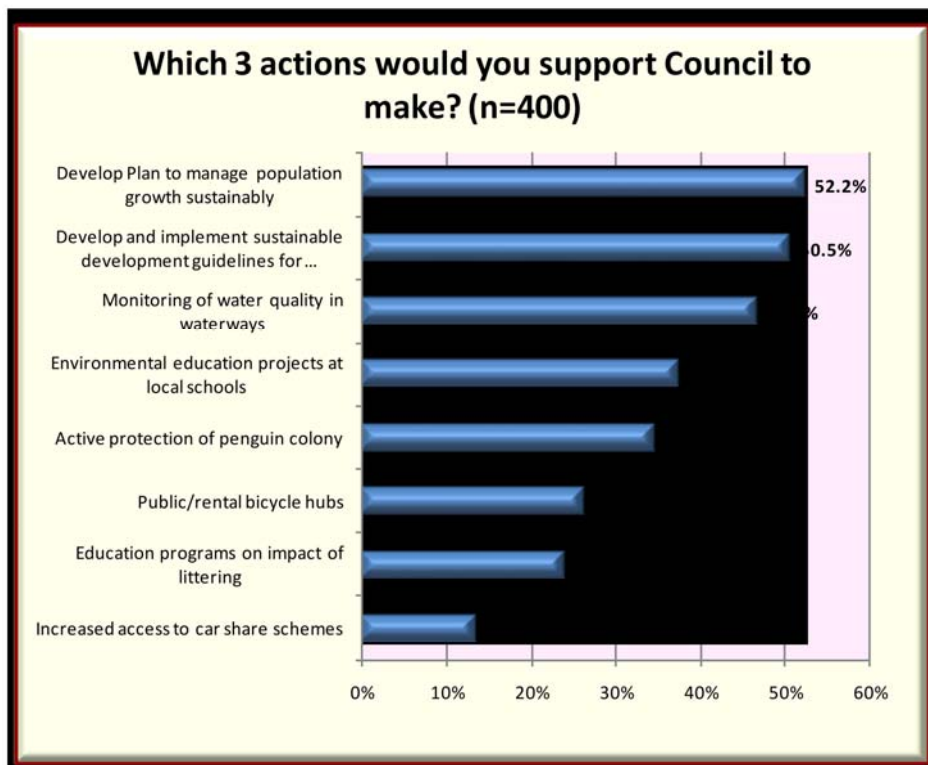
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9. In regards to actions that Council may take to address these issues, which of the following would you support?

The top three responses most frequently identified by participants were:

- Develop a plan for how to manage increased population in a sustainable manner (52.2%)
- Develop and implement sustainable development guidelines for medium and high density developments (50.5%)
- Monitoring of water quality in waterways (46.5%).

Full survey results for Question 9 are presented in the graph below.



10. Are there other environmental issues you would like to see considered in this process?

The key environmental issues raised in qualitative responses broadly reflect the themes identified in Question 8. Responses showed strong support for a wide range of environmental sustainability initiatives, from protection of local waterways, beaches, bushland and fauna, to promoting sustainable development, sustainability education and sustainable transport, to littering and recycling initiatives. However, there were also a wide range of other actions identified. These included managing development and retention / provision of open space areas, banning plastic bags, establishing community gardens, improving recycling and sustainable waste disposal facilities, and retention and reuse of stormwater. A selection of indicative quotes is provided below.

'All of Question 9 options are paramount.'

'The protection and inclusion of green/open spaces as an essential part of medium and high density development.'

'Active protection of the penguin colony would help get a lot of people on side.'

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'Ban plastic bags. Ban selling bottled water (as you have bubblers), better bins for recycling i.e. as in North America a general, paper and bottle bin and clearer signage how people can separate the rubbish.'

'Can Council look into harvesting rain water from storm water and use this water in parks and other council maintained areas? What a waste of abundant rain water we see with it all going down the drain!'

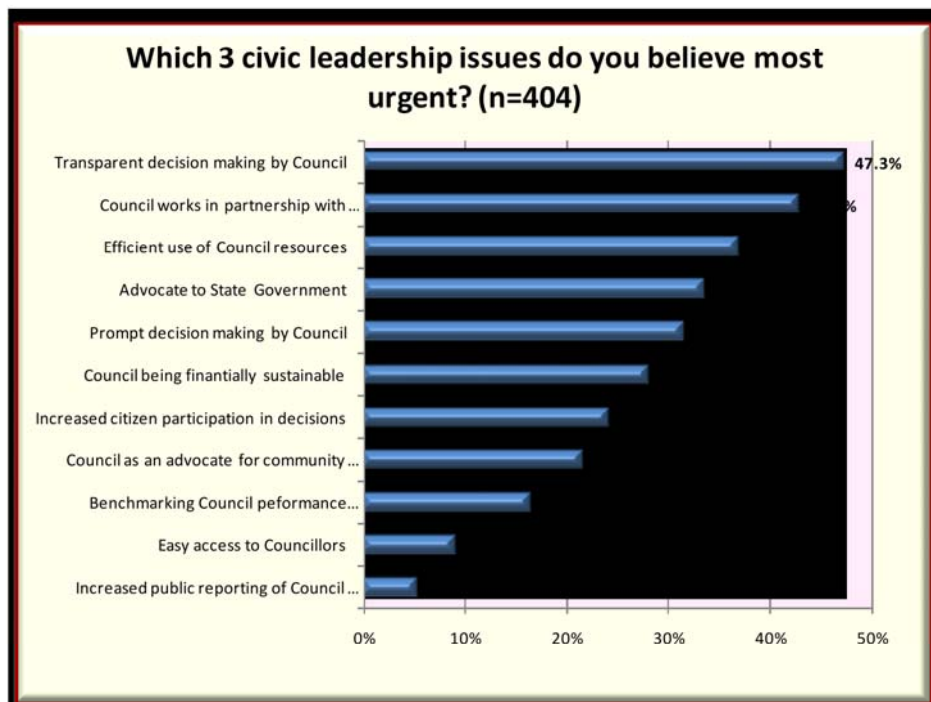
'The sustainability of many of Manly's local beaches like Clontarf, Fairlight, Little Manly, Forty Baskets and Shelley Beach that have high use and little public access to parking and amenities that then mean there is impact to the local area through parking in nature spots, littering etc.'

11. Which three civic leadership issues you believe most urgently need to be addressed for the community to achieve its vision?

The top three responses most frequently identified by participants were:

- Transparent decision making by Council (47.3%)
- Council works in partnership with residents, local business and community organisations to achieve goals (42.9%)
- Efficient use of Council resources (36.9%).

Full survey results for Question 11 are presented in the graph below.



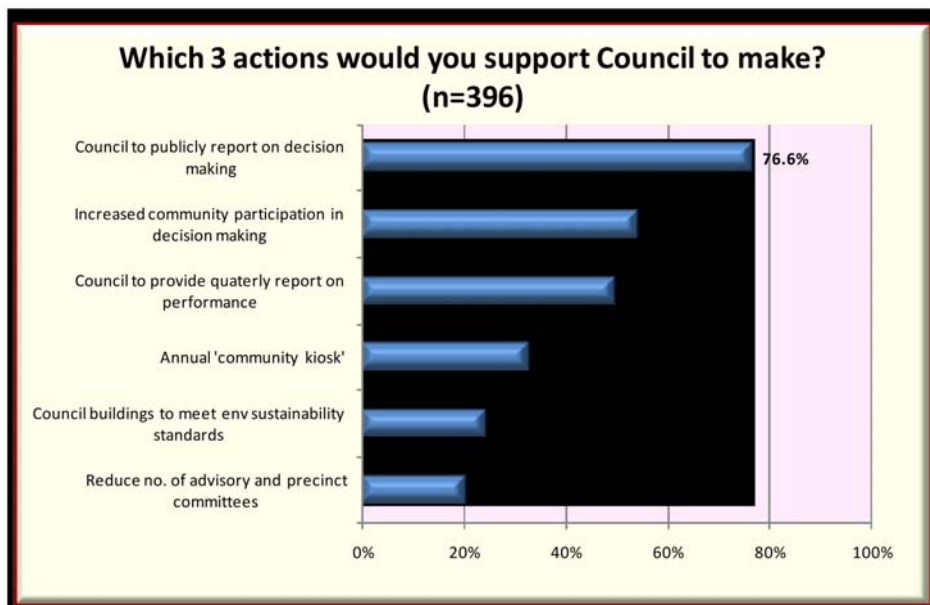
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12. In regards to actions that Council may take to address these issues, which of the following would you support?

The top three responses most frequently identified by participants were:

- Council to publicly report on decision making (76.6%). This action was supported by *more than three quarters* of respondents.
- Increased community participation in decision making (54.3%).
- Council to provide a quarterly community report on performance (49.7%).

Full survey results for Question 12 are presented in the graph below.



13. Are there other civic leadership issues you would like to see considered in this process?

The key civic leadership issues raised in qualitative responses broadly reflect the themes identified in Question 11. Respondents commented on the importance of Council leadership, as well as integrity, accountability and consistency in Council decision making processes. Many supported community participation in local decision making. A number of respondents commented that Council responsiveness requires improvement. A selection of indicative quotes is provided below.

'Prevent Council from investing funds in any but the most dependable financial instruments. Council must not gamble with our money.'

'An annual community survey, possibly issued with rate notices and done over the internet to determine direction and community views and problems. This would obviate the need for advisory and precinct committees which are really pressure groups and may not represent the views of the majority. NB. all of the boxes in Question11 are extremely relevant!'

'More transparency in development decision making and more opportunity for community input into residential development applications. More opportunities for locals to interact with council. More community input generally and opportunities for locals to have a say on a wide range of local issues. More public forums.'

'For council to continue being accountable to the community in all ways.'

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'The community kiosk idea should be quarterly, not annually.'

'The precincts were a good idea but the meetings were often bogged down in development applications and the conduct of the meeting itself was often disappointing. There is a need for a process though I do not know what this is whereby the Council has access to ideas etc generated by those who live and work in the area.'

'There needs to be more access to councillors as used to be on the Corso of a Saturday morning when the previous Mayor would meet the public - more than annually.'

'To be able to on line directly raise issues with council and receive prompt replies.'

'Would like to see the Mayor and Councillors show increased community leadership by employing visionary big picture thinking.'

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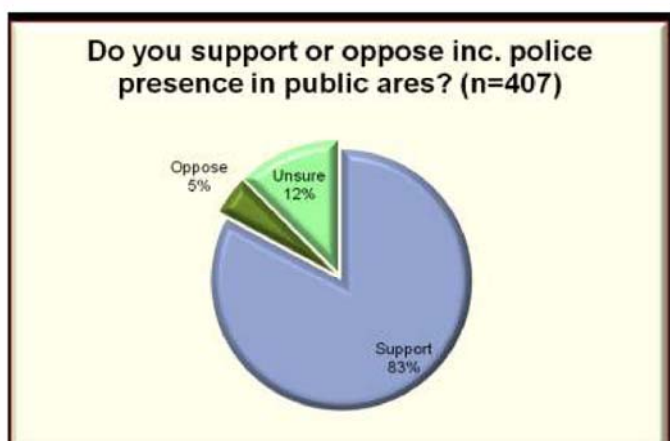
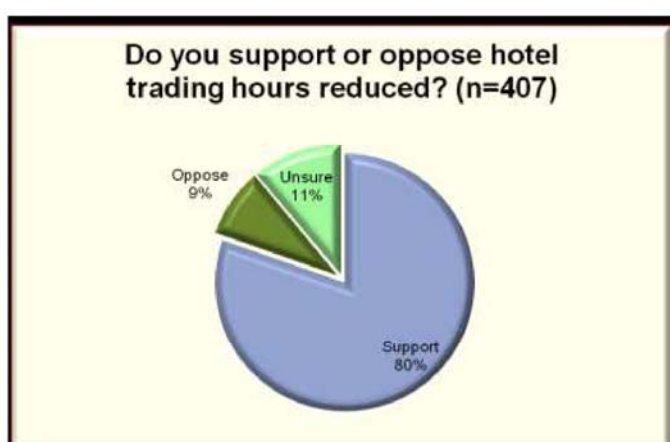
14. Do you support or oppose the following actions?

Participants were asked whether they supported or opposed a number of actions. An 'unsure' option was also provided for those who neither supported nor opposed a particular action.

Each one of the six proposed actions were supported by more than three quarters of participants. As many as 86% of participants supported the proposal for 'different parking levies for local residents/ratepayers and visitors'. While four out of five respondents (80%) supported the proposal to 'reduce hotel opening hours'.

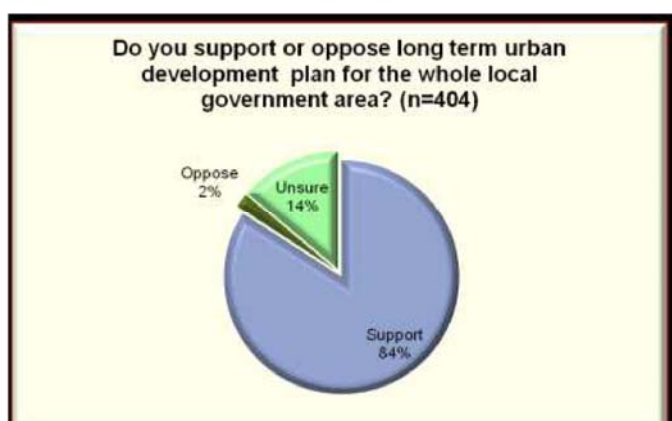
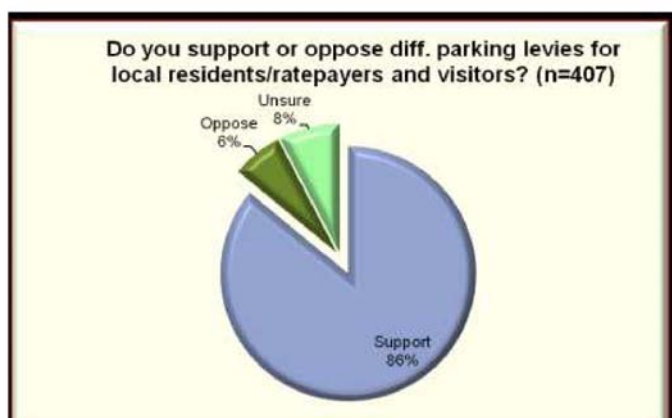
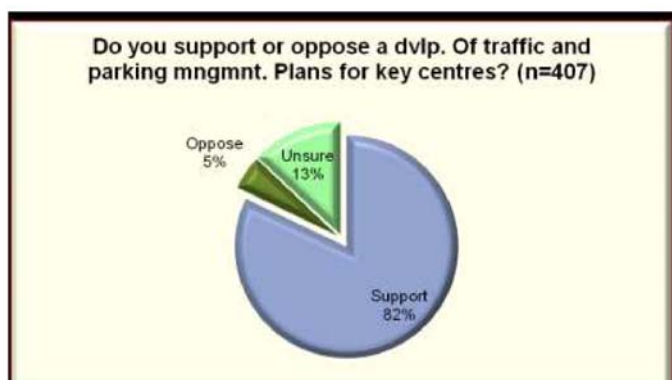
The action which received the largest amount of opposition (9%) was the proposal to 'reduce hotel opening hours', while the level of opposition for all other actions was around 5%.

Full survey results for Question 14 are presented in the following charts.



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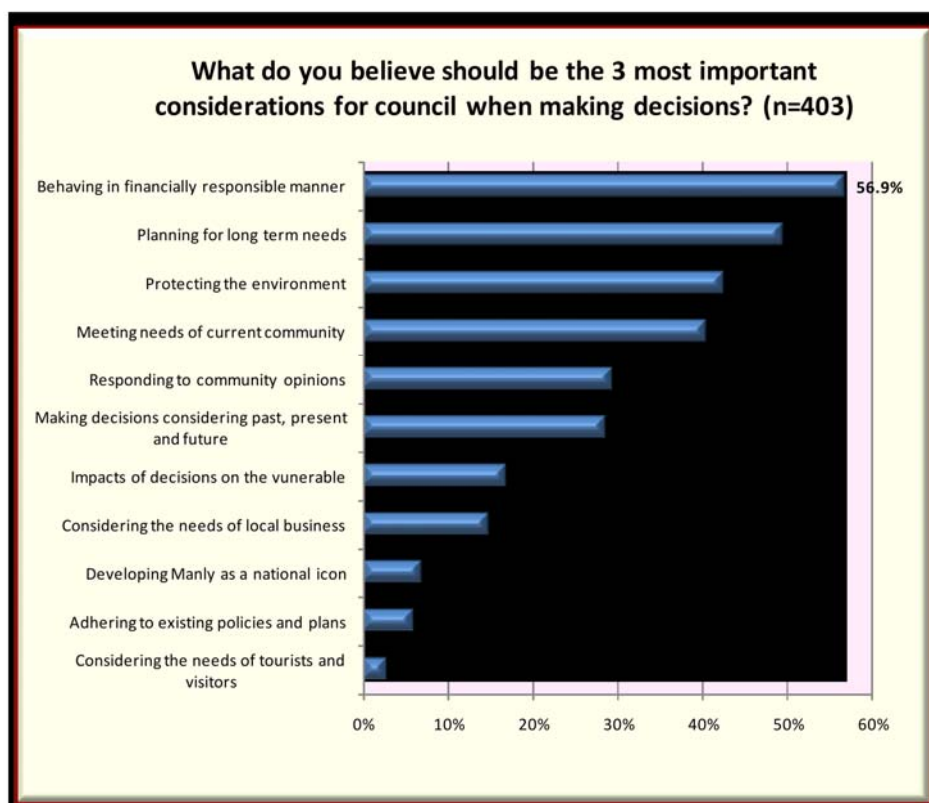
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15. When making decisions on behalf of the community, what do you believe should be the most important considerations for Council?

The top three responses most frequently identified by participants were:

- Behaving in a financially responsible manner (56.9%)
- Planning for long term needs (49.5%)
- Protecting the environment (42.6%).

Full survey results for Question 15 are presented in the graph below.



16. Are there other considerations you feel are important in Council's decision making?

The key considerations for Council decision making raised in qualitative responses broadly reflect the themes identified in Question 15. A selection of indicative quotes is provided below.

'As far as I am concerned, all of the above questions should already be the responsibility of the Council.'

'A general commitment to high standards of probity by Councillors and Council staff in all contacts with individuals and organisations.'

'Actively seeking opinions from "silent" community members, this survey process is an example.'

'Climate change considerations need be permanent!'

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'Consultation with residents BEFORE decisions are made, eg Community Garden.'

'If I could, I would have ticked 'protecting the environment' all three times. There's only so much local government can influence when it comes to issues like local safety (State govt funds the police), health services (ditto), population growth (federal govt sets immigration rules) ... but the one area local government can and should make the biggest impact is on our local environment, and in using our local environment to do our best to minimise climate change.'

'My advice would be to LISTEN to their constituents, MAKE INFORMED DECISIONS within a reasonable time frame (ie, before the issue becomes obsolete), and ACT QUICKLY on those decisions (ie, without wasting time on a whole lot of in-fighting and political power-mongering).'

17. Are there any other issues you would like to address in regard to planning for the future of the Manly area?

Survey participants raised a wide range of issues in response to this question.

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5 Discussion and next steps

5.1 Overview

The engagement activities conducted as part of the Manly Community Strategic Plan process involved a wide range of participants. Members of the community identified numerous and diverse aspects of a vision for Manly, as well as key social, economic, environmental and civic leadership priorities and actions.

There was a high level of engagement in the various consultation activities, particularly in the online Resident Panel survey, demonstrated through both the Panel recruitment process and survey response rate.

The quantitative and qualitative engagement activities were designed to be complementary. Development of the online survey tool was informed by background work conducted by Council as well as the outcomes of the community and stakeholder consultations.

5.2 How should the outcomes of the engagement activities be interpreted?

The random sampling approach utilised to recruit members of the resident panel means that results of the online survey (and any future surveys of the panel) should be representative of the views and perspectives of all residents of the Manly local government area aged 18 years and over.¹⁰

The quantitative survey results provide a practical framework for framing the qualitative data obtained through the youth forum and focus groups, quantifying the strength of the identified elements of a vision for Manly, and identifying the relative importance of the various priorities and actions to residents.

In turn, the youth forum, focus groups and qualitative survey questions contributed valuable qualitative responses. These provide 'explanations' behind the survey results, offering a sense of the language used by members of the community to discuss the issues and actions of most importance / relevance to them. Importantly, they also provide an opportunity for members of the community to

¹⁰ It is important to note that young people aged 18-35 years are under represented on the resident panel.

engage with one another and Council about the future for Manly.

5.3 How can the results be used by Council in the Manly CSP?

Survey results supported by more than 50% of panel members are likely to be supported by the wider community of the Manly local government area. Such results are therefore highlighted in this report (in bold text), for particular consideration by Council.

Issues or initiatives that were supported by less than 50% of panel members may also be important for consideration as part of the Community Strategic Plan process for a number of reasons.

In some cases, these lower ranking issues are closely related to high priority issues or were widely discussed in the other consultation activities. For instance, 'accessible public transport' was identified as the second most important economic issue by 40.4% of survey respondents. However, improved transport attracted support from almost 60% of respondents as an action to address Manly's economic sustainability.

Issues regarded as lower priorities or which received less support from survey participants, may have been identified as important by those who participated in the other consultation activities. Where this is the case, differences in the results of the survey and other consultation activities are discussed.

In addition, while lower ranking issues may not reflect the views of the majority of community members, these issues may warrant consideration by Council if they are consistent with Council policy and practice (eg asset management strategy).

5.4 Comparison of results from the survey and other consultation activities

There was an overall high level of consistency between feedback obtained through the youth forum and focus groups and the resident panel online survey.

Responses obtained through the various engagement activities are summarised in the following section of this report (see tables) by respondent group.

A comparison of results from the survey and other consultation activities identified the following issues:

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5.4.1 Vision

- Key elements of the vision for Manly identified through the survey research were **safety, a clean environment and accessible transport**. Other important issues included preserving Manly's natural heritage, containing residential development and a healthy and active community. These issues were also reflected in the other consultation activities.
- Climate change and housing affordability were key aspects of the vision for Manly identified by young people in the youth forum. Climate change, while not specifically identified by survey respondents, would be categorised under 'preserving natural heritage'. Housing affordability, while also identified in the focus groups, was regarded as one of the least important options by survey respondents.

In summary – Key elements of the Vision for Manly

Elements of the current vision for Manly	Youth forum	Focus groups (community)	Focus group (stakeholders)	Survey
A thriving community	✓	✓	✓	✓
...where residents and visitors enjoy	✓		✓	✓
...a clean	✓	✓	✓	✓
...safe	✓			✓
...and unique natural environment	✓		✓	✓
...enhanced by heritage	✓			
...and lifestyle.	✓	✓	✓	✓

New elements of the vision for Manly	Youth forum	Focus groups (community)	Focus group (stakeholders)	Survey
A place that is accessible (walking, cycling and public transport)		✓	✓	✓
A connected community	✓	✓	✓	✓
A sustainable community (to be both enjoyed and protected)	✓	✓	✓	NA
Affordable housing	✓	✓	✓	✓

5.4.2 Strategic objectives, strategies and actions – Social

The main social issues arising from the youth forum, focus groups and survey are summarised in the following table.

Young people	Focus groups (community members)	Focus group (local stakeholders)	Survey of resident panel
- Community safety (especially at night) - Alcohol - Liveable neighbourhoods "Getting the balance right": tourists, visitors, residents	- Community safety - Alcohol - Population changes and increased stress on services - Connectedness - Housing affordability "Getting the balance right": tourists, visitors, residents	- Strengthening inclusivity and acceptance - Good quality, universal local education	- Safety - Alcohol consumption - Healthy lifestyles

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The main social issues identified across the survey and other consultation activities focused on:

- Reducing the culture of alcohol and binge drinking (**62.4%** of survey respondents)
- Improving safety, particularly around the Corso (**51.5%** of survey respondents). Qualitative responses discussed earlier closing times for hotels as a key method of addressing antisocial behaviour. These issues were raised by participants across all age groups.
- Encouraging healthy and active lifestyles (33.7% of survey respondents). This was reflected in the focus on 'liveable' and 'connected' neighbourhoods by young people and other focus group participants.

Another key theme raised in the youth forum and focus groups was 'getting the balance right between tourists, visitors and residents' in Manly.

Strategies and actions to address social issues, for consideration by Council¹¹ include:

- Lobbying for the preservation of public hospital services in the Manly local government area (**63.8%**)
- Developing a plan for the provision of increased support and health services for older people (47.8%)
- Increasing services and facilities for young people (41.6%).

5.4.3 Strategic objectives, strategies and actions – Economic

The main economic issues arising from the youth forum, focus groups and survey are summarised in the following table.

Young people	Focus groups (community members)	Focus group (local stakeholders)	Survey of resident panel
• Increasing local employment opportunities • Encouraging growth of small businesses • Maintaining current levels of amenity • Sustainable transport systems	• Local jobs • Impacts of large shopping centres on local shops and amenity of neighbourhoods • Less pubs and alcohol • Diverse tourists • Affordable living • Tourism = critical • Constraints – transport, parking	• Improving local amenities and physical infrastructure	• Preserving Manly's natural heritage • Public transport • Economic diversity

The most urgent economic issues identified in the survey were:

- Preserving Manly's natural heritage (**63.5%**)
- Providing accessible public transport (40.4%)
- Broadening the economy away from licensed premises (37.9%).

These issues were also reflected in the youth forum and focus groups. Supporting local business and employment were also seen as critical to Manly's economic health by participants in the youth forum and focus groups. Qualitative survey responses also identified traffic management and parking provision as key priorities.

Strategies and actions to address economic issues, for consideration by Council include:

- Lobbying for improved public transport in and around Manly local government area (**58.3%**)
- A plan to balance the impacts of the tourist industry on the environment and social services (**53.1%**)
- Implementing a program to support the development of local/small business (**52.3%**).

¹¹ The survey tool, including identified strategic objectives, strategies and actions were developed through a review of the outcomes of the youth forum and focus groups. The format for the youth forum and focus groups was developed from a review of Council's *Manly Beyond 2020: Issues Paper*.

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5.4.4 Strategic objectives, strategies and actions – Environment

The main environmental issues arising from the youth forum, focus groups and survey are summarised in the following table.

Young people	Focus groups (community members)	Focus group (local stakeholders)	Survey of resident panel
- Reducing green house gas emissions - Protecting and improving local waterways and marine life - Reducing litter	- Public transport - Protecting Manly's natural assets - Responsible development	-	- Sustainable public transport - Protection of waterways - Impacts of population growth - Sustainable urban development

Environmental issues were a key priority for many of the people who participated in the survey and other consultations. Key priorities identified through the survey were:

- Sustainable public transport (40.3%)
- Protection of waterways (38.4%)
- Considering the impact of population growth on pollution and waste (35.9%).

Qualitative survey responses also discussed the need for protection of local waterways and beaches, bushland and fauna and promotion of sustainable development, sustainability education, and littering / recycling initiatives. These issues were also reflected in the outcomes of the other consultation activities.

Appropriate development (34.7% of survey respondents) was also viewed as a priority across all groups. Reducing greenhouse gas emissions was identified as a key issue for younger people, yet was only identified as a priority by less than 15% of survey respondents.

Strategies and actions to address environmental issues, for consideration by Council include:

- Developing a plan for how to manage increased population in a sustainable manner (**52.2%**)
- Developing and implementing sustainable development guidelines for medium and high density developments (**50.5%**)
- Monitoring of water quality in waterways (46.5%).

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5.4.5 Strategic objectives, strategies and actions – Civic leadership

The main civic leadership issues arising from the youth forum, focus groups and survey are summarised in the following table.

Young people	Focus groups (community members)	Focus group (local stakeholders)	Survey of resident panel
- Increasing local consultation opportunities for all ages - Council as a strong and vibrant leader, e.g. by taking action on climate change	- Increasing local consultation - Increasing local control of economic enterprises - Dynamic and inspirational community leadership - Community partnering with Council: - Council more transparent and accountable - Councillors more visible - Council as an advocate for the community to the State - More information available on local services and facilities - Balancing provision of facilities for tourists without recouping costs	- The community and Council's role in planning for the local area - Balancing the "local" with the "global" - Planning for an uncertain future	- Transparent and timely decision making - Council working in partnership with community - Efficient use of Council resources - Advocacy role with State Government

Key priorities identified through the survey were:

- Transparency and accountability of Council decision making (47.3% of all survey respondents)
- Community partnerships (42.9% of survey respondents)
- Efficient use of Council resources (36.9% of survey respondents).

Community consultation and participation in decision making were identified across all groups. Survey respondents and people who participated in the youth forum and focus groups also identified the important leadership role for Council, with young people suggesting that Council take action on climate change. Qualitative survey responses discussed integrity, accountability and consistency in decision making by Council as important issues.

Strategies and actions to address civic leadership issues, for consideration by Council include:

- Council to publicly report on decision making (**76.6%**) – *supported by more than three quarters of respondents*
- Increased community participation in decision making (**54.3%**)
- Council to provide a quarterly community report on performance (49.7%).

Other key actions that received a high level of support from survey respondents for consideration by Council were:

- Different parking levies for residents/ratepayers and visitors (**86%**)
- Long term urban development plan for the LGA (**84%**)
- Increasing police presence in public areas (**83%**)
- Traffic and parking management plans for key centres (**82%**)
- Reducing hotel trading hours (**80%**).

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5.5 Opportunities for ongoing engagement

5.5.1 Resident panel

The survey, youth forum and focus groups have provided excellent input to renew Council's vision statement and the identification of strategic objectives for the Community Strategic Plan under the four quadruple bottom line areas: social, economic, environmental and civic leadership. Should Council wish to further develop an updated vision statement, draft strategic objectives and strategies for the Community Strategic Plan or draft funding priorities from the Community Strategic Plan to be included in the Long Term Financial Plan, the resident panel could be used for this purpose.

The high level of engagement by residents in recruitment of the resident panel and conduct of the online survey, as well as the large number of panel members, indicates that this engagement technique has considerable potential as one of a number of techniques for use by Manly Council. Importantly, Manly Council now has at its disposal a representative and engaged community of residents willing to provide further feedback on issues of relevance to the Manly community. The resident panel was identified by one respondent as an effective way to reach the silent majority.

The high level of engagement demonstrated through the survey process is likely to decline rapidly without further updates and engagement activities. Members of the resident panel who participated in the online survey will be sent a summary of feedback, in line with best practice engagement principles.

Council should then decide whether to continue to utilise panel members. Further online surveys could be conducted on matters of topical interest to Manly Council.

It is important to note that young people aged 18-35 years are under represented on the resident panel. Therefore, engagement activities or

research specifically targeting people in this age group (such as the youth forum and focus groups) should be undertaken, to complement future surveys of the panel. Alternatively, additional panel members in this age group could be recruited to the panel to enhance the representativeness of future survey results.

5.5.2 Other engagement options

A number of other opportunities for engagement were identified by study participants. Best practice engagement typically involves a mixture of surveys and online and face to face techniques. Options for consideration by Council raised in community feedback include:

- Forums and focus groups – which received positive feedback from some participants
- Council committees including precinct committees – some respondents thought these formal mechanisms for consultation had the potential to be unrepresentative, while others valued these committees as an effective engagement tool and opportunity for deliberation by local communities
- Consultations in the community – some participants valued the opportunity to discuss issues of relevance to them directly with Councillors in the community.

Specific engagement techniques are often required to reach special interest and hard to reach groups and individuals within the community. Representatives of these groups were included in the focus group (or forum) with local stakeholders. After reviewing all the material obtained through this community engagement process, Council may wish to conduct some targeted interviews with hard to reach groups if Council believes there are specific groups that have not been adequately consulted. For instance, this could be done as part of the next stage of the Community Strategic Planning process, if Council undertakes further testing of an updated vision and or strategic objectives.