



Manly Council

Management Plan

2008 – 2011

Adopted 16th June 2008



Aerial view of the Clean Energy for Eternity Human Sign Manly Beach – Sunday 3 December 2007



Acknowledgement of Country

Manly Council acknowledges that we are here today on the land of the Guringai people. The Guringai are the traditional owners of this land and are part of the oldest surviving continuous culture in the world.

Table of Contents

Section 1:	General Manager's Message.....	6
	Background to the Management Plan.....	7
	Purpose and Structure of the Report.....	7
	Vision, Mission and Values.....	8
Section 2:	The Principles that Guide our Operations.....	9
	Manly's Ethical Charter (2005).....	10
	Council's Strategic Planning Framework.....	11
	Council's Long Term Targets Associated with our Vision for Future..	12
	Summary of Management Plan Principal Activities.....	14
	Evaluation and Performance Review of the Management Plan.....	15
	Customer Review of Performance.....	16
	2008 Corporate Structure to Deliver the Plan.....	17
	Management Plan Financial Summary.....	18
	A Snapshot of the Manly LGA.....	19
	Community Consultation and Participation.....	19
Section 3:	Principal Activities.....	21
	Principal Activity 1 Governance.....	22
	1.1 Community Governance.....	23
	1.2 Corporate Governance.....	23
	1.3 Organisational Support.....	23
	1.3.1 Service Support.....	24
	1.3.2 Customer Service.....	24
	1.3.3 Employee Development and Staff Support.....	24
	Outcomes, Measurement and Actions for Governance.....	24
	Principal Activity 2 People and Place.....	29
	2.1 Corporate and Urban Planning Initiatives.....	31
	2.2 Strategic Planning Projects.....	31
	2.3 Cultural and Information Program.....	31
	2.3.1 Library and Information Services.....	31
	2.3.2 Cultural Development.....	32
	2.3.3 Place Making and Neighbourhood Development.....	32
	2.3.4 Events and Visitor Services.....	32
	2.3.5 Community Facilities Management.....	32
	2.4 Manly Transport Program.....	33
	2.4.1 Active Transport.....	33
	2.4.2 Regional Transport Linkages.....	33
	2.4.3 Local Area Traffic Management.....	33
	Outcomes, Measurement and Actions for People and Place.....	34
	Principal Activity 3 People Services.....	39
	3.1 Community Care, Support and Development Program.....	41
	3.1.1 Children's Services.....	41
	3.1.2 Youth Services.....	41
	3.1.3 Aged and Disability Services.....	41
	3.1.4 Community Safety.....	41
	3.1.5 Community Development.....	41
	3.2 Recreation and Leisure.....	41
	3.2.1 Aquatic Management Service.....	41
	Outcomes, Measurement and Actions for People Service.....	41

Principal Activity 4 Infrastructure Service.....	45
4.1 Infrastructure Management.....	47
4.1.1 Infrastructure Assets.....	47
4.1.2 Civic Plant and Equipment.....	47
4.1.3 Emergency Services.....	47
4.2 Buildings and Facilities.....	47
4.2.1 Buildings.....	47
4.2.2 Leases and Licences.....	47
4.2.3 Property.....	47
4.3 Open Space Maintenance and Development.....	48
Outcomes, Measurement and Actions for Infrastructure Services.....	48
 Principal Activity 5 The Environment.....	55
5.1 Environment Protection Program.....	57
5.1.1 Environmental Regulation and Sustainability.....	57
5.1.2 Conservation of the Natural Environment.....	57
5.1.3 Environmental Education and Advocacy.....	58
5.2 Local Character / Built Environment.....	58
5.2.1 Urban Design and Planning.....	58
5.2.2 Regulation of Development.....	58
5.2.3 Heritage Conservation.....	58
5.3 Waste and Cleansing Program.....	58
5.3.1 Waste Avoidance Program.....	58
5.3.2 Cleansing.....	58
Outcomes, Measurement and Actions for the Environment.....	59
 Section 4A: Statutory Reports.....	65
Manly Social Plan.....	67
Access and Equity Summary.....	69
Manly State of the Environment Report.....	69
Human Resources Policy.....	70
Equal Employment Opportunity (EEO) Plan.....	73
 Section 4B: The Manly Profile.....	79
 Section 4C: Financial Report / Statements.....	87
Revenue Policy.....	89
Stormwater Management Plan.....	96
Capital Expenditure Program.....	100
Assets Replacement Policy.....	102
Business and Commercial Activities.....	103
 Appendices.....	105
Appendix A: Environment Levy 2008/09.....	106
Appendix B: Manly's Futures Indicators Report Card.....	109
Appendix C: Ten Year Infrastructure Plan	111
Appendix D Climate Change Levy.....	114
Appendix E: Manly Council Fees and Charges 2008/09.....	116



Section 1

General Manager's Message
Background to the Management Plan
Purpose and Structure of the Report
Vision, Mission and Values

General Manager's Message

The *Manly Plan 2008 -2010* is Manly Council's Management Plan. It sets out what Council proposes to do to achieve its goals over the next three years consistent with its long term vision spelled out in the document *Surfing the Future – A Vision for the Manly Local Government Area for 2025*.

Good planning must consider the challenges that will lie ahead. This is why some sections of the *Manly Plan* are designed to keep Council's view on the longer term issues which the Manly of 2011 and even 2025 will face. The current Council has put time and energy into considering such issues on behalf of the generations that follow.

Consistent with the above, the key foci of this year's plan include strategies and actions to renew aging infrastructure, and to encourage a sustainable approach to all we do in the Manly Local Government area.

These are all important issues addressed in the *Manly Plan*. Similarly, Council must finance its actions appropriately now and into the future to ensure it can deliver on its vision for the local area. Council's budget as presented in this document has been designed to deliver value for money, based on the approach of delivering best value in terms of quality and price.

Also, this year Council will be conducting a poll of electors to ascertain the support in the local community for the introduction of a new levy to assist Council to fund specific adaption and mitigation measures aimed at addressing climate change.

The Management Plan is produced annually in accordance with *the NSW Local Government Act, 1993* and is reviewed via formal reporting back to Council on a quarterly basis. Some key initiatives for the year ahead to 30th June 2009 include:

- Continuation of implementation of Council 10 year infrastructure plan including refurbishing key public toilets, updating public lighting and sports facilities across the Manly Local Government area.
- Creation of a new asset management plan for all Council buildings and facilities ensuring proper lifecycle planning and maintenance and replacement as required.
- Increase diversion rates from landfill, and of appropriate composting by residents.
- Preparation of a draft Local Environmental Plan for public exhibition in the first half of 2009 consistent with NSW State Government requirements. As part of this process consolidation of all existing Development Control Plans into the one instrument.
- Implementation of all key Planning reforms legislated by the State government.
- Completion of strategic master plans for Manly Cove, LM Graham reserve and North Harbour reserve.
- Review and update the Manly Social Plan 2004 –2009.
- A re-invigorate cultural program celebrating Manly's sense of community and place, complimenting local business endeavours and marking key civic occasions.
- Continued operation of Council's diverse range of community and social service related programs, services and facilities.

I commend the Council's draft Management Plan to you and invite you to read and comment on this document.

HT Wong

General Manager

YOUR FEEDBACK REQUESTED

Comments marked "Manly Plan Feedback" may be submitted to Council via its Website, or in writing, to the addresses listed below:

www.manly.nsw.gov.au

or

PO Box 82, Manly, NSW 1655

Background to the Management Plan

Purpose and Structure of the Report

This management plan gives direction to Council management and staff on the programs and actions to be undertaken to achieve Council's mission and in order to move towards achieving Manly's vision. It is a rolling three year plan with a focus on the financial year ahead. The Management Plan is important as it:

- Is Council's plan for working to fulfil the community vision.
- Identifies what issues concern the Council and community.
- Identifies programs and strategies to address community needs and provide services.
- Identifies key initiatives and actions for the next 1-3 years.
- Sets targets so Council and the community can measure progress.
- Reflects feedback to Council from residents, Precinct Community Forums and other forms of community consultation.
- Identifies how the management plan moves Council towards a more sustainable future.

The Management Plan also meets local government legislative requirements.

The Management Plan is in four parts:

- Section 1: Background to the Management Planning Process and Council's Strategic Planning Framework
- Section 2: Introduction – The Principles that Guide our Operations
- Section 3: Principal Activities– details on specific programs, services and facilities provided by Council
- Section 4: Statutory, Financial Information, and Appendices

Manly Vision

“A vibrant and inclusive community, which values its heritage and works together to create a sustainable lifestyle and environment for all to enjoy”

This vision was adopted through the Surfing the Future community process and updated to reflect a shared 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.

Manly Council Mission

Manly Council will provide for the needs of our community through strategic leadership, open governance, continual improvement, and the delivery of quality services that are accessible, responsive and sustainable.

Manly Council Values

Sound governance
Ethics
Equity and access
Respect
Continual improvement
Sustain the environment
Responsibility
Foster participation
Efficiency
Teamwork culture
Achievement



Section 2

Principles and Policies that Guide our Organisation
Council's Strategic Planning Framework
2008 Corporate Structure
Management Plan Financial Summary
Overview of Manly LGA
Community Consultation and Participation

Guiding Principles to Management Plan - Manly's Ethical Charter and The Manly Principles for Sustainability

Manly's Ethical Charter (2005)

Council is committed to supporting the principles of Ecologically Sustainable Development (ESD) as defined in the *Local Government Act, 1993* and ethical business practices. Council believes that sustainability must be the guiding principle of our business, requiring policies that meet the needs and aspirations of the present generation without compromising the opportunity of future generations to fulfil their needs and aspirations. Council also supports the *Earth Charter* and recognises that it sets the grounding principles for sustainability.

We support and will act on the following principles in our services:

- **Equity and justice** - We will act fairly, seeking to ensure equity, tolerance and removal of discrimination and support democratic societies that are just, participatory, sustainable and peaceful.
- **Respect** - We will treat other people and the environment with respect and acknowledge and support the values of indigenous peoples and minorities.
- **Sustaining the environment** - We will act with care and caution towards the environment, protecting the biosphere, its biodiversity, and using its resources sustainably for present and future generations.
- **Creating and sharing sustainable prosperity** - We will seek to create and share prosperity in a way that helps sustain our business, the community and the environment, and support locally based businesses who share these ethics where possible.
- **Responsibility** - We will take all responsibility for our actions and for any harm or good we cause. We will account for our actions, evaluating our progress in implementing these principles, and seek to continually improve. We also commit to combat corruption in all its forms, and the obstacles to good governance. We will not associate with organisations who act in direct contradiction to these principles.

The Ethical Charter places a requirement on Council to give significant consideration to the effects our business and operations may have on local and global sustainability.

Manly Principles for Sustainability

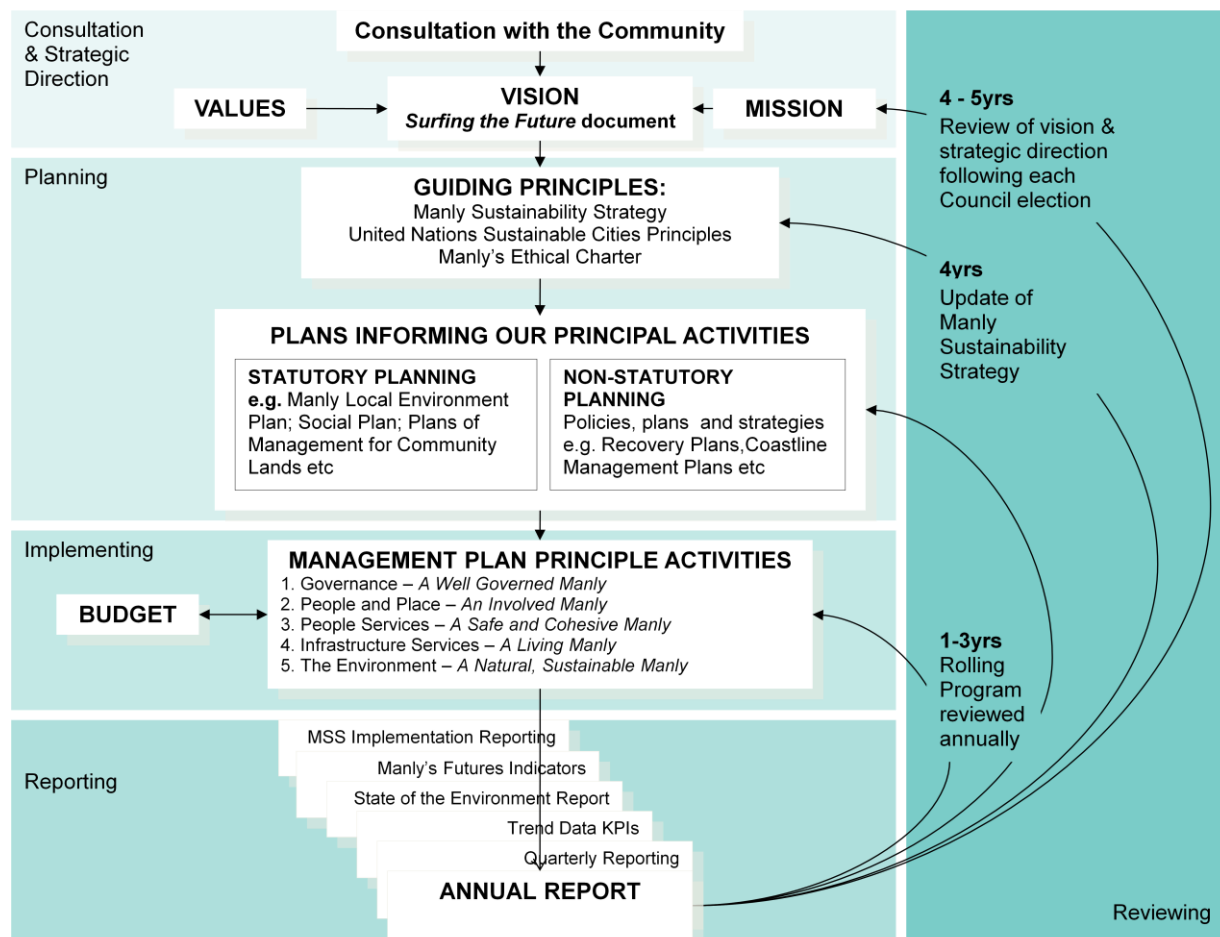
The Manly Principles have been adapted from the United Nations Principles for Sustainable Cities to guide Council's strategic decision-making and act as a reference to ensure corporate direction and decisions are moving Manly towards a sustainable community.

1. A **shared long-term vision** for Manly based on: sustainability, intergenerational, social, economic and political equity; and our individuality.
2. Achieve long-term **social and economic security**.
3. Recognise the intrinsic value of Manly's **geodiversity, biodiversity and natural ecosystems**, and protect and restore them.
4. Enable Manly's community to minimise our **ecological footprint**.
5. Promote **sustainable production**, through appropriate use of environmental sound technologies and effective demand management.
6. Build on the characteristics of ecosystems in the development and nurturing of a **healthy and sustainable Manly**.
7. Recognise and build on the distinctive characteristics of Manly, including its **human and cultural values, history and natural systems**.
8. Empower people and **foster participation**.
9. Expand and enable **cooperative networks** to work towards a common, sustainable future.
10. Enable **continual improvement**, based on accountability, transparency and good governance.

Council's Strategic Planning Framework – How we deliver for Manly

Council works towards Manly's community vision when making Council-wide policies and plans. In the case of the management plan, the community vision, guiding principles, plans, policies and public consultation are all considered. The relationship between all of these components is discussed below and is shown in Figure 1.

Figure 1: Council's Strategic Planning Framework



Council's Ability to Achieve the Vision and Its Long Term Targets

Manly Council is committed to working towards the community vision and plays a key role in providing services and leading the community towards a sustainable future. The fulfilment of a sustainable Manly, however, cannot be achieved by one organisation and will require the participation and involvement of residents, visitors, businesses, community groups and government agencies.

The diagram below demonstrates which Manly Sustainability Strategy themes Council has direct influence; for other themes Council plays a positive, partnership role, where reaching the vision requires the involvement of other individuals, groups and agencies.

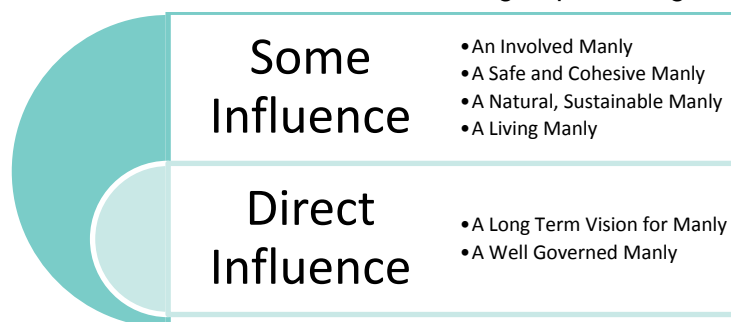


Figure 2: Level of Influence Council has in meeting Manly Sustainability Strategy Themes

Council's Long Term Targets Associated with our Vision for the Future

A NATURAL, SUSTAINABLE MANLY / THE ENVIRONMENT



- Reduce Manly's **greenhouse gas emissions** by 25%; and Manly Council's by 50% by 2015 on 1996 levels
- Reduce Manly's total **water consumption** by 50% by 2015 on 1999 figures
- Decentralised localised 100% water and energy supplies by 2025
- **Zero Waste** generation by 2014
- Achieve stable populations of **Little Penguins** and **Long-nosed Bandicoots** (with no further species becoming extinct or listed as Endangered or Threatened) by 2015
- Reduce Manly's **ecological footprint** to below Australian Conservation Foundation state average figures by 2011

A LIVING MANLY / INFRASTRUCTURE SERVICES



- All areas of SHOROC accessible by **public transport/sustainable transport** options by 2015
- Attain optimum **employment/residency ratio** by 2015
- 100% of identified **Aboriginal and Non-Aboriginal heritage items** listed and protected by 2015
- Achieve 100% new and retrofitted dwellings meeting **maximum BASIX standards** including retention of existing building fabric by 2015

SAFE & COHESIVE MANLY / PEOPLE SERVICES



- Increase % of affordable **housing** for low and medium income earners by 2018
- Retain and increase by 30% availability of **health** and community support services for children, families and seniors by 2018; 30% increase mental health services by 2013.
- **Wellbeing** – every resident within 10 minutes of a sustainable transportation option to food markets, childcare, health services and leisure infrastructure by 2020.
- Increase diversity of **learning and employment** opportunities by 2018.
- Improve **community safety** and perceptions of it by 2010; reduce % of people escaping domestic violence and at risk of homelessness by providing support services by 2013.

AN INVOLVED MANLY / PEOPLE & PLACE



- **Sport, recreation and leisure** – every resident within a 5 minutes walk or 10 minute sustainable transport option to green space, beach or sport field/ facility by 2012.
- 50% increase in opportunities for **community participation and involvement** in decision making by 2013.
- 75% of Manly residents **volunteering** for community services by 2012.

A WELL GOVERNED MANLY / GOVERNANCE



- 90% **Resident Satisfaction** with Council services (customer service index) by 2015
- **Assess renewal** expenditure to be 1:1 by 2010
- **Debt Service Ratio** be maintained under 10%.

Guiding Principles

Council has adopted a number of guiding principles, including Manly's Ethical Charter and the Manly Sustainability Strategy. Principles provide us with a guiding reference of how we should make decisions. For Manly Council this means that the principles that have been adopted are carefully considered in the preparation of guiding plans and policies.

Plans and Policies

Council plans are developed to guide operational decision-making. All Council plans are developed to assist in achieving Manly's vision and upholding Council's guiding principles. There are statutory and non-statutory plans and reports informing the Management Plan including:

- Local Environmental Plan (LEP).
- Manly State of the Environment Report.
- Various Plans of Management.
- Manly Social Plan 2004 – 2009 Implementation Update.
- Northern Sydney Aboriginal Social Plan (non statutory).
- Manly Sustainability Strategy (non statutory).
- Many other non statutory plans including: Access and Equity Activity Summary; the Integrated Catchment Management Strategy; Threatened Species Recovery Plans; and Coastal and Estuary Management Plans.

Summary of Management Plan Principal Activities

The 2008-2011 Management Plan has adopted five Principal Activities that work to fulfil Council's vision. For each Principal Activity an objective describes what Council's services are working to achieve, as depicted below.

Management Plan Principal Activities	Associated Manly Sustainability Strategy Principles	Management Plan Objectives
Community Vision for Manly	Long Term Vision for Manly <i>Including:</i> A shared long-term vision for Manly based on: sustainability, intergenerational, social, economic and political equity; and our individuality.	<i>A vibrant and inclusive community, which values its heritage and works together to create a sustainable lifestyle and environment for all to enjoy</i>
1. Governance	A Well Governed Manly <i>Including:</i> Enable continual improvement, based on accountability, transparency and good governance.	<i>To provide open, accountable and democratic government to the community.</i> <i>To enhance organisational performance; enable effective decision making; manage and minimise risk; enhancing community confidence in the organisation and the system of local government and establish clear priorities to enable the organisation to achieve its mission.</i>
2. People and Places	An Involved Manly <i>Including:</i> Empower people and foster participation. Expand and enable cooperative networks to work towards a common, sustainable future.	<i>Manage strategic and statutory planning to facilitate social, economic, cultural and leisure activities and employment opportunities for residents.</i> <i>To promote and celebrate Manly's sense of place through an innovative and engaging cultural and information program.</i> <i>To actively and sustainably manage the way people move around their local area.</i>
3. People Services	A Safe and Cohesive Manly <i>Including:</i> Achieve long-term social and economic security.	<i>To provide and facilitate a range of sustainable, accessible, equitable, social, cultural and recreational services that incorporate opportunities to maintain and enhance the quality of life for all members of the Community.</i>
4. Infrastructure Services	A Living Manly <i>Including:</i> Build on the characteristics of ecosystems in the development and nurturing of a healthy and sustainable Manly. Recognise and build on the distinctive characteristics of Manly, including its human and cultural values, history and natural systems.	<i>The planning, creation and sustainable management of Infrastructure Assets needed for the functioning of the Community.</i>
5. The Environment	A Natural, Sustainable Manly <i>Including:</i> Recognise the intrinsic value of Manly's geodiversity, biodiversity and natural ecosystems, and protect and restore them. Enable Manly's community to minimise our ecological footprint. Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.	<i>To provide a range of integrated programs and actions that act to protect and enhance our local environment, provide opportunities for reestablishment of natural processes and manage potentially damaging activity.</i>

Other considerations when preparing the Management Plan

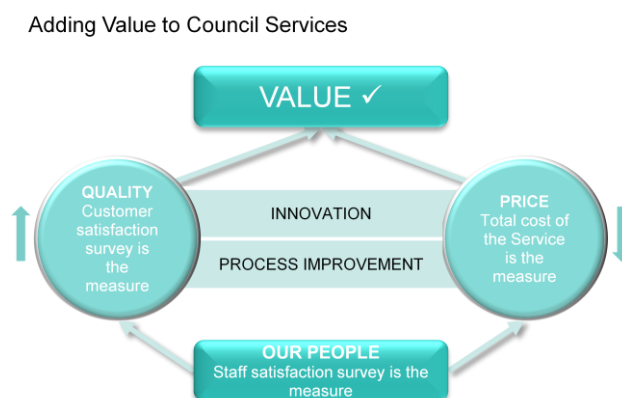
Allocating Resources

Each year, the Council allocates the organisation's annual expenditure to carry out its activities, taking into account priorities identified in the various supporting plans and strategies and taking into account emerging issues, community, Precinct and committee feedback, advice from Manly Council's operational management, and progress towards the Manly Vision.

Many program activities are ongoing and are considered "core services". These operate on a continual improvement model and attract funding each year. Others are one-off initiatives which must compete for funds based on merit. The programs listed in this Management Plan are those funded for the year 2008-09. An exhaustive list of capital works programs are itemised as part of the budget section of the document.

Delivering Best Value at Manly Council

The diagram below represents the Operational Management Model for Manly Council to determine best value for its key customer groups.



Evaluation and Performance Review of the Management Plan

The Management Plan is reviewed annually, with performance regularly measured using the indicators contained within this plan. In particular, the Manly's Futures Indicators, as outlined under each Principal Activity and fully documented within the Appendix, provide a way of measuring Council's progress towards the vision and sustainability.

Quarterly reviews of the indicators and budget, in addition to an Annual Report, are presented to the community to demonstrate progress on each of the areas. This evaluation is designed to ensure innovation and flexibility to continually improve performance, achieve results and provide transparency to our operations.

Manly Sustainability Strategy Implementation Monitoring

Another way Council is working towards the community vision and sustainability is by reporting on the annual implementation of the 2006 Manly Sustainability Strategy.

In December 2006 the *Manly Sustainability Strategy – For Today and Future Generations* <http://www.manly.nsw.gov.au/Sustainability-Strategy.html> was adopted. The Strategy recognises that for the Manly community to be an enjoyable and liveable community in the future it is important for Council to address social, economic and environmental issues. Council's success in implementing the Strategy is reported annually within Council's Annual Plan.

Customer Review of Performance

Each year a random sample of approximately 300 Manly residents are questioned about their satisfaction with the provision of Council services.

For the close-ended component of the survey, the raw data is weighted and scored to produce a Customer Satisfaction Index (CSI), which ranges from 1 (lowest) to 10 (highest), representing the degree of satisfaction customers receive from council services.

The results of the longitudinal survey (last conducted in November 2007) are shown below.

Key to trends

😊 **trend up** – CSI increasing 3 surveys in a row

😐 **no clear trend** – CSI up & down across surveys

😞 **trend down** – CSI decreasing for 3 surveys in a row

1. Governance *

2004	2005	2006	2007	Trend
5.84	5.67	5.76	5.23	😐
6.51	6.14	6.24		

**previously* Corporate Governance
(Management)
and Community Governance (Government)

2. People and Place

2004	2005	2006	2007	Trend
6.04	5.76	6.08	6.58	😊

3. People Services

2004	2005	2006	2007	Trend
6.76	6.64	6.31	7.02	😐

4. Infrastructure Services

2004	2005	2006	2007	Trend
6.34	6.22	6.31	5.37	😐

5. The Environment

2004	2005	2006	2007	Trend
6.70	6.71	6.80	6.20	😐

2008 Corporate Structure to Deliver the Plan

Elected Council

- Cr. Dr. Peter Macdonald (Mayor)
- Cr. Barbara Aird
- Cr. Simon Cant
- Cr. Pat Daley
- Cr. Jo Evans
- Cr. Jean Hay AM
- Cr. Adele Heasman
- Cr. Dr. Judy Lambert AM
- Cr. David Murphy
- Cr. Richard Morrison
- Cr. Mark Norek
- Cr. Brad Pedersen

General Manager & Executive

- General Manager
Henry Wong
- Deputy General Manager Sustainability & Landuse; Executive Manager Environmental Services
Stephen Clements
- Deputy General Manager People, Place and Infrastructure; Executive Manager Strategy and Strategic Projects
Amanda Spalding

Divisional Managers

- Corporate Services & Chief Financial Officer
Ross Fleming
- Corporate Planning & Strategy
Anthony Hewton
- Human Services & Facilities
Beth Lawsen
- Civic & Urban Services
Param Rajah

Management Plan Financial Summary

MANAGEMENT PLAN SUMMARY			
Income	2008/2009	2009/2010	2010/2011
1 Governance	37,754,840	38,248,365	39,011,300
2 People & Place	2,212,166	1,839,892	1,702,680
3 People Services	5,009,862	4,880,860	4,978,560
4 Infrastructure Services	15,544,598	13,672,669	13,326,250
5 The Environment	13,084,451	11,470,099	11,606,910
Total Income	73,605,915	70,111,885	70,625,700
Expenditure			
1 Governance	16,190,583	16,237,104	16,561,666
2 People & Place	3,080,876	2,983,667	3,029,710
3 People Services	11,746,655	11,787,092	12,010,663
4 Infrastructure Services	11,827,278	11,943,893	12,169,022
5 The Environment	13,073,563	13,183,198	13,373,844
Total Expenditure	55,918,955	56,134,953	57,144,905
Capital Expenditure			
1 Governance	3,482,317	3,627,175	3,964,321
2 People & Place	3,567,860	2,990,980	2,621,940
3 People Services	1,277,955	900,857	817,034
4 Infrastructure Services	5,723,708	4,589,390	4,362,650
5 The Environment	3,635,120	1,868,530	1,714,850
Total Capital Expenditure	17,686,960	13,976,932	13,480,795
Net Costs	0	0	0

A Snapshot of the Manly Local Government Area

The Manly Local Government Area is characterised by:

- Being a geographically small LGA (15.14km²) of approximately 37,378 people, including overseas visitors (*ref: ABS Census, 2006*). This places particular pressures on regulating development, providing infrastructure, and managing environmental impacts.
- Having predominantly water boundaries including, in part, the Pacific Ocean, Sydney Harbour and also Burnt Bridge Creek.
- Having included within its boundaries a diverse range of landforms including, bays, beaches, headlands, rugged cliffs, steep slopes and areas of plateaux.
- Having a number of significant and diverse ecosystems, a number of threatened fauna and flora species populations which require careful management.
- Where open space is of local and regional significance, and requires careful management to protect its community values.
- A slowing down of the population growth from 3.5% between 1996 and 2001 Census periods to 1.5 % between 2001 and 2006.
- Having a trend towards a steady increase in the older age groups in the community.
- Having a significant number of non traditional households and family types.
- Experiencing reduction of the number of occupied dwellings since 2001 Census from 15,530 to 15,368 in 2006 (*ref: ABS Census, 2001, 2006*).
- Having a median household income significantly above the average for the Sydney region, but with nearly one third of households having an income below the Sydney average.
- Showing significant increase in the housing costs for purchase and rental, almost doubling the median weekly rent and housing loan repayment nationwide.
- Having an important regional public transport interchange and ferry wharf.
- Being a major visitor destination for in excess of six million visitors per year.
- Being a favourite destination for day visitors from across the entire Sydney Region.

Community Consultation and Participation



Manly Council is committed to community consultation as a core value of its business. A key strategy for consultation is our Precinct Community Forum (PCF) System which was introduced to the community in 1990. From that time onwards, Council has aimed to increase community involvement through coordinated consultation and involvement in monthly Precinct Community Forum meetings. There are 12 Precincts in the Manly Council area (see map above).

The aim is to involve all property owners, residents and workers in the decisions which affect their local area. The decisions of the PCFs are advisory and their comments are responded to and considered by Council in its statutory decision making role. PCFs provide a valuable link for two-way communication between residents, Council staff, and councillors. The PCF system also encourages more social interaction within the community.

Matters referred to Precinct Community Forums include:

- All major new policies or policy changes which directly affect the community.
- Items that may impact on or alter the character of an area.
- Local services, e.g. waste management, traffic management or bushland care.
- All land re-zoning proposals.
- New development applications.
- Other issues rose for discussion by the local community.

Furthermore, Council is committed to the development of social cohesiveness and community identity through community participation, and provides an extensive range of initiatives and events in which the community is invited to participate. Council manages a range of Special Purpose and Joint Committees which provide an opportunity for community members to become involved in many varied issues and initiatives.



Section 3

Principal Activity 1 Governance

Community Governance
Corporate Governance
Organisational Support

1. GOVERNANCE

Manly Sustainability Strategy Theme	F. A Well Governed Manly
Relevant Manly Principles	<p>A1. A shared long-term vision for Manly based on: sustainability, intergenerational, social, economic and political equity; and our individuality.</p> <p>B1. Achieve long-term social and economic security.</p> <p>E1. Empower people and foster participation.</p> <p>E2. Expand and enable cooperative networks to work towards a common, sustainable future</p> <p>F1. Enable continual improvement, based on accountability, transparency and good governance.</p>
Objectives	To provide open, accountable, and effective government for the community.
Service Areas	<ul style="list-style-type: none"> ▪ Corporate Services ▪ Sister Cities ▪ Communications ▪ Financial Services ▪ TI ▪ Human Resources ▪ Claims ▪ Risk ▪ Asset Monitoring ▪ Customer Service ▪ OH&S
Key Initiatives for 2008-11	<ul style="list-style-type: none"> ▪ Conduct a poll of electors to ascertain the support in the local community for the introduction of a new levy to assist Council to fund specific adaption and mitigation measures aimed at addressing climate change ▪ Provide assistance to the NSWEC for 2008 local government general election ▪ Redesign corporate website for a more modern and better user experience ▪ Upgrade of corporate intranet enabling better access to information ▪ Review complaints management systems for compliance with relevant standards ▪ Expansion of community awareness initiatives for Smoke Free Council program ▪ Review of recruitment strategies to better attract emerging workforce markets ▪ Further develop strategies to maintain mature staff workforce ▪ Expansion of trainee & apprentice programs ▪ Engage in workforce planning initiatives with regional Councils. ▪ Pro-active risk management and OH&S strategies to reduce exposure to claims and ensure that public areas and Council workplaces are safe ▪ Consider and adopt the Manly Crime Prevention Strategy

	<ul style="list-style-type: none"> ▪ Seaforth Library – future consideration in development of TAFE site
Headline Indicators (Reported on Annually)	<ol style="list-style-type: none"> 1. Community vision developed in consultation with community [A1] 2. Integration of Manly Sustainability Strategy into Council's Management Plan [A1] 3. Manly Sustainability Strategy Actions completed.[A1] 4. Extent to which Council resolutions have been implemented [F1] 5. Percentage of Council expenses to pay debts (debt service ratio) [F1] 6. Resident satisfaction with Council services (customer service index) [F1] 7. Sustainability action plans developed for all areas of Council (to demonstrate sustainability leadership and progress to community) [F1]
Service Indicators (Reported on Quarterly)	<ul style="list-style-type: none"> ▪ Number of unique user sessions on Website ▪ Number of business papers downloaded from website for monthly meetings ▪ Customer service – calls to switch ▪ Customer service – counter visits ▪ Number of media releases issued ▪ Number of staff and managers attending training sessions

Sub Activities

1.1 Community Governance

To enable transparent and accountable government through facilitating public access to information and ensuring a commitment to community consultation in key decision making processes.

Ensure that the decisions of Council are informed by quality professional advice, and that adequate facilities are provided for Council to conduct its official activities.

To administer productive information and cultural exchanges through the Sister Cities Program and the Friendship Cities Program.

Council's Precinct Community Forums meet monthly in local areas of Manly, they aim to provide two way communication and the opportunity for Community and Council to inform, consult, discuss and receive feedback on a range of matters, as are referred by Council to the Community and from Community to Council.

1.2 Corporate Governance

Enhance organizational performance through effective systems and business processes.

Strengthen community confidence and the public reputation of Council through enhanced transparency and accountability.

Assist Council in the discharge of its legal and ethical obligations.

Assist in the prevention and detection of fraudulent, dishonest and/or unethical behavior.

Apply ethical fairness and transparency in Revenue and Pricing Policy.

Administer levies in accordance with statutory guidelines.

1.3 Organisational Support

Key Strategies

1.3.1 Service Support

Providing staff with the necessary tools and systems to enable them to most efficiently deliver best value services to the community whilst ensuring all legal requirements are adhered to and risks are managed appropriately.

1.3.2 Customer Service

To provide all services in a friendly and effective manner that meets the expectations of all customers and which reflects our commitment to quality and continual improvement.

1.3.3 Employee Development and Staff Support

To ensure that Council's workforce is recruited, developed, trained, managed and rewarded fairly and equitably. Facilitate job satisfaction and workplace commitment to ensure the highest level of service to the community as possible. Foster a culture of workplace efficiency and safety.

Outcomes, Measurement and Actions for Governance

Key Outcomes	Measurement	Actions
Support services provided to Councillors. (PA 1.1)	Staff reports returned to Council by specified meeting date. % of Staff actions 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.
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 5 business days.	Meeting agendas available to public via web by COB Thurs prior to meeting. Meeting minutes available to public via web by COB Thurs after to meeting.
Access to Council facilities. (PA 1.1)	Utilisation rates of facilities.	Council Chambers and meeting areas serviced.
Timely consultation with the community on key issues and two way information flow between Council and the community. (PA 1.1)	Annual Precinct satisfaction survey.	Servicing Precinct Community Forums.
Consultation with community on key issues through monthly forums. (PA 1.1)	Number of referrals from Council to community and feedback received on these referrals.	Engage community through a variety of channels, meetings, newsletters, committees, working parties to provide community input to advise the decision making process.

Key Outcomes	Measurement	Actions
Information and cultural exchange with other Councils and government organisations nationally and internationally. (PA 1.1)	Sister Cities Program conducted.	Implement Sister Cities program as endorsed by Sister City Committee.
General promotion of Council services and activities, including meeting Council's statutory requirements for reporting to the Department 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 Community Reports. Media liaison.
Administer Council's finances in accordance with all relevant statutory requirements. Develop a sustainable Financial Plan that supports Climate Change initiatives. (PA 1.2)	Annual audit of Council's finances. Key/ major infrastructure projects/Climate change programs funded. Outstanding Rates/Total Rate Income ratio at < 3.2% for 2008/09; Movement In Rates & Annual Charges from Previous Year at < 6% for 2008/09; Movement In User Charges & Fees from Previous Year at < 5% for 2008/09.	Administer rate system, collect other revenues, pay creditors and suppliers, and provide service support to all Divisions in administering their budgets. Administer levies and special rate variations, including conducting a poll of electors to ascertain support for a levy to address climate change issues/risks. Review Investment Policy to ensure compliance with legislated requirements and maximize investment return. Application for special rate variation to fund Climate Change program.
Adopt a sustainable Purchasing Policy for all Council purchases. (PA 1.3.1)	Estimated savings and efficiencies generated.	Maximize opportunities for joint procurement. 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.
Service & technology support. (PA 1.3.1)	Continual improvement in technology solutions	Technology Infrastructure, Records Management and administration.
Staff development. (PA 1.3.1)	Implementation of Corporate Training Program. Percentage of permanent	Salary Administration System. Staff Consultative Committee.

Key Outcomes	Measurement	Actions
	fulltime staff assessed on an annual basis. Annual Staff Climate Survey.	Work/Life Balance Program. Corporate Training Program.
Claims management. (PA 1.3.1)	Reduction in the number of claims received per annum.	Pro-active Risk Management, Insurance & OH&S.
Real time monitoring of assets and infrastructure information. (PA 1.3.1)	Percentage implementation of the new module.	Assets and Infrastructure Management and Reporting System. Revaluation of Assets to "Fair Value" – property, plant & equipment.
Clear and concise financial and management reporting. (PA 1.3.1)	Documented feedback from Councillors and residents.	Review Financial and Management Reporting systems.
All areas of operation to be delivered with a focus on customer service. (PA 1.3.2)	Council's Annual Customer Satisfaction Survey. Volume of calls resolved at switch.	All operational / work plans to incorporate customer service standards. One Stop Customer Service Counter.
Improved transparency in handling customer disputes. (PA 1.3.2)	Number of complaints received and processed. Type of complaints received / trends over time (aiming for a reduction).	Review of Council's complaint management process against relevant standards Investigate Internal Audit function in collaboration with SHOROC.

Means and Resources to Achieve Objectives

Means and resources to achieve objectives:	Current	Description / Comments
Staffing EFT	47.1	Governance & Executive Support (4); Finance staff (10); CS administration staff (9); Customer Service (6); Human Resources (6.6); Technology Infrastructure (5); Communications (3); Sister Cities Coordinator (1); Precinct Coordinator (1); Chambers Catering and Meeting Coordinator (1.5); Casuals engaged as required for catering events.
Facilities (number of)		Council Chambers and meeting rooms
Plant: Vehicles (number of)	8	Finance cars (2); CS administration car (1); Executive/GMU cars (5).
Other Plant / Equipment (major items)		Technology Infrastructure equipment
Other major resources		

Financial Summary

Financial Information	2008/09	2009/10	2010/11	Financial Plan Reference
<i>Income</i>	37,754,840	38,248,365	39,011,300	1.1, 1.2, 1.3, 2.1, 2.2, 2.3, 2.4, 2.5, 4.1, 4.3, 5.1, 6.1, 6.2, 6.3, 8.1, 9.2, 10.1, 11.1
<i>Expenditure</i>	16,190,583	16,237,104	16,561,666	
<i>Capital</i>	3,482,317	3,627,175	3,964,321	

Plans Guiding This Principal Activity

Code of Meeting Practice

To provide for the convening and conduct of meetings of Council and committees.

Code of Conduct

Assisting councillors, staff and delegates in fulfilling statutory obligations to act diligently, ethically and honestly.

Complaints Management Policy

Providing a system to investigate expressed customer dissatisfaction and to improve customer service in all areas.

Communications Protocol

Providing standards and procedural guidelines for effective corporate communication.

Community Consultation Protocol

Planning appropriate consultation strategies to ensure two way communication between Council and the community occurs.

Customer Service Charter

Establishing minimum service standards for customer service and community consultation.

Ethical Charter

Requiring the organisation to give significant consideration to the effects that our business and operations may have on local and global sustainability.

Privacy Management Plan

To provide appropriate information to the public and instruct in the management of personal information using the Information Protection Principles as contained in the NSW Privacy and Personal Information Protection Act, 1998

Human Resources Management Plan

To provide a guide to Human Resource management taking into consideration the level of business activities (workforce planning), general human resource activities and other matters, including EEO, OH&S, rehabilitation, organizational culture and industrial relations implementation.

Risk Management Manual (including OH&S Policy)

Translating the OH&S Policy into risk management practice to achieve optimum standards of health and safety for employees and others in the community who may be present in Council workplaces.

A commitment to OH&S ensuring the safety, health and welfare of all employees and members

of the public in Council's workplace though achieving compliance with all statutory obligations.

Rehabilitation Policy

A mechanism to ensure all employees' workplace accidents / claims are properly managed and that their return to the workforce is within their capacity.

EEO Management Plan

Ensuring that all employees and potential employees are treated fairly in all aspects of their recruitment and employment with Council.

Purchasing and Tendering Policy

Assist staff in fulfilling operational and statutory procurement obligations.

Investment Policy and Sustainable Investment Policy

Policy and procedures for the investment of surplus funds.

Provision of Facilities and Payment of Expenses to Mayor and Councillors Policy

Particulars of facilities and expense payments for Mayor and Councillors.



Section 3

Principal Activity 2 People and Place

Corporate and Urban Planning Initiatives
Strategic Planning Projects
Cultural and Information Program
Manly Transportation Program

2. PEOPLE AND PLACE

Manly Sustainability Strategy Theme	E. An Involved Manly
Relevant Manly Principles	<p>B1. Achieve long-term social and economic security.</p> <p>C1. Recognise the intrinsic value of Manly's geodiversity, biodiversity and natural ecosystems, and protect and restore them.</p> <p>C2. Enable Manly's community to minimise our ecological footprint.</p> <p>D1. Build on the characteristics of ecosystems in the development and nurturing of a healthy and sustainable Manly.</p> <p>D2. Recognise and build on the distinctive characteristics of Manly, including its human and cultural values, history and natural systems.</p> <p>E1. Empower people and foster participation.</p> <p>E2. Expand and enable cooperative networks to work towards a common, sustainable future.</p>
Objectives	<ul style="list-style-type: none"> ▪ Manage strategic and statutory planning to facilitate social, economic, cultural and leisure activities and employment opportunities for residents. ▪ To promote and celebrate Manly's sense of place through an innovative and engaging cultural and information program. ▪ To actively and sustainably manage the way people move around their local area.
Service Areas	<ul style="list-style-type: none"> ▪ Community Services ▪ Child, Youth and Senior Services ▪ Finance ▪ Planning & Strategy ▪ DAU ▪ LQA ▪ Social Planning ▪ Events ▪ Road Safety ▪ Library ▪ Art Gallery and Museum ▪ Neighbourhood Programs ▪ Visitor Services ▪ Transport
Key Initiatives for 2008-11	<ul style="list-style-type: none"> ▪ Engage the Manly community through a wide range of social and cultural programs and opportunities to develop and build the social capacity and improve cohesion of the Manly community. ▪ Development of a new Local Environment Plan for Manly consistent with the NSW government's new planning legislation. ▪ Consolidate all of Council's Development Control Plans into one document to meet requirement of the NSW planning reforms. ▪ Ongoing implementation and review of the Manly Social Plan to ensure that it addresses the social needs of the community. ▪ Complete the SHOROC North-Eastern Sub region Employment Strategy jointly with SHOROC councils and the Department of Planning. ▪ Redraft the Manly Cultural Plan to guide future resources into areas of determined needs. ▪ Gain a community location/space within the Stockland Totem development. ▪ Ensure a Public Art project is included in Stockland Totem development. ▪ Revise procedures in The Corso for social, cultural, community and commercial activity within the refurbished public space.

	<ul style="list-style-type: none"> ▪ Development and implementation of Council's Five Year Road Safety Strategic Action Plan. ▪ Consider and adopt the Manly Crime Prevention Plan. ▪ Seaforth Library – future consideration in development of TAFE site.
Headline Indicators (Reported on Annually)	8. Community participation –numbers of volunteers in a) community groups b) Council committees, c) precinct community forums and d) Council volunteer programs [E1] 9. Library usage: a) patronage, b) loans, c) website hits [E1] 10. Community facility usage rates by facility type (i.e., childcare centres, community centres, halls, sports grounds) [E1] 11. Number and quality of partnerships with external community groups and government agencies [E2]
Service Indicators (Reported on Quarterly)	<ul style="list-style-type: none"> ▪ <i>Hop, Skip & Jump</i> Bus patronage ▪ MAGM visitation

Sub Activities

2.1 Corporate and Urban Planning Initiatives

To provide corporate and strategic planning advice to Council in respect of legislative requirements in relation to the *NSW Local Government Act, 1993* and the *NSW Environmental Planning and Assessment Act, 2006*, and other relevant State and Federal legislation. Advice to Council considers the needs and aspirations of the local community as identified through community consultation, relevant demographic statistics and other planning information available to Council.

2.2 Strategic Planning Projects

To provide strategic advice and action plans to Council on specific issues of key concern to Council over the short, medium and long term.

Key focus areas for 2008 to 2011 being the preparation of a Community Strategic Plan; the NSW Planning Reforms, including the preparation of a new Local environmental Plan and a consolidated Development Control Plan, and the Heritage Review; the North East Sub-regional Strategy; and the SHOROC Sub-regional Employment Strategy.

Manly Council priority actions include the Comprehensive Heritage Review, the provision of affordable housing, progressing the integrated management of North Head, implementation of the Northern Sydney Aboriginal Social Plan and the updating of the Manly Social Plan by 2010.

2.3 Cultural and Information Program

Key Strategies

2.3.1 Library and Information Services

To provide global access to serve the recreational, education and information needs of the Council and its communities. The focus of the service is to build and develop social connectivity in this environment by being both an information and community hub through multi modal service delivery. This service includes access to books, reference resources, databases, audio visual collections and Council business papers. Specific services are offered for children, youth, seniors, Language other than English (LOTE) and adults with literacy issues.

To market and facilitate access to the website as a virtual reference service for external customers.

To provide information services including interlibrary loans, internet, public PCs, community information, programs and events and access to computer technology.

To participate in the Shorelink Network.

2.3.2 Cultural Development

To enable the Manly Art Gallery and Museum to provide an exhibition program for the community. To expand the regular activities program and include seminars, educational workshops in a variety of media for new and emerging interests, as well as guided tours for schools and groups.

To develop partnerships with educational institutions and NGOs to expand participation for the community in the arts generally. To facilitate a local artist program, to develop, manage and conserve Council's art collection, including the Theo Batten Bequest.

To coordinate the Public Art program, including heritage projects, Manly Arts Festival and to participate in Heritage Week and the Guringai Festival.

2.3.3 Place Making and Neighbourhood Development

To develop a program of accessible and interactive performance events on the Corso and elsewhere to enliven community spaces and to promote community connectivity.

To promote and facilitate the Meet Your Street program to encourage neighbourhood connectivity.

To develop and maintain a vital Public Art Program that enriches the natural and built environments of Manly.

2.3.4 Events and Visitor Services

To conduct Council's annual events program, including Australia Day, Anzac and Remembrance Day ceremonies, Manly Food and Wine Festival, Manly Jazz Festival, Ocean Care Day, International Women's Day, Manly Arts Festival, Australian Citizenship ceremonies, Guringai Festival, Christmas Choral Concert, Christmas decorations display and New Year's Eve celebrations.

To conduct regular and occasional audience participation events in The Corso and in the other suburbs of Manly.

To manage and coordinate the event application and approval process from external Event Organisers.

To provide an accessible and customer focused Visitor Information Centre that delivers information to visitors on products, services and facilities available in the local area and on environmental sensitivities.

To work in partnership with local business and Tourism NSW to promote Manly as a visitor destination to "high spend / low impact" target markets.

2.3.5 Community Facilities Management

To provide a user friendly booking facility for online access to Council parks and reserves, venues, filming applications, columbarium sales, sporting fields.

2.4 Manly Transportation Program

Key Strategies

2.4.1 Active Transport

To develop and promote Active Transport at Council, RTA, Sydney Buses and Sydney Ferries. Need to address the policy issues concerning the shared use of roads and footpaths by skateboards, scooters and roller blades, particularly along routes with high pedestrian and bicycle use, and address safety, speed and education of all users. Also, to progressively implement bicycle network links and shared pathways as appropriate. A key part of this activity is an ongoing commitment to the provision of free community transport via the *Hop, Skip, Jump* bus service.

2.4.2 Regional Transport Linkages

To develop and implement regional transport linkages and improvements across the SHOROC Network including:

- Route and service level maintenance and improvements.
- Safe access and comfort initiatives to make public transport more fun.
- Service integration, ticketing and fares.
- Information and communication.
- Use of electronic information services.

Develop bus priority measures for the SHOROC Region and the Manly CBD in conjunction with the Ministry of Transport and Sydney Buses (STA), and integrated with ferry services.

Develop a Transport and Road Safety Program identifying priority actions within the existing road transport system.

2.4.3 Local Area Traffic Management

To manage and provide a safe and essential Local road and transport network within Manly LGA. To investigate local traffic issues and implement appropriate works and LATM Schemes.

Outcomes, Measurement and Actions for People and Place

Key Outcomes	Measurement	Actions
Compliance with NSW planning reforms and amended planning legislation. (PA 2.1)	Percentage completion of new LEP by 2009, reported quarterly in Management Plan matrix.	Development of a new Local Environment Plan (LEP) and consolidated DCP for Manly consistent with the amended planning legislation and directions.
Completion of a Community Strategic Plan by 2010. (PA 2.1)	Percentage completion by 2009 and reported to Council.	Preparation of the new Community Strategic Plan by 2010 in accordance with the Department of Local Government directions.
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 in the new Manly LEP; subject to the NSW Heritage Act Review 2008.
Social needs of the Manly community are met. (PA 2.2)	Actions completed matrix reported to Council via Social Plan Implementation Committee.	Ongoing implementation and update of the Manly Social Plan in 2008/09 to ensure that it addresses the social needs of the community.
Metro 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 of exhibition of Draft LEP.	Address regional and sub-regional strategies in drafting LEP 2011.
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. 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; Home library service; Library Afloat mobile service.
To enable all residents to be able to have easy access to and an appreciation of high quality cultural experiences	Number of visitations. Number and type of programs conducted. Number of new acquisitions	Manly Art Gallery is open 6 days per week; installs 20 exhibitions p.a.; coordinates Public Art Program and Manly Arts

Key Outcomes	Measurement	Actions
and programs. (PA 2.3.2)	formalized and catalogued	Festival; manages Collection and Batten Bequest, extensive program of events and education services.
To strengthen the bonds within key neighbourhoods that make up the Manly LGA. (PA 2.3.3)	Number of neighbourhoods and actual participants involved in specific neighbourhood projects / events.	Coordination of Meet Your Street program. To respond to key issues in the community at a neighbourhood level as resolved by Council.
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; Community Events (Carols by Candlelight, Guringai Festival, International Women's Day, Australia Day); Ceremonial Events (Anzac Day, Remembrance Day and Australian Citizenship ceremonies).
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.	To provide an accessible and customer focused Visitor Information Centre that delivers information to visitors on products, services and facilities available in the local area and on environmental sensitivities.
Well utilized 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 booking 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. Introduce on line booking system.
Providing 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.	Implementation of the Manly CBD Pedestrian Access Mobility Plan (PAMPs). Condition audits of footpath network to prioritise works.
Development and promotion of 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	Completion of the Manly Cycleway Network and Bike Plan. Regional Cycleway connections Shared paths construction and conversion.

Key Outcomes	Measurement	Actions
Improvement of 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, including: Fairlight LATM; Balgowlah / Fairlight LATM; Balgowlah West LATM. Traffic accident analysis. Traffic Committee. Maintenance of Traffic Facilities.

Means and Resources to Achieve Objectives

Means and resources to achieve objectives:	Current	Description / Comments
Staffing EFT	48	Strategic Planning staff (4.5); Cultural & Information staff (34); Transport & Traffic staff (3) Environmental programs (1) <i>Hop, Skip, Jump</i> bus service casual staff (5.5).
Facilities (number of)	4	Manly Library, Seaforth Library, Art Gallery and Museum, Visitor Information Centre.
Plant: Vehicles (number of)	8	7 cars and Manly Afloat vehicle
Other Plant / Equipment (major items)	9	Public access PCs; <i>Hop, Skip, Jump</i> buses (4).
Other major resources	106,000 1018 paintings / works on paper; 319 ceramics; 1286 museum objects; 1513 historical photographs; 1240 historical documents	Library collection Art collection – valued at \$6,000,000 (2004), revaluation being undertaken from mid 2007.

Financial Summary

Financial Information	2008/09	2009/10	2010/11	Financial Plan Reference
<i>Income</i>	2,212,166	1,839,892	1,702,680	1.2, 2.1, 2.2, 2.3, 2.4, 5.5, 8.1, 8.2, 8.4, 8.7
<i>Expenditure</i>	3,080,876	2,983,667	3,029,710	
<i>Capital</i>	3,567,860	2,990,980	2,621,940	

Plans Guiding This Principal Activity

Draft North-East draft Sub-regional strategy

Consideration of submissions from SHOROC and the community by Department of Planning.

SHOROC Employment Strategy

Endorse and implement strategy to provide 16,000 additional jobs in the sub-region.

Manly Local Environmental Plan

Review and update existing planning and development controls in accordance with the NSW Planning Reforms, amended planning legislation, and Department of Planning Policy Directions and Guidelines.

Key Workers Study and Planning for Affordable Housing

Consultation in progress with agencies to prepare planning controls and processes to retain and provide affordable housing in the Manly LGA. Seek cooperation with housing providers to further this objective.

Manly Heritage Review

Community consultation and technical assessment has been carried out. The draft proposals for five Conservation Areas are on public exhibition for comment, prior to being further considered by Council.

UWS Study of Backpacker Tourism

Recognise economic benefits and manage social impacts of backpacker tourism. Draft final report in preparation.

Manly Cultural Plan (to be completed end 08)

Traffic Plans

LATMs approved by Traffic Committee and Council.



Section 3

Principal Activity 3 People Services

Community Care, Support and Development Program
Recreation and Leisure

3. PEOPLE SERVICES

Manly Sustainability Strategy Theme	B. A Safe and Cohesive Manly D. A Living Manly
Relevant Manly Principles	<p>B1. Achieve long-term social and economic security.</p> <p>D1. Build on the characteristics of ecosystems in the development and nurturing of a healthy and sustainable Manly.</p> <p>D2. Recognise and build on the distinctive characteristics of Manly, including its human and cultural values, history and natural systems.</p> <p>E1. Empower people and foster participation.</p> <p>E2. Expand and enable cooperative networks to work towards a common, sustainable future.</p>
Objectives	To provide and facilitate a range of quality, accessible, equitable, social, cultural and recreational services that incorporate opportunities to maintain and enhance the quality of life for all members of the Community
Service Areas	<ul style="list-style-type: none"> Community Services Community Development Community Safety Community Safety Licensing and Risk Swim Centre Aquatic Services Child, Youth, Aged and Disability Services Aboriginal Liaison Precinct Community Forums Library Services Art Gallery and Museum
Key Initiatives for 2008-11	<ul style="list-style-type: none"> Review and report to Council on the direct delivery operating model and service provision of Community Services. Identify sites and mix of business and services for the possible development of multi-service facilities. Prepare new Crime Prevention Plan including aims, objectives and strategies for approval and adoption by Council and the Attorney General's Department. Beach Operators Licenses for future period from 2008-2010 season, through calling for Expression of Interest for operations on Manly Beach. Address safety & public risk management of the Ocean Beach by Professional Lifeguards - installation of viewing Beach Observation Towers on beachfront location. Review of current user groups of the Manly Swim Centre and the associated equity and access in relation to the wider community users.
Headline Indicators (Reported on Annually)	<p>12. Quality of life survey [B1]</p> <p>13. Work towards optimum employment/residency ratio (report to be commissioned to identify this ratio) [B1]</p> <p>14. Social plan actions completed [B1]</p> <p>15. Crime rate per capita [B1]</p>
Service Indicators (Reported on Quarterly)	<ul style="list-style-type: none"> Number of library visits Number of library loans Manly "Boy Charlton" Swim Centre patronage Beach services – preventative actions Beach services – number of rescues

Sub Activities

3.1 Community Care, Support and Development Program

Key Strategies

3.1.1 Children's Services

Provide, manage and facilitate the current level, quality and range of Children's services and programs including the development and delivery of a new multi-care service centre incorporating an Early Childhood Health and Parenting service.

3.1.2 Youth Services

Facilitate, plan and review opportunities in the provision and delivery of a range of quality Youth Services that are accessible and equitable for all Young People of the Community.

3.1.3 Aged and Disability Services

Plan and facilitate a quality range of accessible and equitable services and facilities for all aged and disabled members of the community in conjunction with non-government agencies.

3.1.4 Community Safety

Prepare a Community Safety Plan 2008-2011 for Council approval, adoption and implementation including high priority actions.

Develop and implement Community Safety initiatives as adopted by Council.

3.1.5 Community Development

To pursue increased involvement of non-government and community organisations in the delivery of high priority social and community services for the Manly Community.

3.2 Recreation and Leisure

Key Strategies

3.2.1 Aquatic Service Management

To provide and facilitate access to a diverse range of equitable, accessible, safe, enjoyable aquatic recreational services, inclusive of Manly's Professional Life guarding Service and Manly Swim Centre.

Outcomes, Measurement and Actions for People Services

Key Outcomes	Measurement	Actions
The provision of support services for parents with pre-school and primary school aged children, specifically to allow parents to re-enter the workforce, and to provide for the recreational and health needs of young children in Manly.	National Accreditation and State Licensing. Utilisation rates to remain at 75% or higher (averaged across all services).	Operations of : Roundhouse and Harbourview Long Day Care; Harbourview Occasional Care; Ivanhoe Park and Kangaroo Street Pre-schools; Family Day Care; Vacation Care – six groups operating in Manly LGA;

Key Outcomes	Measurement	Actions
(PA 3.1.1)		Before and After School Care Immunisation Clinic; Project management of a new Early Childhood Health and Parenting Centre.
The provision of a diverse recreational, social, educational and support program for young people in Manly aged between 12 and 18 years. Give young people in Manly an opportunity to participate in a democratically elected Youth Council and to provide input to Council on key issues. (PA 3.1.2)	Participant numbers per program.	Operations of : Manly Youth Council; Club Friday recreation and respite service for intellectually disabled; Adolescent and Family Counselling Service; Kangaroo Rock – Band, Dance and Entertainment activities; Clearway Youth Club program Manly Youth Council activities and projects. Issue based projects including safe sex, spiked drinks, binge drinking and safety awareness raising campaigns.
To provide support services to aged members of the Manly community to allow them to remain independent for as long as possible. To provide a diverse leisure and learning program of activities for our older adults in Manly. (PA 3.1.3)	Number of meals delivered per quarter / annually.	Operations of : Meals on Wheels; Seniors Community restaurant and shopping excursions. Diverse range of recreational and support programs offered from Manly Seniors Centre.
To promote the safe use, provide enforcement on and prevent drownings at Manly Ocean Beach (PA 3.1.4) Manage beach licences	Number of rescues per preventable actions. Compliance with risk management.	Operations of: The Ocean Beach Professional Lifeguard Service. Beach users license administration and monitoring.
To ensure Council is targeting services and initiatives across the key target groups identified in the Manly Council Social Plan, being: ATSIC Men Children 0 -12 years and Families Gay and Lesbian Communities Older People Youth CALD Communities Women People with Disabilities (PA 3.1.5)	Reporting on each initiative to either Social Plan Implementation Committee or Community Safety Committee.	Community development initiatives: Funding assistance for Manly Community Centre; Administration of Community and Cultural Grants; Administration of Community Development Support and Education Grants (CDSE); Aged, Disability and Access services, committees, issues and information provision. Administrative support for Community Safety Committee and the Northern Sydney Regional Aboriginal Social Plan implementation.

Key Outcomes	Measurement	Actions
Provision of 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.

Means and Resources to Achieve Objectives

Means and resources to achieve objectives:	Current	Description / Comments
Staffing EFT	73.53	Social Planner (1); Community Care staff and Aquatic staff not including casual staff, carers and volunteers (72.53); Swim Centre has additional casual staff employed to ensure compliance with regulations, safe environment for public.
Facilities (number of)	11	1. Kangaroo Street Childcare and Youth Centre. 2. Ivanhoe Park Pre-school. 3. Roundhouse Childcare Centre. 4. Harbourview Children's Centre. 5. Manly Seniors and Meals on Wheels Centre. 6. Seaforth Community Centre. 7. Andrew Boy Charlton Swim Centre 8. Manly Life Saving Club. 9. North Steyne Surf Life Saving Club. 10. Queenscliff Surf Life Saving Club. 11. Seaforth Sporting and Community Pavilion.
Plant: Vehicles (number of)	9	7 motor vehicles and 2 x 12 seater buses
Other Plant / Equipment (major items)	2	1 Quad bike and 1 jet ski
Other major resources		

Financial Summary

Financial Information	2008/09	2009/10	2010/11	Financial Plan Reference
<i>Income</i>	5,009,862	4,880,860	4,978,560	2.1, 2.2, 4.1, 4.3, 5.1, 5.2, 5.3, 5.6, 5.7, 5.8, 6.1, 6.3, 7.1, 9.2, 9.6
<i>Expenditure</i>	11,746,655	11,787,092	12,010,663	
<i>Capital</i>	1,277,955	900,857	817,034	

Plans Guiding This Principal Activity

Manly Social Plan 2004 – 2009

Implement endorsed program.

Monitor and evaluate services.

Advocate on behalf of key social groups.

Cooperate with State and other local government agencies and non-government bodies to achieve Social Plan objectives.

Provide and seek funding and support for programs and events.

Northern Sydney Aboriginal Social Plan 2006

Community Safety Plan

Maintain external partnerships e.g. with police.

Research current data on criminal activity and anti-social behaviour

Decrease fear of crime.

Devise appropriate communication strategies.

Monitor and evaluate the effectiveness of agreed strategies.

Facilitate a community with strong social bonds.



Section 3

Principal Activity 4 Infrastructure

Infrastructure Management
Buildings and Facilities
Open Space Maintenance and Development

4. INFRASTRUCTURE SERVICES

Manly Sustainability Strategy Theme	B. A Safe and Cohesive Manly D. A Living Manly
Relevant Manly Principles	<p>B1. Achieve long-term social and economic security.</p> <p>C1. Recognise the intrinsic value of Manly's geodiversity, biodiversity and natural ecosystems, and protect and restore them.</p> <p>C2. Enable Manly's community to minimise our ecological footprint.</p> <p>D1. Build on the characteristics of ecosystems in the development and nurturing of a healthy and sustainable Manly.</p> <p>F1. Enable continual improvement, based on accountability, transparency and good governance.</p>
Objectives	The planning, creation and sustainable management of Infrastructure Assets needed for the functioning of the Community.
Service Areas	<ul style="list-style-type: none"> ▪ Civic & Urban Services (Depot) ▪ Emergency Services ▪ Maintenance ▪ Lease & Licence ▪ Asset Management ▪ Open Space ▪ Reserve Management ▪ Major Projects ▪ Parking ▪ GIS ▪ Facilities Management
Key Initiatives for 2008-11	<ul style="list-style-type: none"> ▪ Implementation of The Corso Upgrade Project Stage 2. ▪ Seaforth TAFE and Seaforth Town Centre Redevelopment – establish preferred direction forward. ▪ Progress Manly Library Level Three Proposal. ▪ Addiscombe Road Site Remediation Works commencement and completion 2007/08. ▪ Progress Ocean Beach Re-Alignment Scheme. ▪ Progress planning of Manly Aquatic Centre Upgrade. ▪ Preparation of Total Asset Management Plan for Infrastructure Assets. ▪ Fleet and Plant Management review. ▪ Lease of surplus Balgowlah Depot land. ▪ Infrastructure Charge to address deficient Infrastructure. ▪ Floodplain Management Study Review. ▪ Implement the Recycle Effluent Pipeline grant funded project to provide irrigation water to Keirle Park and LM Graham Reserve (MSS C1.1.9). ▪ Establish and manage new Dinghy Storage Facilities at Forty Baskets and North Harbour Reserve. ▪ Promote 3D GIS visualisation model of Manly to assist in planning and development. ▪ Create internet mapping portal for access to Council mapping data. ▪ Construction of a multi use facility to accommodate an Early Childhood Health and Parenting Centre on land adjoining Seniors Centre. ▪ Upgrade public toilets.
Headline Indicators (Reported on Annually)	<p>16. Number of trips by more sustainable transport modes (public transit, walking, cycling) [D1]</p> <p>17. Development applications submitted and determined [D1]</p> <p>18. Implementation of strategic recommendations from 2008 Sustainable Heritage Review [D2]</p> <p>19. Council asset (e.g., roads, buildings) renewal expenditure [D2]</p>

- Public toilets – cleansing hours
- Street sweeping – litres collected

Sub Activities

4.1 Infrastructure Management

Key Strategies

4.1.1 Infrastructure Assets

To provide and maintain Infrastructure Assets in a sustainable, cost effective, risk management manner consistent with Community standards for roads, drainage, footpaths, bike paths, street furniture/fences, boat ramps, tidal pools and public lighting.

4.1.2 Civic Plant and Equipment

To provide plant, equipment and support for Council's operational needs to service community expectations and standards for Asset Management. This includes: plant and fleet management, depot and resources, store, and trades/contractors.

4.1.3 Emergency Services

To plan for the Prevention, Preparation, Response and Recovery in an Emergency for the Community's people, environment and assets.

4.2 Buildings and Facilities

Key Strategies

4.2.1 Buildings

To provide and maintain Council's buildings and facilities to meet operational and community needs, having regard to Heritage significance, Civic Amenity, ESD, Risk Management and Total Asset Management principles.

4.2.2 Leases and Licenses

To provide for and manage the use of public land and community assets by individuals, companies and groups to meet the Community and operational needs. Also to ensure that any agreements are properly managed, suitably documented and adequate Public Liability insurance cover is held where Council owned properties are used by individuals, companies, business entities and groups.

4.2.3 Property

To manage and plan for Council owned property, existing and possible future purchases and disposals.

To provide a safe and rational system of parking sufficient for the needs of residents and visitors, for business and community needs.

To identify property within Manly LGA and to provide and manage Land Information and GIS to meet current and future operational and community needs.

4.3 Open Space Maintenance and Development

To provide for the integrated management of all open space areas under Council Control in accordance with community needs, and as outlined in Plans of Management and landscape master plans adopted by Council. Such works to be inclusive of the ongoing maintenance and development of playgrounds, parks and gardens, recreation reserves, sportsgrounds, civic gardens, streetscapes, street plantings and Manly Cemetery.

Outcomes, Measurement and Actions for Infrastructure Services

Key Outcomes	Measurement	Actions
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.	Plan, design, manage and implement the following projects: The Corso Upgrade Project; Seaforth TAFE and Seaforth Town Centre Redevelopment; Manly Library Level Three Proposal; Addiscombe Road Site Remediation; Ocean Beach Re-Alignment Scheme; and Manly Aquatic Centre Upgrade.
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.
Areas of roads resurfaced and rehabilitated. (PA 4.1.1)	Completion of Annual Roads Program on time and within budgets. Road Network condition remains same level or improves. Condition Assessment of Road Network, 25% annually	Annual Road resealing program implemented. Asset Management Plan and Pavement Management System implemented.
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. Number of trips/falls	Annual Footpath program implemented. Asset Management Plan.

Key Outcomes	Measurement	Actions
	<p>reported.</p> <p>Areas of footpath repaired/constructed.</p> <p>Number of insurance claims.</p>	
<p>Provision of drainage infrastructure that is functional, effective and environmentally sensitive, and meets community expectations. (PA 4.1.1)</p>	<p>Reduction in number of customer complaints and claims.</p> <p>Completion of Annual Maintenance and Capital Drainage Works Program on time and within budgets.</p> <p>Number of flooding claims/complaints.</p> <p>Number of flood related accidents.</p> <p>Length of pipelines constructed/reconstructed.</p>	<p>Annual Capital/Maintenance Works Program implemented.</p> <p>Forward works program.</p> <p>Asset Management Plan.</p> <p>Stormwater Management Plan.</p> <p>Modelling and Analysis of Stormwater Network.</p> <p>Review On Site Stormwater Management Policy.</p>
<p>Assets are managed in a financially sustainable manner, and meet community expectations. (PA 4.1.2)</p>	<p>Asset Management Plan is developed and implemented.</p> <p>Maintenance and Capital Works done in accordance with Asset Management Plan.</p> <p>Full Integration of Asset Management System across Council.</p>	<p>Asset Management Plan is developed and implemented.</p> <p>Condition audits.</p> <p>Levels of Service.</p> <p>Inventory.</p> <p>GIS connection.</p> <p>Financial reporting.</p> <p>Corporate integration.</p>
<p>Provision of a safe, efficient, cost effective and environmentally sustainable fleet that meets operational needs. (PA 4.1.2)</p>	<p>Reduction of Plant, Fleet and Equipment Life Cycle Costs.</p> <p>Annual review of Leaseback vehicles.</p> <p>Number of accidents related to Plant condition.</p> <p>Vehicle downtime.</p> <p>Vehicle running costs.</p>	<p>Fleet rationalisation/usage.</p> <p>Review leaseback policy whole of life costs and lease back/plant hire rates.</p> <p>Biodiesel review.</p> <p>Reduce number of accidents.</p> <p>Driver training.</p>
<p>Preparation and review of Emergency DISPLAN for Local Area. (PA 4.1.3)</p>	<p>Effective response to an emergency and feedback from training exercises conducted.</p> <p>Review of DISPLAN.</p>	<p>Emergency DISPLAN.</p> <p>Manly Council provides a designated Local Emergency Management Officer (LEMO).</p> <p>Council to respond in concert with nominated combat</p>

Key Outcomes	Measurement	Actions
		agencies in official emergency situations and conduct training exercises in accordance with the above. Review mitigation strategies.
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.
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.
Provision of paid parking facilities within the Manly LGA. (PA 4.2.3)	Usage of Council's four car parking facilities.	Manage, operate and maintain Council's four parking facilities: Whistler St; Pacific Waves building; Peninsula building; Manly National building.
Geographic Information System available to staff to assist with transacting Council business and providing customer service functions. (PA 4.2.3)	Internal staff survey of satisfaction with GIS system (annual). Full Corporate Integration.	Maintain Corporate GIS and Land Information Systems. Increase level of GIS integration and use across Council.
Provision of integrated open space and bushland which is accessible, interesting, sustainable and meets the needs of the public users. (PA 4.3)	Measure current level of productivity. Review current works and services provided. Consult with staff on possible outcomes, targets and services provided. Develop processes to ensure targets can be met. Water reduction in open space areas. KPI: Bench mark with industry standards; KPI: Comply with specification. KPI: Suitably qualified staff with acceptable skill levels.	Calculate unit rates for services provided. Review current work practices systems schedules and processes and develop change plans with staff. Assess current position descriptions for Parks & Reserves. Propose training for up- skilling of staff. Review of work teams and schedules. Look at bench marking exercises with staff. Create calendar for work schedules.
Provision of sporting fields that are able to support	Percentage of weekends sports grounds open for use.	Topdressing of sportsfields. Re turfing of worn areas of

Key Outcomes	Measurement	Actions
increased future usage. Provision of sound and safe playing surfaces for users. (PA 4.3)	Amount of usable open space area within a park or sportsfield. Decrease in % area seriously and moderately weed infested. KPI: Meet industry standard KPI: No or reduced number of injuries form surface. KPI: Retain green surface in a safe level	grass. Maintenance of sportsfields and parks grassed areas by contract mowing services. Reduce water consumption by 50 %. Improvement of sporting grass and synthetic surfaces. Improvement to irrigation systems to achieve water savings. (Keirle Park) Capital improvements to sportsfields infrastructure. Keirle Park irrigation upgrade. Levelling of field number 1 Keirle Park. Improvement to training grass areas LM Grahams Reserve.
Provision of playgrounds that meet the current needs of the public, eg, playgrounds that are relevant to ages of the prospective user. Maintenance of play equipment in sound and safe working order. (PA 4.3)	Annual audit of playground equipment, sportsfields, parks and Precincts. KPI: Meet Australian Standard	Auditing process that produces timely repairs, and maintains low risk to users. 5 year Playground Strategy. Maintain updated asset information on playgrounds. Maintain and upgrade play grounds & equipment in parks with best practice methods, and proactive implementation of maintenance. Improve the standard of equipment.
Present Manly to the public and the world and maintaining the cultural heritage of Manly. (PA 4.3)	Civic Amenity To sustain and maintain cultural heritage of civic gardens, plazas, streetscapes, street plantings, and shopping centres, and to manage horticulture and arboriculture processes in Manly. To 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. Water saving plants review. Scented Garden Ivanhoe Park. Ivanhoe Botanic Gardens signage and interpretive signage. The Corso plant maintenance. Reduce water usage to a % where possible.
Trees in Manly are pruned twice per year on cycle to	Annual Audit and maintenance of trees,	Maintain and manage trees in all public areas including protection

Key Outcomes	Measurement	Actions
<p>alleviate issues with street trees and park trees.</p> <p>Reduce the incidence of illegal tree removals in Manly.</p> <p>Action customer requests, and improve customer service. (PA 4.3)</p>	<p>number of cycles per year.</p> <p>Number of Tree Preservation Orders per quarter.</p> <p>Reduction in escalation rate weekly.</p> <p>KPI: Low rate of escalation.</p>	<p>and care of Norfolk Island Pines.</p> <p>Manage compliance with Tree Preservation Order.</p> <p>Inspections and administer process.</p>
<p>Improve and restore declining bushland.</p> <p>Revegetate or increase bushland corridors.</p> <p>Increase habitat for animals.</p> <p>Prevent decline of natural animal populations.</p> <p>Reduce noxious weed infestations public and private land.</p> <p>Keep waterways and estuarine communities free from weeds.</p> <p>Upkeep the Manly Scenic Walkway track and path areas.</p> <p>Ensure implementation of levy projects. (PA 4.3)</p>	<p>Audit annually.</p> <p>Bushfire management annual audit.</p> <p>Percentage of weed reduction to previous year.</p> <p>Increase in areas of endemic native vegetation.</p> <p>Replenishment of vegetation corridors.</p> <p>KPI: Benchmark industry standard.</p> <p>KPI: works completed within agreed timeframes.</p> <p>KPI: Action Plan deadlines met.</p>	<p>Plan Council controlled open space, inclusive of bushland areas located in coastal estuarine areas and community land.</p> <p>Management of threatened species habitat and populations.</p> <p>Noxious weed management.</p>
<p>Ensure that the cemetery is presentable and secure from damage.</p> <p>The fabric and history of the cemetery is maintained in line with Cemetery Conservation Plan. (PA 4.3)</p>	<p>Maintain cemetery grounds under contract.</p> <p>Install security measures to prevent vandalism.</p> <p>KPI: Number of customer complaints compared to customer compliments.</p> <p>KPI: Number of vandalism reported.</p>	<p>Manage conservation program/ internments, and Working Party.</p> <p>Consult with community and Working Party on the options for security.</p> <p>Inspections and administer process.</p> <p>To maintain and manage bushland and all natural areas in Manly. To meet the current and future environmental needs of the community.</p> <p>Review Action Plans for bushland reserves.</p> <p>Manage contract works.</p> <p>Carry out fire hazard reduction works annually.</p> <p>Provide strategic direction for Bushland.</p> <p>Implementation of Bushland Environment levy projects and maintenance.</p>

Means and resources to achieve objectives:	Current	Description / Comments
Staffing EFT	105	People, Place and Infrastructure (2 staff); Urban /services Infrastructure engineers (8); Civic Services/ Engineering/ Works/ Trades Staff, Mechanics/Labourer (43); Sub Contractors / Electrician & Plumber (various); Facilities Management (1); Facilities Maintenance (1); Licences and Leases staff (1); Property staff (2 GIS staff); Car parks staff (2) Urban Services Parks and Reserves staff (4); Coordinator, Parks & Bushland (1); Parks Horticulturists (21); Bush Regenerators (15); Parks and Bushland Contractors (variable); Volunteer Bushcare workers (variable).
Facilities (number of)	1	Council Works Depot, 46-48 Balgowlah Road
Plant: Vehicles (number of)	20	11 cars, 8 utilities plus 1 van equipped with basic tools
Other Plant/Equipment (major items)	103	Loaders/Trailers/Rollers/Compressors (9); Garbage Trucks (12); Civic Services trucks (13); Parks & Bushland trucks (8); Utes (4); Trucks / Major Plant Items (49); Mowers, blowers, whipper snippers (10).
Other Major Resources	5	Crane (1) Truck Hoists (4)

Financial Summary

Financial Information	2008/09	2009/10	2010/11	Financial Plan Reference
<i>Income</i>	15,544,598	13,672,669	13,326,250	2.1, 2.2, 2.3, 2.4, 2.5, 4.1, 4.2, 4.3, 5.4, 5.7, 6.1, 6.3, 7.2, 8.1, 8.2, 8.3, 8.5, 8.7, 9.5
<i>Expenditure</i>	11,827,278	11,943,893	12,169,022	
<i>Capital</i>	5,723,708	4,589,390	4,362,650	

Plans Guiding This Principal Activity

Plan of Management for Seaforth Oval Keirle Park, Tania Park, Grahams Reserve, Ivanhoe Park Botanic Gardens.

Demolish Seaforth amenities block.
Seaforth Car park redesign.
Controlled intersection.
Seaforth Oval New Playground installation.

Plan of Management for Norfolk Island Pines on the Ocean Beach at Manly

Progress report on the Pines after foliage testing in May 2006;
Recent testing in May has progressed to a new fertilising program being set to start in March 2007;
Future management and maintenance of the Pines report to be completed;
This will form the basis for the Management Plan.

Bushland Management Plan (draft)

Currently works directed by the Flora and Fauna Study of Manly Council's Bushland Reserves 2003, and the draft Plan of Management for the bushland of Manly 1998.

Manly Scenic Walkway Plan of Management

Currently working under the MSW Plan of Management dated 1998. This document will be supported or superceded by Coastline Management Plans for Ocean Beach, Cabbage Tree Bay, Little Manly, Manly Cove, North Harbour, 40 Baskets, Clontarf and Bantry Bay.

Manly, Warringah, Pittwater Local Disaster Plan (DISPLAN)

This plan details arrangements for the prevention of, preparation for, response to and recovery from emergencies within the Manly Warringah and Pittwater Council's local area.

Asset Management Plan (In Progress)

Stormwater Management Plan

Manly Lagoon Floodplain Management Plan



Section 3

Principal Activity 5 The Environment

Environmental Protection Program
Local Character / Built Environment
Waste and Cleansing Program

Star fish Photo: Grey McNeil

5. The Environment

Manly Sustainability Strategy Theme	C. A Natural, Sustainable Manly
Relevant Manly Principles	<p>A1. A shared long-term vision for Manly based on: sustainability, intergenerational, social, economic and political equity; and our individuality.</p> <p>B1. Achieve long-term social and economic security.</p> <p>C1. Recognise the intrinsic value of Manly's geodiversity, biodiversity and natural ecosystems, and protect and restore them.</p> <p>C2. Enable Manly's community to minimise our ecological footprint.</p> <p>C3. Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.</p> <p>D1. Build on the characteristics of ecosystems in the development and nurturing of a healthy and sustainable Manly.</p> <p>D2. Recognise and build on the distinctive characteristics of Manly, including its human and cultural values, history and natural systems.</p> <p>E1. Empower people and foster participation.</p> <p>E2. Expand and enable cooperative networks to work towards a common, sustainable future.</p> <p>F1. Enable continual improvement, based on accountability, transparency and good governance.</p>
Objective(s)	To provide a range of integrated programs and actions that act to protect and enhance our local environment, provide opportunities for reestablishment of natural processes and manage potentially damaging activity.
Service Areas	<ul style="list-style-type: none"> ▪ Environmental Education ▪ Environmental Health ▪ Natural Resources (Sustainability, Coastal, Water Cycle) ▪ Community and Environmental Partnerships ▪ Manly Environment Centre ▪ Urban Design and Architecture ▪ Development Assessment ▪ Heritage ▪ Waste Services ▪ Cleansing ▪ Parks and Reserves
Key Initiatives for 2008-11	<ul style="list-style-type: none"> ▪ Develop and implement Biodiversity Conservation Strategy. ▪ Finalise and commence implementation of the Water Savings Action Plan. ▪ Develop Management Plan and Landscape Plan for LM Graham Reserve, North Harbour Reserve and Manly Cove. ▪ Implement the grant funded recycled effluent water pipeline from the North Head Sewage Treatment Plant in partnership with Sydney Water. ▪ Undertake remediation of the Addiscombe Road contaminated site with the Manly Lagoon dredging projects in partnership with Warringah Council. ▪ Environmental History Museum and Teaching Laboratory for Manly operational in 2009/10. ▪ Coastline and Estuary Management Planning for Manly LGA complete with significant implementation underway.

	<ul style="list-style-type: none"> ▪ Implementation of key projects addressing Climate Change emanating from the Climate Change Working Group and endorsed by Council. ▪ Finalise and implement the Local Air Quality and Greenhouse Action Plan, supported by the Climate Change Strategy. ▪ Make decisions on development applications consistent with LEP, DCP, and policies. ▪ Investigate the introduction of alternative waste technologies for SHOROC. ▪ Increase diversion rates from landfill. ▪ Increased take up of composting by residents. ▪ Develop and implement comprehensive Education for Sustainability Programs across the Community. ▪ Promote the recruitment of volunteers and volunteering generally both internally and also throughout the Manly Local Government Area.
Headline Indicators (Reported on Annually)	20. Completion of Biodiversity Conservation Framework (complete biodiversity conservation strategy) [C1] 21. Environmental resources needed to meet a Manly resident's lifestyle demands (ecological footprint) [C2] 22. Number of geodiversity representative areas protected (geodiversity report needed to establish baseline) [C1] 23. Water quality in ocean beaches, harbor beaches and lagoon[C1]
Service Indicators (Reported on Quarterly)	<ul style="list-style-type: none"> ▪ Number of DAs submitted ▪ Number of DAs determined ▪ Median days turnaround time of a DA ▪ Mean (average) days turnaround time of a DA ▪ Penalty infringements issued by Rangers ▪ Number of regulatory notices issued ▪ Number of regulatory and compliance orders issued ▪ Tonnes of domestic garbage collected ▪ Tonnes of commercial garbage collected ▪ Landfill diversion rate

Sub Activities

5.1 Environment Protection Program

Key Strategies

5.1.1 Environmental Regulation and Sustainability

Promote and integrate the principles of ecological sustainability across Council and Community activities.

Protect the environment, health and welfare of natural environment & citizens through the regulation of activities and meeting statutory obligations.

5.1.2 Conservation of the Natural Environment

Conserve and enhance Manly's natural environment and manage sustainable use and enjoyment of the area to ensure intergenerational equity.

Identify climate change risks and impacts on the natural and built environment, and adaptation and mitigation measures.

5.1.3 Environmental Education and Advocacy

To empower and encourage the community, Council staff, schools and business to act in a way that contributes to sustainable futures. Develop, implement and evaluate education for sustainability programs across these areas to promote positive changes in knowledge, attitudes, skills and behaviours towards the natural environment.

5.2 Local Character / Built Environment

Key Strategies

5.2.1 Urban Design and Planning

Maintain and promote social and environmental amenity in the built and natural environment by conserving the natural and built heritage and minimising the negative impacts of development.

Promote design excellence and environmentally sustainable practices in open space and the built environment.

When developing new and upgrading existing Council buildings and facilities, ensure design excellence, improved amenity and environmentally sustainable building practices are incorporated.

5.2.2 Regulation of Development

Ensure sound and effective planning controls that are consistent with legislative requirements, Council's needs and community expectations.

Council's planning controls to be effectively and appropriately applied to development assessments.

Council ensures compliance that reflects community expectations and provides for effective enforcement of our statutory controls and other legislative requirements in relation to all urban planning matters.

5.2.3 Heritage Conservation

Preserve and protect heritage items of historic, scientific, cultural and social, architectural, natural or aesthetic significance.

Ensure that the North Head Sanctuary is recognised and managed for its environmental heritage values.

Manage the Manly Cemetery grounds and columbarium in a manner appropriate to its heritage, social significance and value to the community.

5.3 Waste and Cleansing Program

Key Strategies

5.3.1 Waste Avoidance Program

To minimise material entering the waste stream and manage waste. To work towards a zero waste target, consistent with sound sustainability practice. This principle is to apply to waste generated in the domestic, commercial and public environments. To investigate new ways of achieving sustainable outcomes in the waste management sector.

5.3.2 Cleansing

To maintain public places, facilities, parklands, beaches, road reserves, and stormwater

catchments free of litter and waste material in accordance with the principles of Total Catchment and Ecologically Sustainable Development.

Outcomes, Measurement and Actions for the Environment

Key Outcomes	Measurement	Actions
Protection of threatened species habitat and populations. (PA 5.1.1)	Number of DA conditioned in relation to critical habitat 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.
Sustainable 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.
Administration of the Environmental Levy. (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 A along with background on the Environmental Levy).
Reduction of potable water consumption in Council facilities. Improve water quality in Manly Lagoon to primary contact and ecosystem health guidelines. Reduction of greenhouse gas emissions and energy use by Council. (PA 5.1.3)	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.	Finalise Water Savings Action Plan and commence implementation. Commissioning of major Lagoon rehabilitation projects. Implement Point Source / Dry Weather sampling program. Finalise the review of the Local Air Quality and Greenhouse Action Plan and commence implementation.
Advocacy and information on environmental issues. The provision of a local agency giving people 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.

Key Outcomes	Measurement	Actions
To 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, programs and walks 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 local businesses.
High quality built environment complementing and improving local amenity and requiring minimal maintenance. Increased tree cover and soft landscape Protection of 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: Fairlight Shops Urban Improvements Masterplan implementation, North Steyne Footpath Widening, Stage 3 (final stage) Ocean Beach Promenade Upgrade (Nth Steyne – Queenscliff), Stage 3 (final stage) Pittwater Road Street Tree Masterplan (including Tramway Plaza), Swim Centre Upgrade, East Esplanade – Manly Scenic All-access link, Pioneer Clubhouse Upgrade, New Roos Clubhouse, Ocean Beach and 40 Baskets Reserve amenities upgrade.
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.
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: 660 Number of Development Applications determined.	Assess development applications in accordance with Council's planning policies and plans. Implementation of key recommendations arising from the 2007 DA Approvals Process

Key Outcomes	Measurement	Actions
	<p>Number of DAs 2007/08: 600 2008/09: 650</p> <p>Average time taken to determine Development Applications. Maximum is 80 days. 2007/08: 80 days 2008/09: 70 days</p> <p>Value of Development Approvals: Total value of DAs 2007/08: \$250M 2008/09: \$300M</p>	<p>Review.</p> <p>Negotiate for best environmental, social and heritage outcomes in proposed development within regulatory frameworks.</p>
<p>Reduction in material entering the waste stream, including increases in diversion rates.</p> <p>Education of residents, schools, businesses, industry and visitors to avoid, reduce, reuse and recycle to assist Council in its commitment to waste minimisation.</p> <p>Management of recyclable product on the basis of the reduce/reuse/recycle principle to maximise the diversion of material from the waste stream.</p> <p>Extension of 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)</p>	<p>Garbage rates designated as kg/capita/annum (KCA); Recycling rates designated as kg/capita/annum (KCA).</p> <p>Monitoring to reduce putrescible waste.</p>	<p>Putrescible waste kerbside collection service.</p> <p>Vegetation, paper and container recycling kerbside collection service.</p> <p>Waste Education Service, including waste avoidance education.</p> <p>Trade Waste, putrescibles waste and recycling services.</p> <p>Events Waste Management service.</p> <p>Audit of waste stream.</p> <p>Alternate waste solutions.</p> <p>E-waste initiatives.</p>
<p>A clean local amenity. (PA 5.3.2)</p>	<p>Street sweeping litres collected.</p>	<p>Cleansing of Council's publicly controlled places and spaces.</p>

Means and resources to achieve objectives:	Current	Description / Comments
EFT Staff	107	Environmental Scientists (8); MEC staff (3); Environmental Educators (5); Environmental Health Officers (3) Architect (1); Landscape Architect (1); DA staff (10); Heritage Planner (1); Waste education staff (3); Waste services staff (38); Cleansing Coordinators (3); Cleansing staff Env Services (2); Public Place cleaning (29); Cleansing Contractors (variable).
Temporary grant-funded Environmental Scientist project officers	2.5	NSW Gvt Demand Management and Planning Project; NSW Gvt Estuary Management Program; Cities for Climate Protection.
Other Plant / Equipment (major items)	22	NR Vehicles (2), DA staff cars (3), Waste staff vehicles (1); Environmental Educators vehicles (1); Educational Trailer (1); Street Sweepers Incl. Road sweepers, footpath sweepers (5); Beach Cleaner Incl. Tractor and towed rake (1); Trucks Incl. Open tippers, van and utilities (8); Resources (1,000's at MEC)

Financial Summary

Financial Information	2008/09	2009/10	2010/11	Financial Plan Reference
<i>Income</i>	13,084,451	11,470,099	11,606,910	2.3, 2.4, 2.5, 6.1, 6.2, 6.3, 8.1, 8.2, 8.7, 9.1, 9.2, 9.3
<i>Expenditure</i>	13,073,563	13,183,198	13,373,844	
<i>Capital</i>	3,635,120	1,868,530	1,714,850	

Plans Guiding This Principal Activity

Manly Sustainability Strategy

Develop and implement the Water Savings Action Plan (MSS ref. C2.1.5);
Identify significant geodiversity elements in the LGA (C1.4.1);
Complete a Biodiversity Strategy (MSS C1.5.1);
Hold the Annual Fair Trade Fair (MSS C3.1.3);
Implement the Environmental History Museum (D2.3.3);
Undertake EMP development with local businesses (MSS E1.2.1);
Develop Sustainability Action Plans and a sustainability code of practice for staff

(MSS F1.1.2; 1.1.4);

Update and refine Council's TBL assessing and reporting tools (MSS F1.3.2);

Continue the Bricks and Water Stormwater Pollution Education Program.(MSS C1.1.7)

Work through the Sydney Water to rehabilitate the Manly Lagoon Catchment; eliminate sewer overflows through upgrading existing systems; identify and repair sewage leaks in the system etc (C1.1.9).

Sustainable Groundwater Study (MSS C1.1.24)

Lobby to extend the boundary of the Aquatic Reserve in North Harbour (MSS C1.2.14)

Sustainable Management of Manly's water cycle including: stormwater treatment and onuse; trial grey water system; groundwater on-use; effluent treatment and re-use (MSS C2.1.1)

Climate change community awareness and education program (MSS C2.2.4)

Continue partnerships and pilot studies with the Sydney Coastal Councils Group, ICLEI and universities to provide Council with best practice management responses to climate change.(MSSC2.4.7)

Continued operation of Council's Community bus service - Hop, Skip and Jump.(MSS C 2.5.6)

Undertake the Australian Greenhouse Office's Climate Change Impacts & Risk Management assessment (MSS 2.4.2)

Education for Sustainability Strategy

Undertake a review of the EfS to integrate the updated MSS's provisions and to address the findings of the *Who cares about Manly's environment* survey (MSS ref. A1.2.6).

State of the Environment Reporting

Undertake a review of the SoE reporting process following the adoption of the updated MSS (MSS ref. A1.2.11);

Continue the SHOROC preparation of a regional SoE (MSS ref. A1.2.10).

Coastal, Estuary and Floodplain Management Plans (MSS 2.4.1)

Complete CMPs for Manly Cove (C1.3.4) and commence implementation;

Proceed with development of the North Harbour CMP (MSS ref. C1.3.1);

Undertake Coastline Hazard Definition studies for remaining areas (MSS ref. C1.3.2).

Implement the key priorities for the Clontarf/Bantry Bay Estuary Management Plan and Manly Ocean Beach Coastline Management Plan and Emergency Action Plan.

Coastal Hazard Definition Study implementation:

- Manly Ocean Beach
- Davis Marina to Manly Point
- Manly Ocean Beach & Cabbage Tree Bay CHDS
- Forty Baskets
- Little Manly

Implement hazard remediation measures on a priority basis as recommended through consultant reports. Risk mitigation works to be funded through external grant sources.

Plans of Management for Community and Crown Land

Burnt Bridge Creek Regeneration Project

Manly Lagoon Integrated Catchment Management Strategy 2004 (also MSS C1.1.4)

Addiscombe Road site remediation;

Sites 1 & 2 dredging of Manly Lagoon for environmental restoration;

Site 3 Pittwater Road Bridge sediment removal;

Work with Sydney Water through the joint partnership to eliminate severe overflows (MSS C1.1.8) including implementation of a dry weather sampling program.

Threatened Species Recovery Plans

Little Penguins Population Recovery Plan and Long-Nosed Bandicoot Recovery Plan (anticipated to be adopted 2007/08)

Continued implementation of Recovery Plan;

Monitor progress towards outcomes;

Review the Development Application assessment process against objectives.

Endangered Long-nosed Bandicoots Recovery Community Education, Engagement and Monitoring Project

Local Companion Animal Management Plan (AMP)

Identify potential new areas for off-leash dog activities. Educate community as well as dog owners on environmental health and safety guidelines to the benefit of all parties.

Local Air Quality and Greenhouse Action Plan

Review and update the LAQGAP (MSS C2.2.1)

LAQGAP A1.2.4 – Continue to undertake Council energy conservation projects.

Urban Design Award

Acknowledge and reward quality architectural, sustainable, heritage and urban design in Manly Local Government Area every fourth year.

Residential Strategy and Residential DCP

Implement strategy and ensure that approved residential development addresses environmental impacts and protects amenity.

Business and Industrial DCP

Regulate business types, activities and operations and regulate industrial activities to protect the economic benefits of development and mitigate the potential amenity impacts on adjoining land uses.

Town Centre Urban Design Guidelines and The Corso DCP

Pursue best practice urban design in the Manly Town Centre for public and private developments. Protect the heritage character of development along The Corso.

Manly after Midnight Policy and Late Night Venue DCP

Regulate the operation of late night venues within business and entertainment area.

Heritage Review

Protect and conserve the built and natural heritage of Manly.

Towards Zero Waste Strategy

Waste Education trailer used to communicate various Zero Waste messages;

Waste related conditions on DA's subject to internal review;

Internal Waste management plan;

Review other opportunities.



Section 4A

STATUTORY REPORTS

Manly Social Plan
Access and Equity Activity Summary
Manly State of the Environment Report
Human Resources Policy
Equal Employment Opportunity (EEO) Plan

Manly Social Plan

The Social Plan was based on extensive consultation in accordance with guidelines prepared by the NSW Government. The following social groups were consulted: men; women; older people; young people; children and their families; and gay, lesbian and transgender people. For culturally and linguistically diverse (CALD) people, consultation was approached regionally, to maximize findings.

A summary of the major demographic characteristics and identification of needs and issues forms the basis of the plan. Consultation findings were analysed and prioritised to produce an action plan. The action plan forms the basis of implementation of the Social Plan, and is regularly reviewed to monitor progress. The release of the 2006 Census data will inform the review of the Plan. The Social Plan is due to be updated by 30 November 2009.

During the period 2007-2008 the following Social Plan actions have been completed or are currently being implemented:

OBJECTIVES	ACTIONS
<i>Health</i>	
<i>Sexual health:</i> To reduce the risk of drug and alcohol use and related incidence of STI among young people	Council continued its participation in the <i>Safe in the Sack III</i> 2007/08 campaign run by NSW Health targeting young travellers. Posters and coasters with safe sex messages were distributed to backpackers venues, pubs and hotels in Manly.
<i>Community Information & Support Services</i>	
<i>Information services:</i> To improve services for ATSI communities in Northern Sydney	Council hosted an official launch of the <i>Northern Sydney Aboriginal Plan 2007-2011</i> in November 2007 following the adoption of the Plan by all ten participating councils. Council continues its ongoing support for the Project Officer position and implementation of the Plan.
To improve services for aged, CALD communities and people with disabilities; and To increase awareness of the services and facilities in Manly LGA.	Council sponsored <i>Job Search Training for Skilled Migrants</i> run by the Multicultural Service at the Manly Community Centre in partnership with government and non-government agencies. A mobility map <i>Manly CBD Access Map</i> was produced for the use of people with disabilities, wheelchair and pram users. It illustrates in detail accessibility features of streets, including the location of kerb ramps, pedestrian crossings, public amenities, bus stops, taxi rank, and ATMs. The map is available from the Council's website and over 1000 copies of the map were distributed through Council venues.
<i>Accessible and Affordable Community Services:</i> To increase the provision of HACC services in Manly	Council's Community Services continue to operate <i>Meals-on-Wheels</i> volunteer service and community restaurant 3-4 times a month. <i>Leisure Guide for Older Residents</i> , which contains exercise groups/activities appropriate for local seniors, was distributed and also posted on the Council's website.
<i>Local amenity and physical infrastructure</i>	
<i>Physical infrastructure:</i> Footpaths and access to buildings: to increase safe travel and reduce the number of falls for pedestrians.	The <i>Program for New Footpaths</i> construction works continues to improve pedestrian access on streets, particularly to bus routes and around shopping centres. The Manly Scenic Walkway asphalt path at Forty Baskets Beach was extended and an in-ground boardwalk installed including beach access ramp and shower stand.
<i>Affordable housing</i>	
<i>Medium term housing</i> Investigate options for increasing housing services	Council participates in the SHOROC Social Housing/ Affordable Housing Working Party established in April 2008 aiming to develop SHOROC position on these issues.

OBJECTIVES	ACTIONS
and affordable housing	
<i>Affordable Rental & Purchase Housing</i> To consider and regulate the social impact of any proposed development	Draft Social Impact Assessment Guidelines (SIA) was prepared as a tool to assist Council planners in the DA process.
To introduce social planning objectives and provision in Council's planning instruments	A discussion paper <i>An integration of social and land use planning: Social issues and provisions</i> has been prepared for consideration in the LEP review.
<i>Community Safety and Crime Prevention</i>	
<i>Safety in the Corso and Manly CBD</i> To improve safety in this area	Council sponsored <i>Manly Drink Check 2007</i> campaign conducted within licensed premises in the Manly CBD. The project aimed to educate patrons about safe levels of drinking and to decrease the likelihood of drink driving offences. The <i>Late Night Transport (LNT)</i> strategy aiming to facilitate late night travellers out of Manly CBD is continuing throughout 2007/08.
To update Council's Crime Prevention/ Community Safety Plan	Draft Crime Prevention Plan has been prepared by consultant and is currently being reviewed by Council and the Community Safety Committee.
<i>Domestic violence and sexual assault</i> To reduce the violence against women	Council participated in <i>MISS Manly – Making It Safe Strategy</i> project. A survey to assess women's safety in Manly has been conducted in Manly's pubs and clubs. The project brings awareness of the current policies, services, infrastructure, personnel and information sources to manage late night Manly. Adolescent Family Counsellor is working with 'Survivors of sexual abuse' and 'Parents facing violence' groups.
<i>Discrimination and community relations</i>	
<i>Homophobia and heterosexism:</i> To increase general understanding among young people of homosexuality	<i>Out & About in Manly</i> support program for young individuals up to the age of 21 questioning their sexuality is operated by the Council's Youth Services. The program is currently under review. New program <i>Lovebites Healthy Relationships</i> commenced for early school leavers who missed on personal development education.
<i>Entertainment and recreation</i>	
<i>Youth entertainment</i> To provide appropriate and diverse entertainment for young people	Council's Youth Services entertainment program run a number of events, band nights, dance parties, film and skate competitions. New <i>Manly Youth Council Radio Program</i> promoting local youth issues and culture has commenced on Northern Beaches Community Radio. <i>Whatever Club</i> has been organized in Manly Library offering young people purposeful leisure time activities in a friendly learning environment. The program is attempting to give young people a place to develop their social and recreational skills as well as a referral point for other library services.

Access and Equity Summary

Manly Council, as a service provider, has integrated the following service delivery principles concerning cultural diversity into its strategic planning, budget, reporting process and policy development:

- **Equity** – fairness in distribution of resources, particularly to disadvantaged people
- **Access** – fair access to resources, services and rights for all regardless of their social or economic circumstances.
- **Participation** – involving people in making decisions which affect their life.
- **Rights** – avoiding discrimination and promoting equality of rights for linguistic, cultural and religious diversity within the local government area.

The above principles underpin the Manly Social Plan, which is an umbrella for many access and equity activities of Council. The Plan seeks to address the differing needs of marginalised culturally diverse community groups. The Social Plan Implementation Committee plays a role in advising on the needs of particular social groups from culturally and linguistically diverse background (CALD), Aboriginal and Torres Strait Islanders (ATSI), people with disabilities, and gay, lesbian, transsexual and bisexual (GLTB) minorities.

The Northern Sydney Aboriginal Social Plan (NSASP) seeks to directly address the specific needs of Aboriginal and Torres Strait Islanders. Manly Council together with ten regional councils and the Department of Community Services has participated in the development of the Plan for a number of years.

Access and Equity activities undertaken via the Social Plan and the NSASP during the period 2007-2008 included:

- **Community Support and Information Services – improve information services for ATSI communities:** In November 2007, Council hosted the official launch of the Northern Sydney Aboriginal Social Plan. Over one hundred delegates from the Northern Sydney region attended the celebration and one hundred colour printed copies of the plan were distributed. In recognition of Aboriginal people, as one of the key target groups in social planning, Council continues its ongoing support for the implementation of the NSASP.
- **Information Services for CALD** – Council sponsored a training program for new migrants aimed at increasing their job search abilities. The project targeted newly arrived skilled migrants who were not covered by Centrelink services. Free workshops were run by the multicultural service at the Manly Community Centre.
- **Information for people with disabilities** - New mobility *Access map of the Manly CBD* has been developed for the use of people with disabilities, pram, scooter and wheelchair users. One thousand copies of the map have been distributed through council venues. The access map is featured on the Manly Council website and at the tourism accessibility website *Sydney for All*. URL: <http://sydneyforall.visitnsw.com.au/AccessMaps.html>

Manly State of the Environment Report

Under the terms of Section 428(c) of the *Local Government Act 1993*, and the *Local Government (General) Regulation 1993* Council has a statutory obligation to prepare a State of the Environment Report (SoE).

The aim of the SoE is to provide accurate and recent information for Council, the Community and other government agencies on the state of Manly's environment and environmental management responses undertaken by Manly Council and stakeholders relevant to the reporting period.

Comparing SoE reports from year to year enables Council to gauge improvements in the different sectors of the environment, and identify those areas that will need attention in the future by providing a sound, reliable basis for better informed environmental decision making at a local level. Management recommendations generated from the review of trends and community consultation will be incorporated into the next four-year review of the Manly Sustainability Strategy scheduled for 2010.

For 2007/08, the SHOROC group of Councils, representing Mosman, Pittwater, Warringah and Manly Councils prepared a Regional 2008/09 State of the Environment Report (SoE).

The Regional State of the Environment Report is available on Manly Council's web site: www.manly.nsw.gov.au under 'Environment'.

Human Resources Policy

Council is required to formulate a Human Resources Plan (including EEO Plan) to guide Human Resource Management, taking into consideration matters such as equal employment opportunity, occupational health and safety, rehabilitation, organisational culture, industrial and award Implementation.

Council's priorities under the Plans and Policies in relation to Human Resources are outlined within Principle Activity One "Governance".

Activity / Issues:	Objectives:	Strategies:
Recruitment / Selection	<ul style="list-style-type: none"> - To fill every staff vacancy, after a review, with the best possible person for the job, applying merit principle. 	<ul style="list-style-type: none"> - Ensure all employees on selection panels apply the merit principle. - Refer to EEO Management Plan
Induction	<ul style="list-style-type: none"> - To provide the new employee with the information, resources and motivation to assist the new employee to adjust to the new work environment and encourage development of loyalty and commitment to the organisation. 	<ul style="list-style-type: none"> - Regularly review, maintain and monitor induction program. - Conduct orientation program for all new employees. - Refer to EEO Management Plan
Remuneration Management <ul style="list-style-type: none"> - Job Evaluation / Job Analysis - Salary Administration - Contracts of Employment - Salary Reviews 	<ul style="list-style-type: none"> - To develop a remuneration policy and procedures to attract and retain appropriate staff for positions in Council. - To provide a system that incorporates skills based progression in accordance with the Manly Council NAPSA (which preserves the conditions of the Local Government (State) Award 2004). 	<ul style="list-style-type: none"> - Maintain job evaluation system (currently Evans/Webb). - Implement and review a Salary / remuneration policy and structure. - Maintain and implement appropriate salary policy structure and system, including provision for skills movements and/or performance payments. - Develop and maintain contracts for senior staff.

Activity / Issues:	Objectives:	Strategies:
Performance Management	<ul style="list-style-type: none"> - To appraise performance and recognise and reward high level performance. - Respond to sub-standard performance. - Identify training needs and provide feedback. 	<ul style="list-style-type: none"> - Develop, maintain and implement performance management system based on job accountabilities and standards. - Develop, maintain and implement policy. - Identify and provide training opportunities for all employees. - Communicate Policy and Performance Management Program on all levels in the organisation. - Refer to EEO Management Plan
Equal Employment Opportunity	<ul style="list-style-type: none"> - To eliminate discrimination and harassment in employment on the grounds of race, sex, religion, pregnancy, marital status, physical or mental disability, homosexuality, age, transgender and carers' responsibilities. 	<ul style="list-style-type: none"> - Develop, maintain and implement Council's EEO Management Plan. - Refer to EEO Management Plan
Occupational Health & Safety	<ul style="list-style-type: none"> - To provide the highest level of safety in all areas of Council's activities. - To protect both Council's employees and the public. - - To obtain maximum efficiency of operation, while ensuring safe work practices. 	<ul style="list-style-type: none"> - Maintain and implement Council's OH&S Policy. - Include OH&S Training in Training Plan. - All employees to be aware of their responsibilities in relation to OH&S. - Include responsibilities in Job Description. - Provide assistance to staff by having a designated Safety Officer at the Depot.
Rehabilitation	<ul style="list-style-type: none"> - To enable injured staff to participate in the Return to Work program and be productive, and ultimately return to pre-injury duties as quickly as possible. 	<ul style="list-style-type: none"> - Develop, maintain and implement Council's Rehabilitation Policy. - Develop and implement appropriate rehabilitation and RTW Plans for injured staff.

Activity / Issues:	Objectives:	Strategies:
		<ul style="list-style-type: none"> - Provide retraining for injured workers when required and where possible.
Organisational <ul style="list-style-type: none"> - Organisational Culture - Organisational Development - Job Design 	<ul style="list-style-type: none"> - Ensure that Council has an organisational culture appropriate to corporate objectives. - Provide appropriate programs and services to enable managers to enhance and develop their human resources. - Ensure Council provides and is seen as a family friendly work environment. - To keep job content and outcomes and job documentation under continuous review. 	<ul style="list-style-type: none"> - Review culture of organisation. - Assist in development and maintenance of appropriate organisation culture to meet Family, community and Council expectations and requirements. - Continuously assess organisational implications of Council's plans, strategies and priorities. - Identify opportunities to improve organisational / employee effectiveness through job re-design. - Provide guidance and methodologies for re-design process. - Implement job re-design (especially enlargement and enrichment) where appropriate, on ongoing basis, using optimum employee participation including Consultative Committee. - Implement associated training and remuneration actions. - Provide appropriate "service" training for all employees. - Ensure inclusion of needs of community in Council Management Plan. - Provide assistance and support to staff through an EAP and Staff Care Program.
Industrial and Award Implementation	<ul style="list-style-type: none"> - To develop and maintain effective communication mechanisms in the organisation. 	<ul style="list-style-type: none"> - Ongoing review of Consultative Committee composition and operation. -

Activity / Issues:	Objectives:	Strategies:
<ul style="list-style-type: none"> - Consultative mechanisms / participative approach - Conditions of Employment; including job share, part-time and flexible workplace practices 	<ul style="list-style-type: none"> - To communicate information to all levels in the organisation. - To ensure appropriately flexible conditions and practices are applied to support achievement of Council objectives and relevant legislation. - To maintain a harmonious industrial relationship within the workplace and with the relevant Unions and Associations. 	<ul style="list-style-type: none"> - Establish and maintain staff newsletter on regular basis. - Review current workplace practices and hours of work with a view to providing greater flexibility and service to the community and flexibility to employees to address Work/Life balance issues.

Equal Employment Opportunity (EEO) Plan

Statement of Intent

Equal Employment Opportunity is a set of principles which Council is required to follow to ensure that all employees and potential employees are treated fairly in all aspects of their employment. This includes appointment to positions, benefits, training opportunities and/or career development opportunity within the organisation, ensuring people will be equally considered, based on their relevant skills and qualifications. It is the opportunity to compete with others and be fairly considered without being excluded by attitudes, practices, policies or procedures.

Council believes the implementation of an EEO Policy, and program will create a more productive workplace, where diversity is valued and will result in better services to the community.

Equal Employment Opportunity (EEO) is about:

- Fair practices in the workplace.
- Management decisions being made without bias.
- Recognition of, and respect for, the social and cultural backgrounds of all staff and customers.
- Employment practices which result in staff satisfaction, commitment to the job, and the delivery of quality services to customers.
- Improving productivity by guaranteeing that:-
 - The best person is recruited and / or promoted.
 - Skilled staff are retained.
 - Training and development are linked to employee needs and customer needs.
 - The workplace is efficient and free of harassment and discrimination.

The purposes of Council's EEO Policy are:

- To comply with the NSW Anti-Discrimination Act, and other state and Federal legislation.

- To eliminate discrimination or harassment in employment that happens because of someone's race, religion, pregnancy, sex, marital status, physical or mental disability, homosexuality, age, transgender, or carers' responsibilities. These types of discrimination are against the NSW Anti-Discrimination Act.
- To promote equal employment opportunity for women, members of ethnic minorities, aboriginal and Torres Strait Islanders and people with a disability. Members of these groups have been discriminated against in the past historically, and so may require special extra measures to make sure that they have equal opportunities in all areas of employment.

The goal of an EEO Policy is to ensure that for any position, the best available person is selected, based on merit. In other words, a person's race, religion, sex, pregnancy, marital status, physical or mental disability, age, homosexuality or transgender or carers' responsibilities should not effect a person's chance of employment, promotion or access to employment benefits or training and development opportunities.

In practical terms, a commitment to EEO means that staff selection must be accurate, fair, accountable and systematic and appointment/promotions should be based solely on merit. Decisions about staff selection must be made on job-related criteria only.

Council's EEO programs aim to identify and eliminate barriers which may operate to exclude certain groups from the equal opportunity to be considered on their merits for employment, promotion and training.

The policy also aims to eliminate all forms of workplace harassment and notes that some forms of harassment are against the law.

Note: Council has a separate Policy on harassment.

Eligibility

This Policy applies to all staff, contractors and volunteers. All staff are obliged to follow non-discriminatory practices in the workplace, and Council, as the responsible employer, is legally accountable for discrimination in employment matters.

Definitions

Discrimination is unfair treatment. Discrimination may be direct, indirect or systemic.

- **Direct discrimination** occurs when an action is taken, or a procedure or rule is applied based on the characteristics or a particular individual or group of people, when those characteristics are irrelevant to the situation (stereotyping). For example, excluding a group of people from consideration for a job because of their racial background is direct discrimination.
- **Indirect discrimination** is where there is rule, procedure or policy that appears to treat everyone equally, but whose effect has a disproportionate result. If the requirement is not "reasonable" it will be indirect discrimination. For example, a requirement stating that an employee must be 180 cm tall is likely to discriminate against women and some ethnic groups.
- **Systemic discrimination** is rules or practices which result in different patterns of access to different jobs and different access to benefits or services. It is the result of both direct and indirect discrimination.

Equal Employment Opportunity (EEO) means that all employment and promotion decisions are made on merit.

Merit means assessing each person's skills and abilities against the needs of the job, and disregarding unlawful personal characteristics that are irrelevant to the job. Merit recognises experience gained both inside and outside formal employment.

EEO Target Groups as specified in the *NSW Local Government Act, 1993* are:-

- Women
- Members of racial, ethnic or ethno religious minority groups (including people from NESB)
- Aboriginal people or Torres Strait Islanders, and
- People with a disability

Sex discrimination: where someone is treated unfairly because they are female or because they are male. Sex discrimination includes pregnancy discrimination and sexual harassment.

Marital status: where someone is treated unfairly because they are married, single, de-facto, divorced, separated or widowed.

Race discrimination: where someone is treated unfairly because of their race, nationality, cultural background or ethno-religion.

Aboriginal or Torres Strait Islander is a person of Aboriginal or Torres Strait Islander descent, who identifies as Aboriginal or Islander, and is accepted as such by the Aboriginal or Islander community.

Non-English speaking background (NESB) refers to people who were born in a country where English is not the main language spoken, or to people born in Australia with one or both parents of non-English speaking background.

Disability discrimination where someone is treated unfairly because they have a disability or because someone thinks they have a disability.

A disability includes:

- Physical disability.
- Intellectual disability.
- Psychiatric disability.
- Learning disability.
- Disfigurement or different formation of any part of the body.
- The presence or an organism in someone's body that could make them sick.

Homosexual discrimination is where someone is treated unfairly because they are gay or lesbian or someone thinks they are gay or lesbian.

Transgender discrimination is a term to describe anyone who lives, or wishes to live, as a member of the opposite gender to their birth gender. It may encompass under a broader definition anyone who presents or behaves ambiguously in relation to commonly accepted male / female gender expectations.

Carers' Responsibilities Discrimination is when employees with carers' responsibilities of the types listed in the Act are harassed or treated unfairly or differently because they have carers' responsibilities.

Variation

Council reserves the right to vary or revoke this Policy.

Provisions – EEO Management Plan

Council will develop and maintain an EEO Management Plan. The purpose of the plan is to

eliminate discrimination in the workplace.

The EEO Management Plan includes:

- Identification of policies and programs that will achieve the objectives of the EEO Policy.
- Development of strategies for communicating Council's policies and programs to staff.
- Undertaking an EEO Survey, and collecting and recording statistical or other information that may be needed to develop EEO programs, and to monitor their effectiveness.
- Review of personnel policies and practices to identify any discriminatory practices. Personnel practices may include recruitment techniques, selection criteria, training and staff development programs, promotion, transfer or separation policies and patterns, and conditions of service. Any new policies or practices that occur as a result of workplace reform should also be examined to ensure that they are non-discriminatory in their intent and effect.
- Setting goals and targets to measure the success of the plan in achieving the objectives under the EEO Policy.
- Determining other means to evaluate policies and programs developed under the EEO Policy.
- Regular review and amendment of the EEO Management Plan.
- The provision of resources to implement the requirements of the EEO Management Plan.
- The Manager Human Resources, in consultation with Managers and staff will develop specific policies, guidelines and best practice standards.
- The Management Plan will provide affirmative action programs for EEO groups when needed.
- Council's EEO Policy will be available to staff.
- The Manager Human Resources will report regularly to the General Manager and the community on the EEO Management Plan and EEO achievements.
- The Manager Human Resources will develop a program to collect baseline information on EEO groups. The purpose of this information is to analyse participation of EEO groups
- EEO awareness training will be incorporated into management and supervision training. Staff will attend EEO awareness sessions, and EEO will be included in the Orientation Program for new staff.
- Staff participated on staff selection committees will be given training on staff selection, interview techniques and reporting.
- EEO responsibilities and accountabilities are to be included in job descriptions of all staff with management or supervisory responsibilities.
- The EEO Policy will be reviewed annually.

Implementation / Responsibilities

Manager – Human Resources will:

- Work with management and staff to develop and implement EEO policy and programs, including guidelines and best practice standards.
- Research EEO matters, including the establishment of an EEO Committee, and keep Council and management informed of developments in EEO.
- Provide statistical and other human resources information to allow Council to develop and monitor its EEO program.
- Integrate the EEO Policy and Practices into human resources management practice and Council programs.
- Advise on grievance handling procedures, supported by the Workplace Grievance Policy & Procedures document.
- Allocate sufficient funds for EEO training activities.
- Program EEO awareness training and other training for EEO groups.
- Assist with the development and review of personnel policies and procedures.

All Staff:

- Are responsible for upholding the EEO principles outlined in this Policy. However, specific responsibility lies with line managers and supervisors, to prevent discrimination, and promote equal opportunity in the workplace.
- Have the right to seek advice from the Anti-Discrimination Board.

Managers will:

- Ensure that the EEO Policy and Program are implemented within their division.
- Ensure that all staff, with supervisory responsibilities, are aware of staff's rights and obligations under Council's EEO Policy, and under legislation.

General Manager will:

- Ensure that Council's EEO Policy and Program is implemented with Council.
- Ensure all staff comply with Council's EEO Policy, and within legal obligations, under relevant legislation.
- Ensure that management audits of the EEO Program are undertaken, on a regular basis, to ensure that the EEO Policy and Program continue to meet their objectives.



Section 4B

The Manly Profile

A Snapshot of our Community
Manly's Geography

The Manly LGA Profile – A ‘Snapshot’ Geographical Characteristics

Manly is located at the southern end of the Manly Warringah Peninsula of the Northern Beaches, immediately to the north west of the entrance to Sydney Harbour. The area is well known for its rich natural environment, with landmarks, such as North Head at the entrance to Sydney Harbour, harbour foreshores and frontage to the Pacific Ocean – the iconic Manly Beach.

The Manly Local Government Area (LGA) is 15.14km² (including the part of the LGA over the water at Manly Beach) and has a boundary of 37.68km, of which 32.94km is water margin.

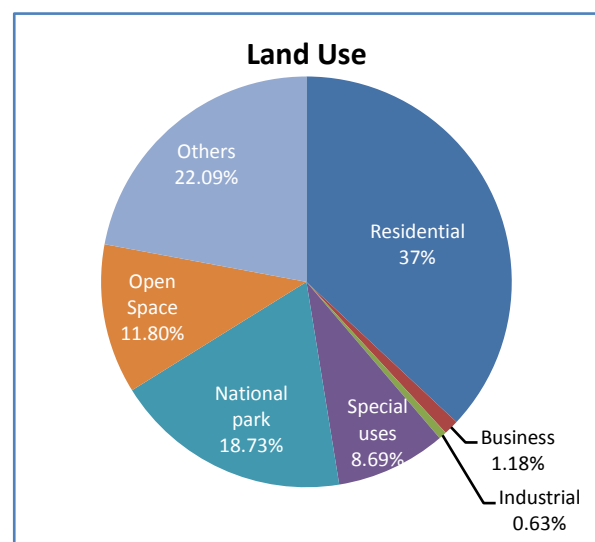


Land Use

Before European settlement, the Manly area was the traditional homeland of the Aboriginal people from the Guringai language group with many Aboriginal sites recorded including middens, rock carvings, and open camp sites.

Today Manly has a rich and diverse character of residential, business and industrial land uses, and a significant proportion of natural landscapes.

The land use distribution is shown in the adjacent chart.



Manly's Natural Bushland



Manly has a significant diversity of special environments and ecosystems, including North Head, Manly Lagoon, Cabbage Tree Bay Aquatic Reserve, escarpments and Manly Ocean Beach to name only a few. Manly also supports some significant biodiversity and endangered populations, including Little Penguins, Long Nosed Bandicoots, Eastern Suburbs Banksia Scrub Ecological Community, and the Duffy's Forest Ecological Community.

A full description of the Manly environs and an analysis of significant environmental issues affecting Manly can be found in the State of Environment Report, which can be downloaded from the following website: <http://www.manly.nsw.gov.au/State-of-the-Environment-Report.html>

Population

The 2006 Estimated Resident Population (ERP) of Manly is **39,214** excluding overseas visitors. The total population counted in the 2006 Census was **37,110** people based on place of residence and of these, 18,066 were males and 19,044 were females. The population density in Manly is estimated at 2,451 persons/km².

As in the past, Manly population included a considerable number of visitors. A total of 1,296 domestic visitors and 925 overseas visitors were counted in Manly on the 2006 Census night. The total population of Manly counted at home, including interstate and overseas visitors, was 37,378 compared to 37,587 in 2001.

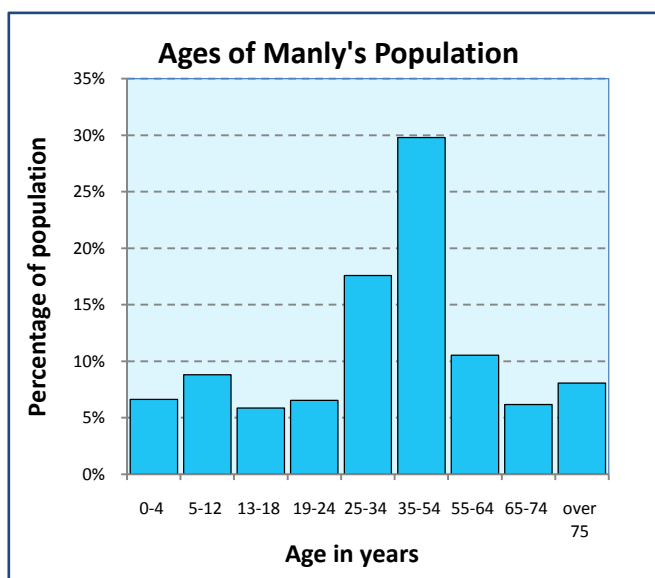
Population Growth

The latest ABS projection for Manly LGA population was 39,805 for 2006 and 40,278 for 2008. However, based on the Census data, 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%

Population Age

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 graph on the right shows the ages of the total population, without overseas visitors. The most populous group is 35-54 years. (ABS 2006 Census).



According to ABS projections for Manly between 2001 to 2019, the only age groups forecast to increase are those aged 25 years and over. The proportion of children aged 0-11 years are forecast to decline in numbers and the proportion of young people aged 12-24 years remains static. In contrast, the number of births in Manly is increasing from 561 in 2004 to 582 in 2006.

Ageing Population

Manly population is ageing with 30.7% of residents (or 11,375 people) over the age of 50. The ageing trend of the population is also evident in the declining proportion of young people. The table below shows the age structure of the total population over the last three Census periods (ABS Census 1996, 2001, 2006).

	1996	2001	2006
Age groups	%	%	%
0-14	15.2	16.7	17.5
15-24	12.6	10.9	10.4
25-29	10.0	9.5	8.0
30-39	18.0	18.7	18.4
40-49	14.1	14.2	15.0
50-59	10.3	11.4	11.6
60-74	12.0	10.6	11.0
over 75	7.7	8.0	8.1

The proportion of people aged 15-24 years declined from 12.6% in 1996 to 10.4 % in 2006. There was a slight increase in the proportion of young children under 14 years of age but decline in the next two age groups between 15-29 years. The most significant changes in the age structure of Manly population indicating clear ageing trend are:

- steady decline in the proportion of young people aged 15-29 years.
- steady increase in most age groups over 40 years.

Aboriginal and Torres Strait Islander Community

In 2006, the number of people who identified themselves as Indigenous was 93 or 0.3% of the population, consistent with the previous Census figures. Although the population is small, Aboriginal people have a significant spiritual, cultural, social and economic interest in the area. Before European settlement, the people of Manly are thought to have been the *Gayamagal* clan of the *Guringai* tribe/language nation.

Cultural Diversity

Manly has a greater cultural diversity than NSW as a whole. In 2006, the people born overseas were 29.6% compare to 23.8% for NSW (*ABS 2006 Census*). The table on the right shows the distribution of Manly's residents by country of birth.

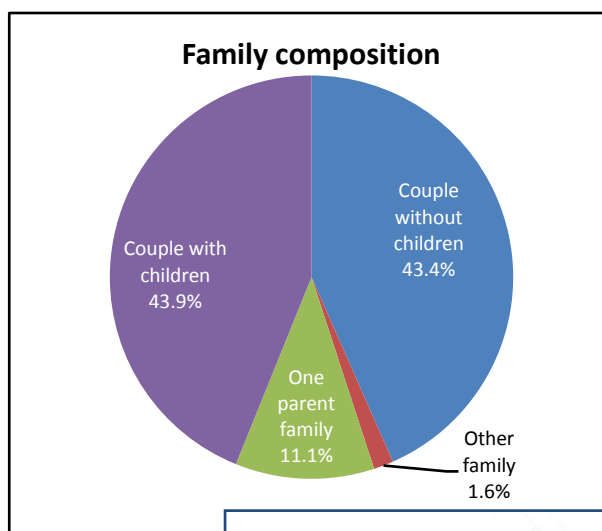
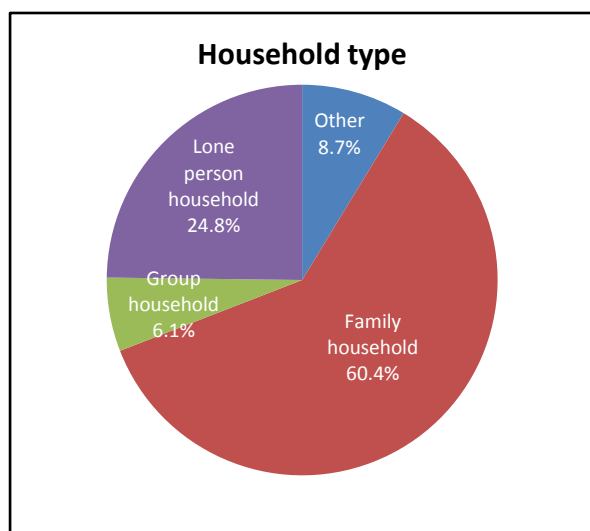
Manly is characterised with a predominantly English speaking population. This is due to the fact that the majority of Manly residents are born in Australia 61.4% or in English speaking countries: United Kingdom 11.1%, New Zealand 3.3%, South Africa 1.3% and US 1.2%.

Country of Birth	Number	%
Australia	22,791	61.4
United Kingdom	4,122	11.1
New Zealand	1,238	3.3
South Africa	464	1.3
United States of America	454	1.2
Germany	267	0.7
Ireland	255	0.7
Canada	248	0.7
China	223	0.6
Italy	186	0.5
Korea	180	0.5

English is the only language spoken at home for 81.4% of the total population. 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.

Families and Household

The Manly community is characterised by atypical family and household structures with significantly less people living in a family household and more lone person, group and other 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.



The household and family composition presented in the figures above are based on the 2006 Census. There were 9,279 family households in Manly, 3,814 lone person households and 934 group households. In terms of household family structure, since 2001, the balance has shifted in favour of couples with children and there were less



one parent families. In 2006, there were 4,108 couples with children, 4,062 couples without children, and 1,043 one parent families.

Housing supply

The 2006 Census has shown 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. When excluding the types 'Visitors only' and 'Other not classifiable' households, the number of occupied dwellings in Manly shows a steady decline in the past decade from 14,471 (1996) to 14,157 (2001) to 14,029 (2006).

The building activity in Manly is modest, which is reflected in dwelling unit approval data – 39 houses and 117 residential units approved for the period 2005-2006.

Dwelling types

Manly is distinct of Sydney in its high concentration of flats with more than double the Sydney wide figure. Of all the occupied private dwellings in Manly, there has been no real increase in the number of separate houses. However, since 1991 there has been a steady increase in the number of flats, units or apartments and semi-detached, row or terrace houses and townhouses.

Dwelling Types	Number	%
Separate House	6,262	40.7
Semi-detached, row/ terrace /town house	1,581	10.3
Flat, unit or apartment	7,423	48.3
Other dwellings	90	0.6
Not stated	12	0.1
TOTAL occupied private dwellings	15,368	100
TOTAL unoccupied private dwellings	2,070	
TOTAL DWELLINGS	17,438	

The majority of occupied dwellings in Manly are flats, units or apartments (48.3%), followed by separate houses (40.7%) and semi-detached houses (10.3%). The occupancy rate is 1.1 persons per bedroom or 2.4 persons per household, lower than the neighbouring Warringah (2.6) or Pittwater (2.7) (*ABS 2006 Census*).

Housing affordability

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

In 2006, 32.7% of households in Manly owned their home and 23.8 % were purchasing. The median weekly rent in Manly was \$375, compared to \$320 in Warringah and \$370 in Pittwater as shown in the adjacent table. The median housing loan repayment was \$2,500, compared to \$2,150 in Warringah and \$2,167 in Pittwater.

	Median monthly housing loan repayment	Median weekly rent
Manly	\$2,500	\$375
Warringah	\$2,150	\$320
Pittwater	\$2,167	\$370
Sydney	\$1,300	\$190

Household tenure

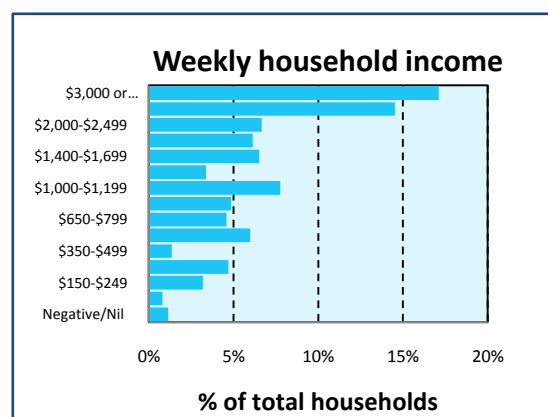
The proportion of rental stock in Manly is much larger than on the Northern Beaches and the rents are higher. In 2006, 33.1% households were renting compared to 25.3% in Warringah and 17.9% in Pittwater.

The deterioration of housing affordability in Manly is reflected in low availability of social housing paralleled with the declining number of boarding houses and increased demand for short term holiday and budget accommodation. In Manly, 5.0% of occupied dwellings were being rented from State Government housing agency, compare to 6.9% in Warringah and 0.1% in Pittwater.

Household Income

The gross weekly household income gives an indication of population socio-economic status and the adjoining graph shows income for those that stated it.

Manly residents earn significantly more than both residents of the Sydney region and the Northern Beaches. The median weekly individual income of Manly residents in 2006 was \$790 and the median weekly household income was \$1,705, with 44.4% of households earning \$1,700 or more a week (*ABS 2006 Census*).



Health

According to ABS figures, Manly had the lowest mortality rate at 4.4 deaths per 1,000 people compared to 6.1 per 1,000 for NSW (*ABS, NSW Regional Statistics, 2007*). Another report, comparing cancer incidence and mortality rates over five year period 1998-2002 by LGA with NSW State average figures (*NSW Cancer Council maps, 2006*), shows women on the North Shore, including Manly and Warringah/ Pittwater, had a significantly higher incidence of breast cancer than average in NSW.

Aged and Disability

At 30 June 2006, in Manly there were 187 aged care residents and 107 people received Community Aged Care Packages (*ABS, NSW Regional Statistics, 2007*). Based on 2006 Census, the number of people with a disability, long term health condition or old age who needed assistance with self-care, mobility and communication was 896. A total of 2,847 carers provided unpaid assistance to people with disabilities.

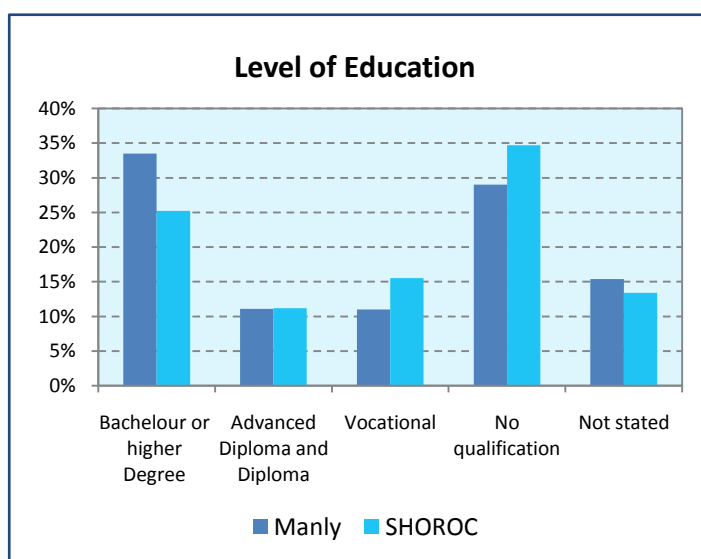
Education

In 2006, Manly had 752 infants attending preschool, 2,568 children in primary and 1,953 in secondary school. Three quarters of the primary students were enrolled in government school (1,902) but less than a quarter of the secondary students were attending government school (484). The number of students enrolled in university and TAFE was 1,774 and 707 respectively.

Manly residents were more qualified than those living in Sydney and the region. In 2006, 55.6% of the population held educational qualifications, and 29.0% had no qualifications, compared with 51.9% and 34.7% respectively for SHOROC Region. The comparatively higher education level of Manly residents is shown in the adjacent table (*SHOROC Regional Profile.id, 2006*).

The largest changes in the qualifications of the population in Manly Council area between 2001 and 2006 were in those with:

- Bachelor or higher degrees (+1,788 persons), and;
- No qualifications (-1,850 persons).

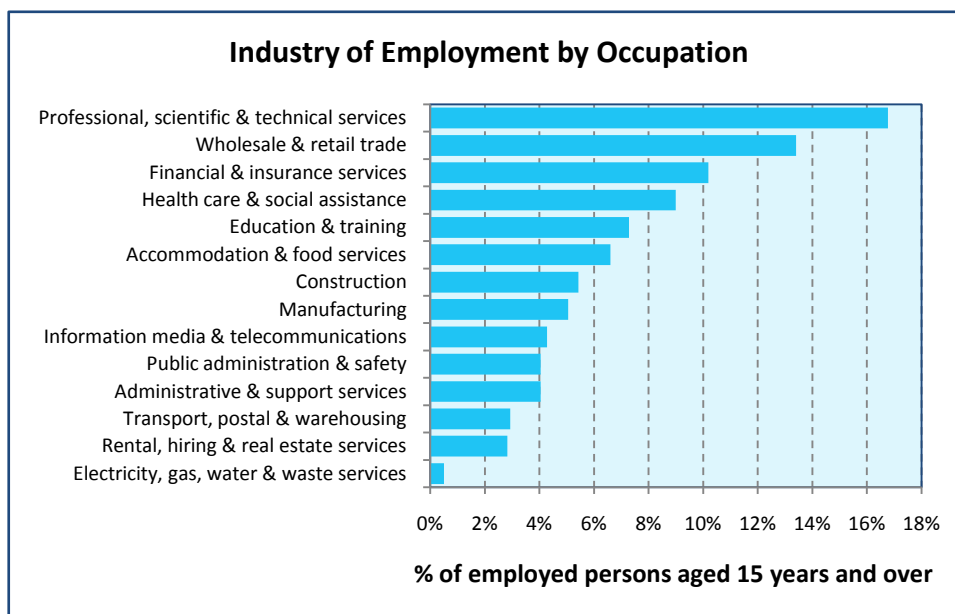


The top three fields of study were Management & Commerce, Society & Culture, and Engineering & Related Technologies.

Employment, Industry and Occupation

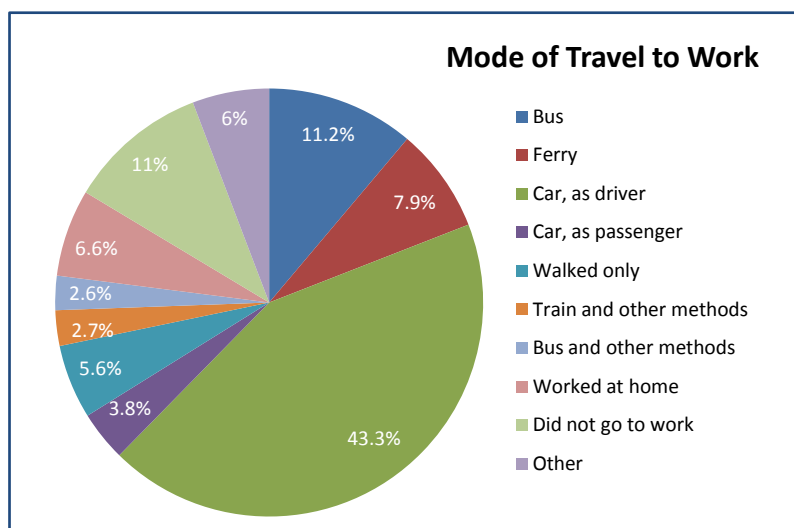
In 2006, the unemployment rate in Manly was low at 3%, compared nationally (5.2%) but relatively high on the Northern Beaches - Warringah (2.1%) and Pittwater (2.2%). The majority of working people were professionals (34.9%), managers (19.7%) and clerical and administrative workers (13.7%) (*ABS 2006 Census*).

In 2006, the top industries providing employment were: Professional, scientific & technical services (16.8%), Wholesale & retail trade (13.4%), Financial & insurance services (10.2%), Healthcare & social services (9%) and Education & training (7.3%) as shown in the adjacent table. (*Manly LGA BCP: B43, ABS 2006 Census*).



The proportion of technicians and trades workers in Manly is significantly less – only 8.3% compared to 13% in Warringah and 13.5% in Pittwater. The number of people employed in food services, IT and education are similar at around 3.4% for each category. Manly clearly lacks key workers employed in essential services, such as electricity, gas, water & waste, rental, hiring and real estate, transport, postal, childcare, machinery operators and warehousing labourers.

Travel to Work



Manly's residents are heavily reliant on cars. Less than a third of Manly's population (10,646 or 28%) usually work in the area (*ABS, NSW Regional Statistics, 2007*). In 2006, 47% of the workers still travelled to work by car, 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. Over 1,052 people walked to work and a further 1,238 people worked from home. The adjacent chart shows the most common modes of travel.

As at June 2006, 82.7% of population aged 16 years and over were holding a driver's licence. However, the number of motor vehicles owned in Manly has dropped slightly since the 2001 Census from 15,530 to 15,370 in 2006.



Section 4C

FINANCIAL REPORTS / STATEMENTS

Revenue Policy
Stormwater Management Plan
Capital Expenditure Program
Assets Replacement Policy
Business and Commercial Activities

Revenue Policy

Rating and Revenue Base

The NSW State Government has pegged Local Council rates revenue for the year 2008/2009. a State Government with the increase limited to 3.2%, which has now been factored in the budget for 2008/2009. The reduction in real revenue growth as a result of rate pegging, combined with cost shifting, increasing State Government charges, and a substantially reduced Financial Assistance Grant, will have an impact on Councils ability in maintaining and providing the current level of services and facilities in an environment of rising costs.

Detailed Estimates of Income and Expenditure

Council has prepared estimates of Income and Expenditure for 2008/2009 for the various Programs within the draft Management Plan.

The draft 2008/2009 Budget as presented provides for a “balanced” Budget. Anticipated revenues (operating and capital) total **\$73,605,915**. Operating expenditure totals **\$55,918,955** and capital expenditure totals **\$17,686,960**. The revenues and expenditure have been summarised and incorporated into Council's Management Plan to reflect the full costs of providing the Principal Activities and Program Activities.

Variation of General Income

Under the “rate pegging” legislation, the Minister for Local Government specifies a percentage by which Council's general income from rates for a specified year may be varied.

The Minister has determined a General Variation rate cap increase of 3.2% for 2008/2009..

Particulars of Proposed Rates and Amount Proposed to be Levied

The draft Budget has been prepared on the basis on a 3.2% rate increase.

General Purpose (Ordinary) Rates

Council proposes to levy three Ordinary Rates in accordance with S.492 and S.497(a) of the Local Government Act.

The structure of these Rates will be an ad valorem (rate in the dollar) amount in accordance with Section 497(a) of the Local Government Act 1993 and a Minimum Rate (S548 Local Government Act) which will be specified for each category of Rate, levied in respect of any separate parcel of land, including strata title lots and land under company title.

Council has made an Application to the Minister to increase the Minimum Rates under section 548(3) for the Business Category of Rates (Manly Business and Other Business) to \$840.00 per annum. This will result in the minimum rate for business category properties being in line with adjoining Councils.

In the event that Council's application to increase the minimum business rate to \$840.00 is not approved, it is proposed to apply the statutory rate pegging increase of 3.2% for each category of rate and to increase Minimum Rates by 3.2% to \$642.80.

Particulars of the Ordinary Rates to be made for the year 2008/2009 are as follows. (In the event that the Minister does not approve Council's application alternate Rates are in brackets):

Ordinary Residential Rate

An Ordinary Residential Rate of **0.175152 (0.175301)** cents in the dollar on the Land Value of all Rateable Land categorized as Residential in accordance with S.516 of the Local Government Act, with a minimum Rate of \$642.80. The estimated yield from Residential Rates is \$17,835,715.

Business Rate – Manly Business Centre

An Ordinary Business Rate – Manly of **0.863090 (0.881018)** cents in the dollar on the Land Value of all Rateable Land categorised in accordance with S.516 of the Local Government Act as Manly Business Centre being all rateable non-residential land within the Manly Central Business District as previously adopted by Council and delineated in Plan Number 1/280B, with a minimum amount of **\$840.00 (\$642.80)**. The Estimated Yield from Business Rate - Manly is \$3,190,496.

Business Rate – Other

An Ordinary Business Rate – Other of **0.454444 (0.463884)** cents in the dollar on the Land Value of all Rateable Land categorised in accordance with S.516 of the Local Government Act as Other Business being all rateable non-residential land within Manly other than that land within the centre of population as defined in (a) above, with a minimum amount of **\$840.00 (\$642.80)**. The Estimated Yield from Business Rate - Manly is \$1,262,719.

Special Purpose Rates

Council proposes to levy two Special Purpose Rates. Particulars of the Special Purpose Rates to be made for the year 2008/2009 are as follows:

Manly Business Centre Improvements

Council, being of the opinion that works related to the provision of ongoing and proposed capital and maintenance works, including the Manly Business Centre, The Corso and Ocean Beach Front improvements, provide services, facilities and activities of specific benefit to the area, and are of special benefit to that portion of Manly delineated on Plan Number 1/280A as previously defined and adopted by Council, and whereas Council proposes to adopt the Management Plan 2007/2008 – 2009/2010, incorporating the estimates of Income and Expenditure for the Manly Town Centre Improvements Programme, Council proposes to levy a Special Rate – Manly Business Centre Improvements on all rateable land within the defined area.

The Special Rate – Manly Business Centre Improvements will be an ad valorem rate of **0.289992** cents in the dollar. Estimated yield from the Rate is \$1,038,176 with a minimum amount of Nil.

Balgowlah Business Centre Improvements

Council, being of the opinion that works related to the provision of ongoing and proposed capital and maintenance works, including the off-street car parks in Condamine Street, provide services, facilities and activities of specific benefit to the area, and are of special benefit to that portion of Balgowlah delineated on Plan Number 5/005B, and whereas Council proposes to adopt the Management Plan 2007/2008 – 2009/2010, incorporating the estimates of Income and Expenditure for the Balgowlah Business Centre Improvements

Programme, Council proposes to levy a Special Rate – Balgowlah Business Centre Improvements on all rateable land within the defined area.

The Special Rate – Balgowlah Business Centre Improvements will be an ad valorem rate of **0.204955** cents in the dollar. Estimated yield from the Rate is \$49,712 with a minimum amount of Nil.

Summary of Proposed Rates

		Proposed Ordinary and Special Rates including a 3.2% General Variation Increase.		
Rate Type	Category	Ad Valorem (Rate - Cents in \$)	Minimum Amount of Rate	Estimated Total Yield
Ordinary	Residential	0.175152 cents (0.175301 cents)	\$642.80	\$17,835,715
Ordinary	Business - Manly	0.863090 cents (0.881018 cents)	\$840.00 (\$642.80)	\$3,190,496
Ordinary	Business - Other	0.454444 cents (0.463884 cents)	\$840.00 (\$642.80)	\$1,262,719
Special	Manly Business Centre Improvements	0.289992 cents	Nil	\$1,038,177
Special	Balgowlah Business Centre Improvements	0.204955 cents	Nil	\$49,713
Total Notional Income				\$23,376,820

Land Valuations

Rates for 2008 /2009 will be levied on Land Valuations base date of 1 July 2005.

A map showing the properties to which the various rate categories apply, and which is required to be placed on public display by Section 405 of the Act, is available for inspection by the public upon request.

Environmental Works Program

The Environmental component of the rates was endorsed at a referendum held in conjunction with the Local Government elections in September 1999, resolving with the Manly community endorsing the continuation of the environmental component from rates revenue. The Environmental Rate Component funds projects identified in various Plans of Management, and studies to meet strict criteria set by the Manly Community Environment Committee for environmental protection, rehabilitation and education projects.

Council plans to continue to undertake a program of critical environmental works during the year. The net proceeds of the Environment Levy from General Purpose Rates (approximately \$986,000 including interest) are to be expended on priority works which:-

- include visible environmental improvements (particularly water quality);
- achieve significant outcomes in each 12 month period;
- provide environmental benefits across/throughout the whole Manly Council area.

Further, Council has added an additional criteria addressing ongoing maintenance liabilities, in terms:-

“That ongoing maintenance of new environment levy capital works projects be recognised as a legitimate charge against the levy and that up to 10% of the levy revenue be allocated for this purpose annually.”

Infrastructure Levy

Council successfully applied to the Minister for Local Government in 2007/2008 for an Infrastructure Levy of approximately 2.2% to raise an additional \$450,000 in revenue which in combination with annual borrowings, section 94 funds and other revenue sources will provide \$2 million each year over the next 10 years specifically for infrastructural works.

Interest on Overdue Rates

Interest is to be charged on overdue Rates and domestic waste management charges in accordance with section 566(3) of the Act. The maximum rate of interest payable on overdue rates and charges as set by the Minister is 10.0%.

Fees and Charges

Council proposes to levy certain charges and charge certain fees for 2008/2009. A statement with respect to each charge proposed to be levied and the types of fees proposed to be charged and the amounts of such fees are contained in Council's Schedule of Fees and Charges included in this Management Plan.

Domestic Waste Management Charges

Domestic Waste Management (DWM) Services are rendered by Council to all residential properties (including flats and strata, and non-rateable property) in the Manly Municipality. DWM does not include waste services rendered to business rated properties.

The Minister has not notified of any limitations to amounts raised for domestic waste services for the rating year commencing 1 July 2008. A reasonable cost calculation based on the cost of delivering Domestic Waste collection has been undertaken.

The operation of the domestic waste service is as follows:

1. One (1) x 80 litre MGB garbage bin emptied each week (residents' bins).
2. Fortnightly recycling service with paper and cardboard one week and glass, aluminium, steel cans and PET plastics the alternate week. (Council supplied 120 litre bin or crate system.)
3. Monthly "green waste" kerbside collection and the introduction of a new "Green Waste Bin" service.
4. Two (2) "General" kerbside cleanup collections per year.

In addition to the above service, Council will, on application, remove a maximum of 5m³ of "general clean up" material on a "fee for service" basis.

Council's draft Budget as presented has provided for the continuation of the Waste Education Program as part of the Council's ongoing commitment to waste minimisation and waste avoidance.

In order to maintain an appropriate surplus which will assist with funding the Addiscombe Road site as well as future acquisitions tied to the Joint Services Committee, as well as increase in the State Government waste levy charges for waste disposal, the proposed Domestic Waste Management Charge for 2008/2009 is \$390.00.

Stormwater Management Services Charge

Council proposes to continue to make an annual charge for the provision of Stormwater Management Services. The charge will be made on each parcel of rateable land.

Further information regarding the Stormwater Management Plan including the amount of the charge, how it will be levied, and how the Levy will be spent in 2008/2009 can be found in Section 4C of the Management Plan.

Statement of the amounts of any proposed borrowings

Council proposes to make an application to the Minister for Local Government for Loan Borrowing to undertake the following works:

Description of Works	Amount
Public Works Infrastructure	\$1,000,000
Total amount to be borrowed:	\$1,000,000

The Loan will be secured over the income of the Council in accordance with Clause 229 of the Local Government (General) Regulation 2005.

S.611 Charges

AGL possesses, occupies or enjoys structures located on public land in the Manly local government area. These structures include pipes.

Other gas and oil companies may possess, occupy or enjoy structures located on public land in the Manly local Government area.

It is proposed that in relation to persons who have laid, erected, suspended, constructed or placed on, under or over public places pipes, wires, poles, cables, tunnels or structures for the purpose of gas and oil supplies, a charge equal to 0.75% of average sales for 5 years plus a mains apportionment calculated according to the percentage of mains within Manly assessed in accordance with the Judgement by Justice Pike (AGL v. Glebe Municipal Council); such charge to be calculated using the independent audited figures prepared for the Local Government Association of New South Wales ("LGA") and the apportionment determined by the LGA.

National Competition Policy

National Competition Policy and the principles of competitive neutrality apply to Council business activities. Council is required to identify in its Management Plan those business activities in accordance with the guidelines set down by the Department of Local Government.

Category 1 Businesses are those with an annual gross operating income greater than \$2 million.

In accordance with the reporting requirements of National Competition Policy, Council intends to continue operation of the following Business Activities as Category 1 business activities:-

- Domestic Waste Service

- Parking Stations

Category 2 Businesses are those with an annual gross operating income less than \$2 million.

In accordance with the reporting requirements of National Competition Policy, Council intends to continue operation of the following Business Activities as Category 2 business activities:-

- Commercial Waste Service
- Childcare Services
- Manly Swim Centre

Statement of Pricing Policy

A. General principles:-

- Council will endeavour to apply all pricing policies on an equitable basis.
- The “User Pays” principle will, in general, be the basis for the full recovery of costs.
- Council reaffirms its Fees and Charges Policy adopted on 24 October 1989, in terms:
 - “That Council establish all user charges or fees at a level related to the cost of providing works and services.
 - That Council automatically revise user charges and fees to adjust for the effects of inflation.
 - That Council give consideration to social and economic issues when setting fees and charges.
 - That Council sets fees for activities, at a level to support a predetermined percentage of direct and indirect costs of the activity.”
- Council will pass on any Goods & Services Tax (GST) payable to the consumers of its goods and services applicable under the GST legislation.

B. Pricing principles:-

- The price charged for this good or service reflects the full recovery of operating costs (excluding cost of capital) of providing the particular good or service.
- The price charged for this good or service is a statutory charge set by regulation.
- The price for this good/service is set to make a minimal contribution to the cost of providing the service. The majority of costs are met from general income.
- The price charged for this good or service represents either the full recovery of operating costs (excluding cost of capital) costs or the current market rate whichever is the greater and reflects prices charged for similar goods or services provided by other Councils.
- The price for this good or service represents either the full recovery cost or the current market rate, whichever is the greater, except to those individuals or groups that have been identified as being disadvantaged in need of "special consideration" or where a community service obligation exists.

- f) There is no price charged for this good or service. All costs associated with this good/service are met from general income.
- g) The price for this good or service is set to reflect the full recovery of operating costs plus an appropriate profit margin, whilst recognising current market rates.

Prices in the schedule of fees and charges are shown both “exclusive of” and “inclusive of” GST where GST is applicable.

Statement of Rates proposed to be charged for carrying out work on private land.

Under the provisions of s.67(1) of the Local Government Act, 1993, Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may be lawfully carried out on the land.

Any work carried out in this regard will be done on a full cost recovery (user pays) basis including design, supervision and staff overheads.

Goods and Services Tax (GST)

The Goods and Services Tax (GST) applies to a number of goods and/or services supplied by Council. Those goods and/or services subject to GST have been identified in Council's Schedule of Fees and Charges, and in accordance with the legislation, the prices shown for those goods and/or services are the GST inclusive price.

Some goods and/or services supplied by Council have been declared “GST free” or are exempt under Division 81 of the legislation. Those goods and/or services which are “GST free” or exempt from GST are indicated in the Schedule of Fees and Charges.

The Schedule of Fees and Charges has been prepared using the best available information in relation to the GST at the time of publication of the Management Plan.

If a fee that is shown as being subject to GST is subsequently proven not to be subject to GST, then that fee will be amended by reducing the GST to Nil. Conversely, if Council is advised that a fee which is shown as being not subject to GST becomes subject to GST, then the fee will be increased, but only to the extent of the GST.

Manly Council, as a local government enterprise, has registered for GST, and is able to claim input tax credits for GST paid on supplies made to it (subject to any limitations imposed by the legislation).

Stormwater Management Plan

Stormwater Management Services Charge

Council proposes to continue to make an annual charge for the provision of Stormwater Management Services. The charge will be made on each parcel of rateable land.

A “stormwater management service” is defined as a service to manage the quantity or quality, or both, of stormwater that flows off land, and includes a service to manage the re-use of stormwater for any purpose.

The Stormwater Management Service Charge is made in accordance with legislation allowing Councils to charge a Stormwater Management Services Charge - (Local Government Amendment (Stormwater) Act 2005 and amendments to Local Government (General) Regulation 2005).

The maximum amount of a stormwater charge that Council proposes to charge is \$25.00 for a single residential property. A pro-rata charge will apply to commercial land or strata units capped at \$25.00 per 350sqm.

The charge will be used to recover the cost of providing new or additional stormwater management services to eligible land.

The following charges are to be made for 2008/2009:

Land categorised as Residential:	\$25.00	for a single residential dwelling
Residential strata lots:	\$12.50	for each strata unit
Residential flats, community title, tenants-in-common residential units:	\$12.50	for each flat/unit
Land categorised as Business	\$25.00	Plus an additional \$25.00 for each 350 square metres or part of 350 square metres by which the area of the parcel of land exceeds 350 square metres up to a maximum charge of \$200.00

All funds raised through the stormwater management charge must be used for stormwater management projects including flood mitigation works; stormwater drains and pipes; managing stormwater quality.

The estimated income from the charge is approximately \$350,000.

These funds can be carried forward or combined with funding from other sources such as grants, to fund major stormwater infrastructure projects.

2007/08 Key Drainage Works Completed

Projects 07/08	Description	Cost
Beatty St, Balgowlah Heights	Reconstruction and upgrade of collapsed drainage line	\$60,000
Pacific Pde, Manly	Reconstruction of kerb and improved drainage capacity to reduce localised flooding	\$65,000

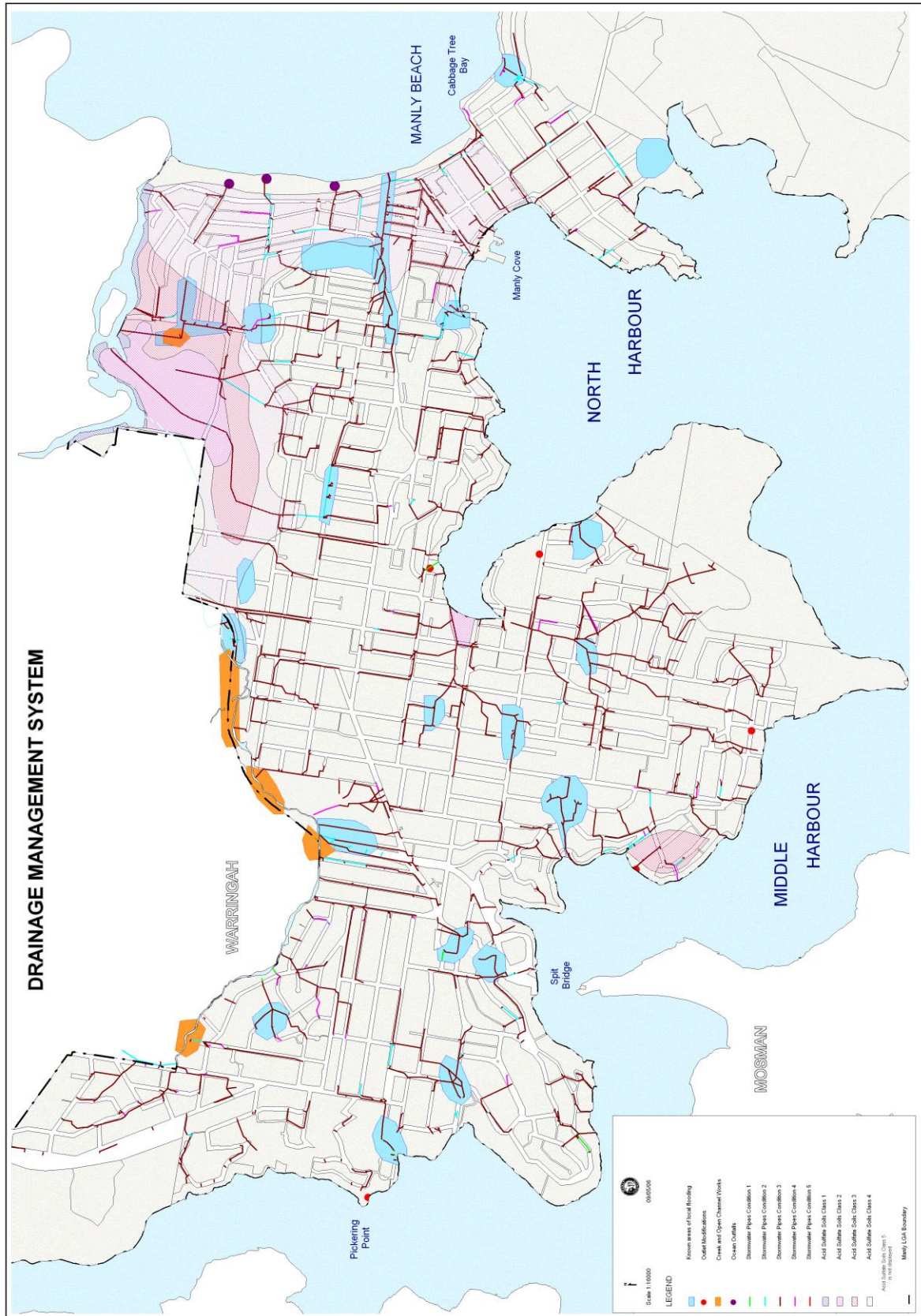
Quinton Rd and Augusta Rd	Collapsed drainage line and upgrade	\$20,000
Ivanhoe Park Childcare	Upgrade of drainage line though playground	\$15,000
Wellings Reserve	Construction of detention basin/wetland, restoration of creek to improve runoff quality, protection of path/stairs and reduce erosion	\$75,000

2008/13 Drainage Budget/Works

Drainage Maintenance/Capital Program
Stormwater Works Plan (Levy funded)

Projects 08/13		Description	Cost
	Birkley Rd / Kangaroo St	Drainage upgrade to alleviate flooding	\$50,000
	Seaforth Oval Carpark	Construction of drainage to control runoff and for reuse	\$30,000
	17 Peronne Ave Seaforth	Drainage upgrade to alleviate flooding	\$20,000
	Sangrado Point	Stormwater outlet control works	\$15,000
	Weekes Rd	Stormwater outlet control works	\$10,000
	Kangaroo St	Provision of drainage to alleviate downstream flooding	\$25,000
	Rolfe St	Drainage upgrade to alleviate flooding	\$30,000
Stormwater Management Services Charge Funded Works Plan 2008 - 2013	Malvern Ave Manly	Drainage upgrade to alleviate flooding	\$150,000
	Baringa Ave	Drainage upgrade to alleviate flooding	\$10,000
	Burnt Bridge Creek Works	Creek restoration, sediment removal, retaining wall, capacity improvements	\$325,000

Projects 08/13		Description	Cost
	Manly Golf Club Wetland Sediment Removal	Removal of sediment	\$10,000
	Pickering Point	Stormwater outlet control works	\$40,000
	Lauderdale Ave	Stormwater outlet control works	\$10,000
	Pipes on the beach removal Pine St, Pacific St, Raglan St, Steinton St	Drainage upgrade to alleviate flooding, stormwater harvesting	\$15,000,000
	Catchment Modeling		



Capital Expenditure Program

2008/2009

Office Furniture & Equipment	\$37,000
Computer Systems Hardware	\$412,000
Computer Software	\$125,000
Addiscombe Road Rehabilitation	\$1,800,000
Town Hall/Civic Offices	\$100,000
Library Equipment/ Book Purchases	\$267,255
Art Gallery Collections & Equipment	\$99,000
Beach Equipment & Facilities	\$27,400
Events/Visitor Information Centre Equipment	\$4,000
Swim Centre	\$8,000
Parks Furniture & Equipment	\$75,000
Playgrounds / Playground Equipment	\$150,000
Manly Cemetery	\$130,000
Sporting Fields Upgrades & Amenities - various	\$207,000
Seaforth Oval Carpark	\$100,000
Environmental/Regulatory Equipment	\$33,000
Roads/Pavement Management	\$658,200
Works Depot	\$250,000
Plant, Vehicles & Equipment	\$3,180,000
The Corso Upgrade (Stage 2)	\$500,000
Wharves & Jetties - Powder Hulk Bay	\$95,000
Manly Yacht Club Access Ramp	\$50,000
Bicycle Pathways	\$100,000
Litter Bins	\$15,000
Surf Club Pavilions Upgrade	\$250,000
Manly Scenic Walkway	\$20,000
Kerb & Gutter / Pram Rams - various	\$60,000
Footpath Construction Program	\$310,000
Car Parks Equipment	\$79,500
Minor Plant	\$23,000
Garbage Collection - Waste Management System	\$200,000
Drainage Works	\$175,000
Stormwater Management Works	\$350,000
Public Toilets	\$200,000

2009/2010

Office Furniture & Equipment - various
Computer Systems Hardware
Computer Software & Systems
Town Hall / Civic Offices
Kindergartens / Preschools
Library Equipment / Book Purchases
Art Gallery Collections & Equipment
Beach Equipment
Manly Swim Centre Equipment
Parks Furniture & Equipment

Playground Equipment
Manly Cemetery Upgrade
Sporting Fields Upgrades & Amenities - various
Plant Vehicles & Equipment
Depot Redevelopment
Roads / Pavement Management Works
Engineering Equipment
The Corso Improvements (Stage 2)
The Corso Improvements – Sydney Road / Market Lane
Ocean Beach Promenade (Stage 4)
Bicycle Pathways
Traffic Management - various
Litter Bins
Manly Scenic Walkway
Kerb & Gutter/ Pram Ramps - various
Footpath Construction Program
Minor Plant & Equipment
Garbage Collection - Waste Management
Drainage Construction Works
Stormwater Management Works
Public Toilets – Refurbishments/Upgrades

2010/2011

Office Furniture & Equipment - various
Computer Systems Hardware
Computer Software & Systems
Town Hall / Civic Offices
Kindergartens / Preschools
Library Equipment / Book Purchases
Art Gallery Collections & Equipment
Beach Equipment
Manly Swim Centre Equipment
Parks Furniture & Equipment
Playground Equipment
Sporting Fields Upgrades & Amenities - various
Plant Vehicles & Equipment
Roads / Pavement Management Works
Engineering Equipment
Ocean Beach Promenade (Stage 4)
Bicycle Pathways
Traffic Management - various
Litter Bins
Manly Scenic Walkway
Kerb & Gutter/ Pram Ramps - various
Footpath Construction Program
Minor Plant & Equipment
Drainage Construction Works
Stormwater Management Works
Public Toilets – Refurbishments/Upgrades

Assets Replacement Policy

Council has prepared a detailed inventory and valuation of its assets in accordance with the requirements of the Local Government Act and relevant accounting standards.

All information has been compiled for the road pavements, signposting, street furniture, footpaths and drainage, pools, seawalls, wharves, bus shelters, sporting facilities, recreational facilities, beach facilities, parks, reserves and bushland areas, and public buildings.

Implementation of a new Assets and Infrastructure Management System will assist with the updating and condition rating of assets to assist with determining asset replacement programs.

Asset Replacement Program

Plant and Vehicles

A core fleet of plant and equipment is owned by Council which is supported by plant hire of specialist equipment when required through the periodic SHOROC tender.

Generally Council's Asset Replacement Program, in regard to Plant and Vehicles, is:-

4 Cyl. Sedans, Station Wagons	12 months or 20,000km
6 Cyl. Sedans and Wagons	2 years or 40,000km
Utilities and Panel Vans	2 Years or 40,000km
Hand Mowers	2 Years
Trucks	7 Years
Tractors	3 Years
Compressors	10 Years
Backhoe	10 Years
Road Roller	10 Years
Trailers	12 Years
Garbage Truck	7 Years
Beach Rake	3 Years
Beach Quad Bike	2 Years

Council's intended plant asset replacements over the next three years are listed below. These are subject to change based on operational needs, vehicles attaining earlier changeover mileage than anticipated for, changes in maintenance costs and operating performance.

2008/2009

Sweeper (small)	4
Truck	5
Mowers	1
Utilities	7
Sedans/Wagons	54
Garbage truck	2
Bus	3
Trailer	2
Backhoe	1
Compressor	1
Tractor	1
Quad Bike	1
Jet Ski	1

2009/2010

Truck	3
Utilities	14
Sedans/Wagons	54
Garbage Truck	2
Bus	1
Jet ski	1
Dozer	1
Beach Rake	1

2010/2011

Utilities	15
Sedans/Wagons	54
Truck	1

Business and Commercial Activities

Business, commercial and community activities are conducted on Council owned property under leasing or licensing agreements to individuals, business entities and community groups as follows:

Sporting Associations and Clubs

- Soccer Club
- Bowling Clubs
- Tennis Courts
- Golf Clubs
- Croquet Club
- Cricket Club (use of Manly Oval)
- Rugby Club (use of Manly Oval)
- Yacht Sailing Clubs
- Scout Associations

Beaches / Manly Swim Centre

- Hire of Beach Equipment (Manly Beach)
- Surf Safety Awareness (Manly Beach)
- Learn to Surf Coaching Rights (Manly Beach)
- Beach Locker Service (Manly Beach)
- Learn to play Volleyball (Manly Beach)
- Kiosk (Swim Centre)
- Learn to swim classes (Swim Centre)
- Surf Clubs (Queenscliff, North Steyne and South Steyne)

Restaurants and Kiosks

- Excel Bistro (Ocean Beach Manly)
- Clonny's on the Beach (Clontarf)
- La Rampa (Shelly Beach)
- Le Kiosk (Shelly Beach)
- Ease of Mind Kiosk (Little Manly)

Miscellaneous

- Arts and Craft Markets (Sydney Road)
- Marinas (Clontarf & Davis Marinas)
- Manly Pavilion (formally The Manly Waterworks)
- Child Care Centres (privately run)
- Fellowship House (Quirk Road, Balgowlah)
- 22 Central Ave, Manly (parking spaces)
- 48-52 Sydney Rd (underground carpark)
- 34 Stuart Street, Manly (residential property leased)
- 4 residential properties Kimbriki Road, Terry Hills (shared with SHOROC)
- Scuba Dive Licences
- Footpath Trading Approvals
- Outdoor Eating Approvals
- Various Airspace and/or Beachfront properties along North and South Steyne, The Corso, Ethel Street Seaforth, Francis Lane, Lauderdale Avenue, and Victoria Parade
- SES headquarters
- Road Reserve Consents – various locations
- Tele communications Equipment – various locations
- Early Childhood Health Centres – various locations



Appendices

Environmental Levy 2008-2009: Appendix A

Manly's Futures Indicators Report Card: Appendix B

Ten Year Infrastructure Plan: Appendix C

Climate Change Levy: Appendix D

Manly Council Fees and Charges 2008-2009: Appendix E

Appendix A

Environmental Levy 2008 – 2009

The continuation of the Environmental component of the rates was endorsed by the community at a referendum held in conjunction with the Local Government elections in September 1999.

Urban development in Manly occurred at times when current environmental awareness, obligations and standards were either not known, not understood, or did not exist. As Manly is almost surrounded entirely by water, the affect on our waterways and foreshores, for example, has been considerable and considerable rehabilitation is needed.

State Government policies have now been introduced and embraced by Manly Council relating to biodiversity conservation and improvement of catchments, estuaries and the coast, waste avoidance and initiatives associated with improving air quality. Council's Management Plan, the State of the Environment Reports and Sustainability Strategy for the future, guide and summarise many of the environmental concerns that Council and the community has identified. Strategies, usually identified in various Plans of Management, Recovery Plans and Coastline Management Plans etc have been developed for addressing these concerns caused by past environmental damage and minimising future degradation.

These strategies include:

- Biodiversity Program including Burnt Bridge Creek rehabilitation, habitat restoration, threatened species conservation and land management;
- Water Cycle Management including total catchment management and water conservation and reuse.
- Lagoon conservation and remediation
- Coastline and Estuary Management
- Education for Sustainability
- Climate change program

A growing community awareness of environmental issues has lead to an expectation that these numerous environmental strategies are programmed to be completed within a reasonable timeframe. However, all Council's "traditional" revenue is committed to maintaining current levels of works and services, and the community does not want a reduction in services. Thus the three year rolling Environment Levy program enables Council to expedite the environmental restoration strategies which would otherwise be unable to be funded.

Additionally, the more Capital Works and Infrastructure completed with Environment Levy funds, the more ongoing maintenance is required. Council thus resolved to use up to 10% of the new Environmental Levy annually for this purpose.

Projects proposed for funding are reviewed and identified annually from the aforementioned Plans of Management, Recovery Plans, etc and assessed by the Manly Community Environment Committee against the following criteria:-

1. The Environment Committee is to identify and set priority issues 3 yearly in line with the rolling plan and be reviewed by the Committee annually. Currently, Urban Bushland and Water Quality are nominated as the primary issues. On the 17th March, 2008, Council resolved to add Climate Change to these primary issues.
2. Selection of projects is to be consistent with the objectives of the Manly Sustainability Strategy.
3. Emphasis on visible works with investigation, design, construction, supervision, linking monitoring and education with preference for upstream source and at-source management.

The Manly Community Environment Committee considers the progress and expenditure of the Environment Levy, and reports annually to the Community.

Some of the projects nominated in the schedule have been and are expected to be eligible for matching Government or other grants whilst in other cases the cost of the works/projects may be shared with the State Government and Federal Government and/or Warringah Council. Council has been successful in securing over \$2,000,000 in supporting grant funds since the Levy's inception and all such avenues will continue to be pursued to maximise the benefit of Council's capital expenditure on these environmental projects.

Environment Levy Program 2008/09

Project Name	2008/09
Biodiversity Program	
Burnt Bridge Creek Restoration	\$66,000
Bushland Restoration Program	\$180,000
Endangered Long-nosed Bandicoot Recovery Plan Implementation	\$28,000
Endangered Little Penguin Recovery Plan Implementation	\$17,000
Water Cycle Management Program	
Water Cycle Management	\$73,000
Water Cycle Monitoring and Integrated Decision Support Tool Development	\$28,000
Sustainable Groundwater +Aquifer Recharge Study	\$44,000
Sustainable Water Resources - (Water Plan implementation)	\$64,000
GPT + Water Tanks Maintenance Vote (up to 10% allowed- \$94,600)	\$49,000
Lagoon Conservation & Remediation Program	
Sustainable Catchments Education Program	\$75,000
Coastline Management Program	
Coastal Environmental Projects	\$137,000
Education for Sustainability Program	
Education for Sustainability Strategy Implementation	\$100,000
Ocean Care Day	\$18,000
Manly Ambassadors	\$4,000
Community Awareness of Levy Projects - Communication Strategy	\$10,000

Project Name, cont	2008/09
Climate Change Program	
Climate Change Icon Program as per Council resolution 12/5/08*	\$93,000
TOTAL ENVIRONMENT LEVY FUNDED PROJECTS 2008/09:	\$986,000

*The Climate Change Icon Program to be funded to \$150,000.

Remaining funds of \$57,000 will be reallocated from the 2007/08 Environment Levy Budget, from projects completed under budget.

Council's Environment Committee has endorsed these figures which were then subsequently endorsed by Council at its 10th June Planning and Strategy meeting.

Appendix B

Manly's Futures Indicators Report Card

Manly's Futures Indicators have been developed with the assistance of the Manly Scientific Advisory Panel and Manly Sustainability Strategy Management Group. They have been developed to link with the Key Targets as reported in Section 1 of the Manly Plan.

Management Plan Principal Activities	Manly Sustainability Strategy Themes	Manly's Futures Indicator
Community Vision for Manly	A. Long Term Vision for Manly A1. A shared long-term vision for Manly based on: sustainability, intergenerational, social, economic and political equity; and our individuality.	1) Community vision developed in consultation with community [A1]
		2) Integration of Manly Sustainability Strategy into Council's Management Plan [A1]
		3) Manly Sustainability Strategy Actions completed.[A1]
Governance	F. A Well Governed Manly F1. Enable continual improvement, based on accountability, transparency and good governance.	4) Extent to which Council resolutions have been implemented [F1]
		5) Percentage of Council expenses to pay debts (debt service ratio) [F1]
		6) Resident satisfaction with Council services (customer service index) [F1]
		7) Sustainability action plans developed for all areas of Council (to demonstrate sustainability leadership and progress to community) [F1]
People & Place	E. An Involved Manly E1. Empower people and foster participation. E2. Expand and enable cooperative networks to work towards a common, sustainable future.	8) Community participation –numbers of volunteers in a) community groups b) Council committees, c) precinct community forums and d) Council volunteer programs [E1]
		9) Library usage: a) patronage, b) loans, c) website hits [E1]
		10) Community facility usage rates by facility type (i.e., childcare centres, community centres, halls, sports grounds) [E1]
		11) Number and quality of partnerships with external community groups and government agencies [E2]
People services	B. A Safe and Cohesive Manly B1. Achieve long-term social and economic security.	12) Quality of life survey [B1]
		13) Work towards optimum employment/residency ratio (report to be commissioned to identify this ratio) [B1]
		14) Social plan actions completed [B1]
		15) Crime rate per capita [B1]
Infrastructure Services	D. A Living Manly D1. Build on the characteristics of ecosystems in the development and nurturing of a healthy and sustainable Manly. D2. Recognise and build on the distinctive characteristics of Manly, including its	16) Number of trips by more sustainable transport modes (public transit, walking, cycling) [D1]
		17) Development applications submitted and determined [D1]
		18) Implementation of strategic recommendations from 2008 Sustainable Heritage Review [D2]
		19) Council asset (e.g., roads, buildings) renewal expenditure [D2]

	human and cultural values, history and natural systems.	
The Environment	C. A Natural, Sustainable Manly	20) Completion of Biodiversity Conservation Framework (complete biodiversity conservation strategy) [C1]
	C1. Recognise the intrinsic value of Manly's geodiversity, biodiversity and natural ecosystems, and protect and restore them.	21) Environmental resources needed to meet a Manly resident's lifestyle demands (ecological footprint) [C2]
	C2. Enable Manly's community to minimise our ecological footprint.	22) Number of geodiversity representative areas protected (geodiversity report needed to establish baseline) [C1]
	C3. Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.	23) Water quality in ocean beaches, harbor beaches and lagoon[C1]

Appendix C

Ten Year Infrastructure Plan

		Partial															
Line Number	Out Flow	Notes	CURRENT EXPENDITURE (\$)	REQUIRED EXPENDITURE (\$)	Proposed Funding (\$) See List/schedule	Funding Shortfall (\$)	Year										
							1	2	3	4	5	6	7	8	9	10	
1	Recurring Expenditure (Annual)	S94					(\$ mil)										
2	Public Toilets						0.12	0.13	0.14	0.15	0.17	0.18	0.20	0.22	0.25	0.27	
3	Public Toilets - Others		70,000	120,000	120,000	0	0.60	0.63	0.69	0.76	0.84	0.92	1.01	1.12	1.23	1.35	
4	Footpaths, Steps and handrails		515,000	700,000	600,000	100,000	1.12	1.18	1.29	1.42	1.57	1.72	1.89	2.08	2.29	2.52	
5	Public Lighting		1,120,000	1,500,000	1,120,000	380,000	0.45	0.47	0.52	0.57	0.63	0.69	0.76	0.84	0.92	1.01	
6	Drainage		400,000	450,000	450,000	0	0.80	0.84	0.92	1.02	1.12	1.23	1.35	1.49	1.64	1.80	
7	Major Public Buildings		421,100	1,037,000	800,000	237,000	0.30	0.32	0.35	0.38	0.42	0.46	0.51	0.56	0.61	0.68	
8	Carparks		230,000	450,000	300,000	150,000	0.08	0.08	0.09	0.10	0.11	0.12	0.14	0.15	0.16	0.18	
9	Pavement/ Kerb Guttering		64,000	80,000	80,000	0	1.00	1.05	1.16	1.27	1.40	1.54	1.69	1.86	2.05	2.25	
10	Road Pavement		700,000	1,200,000	1,000,000	200,000	0.09	0.09	0.10	0.11	0.13	0.14	0.15	0.17	0.18	0.20	
11	Pools and Baths		67,000	100,000	90,000	10,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
12	Ocean Beach and Coastlines		0	1,000,000	0	1,000,000	0.50	0.53	0.58	0.64	0.70	0.77	0.85	0.93	1.02	1.13	
13	Bushland		380,000	600,000	500,000	100,000	1.75	1.84	2.02	2.22	2.45	2.69	2.96	3.26	3.58	3.94	
14	Reserves, Playgrounds / Ovals		1,697,000	1,860,000	1,750,000	110,000	0.10	0.11	0.12	0.13	0.14	0.15	0.17	0.19	0.20	0.23	
15	Fencing & Barriers		80,000	100,000	100,000	0	0.10	0.11	0.12	0.13	0.14	0.15	0.17	0.19	0.20	0.23	
16	Graffiti Program		20,000	100,000	100,000	0	7.01	7.36	8.10	8.91	9.80	10.78	11.85	13.04	14.34	15.78	
17	Sub-Total			5,764,100	9,297,000	7,010,000	2,287,000										
18	Condition Recovery Expenditure																
19	Sub-Total		5,500,000	2,000,000	3,500,000		0.15	0.17	0.18	0.20	0.22	0.24	0.27	0.29	0.32	0.35	
20	Additional Non Recurring Expenditure																
21	Public Toilets	Partial	3,832,000	3,832,000	3,832,000	0	0.75	0.80	0.88	0.97	1.06						
22	Public Toilets - Others (33)		2,000,000	2,000,000	2,000,000	0	0.15	0.17	0.18	0.20	0.22	0.24	0.27	0.29	0.32	0.35	
23	Footpaths, Steps and handrails		2,645,000	2,000,000	2,000,000	645,000	0.15	0.17	0.18	0.20	0.22	0.24	0.27	0.29	0.32	0.35	
24	Public Lighting		2,120,000	500,000	500,000	1,620,000				0.05	0.06	0.06	0.07	0.07	0.08	0.09	
25	Drainage		8,660,000	2,500,000	2,500,000	6,160,000		1.50	1.00								
26	Major Public Buildings		1,750,000	1,000,000	1,000,000	750,000	0.08	0.08	0.09	0.10	0.11	0.12	0.13	0.15	0.16	0.18	
27	Carparks		3,050,000	2,000,000	2,000,000	1,050,000			0.30	0.33	0.36	0.40	0.44	0.48	0.53	0.58	
28	Kerb Guttering		100,000			0	0.05	0.05									
29	Pools and Baths		150,000	150,000	150,000	0	0.05	0.05	0.05								
30	Ocean Beach and Coastlines		4,420,000			4,420,000											
31	Bushland		304,000	150,000	150,000	154,000			0.05	0.06			0.10	0.11	0.12		
32	Reserves, Playgrounds / Ovals		680,000	680,000	680,000	0					0.15	0.17	0.18	0.15	0.17		
33	Fencing & Barriers		400,000			400,000											
34	Boardwalks		2,800,000			2,800,000											
35	New projects / Major Works		16,800,000			16,800,000											
37	Sub-Total			49,711,000	14,912,000	34,799,000		1.23	2.81	2.73	1.90	2.18	1.23	1.45	1.40	1.69	1.72
38	Total - Outflow		(A) Total Annual Outflow					8.39	10.34	11.01	11.01	12.20	12.25	13.57	14.73	16.35	17.85
39	Inflow																
40	General Revenue					-6.00	-6.30	-6.62	-6.95	-7.29	-7.66	-8.04	-8.44	-8.86	-9.31		
41	s94					0.00	0.00	-1.00	-1.05	-2.00	-2.10	-2.21	-2.32	-2.43	-3.00		
42	Loans					-1	-1.05	-1.10	-1.16	-1.22	-1.28	-1.34	-1.41	-1.47	-1.54		
43	Savings					-0.25	-0.26	-0.28	-0.29	-0.30	-0.32	-0.34	-0.35	-0.37	-0.39		
44	Endowment Fund - Long Term Lease					-0.35	-0.37	-0.39	-0.41	-0.43	-0.45	-0.47	-0.49	-0.52	-0.54		
43	Financing Cost					0.07	0.14	0.22	0.30	0.39	0.48	0.57	0.67	0.75	0.84		
44	Reserves & Grants					-0.60	-0.63	-0.66	-0.69	-0.73	-0.77	-0.80	-0.84	-0.89	-0.93		
45	Total Inflow	(B)				-8.13	-8.47	-9.82	-10.24	-11.58	-12.09	-12.62	-13.19	-16.12	-17.13		
46	Net Cashflow before levy	(C) (45-38)					0.26	1.87	1.19	0.77	0.62	0.16	0.95	1.54	0.23	0.73	
47	2% Levy						-0.40	-0.42	-0.43	-0.45	-0.47	-0.49	-0.51	-0.53	-0.55	-0.57	
48	Net Cashflow after levy	(D) (46 + 47)					-0.14	1.46	0.76	0.32	0.15	-0.33	0.44	1.02	-0.32	0.16	
49	Cumulative Balance	(E) 48(yr1) +48(yr10)					-0.14	1.31	2.07	2.39	2.54	2.21	2.65	3.67	3.35	3.51	

10 year Infrastructure Plan

			Legend - Funding Status			Importance	Urgency
			Partial Funded	Not Funded	100% Funded		
Category	Location	Desc. work required	Annual Expenditure Current	Annual Expenditure Required *	Capital / New work Required		
Section 1							
Public Toilets	General	Maintenance					
	Schedule						
	Klerie Park	upgrade					
	Gilbert St	upgrade					
	Fairlight Pool	upgrade					
	Bareena Park	upgrade					
	Tania Park	upgrade					
	Kempbridge Ave - exeloo						
	Seaford Oval						
	Bantry Bay Oval	upgrade			\$ 2,000,000.00		
	Balgowah Oval	upgrade					
	Condamine St - exeloo						
	Little Manly Beach						
	Shelley Beach	upgrade					
	Marine Pde	upgrade					
	Manly Surf Club	upgrade					
	Queenscliff Surf Club	upgrade					
	Corso Shopfront	New			\$ 1,500,000.00	MEDIUM	MEDIUM
	Beach Front	New			\$ 750,000.00	HIGH	HIGH
	Whistler St CP	New			\$ 750,000.00	HIGH	HIGH
	Art Gallery	Replace / Transfer use			\$ 175,000.00	MEDIUM	MEDIUM
	North Harbour	Replace			\$ 110,000.00	HIGH	HIGH
	40 Baskets	Replace			\$ 110,000.00	HIGH	HIGH
	East Esplanade	Replace			\$ 110,000.00	HIGH	HIGH
	Manly West Park	Replace			\$ 110,000.00	HIGH	HIGH
	Cameron Ave	Replace			\$ 110,000.00	HIGH	HIGH
	LM Graham Res	Replace			\$ 35,000.00	MEDIUM	LOW
	North Steyne S.C (up / down)				\$ 25,000.00	HIGH	HIGH
	Clontarf Reserve				\$ 25,000.00	MEDIUM	MEDIUM
	Kenneth Rd	Replace			\$ 15,000.00	LOW	LOW
	Sandy Bay Rd				\$ 7,000.00	MEDIUM	LOW
			\$ 70,000.00	\$ 120,000.00			
Total			\$ 70,000.00	\$ 120,000.00	\$ 3,832,000.00		

Importance
High - Strategic
Med - Significant
Low - Intermediate or Optional

Urgency
High - 0 to 4 Years
Med - 3 to 7 Years
Low - 6 to 10 Years

Sheet 1 of 16

Appendix D

Climate Change Levy

At its Extra-Ordinary Meeting of Tuesday 6th May 2008, Manly Council resolved to conduct a poll of electors to ascertain the support in the local community for the introduction of a new levy to assist Council to fund specific adaption and mitigation measures aimed at addressing climate change.

By way of background, Manly is particularly exposed to, and therefore aware of, the direct implications of Climate Change. Just one example is the likelihood of Manly, having predominantly low lying topography and being largely surrounded by coastline, (including the National Estate Heritage Listed Manly Beach), experiencing the full effects of sea level rise.

Council has substantial policy in place supporting Climate Change mitigation and adaptation measures, including important strategies and actions identified in Council's Manly Sustainability Strategy, Corporate Management Plan, the Local Air Quality and Greenhouse Action Plan (currently under significant review), Coastline Management Plans and Estuary Management Plans etc. The Climate Change Strategy is currently being finalised, and funding is being sought through the Australian Greenhouse Office's Local Adaptations Pathways Program to undertake a Climate Change Risk Assessment and prepare an action plan.

In addition, Council is a member of several important pilot studies in conjunction with the Sydney Coastal Councils Group and the Australian Greenhouse Office with Hornsby Council, and Council is an active 'Plus' member of the International Cities for Climate Protection Program (CCP). Indeed, Council was the first Council in NSW to complete both the CCP milestones, and the NSW Government's Energy Smart Business Program.

As there is significant support in the Community for Climate Change action, Council has established the Climate Change Working Group, having community, Councillor and Council staff representation.

Proposal for a Climate Change Levy

Over March and April 2008, Council engaged consultants Cardno to undertake a rigorous review of the risks associated with climate change and the likely key impacts on the Manly Local Government Area.

Predicted risk factors identified by the consultants are significant and include the following: sea level rise; increase in intensity of regular and rare catchment flood events; increase in the number of ocean wave storm events; increase in oceanic inundation associated with ocean wave events; decreases in annual average rainfall; increases in temperature and solar radiation; increases in sea surface temperature; increases in evapotranspiration; and increases in wind speed.

To address the above mentioned risks the consultants developed over one hundred mitigation and adaption measures which Council could take. Cross referenced against the risks identified by the consultants, a probalistic analysis was undertaken together with a cost benefit analysis, to enable a priority order of actions to be developed. Based on the above mentioned priority process, a forward program for recurrent and capital costs was developed to be implemented over a thirty year period.

The proposed Climate Change Levy would be in addition to the General Rate variation provided under the State Government Rate Pegging Policy. The key action in this Management Plan is to put to a Poll of Electors the question of introducing a Climate Change Levy at the time of the local government elections on September 13th, 2008.

If the broader community supports the introduction of a Levy to fund mitigation and adaption measures to address climate change then Council would then make formal application to the Department of Local Government to introduce the Levy in the 2009/10 financial year.

Appendix E

Manly Council Fees & Charges 2008 – 2009