Manly Council



Management Plan

2003 - 2006

Forward

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MANLY COUNCIL
The Strategic Direction and Governing Principles

Our Business

To provide and facilitate quality services and infrastructure responsive to community needs, through consultative and innovative management.

The Shared Vision for Manly

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

Our Values

Qua ***l*** ity
Effectiv ***e*** ness
Access ***a*** nd equity
De ***d*** ication
Effici ***e*** ncy
Custome ***r*** s
Con ***s*** ultation

Manly Profile

Manly Council became an incorporated body on 6th January 1877.

- ***Location*** - Manly is located on the East Coast of Australia, 11 kilometers north east of the central business district of Sydney. The area of Manly is 1657ha – 28.08% (SOE). This comprises 465.3ha of Open Space and National Parks; 555.2ha Residential; 238.4ha Roads; 136.3ha Special Uses; 10.0ha Industrial; 17.4ha Business; 234.4ha Other.

- ***Population*** - The population on census night 2001 was 37,587, including overseas visitors. This represents a growth of 3.6% since the 1996 Census (36,265), and an increase of 7.7% since the 1991 Census (34,895).

- Manly's estimated resident population as at June 2001 was 39,390 (this is a count of Australians in their usual place of residence, excluding overseas visitors and includes Australians who were overseas at the time of the Census - it more accurately reflects the Manly population) (ABS, 2001).

- ***Social Characteristics*** – Comparisons over time, and with the Northern Beaches and Sydney region, reveal that Manly residents generally are increasingly more likely to be in the 30-49 year age group, and are high-earning professionals with a high level of education. They are also more likely to be couple families without children, living in a group household, and paying higher than average rental or housing loan costs (ABS, 2002). Subsequently 35% of residents earn below $299 per week and of these nearly 33% are over 65 years of age.

- ***Industry*** - Manly has prominence as a tourist destination with an estimated 5 to 8 million visitors annually. People are drawn to Manly with its unique natural environment, beautiful beach and waterways, heritage and cosmopolitan lifestyle.

- ***Economic statistics*** - The median weekly household income for Manly was $1,200-$1,499, with 40% of households earning $1,500 or more. This is significantly higher than the median weekly household income for the Sydney region, which is $800-$999, or the Northern Beaches at $1,000-$1,199. Nearly of third of individuals who had an income of less than $299 a week were aged 65 years and over (ABS, 2002).

- ***Households*** – There are approximately 18,500 households (Manly-Balgowlah Mail Exchange) and 1002 commercial properties (Manly Council, March 2002). Rated properties: Residential 16,183 (March 2002); and Business 1002 (March 2002). Postal addresses: 19,500 (Manly-Balgowlah Mail Exchange).

  Of all occupied private dwellings in Manly (15,530 in 2001), there has been no real increase in the number of separate houses (5,977 or 38.5% of total). However, since 1991 there has been a steady increase in the number of flats, units or apartments (7,572, or 48.8%, up from 47.8% in 1991) and also semi-detached, row or terrace houses and townhouses (1,717, or 11.1%, up from 9.6% in 1991) (ABS, 2002).

- ***Waste*** - Total domestic Waste Collection (tonnes) 13,630 13,652.95 (SOE); Total volume of domestic waste sent to land-fill (no recycling) (tonnes) 6,148.692 6,205.10 (SOE); Total volume of domestic waste diverted to recycling (tonnes) 7,476.30 7,447.85 (SOE); Public place waste (tonnes) ***does not include GPT waste*** 686.13 948.10 (SOE)

- ***Vehicle use data -*** Number of vehicles entering and leaving Manly (1993 RTA Traffic volume data for Sydney region) 90,846. Registered vehicles in Manly in 2000/01 was 19,482 (SOE).

- ***Roads –*** 107.3 kilometers (including 4.3 kilometers state roads) with 317 streets (Manly Council 1996).

- ***Transport*** - Manly is serviced by a ferry, bus and road system. Access to the city is via ferry, jetcat and buses which link to rail systems in St. Leonards and Chatswood. Number of trips made on public transport (patronage 2000/01): Bus (Manly Warringah, Brookvale Depot Buses) 12,793,686 (SOE); Ferry and jetcat (to and from Manly) 6,597,346 (SOE).

- ***Areas of remnant bushland –*** Within Council's 36 reserves there are 29 hectares (ha) of remnant bushland, 269 ha of national park and 70ha of Crown land (SOE).

- ***Recreation*** - 10klm of walkway along the ocean and harbour foreshore; 3 surfing beaches; many harbour beaches, coves and inlets, an Olympic sizes swimming pool complex; 8 harbour and ocean swimming pools; 2 golf courses; 21 tennis courts; 14 bowling greens; 13 cricket pitches; 9 football fields; bicycle paths; 3 skateboard ramps, 1 half basketball court, 3 sailing clubs (Manly Council 1996)

- ***Local Government***

Local Government Elections are held every four years to elect representatives of the people of Manly to Council. An election was held in September 1999, in conjunction with the election of a popularly elected Mayor for four years.

The role of Councillors is, as a member of the governing body of the Council:

To direct and control the affairs of the Council in accordance with the Local Government Act.

To participate in the optimum allocation of the Council's resources for the benefit of the area.

To play a key role in the creation and review of the Council's policies, objectives and criteria relating to the exercise of the Council's regulatory functions.

To review the performance of the Council and its delivery of services, and the Management Plans and revenue policies.

A Brief History of Manly

The Aboriginal people were custodians of the area.

Manly was visited and named by Captain Arthur Phillip at the same time as Sydney, between 21st and 23rd January 1788.

Captain Arthur Phillip was impressed with the confident and manly behaviour of the Aboriginal people of the Cannalgal and Kayimai clans who waded out to his boat in North Harbour when he was exploring Port Jackson in January 1788. Initial contact was friendly but soon became more hostile as it became clear that the Europeans were planning to stay. Governor Arthur Phillip tried to reconcile the two races but with little success.

Captain Arthur Phillip gave the name Manly Cove to the place where they first met but its exact location is uncertain.

In 1789, tragically, a small pox epidemic killed a significant proportion of the Aboriginal population.

Manly remained isolated for many years. It was a long journey of 70 miles by road from Sydney - through Parramatta, Hunter's Hill, Lane Cove and Narrabeen. The other route involved crossing the water by punts at North Sydney and The Spit.

There was a very small population which was able to eke out a living from fishing or farming when Henry Gilbert Smith, the founder of the village, arrived in 1853.

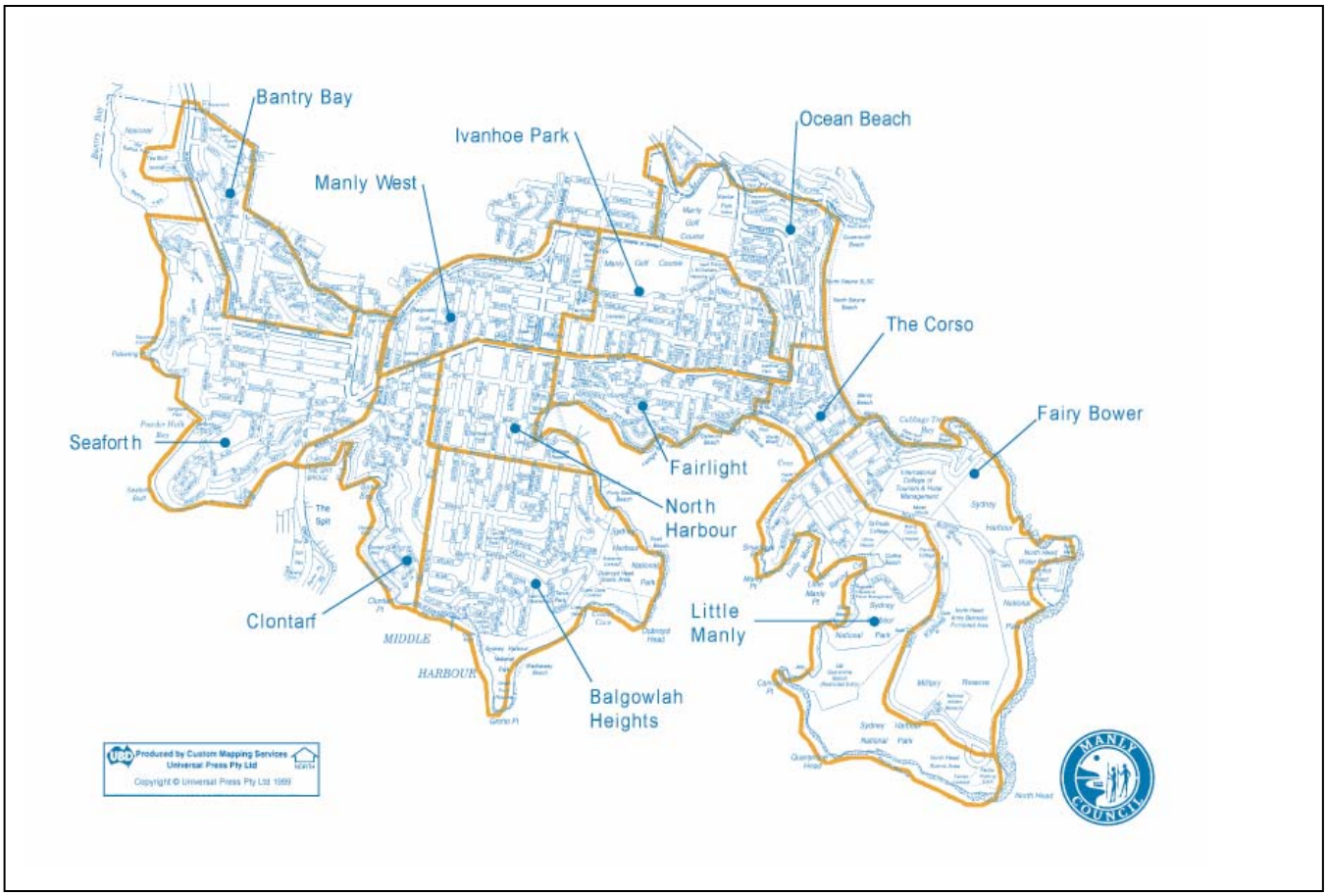
In June 1855, Henry Gilbert Smith wrote to his brother in England “the amusement I derive in making my improvements in Manly is, no doubt, the cause of my greater enjoyment, in fact I never feel a dull day while there. I should long ere this have been with you if it had not been for this hobby of mine, in thinking I am doing good in forming a village or watering place for the inhabitant of Sydney”.

He purchased large tracts of land with the vision of Manly, with its splendid ocean beach and sheltered sandy coves, becoming 'the favourite resort of the Colonists'. He initiated a ferry service, built hotels and donated land for schools and churches. He also built a camera obscura, a maze and a stone kangaroo to attract visitors. He laid out a grand plan for Manly but changed this later to a more pragmatic design with smaller blocks of land.

Manly Council was incorporated as a local government body on 6th January 1877.

Manly's development was slow but by 1880 it had become a thriving seaside resort.

Map of Manly Local Government Area and Precinct Community Forum boundaries



Manly Council in 1990, resolved to extend the involvement of its community through community consultation with its residents property owners and workers

Twelve precinct areas were established and are known as: Fairy Bower, Little Manly, The Corso, Ocean Beach, Ivanhoe Park, Fairlight, Manly West, North Harbour, Balgowlah Heights, Clontarf, Seaforth, and Bantry Bay.

Precinct Community Forums meet monthly to discuss local issues in which the community have an interest and matters which are referred to the Community for their comment to the decision making process.

Precinct Community Forums may discuss:- Development applications where the proposal may have an impact on the general area within the Precinct, Landscaping and bushland care, Local services, waste management, traffic matters, items that may impact on or alter the character of an area, all major new policies or policy changes which directly affect the community, all land re-zoning proposals and other issues raised for discussion by the local community.

Manly Council – The Corporation

Manly Council was incorporated as a local government body on 6th January 1877. Manly Council is a statutory body deriving authority from the Local Government Act 1993 and other Acts enacted by the Parliament of New South Wales. The Council does not have the power to make decisions outside the legislation by which it derives its authority.

The Local Government Act 1993, together with ordinances and regulations made under it, sets out what a Council staff must do, may do and must not do. The responsibilities and rights of elected representatives and Council staff; and the powers of the Mayor and the legal relationship which exists between the elected representative; Council staff and those persons living and working in the Council area.

The Executive Managers report to the General Manager:

- Director - Corporate Planning and Strategy Division
- Director - Corporate Services Division
- Director - Environmental Services Division

Also reporting to the General Manager are:
Human Services and Facilities
Civic Services
Office of the General Manager

Physical/Geographical

Regional Significance

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 16.26km² and has a boundary 39.4km, of which 29.9km is a water margin.

No part of Manly is more than 1km from either the Harbour or the ocean.

The topography of Manly is characterised by a high ridge running east west along Balgowlah Heights with steep south facing slopes above North Harbour and more moderate slopes to the north. The area plateaux to the west of Balgowlah Heights and Seaforth with a very steep escarpment that drops to the Middle Harbour shoreline. The general relief of the area ranges from sea level to the highest point located at Bantry Bay Reserve, a level of 121.1m AHD.

To the north the area is bounded for the most part by Burnt Bridge Creek, running from the north west end of Seaforth to Manly Lagoon. The Manly Town Centre is located on a narrow isthmus of sand, separating the waters of North Harbour from the Pacific Ocean. The isthmus connects the mainland to the northern headland of Sydney Harbour, creating a tied-island known as a tombolo.

The major geological formations in the area are middle triassic Hawkesbury sandstone, overlying the Newport Formation of the Narrabeen group. This is clearly identified at North Head where the lower half of the seaward facing cliffs are composed of the Newport Formation, with Hawkesbury sandstone forming the upper blocky cliffs. A shale sequence marks the top of the Newport formation. The Hawkesbury sandstone is characterised by medium to coarse quartz sandstone. The Newport formation is characterised by imbedded laminite, shale and quartz, to lithic-quartz sandstone.

Land Use

Manly has a rich and diverse character of residential, business, industrial and natural landscapes. The area is well known for its natural environment, with areas such as Sydney Harbour, North Head, Harbour foreshores and frontage to the Pacific Ocean being recognised as important and sensitive environments.

Both the natural and developed land uses contribute to making Manly an attractive place for permanent residents and visitors alike.

Open Space

Open space areas are important for leisure and recreation as well as for the conservation of natural ecosystems and communities. Manly has 520ha of parks, reserves and open space, representing 32% of the total area – 1626ha.

Key features are:

- Over 20 beaches (includes ocean and harbour beaches)
- Harbour, ocean and lagoon
- 47 bushland reserves
- National Parks at North Head, Dobroyd and Bantry Bay
- Many parks and ovals
- Olympic size outdoor swimming pool
- Manly Scenic Walkway
- Volunteer Bush Regeneration in Council bushland reserves and in Sydney Harbour National Park
- Cycleway network
- Skateboarding facilities
- Tennis courts
- Many privately owned facilities for public use

Stormwater Catchments

Manly LGA is located within two administrational catchments, the Middle Harbour and Sydney Northern Beaches Catchments.

The Sydney Northern Beaches catchment is a series of smaller catchments from Barrenjoey Headland in the north to North Harbour in the south, all draining into the Pacific Ocean. Both catchments extend outside the Manly LGA, with Middle Harbour extending into the LGA's of Mosman, Willoughby, Warringah and Kuringai Councils. The Northern Sydney Beaches Catchment area covers the LGA's of Manly, Warringah and Pittwater Councils.

Rainfall

Rainfall data for 1997/98 from the nearest active monitoring station at Frenchs Forest. Rainfall Report is:

- 1997 1405.2mm
- 1998 1981.3mm
- 1999 1648.4mm
- 2000 (January/June) 928.4mm

Fauna

The fragmentation of natural bushland areas in Manly has reduced the viability of habitat in many bushland reserves to support populations of native fauna. The bushland surrounding Sydney Harbour is known to have once supported a diversity of mammalian fauna including wallabies, bandicoots, possums, quolls and echidnas, as well as a variety of reptiles, amphibians and avifauna.

Flora

Within the 47 reserves that are owned and managed by Council, there are 29 hectares of remnant bushland. In addition, within the LGA is 269 ha of National Park and 70ha of Crown land. Approximately 90% is degraded to some extent due to human activities (Manly Council 1997). Other areas of remnant bushland occur in roadside reserves and private property.

Heritage Indigenous & Non Indigenous

At the time of European settlement the Manly area was the traditional home of the Kuringgai tribe, speakers of the Kuringgai language. The 50/60 Aboriginal people who lived in Manly were known as the Cannalgal clan, while there may have also existed a second clan known as the Kayimai. The name Cannalgal is derived from the word "Canna" meaning to burn.

Initially, relations were good between the first European settlers and the Kuringgai tribe, but were soon soured when convicts began stealing from and attacking the Aborigines. In 1789 a smallpox epidemic spread through the local Aboriginal tribes and killed between 50-90% of the population. By the 1830's, only a few Aborigines remained in the Sydney area.

A total of 112 Aboriginal sites have been recorded in the Manly area. The most common sites include shelter, midden sites (33 sites), rock engravings (25), open midden sites (18), shelter cave art (13) and open camp sites (13). Other sites include an axe gridding groove and three burial sites (NPWS data, 1998).

Sydney Harbour Catchment

Manly Council is located within the Sydney Harbour Catchment Management Board area. This extends along the Coastline from Barrenjoey Headland to South of North Bondi Headland. It included the Sydney Northern Beaches and their catchments, the catchments of Lane Cove river, Duck river/ Homebush Bay/ Iron Cove, Canada Bay and Port Jackson. The Board area covers approximately 670 square kilometres.

The Board Area has a diverse range of natural landscapes including the:

- North, South and Middle Heads, defining the entrance to Sydney Harbour.
- Sheer cliffs of Manly, Bilgola, Newport and Dover Heights
- Coastline Beaches and sand dune systems.
- Wetlands (Bicentennial Park and Newington Wetland)
- Drowned river valleys and Middle Harbour, Sydney Harbour, Parramatta River and the

Cumberland Plain.

The Board has developed a Catchment Blueprint whose version is "to provide for and enhance the ecologically sustainable cooperative management of the natural and cultural resources of the Sydney Harbour Catchment Board Area".

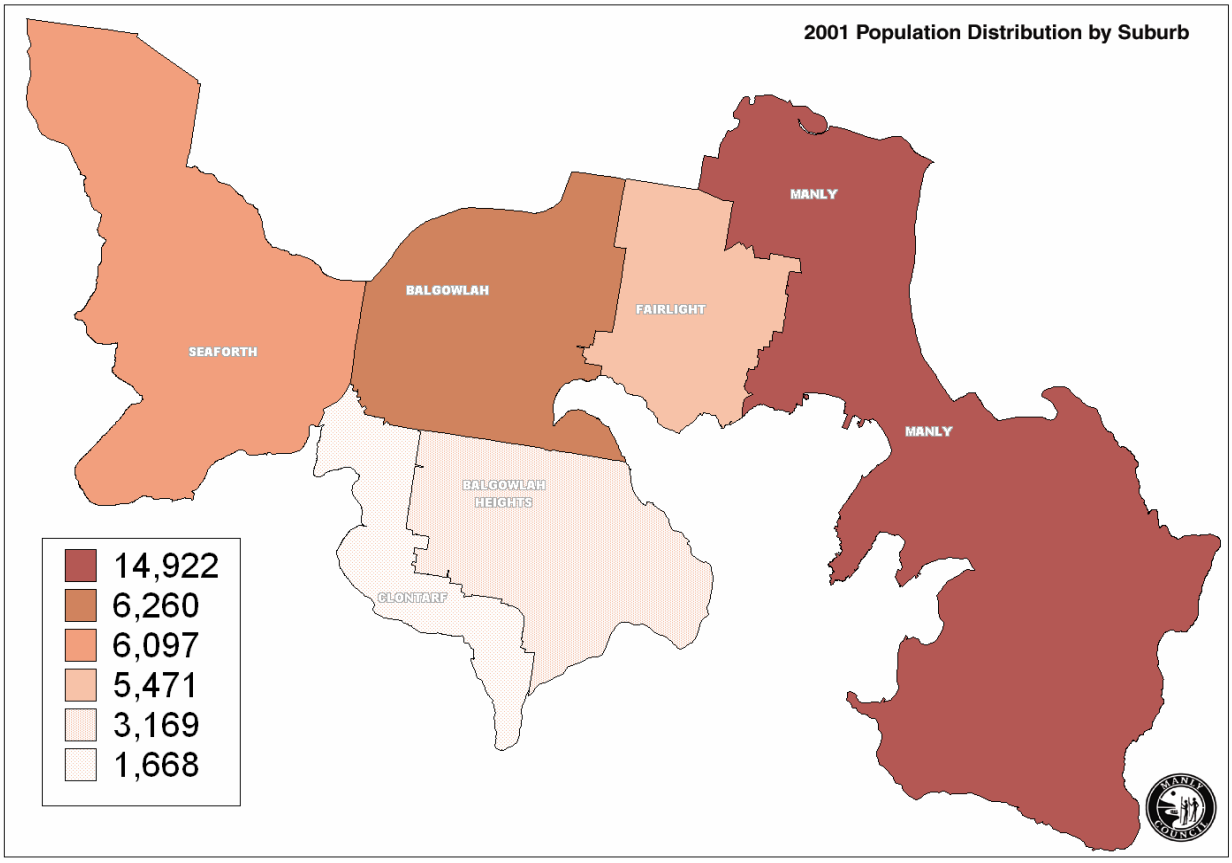
Social

The following analysis is a summary of the Basic Community Profile of Manly Local Government Area (LGA). Manly is bounded by the oceanfront, Sydney Harbour, Middle Harbour, Burnt Bridge Creek and Manly Lagoon. The Manly LGA includes the suburbs of Manly, Fairlight, Balgowlah, Balgowlah Heights, Clontarf and Seaforth.
The data contained in this summary is extracted from the 2001 Census of Population and Housing, conducted in August 2001 by the Australian Bureau of Statistics (ABS). The census data is based on place of enumeration, or where every person who was counted spent Census night. Unless otherwise stated, figures in this summary exclude overseas visitors.
Where possible, trends over time are noted, comparing the 2001 Basic Community Profile for Manly with the equivalent data from 1996 and 1991. Comparisons are also made with the Sydney Statistical Division, (referred to within this document as 'Sydney region', and which includes the statistical subdivisions of Gosford-Wyong in the north, to Outer Western Sydney and Outer South Western Sydney in the south). The data of the Manly LGA is also compared with the Northern Beaches statistical subdivision (referred to as the 'Northern Beaches region' and including Manly, Warrringah and Pittwater LGAs).
The structure of Manly's population has changed significantly over time, and several characteristics have emerged from this analysis. Compared to 1991, and to the Northern Beaches and Sydney region, Manly residents are generally more likely to be in the 30-49 year age group, and are high-earning professionals with a high level of education. They are also more likely to be couple families without children, living in a group household, and paying higher than average rental or housing loan costs.
In contrast, compared to 1991, and to the Northern Beaches and Sydney region, Manly's residents are increasingly less likely to be aged between 15-24 years, or 60-74 years, less likely to be a couple family with children, a 'blue-collar' worker, own their own home or have come from a non-English speaking background.

Population

- Manly has experienced an increase in population over the last 10 years. The population on census night 2001 was 37,587, including overseas visitors. This represents a growth of 3.6% since the 1996 Census (36,265), and an increase of 7.7% since the 1991 Census (34,895).
- Manly's estimated resident population (ERP), as at June 2001 was 39,390.[1]
- In 2001, there were 93 people in the Manly LGA who identified as being Aboriginal or Torres Strait Islanders, with 653 Aboriginal or Torres Strait Islanders in the Northern Beaches.
- Females outnumbered males in the Manly LGA, with 51% females compared to 49% males.
- The following map highlights the distribution of Manly's population in 2001 by suburb.

[1] The ERP counts Australians in their usual place of residence, excluding overseas visitors and includes Australians who were overseas at the time of the Census.



Age Distribution

- The median age of Manly residents was 36 years, slightly less than the Northern Beaches region median of 37 years, but higher than the Sydney region median of 34 years.

Chart 1 compares Manly's population over time, with several significant trends emerging:

- Manly has seen a steady increase in the proportion of those aged under 14 years. In 2001, 16.7% of the Manly population was aged under-14, up from 14.9% in 1991.
- Of significance, is the steady decline in the proportion of people aged 15-24 years in Manly, from 14.4% in 1991 to 11.2% in 2001.
- 30-39 years is the most populous age group in Manly, and is also showing the greatest growth, having risen from 16% of the total population in 1991 to 19% of the population in 2001.
- The 40-49 year age group has also risen, from 13% in 1991 to 14% of the total
- In contrast, there has been a consistent decline in the proportion of people aged 60-74 years since 1981 (16.3%), to 1991 (14.3%), and 2001 (10.6%), whilst those over 75 years have increased slightly from 6.7% in 1981 to 7.5% in 1991 and 8% in 2001.

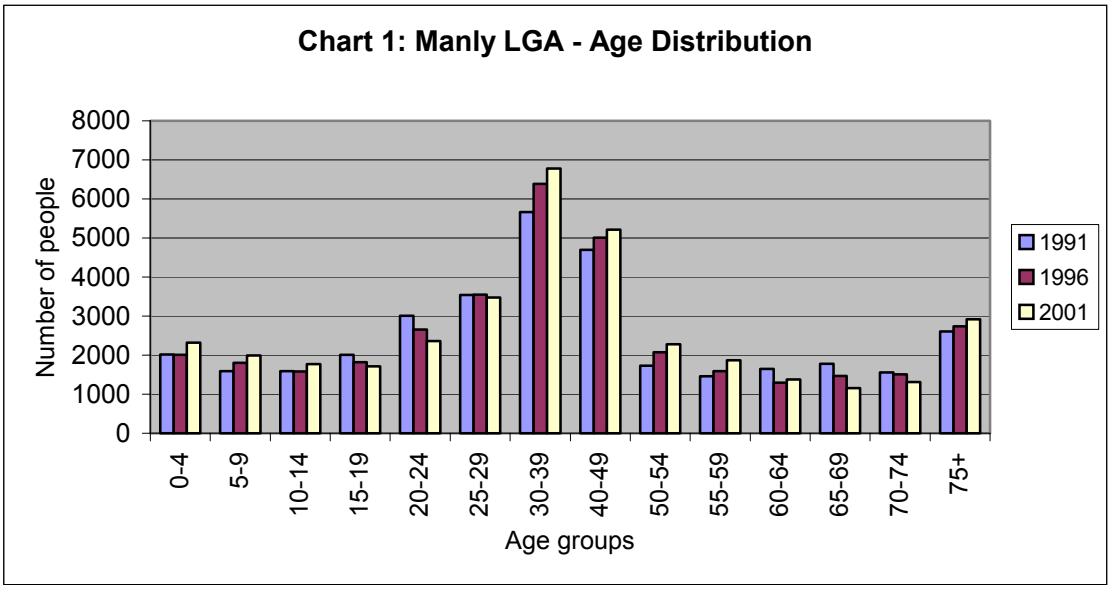
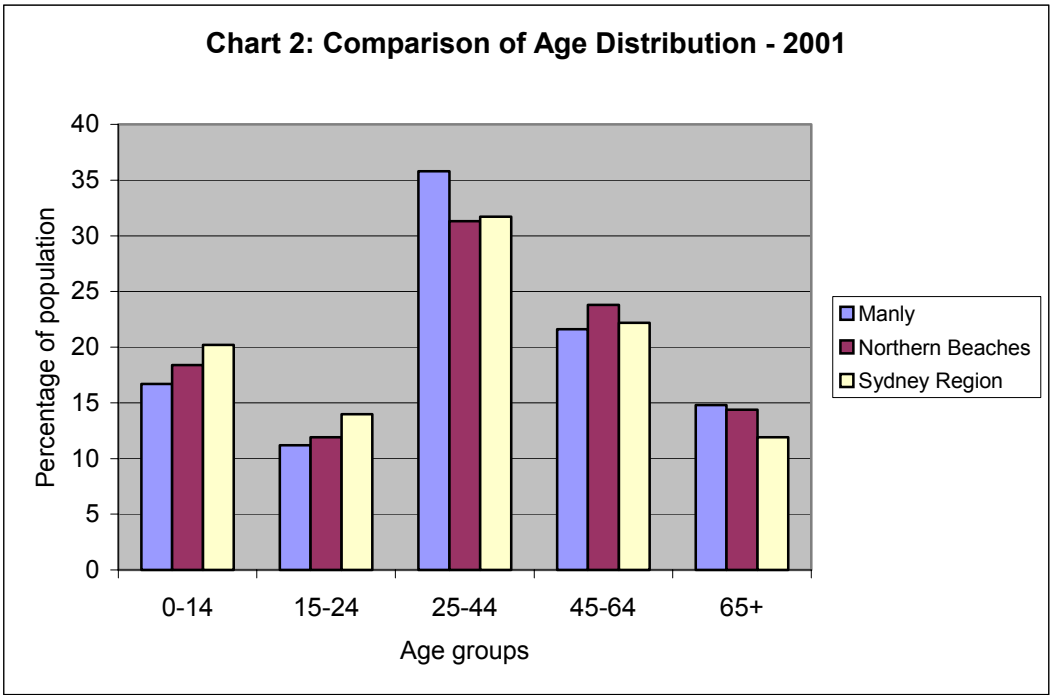


Chart 2 compares the 2001 census data for Manly with the Northern Beaches region and the Sydney region, and several differences become clear:

- Manly had less children aged under-14 years (16.7%) than the Northern Beaches region (18.4%), and the Sydney region (20.2%).
- Manly also had less young adults aged 15-24 years (11.2%) than both the Sydney region (14%) and the Northern Beaches (11.9%);
- Like Manly, the 25-44 year age group in the Sydney region (31.7%) and the Northern Beaches (31.3%) is the most populous; however, this group is over-represented in Manly (35.8%);
- Both Manly (14.8%) and the Northern Beaches (14.4%) have a higher proportion of older adults over 65 years of age than the Sydney region (11.9%).

There are some significant trends emerging relating to age distribution when a comparison is made of Manly's 2001 census and previous census data since 1981. These trends are also reflected in the Census Analysis reports for Manly produced by Ability Research in 1994 and 1998:

- The proportion of people aged 15-24 years has steadily declined from 16% in 1981 to 11.2% in 2001;
- The 30-49 year age group has increased dramatically, from representing 24% of the population in 1981, to 32.9% of the population in 2001; and
- There has been a consistent decline in the proportion of people aged 60-74 years since 1981 (16.3%) to 2001 (10.6%), whilst those over 75 years have increased slightly from 6.7% in 1981 to 8% in 2001.

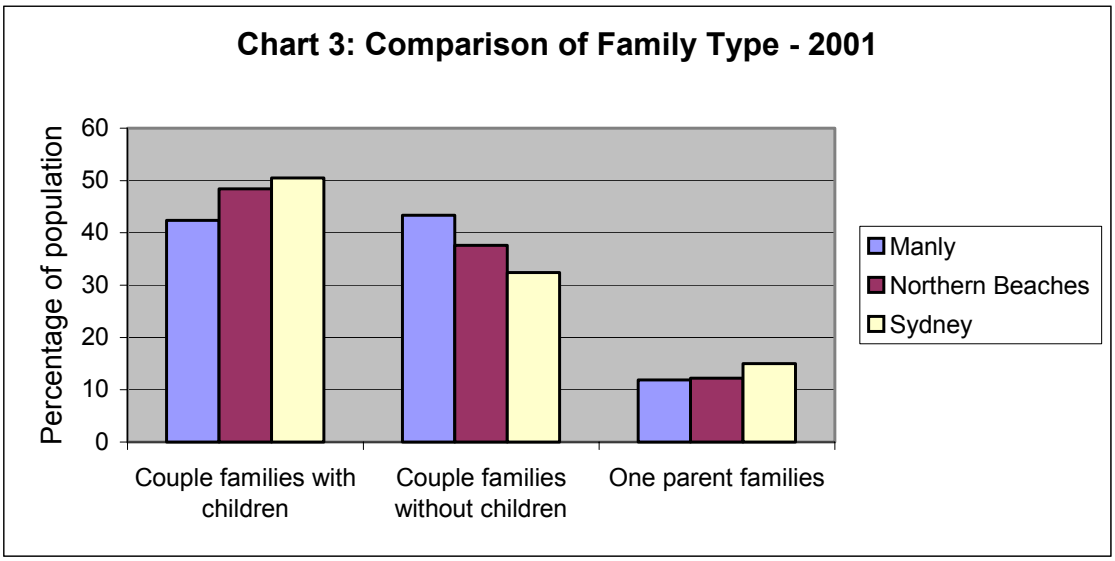


Families and Households

- The number of people in Manly who are married increased slightly from 46.3% in 1996 to 46.7% in 2001. This was less than the Northern Beaches population (52.5%), and the Sydney region (50.9%) .
- The proportion of those who had never married has increased steadily, from 33.2% in 1991, to 34.8% in 1996, and 35.8% in 2001. This is higher than 30.9% of the Northern Beaches population who had never married, however it is in line with the increase experienced in the Sydney region, where 33% of the population had never married.
- A comparison over time reveals that Manly has fewer widowed people in 2001 (6.5%) than 1991 (8.1%), but more divorced people (8.4% in 2001, up from 7.4% in 1991). There were more divorced people in Manly in 2001 (8.4%) when compared to the Sydney region (6.9%), and the Northern Beaches (7.4%).
- In 2001, 8.4% of Manly residents were living with a de facto partner (of which nearly half were aged 25-34 years of age) compared to 6% on the Northern Beaches.
- Manly had significantly more people living in a group household in 2001 (7.1%), compared with the Northern Beaches (3.9%), and the Sydney region (3.7%), and also more people living alone (11.9% in Manly, 8.9% in the Northern Beaches, and 8.2% in the Sydney region). Of those people living alone in Manly, 39.5% were aged over 65 years.
- In 2001, the mean household size in Manly was 2.4 persons, an increase from 2.3 in 1996. On average, Manly had less people per household than the Northern Beaches (2.6 persons), and the Sydney region (2.7 persons).
- 42.4% of all families in Manly in 2001 were couple families with children, 43.4% were couple families without children, and 11.9% of all families were one-parent families (a slight decrease from 13% in 1996). 61.6% of persons in one-parent families were females
- Chart 3 compares family types in Manly, the Northern Beaches and the Sydney region. The main differences are that Manly has:

– less couple families with children;
– less one-parent families; and

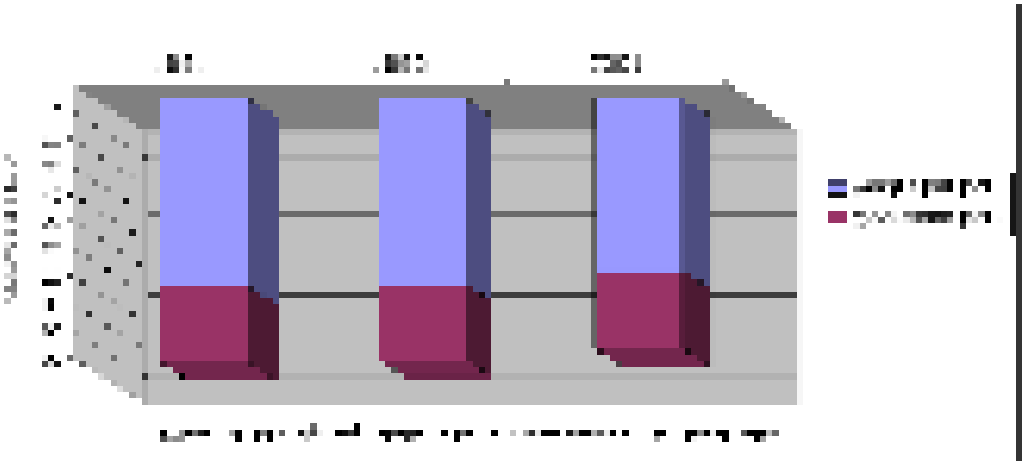
– more couple families without children.



Cultural Diversity

- Chart 4 reflects the changes over time in the proportion of Manly's population who were born overseas or in Australia:

– Manly has experienced a decrease in the proportion of residents who were Australian-born, from 68.7% in 1991 to 63.1% in 2001. This is lower than the Northern



Beaches (68.5%), but slightly higher than the Sydney region (62.2%).

– The proportion of Manly residents born overseas in 2001 was 28.2%, less than 29.5% in 1991. Manly had a lower number of people born overseas compared to the Sydney region (31.2%), but more than the Northern Beaches (25.3%).Of those Manly residents who were born overseas, the three main countries of birth have remained relatively constant since the 1991 census, and were all English speaking countries:

36.2% from the United Kingdom;
13.2% from New Zealand; and
4% from the United States of America.

- Other countries of birth of Manly residents in 2001 included:
  3.8% from South Africa;
  2.6% from Ireland;
  2.5% from Canada;
  2.5% from Germany;
  1.9% from China;
  1.5% from the Netherlands;
  1.5% from Italy
  1.4% from Hong Kong;
  1.2% from France;
  1.1% from Greece; and
  1% from Korea.

- In 2001, 82.3% of Manly residents spoke only English at home, compared to 82.9% in the Northern Beaches, and 66.5% in the Sydney region.
- Manly had less residents who spoke a language other than English at home (9.68%), compared to the Northern Beaches (11.7%).
- Table 1 shows the three most common languages other than English were:

Table 1: Languages other than English - 2001

Manly		Northern Beaches	
Chinese languages	14.9%	Italian	15.9%
Greek	9.6%	Chinese languages	14.4%
Italian	8.7%	German	15.3%

- A comparison over time of those Manly residents who were born overseas reflected a couple of significant changes:
  – Recently arrived residents were more likely to have come from an English speaking country. In 1996, 65.6% of new arrivals in Australia spoke English only, increasing to 75.3% of those who arrived in 2001; and
  – Recently arrived residents were increasingly more proficient in spoken English. In 1996, 5.2% of those residents born overseas spoke another language and spoke English not well or not at all, reducing to 2.5% in 2001.
- In the 2001 census, Manly residents identified their ancestry[2] as predominantly English (40.4%), Australian (31%), and Irish (14%).
- The majority of Manly residents (76%) recorded Christianity as their religious affiliation, 20.5% declared themselves not religious, 1.5% were Buddhists, and 0.5% were Moslems.

[2] the birthplace of their parents

Employment

- At the time of the 2001 census, 18,610 people in Manly were employed. The proportion of those in the total labour force has steadily increased from 89.7% in 1991, to 96.1% in 2001. This rate compares to 93.9% in the Sydney region, and 96.5% in the Northern Beaches.
- The proportion of those working full-time has decreased slightly, from 70.1% in 1991 to 67.5% in 2001. Manly has also experienced a gradual increase in the proportion of people working part-time, from 25.4% in 1991, to 30% in 2001.
- In 2001, of those working full-time, 62% were male, and 37.9% were female. Of those working part-time, 64.2% were female, compared to 35.7% men. The majority of females employed part-time were aged 35-44 years, whilst the majority of males and females employed full-time were aged 25-34 years.
- Since 1991, Manly has experienced a steady decline in those unemployed, from 1,223 in 1991, to 757 at the time of the 2001 census. This equates to a local unemployment rate of 3.9%.
- 6% of those employed worked from home.

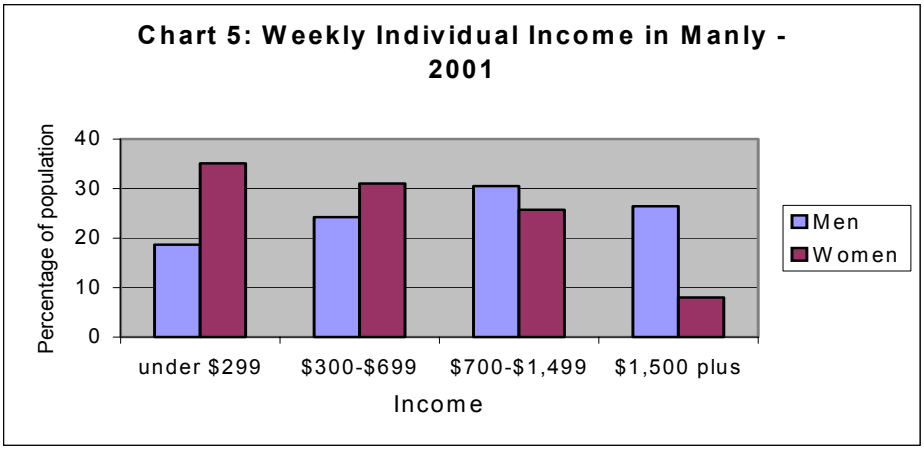
Occupation and Industry

- The occupation structure of Manly residents is dominated by those employed as professionals or associate professionals, a trend increasingly evident, having risen from 30.2% of those employed in 1991 to 44.5% in 2001. This is significantly higher than the proportion of residents in the Sydney region who are professionals or associate professionals (33%), and even those in the Northern Beaches (36.2%).
- Manly's occupation structure is also characterised by a decline in 'blue collar' occupations, such as tradespersons and related workers (from 8.7% in 1991 to 6.6% in 2001), and transport, production, labourers and related workers (from 8.7% in 1991 to 5.7% in 2001).
- The majority of those employed work within the property and business services industry, an increase from 19.7% of those employed in 1996 to 23.8% in 2001 (of which 59% were aged 25-44 years).

Income

- The median weekly individual income of Manly residents in 2001 was $600-$699. Manly's residents earn more than both residents of the Sydney region ($400-$499) and the Northern Beaches ($500-$599).

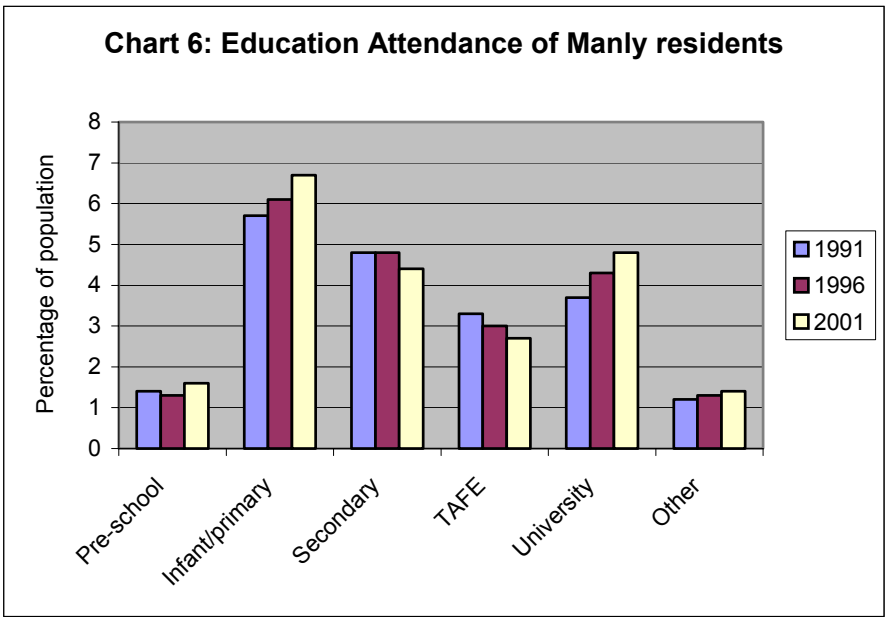
- As Chart 5 shows, in 2001, men were the higher earners when compared to women in Manly.



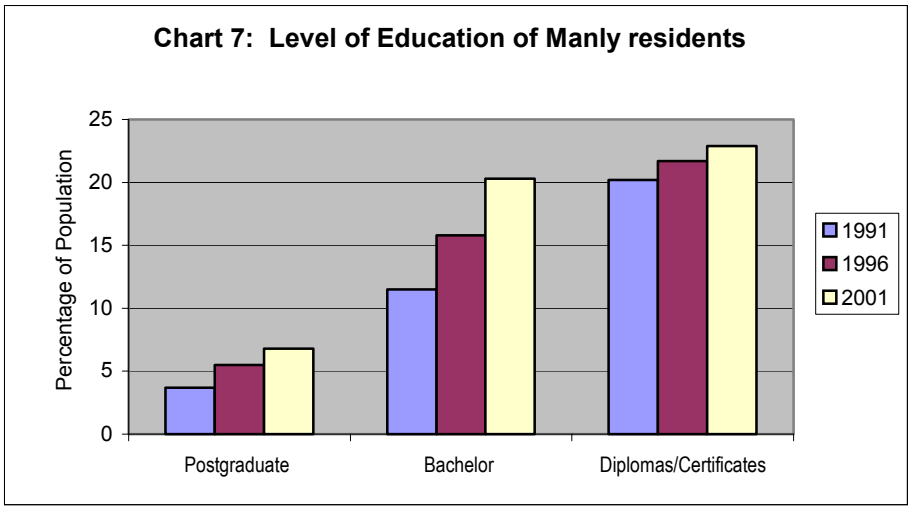
- Nearly a third of individuals who had an income less than $299 a week was aged 65 years and over. The 25-44 year age group was dominant in those earning $1,500 or more.
- In 2001, families in Manly also earned more than those in the Sydney region and the Northern Beaches. The median weekly family income in Manly was $1,500-$1,999, higher than for families in the Sydney region who earned $1,000-$1,199, or Northern Beaches families at $1,200-$1,499.
- In 2001, over 30% of couple families in Manly (both with and without children) earned $2,000 or more per week compared to 7.3% of one-parent families. Families are earning more generally, with 29% of couple families with children in 1996 earning $2,000 or more per week, increasing to 36% in 2001, and 18.3% of couple families without children in 1996 rising to 31.6% in 2001).
- The median weekly household income (including family and non-family households) for Manly was $1,200-$1,499, with 40% of households earning $1,500 or more a week. This is significantly higher than the median weekly household income for the Sydney region, at $800-$999, and the Northern Beaches region at $1,000-$1,199.

Education

- In 2001, 587 children attended pre-school (1.6% of the total population), 2,465 children attended infants/primary school (6.7% of the total population), and 1,599 children attended secondary school (4.4% of the total population).
- As can be seen from Chart 6, three types of education institutions reflect trends over time. Manly has seen a considerable increase in attendance numbers at infant/primary schools (5.7% of the population in 1991 rising to 6.7% in 2001), and University (3.7% in 1991 rising to 4.8% in 2001). In contrast, there has been a steady decline in Manly residents attending TAFE (from 3.3% in 1991 to 2.7% in 2001).



- 58.7% of Manly residents aged 15 years and over had completed Year 12 or equivalent, compared to 49.1% of Northern Beaches residents.
- In 2001, 20.3% of Manly residents held a Bachelor's degree, 6.8% held a postgraduate degree, graduate diploma or graduate certificate, and 22.9% held an advanced diploma, diploma or certificate.
- A comparison over time reveals a rising level of education among Manly residents. Chart 7 highlights these trends, and shows that the most significant increase over the past decade is of those residents holding a Bachelor's degree (from 11.5% in 1991 to 20.3% in 2001).



- Manly residents were more qualified than those living in the Sydney region and the Northern Beaches. 6.8% of Manly residents held a postgraduate qualification, compared to 4.2% in the Sydney region, and 4.5% in the Northern Beaches, whilst 20.3% of Manly residents held a bachelor's degree, compared to 12.3% in the Sydney region, and 14.3% in the Northern Beaches.
- Of those aged 15 years and over, Management and Commerce was the most common field of study.

Dwellings

- Of all occupied private dwellings in Manly (15,530 in 2001), over the past decade there has been no real increase in the number of separate houses (5,977 or 38.5% of total occupied private dwellings). However, there has been a steady increase in the number of flats, units or apartments (7,572, or 48.8% in 2001, up from 47.8% in 1991) and also semi-detached, row or terrace houses and townhouses (1,717, or 11.1% in 2001, up from 9.6% in 1991).
  There are several indicators which highlight the increasing cost of housing in the Manly area:
- Over the past decade, there has been a gradual decrease in the proportion of homes that are fully owned or being purchased (59.2% in 1991, compared to 56.3% in 2001). Residents of Manly are less likely to own their own home than residents of the Sydney region (62.7%) or the Northern Beaches (67%).
- The proportion of Manly homes that are rented has remained fairly constant since 1996, with 33.1% of all occupied private dwellings in 2001 being rented. This is however, higher than the proportion of rentals in the Northern Beaches (24.7%), or the Sydney region (29%).
- In 2001, 275 homes (1.7% of all occupied private dwellings) were rented from a State or Territory Housing Authority.
- 1,447 people were living in non-private dwellings within Manly, of which 1,043 were overseas visitors.
- As Table 2 highlights, in 2001, Manly residents were on average paying more on both their monthly housing loans and their weekly rental payments.

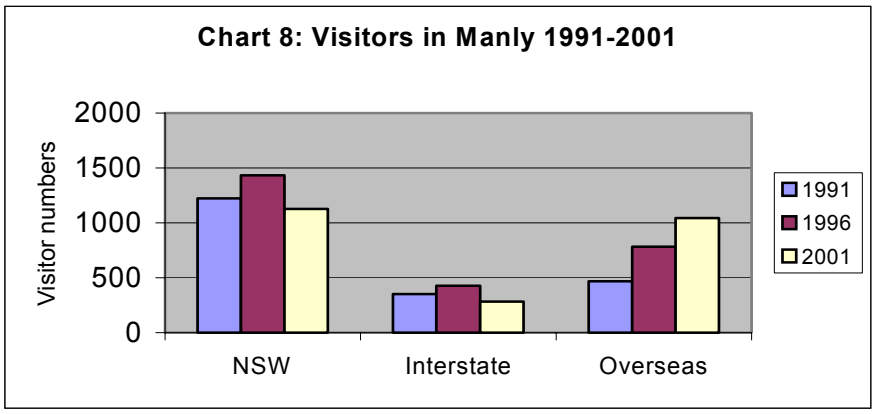
Table 2 – Comparison of housing costs in 2001

	Median monthly housing loan	Median weekly rent
Manly	$1,800-$1,999	$300-$349
Northern Beaches	$1,600-$1,799	$250-$299
Sydney	$1,200-$1,399	$200-$249

Visitors

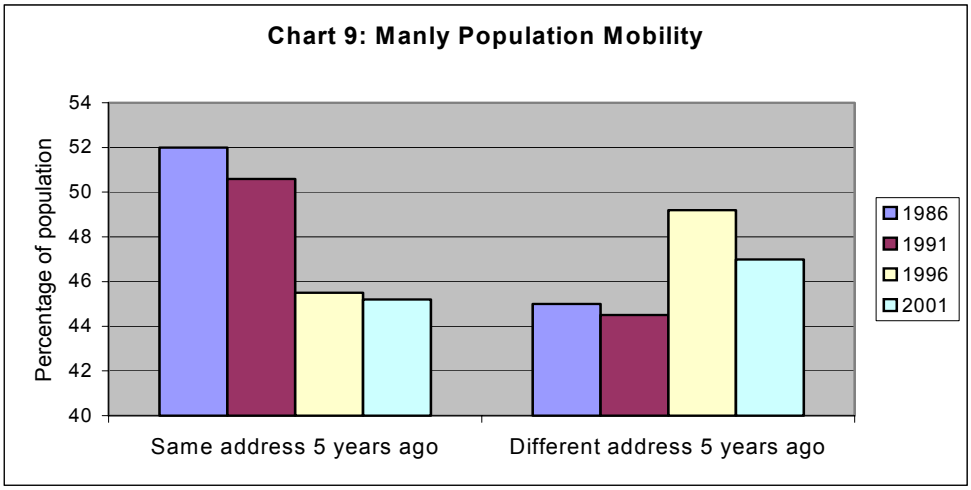
- There were 2,454 visitors in Manly on Census night 2001, including 1,043 overseas visitors. Whilst the total number of visitors is less than 1996 (2,643), as Chart 8 shows, Manly has seen a steady increase in the proportion of overseas visitors, which in 2001 represented 2.8% of the total population, more than the Northern Beaches (1.2%). [3]

[3] Overseas visitors are defined in the 2001 census as any person who stated they would be in Australia for less than 12 months, compared to 1996, when this was less than 6 months.



Mobility of population

- Chart 9 shows that between 1986 and 2001, the mobility of Manly's population has increased with only 45.2% in 2001 being at the same address they were at five years previous.



Computers and the Internet

- In the week preceding the 2001 census, just over half (50.1%) of Manly residents had used a computer at home, compared to 43.7% in the Sydney region. 48.1% of computer users in Manly were aged between 20-44 years, 24% were under 19 years, and 22.1% were aged between 45 and 64 years of age.
- In the week preceding the 2001 census, 53.6% of Manly residents had used the internet, and of these, 41.6% of users accessed the internet only at home, 19.1% only at work, and 25.2% both at home and at work.

Activities Provided

- Art Gallery and Museum
- Manly Arts Festival
- Australia Day Celebrations
- Early Childhood Health Centres
- Beach Management
- Before and After School Care
- Parking Stations
- Carols by Candlelight
- Children's Playgrounds
- Community Consultation
- Community Safety Committee
- Creative Leisure
- Customer Service Centre
- Family Day Care
- Food & Wine Festival
- Waste Collection
- Heritage Week
- Immunisation
- Jazz Festival
- Long Day Care
- Manly Environment Centre
- Manly Library
- Manly Swim Centre
- Naidoc Week
- Occasional Care Centre
- Parks and Reserves
- Precinct Community Forums
- Pre-schools
- Recycling
- Scenic Walkway
- Senior Citizens Centre
- Senior Citizens Week
- Skate Board Ramp
- Sporting Fields
- Surf Pavilions
- Vacation Care
- Visitor Information Centre
- Youth and Family Counselling
- Youth Events and Festivals
- Youth Services
- Public Toilets
- Rangers

Services Provided

- Approval of Development Applications
- Cleaning of streets
- Community buildings, Public seating
- Community mini bus
- Construction and maintenance of Bus shelters
- Control of filming
- Development and sub-division applications
- Environmental Protection
- Pedestrian areas
- Promotion of Ecologically Sustainable Principles
- Stormwater drainage
- Street lighting
- Supervision of building construction
- Fire safety and upgrading of buildings
- Footpaths
- Guttering and drainage
- Harbour pools
- Investigation of building complaints
- Maintenance of roads
- Management of community resources
- Meals on Wheels
- Naturalisation services
- Public health including inspection of food premises
- Recycling
- Road Safety
- Surf Life Saving Services
- Town planning and development control
- Traffic management
- Traffic signs

Transport

Manly is serviced by a regular ferry and bus transport system. Access to the city via, ferry and by jet-cat in peak hours, is a very convenient and pleasant way to travel. The northern peninsula is serviced by buses to Brookvale which then connect to northern transport. Buses to St. Leonards and Chatswood operate and a government bus service operates for residents and visitors to the eastern hill. A new late night service (the Summer Bus) operates on Friday and Saturday nights during the summer to transport patrons from the Manly Town Centre to local transport hubs.

On the day of the 2001 Census, of those Manly residents who travelled to work, most used just one method, the most popular being by car, either as a driver or passenger (48.4%). Table 3 highlights the difference in travel methods of Manly residents with the Northern Beaches region and the Sydney region.

Table 3 – Method of travel to work in 2001

Method of travel	Manly	Northern Beaches region
One method only:		
Train	0.13%	0.14%
Bus	11.1%	9.6%
Ferry	7.2%	1.3%
Tram/light rail	0.01%	0.003%
Taxi	0.5%	0.3%
Car, as driver	44.0%	54.7%
Car, as passenger	4.4%	5.2%
Truck	0.7%	1.6%
Motorbike/motor scooter	0.4%	0.5%
Bicycle	0.8%	0.6%
Other	0.4%	0.4%
Walked only	5.0%	3.2%
Two methods	6.8%	4.2%
Three methods	1.3%	0.6%
Worked at home	5.9%	5.9%
Did not go to work	9.8%	10.1%
Not stated	1.4%	1.4%

Of the 15,531 occupied private dwellings in Manly, 13.3% had just one car, 8.5% had two cars, and 11.1% had no car or motorbike. Manly residents were more likely to have only one car, or no car or motorbike, compared to the Northern Beaches.

1. Introduction

The Corporate Plan communicates Council's strategic direction to fulfil its Vision and Business Statements. The document describes the operational framework by which Manly Council aims to provide quality service delivery in its works and services to our customers.

Additionally, it satisfies the statutory obligation as required by the ***Local Government Act, 1993 s403***, to prepare a three-year Management Plan, which includes:

- A statement of the principal activities that Council proposes to conduct
- A statement of the objectives for each principal activity
- A budget reference by which Council proposes to achieve these targets
- A statement with respect to other such matters as are prescribed by regulation.

The Corporate Plan aims to ensure effective consultative local government to take Manly to 2007 and beyond. The issues identified in this Plan are the result of past consultations and research. They highlight that the organisation must continually develop new approaches to meet the challenges. Quality service delivery has been enhanced by the adoption of strategies that integrate disciplines across the organisation with an organisation structure that clearly separates.

The Management Plan is in three parts:

Part 1 – Vision 2007 – highlights the Vision, Business and Core Values. It analyses the policy environment and describes the strategy. It aims to create a focus for continually improving services. An internal review was completed in March 2003 by Senior Staff.

Part 2 – The Corporate Plan - Details what the Council will do over the next three years. It integrates strategies, key objectives, programmes and key actions across the organisation, within a timeframe and with the Budget.

Part 3 – The Budget – Provides the financial plan for the year and an indicative plan for the next two years. The budget allocates Council's financial resources to achieve the objectives, programmes and actions of the Corporate Plan.

An overview of this Plan is provided on the following pages.

1.1 Creating "Vision Driven Government"

In 1994 the Vision 2000 for Manly was developed through agreement between key stakeholders following broad community consultation.

This partnership between the community and Council developed the shared Vision of:

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

The organisation's business and values statements and key objectives were also formulated. These set the parameters in which the organisation should conduct its business to achieve the shared Vision.

The Vision 2000 and Beyond document was reviewed by internal stakeholders in March 1999, 2000, 2001, February 2002 and February 2003.

The Vision document identifies the strategy required to achieve to Vision 2005 and Beyond.

1.2 The Major Themes

The major themes embraced in this Plan were distilled in 1995, from workshops, a community forum, a survey of local residents and extensive research. These themes are considered relevant in 2003.

The themes are:

- Local Environment
- Local Assets
- The Town Centre

The Priorities for these major themes are discussed in detail in the Plan.

1.3 Strategic Choices

The strategy is a means of integrating the major themes across the Plan and thereby the organisation. There is a great deal of commonality amongst the three themes. The Natural Environment and the Town Centre Strategy have continued to be the organising mechanisms used to prioritise and integrate actions into an overall strategy.

These mechanisms have been affected by a number of influences, including the growth of residential lifestyle and community in the CBB, works and services and plans to maintain and improve the quality of the Manly Council area by minimising disturbances caused by air, water and noise pollution.

1.4 The Operational Framework

The operational framework includes ongoing organisational commitments with new initiatives designed to achieve the shared Vision and improve organisational performance. The framework embraces 6 key objectives, 19 programmes together with numerous strategies and specific key actions. This is a practical approach to Corporate Planning. It is concerned with quality works and services that are directed to providing a greater community benefit to Manly.

This framework includes maintaining current programmes and meeting future infrastructure and service needs.

1.5 The Rating and Revenue Base

The NSW State Government has pegged Local Council rates revenue across NSW to a maximum increase of 3.6% for the year 2003/2004. A substantially reduced Financial Assistance Grant to Manly Council over the past decade has increased the difficulty in maintaining and providing the current level of services and facilities in an environment of rising costs.

The environmental component of the rates was endorsed at a referendum held in conjunction with the Local Government elections in September 1999. In response to the Environmental Levy question in the referendum, the Manly community positively endorsed the continuation of the environmental component of the rates revenue.

The Environmental Rate Component

(i) Urban development in Manly occurred, at times when current environmental awareness, obligations and standards were either not known, not understood, or ignored - and because we are almost surrounded by water, the affect on our waterways and foreshores, for example, is considerable.

(ii) Council's Management Plan and the State of the Environment Reports and Sustainability Strategy to 2000, summarise many of the environmental concerns that Council and the community has identified. Strategies have been developed for addressing past environmental damage and minimising future degradation.

The major concerns identified are:

- Water quality (maintenance of the ecosystem and public health)
- Air quality management
- Water conservation
- Waste management
- Energy conservation
- Protection and enhancement of biodiversity (creek restoration, bushland management and endangered species)
- Environmental education
- Pollution control

(iii) The Manly area is surrounded on 3 boundaries by water (Sydney Harbour/Port Jackson and Pacific Ocean and Manly Lagoon). Quality of Stormwater run off into creeks, lagoons and harbour and ocean is of environmental concern as is the fact that a major part of Sydney's sewage is disposed into waters around Manly. The quality of our water and creeks needs drastic improvement.

(iv) State Government policies have been introduced and embraced by Manly Council relating to conservation and improvement of catchments, estuaries and the coast, waste reduction and initiatives associated with improving air quality. This has resulted in the formation of a system of environmental committees established under those policies, which include broad representation from community groups and individuals.

(v) A growing community awareness of environmental issues has lead to an expectation that numerous environmental projects addressing issues such as air and water quality, water conservation, bushland management, and stormwater management 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 clearly does not want a reduction in services**.** The more Capital Works and Infrastructure completed with Environment Levy funds, the more ongoing maintenance is required. Now that the Environment Levy is "ongoing" the issue of costing "true costs" of Planning, Design, Supervision and Maintenance of Environment Levy projects to the Levy has been reviewed. Council also resolved to use up to 10% of the new Environmental Levy for this purpose.

(vi) An analysis of environmental needs identified in the 1999/2000 - 2001/2002 Management Plan, the State of the Environment Reports and the Sustainability Strategy 2000, has been undertaken. Priorities have been determined and scheduled for the Environmental Works programme (funded from the Environmental Rate Component) by using 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. For the purposes of the coming year (2003/2004), Urban Bushland and Water Quality are nominated as the 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.

4. Create a framework for the Environmental Levy Expenditure Review Committee, including quarterly meetings and reporting annually to the community.

5. Establish a 3 year rolling environment levy program.

6. 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.

(vii) 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. Success was achieved with grants in 2002/2003 and all such avenues will continue to be pursued to maximise the benefit of Council's capital expenditure on these environmental projects.

1.6 Evaluation and Performance Review

Three mechanisms are used to ensure that the Plan is implemented and can be reviewed and modified to maintain its relevance over the planning cycle:

- Time frames are included for specific strategies to promote certainty in outputs that may need to be factored for long term over the planning cycle;

- A management matrix facilitates internal responsibilities and team involvement to achieve the specified actions and Council's strategic direction;

- A quarterly review of key actions from the Corporate Plan is reported to Council;

- Budget programme account numbers have been assigned to each group of actions to provide more ready access to budgetary information. Where projects have not been funded this is clearly identified in the budget column.

Overall, these mechanisms will ensure that the document withstands the test of time and remains. The Corporate Plan is a working document, evaluation is designed to create an organisation which uses innovation and flexibility to improve performance, achieve results and provide transparency to it's operations.

1.7 The Plan

The Plan is presented in two parts:

The first part highlights the Vision, Business and Core Value statements, analysis of the policy environment and a description of the strategy.

It also summarises the operational framework used to achieve the shared Vision.

The second part presents the operational plan in detail.

This part of the report integrates the strategy across the organisation and details key objectives, programmes, strategies and key actions to be undertaken in a planning cycle.

In summary, the Corporate Plan for 2003/2004 to 2007 will continue to:

- Deliver improvements in Organisational productivity and service.
- Include evaluation mechanisms to improve accountabilities and transparency of operations between staff and Councillors and Council and the community.
- Provide flexibility in planning whilst pursuing robust commitments made in light of the common Vision.
- Allocate and prioritise actions over the planning cycle to improve certainty in service and infrastructure delivery.
- Change the focus, where appropriate, of ongoing commitments to achieve results.
- Integrate the three major themes into Council's corporate planning framework.
- Integrate the Manly Sustainability Strategy and the Manly Social Plan and the Cultural & Linguistic Diversity Social Plan into the Key Actions and programmes to reflect the requirements of each Plan within the context of available finance.
- Recognise the community needs, the environmental challenges, legislative requirements and Council's response in its management and custodian role for the community.

1.8 The Manly Social Plan - Executive Summary – Implementation Update

Under the Local Government (***General***) Amendment ***(Social and Community Plans)*** Regulation 1998, all Councils are required to prepare a Social Plan or otherwise report on social and community issues. In May 1999, Council adopted the Manly Social Plan, to meet this requirement. The Plan has been developed as a five-year document, with issues raised and actions and strategies recommended to be implemented on a prioritized basis over the five-year period. Progress on actions and strategies in the Plan are progressively updated and reported to Council each year.

A Special Purpose Committee of Council, the Social Plan Implementation Committee (SPIC) has continued to oversee and monitor the implementation of the actions and strategies identified in the Plan. The last 12 months of the process has seen the successful implementation of many of the prioritized actions and strategies, including:

- The Northern Beaches Affordable Housing Committee continued to meet, and Manly and Warringah Councils successfully secured funding from the Local Government Housing Initiatives programme to appoint a Regional Housing Coordinator;
- Council provided ongoing support to the SHOROC Safe Communities Project;
- Manly's Community Safety Committee continued to meet, fostering a collaborative relationship with the community, NSW Police, local licensees and service providers in Manly. Many initiatives from the Manly Crime Prevention Plan continue to be successfully implemented, including the launch of the Manly Liquor Licensing Accord, commencement of the late night Summer Bus, regular safety audits, development of alcohol related education campaigns, and continued coordination of Responsible Service of Alcohol courses;
- A number of Manly Women's Information Cards (a handy wallet-sized card with key contact telephone numbers of organisations for women) were printed and distributed to test the feasibility and need for a larger print run;
- The annual International Women's Day Breakfast was again hosted, the proceeds of which were donated to the Garvan Institute;
- The design of the Ross Street Childcare Centre has progressed, with the project expected to offer extra places for children 0-2 years, combining occasional care with extended hours care;
- Council's Children's Services continued to be represented on regional groups and networks to develop policy and provide specialist advice on issues such as children with special needs and child safety;
- Council's Playground Management Committee continued to meet to oversee the refurbishment of all playgrounds in the Manly LGA. Funding was received from the Department of Sport and Recreation for upgrading and refurbishment works;
- Council continued its support for the Manly Youth Council, and Council's Youth Services continued to network with the Northern Sydney Councils Youth Workers Network, had ongoing input to planned entertainment in Manly, staged Youth Fest/Youth Week, and coordinated educational and welfare support services and other regular activities for Manly's youth;
- Council's Access Committee continued to meet on a monthly basis to address issues of safe and equitable access;
- Council's Homelessness Working Party continued to meet, and convened a workshop for local service providers to scope the needs of homeless women;
- An Aboriginal Project Worker was employed, auspiced by the Manly Community Centre, to facilitate implementation of The Northern Sydney Aboriginal Social Plan. Council continues to be represented on a regional Steering Committee to guide the Plan's progress;
- Brochures for newly arrived migrants were printed and distributed, and water safety education programs were conducted as part of the implementation of the Northern Beaches Peninsula Cultural and Linguistic Diversity Social Plan; and
- Council continued to conduct local citizenship ceremonies ensuring a focus on promoting community harmony and tolerance;

The Next 12 Months of the Plan

The Social Plan is now heading into its fourth year of implementation. A review was undertaken in October 2002, which included a report on progress, and the identification of several new actions. The review was conducted in consultation with key Council staff,

the Social Plan Implementation Committee and several services providers in the Manly area. As a result, the following will be addressed over the coming 12 months:

- Appointment of a Regional Housing Coordinator to develop and implement a Regional Housing Strategy to address affordable housing in the Manly and Warringah local government areas, along with ongoing liaison with all three Peninsula Councils, community housing organisations and state government agencies through the Northern Beaches Affordable Housing Committee;
- Community safety initiatives will continue through Council's support of the Manly Community Safety Committee, the SHOROC Safe Communities Project and implementation of strategies from the Manly Crime Prevention Plan;
- Development of a social impact assessment model;
- The relocation of Ivanhoe Park playground and completion of Plan of Works for all playgrounds;
- Completion of the Occasional Care Centre for children to be built on the Ross Street site;
- Council's Children's Services will continue to be represented on regional groups and networks to develop policy and provide specialist advice on issues such as children with special needs and child safety;
- Council will continue its support for the Manly Youth Council, and Council's Youth Services will continue to network with the Northern Sydney Councils Youth Workers Network, have ongoing input to planned entertainment in Manly, stage a Youth Week event, and coordinate educational and welfare support services and other regular activities for Manly's youth;
- Complete the upgrade and fit out of the Manly Senior Citizens Centre including the relocation of the Meals on Wheels service to this venue;
- Manly's Access DCP to be reviewed and updated;
- Further investigation of funding opportunities for the development of a Pedestrian Mobility Plan for the Manly area;
- Further investigation into the need for emergency housing for homeless women;
- The annual International Women's Day Breakfast will continue to be hosted by Council, and the proceeds will be donated to a relevant cause;
- Developing appropriate strategies to communicate with and provide information to the local community;
- Implementation of the prioritised actions and strategies recommended in the Northern Sydney Aboriginal Social Plan, including an Aboriginal Services Directory targeted to the Aboriginal and Torres Strait Island community, investigation of cultural awareness packages, and facilitation of partnerships to increase affordable housing;
- Continued representation on the Northern Beaches Multicultural Network to investigate the needs of recently arrived migrants, and implementation of the prioritised actions and strategies recommended in the Northern Beaches Peninsula Cultural and Linguistic Diversity Social Plan, including all three Peninsula Councils conducting staff training to raise awareness of access and equity issues; and
- To ensure the Social Plan is an active document, is continually monitored, reviewed and updated to represent the diversity of social issues and needs in the Manly community, a comprehensive community profile will be completed, and a needs assessment and consultation process will be commenced as part of the preparation for the 2004 Social Plan.

1.9 Access and Equity Activity Summary

Maintenance of the Manly Social Plan will assist the Council in taking into account the needs of the Manly Community and provide or advocate for appropriate and accessible services and facilities for their benefit. The Manly Social Plan aims to equitably address the needs of the Manly Community in general, as well as more targeted groups which include; people with disabilities, including people living with HIV/AIDS, people from culturally and linguistically diverse backgrounds, Aboriginal and Torres Strait Islander people, children and young people, women, and older people.

The actions and strategies mentioned in the previous section are examples of Council's achievements in relation to access and equity activities over the past twelve months, and those activities to be undertaken over the coming twelve months.

The following table provides a summary of the access and equity activities proposed for the 2002/2003 period, with reference to where they appear in this Management Plan. The 1999 Social Plan, and the Update of the 1999 Manly Social Plan (October 2002) can be accessed on Manly Council's website (www.manlycouncil.nsw.gov.au), or at the Manly Library. Copies can be obtained by contacting Council's Culture & Community Services Group.

As required by the legislation a summary of Manly Council's initiatives in relation to these access and equity issues are listed:

- ***GENERAL COMMUNITY - Those initiatives that are not specifically aimed at a mandatory target group.***

Planned Activity Reference at ***1 July 2003***		***Is activity identified in Social Plan?***
1.2.1 Housing Choice & Accommodation		
	Maintain recurrent services	Yes
1.2.1.1	Enhancements to Recurrent Services	Yes
1.2.1.3		Yes
1.2.1.4		Yes
1.2.1.5		Yes
1.4.2 Improved Local Transport		
	Maintain recurrent services	Yes
1.4.3 Transport Planning		
	Maintain recurrent services	No
1.4.3.2	Enhancements to Recurrent Services	Yes
1.4.3.3		Yes
1.5.1 Information Services		
delete no.	Maintain recurrent services	Yes
1.5.2 Events Management		
	Maintain recurrent services	Yes

2.2.3 Customer Service		
	Maintain recurrent services	No
3.4 Library & Information		
	Maintain Recurrent Services	Yes

3.5 Recreation & Leisure		
	Maintain Recurrent Services	Yes
		No
3.6 Culture		
	Maintain Recurrent Services	No
3.7 Community Development		
	Maintain Recurrent Services	Yes
3.7.1	Enhancements to Recurrent Services	Yes
3.7.2		Yes
3.7.3		Yes
3.8 Community Safety		
	Maintain Recurrent Services	Yes
3.8.1	Enhancements to Recurrent Services	Yes
4.1.1 Roads, Cycleways & Footways		
	Maintain Recurrent Services	Yes
4.1.1.2	Enhancements to Recurrent Services	Yes
4.2.1. Buildings & Facilities		
	Maintain Recurrent Services	No
4.2.3 Parking		
	Maintain Recurrent Services	No
4.4.1 Bushland & Diversity		
	Maintain Recurrent Services	No
4.4.2 Parks and Reserves		
	Maintain Recurrent Services	No
4.4.2.2	Enhancements to Recurrent Services	No
4.4.3 Urban Amenity		
	Maintain Recurrent Services	No

4.4.4 Sports Fields & Ovals		
	Maintain Recurrent Services	No
5.1.6 Manly Environment Centre		
	Maintain Recurrent Services	Yes
5.1.7 Manly Conservation Strategy		
	Maintain Recurrent Services	Yes
6.2.1. Precinct Community Forums		
	Maintain Recurrent Services	No

6.2.3. Public Information		
	Maintain Recurrent Services	No

- ***OLDER PEOPLE – Aged 55 years and over***

Planned Activity Reference at 1 July 2003		***Is activity identified in Social Plan?***
1.4.3 Transport Planning		
	Maintain recurrent services	No
1.4.3.2	Enhancements to Recurrent Services	Yes
1.4.3.3		Yes
3.3 Aged Services		
	Maintain Recurrent Services	Yes
3.3.1	Enhancements to Recurrent Services	Yes
4.1.1 Roads, Cycleways & Footways		
	Maintain Recurrent Services	Yes
4.1.1.5	Enhancements to Recurrent Services	Yes
4.2.1. Buildings & Facilities		
	Maintain Recurrent Services	No
4.2.1.1	Enhancements to Recurrent Services	No

- ***YOUNG PEOPLE – Aged between 12 years and 24 years***

Planned Activity Reference at 1 July 2003		***Is activity identified in Social Plan?***
3.2 Youth Services		
	Maintain Recurrent Services	Yes
3.2.1	Enhancements to Recurrent Services	No
3.5 Recreation & Leisure		
	Maintain Recurrent Services	Yes
3.8 Community Safety		
	Maintain Recurrent Services	Yes
3.8.1	Enhancements to Recurrent Services	Yes

- ***CHILDREN – Aged between 6 weeks and 12 years***

Planned Activity Reference at 1 July 2003		***Is activity identified in Social Plan?***
3.1 Children's Services		
	Maintain Recurrent Services	Yes
3.1.1	Enhancements to Recurrent Services	Yes

3.1.2		Yes
3.5 Recreation & Leisure		
	Maintain Recurrent Services	Yes
3.8 Community Safety		
	Maintain Recurrent Services	Yes
3.8.1	Enhancements to Recurrent Services	Yes

- ***PEOPLE WITH DISABILITIES INCLUDING THOSE WITH HIV AIDS***

Planned Activity Reference at 1 July 2003		***Is activity identified in Social Plan?***
1.4.3 Transport Planning		
	Maintain recurrent services	No
1.4.3.2	Enhancements to Recurrent Services	Yes
1.4.3.3		Yes
3.7 Community Development		
	Maintain Recurrent Services	Yes
3.7.1	Enhancements to Recurrent Services	Yes
3.7.2		Yes
3.7.3		Yes
4.1.1 Roads, Cycleways & Footways		
	Maintain Recurrent Services	Yes
4.1.1.5	Enhancements to Recurrent Services	No
4.2.1. Buildings & Facilities		
	Maintain Recurrent Services	No
4.2.1.1	Enhancements to Recurrent Services	No

- ***ABORIGINAL AND TORRES STRAIT ISLANDERS***

Planned Activity Reference at 1 July 2003		***Is activity identified in Social Plan?***
1.5.2 Events Management		
	Maintain recurrent services	Yes
3.6 Culture		
	Maintain recurrent services	Yes
3.7 Community Development		
	Maintain Recurrent Services	Yes
3.7.1	Enhancements to Recurrent Services	Yes
3.7.2		Yes
3.7.3		Yes

- ***PEOPLE FROM CULTURALLY AND LINGUISTICALLY DIVERSE BACKGROUNDS***

Planned Activity Reference at 1 July 2003		***Is activity identified in Social Plan?***
1.5.2 Events Management		
	Maintain recurrent services	Yes
3.6 Culture		
	Maintain recurrent services	Yes
3.7 Community Development		
	Maintain Recurrent Services	Yes
3.7.1	Enhancements to Recurrent Services	Yes
3.7.2		Yes
3.7.3		Yes

WOMEN

Planned Activity Reference at 1 July 2003		***Is activity identified in Social Plan?***
1.5.2 Events Management		
	Maintain recurrent services	Yes
3.7 Community Development		
	Maintain Recurrent Services	Yes
3.7.1	Enhancements to Recurrent Services	Yes
3.7.2		Yes
3.7.3		
3.8 Community Safety		
	Maintain Recurrent Services	Yes
3.8.1		Yes

2. The Major Themes

2.1 The Environment

Managing for the future is managing change, particularly the types of change necessary to reconcile competing pressures for economic development, environmental protection and a more equitable society for the present and future generations.

The protection and conservation of the physical and biophysical attributes of the Manly area and the health and safety of its residents and up to 8 million visitors is of paramount importance.

Concern for the state of the environment has in recent years rested largely with Local Government, specific interest groups and the community. The continued preservation and enhancement of our environment will only be successful if all levels of government and their agencies are motivated by a desire to protect and conserve the environment and uphold a commitment to actively confront environmental challenges and implement ecologically sustainable legislative and planning strategies.

Manly Council is particularly concerned with improving, conserving and protecting water quality within its catchments. This means developing management strategies that address water pollution by such inputs as stormwater, airborne pollutants (e.g. from traffic congestion in the Town Centre) and waste management, especially in relation to the growth of tourism, etc.

The Manly Sustainability Strategy 1998 is linked to Corporate Plan Key Actions throughout the document and is identified by (MSS Ref. XX).

2.2 Local Assets

In recent years the development of new infrastructure has not occurred at the rate necessary to meet demand. The need to ensure its future maintenance is increasingly apparent.

Manly has existed as a municipality since 1877 however, it was settled much earlier. Its infrastructure has developed from the earliest days of European settlement. In recent years the development of new infrastructure has not occurred at the rate necessary to match demand. However, the need to ensure its future maintenance is increasingly apparent.

Manly Council aims to manage its assets; roads, stormwater drains, buildings, paths, parks, reserves, pollution control assets, etc. by the most efficient and effective means possible in order to plan and provide infrastructure needs of ever changing community requirements.

In 1999/2000, a total Asset Management System Central Register of Infrastructure, of Roads, Drainage, Property and Buildings, Parks and Reserves has substantially been completed. We are pursuing linkages to MapInfo and GIS systems to enhance our ability to manage the asset base and infrastructure of the Council and Community.

In October 1998, Council adopted a set of Aus-Spec Maintenance Service Specifications to ensure quality, timeliness, cost and review of works and services through a range of service level specifications which were moulded into the requirements of Council to meet the expectations of the Community.

This was a successful joint development between the former Service Planning and Commissioning Division and the Service Delivery and Business Division, which will continue to develop to specify all of our services for the future.

The Services which are specified through Service Level agreements between the Purchaser and the Provider are coded in the Corporate Plan as (SLA) = service level agreement.

2.3 The Town Centre

Every community has an identifiable centre in its social and urban structure. This centre needs to be recognised, supported and nurtured.

Manly Town Centre is a complex, living urban centre. There is a connection, an interdependence, an interaction between the different entities, which comprise the Town Centre. The unique qualities of Manly's Town Centre provide opportunities to improve its vibrancy. The Town Centre contains a complex web of relationships, therefore improvements to any component of the Centre will impact positively on the whole Town Centre.

Council continues to steer Manly's Town Centre towards an attainable goal of a revitalised and prosperous heart.

2.4 Manly as a Visitor destination

It is estimated that Manly receives 6 - 8million visitors per year, possibly half by ferry transport. Such high levels of visitation bring both benefits and impacts on the local economy, environment and community / social life of Manly which need to be monitored and managed. As a result Council is active in the development of strategies to manage Manly's high level of visitation.
Councils emphasis has been and will continue in a number of areas:

- The operation of the Visitor Information Centre servicing on average 800 people per day
- The provision and ongoing maintenance of key amenities for visitors and members of the public
- Targeted a service Delivery in areas such as waste and cleansing, crime prevention and harm minimisation measures
- Council's festival, events, art exhibition and cultural development initiatives which have a strong local community involvement and participation which also at the same time provide structured activities for visitors to enjoy.
- Participating in partnership research whereby more meaningful statistics related to the impacts and benefits of tourism can be gauged for the Manly Local Government area and compared with other areas in the State. Such research can be used to better inform Councils policy and service delivery strategies.
- Manly hosts approximately 60 events a year (organised by external event organisers) mainly along its beaches and more major reserves and some involving partial or full road closures.

Council receives advice from and addresses various visitor issues via its Visitor and Community Board which has representation made up of Councillor, Local Community and staff representatives.

3. Developing the Strategy

3.1 The Process

In order to develop a strategy focussing on the identification and addressing of major issues and opportunities facing the community, it is necessary to involve the people that make decisions, implement decisions, deliver and receive services. Council consults the local community regularly on a wide range of issues in specific workshops and through surveys and forums. Participants identified the following issues as being critical to the future of Manly, and the issues are not arranged in a hierarchical order.

Common Issues for Manly's Future

Social	Economic
- Community participation - Community based health & welfare system - Physical & emotional security - Cultural facilities & opportunities - Political self determination - Appreciation of cultural diversity - sense of place - image, identity - accountable and accessible local gov't - continued investment in common vision - community owned assets - community arts facility	- spirit of enterprise - local employment /training opportunities - generation of local wealth - improved commerce infrastructure - communication between business/local government/community - supportive framework of State agencies - diversity of retail outlets - extended trading hours - community based marketing strategies - promotion of tourism
Built Environment	**Natural Environment**
- recycle existing buildings - limited development scale - cohesive town centre design - increased CBD residential occupation - energy efficient guidelines - appropriate public transport - increased pedestrianisation - increased outdoor orientation of lifestyle - promotion of best practice - attention to comfort - shade, shelter, access - improved public amenities - ecologically sustainable development	- extension of parkland/bushland - appropriate tree/garden planting - protection of local species - Protection and recovery of threatened species - extended & beautified walkways - education campaign - foreshore protection - retention of existing assets with a halt to degradation

Issues that are Important Now and will continue to be so in the Future:

1. Public Transport ✓
2. Roads/Traffic ✓
3. Parking ✓
4. The Environment ✓
5. Services for Seniors ✓
6. Children's Services ✓
7. Shopping ✓
8. Law and Order ✓
9. Information Technology ✓
10. Effective Tourism Management ✓

Manly's Best Attributes Now and will Continue to be so in the Future:

1. The Natural Environment
2. Public Transport
3. Village Atmosphere
4. Access to Facilities
5. Residential Amenity

Attributes that are recognised as not being adequate now but are crucial to making Manly a better place in the future:

1. Community Safety
2. Retail Shopping
3. Public Services
4. Built Environment
5. Cultural Activities
6. Balancing the impacts and benefits of high visitation to the Manly LGA

Issues that were important in 1998:
(Manly Social Plan 1999 – Residents Values Survey)

1. Safe Environment and Area
2. Clean Area
3. Natural Environment
4. Recreation, Space/Parks
5. Good Transport / Easy to Get Around
6. Good Roads / footpaths
7. Lifestyle
8. Beach, Views
9. Open Space

3.2 Review of the Issues

Specific issues are explored in a series of Discussion Papers and reports.
These have been generated from 1995 to 2003 by Manly Council Staff and independent Consultants.

Reports No. 1995

Report No. 1

Balgowlah Heights, North Harbour and Clontarf Local Area Traffic Management Scheme

Report No. 2
Water Policy - The State Government Waste Minimisation and Management Act
Report No. 3
Improvements to Whistler Street Car Park

Major Papers-1995

Major Paper No. 1
Manly 2000 and Beyond - Manly's Involvement in the Sydney 2000 Olympics
Major Paper No. 2
Shaping Manly's Future - Towards a New Vision
Major Paper No. 3
The Town Centre Study
Major Paper No. 4
1995 The State of the Environment Report

Discussion Paper Series

Discussion Paper No. 1
Options for Rating Policy - Base Amount or Ad Valorem ?
Discussion Paper No. 2
Benchmarking - How Does Manly Council Compare?
Discussion Paper No. 3
Quality Customer Service and the Ways Manly Council Can Provide.
Discussion Paper No. 4
What is Happening to Planning?
Discussion Paper No. 5
The Town Centre Study - Making the Connections
Discussion Paper No. 6
Thinking About Urban and Social Structures
Discussion Paper No. 7
What Are We Leaving the Next Generation (Assets or Liabilities)?
Discussion Paper No. 8
How Do the Results of the 1991 Census Impact on the Services Delivered by Manly Council?

Reports 1996

Report No. 1
The Corso Design Report
Report No. 2
Beach Management Policy Review
Report No. 3
Seaforth Community Facilities and Services-Audit and Development Options
Report No. 4
Tree Preservation Order Review
Report No. 5
Library On-Line Access by the Year 2000

Report No. 6
Manly Library Technology Developments-Interim Report

Report No. 7
Library Home -Page on Internet

Report No. 8
Survey of Library Hours and Customer Satisfaction Survey-Operational Review

Report No. 9
Recyclable Materials Processing

Report No. 10
Submission to Parliamentary Staysafe Committee on 50 km/hr General Urban Speed Limit

Major Papers 1996

Major Paper No. 1
Town Centre Study

Major Paper No. 2
Residential Strategy Discussion Paper

Major Paper No. 3
Town Centre Traffic Study

Major Paper No. 4
1996 State of the Environment Report

Major Paper No. 5
Children's Playground Strategy

Major Paper No. 6
Sporting Strategy for Manly-stage 1.

Major Paper No. 7
Manly Meals on Wheels Strategic Plan

Reports and Discussion Papers 1996/1997

- Seaforth Traffic survey
- Roads Safety Audit-Lauderdale Ave. & North & South Steyne
- Bicycle Plan- consultant's report
- The Manly West Industrial Area Traffic Study and Section 94 Plan
- Banner Guidelines
- Stormwater Management Policy- Sydney Coastal Councils Group
- Stormwater On-Site Detention Systems- Sydney Coastal Councils Group
- Asset Management-aerial photographs
- Manly Lagoon- Exotic Vegetation Study
- Manly Lagoon- Sand Monitoring Study
- Manly Lagoon- Floodplain Management Plan
- Manly Lagoon- Estuary Management Study
- Interim Policy on the Siting of Mobile Phone Towers
- Manly State of the Environment 1995/96
- Town Centre Study Stage 2
- Local Environment Reports (LEP) on:
- St. Patrick's College Estate LEP
- RTA land-Burnt Bridge Creek LEP
- Brothels LEP
- Surplus Sydney Water Land- King Avenue (LEP)
- Henrietta Lane Urban Design Guidelines
- Landscaping Guidelines
- The Corso Stage 1 Report

- Ocean Beach Masterplan Implementation
- Backpackers Investigation
- Town Square Traffic Study
- SHOROC Report on Benchmarking Approvals Process
- Final Determination-Long Nosed Bandicoot-North Head
- Final Determination-Little Penguins- Manly Cove
- State of the Environment Report 1997
- Plan of Management for Norfolk Island Pines on the Ocean Beach at Manly (Marcia Lambert)
- Children's Playground Strategy (1996)
- Manly Sporting Strategy (1997)
- Manly Andrew 'Boy' Charlton Swimming Centre-Feasibility Study (1997)
- Manly Council's Surf Pavilion Management Review (1997)
- Public Sculpture in Manly (1997)

Reports 1998

- Sustainability Strategy 1998
- State of the Environment Report 1998
- Phase Two “A New Way Forward” - Manly Council Restructure Report
- Burnt Bridge Creek Plan of Management
- Heritage Report - Beach Shelters - Ocean Beach
- Backpackers DCP
- Energy Efficient DCP
- Manly Scenic Walkway Draft Plan of Management
- Seaforth Master Plan
- Manly Council Consultation Protocol 1998
- Manly Sculpture Symposium-Feasibility Study 1998
- Manly Community Safety Survey 1998
- Manly Community Profile-Facts+Figures from 1996 Census 1998
- IT Application Strategy and Migration 1998 by Price Waterhouse Coopers
- Annual Report 1997/98
- Depot Redevelopment Feasibility and Design Study 1998
- Aus-Spec Contract Specifications 1998
- Manly Depot Site Contamination Assessment Report 1998
- Manly Scenic Walkway Plan of Management (final)
- Burnt Bridge Creek Management Plan (final)
- Bushland Management Plan (draft)
- Manly Lagoon Estuary Management Plan
- Manly Lagoon Floodplain Management Plan

Reports 1999

- North Sydney Region Aboriginal and Torres Strait Islander Social Plan
- Manly Council CCTV Suitability Study
- Manly Council Manly Community Safety Survey
- Manly Council Children’s Service Specifications 1999
- Manly Council Social Plan and Needs Analysis 1999
- Development of Investment Strategy 1999 - Deloitte Touche Tohmatsu
- Risk Management Manual
- Car Park Image Consultancy 1999
- Seaforth Oval Run off control study Management guidelines (AWT)
- SOE Report
- Recommendations for Runoff Controls at Tania Park (Sainty & Associates)
- Northern Beaches Stormwater Management Plan (Patterson & Britton consultants)

- Auspec #4, #6A and #6B
- Balgowlah Shopping Centre Urban Design Plan 1999
- Balgowlah Shopping Centre Urban Design Controls 1999

Reports 2000

- Manly Olympic and Year 2000 Management Plan
- Northern Beaches Peninsula Cultural and Linguistic Diverse Social Plan
- Cabbage Tree Bay Plan of Management - Draft
- Ocean Beach Plan of Management
- LATM Balgowlah Draft
- LATM Seaforth Draft
- LATM
- Residential D.C.P. Draft Fairlight Draft
- SOE Report - Comprehensive document
- Stage 1, Seaforth C.B.D. Study
- Heritage Review - Manly
- Traffic Study - Whistler Street and Manly C.B.D
- Section 94 Plan review
- North Head Issues review
- Lauderdale Road Safety Audit
- Fairlight LATM
- Urban Design guidelines for Traffic Control Devices

Reports 2001

- LATM Fairlight
- LATM Balgowlah
- Cabbage Tree Bay Management Plan
- SOE Report - Supplementary document
- Lagoon Park Plan of Management
- Waste Education Strategy - Draft
- Local Companion Animal Management Plan - Draft
- LEP & Study - St Patrick's Estate
- LEP & Study - RTA/DUAP Surplus Lands - Abandoned Warringah Expressway Seaforth
- Manly Town Centre Urban Design Guidelines
- Economic, Heritage Streetscape Assessment Pittwater Road - Draft
- Manly Crime Prevention Plan
- Report on Manly Ocean Beach Erosion - Professor Thom
- Report on Manly Ocean Beach Erosion - Manly Hydraulics Laboratory
- Community Consultation Review

Reports 2002

- Update of 1999 Manly Social Plan
- Resident Parking Scheme Survey
- Statutory Annual Report 2001
- Community Annual Report 2001
- Review of Business DCP (Manly CBD)
- Ocean Beach Seawall -Hazard Analysis
- Pittwater Rd Heritage Study
- Retaining Wall at Little Manly prepared by Hassell
- Seaforth LATM prepared In house
- Kitchener Street Remediation prepared by RTA

- Addiscombe Road Remediation prepared by DOH
- SOE Report - Supplementary document
- Residential Zone DCP
- The Corso Conservation Review (Draft)
- Coastcare Project 'Little penguin aware'
- Local Air Quality and Greenhouse Action Plan
- Environmental Levy Strategy
- RTA/Duap Surplus Lands Strategy
- Quarantine Station Commission of Inquiry Response
- Manly Stormwater Treatment and Re-use project report (V1-3)
- Water You Do'In? Stormwater Pollution Prevention Project in the Balgowlah Industrial Estate.
- Manly Sustainability Strategy (3 year review of Manly Sustainability Strategy)
- Specification for Permeable Pavement (University NSW)
- Analysis of Hotel Accommodation - Manly CBD (MACROPLAN Australia)
- Transport in the Warringah Peninsula - Issues & Options for Analysis (BTRE)
- Bus Shelters - Advertising And Non Advertising Throughout The Manly Local Government Area - - Proposed Public Exhibition Of Locations
- Bus Shelters Revised Plan- Advertising And Non Advertising Throughout The Manly Local Government Area – For Proposed Tender
- Draft Conservation Management Plan - Bantry Bay Magazine Complex
- Draft Development Control Plan For The Pittwater Road Conservation Area – Results Of Exhibition
- Draft Lep Amendment No. 54 To Allow Boarding House Accommodation At The Royal Far West Children's Health Scheme, And To Require A Master Plan
- Little Manly Point - Contamination Issues
- Local Environmental Plan - Amendment No. 59 – Rezoning Of 237 Condamine Street, Balgowlah (Balgowlah Ambulance Station)
- Manly "***Who Cares About The Environment***" Community Survey - Progress Report
- Manly Council Depot Site, Balgowlah Road, Manly
- Manly Development Control Plan For Energy Efficient Buildings - Nathers Assessments
- Manly Development Control Plan For The Residential Zone - Draft Amendment 1 (Part A) - Subdivision Standards
- Manly Development Control Plan For The Residential Zone – Draft Amendment 1 (Part B) - Road Widening
- Manly Ocean Beach - Draft Amended Plan Of Management
- Manly Sustainability (Conservation) Strategy: Adoption Of Final
- New South Wales Waterways Authority's Sydney Harbour Traffic Management Plan Issues Paper - Submission
- North Head Sanctuary Proposal
- Noxious Weeds - Proposed Regional List For Sydney North
- Public Open Space - Conditions Of Use By Dog Owners
- Quarantine Station North Head - Commission Of Inquiry - Report To The Minister For Planning, Minister For Aboriginal Affairs And Minister For Housing
- Quarantine Station, North Head - Preferred Activity Statement
- St Patrick's Estate Manly - Draft Local Environmental Plan No. 24
- State Environmental Planning Policy No.71 - Coastal Protection
- Stormwater Runoff From Developments - Control Of - Policy Review & Necessary Amendments To The Development Control Plan For The Residential Zone And Drainage Easements - Policy Review
- Surplus Government Land, Seaforth - Development Control Plan For Gurney Crescent And Clavering Road, Seaforth
- Sydney Harbour Draft Catchment Blueprint – Public Exhibition)
- Sydney Harbour Federation Trust Draft Plan For Former Defence Sites On Sydney

Harbour - Former School Of Artillery At North Head
- Tania Park - Proposed Installation Of Telecommunications Facilities
- Cabbage Tree Bay Aquatic Reserve: Survey of Fish and Fish Habitat Site Selection Report.

Reports 2003

- Litter Avoidance Strategy Draft - Recommended Adoption By Waste Management Committee
- Local Environmental Plan - Amendment No. 52 - Advertising On Public Roads
- Manly Greenhouse Programme - Progress Report 2001/2002
- Manly Local Environmental Plan 1986 - Draft Amendment 60 (Exempt Development Schedule)
- North Steyne, Number 118 – Draft Lep Amendment No. 61
- Plans Of Management - Seaforth Oval, Keirle Park And Tania Park - Draft For Public Exhibition
- Sydney Harbour Catchment - Draft Regional Environmental Plan And Draft Integrated Land & Water Access Plan
- Hop in and Help Manly Lagoon Project
- Balgowlah & The Corso Strormwater Pollution Prevention Project, "Sea Change" progress report
- Draft Plans of Management for Tania Park, Seaforth Oval and Keirle Park
- Natural Environment Assessments and Recommendations for Keirle Park
- Natural Environment Assessments and Recommendations for Tania Park
- Natural Environment Assessments and Recommendations for Seaforth Oval
- Manly Seagrass Review and Management Plan Options for Little Manly Final Report
- Manly Seagrass Review and Management Plan Options for Forty Baskets Final Report
- Draft Manly Ocean and Cabbage Tree Bay Coastline Hazard Definition Study
- Draft Little Manly Coastline Hazard Definition Study
- Draft Forty Baskets Coastline Hazard Definition Study

3.3 The Options

From the research, consultation and internal reviews, a common range of issues confronting Manly over the next five years and beyond have been identified. These issues could all be considered as options for Council's Corporate Plan.

However, previous commitments to major capital works, operational costs to maintain the present range and level of services and Council's limited revenue raising capacity mean that ***few realistically be funded as options.***
Given the resource constraints that this Plan is operating under, combined with the aim to deliver quality services, ***strategic choices must be made***.

3.4 The Choices

The choices should be inclusive to ensure that Council is not locked into an inflexible programme but to spread expenditure across the organisation to maximise return. ***An inclusive strategy provides an equitable mechanism for allocating scarce resources and prioritising actions.***

The timeframe of the issue should also be considered when making the choice. A short time frame (less than three years) could create an organisation which lacks focus once issues have been addressed. Additionally, a longer time frame (i.e., more than five years) may leave the organisation without a focus relevant to community needs. In an ideal situation the strategic choice should be made within a medium term timeframe of 3 to 5 years but with a consideration for the longer term.

The major issues that have been identified are:

- Community Safety
- The Natural Environment
- Transport
- Local Infrastructure, and
- The Town Centre Strategy

3.5 The Strategy

The Strategy ensures that the Plan places Manly in the best position to remain economic, socially and environmentally sustainable while also being able to cope with increasing infrastructure demands as the next millennium approaches.

For the successful implementation of the strategic direction of the Corporate Plan the following should be incorporated:

- Local Environment
- Visitors
- Local Infrastructure
- Transport
- Sport
- Culture
- Accommodation
- Community Safety

The Plan provides the framework for integrating these activities under a common Vision, within a definite timeframe and purpose. Programmes and strategies within the Plan have been reconfigured to take this into account.

Council's ongoing services to the Manly community are also explained in the Plan. Council has a pivotal role in protecting, restoring and maintaining Manly's natural resource assets and creating a more liveable and sustainable built environment in response to the communities needs and desires for this and future generations.

4. Manly Councils ongoing services to the Community

To meet the community's present needs and expectations, the Corporate Plan has inbuilt commitments that provide for the continuation of existing services, maintenance and improvement programmes for local infrastructure.

Examples of these ongoing services are summarised in the Recurrent Section of each Programme.

Enhancements to the Recurrent Services are listed to focus on changes/improvements and on extensions of a service.

Human Services

Council's Human Service initiatives can be divided into nine core areas these are as presented below:

Library Services

- Open six days a week including 3 evenings
- 30,600 members
- 105,000 stock 2.7 Items per capita
- Annual circulation (loans) of over 375,000 items
- Part of SHORELINK library network whereby common Library Management System and reciprocal borrowing arrangements shared with Lane Cove, Mosman, Stanton and Willoughby Library services.
- Formats available include Books, Cds, DVDs, Serials,Videos, Tape and information on line vis the internet.
- Local studies / history section, public access computers available to library users and extensive programming for children and special needs groups
- Currently trialling E Books as a SHORLINK initiative funded by State Library

Children's Services

- Youth services
- Meals on wheels
- Art Gallery and Museum
- Manly Swim centre
- Beach services
- Events and Tourism
- Community Development and Planning

5. Human Resource Management

Activity / Issues:	*Objectives:*	*Strategies:*
Recruitment / Selection	- To fill every staff vacancy, after a review, with the best possible person for the job, applying merit principle.	- Ensure all employees on selection panels apply the merit principle. - ***Refer to EEO Management Plan***
Induction	- 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.	- Develop, maintain and review induction program. - Conduct orientation program for all new employees - through a Section and Corporate programmes. - ***Refer to EEO Management Plan***
Staff Training and Development - Training Plan / Policy - Career Planning - Skills Development (Multi-skilling) - Promotion - Job Rotation/ Secondment. - Skills Audit - Training Needs Analysis - Literacy	- To develop, maintain and improve employment related knowledge, skill competencies and attitude /behaviours.	- Develop, maintain and implement Council's Training Plan. - Develop, maintain and implement Council's Training Policy. - - Provide career development and promotion opportunities, including job rotation, skills development (multi-skilling), mentored internship. Higher Grade opportunities. - Conduct skills audit. - Conduct training needs analysis on a regular basis as part of the assessment process. - Identify and address literacy problems. - ***Refer to EEO Management Plan***

Activity / Issues:	*Objectives:*	*Strategies:*
Remuneration Management - Job Evaluation / Job Analysis - Salary Administration - Contracts of Employment - Salary Reviews	- 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 Local Government (State) award.	- Maintain job evaluation system (currently Evans/Webb). - Develop and review a Salary / remuneration policy and structure. - Develop, 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.
Performance Management	- To appraise performance and recognise and reward high level performance. - Respond to sub-standard performance. - Identify training needs and provide feedback.	- Develop, maintain and implement performance management system based on job accountabilities and standards. - Develop, maintain and implement policy. - 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	- To eliminate discrimination and harassment in employment on the grounds of race, sex, religion, pregnancy, marital status, disability, homosexuality, age, transgender and carers' responsibilities.	- Develop, maintain and implement Council's EEO Management Plan. - ***Refer to EEO Management Plan***

Activity / Issues:	*Objectives:*	*Strategies:*
Occupational Health & Safety	- 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.	- 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.
Rehabilitation	- To enable injured staff to participate and be productive, and return to normal duties as quickly as possible.	- Develop, maintain and implement Council's Rehabilitation Policy. - Develop and implement appropriate rehabilitation. - Provide retraining for injured workers when required and where possible.

Activity / Issues:	*Objectives:*	*Strategies:*
Organisational - Organisational Culture - Organisational Development - Job Design	- 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.	- 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.

Activity / Issues:	*Objectives:*	*Strategies:*
Industrial and Award Implementation - Consultative mechanisms / participative approach - Conditions of Employment. Including job share, part-time and flexible workplace practices	- To develop and maintain effective communication mechanisms in the organisation. - 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.	- Ongoing review of Consultative Committee composition and operation. - 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.

5.1 Equal Employment Opportunity Plan (EEO plan)

STATEMENT OF INTENT

Equal Employment Opportunity is a right that all employment related activities will be fairly conducted to ensure that for each job, benefits, training opportunities and/or career development opportunity within an organisation, 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 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 produce 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 eliminate discrimination or harassment in employment that happens because of someone's race, religion, pregnancy, sex, marital status, 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 and people with a disability. Members of these groups have been discriminated against in the past, 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, to best available person is selected. In other words, a person's race, religion, sex, pregnancy, marital status, 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 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. 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*** is where someone is treated unfairly because of their race, religion, sex, pregnancy, marital status, age, homosexuality, disability or transgender.

- ***Indirect discrimination*** is where there is rule, requirement or policy that is the same for everyone, but whose effect or result is unequal. If the requirement is not "reasonable" it will be indirect discrimination.

Examples of rules / practices that may be indirect discrimination are:-

- ***Systemic discrimination*** are 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 Groups as specified in the NSW Local Government Act are:-

- Women
- People of non-English speaking background
- People of Aboriginal or Torres Strait Island descent
- People with physical 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 or divorced.

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
- 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 a gay man or woman.

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 appointment of staff to implement the provisions of the EEO Management Plan.
- The EEO Committee will be established to 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 EEO Committee will report regularly to the General Manager and the community on the EEO Management Plan and EEO achievements.
- The EEO Committee 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

The EEO Committee will:-

- Develop and review EEO policies and programs, including guidelines and best practice standards.

- Consult with management about the EEO Policy and Program, and review their implementation.

Manager – Human Resources will:-

- Work with the EEO Committee, management and staff to develop and implement EEO policy and programs, including guidelines and best practice standards.

- Research EEO matters, 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.

6. Management Plan Budget Summary

		2003/2004	2004/2005	2005/2006
	Income			
1	Local Development	2,341,917	1,924,426	1,962,539
2	Management	34,381,195	34,806,705	35,502,620
3	Community Services	5,410,890	3,970,095	4,049,430
4	Asset Management	9,928,016	6,833,584	6,969,785
5	Environment	7,731,282	7,656,450	7,809,526
6	Decision Making	0	0	0
	Total Income	***59,793,301***	***55,191,260***	***56,293,900***
	Expenditure			
1	Local Development	2,716,337	2,764,393	2,819,388
2	Management	14,193,676	14,477,342	14,766,701
3	Community Services	10,297,758	10,487,480	10,695,735
4	Asset Management	8,939,960	9,118,254	9,299,229
5	Environment	10,055,073	10,251,826	10,451,908
6	Decision Making	1,342,555	1,167,610	1,190,897
	Total Expense	***47,545,359***	***48,266,904***	***49,223,858***
	Capital Expenditure			
1	Local Development	2,576,800	737,226	751,890
2	Management	2,635,266	2,767,228	2,829,821
3	Community Services	1,654,925	584,928	596,636
4	Asset Management	4,899,900	2,589,109	2,640,910
5	Environment	481,050	245,865	250,785
6	Decision Making	0	0	0
	Total Capital	***12,247,941***	***6,924,356***	***7,070,042***
	Net cost	***0***	***0***	***0***

Revenue Policy

Council proposes to raise the following rates in the fiscal year 2003/04:

Ordinary Rate

(a) (i) An Ordinary Rate (Residential) of ***0.20893*** cents in the dollar on all ratable residential land in the Manly.

(ii) An Ordinary Rate (Business) - Manly Business Centre of ***0.81829*** cents in the dollar on all ratable non-residential land within the centre of population defined within the Manly CBD and previously adopted by Council, as delineated on Plan Number 1/280B.

(iii) An Ordinary Rate (Business) of ***0.51390*** cents in the dollar on all ratable non-residential land within Manly other than that land within the centre of population defined in (ii) above.

(b) That in accordance with Section 548 of the Local Government Act, 1993, it is hereby resolved that the minimum amount of the Ordinary Rate that shall be levied in respect of any separate parcel of land, including strata lots and dwellings under company title, be ***$532.52*** for the period 1st July, 2003 to 30th June, 2004.

Special Rate – Manly Town Centre Improvements

(a) That whereas the Council is of the opinion that the provision of on-going and proposed capital and maintenance works, including The Corso upgrade and the Ocean Beachfront and provide services, facilities and activities of specific benefit to the area as delineated on Plan Number 1/280A, are of special benefit to that portion of Manly previously defined and adopted by Council, and whereas Council adopted the Management Plan for 2003/2004 – 2005/2006, incorporating the Estimates of Income and Expenditure for the Manly Town Centre Improvements Programme on 16th June, 2003 for the period 1st July, 2003 to 30th June, 2004, it is hereby resolved that a Special Rate - Manly Business Centre and Ocean Beach Front Improvements of 0.13581 cents in the dollar on the land value of all ratable land as previously defined be now made for the period 1st July, 2003 to 30th June, 2004.

(b) That in accordance with the provisions of Section 548 of the Local Government Act, 1993, it is hereby resolved that no minimum amount of the Special Rate - Manly Town Centre Improvements shall be levied in respect of any separate parcel of land, including strata title lots and dwellings under company title for the period 1st July, 2003 to 30th June, 2004.

Special Rate – Balgowlah Business Centre Improvements

(a) That whereas the Council is of the opinion that the provision of on-going and proposed capital and maintenance works including the off-street car parks in Condamine Street and provide services, facilities and activities of specific benefit to the area and is of special benefit to that portion of Balgowlah delineated on Plan Number 5/005B, and whereas Council adopted the Final Management Plan for 2003/2004- 2005/2006, incorporating the Estimates of Income and Expenditure for the Balgowlah Business Centre Improvements Programme on 16th June, 2003 for the period 1st July, 2003 to 30th June, 2004 it is hereby resolved that a Special Rate - Balgowlah Business Centre Improvements of 0.22844 cents in the dollar on the land value of all ratable land as previously defined be now made for the period 1st July, 2003 to 30th June, 2004.

(b) That in accordance with the provisions of Section 548 of the Local Government Act, 1993, it is hereby resolved that no minimum amount of the Special Rate - Balgowlah Business Centre Improvements shall be levied in respect of any separate parcel of land, including strata title lots and dwellings under company title for the period 1st July, 2003 to 30th June, 2004.

Estimated Yield of the Rates

The estimated Rate yield for 2003/2004 is shown in the following Table:-

2003/2004 Notional Yields & Rate in the Dollar

Rate Type	Category	Rate in the Dollar	Minimum Rate	Notional Yield
Ordinary	Residential	0.20893 cents	$532.52	$14,465,110.64
Ordinary	Manly Business	0.81829 cents	$532.52	$2,595,211.84
Ordinary	Business	0.51390 cents	$532.52	$1,121,274.04
Special	Manly Town Centre Improvements	0.13581 cents	na	$426,606.85
Special	Balgowlah Business Centre Improvements	0.22844 cents	na	$42,520.04
			Total Notional Income:	***$18,650,723.41***

Note: Whilst the total of the proposed yield from the various rates will not change, the actual rate in the dollar will vary between now and the final fixing of the rates on 16th June 2003. The variations will occur as a result of new Strata Title conversions and further valuations received from the Valuer General.

Interest

That Council adopt the maximum interest rate determined by the Minister for Local Government and Co-Operatives each year for rates, domestic waste management services and annual charges levied under Section 611 of the Local Government Act 1993, being ***9.0***% per annum in respect of accrual on a simple basis.

Domestic Waste Management Services

The domestic Waste Management charge be made in accordance with Section 496 of the Act and be determined for 2003/2004 at $240.

Non-rateable land that is used for domestic purposes will be entitled to a waste removal service at an equivalent charge to that set by Council for domestic waste management services.

The 2003/2004 Pricing Policies for goods and services

The Pricing Policies for goods and services provided for 2003/2004 is as follows:

A. General Principles:-

(a) Council will endeavour to apply all pricing policies on an equitable basis.

(b) The "User Pays" principle will, in general, be the basis for the full recovery of costs.

(c) Council reaffirms its Fees and Charges Policy adopted on 24th October 1989, in terms:

"(i) That Council establish all user charges or fees at a level related to the cost of providing works and services.

(ii) That Council automatically revise user charges of fees to adjust for the effects of inflation.

(iii) That Council give consideration to social and economic issues when setting fees and charges.

(iv) That Council set fees for activities, at a level to support a predetermined percentage of direct and indirect costs of the activity."

(d) 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 Policies:-

(a) 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.

(b) The price charged for this good or service is a statutory charge set by regulation.

(c) 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.

(d) 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.

(e) 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.

(h) All prices in the schedule of fees and charges are to be shown net of GST with GST shown separately.

Charge under Section 611 Local Government Act 1993

Council proposes to make a charge under Section 611 Local Government Act, 1993 on the Telecommunications carriers for the use of Public Space for profit associated with their communications distribution networks in accordance with the following formula:-

Total Charge = A + B

where A = all cable component
B = overhead cable component

Component A- All Cables Component = D x E

where D = S dollar amount per km of cables = $350
E = total km length of all cables

Component B - Overhead Cable Component = F x G

where F = $ dollar amount per km of cables = $500
G = total km length of overhead cables

The dollar amount per km is calculated using the following formula:

(P x Q x R)/U = total $ amount

where P = % levy rate to be charged = 10%
Q = $ dollar amount of cost saving per km of overhead cables - $100,000
R = total km length of all cables overhead
U = useful life of cables estimated at 20 years

Further, the income raised by this charge be placed into a separate reserve to provide a Council contribution towards an ongoing strategy to underground all overhead cabling in Manly.

Schedule of Fees and Charges

The current ***Schedule of Fees for the Provision of Services*** be amended in accordance with the Draft Schedule effective (and as may be further amended) from 1st July, 2003 and further:

(a) The estimated income from such fees be incorporated in the Draft Management Plan for the period 1st July 2003 to 30th June 2004.

(b) The operations of the Commercial and Trade Waste Service continue as stated with the aim of providing a reasonable return to Council, whilst maintaining market share.

The amounts for rates proposed to be charged for carrying out works on private land

The rates to be charged by Council for any type of private work are to be competitive with private contractors, but must reflect as far as practicable the fully absorbed cost of the work. If Council cannot be truly competitive in its pricing and not rely on some cross subsidisation, then Council should not put itself into the market unless there are measurable objectives and deadlines which would in a short period make undertaking the work imperative.

6.1 Principal Activities

Manly Council exists to provide the following principal activities in accordance with NSW Local Government Act 1993, within the framework of Council's Management Plan.

1. Local Development

Statement of overall objectives

Manage local services and development to facilitate economic activity based on Ecologically Sustainable Development Principles that improves the lifestyle and employment opportunities for residents.

Program Activities

1.1 Economic Development Program
1.2 Housing and Accommodation Program
1.3 Urban Planning Program
1.4 Transport (Movement) Program
1.5 Visitor and Community Program

2. Management

Statement of overall objectives

To provide leadership and establish priorities and directions to enable the organisation to achieve its mission.

Program Activities

2.1 Finance and Funding Program
2.2 Management Support Program

3. Community Services

Statement of overall objectives

To provide and facilitate a quality range of accessible and equitable social, leisure, recreation and cultural opportunities to maintain the quality of life for the community whilst conserving our diminishing natural resources and reducing our environmental impact.

Program Activities

3.1 Support and Care Program
3.2 Information, Leisure and Culture Program
3.3 Community Infrastructure Program

4. Asset Management

Statement of overall objectives

To create, maintain and dispose assets within a life cycle manner that optimises Council affordability and meets community expectations. This takes into account the principle of sustainability and total value management.

Program Activities

4.1 Infrastructure Management Program
4.2 Property Management Program
4.3 Inventory, Modelling and Contracts Program
4.4 Open Spaces Program

5. Environment

Statement of overall objectives

To protect, manage and enhance the natural and built environment through the integration of Ecologically Sustainability development and total catchment management principles.

Program Activities

5.1 Environmental Protection Program
5.2 Built Environment Program
5.3 Waste and Cleansing Program

6. Government

Statement of overall objectives
To provide open, accountable and democratic government to the community.

Program Activities

6.1 Council and Committees Support Program
6.2 Consultation Program Community

1. Local Development

Activity Description

1.1 Employment Development Program

Key Strategies	*Target Date*	*Division*
1.1.1 Employment and Development Opportunities - Identify development opportunities to maximise local employment having regard to the principles of ecologically sustainable development	Ongoing	Planning & Strategy

Local Development cont...

Performance Targets	***Measure***	***2003/04***	***2004/05***	***2005/06***	***Comments***
Customer Satisfaction Index 1-10	Survey				
Decrease local implementation figures	Statistics	Negative Growth	Negative Growth	Negative Growth	

To achieve Objectives: means and resources	***Current***	***Comments***
In-house Planning & Strategy	***18***	Promotion of Local Employment at any opportunity

Financial Information	***2003/2004***	***2004/2005***	***2005/2006***	***Financial Plan Reference Existing Format***
Income	21,682	22,110	22,540	1.1.1
Expenditure	155,680	158,780	161,920	
Capital	1,100	1,120	1,140	

Local Development cont...

Activity Description

1.2 Housing and Accommodation Program

Key Strategies	*Target Date*	*Division*
1.2.1 Housing Choice and Accommodation - Facilitate the inclusive and equitable provision of a full range of housing stock and accommodation (to be provided by State Government and others) to meet the social needs of all sectors of the Manly community.	Ongoing	Planning & Strategy

Local Development cont...

Performance Targets	*Measure*	*2003/04*	*2004/05*	*2005/06*	*Comments*
Customer Satisfaction Index 1-10	Survey				
Maintain	Survey				
Housing Diversity	Survey				

To achieve Objectives: means and resources	***Current***	***Comments***
Engage Local Housing Officer	Commenced 04/03	2 Year Contract

Financial Information	*2003/2004*	*2004/2005*	*2005/2006*	*Financial Plan Reference Existing Format*
Income	0	0	0	1.2.1
Expenditure	62,534	57,540	58,680	
Capital	0	0	0	

Local Development cont...

Activity Description

1.3 Urban Planning Program

Key Strategies	*Target Date*	*Division*
1.3.1 Planning – Initiate planning projects and action plans consistent with broad community and stakeholders needs/expectations and demands.	Ongoing	Planning & Strategy
1.3.2 Streetscape - Protect and further enhance the high quality streetscape that exists throughout Manly and encourage pedestrian opportunities.	Ongoing	Planning & Strategy
1.3.3 Urban Design - To promote design excellence in public places (spaces), buildings and landscape taking into account the unique qualities of Manly's existing situation.	Ongoing	Planning & Strategy
1.3.4 Manly Town Centre Strategy Maintain and enhance the vitality, presentation and cosmopolitan atmosphere of the Manly Town Centre.	Ongoing	Civic Services

Local Development cont...

Performance Target	*Measure*	*2003/2004*	*2004/2005*	*Comments*
Built environment in harmony with aesthetic ESD, heritage and social amenity principles	Community and peer satisfaction	Ongoing		
Street Tree Replacement Ratio	Trees planted: Trees removed	>110%	>110%	
Quality streetscape encouraging pedestrian usage	Customer satisfaction, less insurance claims	>110%		
Public place outcomes consistent with the unique Manly qualities and budgetary constraints	Community and visitor satisfaction	Ongoing		
Vibrant, safe and commercially viable Town Centre	Community and visitor satisfaction	Ongoing		
Customer Satisfaction Index 1-10				

To achieve Objectives: means and resources	***Current***	***Comments***
Town Centre, Ocean Beach, Urban Design, Town Centre DCP are all well advanced		Implementation as funds permit then ongoing evaluation.

Financial Information	*2003/2004*	*2004/2005*	*2005/2006*	*Financial Plan Reference Existing Format*
Income	174,958	178,410	181,880	1.3.1, 1.3.2, 1.3.3, 1.3.4,
Expenditure	814,699	830,870	847,320	
Capital	8,800	8,960	9,120	

Local Development cont...

Activity Description

1.4 Transport (Movement) Program

Key Strategies	*Target Date*	*Division*
1.4.1 Traffic Management and Road Safety To develop a rolling traffic management and road safety programme taking account of traffic volume and area specific flow and safety requirements to ensure smooth traffic flow and pedestrian safety and convenience.	Ongoing	Planning & Strategy
1.4.2 Improved Local Public Transport Improve local public transport to be much more convenient for local residents.	Ongoing	Planning & Strategy
1.4.3 Transport Planning To provide for the safe movement of all transport modes within existing constraints of the built environment.	Ongoing	Planning & Strategy

Local Development cont...

Performance Targets	*Measure*	*2003/2004*	*2004/2005*	*Comments*
Effective traffic management	Stakeholder & community expectations met. Blackspots eliminated. Accident reduction	Ongoing		
Enhance and improve public transport linkages through lobbying STA and Sydney Ferries	Increased public transport usage, reduction in car ownership	Ongoing		
Initiate and implement Local Area Traffic Management (LATM) and Pedestrian Access Mobility (PAMP)	Accident reduction, increased public transport usage and decreasing car ownership	Ongoing		
Customer Satisfaction Index 1-10				

To achieve Objectives: means and resources	***Current***	*Comments*
Fairlight LATM still unfunded		
Seaforth LATM and Manly PAMP underway		

Financial Information	*2003/2004*	*2004/2005*	*2005/2006*	*Financial Plan Reference Existing Format Existing Format*
Income	1,617,398	1,190,706	1,214,519	1.4.1, 1.4.2, 1.4.3
Expenditure	870,802	887,203	905,868	
Capital	2,561,900	727,146	741,630	

Local Development cont...

Activity Description

1.5 Visitor and Community Program

Key Strategies		*Target Date*	*Division*
1.5.1	***Information Service*** To provide an accessible and customer focussed information centre that provides information and promotes the Manly area and its attractions, to meet the needs of residents, commercial business and visitors.	Ongoing	HS&F
1.5.2	***Events Management*** To encourage, develop and co-ordinate the staging of events to maintain a high Manly profile and attractiveness while demonstrating Manly's commitment to the environment.	Ongoing	HS&F
1.5.3	***Market Development*** To work in partnership with local business and Tourism NSW to promote Manly as a visitor destination to "high spend" low impact target markets.	December 2003	CPSD
1.5.4	***Tourism Management*** Update and review Council's Tourism Management Plan & Policy to ensure environmentally "sustainable" actions are developed for the future.	June 2004	CPSD
1.5.5	***Tourism Cost Benefit Analysis*** Work in partnership with the University of Western Sydney, Waverley and Sutherland Councils in developing a model to undertake a cost benefit / impact analysis of the effects of Tourism on our respective local government areas.	June 2004	CPSD

Local Development cont...

Performance Targets	***Measure***	***2003/04***	***2004/05***	***2005/06***	***Comments***
Numbers utilising Visitor Information Centre	Visitations	800 visitations per day	900 visitations per day	1000 visitations per day	Ongoing service
Delivery of Councils festival and events program	Attendence figures	As per previous years	As per previous years	As per previous years	Ongoing program – resources allocated determine scope and attendances of each event
Development of Manly destination media marketing kit	Satisfaction of stakeholders	70% satisfactio n	N/A	N/a	One off project
Sustainable Tourism Plan and Cost benfit Resarch completed	Actions arising from this work	Council endorseme nt of actions	Actions implement ed	Actions Implement ed	One off Project
Customer Satisfaction Index 1-10	By Survey	7	8	8	

To achieve Objectives: means and resources	***Current***	***Comments***
Staff	7	
Facility – Visitor Information Centre	1	
Plant - vehicle	1	

Financial Information	***2003/2004***	***2004/2005***	***2005/2006***	***Financial Plan Reference Existing Format Existing Format***
Income	527,880	533,200	543,600	1.5.1, 1.5.2, 1.5.3, 1.5.4, 1.5.6
Expenditure	812,622	829,000	845,600	
Capital	5,000	0	0	

2. Management

Activity Description

2.1 Funding and Finance Progam

Key Strategies	Target Date	Division
2.1.1 Rates To levy and collect rates to enable the Council to fund the provision of services and facilities to the community	Annually	Corporate Services
2.1.2 Financial Management To ensure the effective running of the day to day activities of Council by utilising Best Practice for all aspects of Council's financial activities.	Annually	Corporate Services
2.1.3 Budget To develop and maintain an effective budget system that meets the requirements of Councillors, the Local Government Act, Accounting Standards, Community Information and Budget Control for all responsible managers.	Annually	Corporate Services

Management cont...

Performance Targets	***Measure***	***2003/04***	***2004/05***	***2005/06***	***Comments***
Unrestricted current ratio	%	3.0	3.0	3.0	3.09:1 in 2001/02
Debt Service ratio	%	<1.5	<1.5	<1.5	1.53% in 2001/02
Revote	%	<2	<2	<2	14% in 2001/02
Customer Satisfaction Index 1-10					

To achieve Objectives: means and resources	***Current***	***Comments***
Staff	8	

Financial Information	***2003/2004***	***2004/2005***	***2005/2006***	***Financial Plan Reference Existing Format Existing Format***
Income	33,610,625	34,020,723	34,701,010	2.1.1, 2.1.2, 2.1.3
Expenditure	5,991,975	6,111,797	6,234,029	2.1.1, 2.1.2, 2.1.3
Capital Budget	2,487,646	2,642,172	2,676,257	2.1.1, 2.1.2, 2.1.3

Management cont...

Activity Description

2.2 Management Support Program

Key Strategies		*Target Date*	*Division*
2.2.1	***Employee Support*** To ensure Council's workforce is managed, developed, valued, rewarded fairly and equitably in its provision of the highest level of service to the community.	Ongoing	General Managers Unit
2.2.2	***Corporate Development*** To provide ongoing Corporate Planning and prepare and review Council" five year Management Plan, to meet the Council's objective and to improve organisational performance.	Ongoing	Corporate Services
2.2.3	***Customer Service*** To provide an interface between customers and the organisation which provides, promotes and develops Quality Customer Service to meet Council and Community expectations.	Ongoing	General Managers Unit
2.2.4	***Records Management*** Improve decision making through having accurate and accessible information.	Ongoing	Corporate Services
2.2.5	***Information Technology Services*** To maintain, support and development the Information Technology Infrastructure to ensure that Council's information systems are secure, timely information is accessible and helps maximise the organisation's productivity and enhance communication and dissemination of knowledge.	Various	General Managers Unit
2.2.6	***Risk Management*** To implement effective Risk Management and Rehabilitation programs and practices throughout Council for the protection of the community and staff.	December 2003	Corporate Services
2.2.7	***Payroll Management*** Provide a payroll service to the organisation, which ensures accuracy, timeliness and compliance with Award and Agreement Provisions.	Ongoing	General Managers Unit
2.2.8	***Council Office accommodation*** To ensure the adequate provision of office space to meet the requirements and provide the resources required for the provision of quality service by Councillor's and staff to it's residents, business and visitor information.	December 2003	General Managers Unit & Corporate Planning & Strategy

Management cont...

Performance Targets	***Measure***	***2003/04***	***2004/05***	***2005/06***	***Comments***
Employee Support					
Corporate Development	Quarterly reviews reported, Management Plan - exhibition May 2003. Customer Satisfaction Annual Survey Induction sessions quarterly				
Develop the Customer Service and Foyer area to provide quality service	CS area functioning May 2003 Foyer area completed June 2003				
Records Management Implement & train staff in EDMS	Implementation & training completed	9/03	------	-----	
Risk Management Renewal of insurances Conduct a risk audit Manage all internal and external risks	Annual renewal completed Audit completed Ongoing management of risks	8/03 9/03 Reviewed 12/03			
Payroll Management					
Council office accommodation					
e-Business	Implement	July			
PC upgrade	% of total	33%	33%	33%	
Office 2000	Implement	Sept			
Customer Satisfaction Index 1-10					

To achieve Objectives: means and resources	***Current***	***Comments***
Staff IT	4	
Staff Customer Service area	3	

Financial Information	***2003/2004***	***2004/2005***	***2005/2006***	***Financial Plan Reference Existing Format Existing Format***
Income	770,570	785,983	801,610	2.2.1, 2.2.2. 2.2.3, 2.2.4, 2.2.5, 2.2.6, 2.2.7
Expenditure	8,201,701	8,365,545	8,532,672	
Capital	147,620	150,556	153,564	

3. Community Services

Activity Description

3.1 Support and Care Program

Key Strategies	Target Date	Division
3.1.1 Children's Services To provide and facilitate the current level, quality and range of children's services.	Ongoing	Human Services & Facilities
3.1.2 Youth Services To plan and facilitate the provision of a quality range of accessible and equitable youth services.	Ongoing	Human Services & Facilities
3.1.3 Aged and Disability Services To plan ,facilitate and provide a quality range of accessible and equitable aged and disability services including Meals on Wheels.	Ongoing	Human Services & Facilities

Community Services cont...

Performance Targets	***Measure***	***2003/04***	***2004/05***	***2005/06***	***Comments***
Childrens Services Quality Assurance	Accreditation by NCAC	Accreditai on Obtained	Accreditai on Obtained	Accreditai on Obtained	
Demand all services	Utilistaion Rates	Over 70 %	Over 75%	Over 75%	
Customer Satisfaction Index 1-10	Survey	7	8	8	

To achieve Objectives: means and resources	***Current***	***Comments***
Staff	47.5	
Facilities	6	Kangaroo Street Community Centre, Seaforth Community Centre, The Roundhouse Childcare Centre, Ivanhoe Park Pre School, Seaforth Occasional Care Centre, Manly Hospital Food Distribution Centre.
Plant: Vehicle	4	

Financial Information	***2003/2004***	***2004/2005***	***2005/2006***	***Financial Plan Reference Existing Format Existing Format***
Income	3,441,447	2,287,395	2,333,030	3.1.1, 3.1.2, 3.1.3
Expenditure	1,176,657	1,199,965	1,223,569	
Capital	25,500	10,710	10,920	

Community Services cont...

Activity Description

3.2 Information, Leisure and Culture Program

Key Strategies	*Target Date*	*Division*
3.2.1 Library and Information Services Library and information Services with global access serving the recreational, educational and information needs of the community through the provision of books, toys, reference, local studies, special needs and AV collections. Provision of reference and information services including interlibrary loans, internet, public access PCs, community information and programs and events. Participate in Shorelink Library Network.	Ongoing	Human Services & Facilities
3.2.2 Recreation & Leisure To provide and facilitate access to a diverse range of accessible and equitable recreational opportunities: - Operation of Manly Swim Centre - Beach Management Services - Servicing of Manly Playground Committee and Sports Facility Committee - Liaison with local sporting and recreational groups and clubs.	Ongoing	Human Services & Facilities
3.2.3 Culture Operate the Manly art Gallery and Museum providing regular exhibitions, a local artist program, management and conservation of art collection, public art projects and promotions. Contribute to events such as the Manly Arts Festival and Heritage week.	Ongoing	Human Services & Facilities

Community Services cont...

Performance Targets	*Measure*	*2003/04*	*2004/05*	*2005/06*	*Comments*
Usage of programns services and facilities	Library – Circulation Figures, Door Count and Website hits, attendnance at programs and % of same day satifaction of reference enquiries. Hours of public pc / internet use	Trends over time	Trends over time	Trends over time	
Usage of programns services and facilities	Beach services – Report number of prevenative actions	Trends over time			
Usage of programns services and facilities	Swim Centre – attendance figures	Trends over time			
Customer Satisfaction Index 1-10	By survey	7	8	8	

To achieve Objectives: means and resources	***Current***	***Comments***
Staff	42	
Facilities	7	***Manly Library, Balgowlah / Seaforth Library, Art Gallery and Museum, Swim Centre, Surf Clubs,.***
Plant: Vehicles/ Aquatic Craft /Radios/	3/12/8	Vehicles includes two cars and one quadbike. Aquatic Craft includes Jet Ski and rescue paddle boards.
Library Collection	105,000	
Art Collection	3795	Value of collection $6,000,000
Public Access PCs / OPACs	9 / 7	

Financial Information	*2003/2004*	*2004/2005*	*2005/2006*	*Financial Plan Reference Existing Format Existing Format*
Income	1,769,443	1,682,700	1,716,400	3.2.1, 3.2.2, 3.2.3
Expenditure	8,337,566	8,488,615	8,657,466	
Capital	1,424,425	569,118	580,516	

Community Services cont...

Activity Description

3.3 Community Infrastructure Program

Key Strategies		*Target Date*	*Division*
3.3.1	***Community Development*** To facilitate increased involvement of non-government and community organisations in the delivery of high priority social services to the Manly Community.	Ongoing	Human Services & Facilities
3.3.2	***Community Safety*** Ongoing implementation of Community Safety Strategy	Ongoing	Corporate Planning & Strategy
3.3.3	***Ross Street Childcare Centre Operational*** Construction, fit out, licensing for increased numbers and operational within new facility.	October 2003	Human Services & Facilities
3.3.4	Relocation of Meals on Wheels Facility incorporating the redevelopment of Manly Senior Citizens centre. Construction and fit out completed, MOW service relocated and operational, Senior Citizens Centre fully operational for all user groups.	April 2004	Human Services & Facilities & Civic Services

Community Services cont...

Performance Targets	***Measure***	***2003/04***	***2004/05***	***2005/06***	***Comments***
Community Development initiative Achieved consistent with Social Plan	No of targets met	As per social plan recommend ations	As per social plan recomme ndations	As per social plan recommenda tions	
Reduction in identified crime instances	No of incidents	As per Crime Prevention Plan	As per Crime Preventio n Plan	As per Crime Prevention Plan	
Facilities Operational	Timeline met	N/A			
Customer Satisfaction Index 1-10	By survey	7	8	8	

To achieve Objectives: means and resources	***Current***	***Comments***
Staff	2	

Financial Information	***2003/2004***	***2004/2005***	***2005/2006***	***Financial Plan Reference Existing Format Existing Format***
Income	200,000	0	0	3.3.1, 3.3.2
Expenditure	783,535	798,900	814,700	
Capital	205,000	5,100	5,200	

4. Asset Management

Activity Description

4.1 Infrastructure Management Program

Key Strategies	Target Date	Division
4.1.1 *Roads, Cycleways and Footways* To provide and maintain an efficient safe transportation network integrating pedestrians, motorists and cyclists within a safe functioning environment and to encourage the use of mobility options other than the private motor vehicle.	Ongoing	Planning & Strategy
4.1.2 *Drainage/Flooding* To provide and maintain an efficient network of drainage systems which ensure the safety of property and person from the impacts of stormwater run off and floods while taking into account total catchment management and ecologically sustainable development principles. Manage in order to avoid detrimental impact on the environment of stormwater discharging from Council's system.	Ongoing	Planning & Strategy
4.1.3 *Manly Lagoon Management* To manage the lagoon as a natural asset for the benefit of the community, with the objective of returning the water quality to a standard consistent with primary contact and to establish and sustain ecosystem health. Monitor and manage lagoon entrance conditions and flow pipes to open a flood channel across the beach as required.	Ongoing	Planning & Strategy and Civic Services
4.1.4 *Emergency Services* To protect the community's assets where possible from the impact of natural or man-made disasters. In the event of an emergency, to respond and help the community recover from its impact.	Ongoing	Civic Services
4.1.5 *Depot, Store, Plant and Equipment and Fleet Management* To provide plant and equipment support sufficient for Council's operational needs to service the community and to improve the efficiency and effectiveness of fleet management.	Ongoing	Civic Services & CPSD

Asset Management cont...

Performance Targets	*Measure*	*2003/04*	*2004/05*	*2005/06*	*Comments*
Optimise road maintenance funds and improve user amenity	5 year plan of expenditure		Ongoing	Ongoing	
RTA Grant funding	Grant applications for funding.		Ongoing	Ongoing	
Work to minimise the level of pedestrian related accidents (involving (a) footpaths and (b) traffic through development of Road Safety Strategy.	Identify hazards and implement plans of action.		Ongoing	Ongoing	
Enhance and maintain Council's drainage system	Assessment of drainage system.		50%	60%	
Identify known flooding problems	% reduction		0%	5% reduction	
Strategic Footpath Plan	% complete		Ongoing	Ongoing	
Regulation of parking	% complete		Ongoing	Ongoing	
Enhancing safe pedestrian access in local streets.	Investigating hazards.		Fair	Good	
Local area traffic management schemes.	Suvey		Fair	Good	
Customer Satisfaction Index 1-10	Survey		Good	Good	
Cycleway condition survey	Condition rating		Good	Good	
Assessment of Catchments and adequacy of infrastructure.	% complete		100%		
Pavement Condition Index	Condition rating		7		
Footpath trip claim	Number		<20	<10	
Footpath Condition Survey	Condition rating		Fair	Good	
Lagoon opening	Upstream Flooding		0	0	Appropriate and timely intervention to rain events
Emergency Services	Appropriate response to Emergencies		100%	100%	Participation in Local Emergency Management Committee

Asset Management cont...

Performance Targets	*Measure*	*2003/04*	*2004/05*	*2005/06*	*Comments*
Depot Redevelopment	Completion of Depot		100%		
Plant Replacement	Optimum replacement of Plant		Annual schedule	Annual schedule	Review according to Operational requirements
Plant maintenance	According to Service Schedules		100%	100%	
Lagoon Opening	Upstream Flooding	0	0		Appropriate and timely intervention to rain events
Emergency Services	Appropriate response to Emergencies	100%	100%		Participation in Local Emergency Management Committee
Depot Redevelopment	Completion of Depot	100%			
Plant Replacement	Optimum replacement of Plant	Annual Schedule	Annual Schedule		Review according to Operational requirements
Plant Maintenance	According to Service Schedules	100%	100%		

To achieve Objectives: means and resources	***Current***	***Comments***
Risk and Insurance		
Contractors, Civic Services	Variable	
Study to be completed in house.		Special software to be purchased.
Study to produce final report with funding options for 04/05 and beyond.		
Plant: Trucks, Backhoe, Minor Plant		
Risk and Insurance Officer		
Lagoon openings	24hr Call out	1 x Dozer (stored at site)
Emergency Services	1	Contribute to LEMC
Depot Redevelopment		Contract + In house Resources, as required
Plant Replacement	1	
Plant maintenance	4	In House resources

Asset Management cont...

Financial Information	*2003/2004*	*2004/2005*	*2005/2006*	*Financial Plan Reference Existing Format Existing Format*
Income	6,050,121	3,240,591	3,305,275	4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.1.5
Expenditure	2,804,312	2,860,154	2,916,988	
Capital Budget	2,869,850	1,448,211	1,477,225	

Asset Management cont...

Activity Description

4.2 Property Management Program

Key Strategies	*Target Date*	*Division*
4.2.1 Buildings & Facilities To provide and maintain the buildings and facilities under the care and control of Council to meet the operational needs of Council and the lifestyle and recreational needs of the community, while taking into account the principles of ecologically sustainable development and life cycle asset management principles.	Ongoing	Civic Services & Human Facilities Unit
4.2.2 Licenses and Leases Protect the interests of Council and obtain an appropriate return on the use of community assets by individuals, companies and groups.	Ongoing	General Managers Unit
4.2.3 Parking To provide a safe and rational system of parking sufficient for the needs of residents and visitors, for areas of business and for community meeting areas.	Ongoing	Human Facilities Unit
4.2.4 Property Land Management To maintain current of all property which is under the care and control of Council and to provide information to key stakeholders in accordance with Life Cycle Asset Management Requirements.	Ongoing	Corporate Services and CPSD
4.2.5 Land Information and Ownerships To transfer hard copies of plans, maps and information (e.g. community and operational lands), to be stored and retrieved in an electronic platform. This ensures improved effectiveness and efficiency in the management of land information and online ownership searches.	Ongoing	CPSD

Asset Management cont...

Performance Targets	***Measure***	***2003/04***	***2004/05***	***2005/06***	***Comments***
Proposed works completed by target date.	% complete				
Development of maintenance strategy.	Organise maintenance program.	50% complete	100% complete		
Develop a program for scheduled maintenance of facilities.	Regular inspections of facilities	60% complete	100% complete		
Customer Satisfaction Index 1-10	Survey	7	8		
Leases & Licences Schedule completed Issued on time, Insurance current, Invoices issued, ***L G Act, Roads Act, Retail Leases Act, regulations identified and documented linked to each master lease / licence***	Schedule completed Expiry dates met Document prepared & signed off	9/03 Ongoing 7/03			
Customer Satisfaction Index 1-10					
Research & CS survey	Results analysed	12/03			

To achieve Objectives: means and resources	***Current***	***Comments***
Contractors	***Variable***	
Staff	***4***	
Local Studies / strategies		
Leases & Licences officer, and consultant	1.5 .10 consultant	Staff, legal consultant,

Financial Information	***2003/2004***	***2004/2005***	***2005/2006***	***Financial Plan Reference Existing Format Existing Format***
Income	3,111,695	2,944,125	3,002,740	4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.2.5
Expenditure	4,043,148	4,123,820	4,205,278	
Capital	1,012,150	102,660	104,715	

Asset Management cont...

Activity Description

4.3 Inventory, Modelling and Contracts Program

Key Strategies	*Target Date*	*Division*
4.3.1 Total Assets Management Systems (TAMS) To refine and maintain an integrated suite of systems and an optimum capacity satisfying the asset management objectives.	Ongoing	Planning & Strategy

Asset Management cont...

Performance Targets	*Measure*	*2003/2004*	*2004/2005*	*Comments*
Monitor all contracts and set up a database including all details.	% complete	50% complete	100% complete	
Perform Asset Condition Assessment	% complete	100% complete		
Produce Asset Management Plans	% complete	50% complete	50% complete	
Customer Satisfaction Index 1-10	Survey	7	8	

To achieve Objectives: means and resources	***Current***	*Comments*
Surveys to be carried out in house.		
Electronic document system		

Financial Information	*2003/2004*	*2004/2005*	*2005/2006*	*Financial Plan Reference Existing Format Existing Format*
Income	10,200	10,400	10,600	4.3.1
Expenditure	439,423	448,240	457,200	
Capital	0	0	0	

Asset Management cont...

Activity Description

4.4 Open Spaces Program

Key Strategies	*Target Date*	*Division*
4.4.1 Bushland & Diversity To conserve and regenerate bushland and foreshore in recognition of its unique Australian qualities, its value as habitat of flora and fauna under SEPP 19, its visual amenity and passive recreation usage.	Ongoing	Planning & Strategy and Civic Services
4.4.2 Parks & Reserves To protect, maintain and enhance a sustainable open space system to meet community needs for active and passive recreation while taking into account sustainability and stakeholders' requirements.	Ongoing	Civic Services
4.4.3 Urban Amenity Maintain the attractiveness and heritage of civic gardens, plazas and streetscapes and shopping centres throughout the Manly area	Ongoing	Civic Services
4.4.4 Sports Fields & Ovals To provide turf management practices on sports fields which take in to account the principles of Sustainability, and meet the requirements of all user groups and ensure fields are available for special events.	Ongoing	Civic Services
4.4.5 Cemetery To maintain the Manly Cemetery grounds in a condition befitting its historical and social purpose.	Ongoing	Civic Services
4.4.6 Special Environmental Projects To protect, conserve and maintain the natural and built environment and reduce environmental degradation by the provision of sustainable programmes.	Ongoing	CPSD

Asset Management cont...

Performance Targets	*Measure*	*2003/04*	*2004/05*	*2005/06*	*Comments*
	Increase Participation		Additional Group	Additional Group	
Successful implementation of environmental programs.	Completion	100%	100%		
Bushland Education campaign to raise awareness of Bushland Management.	Production and distribution of Bushland Newsletter	Quarterly	Quarterly		
	Public information day	Quarterly	Quarterly		
Decrease in % areas seriously and moderately weed infested.	Maintain bush regeneration program	Monthly	Monthly		
Update of Flora and Fauna Database	Maintain biodiversity	Annual	Annual		
Maintain and manage trees in public areas	Completion of cyclic program.	All precinct areas	All precinct areas.		
Compliance with Tree Preservation Order	Assessment of tree preservation applications	Ongoing	Ongoing		
Replace, upgrade and maintain play equipment in Reserves.	Completion of Playground Improvement Program.	100%	100%		
Maintain passive recreation areas	Completion of cyclic mowing programs	Monthly	Monthly		
Protect and care for Norfolk Island Pines	Completion of annual maintenance program	100%	100%		
Provision of active recreation facilities	Provision of facilities in accordance with seasonal sporting periods.	Summer and Winter sporting season.	Summer and Winter sporting season.		
Monitoring of Energy Australia Tree Trimming	Report	Monthly	Monthly		
Customer Satisfaction Index 1-10	Survey	8	9		
Maintain Manly Cemetery grounds	Completion of cyclic mowing cycles	Monthly	Monthly		

Asset Management cont...

Performance Targets	*Measure*	*2003/04*	*2004/05*	*2005/06*	*Comments*
Successful implementation of environmental programs	Completion	100%	100%		
Implement and maintain Flora and Fauna Database	Maintain biodiversity	Implement database	Annual review		
Parks and Bushland maintenance - Customer Satisfaction Index 1-10	Customer Survey		8.0	8.5	

To achieve Objectives: means and resources	***Current***	*Comments*
Contractors	Variable	
Volunteer Bushcare workers	Variable	
Co-ordinator, Parks and Bushland	1	
Parks Horticulturists	21	
Bushland Regenerators	16	
Plant -		
Trucks	10	Incl. Open trucks and utilities
Minor plan	10	Incl. Mowers, blowers, whipper snippers

Financial Information	*2003/2004*	*2004/2005*	*2005/2006*	*Financial Plan Reference Existing Format Existing Format*
Income	756,000	638,468	651,170	4.4.1, 4.4.2, 4.4.3, 4.4.4, 4.4.5, 4.4.6
Expenditure	1,653,077	1,686,040	1,719,763	
Capital	1,017,900	1,038,238	1,058,970	

Environment

Activity Description

5.1 Environmental Protection Program

Key Strategies		Target Date	Division
5.1.1	***Manly Sustainability Strategy and State of the Environment Reports*** To integrate the principles of ESD & TCM into every facet of Council and Community activity, addressing the global agreement of Agenda 21, the LG Amendment (ESD) Act 1997 and to monitor the state of the Manly Environment and hence Manly's progress towards sustainability.	Completion 2007 • Update MSS Update SoE annually	CPS
5.1.2	***Beaches & Waterways*** To conserve and enhance the natural harbour, lagoons, creeks and ocean foreshore and receiving waters by promoting Environmentally Sustainable Development practices and Total Catchment principles.	ongoing	CPS
5.1.3	***Pollution Control Monitoring*** To arrest the degradation of Council's natural assets by minimising pollution of air, water and soil and rehabilitate the natural ecosystems in order to protect biodiversity and human health.	ongoing	CPS
5.1.4	***Conservation of Natural Resources*** To have consideration for impacts on Council's natural assets through the conservation and efficient use of resources in Manly. To manage human impact of Council's assets by applying the principals of ESD and TCM.	ongoing	CPS
5.1.5	***Regulation*** To protect the environment and health and welfare of citizens through the regulation of various activities whilst meeting Council's statutory obligations.	ongoing	CPS
5.1.6	***Education for Sustainability*** To protect the environment and health and welfare of citizens through the regulation of various activities whilst meeting Council's statutory obligations.	ongoing	CPS
5.1.7	***Manly Environment Centre*** To be Council's specialist sustainability/environmental centre providing a key education service to the community, Council staff, business and schools which evolves to the demands of local sustainability and provides innovative ways to encourage an environmentally active community.	ongoing	CPS

Environment cont...

Performance Targets	*Measure*	*2003/04*	*2004/05*	*Comments*
Successful implementation of environmental programs, Plans of Management / Management Plans guided by the Manly Sustainability Strategy.	Completion of strategies identified within Management Plans, environmental programs.	Various	Various	
Progressive implementation of Manly Sustainability Strategy. Progression of Manly towards sustainability.	Report to Council on progress. Customer satisfaction.	60%	80%	
Implementation of Environment Levy funded programs.	Annual Expenditure of yearly Environment Levy budget.	100%	100%	
Progressive preparation of Environmental Policy & Management Plans.	Plans prepared.	60%	70%	
Review and improve water quality and quantity monitoring of coastal, creeks and estuarine waters.	Monitoring of water quality and quantity. Community satisfaction.	70%	80%	
Implement integrated education, compliance and at-source control stormwater programs to arrest degradation of natural assets.	Water quality monitoring. Community participation. Customer satisfaction.	60%	70%	Build on successful "The Great Estate" and "Seachange" programs.
Reduction of water consumption both in Council facilities and the Community through implementation of the Water Conservation Program.	Data from Sydney Water.	50%	60%	target of a 50% reduction by 2005 on 2000 data.
Reduction of energy use and greenhouse gas emissions both in Council and the Community, including an increase in air quality through the Cities for Climate Protection Program and SEDA's Energy Smart Business Program.	Data from energy suppliers.	50%	70%	Target greenhouse gas reduction of 25% by 2010 based on 1996 data. 2001 data identified that Council had stabilised its own emissions.
Acceptance and implementation of ESD & TCM principles at the Council and Community level through implementation of Council's Education for Sustainability Strategy.	Implementation of Strategy. Benchmark "who cares about the environment" survey.	25% Various	45% various	"Who cares about the environment survey" first undertaken in Manly LGA in 2002.
Manly Environment Centre continues to provide a key education service to Council and the community through providing greater access to the MEC's resources.	Benchmark "who cares about the environment" survey. Customer satisfaction. MEC resources cataloged and accessible from web.	50% of resources cataloged	80% of resources cataloged	
Statutory obligations met.	Customer and regulatory body acceptance			
Customer Satisfaction Index 1-10	Survey	7	8	

Environment cont...

To achieve Objectives: means and resources	***Current***	***Comments***
Staff	6	EFT
Environment Levy funded Staff	3.5	Temporary positions EFT
Contractors, Consultants	Variable	
Mobile & Desk Telephones		
Personal computers etc.		

Financial Information	***2003/2004***	***2004/2005***	***2005/2006***	***Financial Plan Reference Existing Format Existing Format***
Income	527,026	537,594	548,325	5.1.1, 5.1.2, 5.1.3, 5.1.4, 5.1.5 5.1.6,.5.1.7
Expenditure	810,140	826,357	842,915	
Capital	10,950	3,519	3,585	

Environment cont...

Activity Description

5.2 Built Environment Program

Key Strategies	*Target Date*	*Division*
5.2.1 Development & Building Control To consider applications and make recommendations to protect the environment, based on ecologically sustainable development principles, provide for equitable land use, create certainty and provide for public safety and amenity while meeting statutory obligations.	Ongoing	Environmental Services
5.2.2 Heritage Conservation Preserve and protect heritage items of historic, scientific, cultural and social, architectural, natural or aesthetic significance.	Ongoing	Environmental Services

Environment cont...

Performance Targets	*Measure*	*2003/2004*	*2004/2005*	*2005/2006*	*Comments*
Plans which provide for the physical, social and economic well being of the people of Manly while having regard for State Planning Direction.	Quality outcomes in terms of built form, ESD principles, equity, safety and amenity; customer satisfaction.	60%	70%		
Protect historic, scientific, cultural, social, architectural, natural and aesthetically significant items.	Sites / items documented, registered and protected.	60%	70%		
Customer Satisfaction Index 1-10					

To achieve Objectives: means and resources	***Current***	***Comments***
Staff		

Financial Information	*2003/2004*	*2004/2005*	*2005/2006*	*Financial Plan Reference Existing Format Existing Format*
Income	894,407	912,265	930,435	5.2.1, 5.2.2
Expenditure	1,371,715	1,399,288	1,427,332	
Capital	0	0	0	

Environment cont...

Activity Description

5.3 Waste and Cleansing Program

Key Strategies		*Target Date*	*Division*
5.3.1	***Waste*** Minimise material entering the waste stream and dispose of the material appropriately to meet the goal of 60% waste reduction by the year 2000 based on 1990 figures. Work towards a zero waste target, consistent with sound sustainability practice.	Ongoing	Environmental Services
5.3.2	***Recycling*** "Emphasise, promote and service the benefits of the reduce/reuse/recycle principle to maximise the diversion of material from the waste stream".	Ongoing	Environmental Services
5.3.3	***Waste Avoidance Education*** Educate residents, schools, businesses, industry and visitors to avoid reduce, reuse and recycle to assist Council in its commitment to waste separation.	Ongoing	Environmental Services
5.3.4	***Cleansing*** To maintain Manly public places, parklands, reserves, beaches and waterways free of litter and waste material ensuring the principles of Total Catchment and Ecologically Sustainable Development.	Ongoing	Civic Services

Environment cont...

Performance Targets	*Measure*	*2003/2004*	*2004/2005*	*2005/2006*	*Comments*
Reduction in material entering the waste stream.	Monitoring to reduce putresible waste.				
Maximise diversion from the waste stream.	Monitoring to determine amount of recyclables.				
Create waste avoidance ethic in the Manly community.	Monitoring to reduce putresible waste.				
Encourage composting, etc in the home environment.	Monitoring to reduce putresible waste.				
Cleanliness of Facilities meeting standard	%		90%	95%	Includes "Check and Clean" service
Level of Street Cleaning	All Precincts – Street Sweeping Complete		Quarterly	Quarterly	Additional Service provided following storm events
Level of Beach Cleaning - Customer Satisfaction Index (1-10)	Customer Survey		8	8.5	Includes Daily Service (most areas)
Level of Public Conveniences Cleaning – Customer Satisfaction Index (1-10)	Customer Survey		8	8.5	Includes Daily Service
Customer Satisfaction Index 1-10					

To achieve Objectives: means and resources	***Current***	***Comments***
Co-ordinator	1	
Environmental Levy funded staff	3.5	Temporary positions EFT
Contractor, Consultants	Variable	
Mobiles, desk telephones, PC's		
Public Place Cleaning	24.6	Cleansing Team – Enterprise Agreement
Plant -		
Street Sweepers	5	Incl. Road Sweepers, Footpath Sweepers (ride on)
Beach Cleaner	1	Tractor and towed rake
Trucks	6	Incl. Open tippers, van and utilities

Environment cont...

Financial Information	*2003/2004*	*2004/2005*	*2005/2006*	*Financial Plan Reference Existing Format Existing Format*
Income	6,309,849	6,206,591	6,330,766	5.3.1, 5.3.2, 5.3.3, 5.3.4
Expenditure	7,873,218	8,026,181	8,181,661	
Capital	470,100	242,346	247,200	

6. Government

Activity Description

6.1 Council and Communities Support Program

Key Strategies	Target Date	Division
6.1.1 *Information Support* Improve decision making through accurate, timely and accessible information	Ongoing	General Managers Unit
6.1.2 *Council Chambers and Meeting Areas Facilities and Maintenance* Provide and maintain support services and facilities for Council operations for the Town Hall so that Council's functions can be carried out.	Ongoing	Human Services
6.1.3 *Executive Support* Provide executive support to the Mayor and Councillors as required.	Ongoing	General Managers Unit
6.1.4 *Council Support* To provide for a General Election when required, under the Local Government Act 1993, and any necessary Extraordinary Election in between.	As election date is notified	Corporate Services

Government cont...

Performance Targets	*Measure*	*2003/04*	*2004/05*	*2005/06*	*Comments*
Knowledge Management system accessible to all staff	June 2003 50% staff have access and training in system	50% June 50% by September			
Council Chambers & meeting areas					
Executive – To provide efficient & timely delivery of secretarial services and civic events	Through the satisfaction of Councillors and positive community feedback				
Customer Satisfaction Index 1-10	Use of KBS to be reviewed	7.0	7.5	8.5	

To achieve Objectives: means and resources	***Current***	***Comments***
Information Support	All staff	Staff will access Knowledge Management system to provide accurate and timely responses to enquiries.
Council Chambers and Meeting Area	2	Additional - engage catering operator
Executive Support	8	Engage catering operator and Rangers
Council Support for Elections	1	On notification of date of election resources as required will be engaged in the tasks.

Financial Information	*2003/2004*	*2004/2005*	*2005/2006*	*Financial Plan Reference Existing Format Existing Format*
Income	0	0	0	6.1.1, 6.1.2, 6.1.3, 6.1.4
Expenditure	511,828	320,294	326,696	
Capital	0	0	0	

Government cont...

Activity Description

6.2 Consultation Program Community

Key Strategies	*Target Date*	*Division*
6.2.1 Precinct Community Forums Provide and maintain strong communication links between the residents of Manly, Council and Councillor's to assist Council in formulating policies, programs and in their decision making responsibilities.	Ongoing	Corporate Services
6.2.2 Communications and Public Relations To enhance effective communications throughout the Manly Community and support the positive image of Manly Council through all its activities.	Ongoing	General Managers Unit
6.2.3 Public Information Provide the community with information concerning Council affairs to promote Manly Council as being open and accountable.	Ongoing	General Managers Unit

Government cont...

Performance Targets	*Measure*	*2003/04*	*2004/05*	*2005/06*	*Comments*
Precinct Community Forums Monthly distribution & follow up of information, meetings held, minutes received & actioned Training of Precinct representative and Cls Staff	Issues raised, responses forwarded, appropriate actions taken Training provided AGMs conducted	Monthly Bi-annually Annually			
Communications and Public Relations					
Public Information					
Customer Satisfaction Index 1-10	Survey to be conducted				

To achieve Objectives: means and resources	***Current***	*Comments*
Precinct Community Forums	2 job share positions	
Communications & Public Relations	1	
Public Information	1	

Financial Information	*2003/2004*	*2004/2005*	*2005/2006*	*Financial Plan Reference Existing Format Existing Format*
Income	0	0	0	6.2.1, 6.2.2, 6.2.3
Expenditure	830,726	847,316	864,201	
Capital	0	0	0	

7. The Corporate Plan-Operational Framework

The Operational Strategy has two overriding objectives. One is to allocate new major expenditure (and programmes) strategically to achieve the Council's shared vision for the future. The other is to change the focus for "fixed" services to improve service quality and delivery.

The key objectives, programmes and strategies, which make up the Operational side of the Plan are summarised below.

Key Objectives	***Programme***	***Strategies***
1. Local Development Manage local services and development to facilitate economic activity based on Ecologically Sustainable Development Principles that improves the lifestyle and employment opportunities for residents.	1.1 Economic Development Programme	1.1.1 Employment and Development Opportunities
	1.2 Housing & Accommodation Programme	1.2.1 Housing Choice and Accommodation
	1.3 Urban Planning Programme	1.3.1 Planning 1.3.2 Streetscape 1.3.3 Urban Design 1.3.4 Manly Town Centre Strategy
	1.4 Transport (Movement) Programme	1.4.1 Traffic Management and Road Safety 1.4.2 Improved Local Public Transport 1.4.3 Transport Planning
	1.5 Visitor & Community Programme	1.5.1 Information Service 1.5.2 Events Management 1.5.3 Market Development 1.5.4 Product Revitalisation 1.5.5 Tourism Management
2. Management To provide leadership and establish priorities and directions to enable the organisation to achieve its mission.	2.1 Finance and Funding Programme	2.1.1 Rates 2.1.2 Financial Management 2.1.3 Budget
	2.2 Management Support Programme	2.2.1 Employee Support 2.2.2 Corporate Development 2.2.3 Customer Service 2.2.4 Records Management 2.2.5 Information Technology Services 2.2.6 Risk Management 2.2.7 Payroll Management 2.2.8 Council Offices
3. Community Services To provide and facilitate a quality range of accessible and equitable social, leisure, recreation and cultural opportunities to	3.1 Support and Care Programme	3.1.1 Children's Services 3.1.2 Youth Services 3.1.3 Aged Services
	3.2 Information, Leisure and Culture Programme	3.2.1 Library and Information Services 3.2.2 Recreation & Leisure 3.2.3 Culture

Key Objectives	*Programme*	*Strategies*
maintain the quality of life for the community whilst conserving our diminishing natural resources and reducing our environmental impact.	3.3 Community Infrastructure Programme	3.3.1 Community Development 3.3.2 Community Safety
4. Asset Management To create, maintain and dispose assets within a life cycle manner that optimises Council affordability and meets community expectations. This takes into account the principle of sustainability and total value management.	4.1 Infrastructure Management Programme 4.2 Property Management Programme 4.3 Inventory, Modelling & Contracts Programme 4.4 Open Spaces Programme	4.1.1 Roads, Cycleways and Footways 4.1.2. Drainage/Flooding 4.1.3 Manly Lagoon Management 4.1.4. Beach Front Management 4.1.5 Emergency Services 4.1.6 Depot, Store, Plant and Equipment and Fleet Management 4.2.1 Buildings & Facilities 4.2.2 Licenses and Leases 4.2.3 Parking 4.2.4 Property Land Management 4.2.5 Land Information & Ownership 4.3.1 Total Assets Management System (TAMS) 4.4.1 Bushland & Diversity 4.4.2 Parks & Reserves 4.4.3 Urban Amenity 4.4.4 Sports Fields & Ovals
		4.4.5 Cemetery 4.4.6 Special Environmental Projects
5. Environment To protect, manage and enhance the natural and built environment through the integration of Ecologically Sustainable development and total catchment management principles.	5.1. Environmental Protection Programme 5.2 Built Environment Programme 5.3 Waste & Cleansing Programme	5.1.1 Beaches & Waterways 5.1.2 Pollution Control Monitoring 5.1.3 Conservation of Natural Resources 5.1.4 Regulation 5.1.5 Education for Sustainability 5.1.6 Manly Environment Centre 5.1.7 Manly Sustainability Strategy and State of the Environment Reports 5.2.1 Development & Building Control 5.2.2 Heritage Conservation 5.3.1 Waste 5.3.2 Recycling

Key Objectives	*Programme*	*Strategies*
		5.3.3 Waste Avoidance Education 5.3.4 Cleansing
6. Government To provide open, accountable and democratic government to the community.	6.1. Council and Committee Support Programme 6.2 Consultation Programme Community	6.1.1 Information Support 61.2 Council Chambers & Meeting Areas Facilities and Maintenance 6.1.3 Executive Support 61.4 Council Support 6.2.1 Precinct Community Forums 6.2.2 Communications and Public Relations 6.2.3 Public Information

7.1 The Operational Plan Definitions

Manly Council's Divisional titles as they appear in the area of accountability in the Operational Plan:

Corporate Services Division	CSD
Environmental Services Division	ESD
Corporate Planning and Strategy Division	CPSD
Civic Services Unit	CS
Human Services and Facilities Unit	HSF
Office of the General Manager (Unit)	GMU

Other codes used in the Management Plan are:

Manly Sustainability Strategy -	(MSS)
Manly Social Plan -	(MSP)
Cultural & Linguistic Diversity Social Plan	(CALD)

KEY OBJECTIVE

1. Local Development

Manage local services and development to facilitate economic activity based on Ecologically Sustainable Development Principles that improves the lifestyle and employment opportunities for residents.

1.1 Economic Development Programme

Goal

To facilitate ongoing development of Manly within the principles of ecological sustainable development as a key resort, retail and business centre to ensure the long term growth of employment and business opportunities whilst balancing the interests of the community and natural environment at large.

Strategies and Key Actions

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
CPSD	Investigate development opportunities of Council-owned land to maximise use for the benefit of the Manly community and the environment.	In-House Service Prov.	Funded 2003/04
	Investigate opportunities for Commonwealth and State government economic funding for infrastructure and capital projects.	In-House Service Prov.	Funded 2003/04
	Encourage local employment opportunities.	In-House Service Prov.	Funded 2003/04

1.1.1 Employment and Development Opportunities

Identify development opportunities to maximise local employment having regard to the principles of ecologically sustainable development.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
CPSD	Provide Planning Controls and Land Use Management processes which will have regard to sound planning principles and community opinion & provide opportunities in Manly for quality retail & restaurants and environmentally friendly industrial business.	In-House Service Prov.	Funded 2003/04

	Enhancements to Recurrent Services	Target Date	Funding
1.1.1.1 CPSD	Evaluate Surplus and underutilised Council owned lands (see also 4.2.4):		
1.1.1.2 Corporate Services	Ethel Street Occasional Care Centre – Development/Sale Strategy (see also 1.2).	December 2004	Funded 2003/04
1.1.1.3	Griffiths Street, Balgowlah	June 2004	Funded 2003/04
1.1.1.4	Kitchener Street, Balgowlah	June 2004	Funded 2003/04

1.2 Housing & Accommodation Programme

Goal

To facilitate the provision of a wide range of sustainable housing choice within Manly for permanent and casual accommodation for all sectors of the population.

Strategies and Key Actions

1.2.1 Housing Choice and Accommodation

Facilitate the inclusive and equitable provision of a full range of housing stock and accommodation (to be provided by State Government and others) to meet the social needs of all sectors of the Manly community.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to strive to:		
	Provide a range of affordable housing.	In-House Service Prov.	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
1.2.1.1 HSF & CPS	Continue to liaise with Department of Housing and other key stakeholders to realise opportunities for partnerships in the provision of affordable housing in Manly. (MSP) DA's have been approved for 4 + 2 dwellings. 33 dwellings achieved. Still seeking 19 more to reach total of 52. Continue to seek opportunities. Continue to liaise with Department of Housing and other key stakeholders to realise opportunities for partnerships in the provision of affordable housing in Manly. (MSP)	Ongoing	Funded 2003/04
1.2.1.2	DUAP/RTA surplus land release of Seaforth land. 116 lots to be developed.	Ongoing	Funded 2003/04
1.2.1.3	DUAP/ RTA surplus land release of Seaforth land. 116 lots to be developed.	Ongoing	Funded 2003/04
HSF & CPS	Continue to participate in the Northern Beaches Affordable Steering Committee to manage the Local Government Housing initiatives program conjunction with DUAP and Department of Housing. A Regional Housing Officer, funded jointly with Warringah Council and State Government to be employed for 1 year to pursue housing initiatives. Continue to participate in the Northern Beaches Affordable Housing Steering Committee.	Ongoing	Funded 2003/04

	Enhancements to Recurrent Services	Target Date	Funding
1.2.1.4 CPS	To develop and implement a Regional Housing Strategy as part of the Manly and Warringah Local Government Housing Initiatives Program	April 2005	Funded 2003/04
1.2.1.5 CPS	To investigate the need for emergency housing	In-House Service Prov.	Funded 2003/04

1.3 Urban Planning Programme

Goal

The ongoing strategic planning of Manly to ensure its continuation as a unique and self reliant area offering its community and visitors quality accommodation education, commercial and leisure opportunities for a safe and rewarding lifestyle.

Strategies and Key Actions

1.3.1 Planning

Initiate planning projects and action plans consistent with broad community and stakeholders needs/expectations and demands.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
CPSD	We will continue support for:		
	Regular examination of Land Use Controls and Planning documents	In-House Service Prov.	Funded 2003/04
	Improved design of buildings and development; the annual Civic Design Awards, including an environmentally sustainable category.	In-House Service Prov.	Funded 2003/04
	Providing/managing car parking and applying parking controls to meet expectations of residents and visitors whilst recognising limits and need for pedestrianisation and alternative transport systems.	In-House Service Prov.	Funded 2003/04
1.3.1.1 CPSD	Progressively implement the Ocean Beach Stage 4 Improvements within the limit of available funds and government grants.	June 2004	Budget Bid 2003/04
1.3.1.2 (L) CPSD	Progressively prepare sustainable individual Plans of Management for Community Land on a priority basis.	Ongoing	Funded 2003/04

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
1.3.1.3 CPSD	Seek the protection of the whole North Head by the use of comprehensive planning studies and controls which take in to account the Section 22 committee report and endangered wildlife (includes, National Park; School of Artillery and Museum, Quarantine Station and St Patrick's Estate).	In-House Service Provider	Funded 2003/04
1.3.1.4 CSPD	Council continue to seek recognition of North Head as a single entity for statutory and strategic planning of these sites.	In-House Service Provider	Funded 2003/04

1.3.1.5 CSPD	Council continue to seek recognition of North Head as a single entity for statutory and strategic planning of these sites. Council to pursue Manly hospital services and the North Head Sewage Treatment Plan as significant statutory and strategic planning issues involving State Government. (See 3.3.1. Area Health Services).	In-House Service Provider	Funded 2003/04

Corp. Plan No. Account-ability	*Referred for future Consideration*	*Service Provision Type*	*Funding*
1.3.1.6 CPSD	Undertake audit of unmade roads; consult with D.L.W.C. – closure and rezoning for open space. (MSS ref. B1.5).	In-House Service Provider	Unfunded

Strategies and Key Actions

1.3.2 Streetscape

Protect and further enhance the high quality streetscape that exists throughout Manly and encourage pedestrian opportunities.

We will continue to provide for:

SDBD	Improved landscape, streetscape and urban design.	In-House Service Prov.	Funded 2003/04

	Enhancements to Recurrent Services	**Target Date**	**Funding**
1.3.2.1 CPSD	Implement a Streetscape Master Plan and Landscape Management Plan to guide Council's progressive upgrading of public streets and spaces.	Ongoing	Budget Bid 2003/04
1.3.2.2 CPSD	Implement designs prepared by consultants for improvements to shopping centres.	June 2004	Funded 2003/04

1.3.3 Urban Design

To promote design excellence in public places (spaces), buildings and landscape taking into account the unique qualities of Manly's existing situation.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
	Provide a high standard of urban, architectural, landscape and engineering design throughout the Manly area.	In-House Service Prov.	Funded 2003/04

	Enhancements to Recurrent Services	**Target Date**	**Funding**
1.3.3.1 CPSD	Implement the Town Centre Urban Design Study.	Ongoing	Funded 2003/04
1.3.3.2 CPSD	Implement the Balgowlah Town Centre – Urban Design Plan and report on future funding and construction Programme.	Ongoing	Funded 2003/04
1.3.3.3 CPSD	Improve road safety by preparing LATM's plans for Seaforth and adopt an Implementation Programme for future funding.	Ongoing	Budget Bid 2003/04

1.3.3.4 CPSD	Road re-alignment – Footpaths. Design of document utilisation of road widening schemes throughout Manly recognising aesthetic and pedestrian/ vehicular traffic flows.	June 2004	Budget Bid 2003/04

1.3.4 Manly Town Centre Strategy

Maintain and enhance the vitality, presentation and cosmopolitan atmosphere of the Manly Town Centre.

	Enhancements to Recurrent Services	Target Date	Funding
1.3.4.1 CPSD	Finalise the design and document improvements to The Corso, Beachfront, Market Lane.	June 2004	Funded 2003/04
1.3.4.2 CPSD	Finalise the design concept for the Manly Council Chambers Forecourt, Town Square to Darley Road, Manly.	June 2004	Unfunded

1.4 Transport (Movement) Programme

Goal

To provide the Manly community and visitors with a high quality, safe, efficient and well maintained range of transport opportunities and improved air quality while reducing Greenhouse gas emissions.

Strategies and Key Actions

1.4.1 Traffic Management and Road Safety

To develop a rolling traffic management and road safety programme taking account of traffic volume and area specific flow and safety requirements to ensure smooth traffic flow and pedestrian safety and convenience.

	Enhancements to Recurrent Services	Target Date	Funding
1.4.1.1 CPSD	Develop a traffic management and road safety programme in consultation with the community stakeholders and traffic committee.	ongoing	Budget 2003/04

1.4.2 Improved Local Public Transport

Improve local public transport to be much more convenient for local residents.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to investigate ways for:		
	Improving access into and out of the Manly Town Centre including establishing a network of bicycle paths. (MSP)	As Facilitator & Advocate	Funded 2003/04
	For improving local public transport; (see 1.4.2.2).	As Facilitator & Advocate	Funded 2003/04

1.4.3 Transport Planning

To provide for the safe movement of all transport modes within existing constraints of the built environment.

	We will continue to:		
	Plan for effective traffic management throughout Manly and determine local traffic matters through the Manly Traffic Committee.	In-House Service Prov.	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
1.4.3.1 CPSD	Implement the Manly Town Square in accordance with the Manly Town Centre Strategy and traffic Study.	June 2004	Unfunded
1.4.3.2 CPSD	Pursue transport improvements and implementing of SHOROC Councils short and long term goals and actions.	June 2004	Funded 2003/04
1.4.3.3 CPSD & HSF unit	Commence a study on pedestrian access and mobility plan (PAMP) to improve and enhance pedestrian access.	June 2004	Budget Bid 2003/04
1.4.3.4 CPSD	Pursue traffic improvements consistent with the Traffic Ring Road formed by Wentworth, East Esplanade, Belgrave Street, Raglan and North & South Steyne.	June 2004	Budget Bid 200304

1.5 Visitor and Community Programme

Goal

To manage tourism in Manly which enhances the economic and employment opportunities for the benefit of the community and to recognise that the natural environment, culture and heritage are critical to sustainable tourism for the enjoyment of both residents and visitors.

Strategies and Key Actions

1.5.1 Information Service

To provide an accessible and customer focussed information centre that provides information and promotes the Manly area and its attractions, to meet the needs of residents, commercial business and visitors.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
H S & F	Operate a customer focused Visitor Information Centre for visitors and residents promoting Manly's attractions and cultural venues and activities.	In-House Service Prov.	Funded 2003/04
H S & F	Promote Manly by preparing and distributing quality guide maps and brochures and other promotional materials and contributing to the development of quality local interpretative information. (MSP)	In-House Service Prov.	Funded 2003/04
H S & F	Continue to investigate the provision of a more holistic and consistent range of information to Manly visitors and residents maximizing the use of Information Technology. (MSP)	In-house Service Prov.	Funded 2003/04

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
H S & F	Provide information on Manly's attractions and cultural venues and activities through: • The preparation of quality maps and brochures and other promotional materials. • Contributing to the development of quality local interpretative information. • Maximising the use of information technology • Continue to develop Tourism Website.	In-House Service Prov.	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
1.5.1.1 CPSD H S & F	Further development of Council's communication strategy to provide co-ordinated approach to information provision. (MSP) Review adequacy	Ongoing	Funded 2003/04

1.5.2 Events Management

To encourage, develop and co-ordinate the staging of events to maintain a high Manly profile and attractiveness while demonstrating Manly's commitment to the environment.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to.		
HS & F	Manage events including: Food and Wine Festival, Jazz Festival, Community Entertainment and Special events such as the Gurringai Festival (MSP)	In-House Service Prov.	Funded 2003/04
HS & F	Co-ordinate approvals for events staged in Manly by outside providers.	In-House Service Prov.	Funded 2003/04
HS & F	Seek Sponsorship for conduct/ marketing of events.	In-House Service Prov.	Funded 2003/04
HS & F	Evaluate the conduct of all events and major festivals and report to the Manly Visitor & Community Board.	In-House Service Prov.	Funded 2003/04
CPSD	Seek additional outside capital and operational funding through State/Federal Departments.	In-House Service Prov.	Funded 2003/04

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
CPSD	To develop strategies to effectively manage Tourism thereby reducing the negative impacts tourism has on the community, infrastructure, environment and business.		
HS & F & Corporate Services	Review all of Council's event fees for events held in Manly and in particular, for the use of the specific beach zones. Continue an annual review of all event fees and approval processes.	Ongoing	Funded 2003/04

1.5.3 Market Development

CPSD
HS & F

To explore niche development opportunities in the areas of eco-tourism and cultural tourism.

1.5.5.1 CPSD	Establish & maintain ongoing collaborative networks with the business community.	Ongoing	2003/04

	Enhancements to Recurrent Services	Target Date	Funding
1.5.3.2 H S & F	Investigate the development of a promotion of "Ecologically Sustainable Tourism" in Manly by data collection, analysis, inclusion in policy, programmes and publications.	Ongoing	Funded 2003/04

1.5.4 Product Revitalisation

To focus on achieving a standard of excellence in the overall presentation and character of Manly, in terms of facilities, the built environment and the nature experiences, which are equally attractive to residents and visitors.

1.5.5 Tourism Management

	Enhancements to Recurrent Services	Target Date	Funding
1.5.5.1 HS & F	Review Council's Tourism Management Plan & Policy.	June 2004	Funded 2003/04
1.5.5.2 HS & F	Develop an Action Plan to implement the outcomes of the Tourism Workshop held on 13 March 2001. Completed.	Ongoing	2003/04

1.5.6 Tourism Industry Promotion

To develop a promotional program for residents and business to garner greater recognition of the role of the tourism industry in maintaining economic sustainability.

KEY OBJECTIVE

2. *Management*

To provide leadership and establish priorities and directions to enable the organisation to achieve its mission of serving Manly Council and stakeholders

2.1 Finance and Funding Programme

Goal

To ensure the Council maximises the opportunities to generate income from all available sources and allocates the funds in the most effective manner to enable Council to achieve its five year Management Plan.

Strategies and Key Actions

2.1.1 Rates

To levy and collect rates to enable the Council to fund the provision of services and facilities to the community.

	Enhancements to Recurrent Services	Target Date	Funding
2.1.1.1	Implement E-Service for rate payers to pay rates via the internet.	July 2003	Funded 2003/04

2.1.2 Financial Management

To ensure the effective running of the day to day activities of Council by utilising Best Practice for all aspects of Council's financial activities.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to provide:		
Corporate Services	Invest surplus funds to ensure optimum returns within the limits of risk determined under the Local Government Act.	In-House Service Prov.	Funded 2003/04
Corporate Services	Accurate and timely information to assist with planning and decision making for current and future budgets.	In-House Service Prov.	Funded 2003/4
	Enhancements to Recurrent Services	**Target Date**	**Funding**
2.1.2.1 Corporate Services	Annually review pricing policies to ensure accurate costing of each product and service provided by Council with allocation of real costs.	February 2004	Funded 2003/04

2.1.3 Budget

To develop and maintain an effective budget system that meets the requirements of Councillors, the Local Government Act, Accounting Standards, Community Information and Budget Control for all responsible managers.

Corp. Plan No. Account-ability	Maintain Recurrent Services	Service Provision Type	Funding
	We will continue to:		
Corporate Services	Develop and review the Annual Budget and forward budget estimates in a timely manner in co-operation with the elected Councillors.	In-House Service Prov.	Funded 2003/04
Corporate Services	Review actual Income and Expenditure and Cash Flows against the adopted budget at least quarterly throughout the year.	In-House Service Prov.	Funded 2003/04
Corporate Services	Ensure that up to date budget and management information is continuously available to Council.	In-House Service Prov.	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
2.1.3.1. Corporate Services	Continue to implement training programmes for the use of enhanced management reporting; techniques in budgeting and costing	Continuous	Funded 2003/04

2.2 Management Support Programme

Goal

To ensure Council has the Organisational structures and resources, which improve performance and ensure provision of quality services.

Strategies and Key Actions

2.2.1 Employee Support

To ensure Council's workforce is managed, developed, valued and rewarded fairly and equitably in its provision of the highest level of service to the community.

Corp. Plan No. Account-ability	Maintain Recurrent Services	Service Provision Type	Funding
	We will continue to:		
GM's Unit	Provide an open staff recruitment and selection programme based on merit principles.	In-House Service Prov.	Funded 2003/04
GM's Unit	Maintain Position Specifications	In-House Service Prov.	Funded 2003/04
GM's Unit	Provide Staff Training and a Staff Development programme with recognition of ecologically sustainable principles.	In-House Service Prov.	Funded 2003/04
Corp. Plan No. Account-ability	**Maintain Recurrent Services**	**Service Provision Type**	**Funding**
GM's Unit	Maintain Human Resources System.	In-House Service Prov.	Funded 2003/04
GM's Unit	Maintain Staff Policy and Procedures Registers.		

	Enhancements to Recurrent Services	Target Date	Funding
2.2.1.1.	Review personnel management systems as ongoing practice.	June 2004	Funded 2003/04
2.2.1.2	Conduct Workplace Surveys to achieve Work place Improvements with an Independent Research Consultant to achieve workplace achievements.	Ongoing	Funded 2003/04

2.2.2 Corporate Development

To provide ongoing Corporate Planning and prepare and review Council's five year Management Plan, to meet the council's objectives and to improve organisational performance.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
General Managers Unit	Co-ordinate the timely review and preparation of Councils Annual Corporate Plan and five year Management Plan.	In-House Service Prov.	Funded 2003/04
General Managers Unit	Co-ordinate progressive evaluation and quarterly reporting of achievements against the Management Plan.	In-House Service Prov.	Funded 2003/04

	Enhancements to Recurrent Services	Target Date	Funding
2.2.2.1	Progressively implement a Quality Work Programme for all Manly Council staff.	June 2004	Funded 2003/04

2.2.3 Customer Service

To provide an interface between customers and the organisation which provides, promotes and develops Quality Customer Service to met Council and Community expectations.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
General Managers Unit	Implement a regular random follow up of customers to establish the degree of satisfaction with Council Service.	In House Service Prov	Funded 2003/04
General Managers Unit	Review policy and procedures to manage requests, compliments and complaints received by Council to improve Customer Service and ensure follow-up action and corrective procedures for their resolution.	In House Service Prov	Funded 2003/04
General Managers Unit	Provide a Customer Service Centre that meets the needs of ratepayers, residents and visitors in relation to the services provided by Council.	In-House Service Prov.	Funded 2003/04

	Enhancements to Recurrent Services	Target Date	Funding
2.2.3.1 Civic Services	Continue to provide information to Real Estate Agents on behalf of Council to new residents/tenants to raise awareness of Waste and recycling procedures and schedules.	In house	Funded 2003/04

2.2.4 Records Management

Improve decision making through having accurate and accessible information.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
General Managers Unit & Corporate Services	Provide an effective and efficient system for the storage, retrieval and distribution of records/ information.	In-House Service Prov.	Funded 2003/04
General Managers Unit & Corporate Services	Provide an archival storage of information and documents to satisfy legal requirements and for historical purposes.	In-House Service Prov.	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
2.2.4.1 General Managers Unit & Corporate Services	Implement an Electronic Document Management system capable of managing the needs of the organisation over the next 10 years.	July 2003 Ongoing	Funded 2003/04

2.2.5 Information Technology Services

To maintain, support and development the Information Technology Infrastructure to ensure that Council's information systems are secure, timely information is accessible and helps maximise the organisation's productivity and enhance communication and dissemination of knowledge.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
General Managers Unit	Ensure the Network Infrastructure for the organisation is functioning effectively through the use of the latest IT technology, maximising potential benefits whilst remaining within the budget allocation.	In-House Service Prov.	Funded 2003/04
General Managers Unit	Provide an effective support to users in line with upgrades of the Information Technology System.	In-House Service Prov.	Funded 2003/04

General Managers Unit	Train internal IT support staff to ensure high quality service and support, to all IT users.	In-house Service Prov.	Funded 2003/04

	Enhancements to Recurrent Services	Target Date	Funding
2.2.5.1 General Managers Unit	Upgrade Council's Computer Operating System from Office 97 to Office 2002	June 2004	Budget Bid
2.2.5.2 General Managers Unit	Further replacement of out-dated work stations and upgrade core server environment to Windows 2000 backbone with active directories	December 2003	Funded 2003/04
2.2.5.3 General Managers Unit	Intersite contectivity upgrade.	June 2004	Budget Bids

2.2.6 Risk Management

To implement effective Risk Management and Rehabilitation programmes and practices throughout Council for the protection of the community and staff.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
CPSD & CSD	Manage Councils exposure to public risk during the performance of capital and maintenance works.	In house	Funded 2003/04
Corporate Services	Protect Council's resources and assets by managing risks associated with the running of its business.	In house	Funded 2003/04
CSD	Ensure that all employees subject to Worker's Compensation Claims are promptly rehabilitated back to the workforce. Undertake quarterly workplace inspections.	In-House Service Prov.	Funded 2003/04

2.2.7 Payroll Management

Provide a payroll service to the organisation, which ensures accuracy, timeliness and compliance with Award and Agreement Provisions.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
General Managers Unit	Produce a weekly payroll for staff	In-House Service Prov.	Funded 2003/04

General Managers Unit	Maintain accurate computer and manual payroll records including earnings and group certificate at taxation year end.	In-House Service Prov.	Funded 2003/04

2.2.8 Council Offices

To ensure the adequate provision of office space to meet the requirements and provide the resources required for the provision of quality service by Councillors and staff to its residents, business and visitor community.

	Enhancements to Recurrent Services	Target Date	Funding
2.2.8.1 CPSD	Implement and resource the Council Offices to ensure the provision of suitable and work friendly office space to enable quality service provision by staff and Councillors to the customers of Council.	September 2003	Funded 2003/04

KEY OBJECTIVE

3. Community Services

To provide and facilitate a quality range of accessible and equitable social, leisure, recreation and cultural opportunities to maintain the quality of life for the community whilst conserving our diminishing natural resources and reducing our environmental impact.

3.1 Support and Care Programme

Goal

To provide and facilitate a quality range of accessible and equitable services that comply with government standards and licensing requirements**.**

Strategies and Key Actions

3.1.1 Children's Services

To provide and facilitate a quality range of children's services.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
HS&F	We will continue to: Provide and facilitate a wide range of child care and children's services.		
	Occasional Care Services:		
HS&F	Seaforth Child Care Centre.	In-House Service Prov.	Funded 2003/4
	Pre-School Kindergartens:		
HS&F	Kangaroo Street Pre-School.	In-House Service Prov.	Funded 2003/4
HS&F	Ivanhoe Park Pre-School.	In-House Service Prov.	Funded 2003/4
HS&F & Corporate Services	Bligh Park Pre-School (facilitated).	Leased to & operated by K.U.(NSW)	Funded 2003/4
HS&F & Corporate Services	SCECGS North Harbour (facilitated).	Leased to and operated by SCECGS Redlands	

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
HS&F	**Long Day Care Services:**		
HS&F	Roundhouse Childcare Centre.	In-House Service Prov.	Funded 2003/4
HS&F	**Family Day Care Services:**		
	Manly Family Day Care.	In-House Service Prov.	Funded 2003/4

HS&F	**Out of School Hours Services:**		
HS&F	Manly Before and After School Care.	In-House Service Prov.	Funded 2003/4
HS&F	Seaforth Before and After School Care.	In-House Service Prov.	Funded 2003/4
HS&F	Vacation Care.	In-House Service Prov.	Funded 2003/4
HS&F	**Immunisation Programmes:**		
HS&F	Babies and Children's Immunisation.	Outsourced	Funded 2003/4
HS&F	Staff Immunisation.	Outsourced	Funded 2003/4
HS&F	**Early Childhood Health Centres Services:**		
HS&F	Manly Early Childhood Health Centre	Outsourced	
HS&F	Balgowlah Early Childhood Health Centre.	Outsourced	
HS&F	Children's Playgrounds	In-House Service Prov.	Funded 2003/4
	Special Needs:		
HS&F	Integration and Resource Team.	Outsourced	Funded 2003/4
			Funded 2003/4

	Enhancements to Recurrent Services	Target Date	Funding
3.1.1.1 HS&F	Develop a co-ordinated approach across the Manly/Warringah peninsula for the delivery of Children's Services. (MSP)	Inhouse service	Funded 2003/4
3.1.1.2 HS&F	Complete the construction and commence operations of a 30 place ChildcareCare Centre on the Ross Street site to address the current demand for 0-3 year old childcare in the Manly area.. (MSP)	June 2003	Funded 2003/4

3.1.2 Youth Services

To plan and facilitate the provision of a quality range of accessible and equitable youth services.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to provide:		
HS&F	Youth Council Administrative Support.	In-House Service Prov.	Funded 2003/4
HS&F	Youth Services and Family Counselling.	In-House Service Prov.	Funded 2003/4
HS&F	Clearway Youth Club.	In-House Service Prov.	Funded 2003/4
HS&F	Adolescent and Family Counsellor Programme.	In-House Service Prov.	Funded 2003/4

HS&F	Helping Early Leavers Programme (HELP).	In-House Service Prov.	Funded 2003/4
HS&F	Club Friday.	In-House Service Prov.	Funded 2003/4
HS&F	Kangaroo Rock Concerts.	In-House Service Prov.	Funded 2003/4
HS&F	Youth week.	In-House Service Prov.	Funded 2003/4
HS&F	Continue to pursue and work with SHOROC to identify new funding opportunities for Youth Services.	In-House Service Prov.	Funded 2003/4

3.1.3 Aged Services

To plan and facilitate the provision of a quality range of accessible and equitable aged and disability services.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
	We will continue to provide accessible and equitable facilities and services to the aged: -		
HS&F	Learning and Leisure Programme.	Outsourced Service	Funded 2003/4
H S & F	Seniors Week.	In-House Service Prov.	Funded 2003/4
HS&F	Flexible food services including the Manly Meals-on-Wheels Service.	In-House Service Prov.	Funded 2003/4
HS&F	Information and support to local aged services.	In-House Service Prov.	Funded 2003/4
HS&F	Manly Senior Citizens Centre.	In-House Service Prov.	Funded 2003/4
	Enhancements to Recurrent Services	**Target Date**	**Funding**
3.1.3.1 HS&F	Relocate Manly Meals on Wheels through the construction and redevelopment of Manly Senior Citizens Centre	June 2003	Funded 2003/4

3.2 Information, Leisure and Culture Programme

Goal

Contribute to the well being and health of individuals and to promote quality of life through the enhancement of accessible and equitable educational, cultural and leisure time opportunities.

Strategies and Key Actions

3.2.1 Library and Information Services

To create a library that is a global information gateway, that includes local educational, environmental, recreational and cultural foci gained through its resources and services.

Corp. Plan No. Account-ability	Maintain Recurrent Services	Service Provision Type	Funding
	We will continue to provide:		
HS&F	Library and information services including public access computer facilities, talking books, toys, local history, reference, interlibrary loans and home delivery service.	In-House Service Prov.	Funded 2003/4
HS&F	Technical Support Services (including the acquisition, cataloguing and preparation of resources for use by patrons, the support of the libraries computerised databases and circulation scheme and management and maintenance of the library equipment).	In-House Service Prov.	Funded 2003/4
HS&F	Participate in the Shorelink Library Computer Network Lending Services	Outsourced Service	Funded 2003/4
HS&F	General reference and Information Services (including inter-library loans, Internet searches, community education in the use of the library services and resources).	In-House Service Prov.	Funded 2003/4
HS&F	Local studies (including the acquisition, organisation and guidance as to the use of the local studies collection).	In-House Service Prov.	Funded 2003/4
HS&F	Community Information (including the maintenance of Manly's website and the updating of community databases).	In-House Service Prov.	Funded 2003/4

Corp. Plan No. Account-ability	Maintain Recurrent Services	Service Provision Type	Funding
HS&F	HSC Student Support Programme.	In-House Service Prov.	Funded 2003/4
HS&F	A Special Needs Collection for patrons who are disadvantaged (including: in acquiring literacy skills including children's, adult literacy resources, collections for the hearing and sight impaired).	In-House Service Prov.	Funded 2003/4
HS&F	Community Language Collections (provided through the State Library of NSW Multi-Cultural Service).	In-House Service Prov.	Funded 2003/4
HS&F	Executive information service for Senior Council Staff	In-House Service Prov	Funded 2003/4
HS&F	Public Access to Library Information Technology media.	In-House Service Prov.	Funded 2003/4
HS&F	Cultural and Promotional Programmes and Events (including authors talks, Book Week, Library Week, etc).	In-House Service Prov.	Funded 2003/4

	Enhancements to Recurrent Services	Target Date	Funding
3.2.1.1	Further Develop Councils Corporate Library service including access by staff and members of the public to electronic databases / formats.	Ongoing	Funded 2003/4

3.2.2 Recreation and Leisure

To provide and facilitate access to a diverse range of accessible and equitable recreational opportunities enabling people to improve their quality of leisure time, appreciation and understanding of local history and natural environment

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to provide:		
HS&F	**Beach Management Services** including surf rescue, dog control and the regulation of surf craft.	In-House Service Prov.	Funded 2003/4
HS&F	Management of SLSC Incentive Scheme to provide assistance with weekend beach patrols.	CSO, leased premises & outsourced service.	Funded 2003/4
HS&F	Beach events supervision, including liaison with event organisers and crowd control.	In-House Service Prov.	Funded 2003/4
HS&F	Manly Andrew Boy Charlton Swim Centre Management including the provision of a community based swim facility.	In-House Service Prov.	Funded 2003/4
HS&F	Learn to Swim and competitive swim programmes, water sports including water polo, scuba, and aqua aerobics.	Outsourced	Funded 2003/4
	Sport and Leisure Facilities:		
HS&F	Community Mini-bus, Cycleways, Skateboard & Basketball facilities, Walkways, Harbour & Beach Pools, Public Halls, Community and Youth Centres.	In-House Service Prov.	Funded 2003/4
	Bowling Clubs, Tennis Courts, Golf Courses, Croquet Clubs.	Outsourced	Funded 2003/4
CSPD	Service the Manly Sports Facilities Committee.	In-House Service Prov.	Funded 2003/4
CSPD	Service the Manly Playground Management Committee.	In-House Service Prov.	Funded 2003/4

3.2.3 Culture

To provide visitors and the community with a culturally diverse range services thereby allowing for long term opportunities for the public to access Australian culture at its best.
To implement the guiding principles of the Cultural Policy

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
HS&F	**Provide and operate Manly Art Gallery and Museum with:**	In-House Service Prov.	Funded 2003/4
HS&F	Regular Exhibitions Programme.	In-House Service Prov.	Funded 2003/4
HS&F	Local Artists Programme based exhibitions of established and emerging artists.	In-House Service Prov.	Funded 2003/4
HS&F	Conservation Programme to protect acquired Art Gallery and Museum collections.	In-House Service Prov.	Funded 2003/4
HS&F	Public Art projects.	In-House Service Prov.	Funded 2003/4
HS&F	Cultural and Promotional Events including school visits, Arts Festival, exhibition launches that add value to the Gallery's exhibitions programme.	In-House Service Prov.	Funded 2003/4
HS&F	Pursue Quality public art projects that reflect the guiding principles of the Cultural Policy.	In-House Service Prov.	Funded 2003/4

	Enhancements to Recurrent Services	**Target Date**	**Funding**
3.2.3.1 HS&F	Prepare the Manly Cultural Plan to guide the development of cultural facilities and activities in Manly. (MSS ref. H1)	July 2002	Funded 2003/4
3.2.3.2 HS&F	Document the Manly Cultural Plan through the distribution of the Cultural Policy, the management of Community Events art projects and publications. (MSS ref. H1).	Dec. 2002	Funded 2003/4

3.3 Community Infrastructure Programme

Goal

Enhance independent living, community safety and access to information and services through the provision and facilitation of community infrastructure comprising a range of accessible and equitable social, economic, physical and cultural resources.

Strategies and Key Actions

3.3.1 Community Development

To provide support, advice and to facilitate increased involvement of non-government organisations and community committees involved in the provision of Community Services in Manly. (Area Health Services – see 1.3.1.6)

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		

HS&F	Provide donations and subsidies to local groups and organisations via Councils Cultural and Community Grants program in accordance with set criteria.	In-House Service Prov.	Funded 2003/4
HS&F	Service Council's Special Purpose Committees	In-House Service Prov.	Funded 2003/4
HS&F	Provide and/or support Community Organisations such as: Manly Community Centre, Surf Life Saving Clubs, Manly Art Gallery Museum Society.	In-House Service Prov.	Funded 2003/4
3.3.1.1 CSPD	Continue to implement, monitor and report on the progress of the Manly Social Plan in accordance with the Department of Local Government requirements. (MSP)	Ongoing	Funded 2003/4

3.3.2 Community Safety

To provide and maintain a forum comprising key stakeholders in community safety to make Manly a safer community.
Area Health Services cross reference to 1.3.1.6 and 5.3.2).

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
HS&F	**Provide and service a Community Safety Committee:**		
HS&F	To foster community safety; adopt a pro-active approach in addressing anti-social behaviour in Manly; assess community concerns and initiate appropriate responses to minimise local crime, conduct by-annual community safety audits and implement these audit recommendations.	In-House Service Prov.	Funded 2003/4
	Enhancements to Recurrent Services	**Target Date**	**Funding**
3.3.2.1 HS&F	Continue to develop and evaluate strategies through the Community Safety Committee (MSP)	June 2003	Funded 2003/4
3.3.2.2 HS&F	Implement the high priority strategies as outlined in the Manly Crime Prevention Plan. (MSP)	June 2003	Funded 2003/4

KEY OBJECTIVE

4. Asset Management

To create, maintain and dispose assets within a life cycle manner that optimises Council affordability and meets community expectations and Best Practice Principles. This takes into account the principle of sustainability and total value management.

4.1 Infrastructure Management Programme

Goal

The provision, maintenance and management of infrastructure which enables the efficient, transparent, accountable, and effective functioning of the community and users.

Strategies and Key Actions

4.1.1 Roads, Cycleways and Footways

To provide and maintain an efficient safe transportation network integrating pedestrians, motorists and cyclists within a safe functioning environment and to encourage the use of mobility options other than the private motor vehicle.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
CPSD & Civic Services	Manage local traffic to ensure safe and efficient movements. Plan and implement new facilities subject to endorsement and approval by Manly Traffic Committee and Council, and within the budget framework.	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD & Civic Services	Maintain Council's road network, whilst increasing footway and cycleway infrastructure in a manner which will preserve the value of the assets for their designed service-life in accordance with life cycle asset management principles.	In-House Service Prov. and outsourcing	Funded 2003/04
CPSD & Civic Services	Maintain street lighting, local traffic signs; various signage and line marking to ensure safe environment and efficient flow of traffic for all road users.	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD & Civic Services	Carry out a regular audit and/or assessment of the condition, quantity and quality of the transportation network and develop appropriate funding strategies to ensure assets are managed at optimum level in accordance with life cycle asset management principles.	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Initiate the exploration of possible ways to reduce operating costs and/or increase income.	In-House Service Prov. &/or outsourcing	Funded 2003/04

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*

CPSD & Civic Services	Carry out a street lighting audit on a regular basis of non-operating streetlights and the provision of energy efficient light fittings.	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD & Civic Services	Continue Aus-Spec maintenance of roads and infrastructure to achieve efficiency and effectiveness of operations.	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Repair damaged footpaths.	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Develop a forward works programme for roads infrastructure (3 years rolling).	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Provide footpath crossings at owner's request as per s218 Roads Act and recoup contributions as per council fees and charges.	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Ensure equal access by reviewing street access and making appropriate changes (MSS ref. AR17.6)	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Review the Asset Management Plan for roads, footpaths, cycleway and traffic facilities and formulate Action Plan based on critiria for prioritisation of works.	In-House Service Prov. &/or outsourcing	Funding 2003/04
CPSD & Civic Services	Investigate, design and construct low cost improvements to the network at the request of stakeholders, within the funds approved by Council.	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Undertake restoration of roads and footpath surfaces affected by actions of utility authorities.	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Undertake annual road resurfacing programmes. Utilise and enhance the Total Asset Management and Contract Management Systems.	In-House Service Prov. And/or outsourced	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
4.1.1.1 CPSD	Setup and implement Total Asset Management Systems (TAMS) and Contract Management System (CMS) Computer Softwares.	In-house	Funded 2003/04
4.1.1.2 CPSD	Implementation of Bicycle Plan. Commission new bike paths within the provision of funds.	Ongoing	Funded 2003/04
4.1.1.3 CPSD	Maintain the status of Manly CBD (The Corso) within an acceptable service level – as per Aus-Spec SLAs requirements	Ongoing	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
4.1.1.4 CPSD	Review effectiveness of traffic calming devices with regard to noise annoyance (MSS ref. N7).	June 2004	Funded 2003/04
4.1.1.5 CPSD	Undertake construction of new footpaths in accordance with footpath development programme; and within the consultation and funding framework..	June 2004	Funded 2003/04

4.1.1.6 CPSD	Further link assets to GIS system, in consultation with the IT Steering Committee.	June 2004	Funded 2003/04
4.1.1.7 CPSD	Update conditioning assessment of all assets within Road Reserves.	June 2004	Funded 2003/04

4.1.2 Drainage/Flooding

To provide and maintain an efficient network of drainage systems which ensure the safety of property and person from the impacts of stormwater run off and floods while taking into account total catchment management and ecologically sustainable development principles. Manage in order to avoid detrimental impact on the environment of stormwater discharging from Council's system.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
	We will continue to:		
CPSD	Prioritise and establish drainage rolling works programmes based on condition assessment, investigation and predictive modelling.	In-House &/or outsourcing	Funded 2003/04
CPSD & Civic Services	Continue Aus-Spec maintenance of drainage infrastructure to achieve efficiency and effectiveness of operations	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD & Civic Services	Provide drainage infrastructure in a safe, cost effective manner and to a standard in keeping with best practice principles.	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD & Civic Services	Maintain Council's drainage infrastructure to a required level of safety, quality and performance	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD	Revaluation of drainage infrastructure assets for AAS27, viz June, 2003.	In-House Service Prov. &/or outsourcing	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
4.1.2.1 (L) CPSD	Complete hydraulic modeling for drainage system capacity analysis and formulate Action Plan including local flooding issues based on critiria for prioritisation of works as part of an Asset Management Plan for drainage.	June 2004	Budget Bid 2003/04
4.1.2.2 CPSD	Plan and commission the short-term construction of Gross Pollutant Traps within the framework of Council's Stormwater Management Plans at selected outlets to receiving water, and investigate other combined at source, source and end of line solutions within Council identified target problem areas.	In-House Service Prov. &/or outsourcing	Funded 2003/04
4.1.2.6 CPSD	Develop and monitor a maintenance programme and monitor treatment systems and GPTs.	Contract	Funded 2002/03

4.1.3 Manly Lagoon Management

To manage the lagoon as a natural asset for the benefit of the community, with the objective of returning the water quality to a standard consistent with primary contact and to establish and sustain ecosystem health. Monitor and manage lagoon entrance conditions and flow pipes to open a flood channel across the beach as required.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Target Date***	***Funding***
	We will continue to:		
CPSD	Manage flood prevention in the Manly Lagoon floodplain, and potential impacts from flood prevention protocol from Manly Lagoon flooding in the area.	June 2004	Funded 2003/04
CPSD	Manage Manly Lagoon in a way to establish a primary-contact regime to establish and sustain ecosystem health. Pollution prevention at the Balgowlah "Water You Do'In Project. Manly Lagoon Catchment Integrated Catchment Strategy and Performance Evaluation of Manly Council and SWC Partnership.	June 2004	Funded 2003/04

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
CPSD	Co-ordinate monitoring and management of Manly Lagoon conditions and flow pipes and opening of the channel to improve the health of the Lagoon and to reduce the risk of flooding.	Ongoing	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
4.1.3.1 CPSD	Implement the Manly Lagoon Floodplain Management Plan to reduce runoff and localised flooding (MSS ref. AQ31). Implementation and review of Stormwater Management Plans.	Ongoing	Funded 2003/04 Environment Levy
4.1.3.2 CPSD	Implement the Manly Lagoon Estuary Management Plan. (MSS ref. AQ32)	Ongoing	Funded 2003/04
4.1.3.3 CPSD	Monitor sand level fluctuations and sea level changes offshore from lagoon entrance pipes.	Ongoing	Funded 2003/04
4.1.3.4 CPSD	Continue water quality monitoring programme and review and assess effectiveness of the programme in conjunction with Warringah Council and according to total catchment management (TCM) and ESD principles. Implementation of water cycle management on a sub-catchment basis. Balgowlah Industrial Estate, Corso, Wentworth Street Catchments.	Ongoing	Funded 2003/04
4.1.3.5 CPSD	Maintain a TCM and Grant Funding Officer's position.	June 2004	Funded 2003/04

4.1.3.6 CPSD	Implement levy related projects for living creeks, noxious weeds and water quality. Bio-assessment of Burnt Bridge Creek - Manly Lagoon Catchment Integrated Catchment Strategy and Performance Evaluation. Water You Do'In Polution Prevention in the Balgowlah Industrial Estate.	Ongoing	Funded 2003/04
4.1.3.7 CPSD	Continue working closely with Manly and Balgowlah Golf Clubs that ensures co-operation between the two organisations and effective and sustainable management of Manly Lagoon, both short and long term. Regular meetings with Manly Golf Club.	June 2004	Funded 2003/04

4.1.4 Emergency Services

To protect the community's assets where possible from the impact of natural or man-made disasters. In the event of an emergency, to respond and help the community recover from its impact.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
	We will continue to:		
CPSD & Civic Services	Provide Emergency Services policy development and strategic emergency services planning.	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Meet Councils obligations under the State Emergency and Rescue Management Act.	In-House Service Prov.	Funded 2003/04
Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
CPSD & Civic Services	Respond to local emergencies.	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Support the activities of the Manly SES Unit.	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Participate in the Manly Warringah Pittwater Local Emergency Management Programme and the management of a budget for emergency management activities.	Joint with Warringah & Pittwater	Funded 2003/04

4.1.5 Depot, Store, Plant and Equipment and Fleet Management

To provide plant and equipment support sufficient for Council's operational needs to service the community and to improve the efficiency and effectiveness of fleet management.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***

	We will continue to:		
CPSD	Provide depot and store facilities appropriate to the changing needs of the organisation.	In-House Service Prov. &/or outsourcing	Funded 2003/04
Civic Services & Corporate Services	Manage inventory levels of plant, stores and equipment.	In-House Service Prov. &/or outsourcing	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
4.1.5.1 CPSD & Corporate Services	Prepare plans for the redevelopment of the Council's Garbage and Works Depot on a reduced site appropriate to the needs of the organisation structure and Councils Competitive Services Policy.	June 2004	Funded 2003/04
4.1.5.2 CPSD & Corporate Services	To look into ways of better managing the fleet to ensure high level of efficiency and greater cost effectiveness via an Service level agreement between CSPD Divisions	In-House Serv. Prov. &/or outsourcing	Funded 2003/04
4.1.5.3 CPSD & Corporate Services	To update current Fleet Management Policy in consultation with Manex.	In-House &/or outsourcing	Funded 2003/04

4.2 Property Management Programme

Goal

To ensure that Council's property, buildings and liabilities are able to satisfy the purpose for which they were provided, within a life cycle asset management and sustainability perspective.

Strategies and Key Actions

4.2.1 Buildings and Facilities

Civic Services & Human Services & Facilities

Civic Services & Human Services and Facilities provide and maintain the buildings and facilities under the care and control of Council to meet the operational needs of Council and the lifestyle and recreational needs of the community, while taking into account the principles of ecologically sustainable development and life cycle asset management principles

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
	We will continue to:		
CPSD & Civic Services	Construct and maintain facilities such as: swim centre, community buildings, surf pavilions etc. in accordance with life cycle asset management requirements.	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD & Civic Services	Improve fire safety and upgrading of buildings. . Undertake annual fire audit for all council buildings, and install fire warning devices appropriately. Funding forms within part of the recurrent budget annually	In-House Service Prov. &/or outsourcing	Funded 2003/04

CPSD & Civic Services	Provide safe and secure facilities for staff, plant and materials in accordance with legislative requirements.	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Introduce Aus-Spec for Buildings and Facilities Maintenance (inclusive of cleansing) Activities Progressive consultation between the two divisions to ensure a good set of SLAs are developed and implemented to achieve the corporate outcomes.	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Maintain building infrastructure in a sound, safe and pleasant appearance in keeping with the operational needs of Council and available funding.	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD & Civic Services	Deal with vandalism and graffiti expeditiously as the needs arises and in accordance with Council's Protocols and Aus-Spec requirements	In-House Service Prov. &/or outsourcing	Funded 2003/04
Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
CPSD & Human & Civic Services	Undertake condition assessment reviews of all property and building assets and the development of Forward Works Program (3 years rolling).	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD & Civic Services	Undertake regular inspections of high risk structures and rectify indetified problems/risks.	In-house Service Prov &/or outsourcing	Funded 2003/04
CPSD & Civic Services	Promote equal access to community facilities (MSS ref. S6)	In-house Service Prov &/or outsourcing	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
4.2.1.1 CPSD	Provide access to the Council Chambers for the disabled.	June 2003	Budget Bid 2003/04
4.2.1.2 CPSD	Implement Council's Energy Smart Business Program & Greenhouse Program to reduce energy use and greenhouse gases by reinvesting savings made. (MSS ref. AR5).	June 2004	Funded 2003/04
4.2.1.3	Replacement of air conditioning in the Art Gallery	June 2004	Partially funded

4.2.2 Licenses and Leases

Protect the interests of Council and obtain an appropriate return on the use of community assets by individuals, companies and groups.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
	We will continue to:		
Corporate Services & General Managers Unit	Utilise Council's assets to generate an economic return consistent with Council's Community Service Obligations.	In-House Service Prov. &/or outsourcing	Funded 2003/04

4.2.3 Parking

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

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
CPSD & Human Services Unit	Manage off-street parking in accordance with Council's parking strategy. Maintain Council's parking infrastructure in a safe manner, to a level of performance and appearance in keeping with the amenity of the area.	In-House Service Prov.	Funded 2003/04
CPSD & Environmental Services	Consult the Traffic Committee on matters relating to parking.	In-House Service Prov.	Funded 2003/04
CPSD & Environmental Services	Enforce time limits and parking rules in off-street parking areas in the Manly CBD to ensure turnover of short term parking.	In-House Service Prov.	Funded 2003/04
CPSD	Provide short-term on-street parking to meet residents and visitors needs.	In-House Service Prov.	Funded 2003/04
CPSD	Provide longer term off-street parking to meet residents and visitors needs.	In-House Service Prov.	Funded 2003/04
CPSD	Provide parking in or adjacent to public reserves.	In-House Service Prov.	Funded 2003/04
CPSD	Provide resident parking schemes in appropriate need areas.	In-House Service Prov.	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	
4.2.3.1 Human Services	Further review strategies, policy, management practices and alternative systems for providing parking facilities and generating income.	June 2004	Funded 2003/04
4.2.3.2 Corporate & Human Services & CPSD	Investigate the potential for council to raise funds from allowing advertising in and on Council premises (e.g.: Carparks - lifts, stairwells, tickets etc; Bus Shelters; Swimming Centre; Public Toilets; etc).	June 2004	Funded 2003/04

4.2.4 Property Land Management

To maintain current records of all property which is under the care and control of Council and to provide information to key stakeholders in accordance with Life Cycle Asset Management Requirements.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		

CPSD	Record all Council property assets and review the purpose of land held by Council, its condition and opportunities.	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD	Maintain the Property Registers for facilitating Section 149 Certificates, land management and information extract requirements.	Ongoing	Funded 2003/04

	Enhancements to Recurrent Services	Target Date	Funding
4.2.4.1 CPSD	Assess the potential for rationalisation of the road reserve and disposal of surplus land at Seaforth Crescent (See also 1.3.1.5 – additional open space).	June 2004	Funded 2003/04

4.2.5 Land Information and Ownerships

To transfer hard copies of plans, maps and information (e.g. community and operational lands), to be stored and retrieved in an electronic platform. This ensures improved effectiveness and efficiency in the management of land information and online ownerships searches.

	Enhancements to Recurrent Services	Target Date	Funding
4.2.5.1	Transfer all old plans, maps, information on to an electronic platform	Inhouse &/or outsourcing	Budget Bid 2003/04

4.3 Inventory, Modelling & Contracts Programme

To create, maintain and manage asset inventories or data, predictive modelling and contract administration in a qualitative, efficient, effective and procedural manner that meets the demand, planning and objectives of life cycle asset management and QA/QC transparency in contract management.

4.3.1 Total Assets Management Systems (TAMS)

To refine and maintain an integrated suite of systems and an optimum capacity satisfying the asset management objectives.

	Enhancements to Recurrent Services	Service Type	Funding
4.3.1.1	Evaluate and further develop and maintain database modules of roads, property and buildings, drainage, plant and equipment, GIS.	Inhouse &/or outsourcing	Funded 2003/04
4.3.1.2	Implement and develop Contracts Management System (CMS) To develop, maintain and manage a system for Contract Administration in a qualitative and transparent manner.	Inhouse &/or outsourcing	Funded 2003/04

4.4 Open Spaces Programme

Goal

To develop, maintain and enhance the ecological function of open spaces to meet public needs for active and passive recreation while taking into consideration the principles of sustainability and stakeholders' requirements.

Strategies and Key Actions

4.4.1 Bushland & Diversity

To conserve and regenerate bushland and foreshore in recognition of its unique Australian qualities, its value as habitat of flora and fauna under SEPP 19, its visual amenity and passive recreation usage.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
CPSD & Civic Services	Develop, review and revise, as required Plans of Management for Community Lands and Council managed Crown Lands.	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD & Civic Services	Carry out bush fire hazard risk reduction as required. Liason with Rural Fire Brigades - Nick Skelton Hazard maps and works time table.	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD & Civic Services	Implementation of Draft Management Plan. Examples of what has been implemented	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD & Civic Services	Further develop and increase participation of Bushland Volunteer Programme through training, education, promotion and support.	In-House Service Prov.	Funded 2003/04

	Enhancements to Recurrent Services	**Target Date**	**Funding**
4.4.1 CPSD	Assist N.P.W.S. to review and implement a Recovery Plan for the Endangered population of Little Penguins.	June 2004	Funded 2003/04
4.4.2 CPSD	Development of a strategic plan for Burnt Bridge Creek.	June 2004	Funded 2003/04
4.4.3 CPSD	Progressive development of GIS highlighted bushland layers (walking tracks, Flora and Fauna, weed infestation, fire management, project works).	June 2004	Funded 2003/04
CPSD	Assist N.P.W.S. to develop a Recovery Plan for the Endangered population of Long-nosed Bandicoots.	June 2004	Funded 2003/04

4.4.2 Parks and Reserves

To protect, maintain and enhance a sustainable open space system to meet community needs for active and passive recreation while taking into account sustainability and stakeholders' requirements.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
CPSD	Prepare Plans of Management for all Community Lands.	In-House Service Prov.	Funded 2003/04

CPSD & Civic Services	Maintain Council Parks and Reserves to a prioritised defined standard in consultation with LMUD Committee	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Progressively undertake noxious weeds and road reserve vegetation control programmes.	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Undertake tree planting and care programmes in line with Street Tree Survey and budgetary constraints.	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Undertake grounds maintenance programmes.	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Maintenance programme for netted and rock pools based on SCCG procedures**.**	In-House Service Prov. &/or outsource	Funded 2003/04
CPSD & Civic Services	Undertake trees trimming and pruning maintenance on public lands and streets.	Outsourcing	Funded 2003/04
CPSD & Civic Services	Support Community Participation.	In-House Service Prov.	Funded 2003/04
Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
CPSD & Civic Services	Update and implement a Forward Works Programme (3-year rolling).	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Conserve and replant indigenous tree and shrub cover in parks of high visitation such as the Esplanade Park, Shelly Beach Headland, Manly Lagoon and Little Manly Point.	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD & Civic Services	Continue to evaluate Aus-Spec maintenance of parks and reserves to ensure continuous improvement with respect to efficiency and effectiveness.	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Preserve and enhance the character of the Towns major heritage parks such as Gilbert Park, Ivanhoe Park and Esplanade Park. Review every 5 years**.**	In-House Service Prov.	Funded 2003/04
CPSD & Civic Services	Maintain, improve and extend the Manly Scenic Walkway within the provisions of the budget.	In-House Service Prov. and/or outsourcing	Funded 2003/04
CPSD & Civic Services	Undertake restoration of degraded Parks and Reserves (playing fields) (MSS ref. L12).	In-House Service Prov	Funded 2003/04
CPSD & Civic Services	Develop and enhance an Asset Management Plan for parks and reserves.	In-House Service Prov &/or outsourcing	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
4.4.2.1 CPSD	Introduce more colours of planting in Manly area, especially in the town area whilst recognising the importance of Australian native plants.	In-House Service Prov	Funded 2003/04

4.4.2.2 CPSD	Pursue the extension of the Manly Scenic Walkway to create an appealing circuit linear pathway to serve the whole of Manly and create a major eco-tourism facility without compromising the natural environment and visual amenity of residents.	June 2004	Funded 2003/04
4.4.2.3 CPSD	Progressively implement ~~a~~ Weed Management Strategy (MSS ref. B13)	June 2004	Funded 2003/04
4.4.2.4 CPSD	Establish and maintain an inventory of existing open space and recreational facilities in Manly to accompany play facility database (MSS Ref. L27).	June 2003	Funded 2003/04
4.4.2.5 CPSD	Initiate the exploration of possible ways to reduce operating costs and/or increase income.	In-House and/or outsourcing	Ongoing
4.4.2.6 CPSD	Undertake a review of Tree Preservation Order	In House	Funded 2003/04
4.4.2.7 CPSD	Review the current data relating to the condition of all assets in Parks and Reserves to identify current condition and future needs in relation to maintenance and replacement.	In House	Funded 2003/04
4.4.2.8 CPSD	Review the current Service Level Agreement for the provision of maintenance services in all parks and bushland reserves by inhouse service provider.	In House	Funded 2003/04
4.4.2.9 CPSD	Update the Street Tree Database.	In House	Funded 2003/04
4.4.2.9.1 CPSD	Develop and implement a program for replacement of existing appropriate street tree plantings to address risk management and pubic liability issues.	In House	Funded 2003/04
4.4.2.9.2 CPSD	Undertake a review of information relating to parks and reserves for dissemination to the community.	In House	Funded 2003/04
4.4.2.9.3 CPSD	Develop a strategy to ensure the proper, controlled and authorised access to parks, walkways etc by internal and external service providers and public utility authorities.	In House	Funded 2003/04
4.4.2.9.4 CPSD	Undertake an audit of interpretative signage along the Manly Scenic Walkway.	In House	Funded 2003/04

4.4.3 Urban Amenity

Maintain the attractiveness and heritage of civic gardens, plazas and streetscapes and shopping centres throughout the Manly area.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
	We will continue to:		
CPSD	Plan and provide for improvements to Urban Amenity and maintenance throughout the Manly area.	In-House Service Prov.	Funded 2003/04
CPSD	Continue maintenance to "make good" and "look good" for the post Olympics season within the objectives of Vision 2005 and beyond.	In-House Service Prov. &/or outsourcing	Funded 2003/04

CPSD	Protect and care for Norfolk Island Pines on the Ocean Beach Front, East and West Esplanade and other streets and reserves of Manly in accordance with the adopted Management Plan.	In-House Service Prov. Outsourced service	Funded 2003/04
CPSD	Maintain the turf and grounds of developed parkland in order to enhance appreciation & use of these areas by residents & visitors.	Inhouse &/or outsourcing	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
4.4.3.1 CPSD	Prepare plans to "green" all shopping centres to improve commercial viability and to provide pleasure to its users.	June 2004	Funded 2003/04
4.4.3.2 CPSD	Plant additional Norfolk Island Pines along harbourside parks, the Oceanfront and in adjoining streets in accordance with adopted Master Plans.	June 2004	Funded 2003/04
4.4.3.3	Implement a program for progressive landscape beautification to all gateways to the Manly Municipality.	June 2004	Funded 2003/04

4.4.4 Sports fields and Ovals

To provide turf management practices on sports fields which take in to account the principles of Sustainability, and meet the requirements of all user groups and ensure fields are available for special events.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
	We will continue to:		
CSPD	Review policy for sports fields usage and development and strategic planning in consultation with the Sports Facilities Committee**.**	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD	Continue to fund the community operated Manly Oval Trust operational expenditure and the Graham's Reserve Agreement between Manly Council and Manly Cricket club.	In-House Service Prov.	Funded 2003/04
CPSD	Provide necessary grounds maintenance for sportsfields and ovals in line with sporting needs**.**	Inhouse &/or Outsourcing	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
4.4.4.1 CPSD	Seaforth Oval Study and car park report completed, now awaiting confirmation of road widening issue as part of the Seaforth Land Release study**.**	June 2004	Funded 2003/04
4.4.4.2 CPSD	Further upgrade of sports fields in consultation with Sports Facilities Committee	June 2004	Funded 2003/04
4.4.4.3 CPSD	Participate in the SHOROC sportsfields improvement programme to upgrade amenities.	June 2004	Funded 2003/04
4.4.4.4 CPSD	Investigate means for recouping Council's costs associated with sports grounds maintenance and preparation.	June 2004	Funded 2003/04

4.4.4.5 CPSD	Develop a water usage strategy for irrigation of sporting fields and landscaped areas in parks using alternative supply sources.	In House	Funded 2003/04
4.4.4.6 CPSD	Development and implementation of turf management best practice procedures for sportsfields.	In House	Funded 2003/04
4.4.4.7 CPSD	Development of an agreement between Council and sporting associations in order to ensure the smooth transition and transfer between sporting seasons.	In House	Funded 2003/04
4.4.4.8 CPSD	Undertake a survey of park and sports field user groups to identify user satisfaction levels and future needs. (Includes Sporting Associations, clubs, schools, causal hirers, general public).	In House	Funded 2003/04

4.4.5 Cemetery

To maintain the Manly Cemetery grounds in a condition befitting its historical and social purpose.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
	We will continue to:		
CPSD	Provide Cemetery Services management (which includes providing advice to visitors); facilitate burial arrangements and graveside maintenance.	In-House Service Prov.	Funded 2003/04
CPSD	Maintain the cemetery in line with its historical significance.	Inhouse and/or Outsource	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
4.4.5.1 CPSD	Investigate opportunities for additional burial space.	June 2004	Funded 2003/04

4.4.6 Special Environmental Projects

To protect, conserve and maintain the natural and built environment and reduce environmental degradation by the provision of sustainable programmes.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
	We will continue to:		
CPSD	Undertake Special Environmental Works Projects (inclusive costs associated with the planning, design and supervision of each of the projects) to be funded from Councils Environmental Rate component.	In-House &/or outsourcing	Funded 2003/04

CPSD	Provide Special Environmental Projects administration and contract management. This includes Council's Special Purpose Committees such as: the Sustainability Strategy Working Group and Community Environment Committee and attend the Sydney Coastal Council Committee and Committees for Outside Organisations.	In-House Service Prov. &/or outsourcing	Funded 2003/04
CPSD	Manage and progress projects of the Environmental Levy to the satisfaction of the Community Environment, Environment Levy Expenditure Review Committees and Council.	In-House and/or outsourcing	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
4.4.6.1 CPSD	Review Implementation of the Management Plan for Burnt Bridge Creek. EPA Stage 4 Middle Harbour Capacity Building Project - Burnt Bridge Creek.	June 2004 Stage Pt 1	Funded 2003/04
4.4.6.2 CPSD	Undertake the construction of Water Quality Treatment devices (G.P.T. etc) at selected outlets to receiving waters. (See also 4.1.2). and monitor Water You Do'In Pollution Prevention and the Pollution prevention of the Manly Corso Sea Change Project monitoring their performance in protecting and conserving the natural and built environment.	June 2004	Funded 2003/04
4.4.6.3 CPSD	Develop a strategy for providing long term natural stormwater treatment systems devices (includes investigation, design and monitoring) to minimise environmental degradation.	June 2004	Funded 2003/04
4.4.6.4 CPSD	Use the GIS to complete the inventory of combined land uses (pollution sources), drainage assets, and water quality information under TCM principles. (ref. AQ24) - Manly Lagoon Catchment Integrated Catchment Strategy and Performance Evaluation.	June 2004 Stage 2	Funded 2003/04
4.4.6.5 CPSD	Determine a programme to address local urban drainage flooding problems by managing stormwater and run- off with Stormwater Quality Devices in the Manly Catchments. (See also 4.1.2) and prepare Plan of implementation - monitoring and review.	Ongoing	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
4.4.6.6 CPSD	Complete and adopt and Environmental Management System (EMS) to ensure environmental responsibility throughout Council and activities, and to improve environmental performance (MSS ref. I10)	In-House Service Prov.	Funded 2003/04
4.4.6.7 Corporate Services	Prepare a comprehensive purchasing policy	In-House Service Provider	Funded 2003/04
4.4.6.8 CPSD	Prepare and implement a three year rolling Environment Levy Plan consisting of projects sought from Council's various environmental plans of management in accordance with the objectives of the Sustainability Strategy. Support with an associated documented Implementation Strategy.	In-House Service Provider	Funded 2003/04

4.4.6.9 CPSD	Council will continue to prepare and distribute a environment levy newsletter supported by the Environment Levy Expenditure Review Committee to communicate the progress of the Environment Levy projects.	In-House Service Provider	Funded 2003/04

Corp. Plan No. Account-ability	***Referred for future Consideration***	***Service Provision Type***	***Funding***
CPSD	Prepare a Wildlife Corridor Programme in line with the recommendations made in the Green Web - Sydney action plan (MSS ref. B9).	In-House Service Prov.	Unfunded
CPSD	Develop and undertake a Feral Animal Eradication Programme in conjunction with NPWS (MSC ref. B15).	In-House Service Prov.	Unfunded

KEY OBJECTIVE

5. *Environment*

To protect, manage and enhance the natural and built environment through the integration of Ecologically Sustainable development and total catchment management principles.

5.1 Environmental Protection Programme

To preserve and enhance Manly's unique natural features to provide a healthy and safe environment for future generations, while taking into account the principles of Total Catchment Management and Ecologically Sustainable Development.

Strategies and Key Actions

5.1.1 Manly Sustainability Strategy and State of the Environment Reports

To integrate the principles of ecologically sustainable development and Total Catchment Management into every facet of Council and Community activity, addressing the global agreement of Agenda 21, the Local Government Amendment (ESD) Act 1997 and to monitor the state of the Manly Environment and hence Manly's progress towards sustainability.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
CPSD	Implement key actions of the Manly Sustainability Strategy through:		
CPSD	Promotion of Manly Sustainability Strategy to Council Staff and the Community.	In-House Service Prov.	Funded 2003/04
CPSD	Managing and improving Council's own environmental performance.	In-House Service Prov.	Funded 2003/04
CPSD	Integrating ecologically sustainable development and Total Catchment Management principles into Council's policies and activities.	In-House Service Prov.	Funded 2003/04
CPSD & Environmental Services	Awareness raising and education to the broader community.	In-House Service Prov.	Funded 2003/04
CPSD	Partnerships with the community, business and other government agencies.	In-House Service Prov.	Funded 2003/04
CPSD	Measuring, monitoring and reporting on progress towards sustainability.	In-House Service Prov.	Funded 2003/04
CPSD	***Prepare annual State of the Environment Report to:***		
CPSD	Report on the current state of Manly's environment;	In-House Service Prov.	Funded 2003/04

CPSD	Monitor the implementation process of the Manly Sustainability Strategy annually, and report within the State of the Environment Report (MSS I1).).	In-House Service Prov.	Funded 2003/04
CPSD	Maintain the Scientific Advisory Panel, comprising of professionals in relevant fields to assist with the implementation of actions and to provide technical advice where necessary(MSS ref. I8).	In-House Service Prov.	Funded 2003/04

	Enhancements to Recurrent Services	**Target Date**	**Funding**
5.1.7.1 CPSD	Undertake a full review of the Sustainability Strategy every three years, with the second to be undertaken in the year 2004 (MSS ref. I.2)	Ongoing	Funded 2003/04
5.1.7.2 CPSD	Hold a community sustainability event incorporating the 'Living Treasures - people, places, things' concept. (MSS ref I12).		

5.1.2 Beaches and Waterways (See also Special Environmental Projects 5.2.5)

To conserve and enhance the natural harbour, lagoons, creeks and ocean foreshore and receiving waters by promoting Environmentally Sustainable Development practices and Total Catchment principles.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
	We will continue to:		
CPSD	Administer Beaches and Waterways (which includes servicing Council's Special Purpose Committees: Burnt Bridge Creek Working Party, Cabbage Tree Bay Implementation Committee, Little Manly Cove Coastal Management Steering Committee, Forty Baskets Coastal Management Steering Committee and Council's Joint Committees; the Manly Lagoon and Joint Estuary and Floodplain Management Committee). Manly Council and Sydney Water Partnership.	In-House Service Prov.	Funded 2003/04
CPSD	Monitor the environmental impact of the Sydney Water Northside Storage Tunnel and proposed alternative waste water treatment (Project North Head). Keep a "Watching Brief" of Manly Council and Sydney Water Partnership .	In-House Service Prov.	Funded 2003/04
CPSD	Pursue actions for the conservation and improvement to the natural environment within Manly Lagoon; Burnt Bridge Creek and harbour and ocean foreshores. Manly Lagoon Catchment/ CM Strategy and performance evaluation. Pollution prevention BIE and Coso projects - STAR Project.	In-House Service Prov.	Funded 2003/04
CPSD	Formaulte strategies (MSS ref. AQ27 & AQ27.2) to reduce pollution load in creeks and Manly Lagoon.	In-House Service Prov.	Funded 2003/04
CPSD	Source funds for re-locating the ocean beach stormwater pipes (MSS ref.AA36). - STAR Project.	In-House Service Prov.	Funded 2003/04

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
CPSD & Environmental Services	Monitor the impacts of the new Shelly Beach sewer and pump connection to the N.S.O.O.S. Manly Council Sydney Water Partnership.	In-House Service Provider	Funded 2003/04
CPSD	Implement the Cabbage Tree Bay Management Plan.	Environ-mental Levy	Funded 2003/04
CPSD	Develop the Forty Baskets Coastal Management Plan	Environ-mental Levy	Funded 2003/04
CPSD	Develop the Little Manly Cove Coastal Management Plan	Environ-mental Levy	Funded 2003/04
CPSD	Develop the Manly Coastline Management Plan.	July 2003	Funded 2003/04
Environmental Services	Work with the Community and the Environment Protection Authority to regulate breaches of the Clean Waters Act (MSS ref. AQ12).	In-House Service Prov.	Funded 2001/02
	Enhancements to Recurrent Services	**Target Date**	**Funding**
5.1.1.1 CPSD	Development of Coastline Management Plans for the remaining areas of North Harbour (Manly Cove and Fairlight areas).	June 2004	Funded 2003/04

Corp. Plan No. Account-ability	*Referred for future Consideration*	*Service Provision Type*	*Funding*
CPSD	Enforce compliance restrictions on building, cultivation, fertilising, chemical use, mowing or clearing near waterways (MSS ref. AQ26.3).	In-House Service Prov.	Unfunded

5.1.3 Pollution Control and Monitoring

To arrest the degradation of Council's natural assets by minimising pollution of air, water and soil and rehabilitate the natural ecosystems in order to protect biodiversity and human health.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
CPSD	Develop and review a Water Quality Monitoring Programme for the Manly area. (MSS ref. AQ20.1). • Water You Do'In Pollution Prevention of the BIE and Corso Projects. • Manly Lagoon Integrated CS & Performance Evaluation.	In-House Service Prov.	Funded 2003/04

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
CPSD	Review and Implement both Council's Stormwater Management Plans based on total catchment management principles as directed under the EPA Section 12 directive. (MSS ref. AQ7).	In partnership with Nthn. Beaches Cls. July 2003	Funded 2003/04
CPSD	Continue to liase with relevant authorities to seek improvements to the current methods of sewage treatment and disposal and the implementation of tighter controls on sewerage outflows with a view to decentralising sewage treatment works. Investigate and promote reuse opportunities for water and sludge. Manly Council Sydney Water Partnership.	In-House Service Prov.	Funded 2003/04
CPSD	Conduct a systematic environmental audit of all industrial premises to identify and eliminate unsatisfactory processes.	In-House Service Prov.	Funded 2003/04
CPSD	Introduce regular maintenance on Water You Do'In Pollution Prevention at the BIE and monitor performance on all pollution control assets, particularly the new ones, e.g. GPT's NetTech, etc.	In-House Service Prov. and Outsourced	Funding Sought 2003/04
CPSD	Improve the community's understanding of environmental protection through education to achieve a sustainable community.	In-House Service Prov.	Funded 2003/04
CPSD	Encourage industry to use environmentally sound practice. Water You Do'In? Pollution Prevention at BIE.	In-House Service Prov.	Funded 2003/04
CPSD	Develop a Forward Works Programme (3 years rolling).	In-House Service Prov.	Funded 2003/04
CPSD	Assess the impact of new development on environmentally sensitive areas.	In-House Service Prov.	Funded 2003/04
CPSD	Investigate the impact of stormwater on our waterways through the implementation of best management practices in the area of stormwater management and the implementation of Council's two (2) Stormwater Management Plans BIE and Corso Projects.	In-House Service Prov.	Funded 2003/04
CPSD	Conduct a systematic Environmental Audit of all industrial premises to identify and eliminate unsatisfactory processes. BIE Project.	In-House Service Prov.	Funded 2003/04
CPSD	Conduct an Environmental Audit of Council's depot operations and management practices.	In-House Service Prov.	Funded 2003/04
CPSD	Investigate and implement the use of weed control methods that will minimise the use of chemicals, especially in areas adjacent stormwater drains and local waterways (MSS ref. L21) Burnt Bridge Creek, Middle Harbour Capacity Building Project.	In-House Service Prov.	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**

5.1.2.1 CPSD	Undertake development of a chemical use policy and adopt actions (MSS ref. L20)	July 2003	Funded 2003/04
5.1.2.2	Implement the recommendations of the Stormwater Management Plans and Sustainability Strategy. Develop a Stormwater Management Strategy for pollution prevention that arises out of the new SMP.	Ongoing	Potential Funded 2003/04

5.1.4 Conservation of Natural Resources

To have consideration for impacts on Council's natural assets through the conservation and efficient use of resources in Manly.
To manage human impact of Council's assets by applying the principals of ESD and TCM.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
	We will continue to:		
CPSD	Monitor water and energy consumption of Council facilities and infrastructure.	In-House Service Prov.	Funded 2003/04
CPSD	Identify opportunities between Manly Council and Sydney Water Partnership, regarding unsustainable use of Council's natural assets.	In-House Service Prov.	Funded 2003/04
CPSD	Implement measures to reduce consumption of and dependence on natural resources.	In-House Service Prov.	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
CPSD	In accordance with Council's commitment to the Federal Government supported "Cities for Climate Protection" campaign and the NSW's Government's Energy Smart Business Programme, Council will continue to progress the milestones of each, including the preparation and implementation of a Local Air Quality and Greenhouse Action Plan	June 2004	Funded 2003/04
CPSD	Progress the Water Conservation Programme in Council facilities throughout the LGA in accordance with the Sydney Water Partnership MOU (MSS ref. AQ2.1, AQ2.2, AQ2.3).	June 2004	Funded 2003/04
Corp. Plan No. Account-ability	***Referred for future Consideration***	***Service Provision Type***	***Funding***
CSPD	Develop an Integrated Catchment Strategy for the Manly LGA and provide procedures for review and action	In - House Service Prov	Funded 2003/04

5.1.5 Regulation (See also Special Levy Environmental Projects 4.5)

To protect the environment and health and welfare of citizens through the regulation of various activities whilst meeting Council's statutory obligations.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***

We will continue to:

Environmental Services	Provide Rangers Service for education and enforcement of statutory regulations and Ecologically Sustainable Development.	In-House Service Prov.	Funded 2003/04
Environmental Services	An Environmental Health and Food Regulation and Inspection Unit.	In-House Service Prov.	Funded 2003/04
Environmental Services	Enforce littering laws around the waterways and beaches with on the spot fines (MSS ref. AQ23)	In-House Service Prov.	Funded 2003/04
Environmental Services	Prepare and distribute regulation pamphlets and signage.	In-House	Funded 2003/04
Environmental Services	Ensure plant/machinery/activities likely to produce excessive/offensive noise comply with relevant noise standards (MSS ref. N5).	In-House Service Prov.	Funded 2003/04

	Enhancements to Recurrent Services	**Target Date**	**Funding**
5.1.4.1 CPSD	Prepare, adopt and implement a sediment control policy (MSS ref. L1)	July 2003	Funded 2003/04

5.1.6 Education for Sustainability

To protect the environment and health and welfare of citizens through the regulation of various activities whilst meeting Council's statutory obligations.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
	We will continue to:		
CPSD	Provide Environmental Education Services for the community and for Manly Council staff (see also Manly Environment Centre 5.2.6).	In-House Service Prov.	Funded 2003/04
Environmental Services	Undertake well defined education and enforcement campaigns, including:	In-House Service Prov.	Funded 2003/04
Environmental Services	Littering.	In house Service Prov	Funded 2003/04
Environmental Services	Skateboarding/Rollerblading.	In house Service Prov.	Funded 2003/04
Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
Corporate services	Enforcement of Lease/Licence conditions.	In house Service Prov	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
5.1.5.1 CPSD	Review the skills of staff working within Council and provide a training programme to ensure that staff are conversant and act in line with the principles of ecologically sustainable development, energy efficient design and total catchment management.	Stage 1 (ongoing)	Funded 2003/04
5.1.5.2 CPSD	Encourage industry to use environmentally sound practice through targeted education programmes.	Ongoing	Funded 2003/04

5.1.5.3 CPSD	Increase the promotion of the concept of Total Catchment Management through targeted education awareness raising programmes and encouraging action.	June 2003 Stage 1 (ongoing)	Funded 2003/04
5.1.5.4 CPSD	Undertake every 3 years a benchmark "Who Cares About the Environment" environmental awareness survey, with the next in 2005, funded by the environment levy (MSS ref I14).	June 2004	2004/05
5.1.5.5 CPSD	Prepare and implement an Education for Sustainability Strategy to guide Council's education programs (MSS ref I14.1)	In-house Service Provider	2003/04
5.1.5.6	Maintain a Stormwater Education Officer position with a focus on business and industry in the LGA, funded by the Environment Levy.	Budget	

5.1.7 Manly Environment Centre

To be Council's specialist sustainability/environmental centre providing a key education service to the community, Council staff, business and schools which evolves to the demands of local sustainability and provides innovative ways to encourage an environmentally active community.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
	We will continue to:		
CPSD	Operate the Manly Environment Centre.		
CPSD	Provide Information and advisory services to Council Staff, Councillors and Community.	In-House Service Prov.	Funded 2003/04
CPSD	Provide promotional and educational programmes. (MMS ref. B37)	In-House Service Prov.	Funded 2003/04
CPSD	Provide Environmental Monitoring and research programmes.	In-House Service Prov.	Funded 2003/04
CPSD	Maintain a Catchment Liaison Officer position, funded by the Environment Levy.	In-House Service Prov.	Funded by Levy
CPSD	Continue to hold an annual Sustainability Youth Forum	In-House Service Prov.	
	Enhancements to Recurrent Services	**Target Date**	**Funding**
CPSD	Provide greater access to the MEC's resources by undertaking cataloguing with links to the Library's database & searchable on the internet.	In-House Service Prov.	Funded by Levy

5.2 Built Environment Programme

Goal

Manage the Manly area's built environment in a manner that balances development with environment, heritage and social amenity.

Strategies and Key Actions

5.2.1 Development and Building Control

Environmental Services — To consider applications and make recommendations to protect the environment, based on ecologically sustainable development principles, provide for equitable land use, create certainty and provide for public safety and amenity while meeting statutory obligations.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
Environmental Services	Provide Development Control administration. (Including servicing, Land Use Management Committee and the Development Control Unit which deals with applications under delegation as approved by Council and advising applicants of the correct procedures for lodging applications).	In-House Service Prov.	Funded 2003/04
Environmental Services	Process applications pertaining to the use, development and sub-division of lands and buildings in respect thereto (which includes processing of DA's, land and strata sub-division applications, issuing of certificates and providing professional and technical advice to the Manly community and Councillors).	In-House Service Prov.	Funded 2003/04
Environmental Services	Provide a Fire Safety inspection service for boarding houses, backpacker establishments, places of public entertainment, residential flat buildings, etc. to ensure the health and safety of residents.	In house service prov.	Funded 2003/04
Environmental Services	Represent Council in the Land and Environment Court, as necessary.	In-House Service Prov.	Funded 2003/04
CPSD	Implement the requirements under the Integrated Development Assessment Planning Legislation.	In-House Service Prov.	Funded 2003/04
CPSD	Monitor the debate and research on the enhanced greenhouse effect (MSS ref. AR32)	In-House Service Prov.	Funded 2003/04
General Managers Unit & CSPD	Provide further training of appropriate staff in Architectural and Urban Design.	In-House Service Prov.	Funded 2003/04

	Enhancements to Recurrent Services	**Target Date**	**Funding**
5.2.1.1 CPSD	Review the Business Development Control Plan to be considered in current review with a view to creating a Business DCP for the Manly CBD.	July 2003	unfunded
5.2.1.2 CPSD	Investigate the inclusion/incorporation of previous area controls, design guidelines, etc., into one integrated comprehensive planning instrument for the Residential and Business areas so that applicants/customers have a single point of reference.	July 2004	Funded 2003/04

5.2.1.3 CPSD	Refine planning controls, which require the providing of a natural buffer area around development, where adjacent to sensitive areas, to minimise the "edge effects" (MSS ref. L3.5).	In-House Service Prov.	Unfunded
5.2.1.4 CPSD	Provide a Contaminated Land Management Policy.		Funded 2003/04

5.2.2 Heritage

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

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
CPSD	We will continue to:		
CPSD	Provide Staff Heritage Education.	Outsourced	Funded 2003/04
CPSD	Provide advice on Heritage matters to the community.	Outsourced	Funded 2003/04
CPSD	Keep an up-to-date register of Heritage Listings in the Manly area.	In-House Service Prov.	Funded 2003/04
Environmental Services	Resource the Council Heritage Committee	In House	Funded 2003/04
Environmental Services	Provide a Heritage Advisory Service to Manly residents, applicants, architects, etc. to ensure that building works are sympathetic to the heritage significance of many buildings and areas in Manly.	In-House Service Prov.	Funded 2003/04
CPSD	Liaise with the Heritage Office and local heritage groups (MSS ref. H2)	In-House Service Prov.	Funded 2003/04

5.3 Waste and Cleansing Programme

Goal

Reduce waste and collect domestic, commercial and industrial waste, and cleaning roads & public places to provide a clean and healthy environment.

Strategies and Key Actions

5.3.1 Waste. (See also 4.4.6. Special Environmental Projects)

Minimise material entering the waste stream and dispose of the material appropriately to meet the goal of 60% waste reduction by the year 2000 based on 1990 figures. Work towards a zero waste target, consistent with sound sustainability practice.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
CPSD Civic Services	Develop and review waste policy and strategic waste planning to meet Resource NSW and State Government objectives.	In-House Service Prov.	Funded 2003/04

CPSD Civic Services	Provide/ facilitate a comprehensive and competitive commercial waste service.	In-House Service Prov.	Funded 2003/04
CPSD Civic Services	Provide/ facilitate a weekly domestic garbage collection service in a 55 litre bin base service.	In-House Service Prov.	Funded 2003/04
CPSD Civic Services	Provide two (2) general household Clean Ups Kerbside Collections Services per annum.	In-House Service Prov.	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
5.3.1.1 CPSD	Review alternative systems for the administration and recording of commercial waste collections to eliminate the potential for accounting shortfalls.	June 2004	Funded 2003/04

5.3.2 Recycling

Emphasise, promote and service the benefits of the reduce/reuse/recycle principle to maximise the diversion of material from the waste stream.

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
	We will continue to:		
Civic Services	Provide twelve (12) domestic greenwaste collections throughout Manly, annually.	In-House Service Prov.	Funded 2003/04
Civic Services	Provide a domestic kerbside collection of recyclables (glass, aluminium, steel and PET/HDPE bottles one week, paper and cardboard the alternate week).	In-House Service Prov.	Funded 2003/04
Civic Services	Provide a 7 day per week commercial collection of recyclables (glass, aluminium, steel and PET/HDPE bottles, paper and cardboard).	In-House Service Prov.	Funded 2003/04
Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
Civic Services	Provide a service of collection of recycling in public places.	In-House Service Prov.	Funded 2003/2004
Civic Services	Separate where possible metals (whitegoods) from General Clean Ups for recycling.	In-House Service Prov.	Funded 2003/2004
	Enhancements to Recurrent Services	**Target Date**	**Funding**
5.3.2.1 Civic Services	Investigate alternatives for sale of recycled collections with a view to long term contracts for materials.	June 2004	Funded 2003/04
5.3.2.2 CPSD	Carry out a cost benefit analysis of food waste/composting for reuse.	June 2004	Unfunded

5.3.3 Waste Avoidance Education

Educate residents, schools, businesses, industry and visitors to avoid reduce, reuse and recycle to assist Council in its commitment to waste separation.

Corp. Plan No. Account-ability	Maintain Recurrent Services	Service Provision Type	Funding
	We will continue to:		
CSPD	Provide Waste Management and Avoidance Education throughout the community. Develop a waste education strategy to promote waste management and avoidance internally and in the community in conjunction with Manly Environment Centre.	In-House Service Prov.	Funded 2003/04
CPSD	Ensure that Council staff are kept informed of the latest treatment technologies and disposal practices to safeguard the environment (MSS ref. W25).	In-House Service Prov.	Funded 2003/04
CPSD	Monitor changes in the waste industry (public and private) and assess potential impacts on Council.	In-House Service Prov.	Funded 2003/04
Civic Services	Participate in waste education projects.	In-House Service Prov.	Funded 2003/04
CPSD	Promote best practice waste avoidance recycling in the C&I and C&D sectors (MSS ref. W6.4).	In-House Service Prov.	Funded 2003/04
Environmental Services & CPSD	Develop policy and procedures for the management of waste issues at Manly events.	In-House Service Prov.	Funded 2003/04
Environmental Services & CPSD	Implement Litter Avoidance Strategy	In-House Service Prov.	Funded 2003/04
CPSD	STAR Project. BIE and Corso Pollution Prevention Projects	In-House Service Prov	Funded 2003/04
Environmental Services	Promote the sale and use of compost bins and worm farms though the Town Hall and M.E.C.	In-House Service Prov.	Funded 2003/04
CPSD	Develop policy and procedures for the Management of litter in the Manly area.	In-House Service Prov.	Funded 2003/04

5.3.4 Cleansing

To maintain Manly public places, parklands, reserves, beaches and waterways free of litter and waste material ensuring the principles of Total Catchment and Ecologically Sustainable Development.

Corp. Plan No. Account-ability	Maintain Recurrent Services	Service Provision Type	Funding
	We will continue to:		
CPSD	Provide/ facilitate Cleansing Services by specifying and commissioning work to be undertaken to clean Council buildings and facilities;	In-House Service Prov.	Funded 2003/04

CPSD	Parks, reserves and BBQ's	In-House Service Prov.	Funded 2003/04
CPSD	Pedestrian areas, footpaths, shopping centres	In-House Service Prov.	Funded 2003/04
CPSD	Streets and gutters	In-House Service Prov.	Funded 2003/04
CPSD	Public toilets cleansing programme	In-House Service Prov.	Funded 2003/04
CPSD	Beach cleaning programme	In-House Service Prov.	Funded 2003/04
CPSD	Pollutant trap servicing	In-House Service Prov.	Funded 2003/04
CPSD	Public fixtures cleansing	In-House Service Prov.	Funded 2003/04
CPSD	Plan and implement new services to meet community demands and preservation of pollution of Council's waterways and beaches.	In-House Service Prov.	Funded 2003/04
Civic Services	Provide the specified level of beach cleaning on the main beachfront.	In-House Service Prov.	Funded 2003/04

Corp. Plan No. Account-ability	***Maintain Recurrent Services***	***Service Provision Type***	***Funding***
Civic Services	Improve the collection of litter throughout the municipality, especially low lying drain areas with a regular maintenance programme. (MSS ref. W33).	In-House Service Prov.	Funded 2003/04
Civic Services	Provide the specified level of car park cleaning in Manly especially with removal of spills/ stains including Pacific Waves, Wentworth Street and Whistler Street.	In-House Service Prov	Funded 2003/04
CPSD	Continue Aus-Spec maintenance of Waste and Cleansing requirements to ensure efficient and effectiveness of operations	In-House Service Prov.	Funded 2003/04
	Enhancements to Recurrent Services	**Target Date**	**Funding**
5.3.4.1 Civic Services	Provide the specified level of cleaning in the Corso area, especially with the removal of spills/stains on a daily basis	June 2004	Funded 2003/04
5.3.4.2 CPSD Env. Services	Provide for waste and recycling collections and promotions on the main surf beach and walkway.	June 2004	Unfunded

KEY OBJECTIVE

6. Government

To provide open, accountable and democratic government to the community. Undertake an advocacy role on behalf of the Community in liaison with the State & Federal Government Agencies.

6.1 Council and Committee Support Programme

Goal

To ensure that the Mayor and Councillors are properly and adequately assisted at all times in their decision-making role.

Strategies and Key Actions

6.1.1 Information Support

Improve decision making through accurate, timely and accessible information.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
Corporate Services & CPSD	Provide support for Council's committees.	In-House Service Prov.	Funded 2003/04
Corporate Services, Environmental Services & CPSD	Provide timely preparation and distribution of Council's agendas and minutes for Council's Ordinary, Performance and Audit, Extraordinary meetings, and other meetings as required.	In-House Service Prov.	Funded 2003/04
CS GMU	Prepare and distribute Council's Annual and Community Reports.	In-House Service Prov.	Funded 2003/04

6.1.2 Council Chambers & Meeting Areas Facilities and Maintenance

Human Services Unit — Provide and maintain support services and facilities for Council operations for the Town Hall so that Council's functions can be carried out.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
Human Services Unit	Provide Council Chambers catering and support.	In-House Service Prov.	Funded 2003/04
Corporate Services	Conduct Council Meetings, receptions, and functions.	In-House Service Prov.	Funded 2003/04

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*

Corporate Services Civic Services	Clean and maintain the Councillor's Room, Council Chambers, General Purpose meeting room and toilets.	In-House Service Prov.	Funded 2003/04
Environmental Services	Provide security during Council meetings.	In-House Service Prov.	Funded 2003/04
Human Services	Provide bookings for Community Meeting Facilities for social and cultural activities in community halls.	In-House Service Prov.	Funded 2003/04
Human Services & Facilities	Provide for Community bookings for mini-bus hire.	In-House Service Prov.	Funded 2003/04

6.1.3 Executive Support

Provide executive support to the Mayor and other Councillors as required.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
General Managers Unit	Provide Executive Support Services for the Mayor and Councillors in accordance with Council's code/policy.	In-House Service Prov.	Funded 2003/04

6.1.4 Council Support

Corporate Services	To provide for a General Election when required, under the Local Government Act 1993, and any necessary Extraordinary Election in between.

6.2 Consultation Programme Community Goal

All Divisions	Provide open and accountable government, which uses community consultation as a cornerstone of the decision making process.

Strategies and Key Actions

6.2.1 Precinct Community Forums

Corporate Services	Provide and maintain strong communication links between the residents of Manly, Council and Councillors to assist Council in formulating policies, programmes and in their decision making responsibilities.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
Corporate Services	Encourage community input to Council's decision making process through consultation.	In-House Service Prov.	Funded 2003/04
Corporate Services	Provide customers of Council with information, advice and guidance.	In-House Service Prov.	Funded 2003/04
Corporate Services	Ensure responses to customers concerns are effectively attended to.	In-House Service Prov.	Funded 2003/04

Corporate Services	Maintain, support and continue to develop the Manly Precinct Community Forums.	In-House Service Prov.	Funded 2003/04

6.2.2 Communications and Public Relations

General Managers Unit — To enhance effective communications throughout the Manly Community and support the positive image of Manly Council through all its activities.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
General Managers Unit	Implement the Manly Council Corporate Identity Programme.	In-House Service Prov.	Funded 2003/04
General Managers Unit	Publish a regular Manly News and Mayoral Column.	In-House Service Prov.	Funded 2003/04
General Managers Unit	Publish regular Council Newsletters.	In-House Service Prov.	Funded 2003/04
General Managers Unit	Issue regular Press Releases on topical issues.	In-House Service Prov.	Funded 2003/04
All Divisions	Respond to correspondence with minimum delay (7 days).	In-House Service Prov	Funded 2003/04

	Enhancements to Recurrent Services	**Target Date**	**Funding**
6.2.2.1 General Managers Unit	Research/benchmark Customer Satisfaction for the Customer with Council to measure the increase of "Total Customer Satisfaction" as the aim of all Council employees.	In-House Service Prov.	2003/04

6.2.3 Public Information

General Managers Unit — Provide the community with information concerning Council affairs to promote Manly Council as being open and accountable.

Corp. Plan No. Account-ability	*Maintain Recurrent Services*	*Service Provision Type*	*Funding*
	We will continue to:		
General Managers Unit	Develop our Community Consultation philosophy and practice within Council and the Manly community.	In-House Service Prov.	Funded 2003/04
General Managers Unit	Implement a Media Relations programme.	In-House Service Prov.	Funded 2003/04
General Managers Unit	Promote awareness of Council's programmes and activities through a Communications Strategy.	In-House Service Prov.	Funded 2003/04

Corporate Services & General Managers Unit	Provide an open file policy with access to information regarding Councils affairs, public documents and receipts of submissions and service of legal documents and court or other proceedings.	In-House Service Prov.	Funded 2003/04
General Managers Unit	Review Council's current information services.	In-House Service Prov.	Funded 2003/04
General Managers Unit	Further promote awareness of Council's programmes and activities through a Communications Strategy. (MSP)	In-House Service Prov.	Funded 2003/04
General Managers Unit	Councils' newsletter and other communications cost be assessed to determine whether these expenditures can be reduced.	In-House Service Provision	Funded 2003/04

Environmental Levy

Manly Council Community Environment Committee recommendation to Council 20/3/03.

PROPOSED ANNUAL LEVY BUDGET

Bid No.	*Project Name*	*REVISED 2003/04*	*REVISED 2004/05*	*REVISED 2005/06*
1	Community Awareness of Levy Projects - Newsletters	$13,000	$14,000	$14,500
2	Education for Sustainability Program	$47,000	$50,000	$45,000
3	Revive the Reeds - Manly Lagoon Catchment	$50,400	$54,000	$55,000
4	Stormwater Education Program	$55,000	$56,000	$57,000
5	Implmtn of Tania Pk, Seaforth Oval & Keirle Pk PoMs	$40,000	$50,000	$0
6	Burnt Bridge Creek Restoration Plan Implmtn	$265,000	$250,000	$130,000
7	Restoration of Manly's Bushland Reserves	$250,000	$245,000	$150,000
8	Coastal Environmental Projects	$50,000	$51,000	$52,000
9	Cabbage Tree Bay Mgt Plan Implementation	$50,000	$0	$0
12	Manly Lagoon Rehabilitation Works	$0	$45,000	$300,000
13	Little Penguin Recovery Programme	$5,000	$5,000	$5,000
16	MEC Resource Centre Cataloguing & Mgt	$6,000	$6,000	$10,000
17	Noxious Weeds Control and Liaison	$50,000	$51,000	$52,000
18	Annual Maintenance Vote (10% - $94,600) includes:	$69,600	$69,600	$69,600
19	Mobile Dishwasher Maintenance	$10,000	$10,000	$10,000
20	Manly Golf Course Wetland Mgt Plan Implementation	$15,000	$15,000	$15,000
	TOTAL SOUGHT PER YEAR:	***$976,000***	***$971,600***	$965,100
	LEVY ANNUAL INJECTION :	$946,000	$946,000	$946,000
	ANTICIPATED INTEREST:	$30,000	$25,000	$20000
	TOTAL AVAILABLE:	$976,000	$971,000	$966,000
	TOTAL EXCESS/SHORTFALL:	***$0***	***-$600***	***$900***

RESERVE LIST (In priority order)

Those projects that can be implemented as funds become available.

Bid No.	*Project Name*	*REVISED 2003/04*	*REVISED 2004/05*	*REVISED 2005/06*
21	Ocean Care Day	$10,000	$10,000	$10,000
22	Cabbage Tree Bay Mgt Plan Implementation	$15,000	$55,000	$55,000
23	North Harbour Coastline Mgt Plans - preparation	$48,000	$0	$0
24	North Harbour Marine Ecology Study	$45,000	$45,000	$45,000
25	Manly Street Tree Management Plan implementation	$20,000	$20,000	$20,000
26	Implmtn Tania Pk, Keirle Pk & Seaforth Oval PoMs	$0	$50,000	$50,000
27	Burnt Bridge Ck Restoration Plan Implmtn	$0	$0	$100,000
28	Restoration of Manly's Bushland Reserves	$0	$0	$100,000
29	Noxious Weeds Control and Liaison	$30,000	$30,000	$30,000
30	Drainage Infrastructure Hydraulic & Flood Modelling	$100,000	$100,000	$200,000
31	Water Conservation Programme	$10,000	$10,000	$10,000
32	Local Companion Animals Management Plan	$5,000	$5,000	$5,000
33	Litter Avoidance Strategy Implementation	$15,000	$10,000	$10,000
	TOTAL RESERVE LIST PER YEAR:	***$180,000***	***$225,000***	***$525,000***