



# **Manly Council**

**Manly Crime Prevention Plan**

**2011-2013**

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## 1. Introduction

Manly Council has a proven and ongoing commitment to increase community safety and to continue to work towards crime prevention. The Manly Crime Prevention Plan 2011-13 is the second produced by Manly Council. The first Manly Crime Prevention Plan was written in 1999, approved by Council and endorsed by the Attorney General of New South Wales as a Safer Community Compact in 2000. The 1999 plan has remained as the basis for Manly's community safety activities since that time.

Council's approach, presented in the Manly Crime Prevention Plan 2011-13 involves a multi-faceted effort that builds on existing initiatives and experiences, draws together a wide range of agencies and local businesses to develop and to implement new solutions.

The Manly Crime Prevention Plan 2011-13 uses a range of data sources along with a situational analysis to identify one local crime priority. The priority for the Manly Crime Prevention Plan 2011-13 is:

- **Assault (non-domestic violence related), specifically alcohol-related assault.**

Council is highly aware of community opinion regarding alcohol-related violence in the Manly LGA (local government area). As part of its responsibility to maintain public order and ensure community safety, Council has established many initiatives over past years. Key Actions are ongoing and integral to addressing the issues in a sustainable manner. Council continues to implement initiatives in partnership with other key stakeholders in the area, including the Community Safety Committee, Manly Police and the Manly Liquor Accord.

The purpose of this Crime Prevention Plan is to guide the actions of Manly Council and its partners over the next three years in order to reduce alcohol-related assaults.

The Manly Crime Prevention Plan 2011-2013 has been developed by Council in consultation with the Community Safety Committee.

The draft Plan was presented to Council at the Planning & Strategy Committee meeting of 7 March 2011, and following adoption (PS39/11), was subsequently placed on public exhibition until 18 April 2011. No submissions were received by Council for consideration for the draft Manly Crime Prevention Plan 2011-2013.

Council adopted the Manly Crime Prevention Plan 2011-2013 at the Planning & Strategy meeting of 2 May 2011 (PS57/11).

In accordance with Part 4, Division 3, Sections 39-42 of The Children (Protection and Parental Responsibility) Act 1997 No 78, the Manly Crime Prevention Plan will now be presented to the NSW Attorney General for endorsement as a Safer Community Compact.

### **1.1. Policy and legislative framework**

Council is guided by the NSW State Plan (2006). This is a ten-year plan aimed at improving services, setting priorities and planning to meet the challenges facing the state for the period 2006-2016. The key themes of the State Plan are Rights, Respect and Responsibility. The Plan sets targets for 2016 to reduce the incidence of property crimes against households by 15%, to reduce the incidence of violent crimes against individuals by 10% (Priority R1), and to reduce by 10% the proportion

of people who perceive problems in their local area associated with antisocial behaviour (Priority R3).

The Manly Crime Prevention Plan has targeted Assault (non-DV related), which is an offence also in line with 2 out of 3 of the NSW State Plan (2006) goals:

- reduced rate of crime, particularly violent crime
- reduced levels of anti-social behaviour

Manly Council's Management Plan (2008-2011) identifies a 'Safe and Cohesive Manly' as a principal activity, the objective being to achieve long-term social and economic security. Key initiatives for 2008-2011 include 'to consider and adopt the Manly Crime Prevention Strategy', with a sub-activity of developing and implementing Community Safety initiatives as adopted by Council.

The Crime Prevention Plan 2011-2013 is to focus on the following:

- Maintain external partnerships e.g. with police
- Research current data on criminal activity and anti-social behaviour
- Decrease fear of crime in the local and visitor community
- Devise appropriate communication strategies
- Monitor and evaluate the effectiveness of agreed strategies
- Facilitate a community with strong social bonds

## **1.2. Community Safety Committee**

The Community Safety Committee is a Special Purpose Committee of Council which was established in 1994. The Committee was one of the first of its type in NSW and it was initially developed from a Council Alcohol Working Party. The Alcohol Working Party was established to explore ways to alleviate problems associated with alcohol related violence and anti-social behaviour principally in the Manly CBD.

The Community Safety Committee is chaired by Mayor Jean Hay AM and membership of the Committee includes key council staff, five Councillors, the local Member for Manly, Manly Police, Manly Chamber of Commerce, Manly Liquor Accord, Manly Youth Council, Manly Drug Education and Counselling Centre (MDECC), Northern Beaches Health Promotions, Department of Corrective Services, Manly Warringah Cabs, State Transit Authority, late night food traders, Manly Community Centre, Precinct representatives and several members of the community. The Committee is guided by a terms of reference, and its monthly meetings allow for discussion on issues of community safety.

The Committee has provided Council with invaluable guidance and advice regarding alcohol related issues in the Manly LGA. The Committee also takes part in late night safety audits and surveys of the Manly CBD, which help to guide strategies and actions for Manly Council and Manly Police. Development of the draft Manly Crime Prevention Plan 2011-2013 has been guided by a Working Party which has included members of the Community Safety Committee.

## **1.3. Description of Manly**

Tourism, retail and related businesses constitute the local economy of Manly. More than five million day trippers and long stay visitors arrive annually, the majority of people visiting during the summer months. Manly's Ocean Beach is considered one of the most popular and well known beaches in Australia and is the second most visited place for international tourists after Darling Harbour. Half of all daytime visitors arrive by ferry from the Sydney CBD.

The Corso pedestrian strip is the feature for tourists leaving the ferry and transiting from the harbour to the wide ocean beach. The Manly CBD comprises a mix of retail and other commercial property centred on The Corso and adjacent streets. The CBD has a dense concentration of restaurants, bars and hotels, and this entertainment precinct attracts large numbers of young patrons from surrounding areas and is

crowded with revellers late into the night on weekends, especially in the warm summer months.

Several times a year Manly hosts a number of major events such as the Jazz Festival, the Food and Wine Festival, and the Festival of Surfing which attract extremely large numbers of visitors to the CBD. Recent summertime additions to the events calendar are 'Saturdays at Sunset' which includes family entertainment, and the "World Food Markets" on Friday nights. Both attract large numbers of families to Manly in the early evenings. There are many other surfing, sporting and cultural events and festivals which attract both daytime and night-time visitors to Manly.

The Manly area has a number of hotels with high occupancy rates and is also a popular destination for young international travellers who often stay in the several backpacker hostels. Manly hosts a number of English language schools and an International College of Management, attracting a large population of foreign students.

## 2. Summary of Action Plan

The Action Plan focuses on five key areas:

<b>Project:</b>	<b>1.0 LATE NIGHT TRANSPORT</b>
	Reduce the number of patrons congregating in public space after leaving venues by improving late night transport options in order to encourage safe and efficient dispersal out of the CBD.
<b>Project:</b>	<b>2.0 EDUCATE</b>
	Development of a range of community education programs targeting specific groups.
<b>Project:</b>	<b>3.0 REGULATION AND ENFORCEMENT</b>
	Ensuring the physical environment in the CBD is safely maintained by input from Council.
<b>Project:</b>	<b>4.0 PLANNING</b>
	Inclusion of conditions within plans and policies to create a safer late night Manly
<b>Project:</b>	<b>5.0 ENGAGE</b>
	Build cohesive partnerships and improve late night safety in Manly.

### 3. Local Crime Priority

This section explains why it is proposed that the Manly Crime Prevention Plan focus on the chosen crime priority:

#### **Assault (non-domestic violence related)**

Alcohol-related crime and associated antisocial behaviour in the Manly CBD is an issue that continues to cause significant problems despite innovative initiatives and ongoing communication between key stakeholders. This problem is well-documented, broad-based and persistent.

The depth of community concern about the number of assaults in Manly late at night is evident through the many consultations with the community. This consultation includes the Manly Social Plan 1999-2004, Crime Prevention Plan 2000-2004, and the Manly After Midnight report in 2005.<sup>1</sup> Manly Council has received numerous complaints from concerned residents, with a similar theme expressed by letters from frustrated residents to the Manly Daily.

Assault is traumatic for the victim, and when reported in the media, adds to a greater perception of crime and a fear of experiencing assaults and anti-social behaviour if visiting Manly after dark. Management of the perception of crime in our community is crucial, as is identified in the State Plan (Priority 3) and should be considered by Council, the Police and stakeholders as important as the crime data itself.

Manly Police identify the crime of **Assault (non-domestic violence related)** as their number one priority, and have provided statistics for the Manly Crime Prevention Plan 2011 -2013, in support of this offence. Manly Police have made it known that alcohol-related assaults very often go unreported, with actual assault numbers most likely double to triple those reported.

Under-reporting of assaults and anti-social behaviour was also identified as an issue during consultation for the development of the previous Manly Crime Prevention Plan. It is apparent that some victims choose not to report the incident to police. Crime figures should therefore be seen as underestimates.

For the purpose of this Plan, assault is defined as:

*“the direct (and immediate/confrontational) infliction of force, injury or violence upon a person or persons or the direct (and immediate/confrontational) threat of force, injury or violence where there is an apprehension that the threat could be enacted”.*<sup>2</sup>

<sup>1</sup> See Manly Crime Prevention Plan 2011-2013 – Supporting Documentation for further details.

<sup>2</sup> “Local Government Area Crime Report Series – Manly 2008” - NSW Bureau of Crime Statistics and Research (2009), p. 38.



## 4. Data Analysis<sup>3</sup>

Data in Table 1 shows that in 2009 the Manly LGA was ranked **43<sup>rd</sup> out of 141** local government areas for incidents of assault (non-domestic violence related).<sup>4</sup>

Putting this ranking of **Manly at 43<sup>rd</sup>** in context with the Northern Beaches region, this figure is substantially higher than neighbouring local government areas of; **Pittwater ranked at 118<sup>th</sup>** and **Warringah ranked at 120<sup>th</sup>**.

The rate per 100,000 population in 2009 for incidents of non-DV related assaults in **Manly was 676.6**, again significantly higher than Pittwater (278.8) and Warringah (270.7), NSW (568.7); and greater than the Sydney Statistical Division (500.6).

<b>Table 1. Recorded criminal incidents of Assault - non-domestic violence related; number, rate and rank in Local Government Areas within the Northern Beaches Statistical Subdivision.</b> <sup>5</sup>					
	2005	2006	2007	2008	2009
<b>MANLY Local Government Area</b>					
Rate per 100,000 population	643.1	613.8	651.0	813.2	676.6
Number of Incidents	250	241	260	324	277
Population	38877	39263	39937	39841	40939
Rank	63	63	58	33	43
<u>Other Local Government Areas in the Northern Beaches Statistical Subdivision</u>					
<b>PITTWATER Local Government Area</b>					
Rate per 100,000 population	252.2	227.9	234.9	282.9	278.8
Number of Incidents	142	129	134	162	164
Population	56306	56595	57037	57269	58818
Rank	128	129	124	123	118
<b>WARRINGAH Local Government Area</b>					
Rate per 100,000 population	223.8	201.2	215.0	258.6	270.7
Number of Incidents	309	280	303	368	390
Population	138048	139163	140948	142309	144092
Rank	131	133	128	125	120
<b>New South Wales</b>					
Rate per 100,000 population	608.6	604.4	608.5	610.2	568.7
<b>Sydney Statistical Division</b>					
Rate per 100,000 population	539.7	531.1	542.2	548.6	500.6

<sup>3</sup> A detailed crime profile which investigates other major offences can be found in Draft Manly Crime Prevention Plan 2011-2013 - Supporting Documentation.

<sup>4</sup> LGA's that have populations greater than 3,000 people.

<sup>5</sup> NSW Bureau of Crime Statistics and Research, online data tools, accessed 23 September 2010.

<http://boecd.lawlink.nsw.gov.au/boecd/cmd/ranking/Process>

#### 4.1. *The nature of Assaults (alcohol-related)*

Manly has a particular problem with assaults which involve alcohol, as confirmed by the following:

- 72.6% of assaults in Manly in 2009 were alcohol related.
- As Table 2 shows, this is significantly higher than neighbouring Warringah (49.2%) and Pittwater (53.7%), and also the similar beachside local government areas of Waverley (52.2%) and Randwick (47.2%).

LGA	Number of offences	% Alcohol Related
Manly	277	72.6
Pittwater	164	53.7
Warringah	390	49.2
Sydney	3,949	60.8
Waverley	362	52.2
Randwick	617	47.2

Table 3 and 4 below show data provided by Manly Police for 2010. Alcohol has played a part in the majority of these incidents.

Incident	Total	Alcohol Related	Percentage
Assault	336	214	64%
Malicious damage	515	64	12%
Powers – move on	607	462	76%
Resist/hinder/assault officer	39	32	82%
Street offence	455	411	90%

Incident	Total	Alcohol Related	Percentage
Assault	274	190	69%
Malicious damage	285	51	18%
Powers – move on	559	440	79%
Resist/hinder/assault officer	35	31	89%
Street offence	430	392	91%

<sup>6</sup> NSW Bureau of Crime Statistics and Research: NSW Recorded Crime Statistics per LGA accessed on website (<http://www.lawlink.nsw.gov.au/Lawlink>) on 6 January 2011.

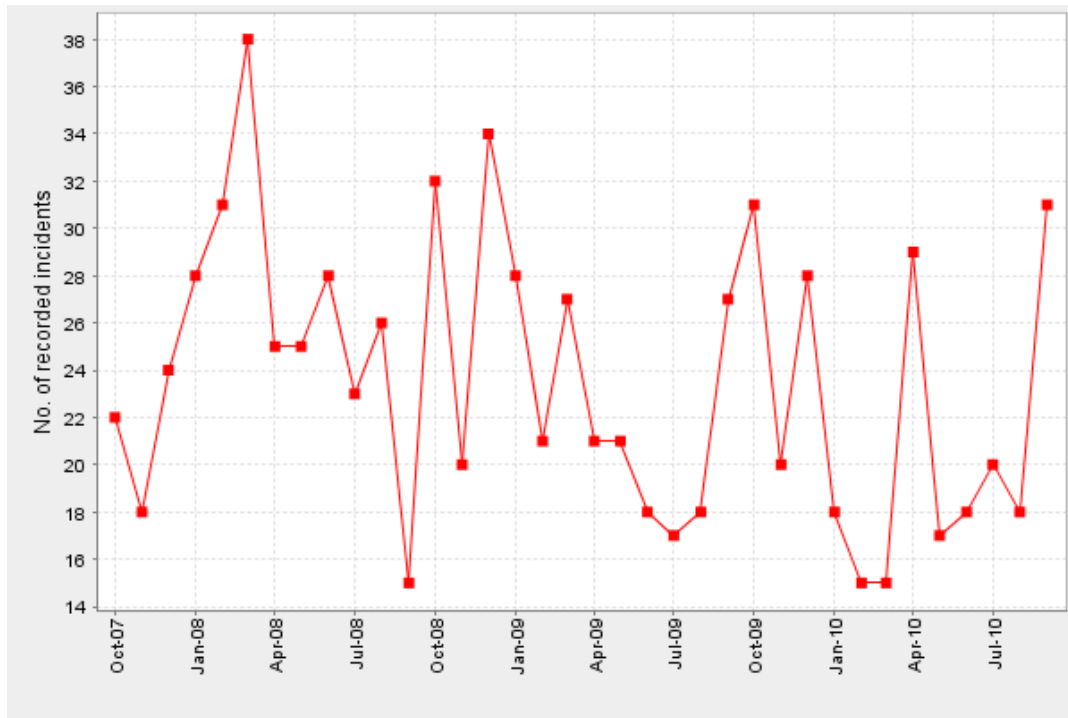
<sup>7</sup> Manly LAC boundary replicates Manly LGA boundary – information provided by Manly Police 250111.

<sup>8</sup> Information provided by Manly Police 250111.

## 4.2. Time of Assaults

This section presents data showing that the peak period for assaults (non-DV related) tends to be the summer period and also early hours of Sunday and Saturday mornings.

**Graph 1: Assault – non-domestic violence related in Manly by month: October 2007 to September 2010<sup>9</sup>**



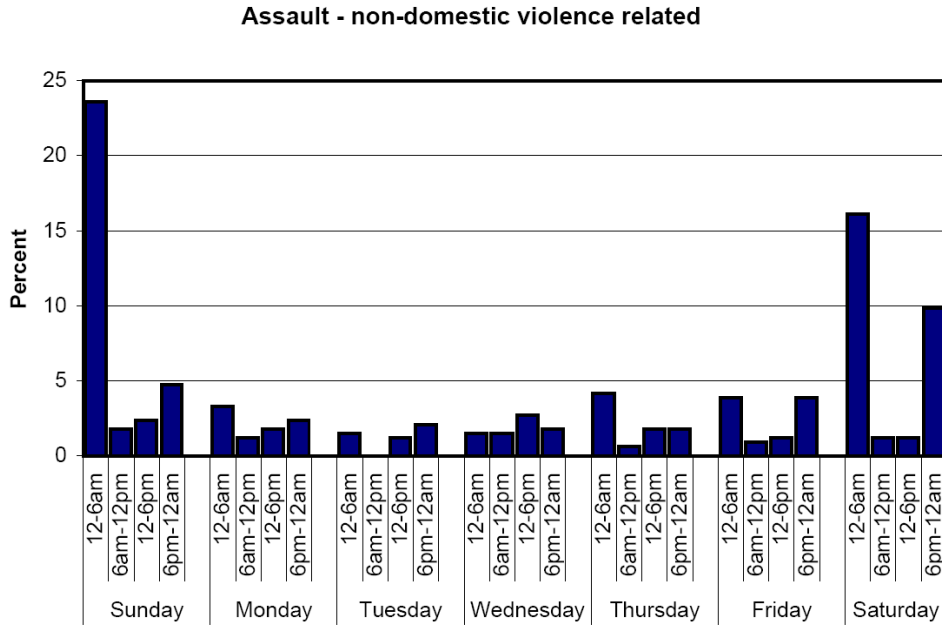
Graph 1 shows the number of assaults per month from October 2007 to September 2010. Generally, the summer season reveals the peak rate for assaults, however January – March 2010 had very low rates of assaults, peaking again in April 2010 and rising towards September 2010.

The BOCSAR crime trends tool for assault (non-DV related) reveals no statistically significant upward or downward trend over the 36 month period from October 2007 to September 2010.

Graph 2 shows the proportion of non-DV related assault incidents by time of day and day of week during 2008 in Manly. Peak times for assaults can be seen on weekends. Predominantly incidents occur on Sunday mornings (midnight until 6am), Saturday mornings (midnight until 6am), followed by Saturday nights between 6pm and midnight. These peak assault periods are reflected by Manly Police local data.

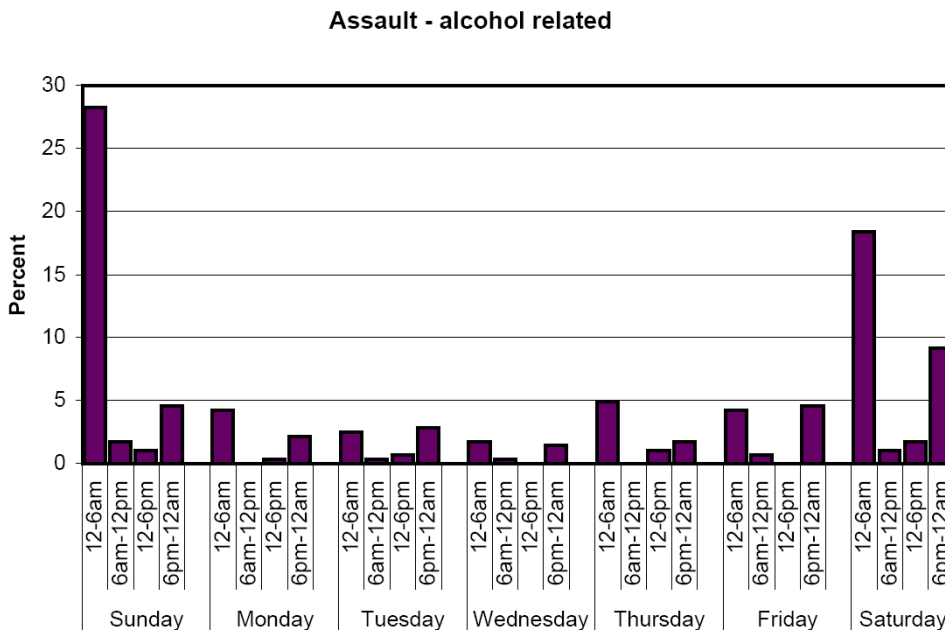
<sup>9</sup> NSW Bureau of Crime Statistics and Research crime trends tools (reference number: 2011-311712-7) Accessed on website 6 January 2011 (<http://bocd.lawlink.nsw.gov.au>)

**Graph 2: Assault (non-DV related) incidents for time of day and day of week for 2008 in Manly<sup>10</sup>**



Graph 3 shows the proportion of alcohol related incidents by time of day and day of week during 2008 in Manly. This mirrors the proportion of assault (non-DV related) incidents shown in Graph 2 as most incidents occurring in the early hours of Sunday morning, closely followed by Saturday morning.

**Graph 3: Proportion of alcohol related assault incidents by time of day and day of week for 2008 in Manly<sup>11</sup>**



<sup>10</sup> Local Government Area Crime Report Series – Manly 2008”. NSW Bureau of Crime Statistics and Research, 2009, p. 14.

<sup>11</sup> Ibid. p. 16.

### 4.3. *Victims and Offenders of Assaults*

Table 5 shows that in 2009, 78% of assault (non-DV related) victims are male, and of those 51% were aged 18-29 years old.

Age	Male	Female	Unknown	Total
0 - 17	13	7	0	20
18 - 29	124	41	0	165
30 - 39	57	5	1	63
40 +	45	12	0	57
Unknown	3	2	1	6
<b>Total</b>	<b>242</b>	<b>67</b>	<b>2</b>	<b>311</b>

Table 6 reveals that 80% of offenders/ persons of interest of assault (non-DV related) were male, and of these 42% were aged 30-39 years of age.

Age	Male	Female	Unknown	Total
0 - 17	3	2	0	5
18 - 29	6	3	0	9
30 - 39	26	8	0	34
40 +	14	0	0	14
Unknown	12	3	0	15
Missing/unknown	1	0	0	1
<b>Total</b>	<b>62</b>	<b>16</b>	<b>0</b>	<b>78</b>

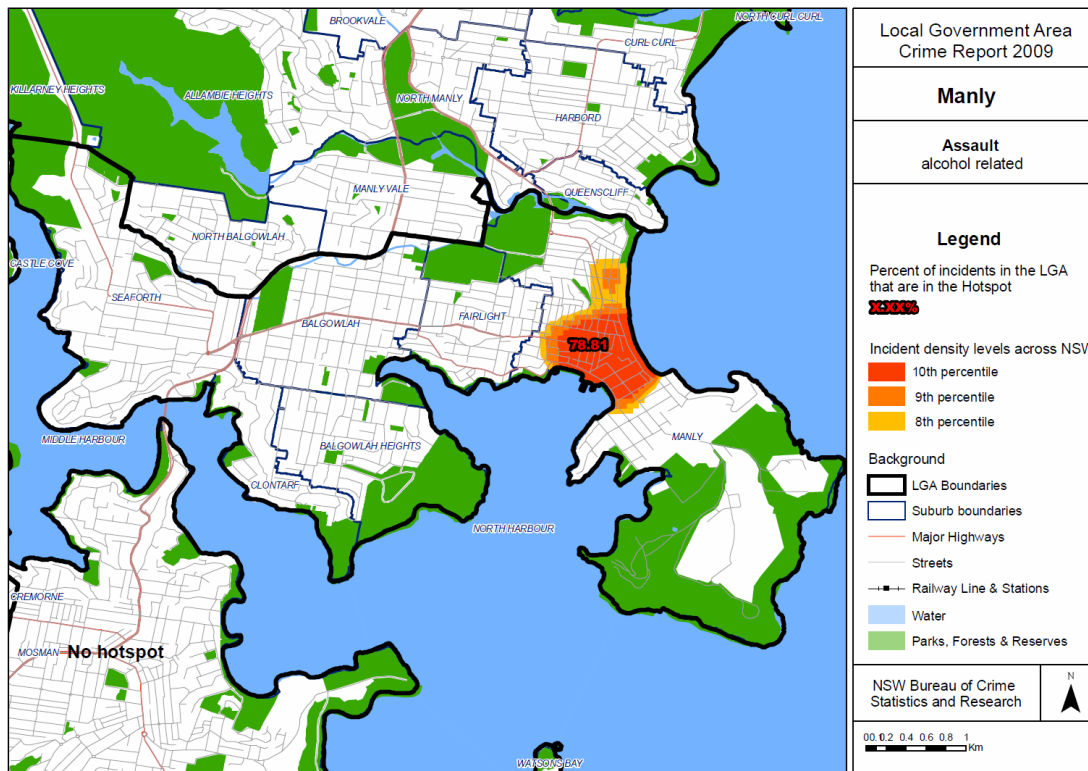
<sup>12</sup> NSW Bureau of Crime Statistics and Research: NSW Recorded Crime Statistics per LGA accessed on website (<http://www.lawlink.nsw.gov.au/Lawlink>) on 4 January 2011.

<sup>13</sup> Ibid.

### 4.4. Location of Assaults

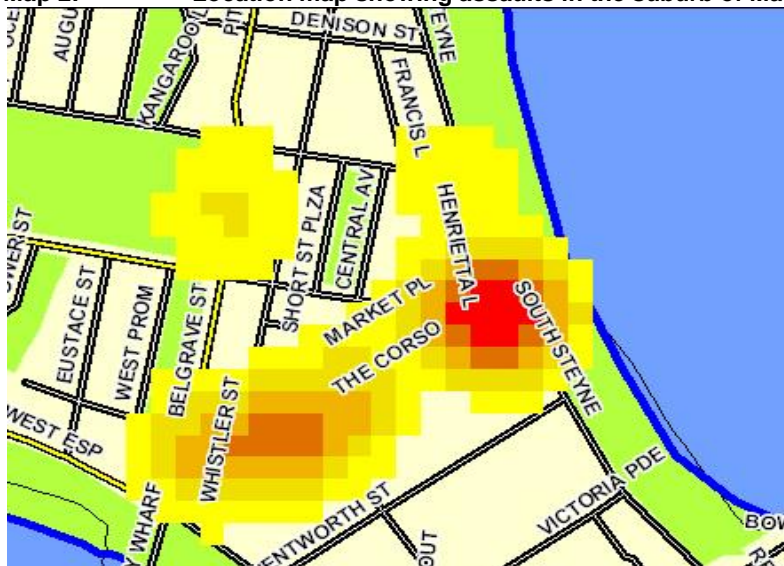
Map 1 shows that 78.81% of alcohol related assaults in the Manly LGA occur within the hotspot shown in the Manly CBD.<sup>14</sup> This illustrates the high density of alcohol related assaults which occur in central Manly.

**Map 1: Percent of alcohol related assaults in the Manly LGA that are in the CBD hotspot – NSW BOCSAR**



Map 2 shows that within the suburb of Manly, the key hotspot location for assaults is at the Ocean Beachfront area of The Corso, a secondary hotspot location is at the junction of The Corso/ Darley Road.<sup>15</sup>

**Map 2: Location map showing assaults in the suburb of Manly for 2010**



<sup>14</sup> Local Government Area Crime Report 2009 – Hotspot Map for Manly LGA, NSW Bureau of Crime Statistics and Research – accessed through [http://www.bocsar.nsw.gov.au/Lawlink/bocsar/ll\\_bocsar.nsf/pages/bocsar\\_lga\\_Manly](http://www.bocsar.nsw.gov.au/Lawlink/bocsar/ll_bocsar.nsf/pages/bocsar_lga_Manly) on 170111

<sup>15</sup> Map provided by Manly Local Area Command on 250111

Table 7 shows the top six locations for assault (non-DV related) in Manly. The majority occurred in outdoor/public places or licensed premises.

Premises Type	2007	2008	2009
Outdoor/Public Place	106	133	166
Licensed Premises	64	73	91
Residential - Dwelling	21	24	26
Retail/Wholesale	12	12	14
Public Transport Facilities	7	13	8
Residential - Temporary Accommodation	5	4	7

Table 8 provides an analysis of alcohol related assaults occurring within licensed premises in 2007. Although there are only 7 hotel licenses in Manly, the majority of incidents occur on this premise type. This is supported by information provided by Manly Local Area Command in Table 9 which shows that out of 64 alcohol related assaults during 2010, 45 occurred within hotels/pubs.

Type of licensed premises	No of incidents	
	Manly	NSW
Liquor - club licence	3	1,121
Liquor - hotel licence	67	4,848
Liquor - on-premises licence	11	547
Liquor - packaged liquor licence	0	38
Other	0	148
<b>Total</b>	<b>81</b>	<b>6,702</b>

Whilst it is acknowledged in Table 7 that most alcohol related assaults in Manly occur in outdoor areas or public space, Manly has double the rate of alcohol related assault occurring within licensed premises (218 per 100,000 population) than in NSW (102 per 100,000 population).<sup>18</sup>

Club	Hotel/pub	On-premise
3	45	16

<sup>16</sup> Data taken from <http://bocd.lawlink.nsw.gov.au/bocd/cmd/crime/SummaryOffenceInput> NSW Bureau of Crime Statistics and Research website. 4 January 2011.

<sup>17</sup> Social Profile Report – February 2009, NSW Office of Liquor, Gaming & Racing

<sup>18</sup> Ibid.

<sup>19</sup> Information provided by Manly Local Area Command on 250111

#### 4.5. Summary of Priority Crime

Table 10 provides a summary of the nature of assaults (non-DV related) in the Manly local government area, in particular the hotspot location, priority times, profile of victims and offenders and other relevant factors.

<b>Hotspot</b>	<b>Priority times</b>	<b>Victims and offenders</b>	<b>Other factors</b>
The Corso, particularly close to the Ocean Beachfront	Sunday morning between midnight and 6.00am, followed by Saturday morning between midnight and 6.00am.	Predominantly young males: <ul style="list-style-type: none"> <li>• Victims aged between 18 – 29 yrs.</li> <li>• offenders/persons of interest aged between 30 - 39 yrs</li> </ul>	<ul style="list-style-type: none"> <li>• Manly has a significantly higher rate of assault (non-DV related) than the Northern Beaches region, Sydney, NSW or similar areas in greater Sydney.</li> <li>• Majority of incidents of assault (non-DV related) are alcohol related (72.6% in 2009)</li> </ul>



## 5. Situational Analysis

This section highlights key factors which can be seen to contribute towards the significant problem Manly experiences in terms of alcohol-related assault. Further detail on these contributing factors can be found in the Draft Manly Crime Prevention Plan 2011-2013 - Supporting Documentation.

### 5.1. *Density of licensed premises*

Manly is a recognised late night entertainment area for the Northern Beaches region.<sup>20</sup>

The Manly LGA has a high concentration of licensed premises, with a higher rate of liquor licenses per 100,000 population than NSW (350 compared to 220 across NSW)<sup>21</sup>.

	<b>Manly</b>	<b>NSW</b>
No of Licences	130	14,440
Population	37,110	6,549,177
Rate (no of liquor licences / 100,000 population)	350	220

As Table 11 shows, in 2009 the Manly local government area had 130 liquor licenses. 23 of these are authorised to trade extended hours.<sup>23</sup> Most of the venues are within a short walk from each other, clustered around The Corso in the CBD, with seven hotels, three nightclubs and approximately 100 other venues with liquor licenses. The Corso is less than a kilometre in length. This area is the most heavily used by the local community and by visitors with an increasing number of residents living nearby in new apartment developments.

### 5.2. *Late Night Trading*

The closing time of licensed premises remains a sticking point for the community and local businesses. Most of the hotels and nightclubs in Manly have extended hours trading to cater for the many late night patrons visiting Manly's vibrant entertainment precinct on Friday and Saturday nights.

Late night trading of licensed premises creates a vibrant entertainment precinct in Manly, but it also brings greater intoxication levels and the resultant noise impacts, increased malicious damage and an assault level which significantly increases after midnight.

A number of late night food traders in the CBD also remain open to take advantage of the number of patrons leaving late night licensed venues.

Patrons congregate in and around the food shops and historically these areas have been associated with assaults. Late night community safety audits have found litter from these late night food traders is often not managed well, and this unkempt appearance potentially adds to a lack of respect of late night visitors to Manly. Discarded litter and particularly glass bottles could also be used as weapons during assaults in the public areas outside licensed premises and late night food traders.

<sup>20</sup> The Manly Development Control Plan for Late Night Venues (2005) aims to regulate activities in the entertainment precinct of Manly (see Supporting Documentation for information on DCP).

<sup>21</sup> Social Profile Report: Manly LGA, NSW Office of Liquor, Gaming & Racing, February 2009.

<sup>22</sup> Ibid.

<sup>23</sup> Ibid.

There is much that Council has done in regard to late night trading of licensed premises, and these initiatives can be viewed in 'Supporting Documentation for the Manly Crime Prevention Plan'.

### **5.3. Late Night Transport**

Late night transport options out of Manly include State Transit Authority buses, taxis, the Manly Night Shuttle<sup>24</sup> and the ferry to the city.

Late night taxi ranks have been established on the Ocean Beach front (junction of North Steyne and Raglan Street), and on Belgrave Street outside Council Chambers. Ministry of Transport and Infrastructure coordinates the placement of security personnel on both ranks on Friday and Saturdays between 10.30pm and 5.00am.

Closing times of late night licensed premises has often conflicted with the traditional taxi 'change-over' time of 3.00am, when there are less taxis on the roads. Many late night patrons start to make their way home between 2.00am and 3.30am.

Queues at Manly's two taxi ranks are significant at this time in the morning (often over 100 people waiting at Belgrave Street), and these locations can quickly become 'hotspots' for assaults. Waiting in a long line at either of the two late night taxi ranks or waiting for a STA bus can create frustration and tension amongst large groups of intoxicated persons often resulting in fights, excessive noise and vandalism.

Ensuring late night patrons have the necessary means to leave Manly as quickly as possible at the end of their night out significantly reduces the risk of anti-social behaviour occurring.

### **5.4. Risky Drinking and Binge Drinking Culture**

Over the past decade there has been a steady increase in the proportion of the Australian population who drink alcohol, the figure reaching 83 % (of adults) in 2004.<sup>25</sup> The average Australian is estimated to consume 7.8 litres of alcohol every year.<sup>26</sup> The problem is not found, however, in average consumption levels. One in five Australians (20.6 %) drink at levels that are risky or are at high risk of harm at least once a month, especially young adults.<sup>27</sup> Many also engage in risky and antisocial behavior when intoxicated.

Manly is an entertainment centre for the region and attracts large groups of young people to its many centrally located and easily accessible restaurants, bars and hotels. Anecdotally local service providers and Manly Police point to concerns that larger numbers of young people are drinking to excess. A night out in Manly appears for many to have become one of drinking until intoxicated. Notwithstanding the short and long-term health impacts of binge drinking, becoming a victim or an offender in an assault is far more likely to occur with greater intoxication levels.

There is very little data available on alcohol consumption by young people in the Northern Beaches. However in August to November 2009, Manly Drug Education & Counselling Centre (MDECC) surveyed 646 young people as part of the ReSet project.<sup>28</sup> In this survey, 93.6% of the sample drank alcohol. Of those surveyed,

<sup>24</sup> For an explanation of the operation of Manly Night Shuttle, see Draft Manly Crime Prevention Plan 2011-2013 - Supporting Documentation.

<sup>25</sup> AIHW 2005, cited in the *Ministerial Council for Drug Strategy*, 2006.

<sup>26</sup> World Advertising Research Centre, 2002.

<sup>27</sup> Manly Drinkcheck Project, Final Report 2008, Manly Drug Education and Counseling Centre.

<sup>28</sup> Information obtained from MDECC in June 2010. ReSet is a peer outreach project and early intervention strategy for amphetamine-type stimulants, alcohol and lifestyle choices. Of the valid

38.8% were considered to be drinking alcohol at 'harmful' levels requiring counselling or treatment, whilst 25.4% were considered at 'moderate risk' requiring intervention.

## 6. Action Plan targeting Alcohol Related Assaults

<b>Project:</b>	<b>1.0 LATE NIGHT TRANSPORT</b>
<b>Rationale:</b>	The peak period for assaults is after midnight on weekends which is the time when many patrons leave venues to get home. Many assaults currently occur between young people waiting for transport.
<b>Objective:</b>	To reduce incidence of alcohol related assaults in CBD at night time on the weekends
<b>Expected outcome:</b>	Reduce the number of patrons congregating in public space after leaving venues by improving late night transport options in order to encourage safe and efficient dispersal out of the CBD.
<b>ACTION 1.1</b>	<b>Co-ordinate consultation with late night transport (11pm – 4am) stakeholders annually to review services and prepare for each summer season by development of a late night transport plan</b>
<b>Priority</b>	Year 1, 2, 3
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Number of patrons on STA bus services operating on Friday &amp; Saturday night after midnight</li> <li>• Number of taxis servicing both Belgrave Street and Raglan Street taxi ranks</li> <li>• Hours of operation of secure taxi ranks</li> <li>• Number of patrons transported out of Manly on Manly Night Shuttle</li> <li>• Number of meetings held with late night transport stakeholders</li> <li>• Improved communications with late night transport services</li> </ul>
<b>Time-Frames</b>	Pre-summer workshop/consultation: Sept/Oct Late night transport plan developed: October Implementation: October – April Evaluation: April/May
<b>Lead Agency &amp; Partners</b>	Manly Council, Community Safety Committee, State Transit Authority, Manly Warringah Cabs, Ministry of Transport, Manly Night Shuttle, Manly Liquor Accord, Manly Police
<b>Funding Required</b>	\$300 Manly Council
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Stakeholders identified</li> <li>• Consultation/workshop completed</li> <li>• Plan developed and agreed upon by stakeholders</li> <li>• Plan ready for implementation</li> </ul>
<b>ACTION 1.2</b>	<b>Raise awareness of late night transport options and encourage usage by development of late night transport resources</b>
<b>Priority</b>	Year 1
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Increased patronage of all late night transport services</li> <li>• Reduce incidence of PCA offences on Northern Beaches</li> <li>• Number of late night transport resources distributed</li> <li>• Number of licensed premises and bottle shops distributing resources</li> <li>• Number of pre and post summer surveys conducted to assess awareness of transport options</li> <li>• Number of signs in position promoting late night transport departure points</li> </ul>
<b>Time-Frames</b>	Pre-summer late night survey: Jan 2011 Signage erected: Jan 2011 Production and distribution: Feb 2011 Development of website resources: Feb 2011 Post-summer late night survey: April 2011 Evaluation: May 2011
<b>Lead Agency &amp; Partners</b>	Manly Council, Community Safety Committee, State Transit Authority, Manly Warringah Cabs, Ministry of Transport, Manly Night Shuttle, Manly Police, Northern Beaches Health Promotion, Manly Liquor Accord, Manly Youth Council
<b>Funding Required</b>	\$10,000 Manly Council/ Manly Liquor Accord/ Communities NSW
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Pre-summer patron survey conducted to gauge awareness levels</li> <li>• Late night transport resource developed and distributed</li> </ul>

	<ul style="list-style-type: none"> <li>• Website resources developed and operating</li> <li>• Post-summer patron survey conducted to gauge awareness levels of transport options</li> <li>• Evaluation of late night transport solution completed</li> </ul>
<b>ACTION 1.3</b>	<b>Trained peer educators to provide information to patrons in The Corso on Saturday night to encourage greater use of late night transport options and hubs</b>
<b>Priority</b>	Year 1
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Increased patronage of all late night transport services</li> <li>• Reduce incidence of PCA offences on Northern Beaches</li> <li>• Number of peer educators trained</li> <li>• Number of patrons in contact with peer educators</li> <li>• Number of Saturday nights project is implemented</li> <li>• Number of licensed premises participating</li> <li>• Number of late night transport resources handed out by peer educators</li> <li>• Number of pre and post project surveys conducted to assess awareness of transport options</li> </ul>
<b>Time-Frames</b>	<p>Project plan developed: February 2011  Training of peer educators: February 2011  Pre-project survey: February 2011  Project implemented: March 2011  Post-project survey: April 2011  Evaluation completed: May 2011</p>
<b>Lead Agency &amp; Partners</b>	Manly Council, Northern Beaches Health Promotion, Manly Liquor Accord, Manly Youth Council, MDECC, Manly Police
<b>Funding Required</b>	\$10,000 Manly Council/ grant funding
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Project plan developed</li> <li>• Pre-project patron survey conducted to gauge awareness levels</li> <li>• T-shirts designed and printed for peer educators to wear during project</li> <li>• Training of four peer educators completed</li> <li>• Project implemented on four Saturday nights in Manly</li> <li>• Post-project patron survey conducted to gauge awareness levels of transport options</li> <li>• Evaluation report completed</li> </ul>

<b>Project:</b>	<b>2.0 EDUCATE</b>
<b>Rationale:</b>	In response to community concern about alcohol related problems in the local community Council has a key role to play in both developing resources itself to raise awareness and to also support other agencies to develop programs to reduce alcohol-related harm.
<b>Objective:</b>	To develop and facilitate the provision of information to reduce alcohol related assaults
<b>Expected outcome:</b>	Development of a range of community education programs targeting specific groups.
<b>ACTION 2.1</b>	<b>'Stay Safe' – target high risk groups of international students, backpackers and visitors by producing resource to raise awareness of key safety issues concerning alcohol, responsibility and local services</b>
<b>Priority</b>	Year 1
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Number of language schools and backpackers participating</li> <li>• Number of welcome packs produced</li> <li>• Number of infringements (fail to quit and drinking in AFZ) issued</li> <li>• Number of complaints received by council regarding noise and anti-social behavior on beaches and reserves</li> <li>• Number of referrals to local services from language schools and backpackers</li> <li>• Number of language school orientation sessions attended</li> </ul>
<b>Time-Frame</b>	Project plan designed: June 2011 Resources developed :July 2011 Project implemented: October 2011 to March 2012 Evaluation completed: April 2012
<b>Lead Agency &amp; Partners</b>	Manly Council, Manly Police, MDECC, NB Health Promotion, Liquor Accord, Language Schools and Backpackers, Chamber of Commerce
<b>Funding Required</b>	\$10,000 from external grant funding In-kind support from Manly Council, Manly Police, MDECC, NB Health Promotion, Liquor Accord, language schools and backpackers
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Project plan designed and approved</li> <li>• Evaluation Plan identifies data sources</li> <li>• Pre and post summer season data obtained</li> <li>• Existing resources identified and new resources developed for use</li> <li>• Presentation of safety issues by Manly Police and MDECC at language school orientation sessions</li> <li>• Evaluation report completed</li> </ul>
<b>ACTION 2.2</b>	<b>'Safer Bars' - educate licensed premises staff from late night trading premises on handling aggressive patrons, raising awareness of AFZ locations and late night transport options and fail to quit responsibilities</b>
<b>Priority</b>	Year 2
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Number of 'fail to quit' offences</li> <li>• Number of alcohol-related assaults</li> <li>• Proportion of incidents recorded by Manly Police that were alcohol-related</li> <li>• Number of licensed premises staff attending training</li> </ul>
<b>Time-Frames</b>	Prior to summer season (September – October 2012)
<b>Lead Agency &amp; Partners</b>	Manly Liquor Accord, NSW OLGR Liquor Accord Delivery Unit, NSW Communities, Manly Licensing Police, Manly Council
<b>Funding Required</b>	\$20,000 external grant funding
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• 'Safer Bars' programme designed</li> <li>• Training delivered</li> <li>• Pre and post summer season data obtained</li> <li>• Evaluation report produced</li> </ul>

<b>ACTION 2.3</b>	<b>'Shout it Out' – binge drinking project targeting licensed premises to reduce the number of alcoholic drinks that patrons are permitted to purchase in any single shout or round</b>
<b>Priority</b>	Year 2
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Reduction in alcohol related assaults involving young males</li> <li>• Increased awareness of patrons of risk of binge drinking</li> <li>• Number of licensed premises participating in project</li> <li>• Number of surveys conducted to gauge success</li> </ul>
<b>Time-Frames</b>	October 2012 – March 2013
<b>Lead Agency &amp; Partners</b>	NB Health Promotion, Manly Council, Manly Police, Manly Liquor Accord, NSW OLGR Liquor Accord Delivery Unit
<b>Funding Required</b>	\$5,000 NB Health Promotion
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Project plan developed</li> <li>• Project implemented</li> <li>• Licensed premises adopt policy to limit drinks per round/ 'shout'</li> <li>• Pre and post summer season surveys implemented</li> <li>• Evaluation report produced</li> </ul>
<b>ACTION 2.4</b>	<b>Raise awareness of Council and Police strategies contained within the Manly Crime Prevention Plan</b>
<b>Priority</b>	Year 1, 2, 3
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Number of surveys conducted with Precincts in Year 1 and at end of Crime Prevention Plan implementation to measure perception of safety</li> <li>• Number of media releases produced regarding actions from the Crime Prevention Plan</li> <li>• Number of media articles in Manly Daily publicising Crime Prevention Plan strategies</li> </ul>
<b>Time-Frames</b>	Ongoing through life of Crime Prevention Plan 2010 - 2013
<b>Lead Agency &amp; Partners</b>	Manly Council, Community Safety Committee and Manly Police
<b>Funding Required</b>	\$500 Manly Council for media costs
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Pre and post Crime Prevention Plan surveys completed</li> <li>• Successful safety initiatives promoted to the community</li> <li>• Media releases written for Manly Daily</li> <li>• Mayoral Messages and Manly Daily articles published</li> <li>• Precinct surveys evaluated and report produced</li> </ul>

<b>Project:</b>	<b>3. 0 REGULATION AND ENFORCEMENT</b>
<b>Rationale:</b>	Council is well placed to identify, enforce and regulate issues to improve late night safety in Manly.
<b>Objective:</b>	To reduce incidents of illegal drinking in the Alcohol Free Zone (AFZ) and Alcohol Consumption Prohibited Zones (ACPZ's) and to identify safety issues impacting on public safety
<b>Expected outcome:</b>	Ensuring the physical environment in the CBD is safely maintained by input from Council.
<b>ACTION 3.1</b>	<b>Enforce the Alcohol Free Zone and Alcohol Consumption Prohibited Zones</b>
<b>Priority</b>	Year 1, 2, 3
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Number of AFZ and ACPZ infringement notices issued by Manly Police and Council Night Rangers</li> <li>• Number of complaints to council regarding illegal drinking on beaches and reserves</li> <li>• Number of major events and festivals requiring increased enforcement</li> <li>• Number of planning meetings held with key stakeholders</li> </ul>
<b>Time-Frames</b>	2011 – 2013 ongoing
<b>Lead Agency &amp; Partners</b>	Manly Council Night Rangers and Manly Police
<b>Funding Required</b>	In-kind, staff time
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Manly Police and Council Night Rangers continue to adequately enforce the zones accordingly</li> <li>• Pre and post major events and festival planning meetings (e.g. Australia Day, New Years Eve and Manly Food &amp; Wine Festival) held with key stakeholders in Manly to ensure enforcement of the zones</li> <li>• Pre-summer season planning meeting held with key stakeholders to ensure clear communication regarding enforcement</li> </ul>
<b>ACTION 3.2</b>	<b>Conduct annual late night community safety audits of Manly CBD.</b>
<b>Priority</b>	Year 1, 2, 3
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Number of Community Safety Committee members attending</li> <li>• Number of Precinct members attending</li> <li>• Number of safety issues identified</li> <li>• Number of solutions implemented</li> </ul>
<b>Time-Frames</b>	One annually
<b>Lead Agency &amp; Partners</b>	Manly Police, Community Safety Committee, Manly Council
<b>Funding Required</b>	In-kind staff time by Manly Council and Manly Police Community Safety Committee and Precincts volunteer own time
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Safety audit completed annually</li> <li>• Evaluation report written</li> <li>• Identified issues addressed promptly</li> <li>• Solutions implemented</li> </ul>
<b>ACTION 3.3</b>	<b>Review liquor license applications to reduce impact on local community</b>
<b>Priority</b>	Year 1, 2, 3
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Number of liquor licence applications received by Council</li> <li>• Number of submissions made to applicants and NSW OLGR regarding liquor licence applications</li> </ul>
<b>Time-Frames</b>	Ongoing 2010-2013
<b>Lead Agency &amp; Partners</b>	Manly Council and Manly Licensing Police
<b>Funding Required</b>	in-kind – staff time
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Submissions made direct to NSW OLGR regarding liquor licence applications in Manly</li> <li>• Conditions imposed on liquor licence applications by NSW OLGR in line with Council and Licensing Police concerns</li> </ul>



<b>ACTION 3.4</b>	<b>Investigate means to reduce trading hours of late night licensed premises</b>
<b>Priority</b>	Year 1, 2, 3
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Relevant data identified and obtained</li> <li>• Reports compiled</li> <li>• Regular reports to Community Safety Committee</li> <li>• Recommendations received from Community Safety Committee and Council regarding reduced trading hours</li> </ul>
<b>Time-Frames</b>	Ongoing 2010-2013
<b>Lead Agency &amp; Partners</b>	Manly Council
<b>Funding Required</b>	In-kind staff time
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Legislation identified through which to lodge application to reduce trading hours</li> <li>• Continued liaison with Communities NSW to identify means of reducing trading hours</li> </ul>
<b>ACTION 3.5</b>	<b>Enforce development consent conditions of late night licensed premises in Manly</b>
<b>Priority</b>	Year 1, 2, 3
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Number of inspections conducted by Enforcement staff</li> <li>• Number of breaches issued by Council to late night licensed premises</li> </ul>
<b>Time-Frames</b>	Ongoing 2010-2013
<b>Lead Agency &amp; Partners</b>	Manly Council's Enforcement and Regulation Team, Council Night Rangers
<b>Funding Required</b>	In-kind staff time
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Continued monitoring of late night licensed premises to ensure compliance with development consent conditions regarding noise restrictions, density and trading hours</li> </ul>

<b>Project:</b>	<b>4. 0 PLANNING</b>
<b>Rationale:</b>	Council has the responsibility to maintain and introduce the required planning controls and policies to ensure community safety
<b>Objective:</b>	To develop and contribute to policies and plans which will mitigate the negative impact of late night licensed premises
<b>Expected outcome:</b>	Inclusion of conditions within plans and policies to create a safer late night Manly
<b>ACTION 4.1</b>	<b>Ensure that all development applications involving licensed premises and major public space projects be assessed for CPTED (Crime Prevention through Environmental Design) by trained Council staff and/or in conjunction with Manly Police</b>
<b>Priority</b>	Year 2
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>Number of development assessments which meet criteria are assessed for CPTED principles</li> </ul>
<b>Time-Frames</b>	February 2012
<b>Lead Agency &amp; Partners</b>	Manly Council and Manly Police
<b>Funding Required</b>	\$700 per staff member if training for Council staff required, otherwise in-kind staff time arranged with trained Manly Police officers
<b>Milestones</b>	<ul style="list-style-type: none"> <li>Criteria developed for development assessments to be assessed for CPTED principles</li> <li>Memorandum of Understanding signed with Manly Police to pass relevant development applications to them to assess</li> <li>Council staff trained in CPTED principles</li> <li>All relevant development assessments are CPTED assessed</li> </ul>
<b>ACTION 4.2</b>	<b>Review Council's policies and planning instruments to consider late night trading</b>
<b>Priority</b>	Year 3
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>Number of Council policies and plans identified which impact on late night trading in Manly</li> <li>Number of submissions made as part of consultation by Council when reviewing policies and plans which impact on late night trading in Manly</li> </ul>
<b>Time-Frames</b>	2013, or as consultation is called for by Council's Planning & Strategy Team
<b>Lead Agency &amp; Partners</b>	Manly Council
<b>Funding Required</b>	In-kind, staff time
<b>Milestones</b>	<ul style="list-style-type: none"> <li>Council policies and plans amended with regarding to community concern regarding late night trading</li> </ul>
<b>ACTION 4.3</b>	<b>Develop liquor licence application policy for Council</b>
<b>Priority</b>	Year 3
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>Draft policy prepared</li> <li>Number of submissions made to Council following public exhibition of draft Council policy on liquor licence applications</li> </ul>
<b>Time-Frames</b>	2013
<b>Lead Agency &amp; Partners</b>	Manly Council
<b>Funding Required</b>	in-kind – staff time
<b>Milestones</b>	<ul style="list-style-type: none"> <li>Investigate other Council policies on liquor licence applications</li> <li>Develop a draft Council policy on liquor license applications to be placed on public exhibition</li> <li>Report written to Council regarding draft policy on liquor licence applications</li> <li>Policy on liquor licence applications adopted</li> </ul>

<b>Project:</b>	<b>5.0 ENGAGE</b>
<b>Rationale:</b>	Council is a key stakeholder in the discussion regarding alcohol in the community and can build capacity via local partnerships and will continue to engage young people
<b>Objective:</b>	To build capacity in the community by engaging with target groups and with key partners to combat alcohol related assaults and to provide alcohol free alternatives
<b>Expected outcome:</b>	Build cohesive partnerships and improve late night safety in Manly.
<b>ACTION 5.1</b>	<b>Support the Manly Precinct Liquor Accord (Hassle Free Nights)</b>
<b>Priority</b>	Year 1
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Number of meetings attended</li> <li>• Number of strategies implemented</li> <li>• Number of alcohol-related assaults</li> <li>• Number of licensees participating</li> </ul>
<b>Time-Frames</b>	Jan 2011 – Jan 2012
<b>Lead Agency &amp; Partners</b>	Communities NSW, Manly Liquor Accord, Manly Council, Manly Police
<b>Funding Required</b>	\$5,000 Communities NSW and late night licensees
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Manly Precinct Liquor Accord strategies endorsed by Director General of Communities NSW</li> <li>• Strategies implemented</li> </ul>
<b>ACTION 5.2</b>	<b>Provision of all ages affordable drug and alcohol free entertainment for young people</b>
<b>Priority</b>	Year 1, 2, 3
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Number of alcohol-free activities provided for young people</li> <li>• Number of young people aged 18-21 years attending each event</li> <li>• Number of referrals to Council's Adolescent and Family Counselling Team</li> <li>• Number of referrals to Manly Drug Education and Counselling Centre</li> </ul>
<b>Time-Frames</b>	Ongoing 2010-2013
<b>Lead Agency &amp; Partners</b>	Youth and School Aged Services Manly Council, Manly Youth Council
<b>Funding Required</b>	\$12,000 per annum, Manly Council
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• 10 drug and alcohol-free entertainment provided each year</li> </ul>
<b>ACTION 5.3</b>	<b>Support the Manly Liquor Accord</b>
<b>Priority</b>	Year 1, 2, 3
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Number of meetings held by Manly Liquor Accord</li> <li>• Number of meetings attended by Manly Council</li> <li>• Number of members contributing financially</li> <li>• Number of actions from Crime Prevention Plan which Manly Liquor Accord is a partner of</li> </ul>
<b>Time-Frames</b>	Ongoing 2010-2013
<b>Lead Agency &amp; Partners</b>	Manly Council, Manly Liquor Accord, Manly Police
<b>Funding Required</b>	In-kind staff time
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Manly Liquor Accord Executive in place</li> <li>• Manly Liquor Accord Executive meeting regularly</li> <li>• AGM's held annually</li> <li>• Members of Manly Liquor Accord contributing financially</li> <li>• Manly Liquor Accord partner with Council for strategies in Crime Prevention Plan</li> </ul>

<b>ACTION 5.4</b>	<b>Support the 'Street Pastors' Initiative</b>
<b>Priority</b>	Year 1, 2, 3
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Number of written updates received from Street Pastors</li> <li>• Number of briefing meetings held with Street Pastors</li> <li>• Level of funding received from Council</li> </ul>
<b>Time-Frames</b>	Ongoing 2010- 2013
<b>Lead Agency &amp; Partners</b>	Manly Council, Salvation Army, Ministries of Manly
<b>Funding Required</b>	Up to \$5,000 - Council community grants and CDSE grants available
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Regular networking and referral of information between Council and Street Pastors</li> <li>• Street Pastors become a member of Community Safety Committee</li> <li>• Street Pastors continue to operate on Saturday nights in Manly CBD</li> </ul>

## 7. Monitoring and Evaluation

Monitoring	Evaluation
<p>Base line data collected prior to commencement , and throughout Actions will include:</p> <ul style="list-style-type: none"> <li>• NSW BOCSAR statistics</li> <li>• Local crime statistics from Manly Police</li> <li>• Patron numbers from transport providers</li> <li>• Internal reporting data available from Council</li> <li>• Results of pre-Action surveys</li> </ul> <p>A comprehensive 'Evaluation Plan' will be written prior to the commencement of each Action which details:</p> <ul style="list-style-type: none"> <li>• Objectives</li> <li>• Indicators</li> <li>• Data source</li> <li>• Method</li> </ul>	<p>Council's Community Safety Coordinator will be responsible for conducting a thorough evaluation of each strategy, in line with the 'performance measures' outlined above, in order to ensure 'milestones' have been achieved.</p> <p>Much of the base line data collected prior to and throughout Actions will be compared on completion of the Action (e.g. pre and post survey data, or statistics from BOCSAR or Manly Police).</p> <p>The final evaluation report will also include a full and comprehensive description of how the Action was implemented, in order for the project to be replicated if successful.</p> <p>Possible outcomes following evaluation will also be to report on whether the Action had unexpected outcomes, and of course whether the Action was successful, and if not, why not.</p>