



Coffs Harbour City Council

14 August 2013

ORDINARY MEETING

The above meeting will be held in the Council Chamber, Administration Building, corner Coff and Castle Streets, Coffs Harbour, on:

THURSDAY 22 AUGUST 2013

The meeting commences at **5.00pm** and your attendance is requested.

AGENDA

1. Opening of Ordinary Meeting
2. Acknowledgment of Country
3. Disclosure of Interest
4. Apologies
5. Public Addresses / Public Forum
6. Mayoral Minute
7. Mayoral Actions under Delegated Authority
8. [Confirmation of Minutes of Ordinary Meeting – 8 August 2013](#)
9. [Notices of Motion](#)
10. [General Manager's Reports](#)
11. [Consideration of Officers' Reports](#)
12. Requests for Leave of Absence
13. Matters of an Urgent Nature
14. Questions On Notice
15. Consideration of Confidential Items (if any)
16. Close of Ordinary Meeting.

Steve McGrath
General Manager



COFFS HARBOUR CITY COUNCIL
ORDINARY MEETING
COUNCIL CHAMBERS
COUNCIL ADMINISTRATION BUILDING
COFF AND CASTLE STREETS, COFFS HARBOUR
22 AUGUST 2013

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COFFS HARBOUR CITY COUNCIL

ORDINARY MEETING

8 AUGUST 2013

Present: Councillors D Knight (Mayor), J Arkan, N Cowling, R Degens, G Innes, B Palmer, M Sultana and S Townley

Staff: General Manager, Acting Director Corporate Business, Director City Services, Director Land Use, Health & Development and Executive Assistant.

The meeting commenced at 5.00pm with the Mayor, Cr D Knight in the chair.

We respectfully acknowledge the Gumbayngirr Country and the Gumbayngirr Aboriginal peoples who are traditional custodians of the land on which we meet and their Elders both past and present

The Mayor reminded the Chamber that the meeting was to be recorded, and that no other recordings of the meeting would be permitted.

DISCLOSURES OF INTEREST

No disclosures of interests tabled.

APOLOGY

185 **RESOLVED** (Arkan/Palmer) that leave of absence as requested from Councillor Rhoades be approved.

PUBLIC FORUM

Time	Speaker	Item
5.00pm	George Mitchell	Re-examine Rezoning Issue, Section 34 of Amendment to the Town Plan

MAYORAL MINUTE

MM13/2 COUNCIL MEETING CANCELLATION

For Council to resolve not to conduct a Council Meeting on Thursday, 12 September 2013.

Background:

Councillors were recently briefed regarding planning for the 2013 World Rally Championship scheduled to be held in Coffs Harbour from the 12 to 15 September 2013. Planning for this event includes an official "Rally Show" (opening) in the City Centre at approximately 4.00 pm on Thursday, 12 September 2013, followed by the Thursday evening Super Special Stage at Brelsford Park.

The timing of these events and the fact that the Mayor and other Council Officials will also be involved in these events will make attendance at the normal scheduled Council meeting difficult to say the last.

In light of the importance of this International Event, it is considered that cancellation of the Council meeting is in order.

- 186 RESOLVED** (Knight) that the Council meeting set down for Thursday, 12 September 2013, be cancelled.
-

CONFIRMATION AND ADOPTION OF MINUTES

- 187 RESOLVED** (Arkan/Degens) that the minutes of the Ordinary meeting held on 25 July 2013 be confirmed as a true and correct record of proceedings.

NOTICE OF MOTION

NOM13/10 FRINGE BENEFITS TAX

- 188 RESOLVED** (Arkan/Degens) that this motion be deferred due to the uncertainty of the Federal Government election result.
-

LAND USE HEALTH & DEVELOPMENT DEPARTMENT REPORTS

L13/22 CONTAMINATED LAND MANAGEMENT POLICY

For Council to adopt the Contaminated Land Management Policy.

189 RESOLVED (Palmer/Townley) that:

1. Council adopts the appended Contaminated Land Management Policy.
2. Council repeals the Agricultural Chemicals Residue Policy (1994).

L13/23 DRAFT COFFS HARBOUR DEVELOPMENT CONTROL PLAN 2013 - ADDITIONAL COMPONENTS AND MINOR AMENDMENTS

To recommend that Council adopt the following additions and amendments to draft Coffs Harbour Development Control Plan (DCP) 2013:

1. a proposed new component that addresses contaminated land management (Component D2 Contaminated Land Management) (Attachment 1);
2. a proposed new component that addresses flooding and coastal hazards (Component D3 Flooding and Coastal Hazards) (Attachment 2); and
3. provisions for autonomous (or on-site renewable) energy generation (within Component B1 Subdivision Requirements), along with minor amendments to other components: A1, B2, C1, C2, C7, C8, E2, E3, E5, E7, E8, E9, E10, E11, E12, E13 and E14 (Attachment 3).

It is further recommended that Component E15 Tourist Development Precincts be held and reported to Council on the completion of the Dress Circle Planning Proposal.

190 RESOLVED (Sultana/Degens) that:

1. Council adopt Component D2 Contaminated Land Management (Attachment 1), being an additional component to Coffs Harbour Development Control Plan 2013.
2. Council adopt Component D3 Flooding and Coastal Hazards (Attachment 2), being an additional component to Coffs Harbour Development Control Plan 2013.
3. Council adopt the provisions for autonomous (or on-site renewable) energy generation within Component B1, along with minor amendments to other components: A1, B2, C1, C2, C7, C8, E2, E3, E5, E7, E8, E9, E10, E11, E12, E13 and E14 (Attachment 3).
4. A further report, jointly addressing Component E15 Tourist Development Precincts and the Dress Circle Planning Proposal (PP_2013_Coffs_001_00), be presented to Council.

L13/24 LOCAL FOOD FUTURES PROJECT - EVALUATION AND FINAL REPORT

The purpose of this report is to inform Council on the evaluation and final report for the NSW Environmental Trust grant funded Local Food Futures Project.

- 191 RESOLVED** (Townley/Arkan) that Council notes the successful completion of the Local Food Futures Project and the significant outcomes that it has generated for the local community.

L13/25 OUR LIVING COAST REGIONAL SUSTAINABILITY INITIATIVE - FINAL INDEPENDENT EVALUATION

This report gives an overview of the key outcomes and recommendations from the final independent evaluation of the Our Living Coast Regional Sustainability Initiative (OLC).

The \$2 million OLC project was approved by the NSW Environmental Trust on 24 December 2009 and project work commenced in January 2010. This report is submitted to inform and for Council to note.

- 192 RESOLVED** (Palmer/Arkan) that Council note the independent evaluation report and the final project report for the Our Living Coast Regional Sustainability Initiative and acknowledge the significant impact that this project has had on regional sustainability across the Mid North Coast.

Cr Innes arrived at this point, the time being 5.28pm.

CORPORATE BUSINESS DEPARTMENT REPORTS

CB13/47 BANK BALANCES AND INVESTMENT FOR JUNE 2013

To list Council's Bank Balances and Investments as at 30 June 2013.

- 193 RESOLVED** (Palmer/Degens) that:
1. The bank balances and investments totaling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) one hundred and sixty nine million, six hundred and forty two thousand, four hundred and thirty six dollars (\$169,642,436) as at 30 June 2013 be noted.
 2. The general fund unrestricted cash and investments totaling two million, one hundred and seventy one thousand, and seventy four dollars (\$2,171,074) as at 30 June 2013 be noted.

CB13/48 MONTHLY INTERIM BUDGET REVIEW FOR JUNE 2013

To report on the estimated interim budget position as at 30 June 2013.

194 RESOLVED (Arkan/Innes) that:

The budget adjustments be approved and the current budget position be noted.

Estimated Interim Budget Position as at 30 June 2013:

	General Account \$	Water Account \$	Sewer Account \$
Original Budget adopted 24 May 2012	308,365 (D)	4,397,830 (D)	3,542,337 (D)
Approved Variations to 31 May 2013	(309,621) (S)	(554,150) (S)	(686,556) (S)
Recommended variations for June 2013	Nil	Nil	Nil
Estimated interim result as at 30 June 2013	<u>(1,256)</u> (S)	<u>3,843,680</u> (D)	<u>2,855,781</u> (D)

CB13/49 LEASE: AIRSIDE FUEL BOWSER SITE, LOT 10 DP790102 - EXECUTION OF LEASE DOCUMENTS UNDER COMMON SEAL OF COUNCIL

Seeking authority for the execution of a lease between Coffs Harbour City Council as the registered proprietor of Lot 10 in DP 790102 to Arcav Pty Limited ACN 096 269 251 under the Common Seal of Council.

195 RESOLVED (Arkan/Degens) that:

1. The Council as registered proprietor Lot 10 in DP790102 (the demised premises) authorises the lease of the demised premises to Arcav Pty Limited ACN 096 269 251 for a period of 5 (five) years and subject to the standard terms and conditions of Coffs Harbour City Councils airport leases.
2. That any necessary documents required to give effect to the lease of Lot 10 in DP790102 to Arcav Pty Limited ACN 096 269 251 be executed under the common seal of Council.

CITY SERVICES DEPARTMENT REPORT

**CS13/42 CONTRACT NO. RFT-600-TO: CASTLE STREET CAR PARK
SUPPLY & INSTALLATION OF LIFTS**

To report on tenders received for Contract No. RFT-600-TO Castle Street Car Park supply and installation of lifts and to gain Council approval to accept a tender.

196 RESOLVED (Arkan/Innes) that:

1. Council accept the tender of Kone Elevators Pty Ltd, ABN 47 000 142 423, for the Lump Sum amount of \$347,930, inclusive of GST on the basis that:
 - a) The tender is the most advantageous tender following the application of Council's Tender Value Selection System
 - b) The Tenderer has the necessary experience in similar works and its ability and performance are satisfactory
2. The contract documents be executed under the Seal of Council.

REQUESTS FOR LEAVE OF ABSENCE

197 RESOLVED (Arkan/Palmer) that Cr Sultana and Cr Degens be granted leave of absence from Council for 22 August 2013 meeting.

MATTERS OF AN URGENT NATURE

No matters of an urgent nature.

QUESTIONS ON NOTICE

No questions on notice

This concluded the business and the meeting closed at 5.39pm.

Confirmed: 22 August 2013

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Denise Knight
Mayor

PLANNING REFORM

Purpose:

Councillor Sally Townley has given notice of her intention to move:

That Council write to Premier Barry O'Farrell requesting that another iteration of the Planning Bill 2013 Exposure Draft be developed in view of the large numbers of submissions and the new information which has resulted from these submissions.

Council acknowledges its own submission and is aware that more areas of concern have now been raised as a result of the volume and complexity of submissions. Council respectfully requests that it be able to consider modifications to the existing draft based on this large body of additional information. Council further requests that the modified draft then be subject to a further consultative process.

That Council seek support from LGNSW in requesting NSW Department of Planning and Infrastructure to undertake further consultation on this matter for the reasons outlined above

Staff Comment:

At its meeting of 27 June 2013 Council considered a report which gave an update on the NSW Government's NSW Planning System Review and White Paper; and consideration of a Council submission to the review.

At this meeting Council resolved:

1. *Note the information provided in this report which provides an update on the NSW Government's NSW Planning System Review White Paper.*
2. *Endorse Attachment 1 of this report as a submission to the NSW Government's NSW Planning System Review White Paper.*

OPERATIONAL PLAN REPORTING FOR THE QUARTER ENDED 30 JUNE 2013

Purpose:

To report on the progress of implementation of Council's 2012/2013 Operational Plan.

Description of Item:

Under the Integrated Planning and Reporting (IPR) framework, Council developed an Operational Plan for the 2012/2013 financial year to guide operational activity and to monitor performance.

This report addresses the progress of that activity from 1 April to 30 June 2013.

The performance of individual projects and ongoing activities is recorded in detail in Council's *Performance Planning* system, a software tool designed to assist the organisation to monitor progress at an operational level. The system generates a summary report, tracking the performance of Council's 41 Services as well as the major projects and Key Performance Indicators (KPIs) within each Service.

Copies of the report - titled *2012/2013 Quarterly Operational Report – April to June 2013* – have been distributed to Councillors. Once adopted, the report will also be posted on Council's website.

Sustainability Assessment:

This report monitors performance against measures applied to Council's projects and ongoing activities, as set out in the 2012/2013 Operational Plan. The individual projects and ongoing activities (measured by KPIs) are aligned (through Council's Delivery Program) with the Quadruple Bottom Line objectives of the *Coffs Harbour 2030 Community Strategic Plan*. Their performance measure assessments are based on social, environmental, economic, and civic leadership principles. Accordingly, an overall assessment is not required for the tabling of the report.

Consultation:

Managers from all Council departments have submitted performance reports for operational activities within their areas of responsibility.

Statutory Requirements:

Sections 404 and 405 of the *Local Government Act 1993* detail a council's obligations in regard to its Delivery Program and Operational Plan.

There is no legislative or policy requirement for Council to report quarterly on the operational performance measures within the 2012/2013 Operational Plan.

Following a review of the organisation's corporate reporting structures, Council resolved on 11 April 2013 that quarterly Operational Plan reporting be discontinued after 2012/2013. It will be replaced with a new reporting process – based on the performance measures identified in the 2013/2017 Delivery Program – and will be completed on a 6-monthly cycle in accordance with the NSW Government's compliance requirements.

Issues:

The booklet entitled *2012/2013 Quarterly Operational Report – April to June 2013* is generated from Council's *Performance Planning* software package. It shows the status for the quarter for each of the 41 Services within Council's 2012/2013 Operational Plan.

The *Performance Planning* software utilizes 'traffic lights' to indicate the progress towards achievement of performance measures. A green light indicates that the measure is either on track or achieved. An amber light indicates the status is manageable, and a red light indicates the activity is at risk.

Services have subsets – called Elements – which encompass projects and ongoing activities. Council's 2012/2013 Operational Plan identifies over 200 projects and a range of ongoing activities carried out as the day-to-day business of Council. The delivery of ongoing activities is measured through the use of Key Performance Indicators (KPIs) which generally compare achievements against set targets or timeframes.

Using commentary and the 'traffic light' graphics, an overall assessment is provided on the progress of each Service. In addition, comments are provided on the progress of significant projects (as identified in the 2012/2016 Delivery Program). Details of relevant Key Performance Indicators (KPIs) are also displayed to show the progress of ongoing activities.

Of Council's 41 Services, 36 are reported as being "On Track" at the end of the June quarter. The remaining five are reported as "Manageable" (reflecting external impacts or funding and staff resourcing issues – see Service Leaders' comments in the table below).

Council Service	March 2013 Status
S04 Compliance	Compliance officers and officers within the cross-branch compliance team continue to respond to compliance issues and customer requests. Procedures and the recording of statistics in relation to the compliance framework continue to be developed. Compliance Officer within Land Use Management is currently developing a swimming pools inspection program as required by recent changes to the Swimming Pools Act.
S13 Health	The increasing number of Customer Requests and the more onerous statutory reporting responsibilities are making it very difficult to keep on top of the demand, This combined with reduced staff availability is resulting in programmed time frames not being met.
S18 Property	Resources and the level of funding continue to be stretched.
S31 Digital e-Leadership	The Service would benefit from having a strategy developed identifying appropriate projects and resources to automate process. This may be the result of the Transformation project.
S40 Strategic Asset Planning	Stormwater asset data collection underway

Council's electronic records management system provides data related to completion of tasks assigned across the organisation. A total of 5,754 tasks were recorded in the system for the June quarter with 5,349 tasks completed. With 1,033 tasks overdue at the end of the period, this equates to 82.05% being attended to within the required timeframe. This compares to 82.6% in the March quarter and 86.9% in the June quarter in 2012.

Significant Achievements

Council continued to deliver a full range of programs and services to the Coffs Harbour community during the June quarter. Significant achievements included:

- Council initiated a road safety program, looking at driver education, signage and engineering options, as well as police patrols, to try to reduce the high number of crashes on one of the city's worst black spots - the two-kilometre stretch of Coramba Road/Orara Way west of the Bennetts Road junction.
- The new Hartleys Bridge across the Orara River at Coramba, was officially opened in May. The replacement structure is Council's longest and largest timber bridge, spanning 66 metres and 3.6m wide, and is also a metre higher than the previous bridge.
- Council's Draft Economic Strategy was released for community feedback. It aims to drive the way forward to a strong, vibrant and sustainable local economy for Coffs Harbour.
- Preparatory work began on a 75-metre pipe bridge across Boambee Creek to carry sewer and reclaimed water pipelines between Sawtell and the Coffs Harbour Water Reclamation Plant.
- A major six-month upgrade program of Coffs Harbour Regional Airport was officially unveiled. Completed projects include new access roadworks, the widening of the aircraft parking apron, the installation of a new automated Taxi Control System, and the refurbishment of check-in facilities, terminal amenities and the security screening area.
- The new Woolgoolga Town Centre Study commenced as part of long-range plans to grow Woolgoolga's economy and status as a major town.
- Following public exhibition, the reviewed Coffs Harbour 2030 Community Strategic Plan was adopted in May along with Council's updated Integrated Planning and Reporting framework for 2013/2017.
- Major harbour improvements moved a step closer with the Draft Jetty4Shores Concept Plans - drawn up with the help of the Jetty4Shores Reference Group - placed on display in May for public consultation for three months.
- Progress as well on Coffs Harbour's long-awaited skate park and youth space, with the Mayor and Council surveyors marking out the footprint for the planned facility at Brelsford Park during a display event for the community to view the concept plans.
- Regional Art Gallery exhibitions included 'curious watcher' by Sydney-based figurative artist Steve Lopes as well as acclaimed Adelaide artist Annette Bezor's 'Iconic Works 1997-2013'. The gallery also staged a Manga Drawing Workshop for High School students in Youth Week with award-winning professional designer and illustrator Matt Lin.
- Greenwaste tipped by the community at two temporary sites after a storm in February was ground up for use as mulch and offered free to residents and businesses. More than 2,500 cubic metres was made available.
- Coffs Coast Growers Market events included Healthy Kids Week, a heart disease awareness promotion partnered by the Women's Health Centre and the first official appearance of Coffs Harbour's newly-appointed Town Crier – Dick Frost.
- Coffs Harbour Library Service activities included a Heritage Week event focussing on local shipwrecks, a 'scambusters' awareness promotion with the NSW Department of Fair Trading, a presentation by pensioner adventurer Maggie Counihan – author of 'Bring on the Birthdays' – and a promotion for World Wide Knit in Public Day.
- Council launched a joint project with the Coffs Harbour Education Campus (CHEC) to undertake vegetation and weed control at Boambee and Newports Creeks to help protect Floyd's Grass, an endangered plant found only in the Coffs Harbour City Council local government area.

- Events at the Bunker Cartoon Gallery included an exhibition of fascinating military equipment owned by local enthusiast and collector Terry Olfen, the 2013 return of the popular Bald Archy Prize portrait exhibition and also a food-themed show of cartoons and caricatures called 'The Dinner Party'.
- Council staged a "Get to know your Lake" information day for local residents in the Pipe Clay Lake area as part of a Stormwater Community Education Program to support the new local Estuary Management Plan.
- Coffs Harbour Water again shone in the annual NSW Water Industry Operators Association's (WIOA) awards. The Superintendent at Sawtell Water Reclamation Plant (WRP), Neville Woodward, was named the WIOA NSW Operator of the Year, while Woolgoolga WRP Superintendent, Mick Piggott, came second in the WIOA Best Poster competition.
- Attractions at the Regional Botanic Gardens included the annual Japanese Festival of Children's Day as well as a family picnic day as part of Refugee Week.
- A busy program of events at the city's BCU International Stadium included the first ever staging of the international Nitro Circus sports spectacular, a major success attracting 8,000 people.
- A solar-powered lighting initiative, enabled by Council's 2030 community strategic plan and funded by the NSW Environmental Trust, was switched on at Thompsons Road to help make a city pathway safer for pedestrians and cyclists after dark.
- A benchmark assessment of the health of Coffs Harbour's major waterways was completed by Council to help the future measurement of the success of environmental improvement strategies. The Ecohealth report card programme was undertaken in partnership with a range of state, federal and research agencies.
- Reinforcing its reputation as an industry leader, Council's Park Beach Holiday Park was awarded a prestigious TripAdvisor® Certificate of Excellence award.
- Council's Economic Development Unit hosted a 'Design-Led Innovation' Workshop for local business operators with Dr Sam Bucolo, Professor of Design and Innovation at the University of Technology.

Implementation Date / Priority:

Management will continue to monitor the organisation's performance with a view to improving service delivery.

Recommendation:

That Council:

- 1. Notes the operational status of Council Services for the quarter ended 30 June 2013, as outlined in the body of this report.**
- 2. Continues to monitor its performance with a view to improving service delivery.**

As reported to Council 22 August 2013

Attachment



**2012/2013 Quarterly Operational Report
April to June 2013
Tabled at the meeting of 22 August 2013**

www.coffsharbour.nsw.gov.au

Introduction

The *2012/2013 Quarterly Operational Report – April - June 2013* is generated from Council's *Performance Planning* software package. It shows the status for the quarter for each of the 41 Services within Council's 2012/2013 Operational Plan.

The *Performance Planning* software utilizes 'traffic lights' to indicate the progress towards achievement of performance measures. A green light indicates that the measure is either on track or achieved. An amber light indicates the status is manageable, and a red light indicates the activity is at risk.

Of Council's 41 Services, 36 are reported as being "On Track" at the end of the June quarter. The remaining five are reported as "Manageable" (reflecting external impacts or funding and staff resourcing issues).

Services have subsets – called Elements – which encompass projects and ongoing activities. Council's 2012/2013 Operational Plan identifies over 200 projects and a range of ongoing activities carried out as the day-to-day business of Council. The delivery of ongoing activities is measured through the use of Key Performance Indicators (KPIs) which generally compare achievements against set targets or timeframes.

Using commentary and the 'traffic light' graphics, Service Leaders (the officers responsible for each Service) provide an overall assessment of performance based on the progress of the Elements. In addition, comments are provided – in the blue shaded fields - on the progress of significant projects (as identified in the 2012/2016 Delivery Program). Details of relevant ('weighted') Key Performance Indicators (KPIs) are also displayed – shaded in yellow) - to show the progress of ongoing activities.

The organisation has undertaken an extensive review of its corporate reporting structure to make it more meaningful and manageable for Council's needs in complying with local government legislation and monitoring operational performance. The reviewed structure will (from 2013/2014) operate on a six-monthly cycle and will place greater emphasis on reporting the impacts of Council activities on the strategic goals of the *Coffs Harbour 2030 Plan*.

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Coffs Harbour City Council Quarterly Performance Report – June 2013


ECM IR 3500822


Arts and Culture (S01) This service is tracking well overall with some highlights in the Gallery, progress on the EOI process for the Bunker and movement of the museum collection to Gordon St.		
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Bunker The Bunker Cartoon Gallery is on track.		
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% increase in attendance at Bunker Cartoon Gallery compared to same period last year (Target: 5%)		-3.88
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Gallery The Gallery is on track. It continues to offer the public quality exhibitions and public programs for all ages.		
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% increase in attendance at Regional Art Gallery compared to same period last year (Target: 5%)		-10.00
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Museum The Museum staff and volunteers have settled very well into the old Salvos building. Work continues apace on the collections preparing them for transfer to the new site.		
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% increase in attendance at Regional Museum compared to same period last year (Museum not yet open)		0.00
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PROJECTS		
Museum redevelopment (P516.07) Tenders advertised, closed and assessed. All tenders received are significantly over budget. Internal discussion under way regarding alternative procurement methods for the required works CC approval issues for both the building and civil works.		0.00


Coffs Harbour City Council Quarterly Performance Report – June 2013

ECM IR 3500822

Theatre

Theatre continues to provide a well patronised service with a combination of Council presented, Not for profit hirers and commercial used. This has produced a better than budgeted for, financial position. The business plan was finalised with a briefing of Council held to outline the pertinent issues.



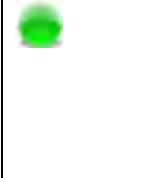
Achieving 65% capacity or more in attendance for available theatre sessions during period.		43.00
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Coffs Harbour City Council Quarterly Performance Report – June 2013

ECM IR 3500822

City Image - Cleaning (S02)

Cleaning is continuing on a routine basis. The CBD cleaning contract has been renewed starting on the 1 August 2013. Additional cleaning to certain identified areas, has been added to the cleaning routine for the contract duration.



Undertake Street Cleaning

Routine street cleaning completed for 2012/13 year.



% of customer requests relating to litter and rubbish in public car parks responded to within 2 days		100.00
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% of customer requests relating to damage or vandalism in public car parks responded to within 5 days		100.00
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% of customer requests relating to litter and rubbish in the CBD and town centres responded to within 2 days		100.00
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Undertake Toilet Cleaning


Routine toilet cleaning has been completed for the 12/13 year.



% of customer requests relating to toilet cleanliness in the CBD and town centres responded to within 2 days (Target: 100%)		67.00
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Coffs Harbour City Council Quarterly Performance Report – June 2013


ECM IR 3500822

<p>Community Services (S03) Work continues in all areas of the this program, with Sportz Central, NAIDOC week planning, implementation of the Cultural Plan and issues with regards to the implementation of the cultural plan being a particular focus</p>	
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Community Development
 Busy and effective period - Mens' Health Week, Refugee Week, Youth Week, Festival of Childrens Day, preparations for NAIDOC Week. Range of cultural plan ventures progressed for roll-out from Sep 13





PROJECTS

<p>Community Capacity Building Programs (P516.01) The Community Development Team facilitate and also partner in a range of activities, events or programs aimed at building the capacity of the community. This reporting period this has included the following; * Participated as a major partner in Men's Health Week with a men's health expo being held on the 12/6 in the city square involving service provider information stalls, free health checks, entertainment and a raffle to raise funds for the Coffs Area Men's Alliance. The week also incorporated a visit to Coffs from acclaimed author Steve Biddolph to run community workshops on raising boys. * Initial planning underway for participation in National Homeless Persons Week local initiatives in August. * Through Council's access committee finalising the development of a Tradies Guide to Good Access. * Through participation in the regional LG crime prevention workers network the development a range of short TV advertisements to be aired over the xmas/holiday period targetting public awareness around key crime prevention issues including theft of valuables from vehicles. * Prepared a submission to present at the SEGRA (Sustainable Economic Growth for Regional Australia) Conference 2013 to be held in Coffs. This paper has been accepted and will be presented by the CD Team in partnership with key local agencies and focus on multiculturalism and community development.</p>		100.00
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Coffs Harbour City Council Quarterly Performance Report – June 2013

ECM IR 3500822

<p>Aboriginal Projects (P516.02) This year the Aboriginal Community Development Officer in partnership with our indigenous school based trainee project managed and coordinated the local youth week celebrations.</p> <p>Youth Week was held between the 5-14 April 2013 with Council offering small grants of up to \$400 for local organisations to run activities. This resulted in a range of events occurring including; kayaking, surf and ocean awareness lessons, healthy activity day for local aboriginal youth, photography workshops and through a partnership between Council and Headspace a youth music festival at the Botanic Gardens. The festival including a range of entertainment, service provider information stands and a massive raffle. Overall attendance for the week was 1500 plus young people.</p> <p>This reporting period also involved in depth preparation for NAIDOC week program in July in partnership with the Coffs Harbour Aboriginal Social Events Committee (CHASE).</p> <p>As part of NAIDOC this year Council's indigenous school based trainee's with the support of the ACDO and HR staff are undertaking their own project which will be an elders and youth olympics event at Sportz Central involving fun games and an opportunity for local aboriginal youth and elders to connect and form relationships. This reporting period also involved provision of support to the trainee's in relation to this project and attendance at project meetings.</p> <p>Further detailed information on the outcomes of NAIDOC week 2013 will be detailed in the next reporting period.</p>		100.00
<p>CALD Projects (P516.03) Refugee Week activities for 2013 successfully undertaken and include family picnic day in the Botanic Gardens, film night and presentation morning in the library and evening in the Gallery. Planning for 2014 Multicultural Festival commenced and Multicultural Reference Group continue to meet on a monthly basis. Attend external multicultural network meetings.</p>		100.00

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<p>Implement Cultural Plan (P516.05) In the adoption of the 2013/14 budget no additional funding was allocated towards implementation of initiatives within the cultural plan. A workplan had begun to be developed around the plan's implementation and this is now being reviewed in light of budget considerations and restraints. There are strategies within the plan that require only staff time or minimal resources and these will be progressed.</p> <p>Some discussions have also begun to be initiated with external providers who may be able to be responsible for specific actions within the plan for example around the establishment of a film society.</p> <p>As a result of resource constraints and increasing demand staff are also currently reviewing the guidelines and priorities for the Small Arts and Cultural Grants Program to strengthen alignment between this program and the strategies and outcomes within the Cultural Plan.</p> <p>Various meetings, site inspections and research has been undertaken by the CDO into the Artside the Box Project. A comprehensive project proposal and designs for initial pilot sites are currently being prepared for submission to RMS.</p> <p>Extensive preparations are also underway for the Sister City/Sasebo Mayoral delegation visit and student exchange program occurring in August.</p>		25.00
<p>Funding & Grants (P516.08) Providing grant assistance to the community and also making application where appropriate to grants or other funding sources is a core part of the ongoing work undertaken within the community development team. During this reporting period the following activities were undertaken;</p> <ul style="list-style-type: none"> * Received a grant of \$500 from the Refugee Council of Australia for refugee week activities. * Applied for a \$5000 grant through the Australia Post Our Neighbourhood Community Grants for the Multicultural Harmony Festival- pending outcome. * Applied for \$10000 in funding from the Dept of Immigration for the Harmony Festival - pending outcome. * Successful in receiving \$35000 in funding from the Dept of Sport and Recreation for the Sportz Central 		100.00

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<p>new court lighting. * Nana Glen Equestrian Centre applied for \$8000 from Dept of Sport and Recreation for equipment storage shed but was unsuccessful. * Administrative support and grant advice provided by CD Team staff to the Clubs NSW CDSE funding program. * Met with Dept of Human Services to discuss the review of the service specifications and Council's role in the pending review for the Community Builders funding program. Ongoing grant information and advice is also facilitated by the community development team through responding to direct enquiries and distributing information through various sector networks.</p>		
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Community Facilities

Work undertaken in relation to budgets, fees and charges and audits for community facilities.
 Sportz Central also successful in obtaining a State government grant to upgrade lighting in the Stadium




<p>% of Council's advisory and facility committees meetings where a quorum was achieved</p>		<p>100.00</p>
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PROJECTS

<p>Community facility improvement (P516.06) All on track: – Finalisation of Council's Venues for hire website including media release. – Thank you function & recognition plaques for Community Facility and Advisory Committee members – Seniors Week - Festival of Activity completed including acquittals – Nana Glen Equestrian Centre - Sport & Rec Grant application for shed completed, commenced website design & development, Flood repairs ongoing, new application for \$70,000 flood damage in Feb 2013 Flood. – Sportz Central - completed motorised roof exhaust fans installation, completed sport & rec grant application for upgrade of court lighting – Bayldon Community Centre – continued advertising for new hirers – Woolgoolga Community Village – examine expansion for Neighbour Aid area</p>		<p>100.00</p>
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<p>Community facility management (P516.09)</p> <ul style="list-style-type: none"> – Fees and budgets all submitted to Council and approved – Code of conduct training – Committee meetings all had quorums – Council report on Facility Management and Advisory Committees completed – Ongoing assistance and advice to facility committees 		<p>100.00</p>
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<p>Compliance (S04) Compliance officers and officers within the cross-branch compliance team continue to respond to compliance issues and customer requests. Procedures and the recording of statistics in relation to the compliance framework continue to be developed. Compliance Officer within Land Use Management is currently developing a swimming pools inspection program as required by recent changes to the Swimming Pools Act.</p>	
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<p>Biodiversity A number of complaints were received during the quarter with 3 warranting the issue of Penalty Infringement notices and several matters still subject to further investigation. A new draft tree permit system has been prepared in anticipation of the soon to be gazetted Local Environmental Plan 2013 and adoption of the new Development Control Plan. The permit system will replace the current development application upon implementation.</p>	
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Number of Cautions issued		3.00
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Number of Penalty Infringement Notices (PINs) issued		3.00
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PROJECTS

<p>Implement Compliance Framework - Biodiversity (P230.15) The multi-disciplinary team is working efficiently and cooperatively on compliance issues. A number of Tree Preservation Order infringements have been activated primarily as a result of the increase in pressure for cleared land to establish blueberries. Council will be moving to a new Tree Permit system under the Preservation of Vegetation clause under LEP 2013. This is likely to result in some administrative changes to compliance should a TP be breached. Having a dedicated compliance team is ensuring breaches are being dealt with efficiently and effectively by Council.</p>		75.00
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Building

The compliance officers within Land Use Management continue to deal with all customer requests relating to the built environment on private lands. As part of the compliance framework, statistics are now being recorded for the number of building related customer requests received, these numbers and any trends will be reported in the following quarters.



PROJECTS

<p>Develop cross-branch compliance response framework (Building, Land Use, Biodiversity, Health and Environment) (P220.02) The specialists within the cross-branch compliance team continue to respond to compliance issues in accordance with the compliance response framework. Procedures continue to be developed to support the framework.</p>		0.00
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Health and Environment

The compliance team officer in Health continues to deal with all customer requests relating to land use issues. As part of the compliance framework, statistics are now being recorded for the number of Health related customer requests received, these numbers and any trends will be reported on in the following quarters.



PROJECTS

<p>Implement Compliance Framework - Health and Environment (P240.01) The compliance team officer in Health continues to deal with all customer requests relating to land use issues. As part of the compliance framework, statistics are now being recorded for the number of Health related customer requests received, these numbers and any trends will be reported on in the following quarters.</p>		0.00
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Landuse

The compliance team officer in Land Use Assessment continues to deal with all customer requests relating to land use issues. As part of the compliance framework, statistics are now being recorded for the number of land use related customer requests received, these numbers and any trends will be reported on in the following quarters.




% of development-related complaints responded to within 7 working days (No complaints received)		0.00
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PROJECTS

<p>Implement Compliance Framework - Land Use (P220.01) The compliance specialists within the cross branch compliance team continue to respond to compliance matters according to the compliance framework. Procedures continue to be developed to support the framework.</p>		0.00
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Ranger Services


Resourcing has been a bit of an issue over the past several quarters with higher priority jobs coming before parking patrols. This coupled with one of our parking officers taking leave impacted on the parking patrol program. With the ever increasing demands on the unit it is very difficult to be proactive in reducing complaints. During the month of May a School Zone parking enforcement program was run covering most schools within the city. This targeted dangerous parking habits of parents in and around schools during school times.



% of overgrown land inspections undertaken within 7 days		95.00
# of new dog and cat registrations		361.00
% of Companion Animal complaints responded to within 2 days (not impounding)		85.00
% of impounding-related complaints responded to within 4 hours		95.00
% of stock complaints responded to within 4 hours		99.00
% of all Other Animal complaints responded to within 2 days		100.00
% of law enforcement general complaints responded to within 2 days		88.00
% of Emergency callouts responded to within 1 hour		100.00
% available patrol days patrolled (Target: 85%)		76.00





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<p>Customer Service (S05) Adding 2 call centre responsibilities to front counter operations has promoted the "One Stop Shop" and improved overall knowledge on Council services.</p>	
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Customer Service





% of calls completed within 2 minutes (Target: 100%)		90.00
% of total calls answered		97.22
% of drainage diagrams attended to within 2 days		97.00
% of requests for archived building plans attended to within 2 days		99.99






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<p>Development Assessment (S06) The number of Development Applications, Construction Certificate and Complying Development Certificate applications remain below target which is a reflection of the current level of development in the area. Improvements to the system are being developed through the e-Planning project that will allow for electronic lodgement and assessment.</p>	
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<p>Development Advice TLC meetings continue to be provided for helpful pre-lodgement advice to the development industry. The number of meetings held during the quarter (9) is a reflection of the current level of development activity in the area.</p>	
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<p>Development Assessment The number of Development Applications (212) received remained below the target level and is a reflection of the current level of development activity in the area. The number of application approved under 40 days is considered reasonable with generally the more complex applications requiring additional information or assessment taking more than the 40days.</p>	
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% DAs processed within 40 days (Target: 100%)		84.00
% s172 building certificates processed within 21 days		95.00
% s735A notices processed within 5 days		97.00
% Subdivision plans processed within 5 days		100.00
% Drainage Diagrams prepared with 3 days		100.00


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% Drainage Diagrams prepared to standard		100.00
% of Annual Fire Safety Statement Review Reminders issued within 30 days of due date		100.00
% of 149 Certificate applications processed and issued within 5 days of receipt by Council		95.00
% of Priority 149 Certificate applications (where urgent fee is paid) processed and issued within 2 days of receipt by Council		100.00
% of S96 Applications processed within 40 days (Target: 100%)		85.00
Development Management		
<p>The number of construction certificate applications (121) remains below the target (175) and is a reflection of the current level of development in the area and stronger competition for certification work. All Complying Development Certificates were issued within 10 days.</p>		
% of CDC's processed within 10 days		100.00



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<p>Economic Development (S07) EDU has been working with partners on a number of exciting projects that foster local business growth. Following consideration of the Economic Strategy and adoption by Council, EDU will become Enterprise Coffs and work with industry groups formed as part of the Strategy development to begin to implement the Strategy. Key activities included: Economic Strategy - Pop up COWORKING Space - Unleashing Local Dollars - Digital Enterprise Program - CBD Marketing Group.</p>	
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Enterprise Development - Provision of support services to foster employment and enterprise growth in Coffs Harbour

PROJECTS

<p>Business development Enquiries (P517.07) GFC still affecting enquiry numbers. State and local regulation hampering business.</p>		100.00
<p>Coffs Coast Jobs (P517.08) Slowest quarter of activity since 2007.</p>		100.00
<p>Enterprise Facilitation (P517.09) This project is on hold until a suitable premise can be found for COWORKING space</p>		0.00






Industry Development - Provision of projects and services to further develop industry in Coffs Harbour

PROJECTS

<p>Growers Market (P517.10) The Growers Market continues to grow and provide fresh local produce to the community.</p>		100.00
<p>Manufacturing Network (P517.11) Zero activity for MCC this quarter.</p>		100.00

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


<p>Health Strategy (P517.12) Website - coffscoasthealth.net.au 1308 unique visitors with 75% of those new visitors. 8 Direct enquiries serviced via email. Health Industry Action Plans - ongoing work with industry sector to define projects. Action Plans contained in Economic Strategy - on public exhibition from 30 May - 9 July 2013</p>		<p>100.00</p>
<p>Education and Training (P517.13) Education and Skills Sector Action Plans included in Economic Strategy Economic Strategy on public exhibition between 30 May and 9 July 2013</p>		<p>100.00</p>
<p>IT Cluster (P517.14) This is project driven and a project has not been identified as yet</p>		<p>0.00</p>
<p>Innovation Centre (P517.15) Current management very proactive.</p>		<p>100.00</p>
<p>Creative Industries (P517.16) Creative Industry Action Plans finalised and included in final draft of Economic Strategy which was placed on Public Exhibition between 30 May and 9 July.</p>		<p>100.00</p>

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Marketing - Provision of marketing services and projects to deliver economic benefit to Coffs Harbour

PROJECTS







<p>City Centre Promotional Activities (P517.01) Working with the CBD Masterplan Marketing Committee, a range of programs have been developed including the Winter Music Festival and upcoming Coffs Coast Makers Market. A range of school holiday activities were carried out during the July school holidays including kids Zumba and Yogo. A Marketing Plan will be developed in consultation with the CBD Masterplan Marketing committee for the next 12 months.</p>		<p>100.00</p>
<p>Business E-News (P517.02) Enews is sent out on a regular basis with relevant business information. Subscribers: 658 Open rate: 20.46% Newsletters Sent: 4</p>		<p>100.00</p>
<p>Economic Information (P517.03) Four quarters of Economic Update produced</p>		<p>100.00</p>
<p>Rate-Variation-Funded Programs (P517.04)</p>		<p>0.00</p>
<p>Investment Attraction Activities (P517.05) Continue to add content to Switched on Coffs TV and attend relevant trade shows and events to promote the Coffs Coast.</p>		<p>100.00</p>
<p>Economic Product Development (P517.06) This is the funding source for Switched on Coffs projects</p>		<p>100.00</p>

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Switched on Coffs - Deliver projects as required for the implementation of the Switched On Coffs strategy

PROJECTS

<p>Virtual Office of Digital Economy (P517.17) Project Completed. See previous quarter. (The project is now redundant and completed as it is no longer needed as the NBN roll out has commenced.)</p>		<p>100.00</p>
<p>NBN rollout (P517.18) 7 of 11 FSAMs in Coffs Harbour and Sawtell now live. Planning underway for Woolgoolga Towers underway for fixed wireless. Commercial service availability lagging behind schedule.</p>		<p>100.00</p>
<p>NBN Hubs & Enterprise program (P517.19) 45 Group Workshops completed so far. 306 attendees to all workshops. 40 Businesses have participated in 1 on 1 Training Sessions. Database of over 1,000 Businesses and Not-For-Profits currently receiving Council ENews twice monthly.</p>		<p>50.00</p>
<p>SOC TV (P517.20) Audience continuing to build with international reach, marketing to target demographics for relocation from Sydney, Brisbane and Melbourne. Community awareness raised and site gaining attention of social media conference organisers.</p>		<p>100.00</p>
<p>SOC V TEAMS (P517.21) V-Team services provided to various community and business organisations and planning underway to expand and utilise the platform for communications at Segra 2013.</p>		<p>100.00</p>
<p>Switched on Coffs Digital Strategy (P517.23) Projects under way. Digital Enterprise program - SwitchedonCoffstv - Preparation for T.H.Exchange - Digital Enterprise Library collection. NBN co- ordination</p>		<p>100.00</p>


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<p>Emergency Management (S08) The early warning flood system has been tested with recent natural disasters and proven satisfactory. The LEMC is functioning as required in readiness for activation.</p>	
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[Provision of emergency management service](#)
 Emergency Management services was tested in January and February 2013 with natural disasters occurring in both months. The systems established proved adequate, especially the early warning flood alarm system.



<p>% of LEMC meetings attended (Target: 100%)</p>		<p>75.00</p>
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<p>Environmental Management (S09) Biodiversity Management continues to progress on track with a number of scientific studies identified within the Biodiversity Action Strategy advanced during the quarter. Work has commenced on the development of Climate Change and Sustainability Policies in conjunction with the development of a new Sustainability Action Strategy. Development and adoption of Policies and an action strategy will be utilised as the basis to inform to future direction.</p>	
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Biodiversity Management

The Biodiversity Management program continues to move forward with a number of key scientific studies progressing during the quarter. Koala survey work was completed within the northern precinct and survey work within the western and southern precinct is expected to commence within the following quarter. Ground truthing of old growth habitat has also been commenced.







PROJECTS

<p>Biodiversity Action Strategy 2012 - 2030 (P230.07) This is the first year of an 18 year plan; however, several key actions have been started particularly in relation to strategic planning. Off the back of the Coffs Harbour fine scale vegetation mapping several new layers are being developed including a 'stand-alone' Endangered Ecological Community layer and an Old-growth forest/High Value Arboreal Habitat layer. Koala survey for the northern, western and southern precincts are also well advanced. All three of these products will be sent to council separately seeking endorsement before the end of the calendar year. These actions meet several of the high priority actions from several key themes in the BAS.</p>		100.00
<p>Priority Habitats and Corridors Framework 2013 - 2030 (P230.08) This project will be delayed until all the relevant environmental science layers have been completed in accordance with the Planning Framework for Biodiversity Assets (Biodiversity Action Strategy, page 36.). The process for delivery of the strategy and an Engagement Plan were recently approved by Council.</p>		15.00

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<p>Koala Plan of Management 2013 - 2030 (P230.09) The koala population survey for the northern precinct is complete, the southern and western precinct surveys are imminent following finalisation of project contract. A report to council on the process for development of the new KPOM, methodology and community engagement plan is on the agenda for the 8 August 2013 meeting.</p> <p>The status of being re-instated on to Schedule 1 of SEPP44 is still being debated with the Department of Planning and Infrastructure.</p>		25.00
<p>High Valued Habitats (P230.10) This GIS layer is nearing completion. Approximately 75% of the layers have been compiled. The only outstanding tasks are completion of the koala habitat maps and ground truthing the Old-growth forest/ High Value Arboreal Habitat derived spatial layer across the LGA. Each of these layers will be presented to council individually before bringing them back together as a combined 'High Value Habitats' layer.</p>		75.00
<p>Corridors footprint 2012 (P230.11)</p> <ul style="list-style-type: none"> – A consultant project officer has been engaged to undertake this body of work. A spatial project has been developed by Council's GIS team to assist the consultant with developing the corridor network which will be integrated in to broader corridor strategies such as the regional Key Habitats and Corridors and continental style Great Eastern Ranges Initiative. – The recent 11 July 2013 report to council outlined the process for development of the corridors footprint and how it will be integrated in to the Priority Habitats and Corridors Strategy. The report also included an Engagement Plan which detailed the process for engaging with the community and stakeholders regarding the Corridors footprint. 		50.00
<p>Biodiversity Assets (Ecological Significance) (P230.12) Awaiting completion of individual environmental science layers</p>		0.00

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On-Site Sewer Management

Whilst inspection numbers are good, many systems require both administrative and technical follow up, resulting in the overall program not keeping up with the necessary inspect numbers to meet the program’s requirements.



# of High Risk Onsite Sewerage Management systems inspected		3.00
# of Medium Risk Onsite Sewerage Management systems inspected		25.00
# of Low Risk Onsite Sewerage Management systems inspected		216.00

Sustainability

The corporate sustainability program is effectively on hold with minimal work undertaken in this area as we are awaiting the development of a comprehensive Sustainability Strategy. The community sustainability program progressed with initial work commenced on the organisation of the Sustainable Living Festival. The Coffs Ambassadors project continues to operate with participants providing positive feedback on their experiences.




PROJECTS

Corporate Sustainability Strategy (P230.04) The implementation of the Corporate Sustainability Action Plan remained on hold in the last quarter until staffing resources are identified to continue implementation. An internal restructure of existing resources is currently being undertaken with a view to exploring any opportunities available to progress the Plan.		50.00
Community Sustainability (P230.05) The community sustainability program continues with reduced staffing levels. The sustainability newsletter continues to be sent out on a now quarterly basis (previously monthly). Householder sustainability workshops are no longer running but it is hoped to restart these in the future should resources permit.		0.00


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<p>Climate Change and Mitigation Strategy (P230.06) Council continues to utilise the 'Planet Footprint P/L' score keeping service with regard to collection, management and reporting of corporate energy data. Work commenced in developing a Climate Change Policy, with a view to progress to the development of a fully revised Climate Change Strategy/Plan. Council recently applied for, and received grant funding from Australian Government for retrofit of solar hot water systems on two Council operated facilities - being the Coffs Harbour Community Village, and the Woolgoolga Caravan Park.</p>		100.00
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<p>Event Management (S10) A busy quarter for events with Country v City and Nitro Circus</p>	
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Event Management




PROJECTS

<p>Events (P375.02) Stats for the Quarter (April - June): 2 National events, 4 State events, 2 Regional, 14 Local No. of participants at Stadium Events = 6,520 No. of spectators attending Stadium Events = 14,580 Total visitor nights = 10,075 Total economic impact = 10,075 x \$156 = \$1,571,700</p>		<p>100.00</p>
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<p>Flooding and Coastal Management (S11) The Boambee - Newport's Ck Floodplain Risk Management Study and Plan (FRMSP) and the Woolgoolga FRMSP are progressing. Funds have been obtained for Campbell's Beach Coastal management investigation.</p>	
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Coastal Management

Coffs Harbour Coastal Zone Management Plan adopted.. Woolgoolga, Darkum and Willis Creek CZMP's adopted. Arrawarra Boat Ramp Better Boating project approved. Coffs Harbour Boat Ramp Working Group formed. Application completed to State Government Coastal and Estuary Program to implement actions CZMP P.1 (Coastal Hazards DCP) & P.6 (Planning Proposal) of the Coffs Harbour CZMP.


PROJECTS

<p>Coastal and estuary Management (P560.02) Pipe Clay Lake Stormwater Education Project completed Completed consultants brief for Coffs Boat Ramp- Better Boating Program Coffs Creek Coastal Zone Management Plan Estuary Condition Study completed Draft Coffs Creek Infilling and Hydraulic Study completed Applied and awarded grant for Coastal Erosion at Campbells Beach Undertook 2 workshops for the Implementation of high priority Management Action within Hearnes Lake</p>		100.00
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Flooding

Floodplain management program is being implemented. The Boambee - Newport's Ck FRMSP is progressing and council is about to start the Woolgoolga FRMSP.

PROJECTS

<p>Floodplain Management (P560.01) The Boambee - Newport's Ck Floodplain Risk Management Study and plan are progressing.</p>		25.00
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Footpaths and Cycleways (S12)

Footpath and cycleway maintenance has been completed for the 12/13 year.
No major maintenance was carried out in the fourth quarter due to extensive works in the previous 3 quarters. However minor maintenance was carried out where necessary.



Execute Capital Works (UNFUNDED 2012/13 - 2015/16)

Plan and Execute Maintenance works

Maintenance works completed for 12/13 year.
Minimal maintenance work on footpath and cycleways due to being completed in earlier quarters.



% of customer requests relating to minor pathway and cycleway maintenance responded to within 5 days (Target: 100%)		74.00
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% of customer requests relating to damage to bus shelters responded to within 5 days		100.00
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Plan and promote Capital Works. The development of forward Pedestrian Access and Mobility Plans (PAMPS) (10-15yrs projection) as well as proposed Bike Plan for future funding opportunities

Pedestrian Access and Mobility Plan review completed. Funding submissions for RMS 13/14 PAMPS projects completed. Coffs Harbour Bike Plan review commenced.



PROJECTS

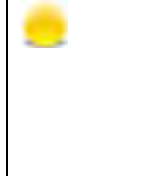
Footpaths - Works Planning (P538.01) Major repairs completed Newmans Road cycleway almost complete		80.00
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Health (S13)

The increasing number of Customer Requests and the more onerous statutory reporting responsibilities are making it very difficult to keep on top of the demand, This combined with reduced staff availability is resulting in programmed time frames not being met.
Key activities included Skin Penetration workshops for hairdressers, beauticians and tattooists.



Environmental Monitoring

High numbers of Customer Requests (CRs) and other complainants at times requiring lengthy investigation, with reduced staff numbers is impacting significantly on our ability to meet targets and community expectations particularly with timeliness of investigations of minor environmental issues, eg noise and smoke.



# of Beach and Estuary water samples exceeding Dept Health Standards and National Guidelines		0.00
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Pollution/Health Events

High numbers of CR and other complainants with reduced staff numbers is impacting significantly on our ability to meet targets. Streaming of non essential events continues.



# of street and litter bin complaints received		0.00
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% of street and litter bin complaints responded to within 2 days		100.00
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% of contractor delivery schedule variation relative to agreed service schedule		0.00
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# of Major Land Pollution incidents reported		14.00
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% of Major Land Pollution Incidents responded to within 1 hour		100.00
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# of Minor Land Pollution incidents reported		39.00
% of Minor Land Pollution Incidents responded to within 2 days		100.00
% of Major incidents responded to within 1 hour		100.00
% of Minor incidents responded to within 2 days		100.00
Regulated Premises High numbers of CR and other complainants with reduced staff numbers is impacting significantly on our ability to meet targets particularly regulated premises.		
# of public pools registered		122.00
# of inspected pools that don't comply with statutory requirements (High non compliance due to winter period)		19.00
# of non-compliant pools brought up to compliance during period (Follow-up outside reporting period)		0.00
% public health complaints responded to within 2 days (Target: 85%)		70.00
% of premises and businesses registered in NSW Food Authorities Partnerships program inspected during period		23.36
% food handling and contamination complaints investigated within 2 days		100.00
# of Caravan Park Approvals to Operate issued during period		0.00


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% of premises inspected for Legionella during period		35.29
% of inspected premises complying (Follow-up outside reporting period)		0.00
% of hairdressing and skin penetration premises inspected during period		52.29
% of inspected hair dressing and skin penetration premises complying		98.00

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<p>Landuse Planning (S14)</p> <p>Landuse Planning program is generally on track. The major project of North Boambee Valley has completed its environmental investigations. The Bonville environmental studies are now underway. In terms of draft CHLEP 2013, it is with the state government awaiting gazettal.</p> <p>Key activities:</p> <ul style="list-style-type: none"> – North Boambee Valley environmental studies have been completed and work is now being undertaken to finalise issues related to zoning and development controls. – Bonville environmental studies are currently being completed. – Consultants have been engaged for lands deferred from draft LEP 2013. – Draft LEP 2013 has been lodged with NSW Planning and Infrastructure and is awaiting being made by the Minister. – Draft DCP 2013 has been updated and is soon to be reported to Council for adoption. – Miscellaneous Planning Proposals are being assessed and processed as required. 	
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Growth Management


Progress has been made with the completion of the Section 94 Plan review. The Bonville Rural Residential investigation is well underway and the North Boambee Valley study has identified several key issues to be resolved before moving forward. Work has commenced on the Woolgoolga Town Centre Study Review and the Local Growth Management Study.

Key activities included:

- Bonville Rural Residential environmental studies completed, with others still underway.
- Issues associated with the LGMS have been discussed with internal staff, and a report to Council and project plan is being prepared.
- A Project Plan for the Bushfire Mapping Review is being prepared.







PROJECTS

<p>Rural Residential Strategy (P210.01)</p> <p>Work progressing well. A number of environmental studies now completed. Several others still underway.</p>		<p>55.00</p>
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<p>Review Local Growth Management Strategy (P210.04) The Review of the Local Growth Management Strategy has commenced with discussions with relevant internal stakeholders.</p>		<p>15.00</p>
<p>Bushfire Mapping Review (P210.10) Progress can now be made on updating the Bush Fire Maps</p>		<p>20.00</p>
<p>Section 94 Plan Review (P210.11) Completed a review of 15 S94 Plans</p>		<p>100.00</p>
<p>Place Making - Woolgoolga Master Plan Review (P210.12) Project Plan endorsed by Council on 13 June 2013 with work to progress during 2013/14.</p>		<p>35.00</p>

[Landuse Controls](#)

Draft Coffs Harbour LEP 2013, adopted by Council on 13 December 2013, has been forwarded to NSW Planning & Infrastructure (P&I) and all maps and written instruments finalised in consultation with P&I. The Plan is waiting to be made at the discretion of the Minister for Planning.

Draft DCP 2013 was adopted by Council on 13 December 2012 and will come into force when Coffs Harbour LEP 2013 is made. Several amendments have been made to the draft DCP, which will be reported to Council in August 2013.





Key activities included:

- Draft DCP 2013 reported to Council in April 2013, advertised in May/June 2013. No submissions were made to the draft DCP during the exhibition period. The draft DCP 2013 will be reported post exhibition to Council in August 2013 and the amendments will come into force with draft LEP 2013 is made.
- Several Planning Proposals have been received, one for Dress Circle Coffs Harbour and another for MI Organics at Boambee. These are being processed.
- North Boambee Valley

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PROJECTS

<p>Coffs Harbour Standard Local Environmental Plan (SLEP) (P210.02) Draft written instrument and maps are with NSW P&I for making. The making of the Plan is at the Minister of Planning's discretion.</p>		<p>98.00</p>
<p>City-wide Developmental Control Plan (DCP) (P210.03) Draft DCP 2013 was adopted by Council on 13 December 2013 and will come into force when draft LEP 2013 is made. Some modifications to draft DCP 2013 have been exhibited and will be reported to Council in August 2013. These will come into effect after adopted by Council and when draft LEP 2013 is made.</p>		<p>97.00</p>
<p>E Planning (P210.05) Some of the key components of the Digital Local Government program have been commenced and or completed. Council is now 'live' on the Electronic Housing Code system.</p>		<p>65.00</p>
<p>North Boambee Valley West Planning Proposal (P210.09) Draft Planning Proposal / LES was lodged with Council staff to review on 24 June 2013. DCP and CP still outstanding, but near completion, pending staff review. Resolution of issues required prior to reporting to Council.</p>		<p>75.00</p>

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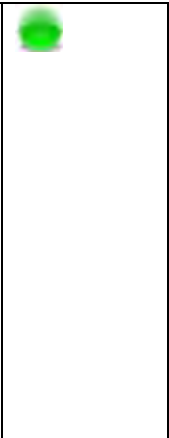
Library (S15)

The library service is experiencing increased usage in a number of key areas including:

- public wifi/internet and public access computers (up 39% on the same period last year);
- significant increases in usage of the library's digital resources (e-resources, e-lending and website hits);
- and a visitation increase - by 3.5% on the same period last year.

The increased visitation is likely to be a result of growing demand for wifi and access to computers, popularity of the library's programs and events (children's storytime attendance is up 21% on the same period last year), and people using the facilities as a place to study, read and connect.

Physical loans have remained relatively steady as has library membership. This growth is placing strain on already cramped facilities, especially at Coffs Harbour and Woolgoolga. Staff are currently looking at ways to improve layouts and furniture within resources to help alleviate these issues. The need for a larger central library facility will become increasingly urgent as this growth is expected to continue as well as the need for larger collections, especially e-resources.



Customer Services

There continues to be strong interest in the library's new e-lending services and customers are also regularly visiting the library seeking assistance with their mobile devices, creating increased demands on staff time and knowledge. While overall loans remain steady, visitation to the library has increased by 3.5% compared with the same period last year; this can be partly attributed to the continued increase in usage of our public wifi and public computers.










Highlights from our Programs and Events were the Lyndall Dykes 'cheesemaking' and the The Heritage Week 'local shipwrecks' talks at Coffs Harbour Library and the author talk by Maggie Counihan at Woolgoolga Library which were all filled to capacity with excellent feedback from the public. The library children's events and programs also continue to be very popular, with our weekly storytime attendance up 21% on the same period last year!

Other programs and events included: ABC OPEN workshops, Anime workshop for youth, Internet classes, language/ESL e-resources workshop, youth photo competition, Twitter info session, National Simultaneous Storytime, e-reader and e-lending info sessions, Scam Busting talk by Dept of Fair Trading, Ten Minutes a Day workshops, Refugee Week film event, outreach storytime activities in the City Centre, at Brelsford Park and at the Botanic Gardens (for Japanese Children's Festival and Refugee Week).





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% increase in loans compared with same period last year (Target: 1%)		-0.80
% change in membership compared with same period last year (Target: 1%)		-2.60
% change in number of visits compared with same period last year		3.50
% change in number of web visits compared with same period last year		12.80
% increase in public computer/internet sessions compared with same period last year		39.00
% change in HLS membership compared with same period last year (Target: 1%)		-6.50
% increase in attendance at Storytime sessions compared with same period last year		21.00
% increase in attendance at Yourtutor sessions compared with same period last year (Target: 1%)		-62.80
# increase in attendance at other sessions compared with same period last year.		7.10


PROJECTS

<p>NSW Comparison/State Standards (P514.02) NSW Public Library Statistics 2011-12 released in June 2013, currently compiling the report to show how CHCC's library service compares. Report will be submitted in next reporting period.</p>		60.00
<p>Radio Frequency Identification (RFID) system (unfunded) (P514.04) Library Development Grant application was successful with CHCC receiving \$193,650 from the Library Council of NSW to implement RFID in the library. As grant announcements were much later than expected, the project will now take place in 2013-14.</p>		0.00

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Library Strategic Plan (P514.05) Action plan schedule updated and underway.		20.00
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Library Policy review (P514.06) New Library Operations Policy completed and with Governance Branch, it is expected to go to Council for approval in August 2013. Work has commenced on reviewing the Library Collection Development Policy.		90.00
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Resources and Technical Services


A new Library Electronic Services Coordinator was hired at the end of the period, filling a position which had been vacant for several months providing much needed technical capacity. The library service is currently experiencing intermittent internet connection problems at Woolgoolga Library and is working with service providers to try and determine the root cause.

Collection development and maintenance work has continued as normal and the library's book club service/collection has been amended to provide a more sustainable model, as storage space was becoming a major issue. The team has also worked on establishing a new Digital Business collection which will be launched in next quarter. Finally, Grant funds were used to purchase a new digital microform reader (ScanPro 2000) which provides excellent features for customers accessing the library's microfilm and microfiche resources.




% increase in number of database searches compared with same period last year		5.50
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PROJECTS

Library Catalogue/Member Services (P514.01) New Library Electronic Services Coordinator (Spydus administrator) recruited and commenced work in June 2013. Have signed a contract with Civica to upgrade our library management system (LMS), Spydus, to version 9 and migrate to a managed services platform (cloud-based server), this work will be carried out in 2013/14.		5.00
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<p>Digital Library system (unfunded) (P514.03) Digital Library Project is essentially complete and an acquittal report will be sent to the State Library for the grant funds used in the next quarter. A successful project that showed a high interest in the selected digital resources. The library will continue with its ebook, e-audiobook and e-reader lending service in 2013-14 and will also continue with the language/literacy learning e-resources which received the most usage by library customers.</p>		100.00
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Lifeguards (S16) All on track. Rescues, patrol schedule, preventative actions and enforcement issues all within range. Call-outs minimal and school education on track. Key activities included Education, winter patrols.	
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Education An increased number of student participation in OSAA & OSSA programs for final quarter. 9 different schools participated with 975 certificates issued.	
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# of students participating in school based Surf Safety Program		975.00
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Lifeguarding Busy quarter, heavy seas and swells were experienced in the final quarter, in addition rain and flooding resulted in the closure of Park Beach for 3-days. Mass rescue after hours in April, 6-persons rescued at Sawtell. 3 persons rescued at Park Beach late May after attempting (and failing) to return from Little Mutton Bird Island.	
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# of patrol variations		0.00
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# of drownings		0.00
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# of Rescues		16.00
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# of other incidents		2,288.00
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# of After Hours emergency responses		1.00
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<p>Parks and Facilities (S17) Financially overall a successful year, with the best budget ever achieved, currently 10k overspent (0.2%) Key activities included: – Mowing Maintenance program caught up after the ND events in Jan. and Febr., – tree under pruning works were completed (done every two years to facilitate mowing), – high maint. plants in Roundabouts were replaced with low maint. requiring natives and perennials, – softfall areas were replaced in many play parks, also repair of shade sails at Jetty and Corindi, – all high risk tree Crs were addressed, however CR backlog in priority 2+3 tree categories, – Weed Services complied with Weed Action Program reporting requirements, which is vital for receiving annual funding, – progress has been made in the Japanese Garden with the completion of the Tea Garden, overall landscaping , using plants, rocks and white crusher dust for pathways.</p>	
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Botanic Gardens
 Ongoing works on the Japanese garden have slowed the general maintenance program, However we have reset 80 m of decking in the rainforest with new enviromesh grating, Paved under the sensory pergola and carried out general maintenance to all areas.
 Key activities: General maintenance, Japanese Garden development, ongoing, Paspalum eradication in bush regeneration areas.




# of patrons visiting Botanic Gardens		15,000
# of weddings		7.00


PROJECTS

<p>Botanic Gardens maintenance (P522.01) General standard of the gardens is good. However we will need to fund a major program of path repairs over the winter months.</p>		100.00
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Botanic Gardens events (P522.02) A successful 3 months for events,		0.00
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Japanese Garden (P522.05) Ongoing works have seen the Tea garden completed. Additional works on the main pavilion undertaken. Aerators installed in lake Rock work placed into garden bed areas.		100.00
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CBD Gardens and Roundabouts


Programmed maintenance of Woolgoolga, Coffs Harbour and Sawtell CBD gardens and roundabouts on track for this period.

Key activities: Garden upgrades including removal of many high maintenance plant species being replaced with low maintenance native species. Plants supplied from CHCC Nursery. All gardens re mulched.



% of mowing schedule deviation relative to baseline schedule		0.00
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% of mowing schedule actuals deviation relative to budget		0.00
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% of floral display schedule deviation relative to baseline schedule		0.00
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Cemeteries

Strong improvement in overall condition of all cemeteries due to hard work done by Marchello Donatis.

Key activities: Winter works undertaken include: Turf levelling Karangi, Pre dig Graves Woolgoolga, upgrade bus shelter Coffs Historic, Turf levelling Karangi.



# of complaints relating to Cemeteries (Target: Nil)		2.00
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Nursery

The Nursery Traded better overall than 2011/12 and showed a \$29K improvement between Exp vs income. There was 3,235 plants potted up to various sized pots or bags (up to 45 ltr) and 3,000 plants potted up to tubes.

300 tubestock purchased of various spp unable to propagate or access cuttings (PBR lines)

Key activities: \$17K sales to private works in June and \$23600 sales to various council operations during the same month.

% of plant stock availability for Council's maintenance programs and projects		85.00
% of plant stock availability for external sale		75.00

Play Parks

2 mthly Playground safety inspections completed in May with the next being in Aug

Requests over this period were extremely low indicating CHCC playparks are functioning reasonably well, although Reflect condition reporting is finding many with components showing signs of age/fatigue or excessive wear and tear and this will be addressed for those in the risk category 4 or 5 with the planning of playground rehabilitation vote.


Reflect uncompleted work orders generated this qtr 38 and total work overall orders uncompleted 88.


Key activities:

- Major repairs to Nth Sapphire playpark as part of insurance claim (replacement of wetpour surface under swings)
- Repairs to sails at Jetty Foreshores with Brelsford Pk and Corindi Niland park to be completed in July also as part of insurance claim. Softfall areas were topped as part of annual program,
- Reflect related work orders completed this qtr 147
- Routine maint to many parks as found by safety inspections, Reflect audit or CR reports.
- Red Cedar dr playpark now open , however sail issue due to latest storm is being replaced at expense of supplier and will be most likely completed late Aug.

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% of requests responded to within 7 days relating to work on playgrounds		100.00
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% of Work Orders relating to playgrounds completed within the period (Target: 90%)		74.00
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[Reserves and Bushland](#)


Mowing returned to normal following the effects from major wet period and natural disaster in 3rd qtr with most mowing operations meeting their target. All tree works associated with improving mowing areas was completed in June.


Major damage has been caused to beach accesses and some boardwalks with storm and high seas the culprit. Some have been repaired or modified to allow continued access and others completely closed. BBQ cleaning extended during school hols and litter patrol mthly except for some critical areas such as skateparks which are proving quite a challenge between visits.


Key activities:

- Large shelter at Jetty sthn demolished as part of safety funded by property
- Coastal beaches have required much attention with heavy erosion concerns and repairs to accesses, boat ramps and emergency accesses.
- May Fire risk management inspection/audit completed for 99 registered reserve locations with 39 work identified of which 7 have been completed and 5 applied for RFS grants with the other subject to funding.

% of mowing schedule deviation relative to baseline schedule (Target: 0%)		10.00
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% of mowing schedule actuals deviation relative to budget (Target: 0%)		2.30
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% of requests responded to within 7 days relating to works on footpaths and boardwalks in reserves		100.00
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% of Work Orders relating to footpaths and boardwalks completed within the period (Target: 100%)		40.00
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% of requests responded to within 7 days relating to works on beach accessways		100.00
% of Work Orders relating to beach accessways completed within the period (Target: 92%)		73.00
% of requests responded to within 7 days relating to beach cleaning (Target: 100%)		60.00
% of Work Orders relating to beach cleaning completed within the period (Target: 100%)		60.00



PROJECTS

Bush Regeneration (P522.04) Year end budget \$4,500 under as at 30 June, however some cost still to come in eg: Agency casuals wages		100.00
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Street Trees




Tree works has been constant over this qtr and still catching up with backlog of Customer Requests (CRs) and outstanding programmed works yet to be completed.
 159 tree requests inspected for reserves and 126 for street trees.
 182 requests completed for reserves trees and 145 completed for street trees
 Budget ended up 3% over as we had to address many high risk tree works and this involved quite a deal of overtime rates so not a bad outcome considering the after effects of the 2 Nat disasters.
 There are still 11 work orders outstanding to be programmed as well 160 CRs to be programmed from inspections. 89 requests still not inspected and 29 re inspections to be programmed.
 Key activities: 327 requests completed for reserves/street trees. 285 inspections completed for streets /reserves.



% of street tree planting schedule deviation relative to budget		0.00
% of Work Orders relating to street trees < 6 years old completed within the period		100.00

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% of requests responded to within 7 days relating to street tree maintenance on trees < 6 years old		100.00
% of Work Orders relating to street trees > 6 years old completed within the period (Target: 100%)		60.00
% of requests responded to within 7 days relating to street tree maintenance on trees > 6 years old (Target: 100%)		80.00

[Weed Services](#)

Weed Services meeting all requirements of regional Weeds Action Plan (WAP) and on track with prioritised weed control programmes.


Key activities: Tropical Soda Apple (new high risk incursion): Awareness advertising, field days, identification, mapping and reduction / destruction. Working closely with the North Coast Weeds Advisory Committee (NCWAC) for the management of weed control.



# of Section 18A weed notices issued		21.00
# of Section 18 weed notices issued		6.00
# of Section 20 weed notices issued		0.00
# of Section 20 ENTRY notices issued		0.00

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Property (S18) Resources and the level of funding continue to be stretched.	
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Building M&R


Asset management M & R funding is deficient and, at best, only adequate to approach the demands of daily breakdown, damage, repair and graffiti removal. This approach to asset management is not sustainable particularly given the aging infrastructure and buildings.

Work on a functional asset management system has commenced and individual asset condition assessments are being undertaken. This will be a protracted process given the resources available.

Additional resources or outsourcing is required for more immediate and proactive management

Key activities:


- completion of definitive building asset schedule in corporate asset management system.
- commencement of condition assessment of individual assets
- ongoing attention to of risk mitigation projects funded by Insurance rebates

% of building maintenance and repair work service requests responded to within 24 hours (Target: 90%)		0.00
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Commercial Property

PROJECTS

Commercial Asset Management (P310.03) Commercial assets to be reviewed in light of CBD master plan.		0.00
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Land Acquisitions for Detention Basins (P310.04) Legal arrangements are in place to enable the construction of all detention basins in west Coffs.		100.00
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Sale/Development of 23/31 Gordon Street (P310.05) On hold due to possible use as identified in CBD master plan.		0.00
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Leasing and Property Management

The objective of the leasing portfolio is to ensure lease arrangements for Council properties generate the optimum return for Council and the community. Overall satisfactory progress is being made in this area with occupancy levels being constant and income as projected.

Leasing of community facilities and buildings to community and sports organisations in the 2012/2013 FY, accounts for 21 % of the overall number of managed agreements but only 12% of rental income. The income generated by these agreements represents the ongoing support extended by council to the various community and sports groups by way of minimal/peppercorn rental.

As previously reported there is however no consistent approach to leasing and licensing of community land and/or to community/"not for profit" groups.

Key activities: Work continues on drafting a Community Facilities Leasing policy to guide future leasing and licensing arrangements for Council owned community building having regard to cost recovery, ongoing maintenance and appropriate and consistent rent levels.

% of valuation and property information requests responded to within 14 days		100.00
# of leases managed		452.00
% Rent revenue deviation relative to budget		+7.30
Ratio of Community-based leases to the rent revenue generated		12.00
% of available, lettable office space held under lease		100.00
% Room hire revenue deviation relative to budget		+9.20
% deviation of Community Village actuals relative to budget		1.50

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Public Swimming Pools

Councils four public swimming pools are all operating satisfactorily and lessees are largely complying with lease conditions.

As previously reported Council will need to consider long term replacement and/or improvement of the Sawtell and Woolgoolga facilities as population growth and aging infrastructure compromise the current level of service provided by the venues.

Similarly it has been previously reported that the Nana Glen pool pumping, filtration and chemical dosing system is not a commercial grade installation and will likely require major repairs or replacement within the near future. Investigation by specialist contractors have proposed remedial works in the order of \$100,000 to address the deficiencies.

The previously reported leak at Sawtell Pool has not been fully rectified despite numerous attempts.








Further investigation is under way from which a future action plan will be formulated. Options include re-lining the pool and/or replacing surrounding pipe connections both of which will attract significant cost.



% Lease agreements in place for Council public swimming pools		100.00
% of pool Lessees have current pool supervisor and management qualifications		100.00
% of Public swimming pools operating within Council's financial contribution (Target: 100%)		75.00






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<p>Roads and Bridges (S19) Works have been completed for the 12/13 year. The fourth quarter consisted of extensive gravel patching and AC patching on roads, and the completion of Hartleys Rd bridge replacement.</p>		
<p>Execute construction works Works completed PROJECTS</p>		
<p>Regional Roads - Works Planning (P531.01) The majority of works undertaken on regional roads in the Fourth quarter have been the following - Natural disaster repairs - vegetation control - open drains maintenance - clearing drainage structures - guideposting</p>		100.00
<p>Local Roads - Bitumen Seal (P535.01) Works completed. Minor impact from poor weather. Minor delays in processing final invoices</p>		100.00
<p>Local Roads - Asphalt Resurfacing (P535.02) Works completed.</p>		100.00
<p>Local Roads - Dust Seal (P535.03) No budget in 2012/2013</p>		0.00
<p>Local Roads - Gravel Re-Sheet (P535.04) Works completed</p>		100.00






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<p>Local Roads - Roads to Recovery Rehabilitation (P535.06) Works completed. Impacted by wet weather</p>		<p>100.00</p>
<p>Bridges - Works Planning (P536.01) Program set for 13/14 bridge program</p>		<p>100.00</p>
<p>Bridges - Rate-Variation-funded works (P536.02) Last years program completed: <ul style="list-style-type: none"> - Hartleys bridge - Mcllelland - Old Bucca road - Murrays bridge </p>		<p>100.00</p>
<p>Plan and Execute Roads and Bridges Maintenance Road and bridge maintenance has been completed for the 12/13 year. During the fourth quarter, the majority of works were concentrated on the following,</p>		
<p>Roads <ul style="list-style-type: none"> - Gravel patching - Hand and edge patching - AC patching </p>		
<p>Bridges <ul style="list-style-type: none"> - Bolt tightening of timber bridges - Clearing waterway area beneath bridges - General bridge cleaning </p>		
<p>% of customer requests relating to potholes on high traffic roads responded to within 5 days (Target: 100%)</p>		<p>85.00</p>


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% of customer requests relating to potholes on local roads responded to within 5 days (Target: 100%)		88.00
% of customer requests relating to failed pavement on local roads responded to within 5 days (Target: 100%)		65.00
% of customer requests relating to minor bridge maintenance responded to within 5 days (Target: 100%)		83.00
% of customer requests for boat ramp availability responded to within 5 days		100.00
% of customer requests relating to Jetty Structure damage or vandalism responded to within 5 days		100.00

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<p>Sewer (S20) Reclaimed water disposal and reuse continuing as planned.</p> <p>Waste Water Collection: Sewer rehabilitation programs continuing with the completion of lining approximately 2km of mainly large diameter VC pipes and some concrete pipes. Staff worked in well with insituform to locate manholes and coordinate PS bypasses as required. Sewer preventative maintenance programs on track Meetings scheduled for new financial year. Sewer overflows from pump stations and the reticulation system due to 254mm of rainfall from 24/5/13 to 26/5/13.</p> <p>Waste Water Treatment continuing as planned.</p>	
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Reclaimed Water Disposal/Reuse

Reclaimed water disposal and reuse continuing as planned.



Waste Water Collection

Sewer rehabilitation programs continuing with the completion of lining approximately 2km of mainly large diameter VC pipes and some concrete pipes. staff worked in well with insituform to locate manholes and coordinate PS bypasses as required.
 Sewer preventative maintenance programs on track Meetings scheduled for new financial year.
 Sewer overflows from pump stations and the reticulation system due to 254mm of rainfall from 24/5/13 to 26/5/13.




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Waste Water Treatment


Waste Water Treatment continuing as planned.



% of tests complying with EPA licences		100.00
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PROJECTS

Sewerage performance (P820.01) Ongoing, collection of relevant data on track for return deadline		100.00
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Sawtell Sewerage Treatment Works Decommissioning (P840.01) The project is on slightly behind schedule, with a delayed completion date of January 2014. The Pipe Bridge and Gravity mains construction will be completed in the next quarter. Designs are nearing completion, with the major Pump Station Tender to be let in the next quarter. City Works are awaiting ARTC approvals in order to continue with Stage 2 pipe work.		65.00
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
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<p>Sport (S21) Stadium: Naming rights renewal underway but waiting for final negotiations to be completed Seating design subject to revote. A busy quarter for facility management, with development planning mostly constrained by lack of budget.</p>	
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International Stadium
 Naming rights renewal underway but waiting for final negotiations to be completed
 Seating design subject to revote




PROJECTS


<p>Stadium Seating Upgrade (P375.09) Subject to approval of revote, the architectural design for the seating upgrade will be completed by December 2014. This will ensure the project is 'shovel ready' (or ready for any relevant funding opportunities).</p>		0.00
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<p>Stadium Agreements (P375.10) Tender released April 2013 and no formal submissions received. On 27 June Council delegated authority to the General Manager to negotiate directly with interested parties. New contract expected to be in place August 2013.</p>		0.00
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Development Planning and Facility Manage
 A busy quarter for facility management, with development planning mostly constrained by lack of budget.







<p>% of scheduled COFFSAC meetings attended</p>		100.00
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<p>% of maintenance requests acted upon within 5 days</p>		100.00
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PROJECTS

<p>External Funding (Government) (P375.03) \$107,000 was applied for from the National Crime Prevention Fund for a range of crime prevention initiatives at Toormina Sports Complex. The proposed works included fence, vegetation removal and park rectification works, security lighting and CCTV in the skate park precinct, and a range of other measurements across the rest of the sports complex site including alarm systems, and signage.</p>		<p>100.00</p>
<p>External Funding (Assisting Community) (P375.04) 1. The Community Building Partnerships program closes on July 31. Three local groups have sought advice from the Sports Unit regarding their project and/or application. 2. Congratulations to the Coffs Coast Tigers Football Club have been successful in gaining a \$10,000 grant from NSW Communities Sport and Recreation to assist with encouraging participation from players with a refugee background. 3. The condition report on the Woolgoolga netball courts has been completed and the Sports Unit is now aiming to assist the association with design of a new playing surface. This will assist the association make future funding applications.</p>		<p>100.00</p>
<p>External Funding (Sports Contributions) (P375.05) In this quarter there have been no capital works projects undertaken by Council at Council managed facilities, therefore there are no co-contributions from sports.</p>		<p>100.00</p>
<p>Sports Marketing (P375.06) The Online Events Calendar is continuously updated and provides a comprehensive list of upcoming sporting events within the LGA. The Online Sports Directory was updated with correct contacts for all winter seasonal user groups in late March and now provides a comprehensive list of contacts for sporting organisations in the LGA.</p>		<p>100.00</p>

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<p>The latest e-newsletter was sent out in early April and provided an update to sporting stakeholders on events, renovations and activities which had taken place in the January - March quarter. The next e-newsletter will be sent out in early July and will update sporting stakeholders on events, renovations and activities which have taken place in the April - June quarter. A list of current funding opportunities and upcoming events will also be provided within this e-newsletter.</p> <p>Media releases on Major and National events were coordinated with Council's Media Officer during this period. The following media release was issued during April - June quarter.</p> <p>7 May 2013 - Nitro Circus is Almost Here</p>		
<p>Strategic Plan update (P375.07) Stadium business plan completed 2011. Feasibility project still unfunded so has not progressed any further</p>		<p>0.00</p>
<p>Plans of Management Review (P375.08) Still unfunded, so no progress has been made.</p>		<p>0.00</p>

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<p>Stormwater (S22) Trafalgar, Gale Streets designed and programmed Parish under investigation. Creek cleaning underway.</p>	
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Stormwater and Flood Mitigation


Bakers Road and Bennetts Road detention basin completed and operational.
 Spagnolos basin awaiting grant funding decision by state gov't.
 Key activities: Construct Spagnolos Road basin and other minor projects (eg, Trafalgar Lane drainage, Gale St)




<p>% of responses to requests relating to drainage likely to cause property damage undertaken within 2 days</p>		<p>80.00</p>
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<p>% of responses to requests relating to flood damage due to poorly maintained drains undertaken within 2 days (Nil requests in period)</p>		<p>0.00</p>
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PROJECTS


<p>Drainage - Works Planning (P545.01) Awaiting grant funding for Spagnolos Road. Only other projects are small drainage jobs that are underway or completed.</p>		<p>95.00</p>
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<p>Rate Funded Floodworks (P545.02) Bennetts Road and Bakers Road basins completed and operational. Spagnolos Road - design complete, watermains relocated. Awaiting outcome of grant application for funding for construction.</p>		<p>50.00</p>
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<p>Tourism (S23) Overall key projects progressing well with future VIC planning a key focus along with event and marketing funding being sourced from Destination NSW (DNSW). Key activities included: Funding application for RVEF, Wintersun, and Challenge.</p>	
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<p>Conferencing Current staffing on hold until organisational restructure resolved.</p>	
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<p>Leisure tourism Leisure tourism marketing on track. Marketing prospectus being finalised but subject to DNSW funding</p>	
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% increase in contribution to Industry participation Marketing Campaign (Target: 1%)		0.90
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% increase in Business Tourism economic impact (Target: 1%)		0.85
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% increase in brand awareness of Region from national phone survey data (Target: 1%)		0.90
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% increase in online database membership (Target: 1%)		0.90
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PROJECTS

<p>Marketing Campaign Plan (P130.01) Marketing plan awaiting DNSW funding due in September</p>		90.00
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<p>Rabbitohs Sponsorship (P130.02) SSFC contract complete however final report has not been provided from SSFC with CHCC final payment pending</p>		90.00
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Visitor Information Centre

Future VIC re location and online booking channels being finalised.
Negotiated 'wotif' rate and building plans.



% increase in VIC revenue (Target: 1%)		0.90
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% increase in VIC visitors (Target: 1%)		0.80
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PROJECTS

Visitor Information Centre Review (P130.03) Quotes obtained for building work or proposed VIC with Business plan to Exec in coming weeks once ancillary costings finalised		90.00
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Waste Management (S24)

Operationally the Waste Service is working reasonable well. The Regional and Sub-Regional planning has been progressed by the Regional Waste Group Midwaste. The initial focus is on examining future grant opportunities from State Government.
Key activities: Midwaste appointment of consultant to prepare Regional Waste Strategy including Sub-regional and Local projects.



Collection

There have been no issues with the waste collection contractors in this period



% of complaints responded to by contractor within 2 days		100.00
# of warning stickers issued (Coffs Coast) (Predominantly contamination in Organics bins)		132.00
# of bins removed (Coffs Coast)		0.00

PROJECTS

Processing Contract - Coffs Coast (P260.01) Organic's processing is continuing without issue. Mixed waste processing was ceased due to a catastrophic failure of one autoclave, all waste was being diverted to landfill, but not necessarily at Englands Road.		0.00
Waste Education - Coffs Coast (P260.02) School waste education is undertaken by Coffs Coast Waste Services representative.		100.00
Northern Beaches Transfer Station Construction (P260.05) To be considered as a local project for funding under Waste Less/Recycle More Program in Midwaste Regional Waste Strategy.		0.00

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Disposal

Whilst income has exceeded projection, there have been concerns raised by the EPA in relation to one area of the landfill’s management that needs to be addressed and will have an impact on operations or income in the future.



PROJECTS

<p>Waste and Sustainability Improvement (P270.01) This is the final year of this program. New Biodiversity and Sustainability projects are no longer funded, but some are continuing in this final year. Major part of funding is for plant at landfill to manage landfill lids and new eWaste recycling infrastructure and management.</p>		<p>0.00</p>
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Processing





The mixed waste processing plant remained off line for all of this period. Organics and recycling streams have no issues



<p>% of organics diverted from landfill (Coffs Coast)</p>		<p>99.00</p>
<p>% organic fraction recovered from mixed residual waste (Coffs Coast) (Note: Damage to plant has resulted in no processing in this period)</p>		<p>0.00</p>
<p>% diversion of domestic organics from landfill (Coffs Harbour)</p>		<p>98.95</p>
<p>% diversion of domestic mixed residual from landfill (Coffs Harbour) (Note: Damage to plant has resulted in no processing in this period)</p>		<p>0.00</p>
<p>% total of all waste streams diverted from landfill</p>		<p>75.77</p>


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Scheduled flare run time for period (hours)		2052.00
Actual flare down time (hours) (Target: <20 hours)		132.00
Methane %		62.80
Methane as CO2 equivalent destroyed (tonnes) for period (Target: 4,500 tonnes)		3107.12

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<p>Water (S25)</p> <p>Water Reticulation: Red Hill Balance Tank and Flowmeter pits completed. Boambee Headland secondary chlorination facility completed to improve the free chlorine level in Sawtell. Water switchboard upgrade continuing. Repairs to Roberts Hill Reservoir inlet valves successfully completed with the assistance of divers from Waters Marine. Draft Drinking water Quality Management Plan developed for CHCC through a workshop with stakeholders. Works carried out for Wongala and Corindi Aboriginal Communities as part of the Aboriginal Water and Sewer Program funded by NSW Office of Water. Water quality in the reticulation systems is consistently above the target level set by NSW Health of 0.2mg/l in the reticulation system and above 0.3mg/L in the reservoirs.</p> <p>Water treatment continuing as planned.</p>	
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Water Reticulation

Red Hill Balance Tank and Flowmeter pits completed
 Boambee Headland secondary chlorination facility completed to improve the free chlorine level in Sawtell.
 Water switchboard upgrade continuing.
 Repairs to Roberts Hill Reservoir inlet valves successfully completed with the assistance of divers from Waters Marine.
 Draft Drinking water Quality Management Plan developed for CHCC through a workshop with stakeholders.
 Works carried out for Wongala and Corindi Aboriginal Communities as part of the Aboriginal Water and Sewer Program funded by NSW Office of Water.
 Water quality in the reticulation systems is consistently above the target level set by NSW Health of 0.2mg/l in the reticulation system and above 0.3mg/L in the reservoirs.










PROJECTS

<p>Water performance (P720.01) Ongoing, collection of relevant data on track for return deadline</p>		100.00
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<p>Regional Water Supply - CVCC Liaison (P720.02) Good liaison with CVCC on Regional water Supply</p>		<p>100.00</p>
<p>Regional Water Supply - River Monitoring (P720.03) Good liaison with CVCC on Regional water Supply.</p>		<p>100.00</p>
<p>Reticulated Water Service (P740.01) works program completed for 13/14</p>		<p>100.00</p>
<p>Reticulated Water Infrastructure (P740.02) Salamander St renewal completed. Damerell St underway. Unwins Road reservoir unnecessary and removed from strategy to be replaced by backfeeding from Mullaway - works underway.</p>		<p>80.00</p>
<p>Main Duplication (P740.03) Design currently being undertaken. Construction next year</p>		<p>0.00</p>
<p>Coramba Water Main (P740.04) Moved to next year's program.</p>		<p>0.00</p>
<p>Drinking Water Quality Management Plan (P740.05) Document being finalised</p>		<p>98.00</p>

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Water Treatment

Water treatment continuing as planned.












Percentage of tests complying with Guidelines		100.00
% compliance with water abstraction licence conditions		100.00

PROJECTS

Water Efficiency (P720.04) New for Old shower exchange - 2 Shower rebate - 1 Dual flush toilet rebate - 9 Tour visitors - 103		100.00
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<p>Airport (S26) All non-operational activities are on track. Key activities: Apron extension, Access road, Terminal Upgrade.</p>		
<p>Airport All programmed projects completed.</p>		
<p>% of Monthly tenants meetings attended</p>		<p>100.00</p>
<p>% of GA and RPT Focus Group Meetings attended</p>		<p>100.00</p>
<p>% increase in passenger traffic (Target: 5%)</p>		<p>6.50</p>
<p># of new non aviation leases</p>		<p>100.00</p>
<p>PROJECTS</p>		
<p>Airport Land (P310.01) There have delays in responding to additional information required to complete the application. Some of these delays have been internal.</p>		<p>50.00</p>
<p>Security and Safety CASA (P350.03)</p>		<p>100.00</p>
<p>Airline Liaison (P350.04)</p>		<p>100.00</p>


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<p>Airport Strategic Planning (P350.05) Ongoing liaison with all airlines. Master Plan review in progress. GA Land Development Plan in progress.</p>		<p>100.00</p>
<p>Airport Works (P350.06) All programmed works completed</p>		<p>100.00</p>
<p>Airport Runway Overlay (P350.07) Design completed. Tender let.</p>		<p>100.00</p>


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<p>Civil Contracting (S27) Stage 2 of the civil contracting investigation has commenced to accurately scope the systems required to operate in the commercial contracting industry.</p>	
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<p>Private works administration structure and management of business risk in civil contracting activities Stage 2 of the civil contracting investigation has commenced to accurately scope the systems required to operate in the commercial contracting industry.</p>	
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Quarry operations licence and legislation compliance (%)		100.00
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# of private works jobs.		3.00
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<p>Corporate Information Services (S28) The Service has been delivered to expectations. Work will need to commence on the next CIS Strategy within the next 12 months.</p>	
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GIS
Team Leader of GIS resigned during the period. Will need to address some of the structural reasons for him leaving before any recruitment takes place.
Key activities: The spatial sync process was implemented during the period which is a major part of the ePlanning project.



<p>% of GIS mapping requests responded to within 3 days (Target 95%)</p>		50.00
<p>% of Subdivision updates in GIS responded to within 5 days (Target 95%)</p>		88.00

PROJECTS

<p>GIS Strategy (P420.01) GIS Team Leader resigned in June. Discussions about preparation of the strategy had occurred. Will need to await new Team Leader for this strategy to be completed.</p>		5.00
<p>Review and Upgrade Dekho (P420.34) Some work has been undertaken as a proof of concept but more is needed. A lack of IT resource is holding this up.</p>		5.00
<p>External Web Based Mapping System (P420.35) Investigation into using Silverlight with Sharepoint as a solution. A lack of IT resource is holding up this project.</p>		5.00

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Hardware Support

The team is working well through the projects and having some time to do some R&D. Work progressing on the configuring the Disaster Recovery site. Two new types of PCs are being tested (the NUC and the All-in-one).



PROJECTS

<p>ITIL Framework (P420.05) Not yet started. The Helpdesk Team Leader is undertaking an online course.</p>		<p>0.00</p>
<p>Helpdesk Service Strategy (P420.08) Staff shortages have delayed progress.</p>		<p>15.00</p>
<p>DR Site (P420.17) Awaiting outcomes of the BCP process to ensure we can meet the Maximum Outage times when configuring the DR processes.</p>		<p>60.00</p>

Records and Information Management

Bedding down the upgrade and preparing for the next move to Ci. Work commenced on the strategy. The Records Strategy is in draft. The DA scanning project passed the half way stage.





<p>% of File requests actioned within 24 hrs</p>		<p>100.00</p>
<p>% of correspondence registered within 48 hours</p>		<p>92.00</p>
<p>% of DAs registered within 24 hrs</p>		<p>100.00</p>


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PROJECTS

<p>Records Management Strategy (P420.03) Draft complete. Need to circulate for comment and get approved.</p>		<p>95.00</p>
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<p>Scanning of Hardcopy DAs (P420.12) Over half of the DAs have now been processed. Budget for the remaining work has been identified and awaits the re-vote process. Other records for scanning have been identified and will be processed if time permits.</p>		<p>55.00</p>
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<p>Business Classification System (P420.33) Keywords for Councils have been reviewed. This is considered the BCS for local government. There are questions as to the value that this will deliver given the effort required to implement and the new search capabilities within ECM 4.03. This will be reviewed over the coming months to determine if it will proceed.</p>		<p>10.00</p>
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Software Support


Many projects have slipped due to other priorities or under-estimating the time required for projects. The Sharepoint upgrade is substantially complete. A Corporate Dashboard template has been developed and now needs to be coded and implemented.



<p>% Level 1 software service desk requests resolved within 3 days (Target: 95%)</p>		<p>86.00</p>
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<p>Overdue software service requests as a % of open software requests (Target: <5%)</p>		<p>5.50</p>
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PROJECTS

<p>SharePoint upgrade to 2010 (P420.07) Project has suffered due to staff leave in Helpdesk area during the past two months. Work is progressing in getting the infrastructure upgraded. Moving content of the sites can then commence.</p>		<p>80.00</p>
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<p>Business Analytics – Dashboards (P420.11) Technology One consultants were on site in June to assist with training and some development work for the Corporate Dashboard concept. A proto-type has been designed and a plan for the work required has been developed.</p>		<p>15.00</p>
<p>Development of Coffs Water SLA (P420.21) Awaiting response from Coffs Water.</p>		<p>90.00</p>
<p>SLAs all Business Units (P420.22) Awaiting the final agreement with Coffs Water. The development of SLA's with business units should also be influenced by the distribution of corporate overheads project that is also occurring.</p>		<p>70.00</p>
<p>Developer Contributions (P420.27) GIS staff have been dedicated to the LEP and ePlanning projects. A new system for accounting for the developer contributions will be reviewed in July with possible implementation commencing in October.</p>		<p>0.00</p>
<p>Name and Address Register (P420.28) Contact has been made with Technology One to ascertain the effort required to sync names and addresses and the ongoing effort required. A decision as to if this will proceed or what other alternatives there are will be made in Sept.</p>		<p>0.00</p>
<p>Further Integration ECM and Property (P420.29) This requires the transform work (name and address sync, split the DA/property index and other work) to be undertaken.</p>		<p>0.00</p>
<p>Integration ECM and Finance (P420.30) This relies on upgrade of ECM to 4.03. This is due to commence late 2013.</p>		<p>0.00</p>


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<p>Web Enabled ECM (P420.31) This relies upon the upgrade of ECM to 4.03. this is estimated to commence later 2013. Further work will need to be undertaken around webforms to make this project achievable.</p>		<p>0.00</p>
<p>Security Review (P420.36) Need to dedicate resources from Helpdesk staff and undertake the review.</p>		<p>15.00</p>

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<p>Corporate Planning (S29) Completion of IPR framework review is a significant achievement for the organisation. Improved integration of the IPR elements during 2013/2014 will assist the development and implementation of a long-term funding strategy to support the financial sustainability of Council.</p>		
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<p>Corporate Relations On Budget. One successful major citizenship ceremony during the period.</p>		
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% of civic relations expenditure deviation relative to budget		0.00
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PROJECTS

<p>GM Projects (P010.02) Record new business hours telephone messages (May)</p>		100.00
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<p>Civic Activities (P010.06) 3 May 2013 - Citizenship Ceremony – 50 adults and 11 children</p>		100.00
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<p>Integrated Planning and Reporting Completed IPR framework review. Corporate reporting review well-advanced (some fine-tuning required ahead of first reporting in New Year 2014); development of performance monitoring dashboard will require IT resources.</p>		
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Delay in production of Quarterly Reports for performance objectives (days)		0.00
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PROJECTS

<p>Integrated Planning and Reporting (IPR) (P010.01) Prepared March Quarterly Performance Report (adopted 23 May).</p> <p>IPR Working Group met on 23 April - focus on completion of 2013 review of IPR framework. Going forward, developed a proposal to Executive to reconfigure IPRWG as part of council-wide working group to achieve CHCC funding sustainability.</p> <p>Draft reviewed IPR documents presented to 11 April meeting (including Resourcing Strategy review and Special Variation Application).</p> <p>Public Exhibition period staged (12 April to 10 May). Submissions collated and acknowledged, staff referrals co-ordinated, and summary provided to Executive and Council for consideration with final Draft IPR documents.</p> <p>Reviewed IPR documents adopted by Council on 23 May EXCEPT Budget. Review finalised with adoption of Budget on 13 June.</p> <p>Final responses to submission writers drafted and tasked to GM on 28 May (re pool access facilities) and 14 June (remaining budget submissions) for approval, signature and dispatch.</p> <p>Adopted IPR documents posted on CHCC website by 26 June. DLG notified of completion of IPR Review (including IPR checklist) on 28 June.</p> <p>The review was a massive process involving many Council staff working together over a long period; the process highlighted the need for an integrated approach to the development in 2013/14 of a long-term funding strategy to secure Council's financial sustainability.</p> <p>Progressed organisation-wide corporate reporting review to better align reporting to Council's IPR needs. All External Services reviewed to identify measures of strategic impact of CHCC activities (tabled in Draft Delivery Program); Internal Service review completed for final Draft DP. Operational Performance measures identified by Service (for ongoing, internal reporting). Concept development for information management dashboard system.</p> <p>Ongoing work with CIO on Performance Planning development for 2012/13 and beyond including time with Technology One consultant re dashboard; ongoing review of Project/KPI reportables.</p>		<p>100.00</p>
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<p>2030 Community Engagement (P230.02) This was completed in accordance with the 2030 Community Strategic Plan Review - Community Engagement Strategy adopted by Council in 2012. Any ongoing engagement activities as part of Coffs Harbour 2030 will be subject to the allocation of a responsible officer to the Community Strategic Plan.</p>		<p>100.00</p>
<p>2030 Review (P230.14) Project complete - Updated Community Strategic Plan (Coffs Harbour 2030) adopted by Council in June 2013</p>		<p>100.00</p>

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




ECM IR 3500822

Design (S30)	
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Design






Major achievements include:

- Completion of further stages of Sapphire to Woolgoolga service relocations and main extensions projects. Design and environmental assessments of Sawtell to Coffs rising main completed.
- Woolgoolga Playing fields design, environmental assessment and staging plans completed.
- Arrawarra Boat Ramp and Car Park plans completed.
- Water and Sewer main extension program completed.
- Woolgoolga Headland deck and pathways design and environmental assessment completed.
- Park Beach Surf Club and Reserve improvements plan completed.
- Subdivision and Development referrals completed and assets constructed to required standards.

% of schedule deviation relative to baseline schedule		0.00
# of complaints relating to Design		0.00
% of street light installations deviation relative to program		0.00
# of planning studies where engineering advice provided		0.00
% of annual Aus-Spec Standards reviews completed and revised standards posted on website		0.00
# of Technical Liaison Committee consultations undertaken		11.00
# of Development Applications		80.00

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# of Construction Certificate applications		6.00
% of Construction Certificate applications processed within 21 Days		100.00
# of applications for inspection of infrastructure		240.00
% of inspection of infrastructure applications processed within 2 Days		100.00
% of Subdivision Certificate applications processed within 7 Days		100.00
Area of new sealed roads created (Square metres)		3010.00
Length of footpaths & cycleways created (Metres)		598.00
Length of stormwater drains and box culverts created (Metres)		436.00
Length of water mains created (Metres)		518.00
Length of sewer reticulation created (Metres)		981.00
Number of sewer manholes created		32.00


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PROJECTS

<p>City Park Project (P110.01) Consultants engaged to undertake detailed design and documentation of Regional Youth space project. Stakeholder engagement completed and detailed design nearing completion.</p>		90.00
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<p>Open Space (P560.03) Final design, estimates, environmental approvals and staging plans for Woolgoolga Playing fields completed. Engagement with Local Government Act Task Force on proposed changes to Local Government Act relating to public lands commenced.</p>		100.00
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<p>Street Lighting Energy Efficiency (P562.01) Review of energy and maintenance costs value for money, including audit of faulty lights and contestability of costs to be commenced 13/14.</p>		100.00
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Traffic Management

City Centre Master plan traffic modelling completed. Hogbin Drive upgrade traffic modelling completed. Federal/State Black spot funding design projects completed and construction grant funding allocated. Traffic Committee recommendations implemented.




PROJECTS


<p>Transport Planning (P560.04) Public Transport Working Group to continue to facilitate transport efficiency improvements, disability access initiatives and input into Development plans and City Centre Master plan future stages.</p>		100.00
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<p>Road Safety (P560.05) Coffs Harbour Bike Plan review scope of works definition and consultation framework completed.</p>		100.00
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Digital e-leadership (S31) The Service would benefit from having a strategy developed identifying appropriate projects and resources to automate process. This may be the result of the Transformation project.	
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Digital e-leadership 
Further services are now delivered online and this will continue as either the business case or opportunity arises to automate process.


% compliance for online accessibility		100.00
% of monthly online tool reviews completed		100.00
% of daily website updates completed		100.00
% of bi-annual website reviews completed		100.00

PROJECTS

Implement Online Services (P010.05) This quarter has been used to prepare for major upgrades of systems in the coming quarter, namely Sharepoint 2010. <ul style="list-style-type: none"> – Procurement Intranet site using 2010 – Research and development of the Sharepoint 2010 backend to move our existing Sharepoint spaces onto the new system – Upgrade of Coffs Coast Tourism website – Coffs Connect - working on events calendar module and Grants module opportunities – Environmental Levy moving online for reporting and application needs – Social Media Register - updated and showing us how fast everyone is moving into this space. – MyBeachInfo - researching and documenting what might be required from a regional perspective – Website updates to reflect new IPR documents and Fees and Charges changes – Publications section of the CHCC website revamped and simplified 		100.00
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On-line forms (P420.06) Several Forms engines have been reviewed. No decision yet on which one is most suitable.		0.00
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Environmental Laboratory (S32) Operations on track and compliant with NATA Accreditation and budget predictions.		
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Laboratory


All operations on track with external audits completed and internal audits now progressing according to schedule.





% deviation of profit relative to budget		0.00
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PROJECTS

Business Planning (P519.01) Currently updating existing plan		60.00
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Marketing (P519.02) Staff to commence working on new brochure and increase marketing. Lab Manager to email client surveys out during July/August		50.00
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NATA records (P519.05) Completed according to schedule		80.00
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NATA Manuals (P519.06) Progressive updates of manual are completed as necessary and methods continually updated as improvements are introduced.		80.00
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Improved systems (P519.08) Updates for the new financial year are currently being investigated.		80.00
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Finance (S33) Everything on target except the Rolling Capital Works Program project which is under consideration.		
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Corporate Support
Everything complete or up to date apart from the Rolling Capital Works Program which is planned but likely to be finalised with the budget for 2014/15.











# of late grant acquittals		0.00
Delay in production of Grant Management System reports (days)		0.00
Delay in production of Quarterly budget reports (days)		0.00
Delay in production of monthly budget reviews (days)		0.00

PROJECTS

Section 355 Committee Audits (P430.04) 2011/12 audits completed according to schedule.		100.00
Long Term Financial Plan (P430.05) LTFP for 2013/14 fully completed		100.00
Rolling Capital Works Program (P430.06) We are waiting the further development of the assets system data and the review of Tech 1 modules for the completion of the Rolling Capital Works Program.		10.00


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<p>Formulation of new General Ledger Structure (P430.08) Had 3 meetings to date with Finance staff to discuss options in relation to proposed GL structure. Agreed to write an options paper for discussion with stakeholders to identify their needs and try and accommodate within the restructure.</p>		<p>20.00</p>
<p>FBT return (P430.09) FBT return completed and lodged prior to 21/5/13.</p>		<p>100.00</p>
<p>User Pays (P430.10) Due to changes in the GST Legislation, Council was required to review all fees and charges in late June for adoption by 1 July 2013</p>		<p>100.00</p>
<p>Environmental Levy (P440.04) 2013/14 program formulated and included in adopted Delivery Program. Report submitted to Council on operation of environmental Levy program and committee membership with recommendations adopted. 2012/13 program review to commence July</p>		<p>100.00</p>
<p>Developer Contributions (P440.05) All plans reviewed to include more detailed schedules of different rates applicable to different developments. Adopted by Council in April and came into force in May. A further review of all plans is being finalised to recognise the imminent gazettal of the LEP 2013. Plans will refer to updated LEP, and the adopted Coffs Harbour DCP 2013. the report will go to Council following receipt of advice of the LEP gazettal.</p>		<p>100.00</p>
<p>Expenditure Awaiting adoption of revised Investment Policy at August 2013 Council meeting.</p>		
<p>% of accounts paid within 30 days of invoice receipt</p>		<p>95.00</p>
<p># of expenditure related complaints received</p>		<p>0.00</p>

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% of payment runs conducted weekly (Target:100%)		90.00
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Delay in production of financial reports (days)		0.00
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Delay in production of bank and investment reports (days)		0.00
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PROJECTS


Investments Policy (P430.02) Reviewed by management Accountant Expenditure & CPG Research & Advisory P/L.		95.00
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Valuation of Land & Building Assets (P430.11) Final Valuation received		100.00
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Revenue


Rates and Annual Charges Debt Percentage for the quarter ending 30 June 2013 is 6.36%. This is an improvement of both last quarters result of 7.10% and the 4th quarter for last year being 6.48%.









Outstanding Rates and Charges ratio (%) (Target: <7%)		6.36
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Governance (S34) Policy and Delegation Register to be tabled at August Council meeting. Organisational wide policy review conducted. Organisational review of delegations conducted. Code of Conduct training conducted for staff and councillors on newly adopted Code of Conduct policy.		
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Governance
Work has continued on the policy review and delegations. These will both be tabled at an Ordinary Meeting in August. No new legal matters in this quarter. Work continued on Organisational risk register. Six new Conduct matters referred to appropriate channels.

% of Council Agenda's displayed on website in accordance with timeline (Friday prior)		100.00
% of Council Minutes displayed on website in accordance with timeline (Friday after)		100.00
# of reported errors in Council Minutes		0.00
% of GIPA applications finalised within 20 days		100.00
% of new staff provided with Code of Conduct and Privacy Training within period		100.00
% of code of conduct complaints finalised		0.00

PROJECTS





Legal/Governance Management (P411.03) Legal spend provided to Exec monthly. Expenditure has reduced this Financial Year, due to reduced appeals in Land & Environment Court. Existing outstanding litigation waiting on determinations. This Financial Year has seen the finalisation of the Sandy Shores Appeal. Awaiting costs determination.		100.00
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Internal Audit

Initial Governance and Audit Committee meeting held in June. All available audit reports were tabled at this meeting. Strategic Audit Plan for the 2013/14 year approved. Discussions continue to be held with members of MIDROC regarding the Internal Audit Function.

% of audit reports presented to Governance & Audit Committee at the next available meeting		100.00
% of Audit Results reported to the Governance & Audit Committee quarterly		100.00
% of Governance & Audit Committee meeting agendas distributed 7 days before the meeting		100.00
Delay in production of Strategic Audit Plan (days)		0.00

PROJECTS

Strategic Audit Plan (P411.01) Draft SAP submitted to Governance and Audit committee at their June 2013 meeting. Confirmed with no changes.		100.00
Corporate Audit Schedule (P411.02) All Audit reports completed as per schedule. Induction completed for newly appointed external members of the Governance and Audit committee members in April. New Strategic Audit Plan adopted at inaugural June Governance and Audit committee meeting.		100.00

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Risk Management

ERM risk register completed (draft form). To go to Executive/Governance and Audit committee for comment.


Risk assessments completed for events.

PROJECTS

<p>Claims (P411.06) Public Liability claims 4th quarter = 30. YTD total 149 Professional indemnity claims 4th quarter = 1. YTD total 2 Motor Vehicle claims 4th quarter = 10. YTD total 66 Property Claims 4th quarter = 2. YTD total 8</p>		100.00
<p>Integrated Management Systems (P411.07) This quarter approval given by Executive team to progress the PMS corporately. Work has commenced in this area and should be finalised mid 2014.</p>		100.00










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<p>Holiday Parks (S35) Holiday Parks performed well in difficult financial times with 7.1% revenue growth for the financial year. Trading profits are reasonable in comparison to last year with high electricity costs, water and sewer costs and wage cost all contributing to a softer than expected result, given revenue growth. Lakeside Caravan Park performed poorly due to major capital works which resulted in the park being a construction zone for several key months between August and November 2012.</p>	
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Holiday Parks







% positive response rate to survey question “how did you rate your stay?”		94.70
% positive response rate to survey questions regarding Service quality		96.80
% positive response rate to survey questions regarding Facility quality		95.90
% positive response rate to survey questions regarding Product quality		93.30
% increase in revenue for all business operations		7.10
% increase on room nights sold across all products (Target: 2%)		1.00
% of state park contributions deviation relative to program budget		0.00
\$ value of contributions within State Park not included in 2012/2013 program		30833.00
% of trading profit deviation relative to budget		+9.60

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PROJECTS

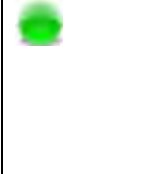
<p>Business Development (PCPS.01) Loan funding applications for villas at all parks submitted. Awaiting outcome of applications prior to undertaking capital works. Roadworks at Sawtell Beach Holiday Park on hold til further notice. Workshop rebuild at Sawtell underway but scheduled to cross into new financial year. All other capital projects per SISM/Business Plans have been completed.</p>		<p>100.00</p>
<p>Environmental Activities (PCPS.02) Lakeside Caravan Park to be awarded CCIA Gumnut 'Silver' environmental award at annual conference. Also put in award submission for CCIA Environmental Initiatives Award. All solar hot water projects completed (PB, SB, WL) and grant funding secured for conversion of Woolgoolga Beach. All other initiatives completed as per the environmental plan for all parks.</p>		<p>100.00</p>
<p>Business Planning (PCPS.03) Lakeside Plan of Management with Crown Lands Minister awaiting adoption and SISM adopted and in progress. Woolgoolga Beach Plan of Management in draft form after comprehensive and protracted negotiations with key stakeholders. Will be referred to Council in September requesting approval to refer to Crown Lands for Public Exhibition.</p>		<p>90.00</p>
<p>Woolgoolga Reserve Plan of Management (PCPS.04) Plan in draft form ready to be referred to CHCC as Corporate Manager of the Woolgoolga Beach Reserve Trust, for approval to refer the plan to Crown Lands requesting Public Exhibition. Project delayed due to protracted negotiations with Woolgoolga SLSC, Woolgoolga Marine Rescue and Crown Lands. However, positive outcomes for the reserve were achieved and the next phase of the project can proceed</p>		<p>50.00</p>

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Human Resources (S36)

Projects and day to day activities continued on track for the quarter. Progress was made on major projects of HRIS implementation, and Performance Conversation piece training as well as the Emerging Leaders Program. Industrial issues took up a big percentage of the AMHROD time during the quarter. End of year activities associated with payroll were carried out on both old and new systems and were successful.



Incident Reporting



% of incident reports converted to requests for action within 3 days		100.00
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# of incidents		74.00
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Manage Workers Compensation



% of workers compensation deadlines for reportable incidents achieved		90.00
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% of workcover and council procedures in relation to Rehabilitation services adhered to		100.00
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Average cost per workers compensation claim (\$)		1000.00
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Organisational Development






Progress on elements of the HR strategic plan and HR project plans continued during the quarter,. Progress was made on the implementation of the HRIS, Emerging Leaders Program , 360 degree assessment process, policy and procedure reviews
 Organisation structure, LGMA Management Challenge and Performance Conversation Piece of the PM Framework.


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Payroll

# of payroll session executed without error		100.00
# of fines due to superannuation legislation breaches		100.00
% of documentation from staff and superannuation companies processed with 5 days		100.00



Recruitment

Average time from requisition submission to HR to position advertisement (days)		3.00
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Staff Services


# of complaints relating to HR services		0.00
% of staff requests for assistance attended to within 5 days		100.00
# of legislative breaches		0.00

Training

% of staff certification currency		90.00
Average \$ spent on training per employee		1000.00

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% of employees completing training compared to total # employees		20.00
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Media (S37)

MEDIA:

A busy quarter with June having an unusually high number of media releases, possibly related to it being the end of the financial year and for available funds to be spent?

Also:

LGNSW - attended meeting in Sydney mainly focusing on the upcoming referendum. Campaign due to start in earnest in July/August.

Restarted project to provide Council with an Online Survey Panel.

Became part of group working on Business Continuity Plan.

Continued to pursue means of providing free wifi for Park Beach.

Took on role of Website Administrator in mid June to cover leave.

ONLINE:






This quarter has been used to prepare for major upgrades of systems in the coming quarter, namely Sharepoint 2010.

- Procurement Intranet site using 2010
- Research and development of the Sharepoint 2010 backend to move our existing Sharepoint spaces onto the new system
- Upgrade of Coffs Coast Tourism website
- Coffs Connect - working on events calendar module and Grants module opportunities
- Environmental Levy moving online for reporting and application needs
- Social Media Register - updated and showing us how fast everyone is moving into this space.
- MyBeachInfo - researching and documenting what might be required from a regional perspective
- Website updates to reflect new IPR documents and Fees and Charges changes
- Publications section of the CHCC website revamped and simplified

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Media


# of media releases produced		49.00
# of Mayoral newspaper columns produced		6.00
# of "Your Council Working For You" Independent Features produced		12.00
# of Council corporate newsletters produced		3.00
# of Councillor newsletters produced		3.00

PROJECTS

Media Advice (P010.03)		100.00
Media Response (P010.04)		100.00


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<p>Plant and Fleet Management (S38) Monthly reports on utilisation forwarded to managers and under utilisation investigated.</p>	
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Provision and management of plant for Council




<p>% of plant usage deviation relative to budget (Plant fund 97% utilised; Sewer plant 98% utilised & Water plant 106%)</p>		100.33
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<p>% of plant replacement deviation relative to program</p>		0.00
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PROJECTS

<p>External Truck and Plant Hire (P435.02) To be completed next quarter</p>		0.00
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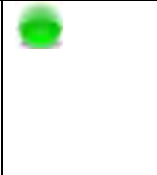
<p>Plant Review (P435.03) No issues - monthly checks in place</p>		100.00
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Procurement (S39)

The Procurement Roadmap is where significant attention and time is being dedicated with a most recent attempt to identify how to correctly resource this important function on behalf of the Council. The City Services Engineering and Operation staff have continued to demand assistance from the Senior Purchasing Officer which in turn has limited his input on the Roadmap.



Contract Management utilising Contracts Manager Database

The utilisation of Contracts Manager database is still limited to a number of key officers in City Services and Purchasing who input information on behalf of contract administrators throughout the organisation. Additional staff have now been identified in each area that deals with major contracts as part of the Procurement Roadmap project and these staff will receive introductory training in Contracts Manager over the next Qtr



Value of Progress Payment Certificates approved in Quarter and issued		2632000.00
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Value of contract variations approved in Quarter and recorded		1162524.00
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Provision of Inventory/Stores Management






The Annual Stocktake was undertaken in June as well as a prepatory stocktake in April. There were unfortunately a number of small low-value items identified as discrepancies in both stocktakes. In this April - June 2013 Quarter the Stores had a couple of rehab workers compensation placement staff and whilst we appreciate their assistance there is often inaccuracies with their involvement.



Also another issue in this quarterly period was the mandatory requirement for all operation staff to replace their elastic sided low ankle safety boots with High Ankle lace-up boots to reduce injuries. This has caused a drain on stock and left stores with an oversupply of the elastic sided low ankle boots and we are in the midst of trying to arrange with the local supplier to return them back to the manufacturer with a full credit.

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% of weekly stock register updates completed		100.00
% of purchase order requests processed within 2 days		100.00
# of procurement related complaints received (Minor concerns, dealt with promptly)		3.00
% of "Slow Moving & Non-Moving" stock product reports completed for all stock locations		100.00
% of surplus non-stock goods and materials (inclusive of Abandoned Vehicles) recorded and disposed of via Auction and Sale process		100.00


Provision of Purchasing Management

The Procurement Roadmap has once again been the main focus with the Senior Purchasing Officer and myself meeting regularly with the Special Projects Management Account Finance to identify and prioritise issues. Output has been slow but still chipping away with the following results:

- Purchasing Lincs Intranet site near completion
- Preferred Supplier/BNG comprehensive list to assist all staff
- Documentation - RFQ document for under \$50,000 and Simple 1 page Quote form
- Finance one purchase categories continue to be reviewed and amended

A report to Council was prepared and approved in May 2013 for the acceptance of signing up with the NSW State Government Electricity Contract 776 for Small Un-contestable sites. The contract will expire on 30 June 2016 and will realise Council an approximate 18% discount off the IPART Regulated Retail Price.

PROJECTS

Development of Procurement Roadmap (P430.12) The procurement roadmap project is continuing to make progress. Progress has however been slower than originally anticipated with a lack of resources available to perform tasks as required. This will be an ongoing project and the resource issues are currently being worked on.		20.00
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[Tender Management utilising Contracts Manager and TenderLink Databases](#)







The tender process continues to be tracked by the Contracts Manager database, ECM and Council's external web.

Contract numbers are being issued for works and services over \$50k in value and either quotations or tenders are being sought via Council's TenderLink portal for e-Tendering.







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<p>Strategic Asset Planning (S40) Stormwater asset data collection underway. Sewer to be undertaken this year.</p>		
<p>Asset Data Management Resourcing of the Asset Management area continues to be a struggle with the Manager Asset Systems role not being filled for going on 12 months; significant improvement works being undertaken in relation to data improvement and implementation of new processes.</p>		
<p>% of new, acquired and upgraded/renewed assets recorded in the asset system (Target: 100%)</p>		70.00
<p>Asset Planning Storm water assets data still being collected Sewer will be next</p>		
<p>Set Asset condition assessment programs (Target: 100%)</p>		50.00
<p>Asset condition assessments carried out in accordance with programs (Target: 100%)</p>		75.00
<p>PROJECTS</p>		
<p>Asset Management Strategy Council-wide (P512.01) AM Strategy reviewed in conjunction with other IPR documents in May, adopted by Council. Second cut AMPs have been prepared for transport assets. Buildings is currently underway following finalisation of revaluation. Other AMPs will be undertaken following finalisation of end of year asset reporting processes</p>		50.00

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<p>Telemetry and Optic Fibre (S41) The 3 Areas of Business are progressing well.</p>		
<p>2030 Switchboards</p>		
<p>PROJECTS</p>		
<p>2030 Switchboard Sales and Revenue (P421.03) Sales have been strong with both Wagga Wagga & Moree councils kicking off Major projects. Still have a number of enquires for other councils and workshop load is still high.</p>		100.00
<p>Fibre Optic Network</p>		
<p>PROJECTS</p>		
<p>Fibre Optic Project Sales and Leases (P421.01) Lismore fibre project Tendered and lost. We came 3rd place and costed middle of the road. The winning tender was below our cost price. Ongoing leasing and local fibre expansion occurring for Rally/Theatre /Skate Park /Museum /Pacific Bay. Quote other Job for Inverell & Bega Valley. Progressing on the Tweed Heads Fibre project.</p>		100.00
<p>Technology Support/ Installation and Con</p>		
<p>PROJECTS</p>		
<p>Other Consulting Services Sales (P421.02) Ongoing support for organisation for World Rally and other projects provided.</p>		100.00

ORGANISATION STRUCTURE

Purpose:

Following on from Council's consideration of this matter in February and March of this year, further opportunities have been explored in accordance with Council's Resolution No. 57/2013, that is an attempt to re-organise the responsibilities within the current three directorate structure by reallocation within those three directorates. This report will provide an overview of the deliberations thus far and seek Council's resolution to re-determine the organisation structure in accordance with Section 333 of the Local Government Act 1993.

Description of Item:

First, it is appropriate for a council to review its organisation structure from time to time to ensure that the structure that has been adopted is fulfilling the needs of the organisation and the community; and it is delivering services in the most efficient and effective manner to the community. The Local Government Act 1993 establishes a requirement for a council to initially determine the structure of the organisation and makes it clear that the structure may be re-determined by the council from time to time however, it must be re-determined within twelve months after an ordinary election of the council.

It is not proposed to repeat the information that has been provided to Council in previous reports however, a copy of Report GM 13/5 from February 2013 is included in the attachments to this report as Attachment A. In summary, during late 2011 and early 2012, Council undertook a Service Review project which provided an opportunity, amongst other things, to review and evaluate the adequacy of Council's organisation structure in the delivery of services. During early 2012 consultation occurred across the organisation seeking input into suggestions surrounding amendments to Council's current organisational structure. This resulted in a proposed new organisation structure which was the subject of a report to Council on 28th February 2013, contained within General Manager's report 13/5. The main reason that the report was not presented in the latter part of the previous Council's term was essentially due to the September 2012 election and the knowledge that there would be some new councillors that would need to be engaged in this process. A re-determination was also required within 12 months of an ordinary election of the council.

Following Council's consideration of report GM 13/5 on 28 February 2013, Council initially approved the adoption of a new organisation structure aimed at correcting certain identified inefficiencies within the current structure, ultimately by way of creating a fourth directorate containing the community capacity building functions, noting that with some staffing rationalisation the proposed cost of implementing this structure was estimated to be in the vicinity of \$26,000 per annum on an ongoing basis.

Council at its meeting held on 14 March 2013 gave consideration to a rescission motion in this matter and following the passing of the rescission motion, a subsequent resolution 57/2013 was passed. A copy of the rescission motion and subsequent motion are included in the attachments to this report as Attachment B. For ease of consideration, Resolution 57/2013 states as follows:

"57/2013 Resolved (Arkan, Sultana) that:

1. The fourth Directors position be not facilitated.
2. A re-organisation of responsibilities held by these three departments may take place.
3. This matter be returned to Council with any recommended restructuring of the organisation with the existing framework."

Due to other commitments and the General Manager being on annual leave from the latter part of April until late May, further exploration of restructure opportunities in the three directorate structure did not commence until late May 2013. Set out below is a summary of the activities that have occurred since Wednesday 29 May 2013 in this regard:

- Wednesday 29 May 2013 – initial briefing with councillors, no prepared Agenda as such. Opportunity provided for Councillors to have input pertaining to the organisation structure discussion.
- Thursday 20 June 2013 – further briefing for Councillors. Prepared for this briefing were various options set out for redistribution of activities within the three directorate structure, noting that attempts were made on all occasions to address organisation structure efficiencies through various principles such as span of control and grouping of like functions.
- Wednesday 26 June 2013 – further briefing made available for Councillors to ask questions and seek clarification of matters raised in the material presented from 20 June 2013.
- In addition to the formal briefings, Councillors have had the opportunity to have a variety of discussions as facilitated by the Mayor to further consider this matter.

It is fair to say that a range of opinions have been expressed by Councillors during the various briefing sessions that have been made available in regard to the organisation structure. The only semi-formal feedback provided has been to suggest that essentially what was known as Option 6 should be presented for Council's consideration. Option 6 shall be explored further during the Issues section of this report however, suffice to suggest that attempts were made with this Option to deal with the grouping of like functions and span of control as much as possible. It must be stated however, that this option still contains some inherent difficulties around span of control and grouping of like functions. It is acknowledged that the views of Councillors varied on this issue. The Option 6, three directorate structure, is included in the attachments to this report as Attachment D.

In summary, Council has explored various options for the reallocation of functions within the three directorate structure over the last month or so. In attempting to do so, management attempted to provide options that as much as possible addressed the principles of good organisational structure design with a view to ensuring that Council as a service provider to the Coffs Harbour community would be well placed to enable the organisation to address the various significant issues and challenges that confront Council at the present time. Whilst Option 6 may go some way toward addressing some of the inefficiencies within the current organisation structure, it is submitted that it does not provide appropriate scope to enable Council to deliver fully in a positive way on the issues and challenges confronting the organisation and our community.

This shall be explored further during the Issues part of this report.

Sustainability Assessment:

- **Environment**

The proposed Option 6 organisation structure may deliver some improved environmental outcomes. It is still proposed to integrate the Biodiversity Unit into the sustainable

planning function which should ensure that Biodiversity values and supporting environmental attributes better inform Council policy regarding Land Use Planning instruments. Councillors will note that the report from early this year, GM 13/5, suggested that a stronger focus on regulatory enforcement and to some extent placemaking could be achieved under the then proposed restructure. Given that the Option 6 three directorate structure places additional span of control strain on the Land Use Health & Development directorate, and after discussions with the Director Land Use Health & Development, it has been strongly suggested that expectations that improved regulatory enforcement and placemaking outcomes may not be achievable under the Option 6 structure.

- **Social**

The Option 6 three directorate structure essentially continues the split of the community capacity building functions of council and therefore will not provide a focus on the social outcomes and community capacity building that was previously being sought. This may result in somewhat disjointed processes around community capacity building issues and therefore not align fully with the "Looking after the Community" and other themes within Coffs Harbour 2030.

- **Civic Leadership**

Council has a responsibility to review and re-determine the organisation structure from time to time under the Local Government Act 1993. In doing so it is expected that Council will provide leadership to the community and demonstrate attempts to enable the key strategic driver for the community, namely Coffs Harbour 2030, to be achieved.

- **Economic**

Broader Economic Implications

Any revision of a council's organisation structure, from an economic sense, should move the organisation towards an improved economic outcome for the community. Whilst the Option 6 three directorate structure does provide some level of improvements, some inefficiencies identified within the current structure will be continued under the revised structure and thus not enable Council to totally improve economic outcomes for the community.

Delivery Program/Operational Plan Implications

During the various briefings, some Councillors suggested that the span of control issues within Option 6, particularly within the Corporate Business area, could be dealt with by elevating a Manager's role within the EDU, Sports Unit or Coffs Coast Tourism & Marketing area to that of Executive Manager. As discussed, should one of Council's existing manager's positions be redesigned to become an Executive Manager role with greater oversight of the three areas nominated, it is anticipated that the annual cost to Council of this change would be in the vicinity of \$24,000 per annum on an ongoing basis.

As discussed with Councillors during the briefings, given that the Option 6 three directorate structure still has some inherent inefficiencies within it around span of control and non-grouping of like functions, incurring an additional \$24,000 per annum for this option would bring into question the value for money proposition associated with this option.

Consultation:

Since recommencing the review of Council's organisation structure in late May 2013 a variety of briefings have been conducted with Councillors, enabling Councillors to have input and suggestions regarding the structure and also enabling senior management to look at various options for reorganising within the current three directorate structure. These matters have then been deliberated at various times with the Councillors.

Additionally, informal consultation has occurred with the broader Leadership Team within the organisation however, further comprehensive consultation has not occurred to date. It is proposed that once Council has made its decision regarding the preferred structure, that further comprehensive consultation with staff will occur as well as with the respective unions and the consultative committee.

It should be noted that extensive consultation did occur during 2012 around the then proposed organisation structure.

Related Policy and / or Precedents:

As mentioned in report GM 13/5, previous reviews of Council's organisation structure have been undertaken most recently in July 2006 and November 2002.

Statutory Requirements:

Under the Local Government Act, Council must review its organisation structure within 12 months of an ordinary election, and may review this from time to time as required (Sections 332 and 333 of the Local Government Act 1993).

Issues:

The Rescission Motion and subsequent Council Resolution on 14 March 2013 resulted in a further review of Council's organisation structure being undertaken with the Councillors with a view to rearranging the various programs/functions within the current three directorate structure, as directed by Resolution 57/2013.

In carrying out this review, attempts were made to ensure that the principles around good organisation structure outcomes were achieved. The principles involved here are:

- Grouping of similar functions (economies of scale)
- Span of control (allowing Directors and managers to work on the business, that is productivity improvements)
- Work specialisation (grouping of common skills, expertise etc. somewhat linked to grouping of similar functions)
- Chain of command (communication layers)
- Authority and responsibility
- Cost to implement

In addition to exploring the principles that make for good organisation structures, Council was also reminded of the various challenges/issues that are confronting the organisation and community at the present time. These challenges/issues include, but are not limited to:

- Long term financial strategy – path to sustainability
- Within Human Resources and Organisational Development equipping and improving the performance of staff/teams
- Championing e-business
- Business units; opportunities for revenue growth

- CBD Masterplan implementation
- Jetty Foreshores redevelopment in accordance with communities input
- Commercial property outcomes
- Customer Service (focal point, technology to deliver services etc using new and online technology)
- Asset Management needs:
 - Service Levels reflecting funding
 - Options for funding
 - Language enabling the right debate
- Focus on delivery of “hard” services
- Operational improvements to services
- Commercial opportunities in service provision
- Waste; developing a new long term strategy, improving financial and contract management
- Establishing a strong, consistent policy framework around Land Use Planning
- Removing development barriers (open for business, e-planning, e-housing)
- Developing consistency in regulatory/compliance issues
- Sharper focus on creating “places for people” as opposed to focusing on planning process
- Community strategic plan; foster ownership within Council and the community
- Stronger integration of the Community Strategic Plan into our Delivery Program and Operational Plan
- Review the framework for delivery of softer services
- Tourism and Sports Tourism are major economic drivers for the community
- Driving the impending Economic Development Strategy
- Review the operations at the Jetty Memorial Theatre – run as a business
- The recently adopted Cultural Plan and Library strategy

One other issue of interest is a desire to ensure that Council’s structure reflects where possible one of the key strategic drivers for the community, namely, the community strategic plan known as Coffs Harbour 2030.

With the above issues in mind, management set about looking at various options for reallocating the programs/functions involved in Council service delivery within the current three directorate structure. To assist in this regard, the first step that was undertaken was to look at appropriate groupings of functions in an attempt to generate economies of scale. In this regard the following legend was utilised:

Legend for Grouping

	Governance, GM Support
	Enabling Services (Internal Support)
	Business Units, producing \$\$ profit
	Community Capacity Building
	Infrastructure Renewal/Maintenance
	Natural/Built Environment Management

In applying the above legend to Council’s current organisational structure (see Attachment C), one is able to readily identify areas where immediate synergies can be achieved via the grouping of like functions. This process was applied across a variety of options for Councillor’s consideration however, it is fair to say that in applying this approach, within the

three directorate structure there was not one option that fully addressed the high level principles of the total grouping of like functions and adequately addressing span of control issues. Acknowledging that what is known as Option 6 within the three directorate structure does not address all of the principles of good organisation structure, some Councillors seemed to express a preference for this particular option. As mentioned elsewhere in this report Option 6 is included in the attachments to this report as Attachment D.

Given the challenges and issues identified as confronting Council, many of which are in the current Land Use Health and Development area, and some Councillors apparent preference for moving various community service functions to the current Land Use Health and Development directorate, it is unreasonable to expect that some of the other changes mooted within the Land Use Health and Development area could progress, as the capacity to deliver on all of these issues, coupled with the additional requirements that will come with the community service area would result in this not being achievable.

As a result of these issues, a revised Option 6 was prepared in an attempt to deal with some of the challenges that would be presented to the Land Use Health and Development directorate should the community services programs be transferred under that directorate. This revised option is included in the attachments to this report marked Attachment E. Whilst this revised option goes some way to dealing with the issues that are likely to be confronted by the Land Use Health and Development Directorate, it is still suggested that the outcomes achieved under this proposal will not fulfill Council's desires. Additionally, it will still be required as suggested by Councillors, to look at elevating one of the manager roles within EDU, Sports Unit or Coffs Coast Tourism and Marketing to an Executive Manager role and seeking that Executive Manager have an oversight for all three departments. In essence, and as reported elsewhere, the cost associated with this particular part of the solution would be in the vicinity of \$24,000 per annum on an ongoing basis.

In essence, what this review has presented to Council is the fact that within the three directorate structure, given the diversity and breadth of services that are delivered by Council to the community, attempts to address organisational structure principles such as span of control and grouping of like functions is extremely difficult. This in effect means that Directors and Managers are required to work more in the business as opposed to spending time working on the business, looking at continuous improvement outcomes and productivity improvements.

The revised Option 6, whilst addressing some issues within the current three directorate structure does not produce what could be described as an optimal outcome and still comes at an estimated cost of \$24,000 per annum on an ongoing basis.

Senior Staff

In determining and re-determining the organisation structure, the Act requires Council to determine those positions within the organisation structure that are senior staff positions, in terms of the Local Government Act 1993. The Act sets out that positions cannot be determined as senior staff positions unless they meet certain requirements (i.e. the responsibilities, skills and accountabilities of the position are generally equivalent to those applicable to the Executive Band of the Local Government (State) Award; and the remuneration payable exceeds thresholds set out in the Act, SES Level 1 minimum).

Currently, the three directors are classified as senior staff positions in terms of the Local Government Act 1993. It is proposed that the directors positions continue to be determined as senior staff positions in accordance with the Local Government Act 1993, hence the inclusion of this issue in the recommendation below.

The Way Forward

Council is in a position where it must re-determine the organisation structure by the 8th September 2013, i.e. within 12 months of an ordinary election of council. Essentially several options are available to Council and these options are set out below with some brief commentary in respect of the pros and cons of those options.

Option 1:

Do nothing. This would be represented by adopting a resolution along the following lines:

1. That in accordance with Section 333 of the Local Government Act 1993 Council adopt its existing organisation structure identified as Attachment C within the attachments as Council's organisation structure; and
2. That in adopting the structure as outlined in (1) above, the positions within the organisation structure that are senior staff positions in accordance with Section 332 of the Local Government Act 1993 are:

Director Corporate Business
Director City Services
Director Land Use, Health and Development

Adoption of this option is definitely not supported by management. To do nothing would allow a variety of inefficiencies to continue and management believes this is unacceptable, particularly in light of the desire to allow the leadership and management in the organisation to focus more on continuous improvement, productivity improvements and generally moving the organisation toward financial sustainability. As has been stated on numerous occasions *"if we keep doing what we have always done, we will keep getting the same result"*.

Option 2:

Adopt the revised Option 6 three directorate structure. This would be represented by adopting a resolution along the following lines:

1. That in accordance with Section 333 of the Local Government Act 1993 Council adopt the organisation structure identified as Attachment E within the attachments to this report; and
2. That in adopting the structure as outlined in (1) above, the positions within the organisation structure that are senior staff positions in accordance with Section 332 of the Local Government Act 1993 are:

Director Corporate Business
Director City Infrastructure Services
Director City Planning and Community Development

Whilst adoption of this option goes some way to addressing some of the inefficiencies identified with Council's existing structure, it does not address all issues surrounding span of control and grouping of like functions. As intimated earlier in this report, it is unreasonable to expect that the organisation is capable of delivering improved outcomes if span of control and grouping of like function issues are simply moved from one directorate to another. In some cases it has been suggested that span of control issues could be eased by means of introducing an Executive Manager at a potential cost of \$24,000 per annum.

Under these circumstances, in many ways it is suggested that the problem is not being addressed in full, it is merely being moved; and this comes at a cost of some \$24,000 per annum. On these grounds, it is difficult to support this option.

Option 3:

This option would involve adopting an organisation structure that enables the organisation to approach its management and leadership in an improved manner, where the inefficiencies created by span of control and grouping of like function issues are addressed. This option would allow the directors/managers to manage and lead in a manner that allows them the scope to work on the business, i.e. continuous improvement process, challenge the norm, generate productivity improvements and assist in moving the organisation to financial sustainability.

Given that more than 3 months have elapsed since Council considered Report GM13/5, it is suggested that it may be appropriate for Council to reconsider the adoption of the structure suggested in that report, i.e. the four directorate structure (Attachment F), particularly noting that structure was proposed to be implemented at an annual cost of some \$26,000 per annum ongoing, compared to the cost of delivering the less than optimal Option 6 at a cost of \$24,000 per annum ongoing. This would be represented by adopting a resolution along the following lines:

1. That in accordance with Section 333 of the Local Government Act 1993 Council adopt the organisation structure identified as Attachment F within the attachments to this report; and
2. That in adopting the structure as outlined in (1) above, the positions within the organisation structure that are senior staff positions in accordance with Section 332 of the Local Government Act 1993 are:

Director Corporate Business
Director City Infrastructure Services
Director City Planning
Director Community Development

Conclusion:

In preparing this report for Council's further consideration of the organisation structure, it has been very necessary for the Executive Leadership Team to work toward delivering on Resolution 57/2013. This has been done by bringing forward various options for Councillor's consideration around the three directorate structure. Equally, in preparing and reviewing these options, it became even more evident that shifting responsibilities within the existing three directorate structure does not address all of the inefficiencies within the structure and it potentially still comes at a cost.

The role of professional staff within the organisation and in this case within the Executive Leadership Team is to provide the best possible information to enable Council to make an informed decision. Given the further information provided to Council within this report, and the information provided to Council in Report GM13/5, it is considered necessary and entirely proper to make the recommendation at the end of this report. Notwithstanding the recommendation provided at the end of this report, should Council not accept this position, then the options within the way forward section are there for Councillors deliberation.

Implementation Date / Priority:

Upon adoption of the recommendation the resolution shall be carried into effect as quickly as possible, noting that consultation will need to occur with Staff, Unions etc.

Recommendation:

1. That in accordance with Section 333 of the Local Government Act 1993 Council adopt the organisation structure identified as Attachment F within the attachments to this report; and
2. That in adopting the structure as outlined in (1) above, the positions within the organisation structure that are senior staff positions in accordance with Section 332 of the Local Government Act 1993 are:

Director Corporate Business
Director City Infrastructure Services
Director City Planning
Director Community Development

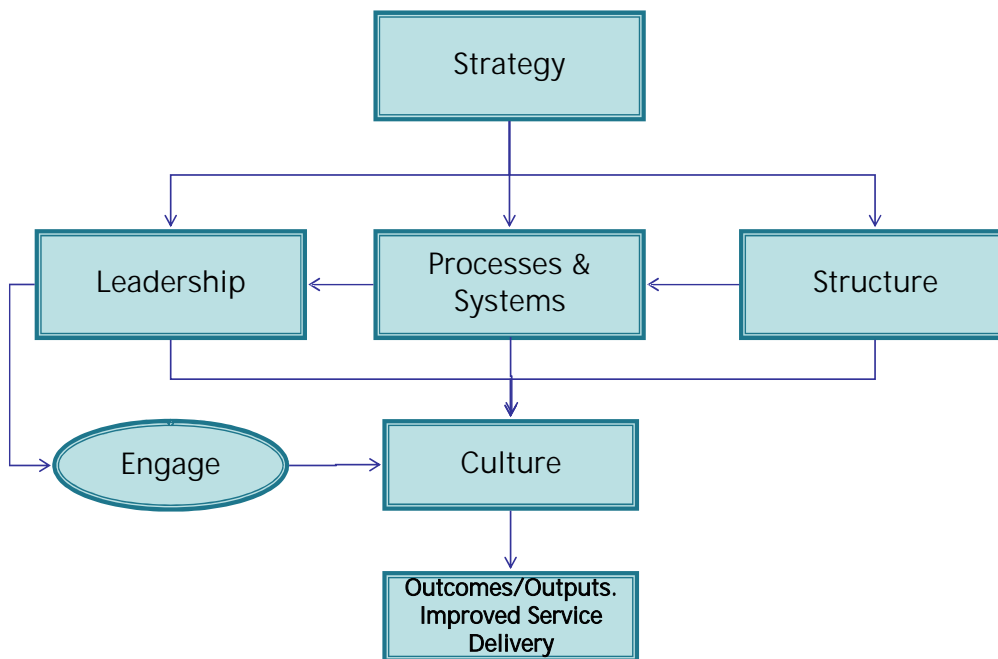
REVISED ORGANISATIONAL STRUCTURE

Purpose:

To discuss barriers to effective service delivery arising from the current organisational structure and to recommend improvements that will enable Council to better utilise its existing resources to translate strategy into action, delivering more efficient and effective services to the community.

Description of Item:

Upon commencement with Council in late 2010, I indicated that it was my intention to utilise a guiding model to facilitate the strategic review of the organisation. The simple model is as follows:



Initially, it was quite important to review the strategic drivers, such as Coffs Harbour 2030; the State Government's Regional Plans etc, to ensure that the alignment to Leadership; Processes and Systems; and Structure were appropriate. Strategy informs these three critical organisational functions and if the strategy is not appropriate, or poorly integrated then it is quite likely that the subsequent results will be less than adequate.

The Executive and the Leadership Team have then committed substantial efforts in reviewing "Leadership" and "Processes/Systems" with the knowledge that "Structure" would need to be reviewed at some point however, the outcomes of the "Leadership" and "Processes/Systems" reviews would assist greatly as inputs into the review of our organisation's structure.

Once all of these elements are aligned appropriately, through a process of engagement across the organisation, cultural awareness improvement will occur where necessary. All of this should provide improved service delivery outcomes.

Whilst not intended to be an exhaustive list, the following organisational improvement initiatives have assisted in reviewing "Strategy", "Leadership" and "Processes and Systems":

- Building awareness of Coffs Harbour 2030
- Development of indicators/measures for Coffs Harbour 2030
- Review and update resourcing strategies (Asset Management Plans, Long Term Financial Plan and Workforce Resourcing Strategy).
- Leadership (self awareness/personality profiling, 360 degree feedback)
- Risk Management Framework
- Promoting Better Practice Review
- Service Review Project (a critical component).

In undertaking all of these reviews/projects, and others, the critical outcome here is that the Executive and Leadership Teams have been listening to the feedback, both external and internal. Having listened, we now need to respond. Importantly, to enable Council to meet its strategic obligations and deliver services more effectively and efficiently into the future, we believe that the structural changes outlined in this report are necessary to ensure appropriate cultural change.

In adopting an organisational structure, Council needs to be mindful of two things: the need to group similar functions and the need to have an appropriate span of control.

Grouping similar functions creates economies of scale, as well as facilitating stronger communication by avoiding "silos" and duplication.

An appropriate span of control means achieving a balance between minimising the number of managers and ensuring that staff are effectively led and managed; optimising the productivity of staff.

The Service Review project undertaken in the latter part of 2011 defined 26 external services delivered by Council as they are seen by the community. What was apparent was that the current organisational structure does not group similar functions and consequently lacks economies of scale and suffers from 'silos'.

In discussing alternatives to better align Council's service delivery functions it became clear that a fourth directorate would deliver the best return for the community. Calculations suggest that the structure discussed in this report and recommended to Council for adoption can be contained to an increase in staff costs of \$25,000, however the benefits of this investment, which amounts to less than 0.1% of Council's annual expenditure on wages and salaries, will be more than recouped by significantly improved performance arising from economies of scale and more appropriate span of control.

Sustainability Assessment:

- **Environment**

The proposed structure will deliver better environmental outcomes, particularly via the integration of the Biodiversity unit (currently part of Strategy and Sustainability) into the Sustainable Planning function. This will ensure that biodiversity values and supporting environmental attributes better inform Council policy regarding land use planning instruments.

A stronger focus on regulatory enforcement will increase Council's effectiveness and efficiency in enforcing its adopted environmental protection regulations.

- **Social**

The establishment of the Community Development directorate that groups similar functions all focused on social outcomes and community capacity building that are currently in different directorates will result in a substantially increased focus on Council's role in achieving social and capacity building outcomes in collaboration with the community.

- **Civic Leadership**

Council's leadership in the community is founded on the development of a Community Strategic Plan that describes the vision of Coffs Harbour in 2030 and sets out how Council and the community can work together to achieve this. As Councillors are aware Council must adopt a new Plan by 30 June 2013.

It is essential that both Council staff and the community have ownership of their part in translating strategy into action and achieving the vision of Coffs Harbour 2030. It is also critical that there is an ongoing environment of collaboration – that Council and the community see it as a journey, not a one-off effort to develop a strategy.

Interestingly, Council adopted Coffs Harbour 2030 in late 2009 and as pointed out elsewhere in this report Council's Organisation structure has not been formally reviewed post the adoption of Coffs Harbour 2030. As well as addressing the economies of scale and span of control issues highlighted in this report, the proposed amendments to Council's Organisation Structure also provides a much stronger alignment of the structure to Coffs Harbour 2030. From a civic leadership perspective, this should ensure improved ability to address the goals and aspirations identified in Coffs Harbour 2030.

In the proposed structure, the Director Community Development ideally would provide a leadership focus for this project (fostering ownership) and on into the future (the continuing collaboration between Council and the community).

Following on from this, the improvements being developed as outcomes of the Service Review project and other organisational improvement initiatives will ensure that Council is well placed to deliver its part in achieving the vision of Coffs Harbour 2030. Critical to this though, is the grouping of functions as proposed under the recommended structure and the appropriate span of control to ensure an optimum level of productivity from staff resources.

- **Economic**

Broader Economic Implications

The recommended structure is critical to achieving the following:

- creating clear alignment between priorities identified in strategic plans and objectives of staff;
- realigning Council structure to improve coordination between related functions and also generate economies of scale;

and therefore improving economic outcomes for the community.

Delivery Program/Operational Plan Implications

The small (less than 0.1%) increase in staff costs associated with the recommended structure will be far outweighed by the improvements in performance realised by the improvements in economies of scale and span of control under the proposed structure. Thus, with around \$25,000 investment, Council will achieve significantly larger improvements in achieving objectives set out in the Delivery Program / Operational Plan.

Consultation:

Essentially, consultation on elements of the structure review have been undertaken since mid 2011 in a range of forums within Council.

In a more formal sense, consultation regarding proposed changes to Council's organisational structure commenced with a briefing for Councillors of the then Council on Wednesday 16 May 2012. The proposed changes were developed based on significant discussions between the Executive and a number of organisational improvement initiatives resulting in consensus on 99% of issues.

Since that Councillor briefing, comprehensive consultation occurred with staff in a number of forums as well as with the respective unions and the consultative committee. Overwhelmingly, staff feedback on the proposed structure was positive and a number of suggestions have been adopted with the proposal that will further improve outcomes.

As is to be expected, there was some negative feedback regarding the proposed changes however in considering these submissions it became clear that these are a result of different philosophical views, and possibly a reluctance to change.

Having regard to the intensive induction program provided for the newly elected Council since late September 2012, two briefing sessions have been held with the newly elected Council (30 January and 6 February 2013).

Related Policy and / or Precedents:

Previous reviews of Council's organisational structure have been undertaken most recently in July 2006 and November 2002.

Statutory Requirements:

Under the Local Government Act, Council must review its organisational structure within 12 months of an ordinary election, and may review this from time to time as required. (Sections 332 and 333 of the Local Government Act 1993).

Issues:

As noted in recent discussions with Councillors around the challenges facing Council with regards to financially sustainable service provision, Council has a number of options to explore to address this issue, including: increase rates, cut services and/or improve productivity. There is no one solution to the challenge.

While there is a small increase in costs, the proposed structure effectively involves better utilising existing resources – “doing more with less/same”. As such, it is far more preferable to Council's other options (increasing rates or cutting services) as a major initiative to assist in addressing the challenge of financial sustainability.

Grouping similar functions creates economies of scale, as well as facilitating stronger communication by avoiding “silos”.

An appropriate span of control means achieving a balance between minimising the number of managers and ensuring that staff are effectively led and managed, optimising the productivity of staff.

As noted above, it was apparent from the Service Review project and other organisational improvement initiatives that the current organisational structure does not group similar functions efficiently and effectively and consequently lacks economies of scale and suffers from ‘silos’.

In discussing alternatives to better align Council’s service delivery functions it became clear that a fourth directorate would deliver the best return for the community. This will achieve economies of scale while also ensuring an appropriate span of control.

In broad terms, the proposed structure can be summarised as follows:

- **Corporate Business**, focused on enabling other departments to deliver effective and efficient services to the community and maximising the efficiency, effectiveness and profitability of Council’s business units.
- **City Infrastructure Services**, focused on providing infrastructure that meets the needs of the community at minimum cost and risk to Council.
- **City Planning**, focused on the sustainable use and management of land but also more broadly on the associated social and economic issues.
- **Community Development**, focused on building the capacity of the community across social and economic spheres particularly, but also delivering services to support these objectives.

The proposed structure is provided in Attachment 1, and details of the current and proposed functions within Council is provided in Attachment 2.

This four-directorate structure strongly aligns similar functions so as to maximise economies of scale and avoid the ‘silos’ created when complementary functions are located across departments. Two key examples are the “community-focused” functions and the “infrastructure-focused” functions.

Under the existing structure:

- Community and Cultural Development and EDU report to City Services;
- Tourism and Sport report to Corporate Business; and
- Responsibility for the Community Strategic Plan – Coffs Harbour 2030 – sits with Land Use Health and Development.

Under the proposed structure, all of these “community-focused” functions would report to Community Development. Economies of scale will be created and the current ‘silos’ that exist as a result of their being dispersed across the organisation will be removed.

Under the existing structure:

- Most infrastructure is managed through the City Services department.
- Property (dealing with similar issues and needing similar processes) reports to Corporate Business.

- Waste (the largest, most complex contracts managed by Council) reports to Land Use Health and Development (who are otherwise focused on regulatory, environmental and planning issues).

Under the proposed structure, all these “infrastructure-focused” functions would report to City Infrastructure Services. Substantial economies of scale will be created resulting in more effective planning and delivery of infrastructure – arguably one of Council’s biggest challenges in the future. Council’s exposure to risk as a result of contract management expertise being dispersed throughout Council will also be significantly reduced.

As noted above, span of control (balancing the number of managers against the ability to provide effective leadership and management by not having too many people reporting direct to one manager) is a real issue in terms of effective, efficient delivery of services.

It is acknowledged that on first impression there may be concerns that the proposed structure results in the creation of a new Director’s position and therefore substantial cost, however it is proposed to fund the majority of this role from the position of Executive Manager Community and Cultural Development (which would become redundant).

Costs associated with this role together with a number of other initiatives to reallocate tasks within existing resources means that the net cost of the proposed structural changes is minimal, and will be far outweighed by an increased return for the community in terms of improved effectiveness and efficiency of service delivery, and over time, productivity gains.

While initial concerns of a new directorate are acknowledged, any alternative structure with only three directorates would simply not secure the same productivity gain potential, and therefore fail to aid Council’s efforts to address its financial sustainability challenges.

A three department structure could not group all “community-focused” and “infrastructure-focused” functions without creating problems with an excessive span of control. What this means is that while a Director could certainly provide oversight of an increased number of managers, the ability of the Director to effectively lead and manage that number of staff will be significantly reduced, meaning that the level of productivity that Council receives from staff is reduced.

Or, if these “community-focused” and “infrastructure-focused” functions are dispersed across the departments (as they are now), then the economies of scale that arise from grouping them, and removal of ‘silos’ that result from co-location in one department, is not achieved.

Under the NSW Local Government Act, 1993 the General Manager is responsible for utilising the resources allocated by Council effectively and efficiently and for ensuring the implementation, without undue delay, of decisions of Council.

The proposed restructure is not about additional staff resources, it is about realignment of functions and redesign of roles.

Effectively, the recommended structure seeks to reorganise Council’s existing resources. While it is acknowledged that there is a small increase in staff costs, the gains for the organisation from this investment in terms of efficiency and effectiveness (productivity) will be substantial.

Implementation Date / Priority:

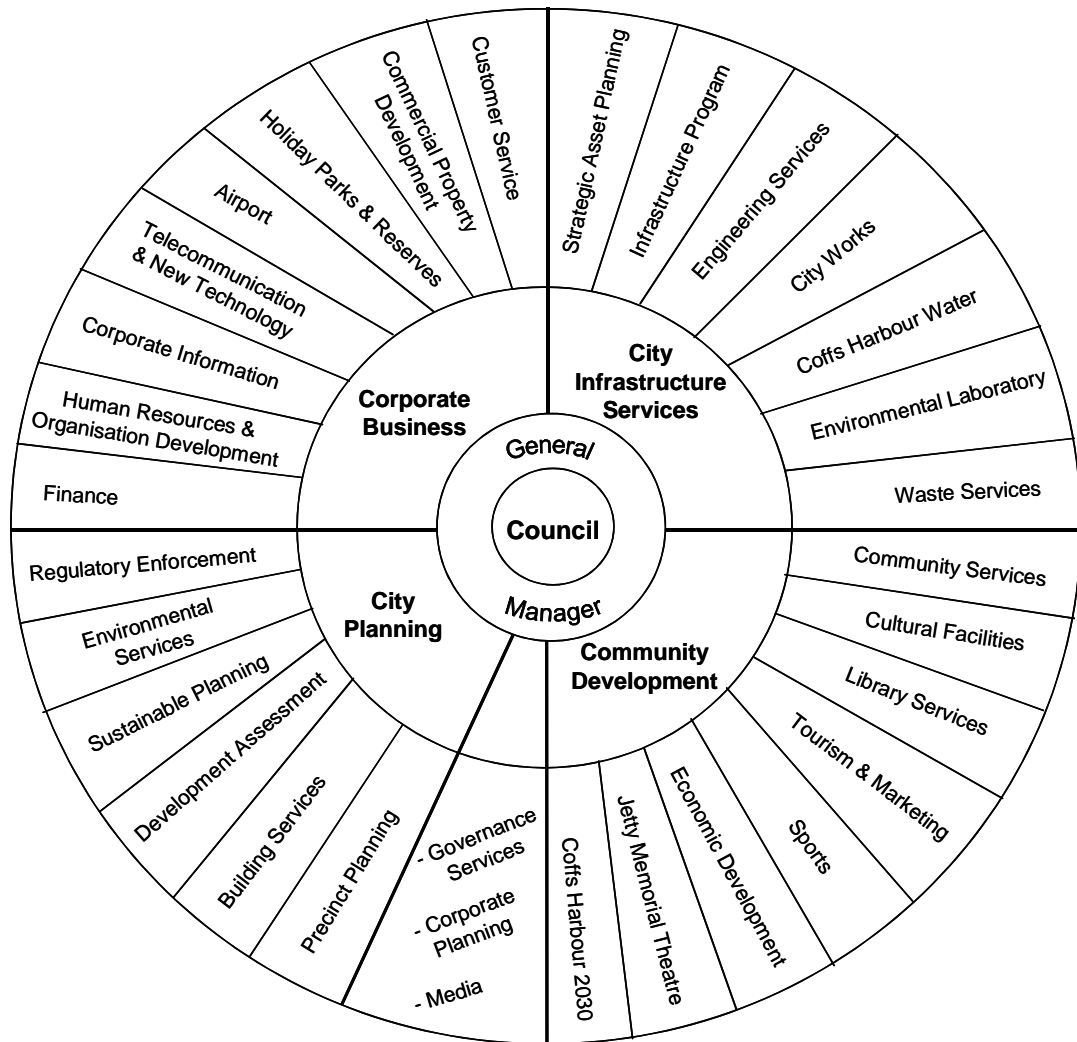
The commencement date for implementation of the structure, if approved by Council, is proposed to be immediate, subject to implementation processes to be resolved.

The vacant Director's position recruitment process would commence at the earliest opportunity to enable the new Director to commence in the role as soon as possible. In the interim, an acting Director will be appointed.

Recommendation:

1. That in accordance with Section 333 of the Local Government Act 1993 Council adopt the proposed Organisation Structure as identified in the Attachment to this report; and
2. That it be noted that applications will be invited for the vacant Director Community Development role.

Proposed Organisational Structure



Details of the Locations of Current and Proposed Functions within the Organisational Structure

The following tables provide more detail of the transition that is proposed in the draft structure:

Currently

City Services

Community & Cultural Development
Economic Development

Corporate Business

Sports Unit
Tourism and Marketing

Property Asset Management

Land Use Health & Development

Waste Services

Currently

Corporate Business

Finance
Human Resources & Organisation Development
Corporate Information
Telecommunications & New Technology
Business Units – Airports
Business Units – Holiday Parks & Reserves
Commercial Property

Currently

Land Use Health & Development

Strategy & Sustainability
Health
Land Use Planning
Land Use Assessment
Land Use Management

Currently

City Services

Engineering Services
Asset Systems
Engineering Special Projects
City Works
Coffs Harbour Water
Environmental Laboratory

Proposed

Transfer

To Community Development
To Community Development

To Community Development
To Community Development

To City Infrastructure Services

To City Infrastructure Services

Proposed

Corporate Business

Finance
Human Resources & Organisation Development
Corporate Information
Telecommunications & New Technology
Airports
Holiday Parks & Reserves
Commercial Property Development
Customer Service

Proposed

City Planning

Environmental Services
Sustainable Planning
Development Assessment
Building Services
Regulatory Enforcement
Precinct Planning

Proposed

City Infrastructure Services

Engineering Services
Strategic Asset Planning
Infrastructure Program
City Works
Coffs Harbour Water
Environmental Laboratory
Waste Services

Proposed

Community Development

Community Services
Cultural Facilities
Library Services
Tourism and Marketing
Sports
Economic Development
Jetty Memorial Theatre
Coffs Harbour 2030

Currently

Reporting Direct to General Manager

Governance Services
Corporate Planning
Media (including website Admin)

Proposed

Reporting Direct to General Manager

Governance Services
Corporate Planning
Media (including website admin)

**COFFS HARBOUR CITY COUNCIL
ORDINARY MEETING**

14 MARCH 2013

RESOLUTION NOS. 56 AND 57

Minutes confirmed at Council meeting: 27 March 2013
To view Report, double-click on Agenda Report link below

RM13/2 REVISED ORGANISATIONAL STRUCTURE - RECISSION MOTION

56 RESOLVED (Arkan/Degens) that resolution 38 of Ordinary meeting held on 28 February 2013 regarding item GM 13/5 - Revised Organisational Structure, and reading as follows, be rescinded:

RESOLVED (Palmer/Innes):

1. *That in accordance with Section 333 of the Local Government Act 1993 Council adopt the proposed Organisation Structure as identified in the Attachment to this report; and*
2. *That it be noted that applications will be invited for the vacant Director Community Development role.*

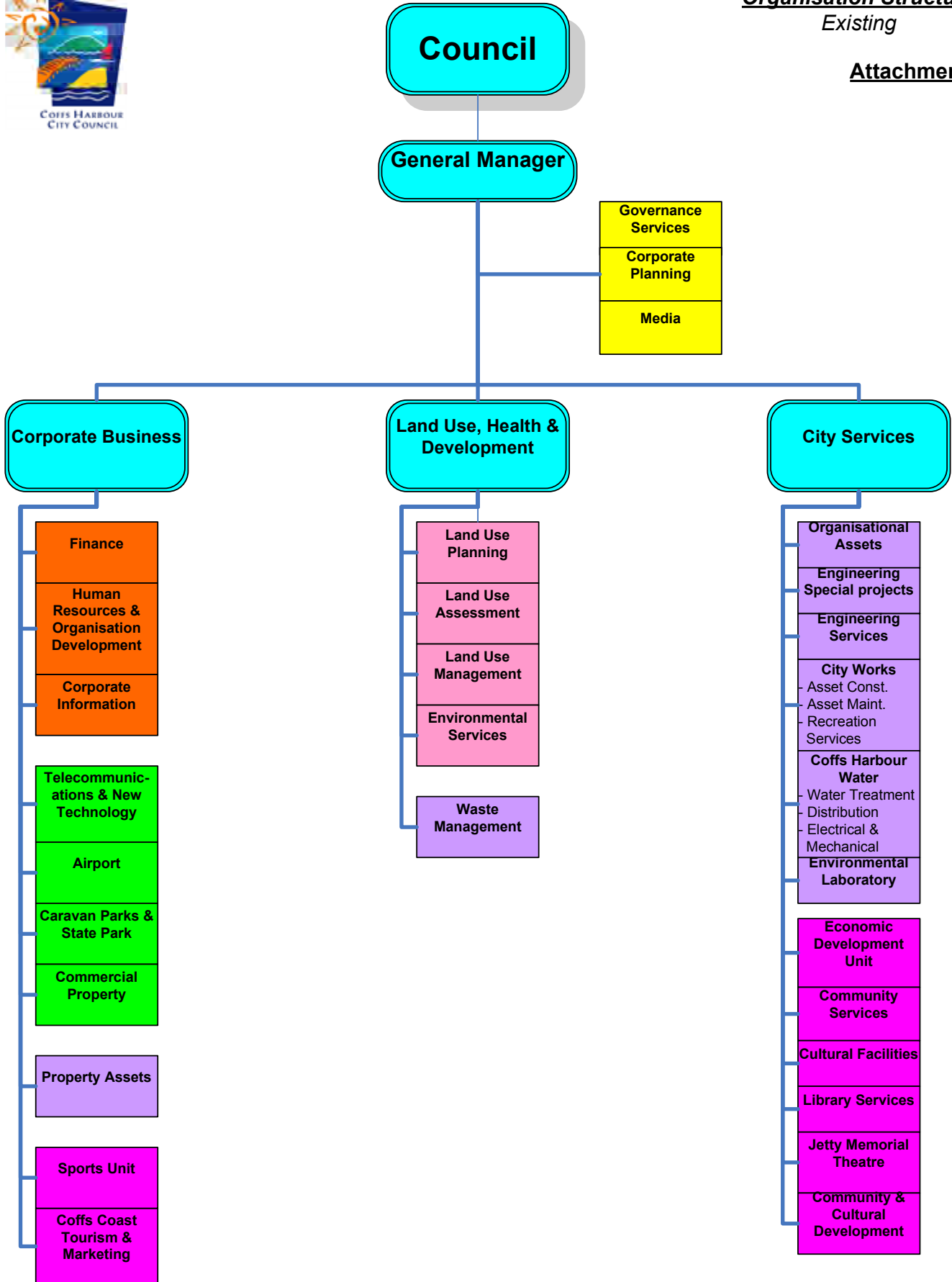
57 RESOLVED (Arkan/Sultana) that:

1. The 4th Director's position be not facilitated.
2. A re-organisation of responsibilities held by these three departments may take place.
3. This matter be returned to Council with any recommended restructuring of the organisation with the existing framework.



Organisation Structure
Existing

Attachment C



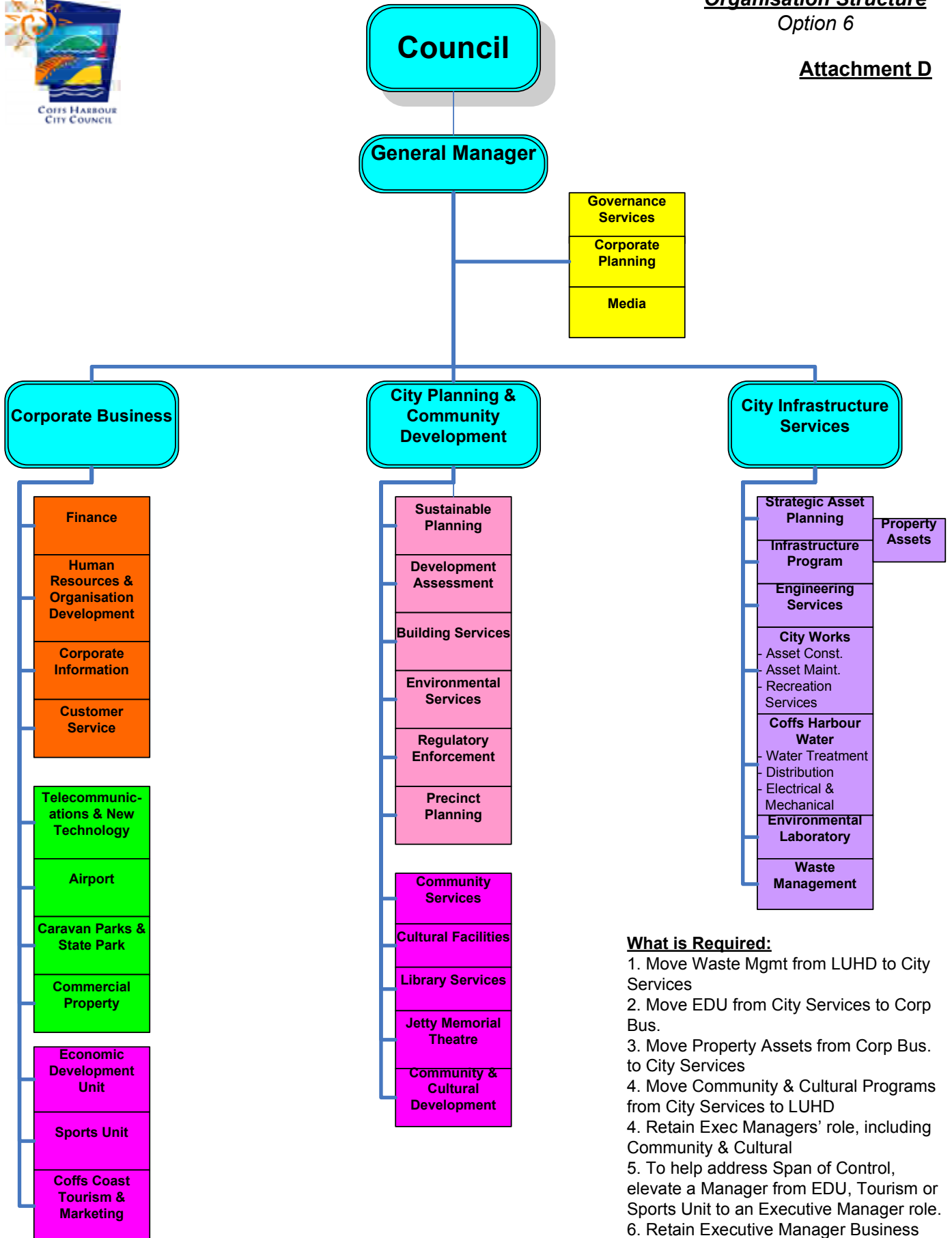
Coffs Harbour 2030	Coffs Harbour 2030
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Organisation Structure

Option 6

Attachment D



What is Required:

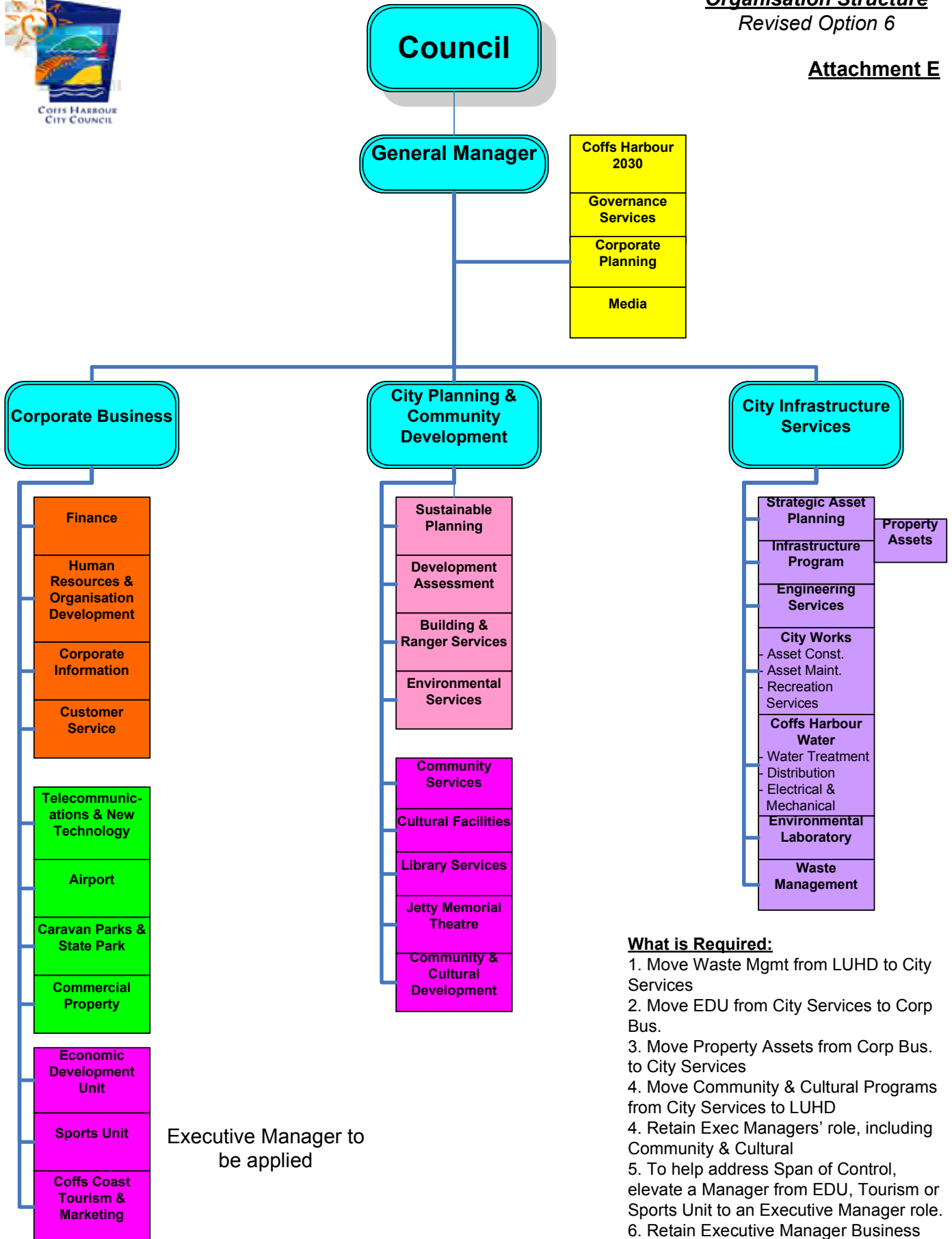
1. Move Waste Mgmt from LUHD to City Services
2. Move EDU from City Services to Corp Bus.
3. Move Property Assets from Corp Bus. to City Services
4. Move Community & Cultural Programs from City Services to LUHD
4. Retain Exec Managers' role, including Community & Cultural
5. To help address Span of Control, elevate a Manager from EDU, Tourism or Sports Unit to an Executive Manager role.
6. Retain Executive Manager Business Units with Business Programs dropping a level
7. Still leaves between 6 and 7 direct reports in Corp Bus, and say 7 in LUHD
8. Cost estimated at approximately \$24,000 per annum ongoing.

Coffs Harbour 2030	Coffs Harbour 2030
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Organisation Structure
Revised Option 6

Attachment E



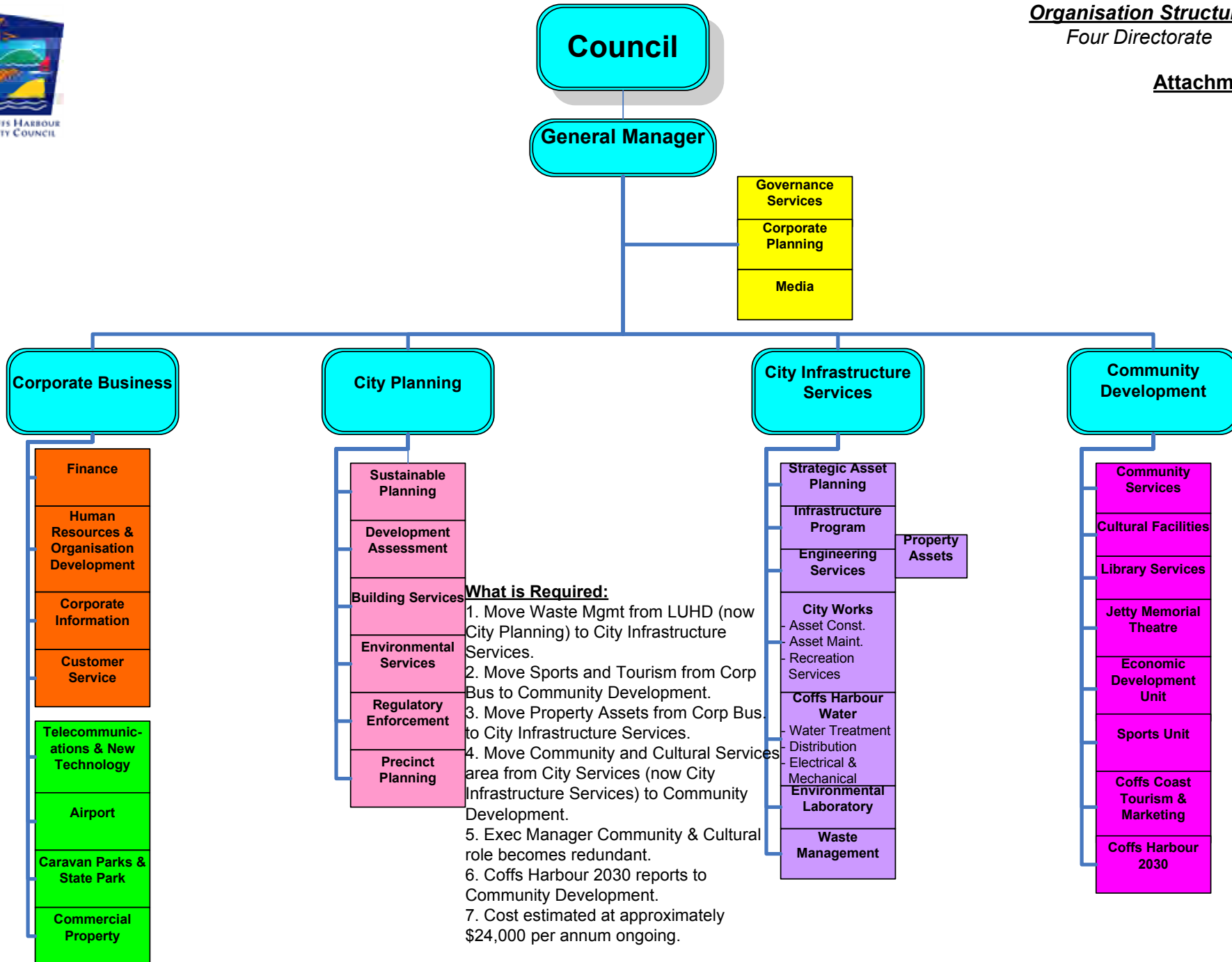
What is Required:

1. Move Waste Mgmt from LUHD to City Services
2. Move EDU from City Services to Corp Bus.
3. Move Property Assets from Corp Bus. to City Services
4. Move Community & Cultural Programs from City Services to LUHD
4. Retain Exec Managers' role, including Community & Cultural
5. To help address Span of Control, elevate a Manager from EDU, Tourism or Sports Unit to an Executive Manager role.
6. Retain Executive Manager Business Units with Business Programs dropping a level
7. Still leaves between 6 and 7 direct reports in Corp Bus, and say 7 in LUHD
8. Cost estimated at approximately \$24,000 per annum ongoing.



Organisation Structure
Four Directorate

Attachment F



MEDIA POLICY

Purpose:

For Council to adopt the Media Policy.

Description of Item:

Communicating with the media is an important part of achieving Council's broader objectives and commitment to transparency and open, honest communication with the public. Media coverage is a key driver of organisational reputation - hence the need for a positive framework for interaction and engagement.

Sustainability Assessment:

- **Environment**

This is not applicable to this report.

- **Social**

This is not applicable to this report.

- **Civic Leadership**

The purpose of Council policies is to ensure transparency and accountability in local government. The implementation enables Council to identify and respond to the community. This is consistent with the *Coffs Harbour 2030 Community Strategic Plan strategy LC2.2.1: Enable and support all levels of government to serve the local community.*

- **Economic**

Broader Economic Implications

There are no broad economic impacts associated with the implementation of the recommendations.

Delivery Program/Operational Plan Implications

The ongoing development and review of Council policies and plans are accommodated within Council's budget structure. This expenditure is monitored through Council's monthly and quarterly budget reviews.

Consultation:

This is not applicable to this report.

Related Policy and / or Precedents:

This is not applicable to this report.

Statutory Requirements:

This is not applicable to this report.

Issues:


This is not applicable to this report.

Implementation Date / Priority:

Implementation is immediate.

Recommendation:

That Council adopts the Media Policy.

Locked Bag 155. Coffs Harbour, NSW 2450 ABN 79 126 214 487	COFFS HARBOUR CITY COUNCIL	
<h2 style="margin: 0;">Media Policy</h2>		
Policy Statement: The purpose of this policy is to provide for effective communication of Council affairs to the public through the media.		
Director or Manager Responsible for Communication, Implementation and Review: General Manager		
Related Legislation, Division of Local Government Circulars or Guideline: NSW Local Government Act (1993) Privacy and Personal Information Protection Act (1998) Defamation Act 2005 (NSW)		
Does this document replace an existing policy		No
Other Related Council Policy or Procedure: <ul style="list-style-type: none"> • Code of Conduct Policy • Workplace Surveillance Policy • Complaints and Other Feedback Policy • Privacy Management Plan • Community Engagement Policy • Social Media Policy 		
Application: It is mandatory for all workers, councillors and delegates of council to comply with this policy.		
Distribution: <input checked="" type="checkbox"/> Internet <input checked="" type="checkbox"/> Intranet <input type="checkbox"/> Email <input type="checkbox"/> Noticeboard <input checked="" type="checkbox"/> ECM		
Approved by: Executive Team [Meeting date] Council [Meeting date & Resolution No.]	Signature: <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <i>General Manager</i>	
Council Branch Responsible:	Date of next Review:	

Key Responsibilities

<i>Position</i>	<i>Directorate</i>	<i>Responsibility</i>
Mayor	Council	To lead councillors in their understanding of, and compliance with, this policy and guidelines.
General Manager	Executive	To lead workers (either directly or through delegated authority) in their understanding of, and compliance with, this policy and guidelines.
Directors	All Directorates	To communicate, implement and comply with this policy and related guidelines.
Executive and Managers	All Directorates	To implement this policy and related procedures.
Media Officer	Council	To support workers and Councillors in their understanding of, and compliance with, this policy and guidelines.
All Council officials	Council	To implement this policy and related procedures.

1. Introduction

Communicating with the media is an important part of achieving Council's broader objectives and commitment to transparency and open, honest communication with the public. Media coverage is a key driver of organisational reputation - hence the need for a positive framework for interaction and engagement.

2. Definitions

Media: includes print media such as national or local newspapers, magazines, newsletters, brochures and other documents and the broadcast media including radio and television broadcasters and internet publishers.

Public comment: includes interviews with the media (including comments to or interviews with the press, radio or television), public speaking engagements, and expressing views in letters to the press, in books, notices, articles or in any medium where it is reasonably foreseeable that the publication or circulation will enter the public domain.

Public comment also includes the use of social media. **Council's Social Media Policy (adopted 2012) also applies to Council workers.**

Worker: As defined in the Work Health and Safety Act 2011 and varied to include Councillors. A worker is:

- an employee, or
- a contractor or subcontractor, or
- an employee of a contractor or subcontractor, or
- an employee of a labour hire company who has been assigned to work in the person's business or undertaking, or
- an outworker, or
- an apprentice or trainee, or
- a student gaining work experience, or
- a volunteer.

General Responsibilities of a Council Worker:

Workers should be aware of and understand their responsibilities under Council's Code of Conduct. The following sections of the Council Code of Conduct are particularly relevant to this policy:

- Fairness and Equity
- Harassment and Discrimination
- Personal Dealings with Council
- Public Comment

- Obligations of Staff
- Inappropriate Interactions
- Use of Certain Council Information
- Use and Security of Confidential Information
- Personal Information
- Use of Council Resources
- Complaint Handling Procedures and Sanctions

3. Policy Objective

The objective of this policy is to outline the responsibilities of Council workers with regard to engaging with the media.

To ensure Council upholds its commitment to the community by keeping them informed of Council's actions and activities.

To ensure the media receive timely, accurate and reliable information from Council.

To ensure Council manages and has knowledge of information that is conveyed to the media relating to matters that are relevant to Coffs Harbour City Council and its community.

To ensure the distribution of all media material is through Council's Media Officer to maintain strong media relations and ensure all media outlets receive consistent, authorised and accurate information.

To ensure Council communicates consistent and accurate messages by providing approval to speak directly to the media only to the Mayor, General Manager, Directors, workers with delegated authority and the Media Officer.

4. Policy Content

Council will openly discuss matters of interest with the media unless disclosure of certain information contravenes Council's obligations of confidentiality or privacy, duty of care, or could infringe other laws or regulations that govern its operations.

The Mayor and the General Manager are the official spokespersons on Council affairs, as per the NSW Local Government Act (1993).

All media enquiries are to be dealt with promptly and should be directed in the first instance to Council's Media Officer.

Only the General Manager, Mayor, Directors, Media Officer and staff with the relevant delegation have permission to speak to the media.

Workers who are acting in a position with delegated authority also have permission to speak to the media, but should not undertake any dealings with the media without liaising first with the Media Officer.

Attachment

Staff with a professional expertise, but without delegated authority, are allowed to speak to the media on a specific subject within their field - on specified occasions - with the permission of their Director, General Manager or Media Officer.

No contractor employed by Council is allowed to speak to the media regarding Council business without the express permission of the General Manager.

Council workers have an obligation to support Council decisions and shall not use the media to make negative reflections likely to undermine public confidence in the Council or local government generally.

As members of the community, Council workers are entitled to offer their personal views on matters which are the subject of community engagement, always bearing in mind how that may be perceived given their substantive role in Council. Workers who are uncertain in this matter should seek the guidance of their Manager/Director.

Council workers must not make political or controversial statements in or to the media relating to Council affairs, decisions and/or events, or about Council officials which are likely to generate publicity for Council.

The Media Officer is responsible for coordinating and distributing media releases, articles, columns, statements, newsletters and other media material on behalf of the Mayor and Council.

5. Breaches

Breaches of this policy will be dealt with in accordance with the Code of Conduct.

6. Consultation

General Manager

Governance Services

Executive Manager Cultural and Community Development

Corporate Planner

7. Table of Amendments

Amendment	Authorised by	Approval reference	Date

UNREASONABLE COMPLAINANT CONDUCT POLICY

Purpose:

For Council to adopt the Unreasonable Complainant Conduct Policy.

Description of Item:

Coffs Harbour City Council is committed to being accessible and responsive to all complainants who approach us for assistance and/or with a complaint. At the same time the success of our council depends on:

- our ability to do our work and perform our functions in the most effective and efficient ways possible
- the health, safety and security of our staff, and
- our ability to allocate our resources fairly across all the complaints we receive.

When complainants behave unreasonably in their dealings with us, their conduct can significantly affect our success. As a result, Coffs Harbour City Council will take proactive and decisive action to manage any complainant conduct that negatively and unreasonably affects us and will support our staff to do the same in accordance with this policy.

Sustainability Assessment:

- **Environment**

This is not applicable to this report.

- **Social**

This is not applicable to this report.

- **Civic Leadership**

The purpose of Council policies is to ensure transparency and accountability in local government. The implementation enables Council to identify and respond to the community. This is consistent with the *Coffs Harbour 2030 Community Strategic Plan* strategy *LC2.2.1: Enable and support all levels of government to serve the local community.*

- **Economic**

Broader Economic Implications

There are no broad economic impacts associated with the implementation of the recommendations.

Delivery Program/Operational Plan Implications

The ongoing development and review of Council policies and plans are accommodated within Council's budget structure. This expenditure is monitored through Council's monthly and quarterly budget reviews.

Consultation:

This is not applicable to this report.

Related Policy and / or Precedents:

This is not applicable to this report.

Statutory Requirements:

This is not applicable to this report.

Issues:

This is not applicable to this report.

Implementation Date / Priority:

Implementation is immediate.

Recommendation:

That Council adopts the Unreasonable Complainant Conduct Policy.

Locked Bag 155,
Coffs Harbour, NSW 2450

COFFS HARBOUR CITY COUNCIL



Unreasonable Complainant Conduct Policy

Policy Statement:

Coffs Harbour City Council is committed to being accessible and responsive to all complainants who approach us for assistance and/or with a complaint. At the same time the success of our council depends on:

- our ability to do our work and perform our functions in the most effective and efficient ways possible
- the health, safety and security of our staff, and
- our ability to allocate our resources fairly across all the complaints we receive.

When complainants behave unreasonably in their dealings with us, their conduct can significantly affect our success. As a result, Coffs Harbour City Council will take proactive and decisive action to manage any complainant conduct that negatively and unreasonably affects us and will support our staff to do the same in accordance with this policy.

Director or Manager Responsible for Communication, Implementation and Review:

General Manager

Related Legislation, Division of Local Government Circulars or Guideline:

Ombudsman NSW- Managing unreasonable complainant conduct- a model policy and procedures- Feb 2013

Managing Unreasonable Complainant Conduct Practice Manual (2nd edition)

Does this document replace an existing policy

No

Other Related Council Policy or Procedure:

Complaints and Other Feedback Policy

Application:

It is mandatory for all staff, councillors and delegates of council to comply with this policy.

Distribution:

This policy will be provided to all staff, councillors and delegates of council by:

Internet Intranet Email Noticeboard ECM

Approved by:

Executive Team [Meeting date]

Council [Meeting date & Resolution No.]

Signature:

General Manager

Council Branch Responsible: Governance

Date of next Review:

Key Responsibilities

<i>Position</i>	<i>Directorate</i>	<i>Responsibility</i>
Mayor	Council	To lead councillors in their understanding of, and compliance with this policy.
General Manager	Executive	To lead staff (either directly or through delegated authority) in their understanding of, and compliance with this policy.
Executive and Managers	All Directorates	To communicate and implement this policy.
Manager Governance Services	Executive	To, in consultation with relevant staff, change or restrict a complainant's access to Council's services in the circumstances identified in this policy.
All Council officials	Council	To comply with this policy.

1. INTRODUCTION

1.1 Statement of support

Coffs Harbour City Council is committed to being accessible and responsive to all complainants who approach us for assistance and/or with a complaint. At the same time the success of our council depends on:

- our ability to do our work and perform our functions in the most effective and efficient ways possible
- the health, safety and security of our staff, and
- our ability to allocate our resources fairly across all the complaints we receive.

When complainants behave unreasonably in their dealings with us, their conduct can significantly affect our success. As a result, *Coffs Harbour City Council* will take proactive and decisive action to manage any complainant conduct that negatively and unreasonably affects us and will support our staff to do the same in accordance with this policy.

2. OBJECTIVES

2.1 Policy aims

This policy has been developed to assist all staff members to better manage unreasonable complainant conduct ('UCC'). Its aim is to ensure that all staff:

- Feel confident and supported in taking action to manage UCC.
- Act fairly, consistently, honestly and appropriately when responding to UCC.
- Are aware of their roles and responsibilities in relation to the management of UCC and how this policy will be used.
- Understand the types of circumstances when it may be appropriate to manage UCC using one or more of the following mechanisms:
 - The strategies provided in the [Managing Unreasonable Complainant Conduct Practice Manual \(2nd edition\)](#) ('practice manual') including the strategies to change or restrict a complainant's access to our services.
 - Alternative dispute resolution strategies to deal with conflicts involving complainants and members of our organisation.
 - Legal instruments such as trespass laws/legislation to prevent a complainant from coming onto our premises and orders to protect specific staff members from any actual or apprehended personal violence, intimidation or stalking.
- Have a clear understanding of the criteria that will be considered before we decide to change or restrict a complainant's access to our services.
- Are aware of the processes that will be followed to record and report UCC incidents as well as the procedures for consulting and notifying complainants about any proposed actions or decisions to change or restrict their access to our services.
- Are familiar with the procedures for reviewing decisions made under this policy, including specific timeframes for review.

3. DEFINING UNREASONABLE COMPLAINANT CONDUCT

3.1 Unreasonable complainant conduct

Most complainants who come to our office act reasonably and responsibly in their interactions with us, even when they are experiencing high levels of distress, frustration and anger about their complaint. However in a very small number of cases some complainants behave in ways that are inappropriate and unacceptable – despite our best efforts to help them. They are aggressive and verbally abusive towards our staff. They threaten harm and violence, bombard our offices with unnecessary and excessive phone calls and emails, make inappropriate demands on our time and our resources and refuse to accept our decisions and recommendations in relation to their complaints. When complainants behave in these ways we consider their conduct to be ‘unreasonable’.

Unreasonable complainant conduct (‘UCC’) is any behaviour by a current or former complainant which, because of its nature or frequency raises substantial health, safety, resource or equity issues for our organisation, our staff, other service users and complainants or the complainant himself/herself.

UCC can be divided into five categories of conduct:

- Unreasonable persistence
- Unreasonable demands
- Unreasonable lack of cooperation
- Unreasonable arguments
- Unreasonable behaviours

3.2 Unreasonable persistence

Unreasonable persistence is continued, incessant and unrelenting conduct by a complainant that has a disproportionate and unreasonable impact on our organisation, staff, services, time and/or resources. Some examples of unreasonably persistent behaviour include:

- An unwillingness or inability to accept reasonable and logical explanations including final decisions that have been comprehensively considered and dealt with.
- Persistently demanding a review simply because it is available and without arguing or presenting a case for one.
- Pursuing and exhausting all available review options when it is not warranted and refusing to accept further action cannot or will not be taken on their complaints.
- Reframing a complaint in an effort to get it taken up again.
- Bombarding our staff/organisation with phone calls, visits, letters, emails (including cc’d correspondence) after repeatedly being asked not to do so.
- Contacting different people within our organisation and/or externally to get a different outcome or more sympathetic response to their complaint – internal and external forum shopping.

For more examples of unreasonable persistence see pages 39 – 43 of the practice manual.

3.3 Unreasonable demands

Unreasonable demands are any demands (express or implied) that are made by a complainant that have a disproportionate and unreasonable impact on our organisation, staff, services, time and/or resources. Some examples of unreasonable demands include:

- Issuing instructions and making demands about how we have/should handle their complaint, the priority it was/should be given, or the outcome that was/should be achieved.
- Insisting on talking to a senior manager, a Director or the General Manager personally when it is not appropriate or warranted.
- Emotional blackmail and manipulation with the intention to guilt trip, intimidate, harass, shame, seduce or portray themselves as being victimised – when this is not the case.

Attachment

- Insisting on outcomes that are not possible or appropriate in the circumstances – e.g. for someone to be sacked or prosecuted, an apology and/or compensation when no reasonable basis for expecting this.
- Demanding services that are of a nature or scale that we cannot provide when this has been explained to them repeatedly.

For more examples of unreasonable demands see pages 50 – 54 of the practice manual.

3.4 Unreasonable lack of cooperation

Unreasonable lack of cooperation is an unwillingness and/or inability by a complainant to cooperate with our organisation, staff, or complaints system and processes that results in a disproportionate and unreasonable use of our services, time and/or resources. Some examples of unreasonable lack of cooperation include:

- Sending a constant stream of comprehensive and/or disorganised information without clearly defining any issues of complaint or explaining how they relate to the core issues being complained about – only where the complainant is clearly capable of doing this.
- Providing little or no detail with a complaint or presenting information in 'drips and drabs'.
- Refusing to follow or accept our instructions, suggestions, or advice without a clear or justifiable reason for doing so.
- Arguing frequently and/or with extreme intensity that a particular solution is the correct one in the face of valid contrary arguments and explanations.
- Displaying unhelpful behaviour – such as withholding information, acting dishonestly, misquoting others, and so forth.

For more examples of unreasonable lack of cooperation see pages 64 – 65 of the practice manual.

3.5 Unreasonable arguments

Unreasonable arguments include any arguments that are not based in reason or logic, that are incomprehensible, false or inflammatory, trivial or delirious and that disproportionately and unreasonably impact upon our organisation, staff, services, time, and/or resources. Arguments are unreasonable when they:

- fail to follow a logical sequence
- are not supported by any evidence and/or are based on conspiracy theories
- lead a complainant to reject all other valid and contrary arguments
- are trivial when compared to the amount of time, resources and attention that the complainant demands
- are false, inflammatory or defamatory.

For more examples of unreasonable arguments see pages 69 – 71 of the practice manual.

3.6 Unreasonable behaviour

Unreasonable behaviour is conduct that is unreasonable in all circumstances – regardless of how stressed, angry or frustrated that a complainant is – because it unreasonably compromises the health, safety and security of our staff, other service users or the complainant himself/herself. Some examples of unreasonable behaviours include:

- Acts of aggression, verbal abuse, derogatory, racist, or grossly defamatory remarks
- Harassment, intimidation or physical violence.
- Rude, confronting and threatening correspondence.
- Threats of harm to self or third parties, threats with a weapon or threats to damage property including bomb threats.
- Stalking (in person or online).
- Emotional manipulation.

For more examples of unreasonable persistence see pages 77 – 85 of the practice manual.

All staff should note that Coffs Harbour City Council has a zero tolerance policy towards any harm, abuse or threats directed towards them. Any conduct of this kind will be dealt with under this policy and in accordance with our duty of care and occupational health and safety responsibilities.

4. ROLES AND RESPONSIBILITIES

4.1 All staff

All staff are responsible for familiarising themselves with this policy as well as the *Individual Rights and Mutual Responsibilities of the Parties to a Complaint* in Appendix A. Staff are also encouraged to explain the contents of this document to all complainants particularly those who engage in UCC or exhibit the early warning signs for UCC. See pages 16 - 18 of the practice manual.

Staff are also encouraged and authorised to use the strategies and scripts provided in Part 5 of the practice manual to manage UCC, in particular:

- Strategies and script ideas for managing unreasonable persistence: pages 39 – 48.
- Strategies and script ideas for managing unreasonable demands: pages 50 – 63.
- Strategies and script ideas for managing unreasonable lack of cooperation: pages 64 – 68.
- Strategies and script ideas for managing unreasonable arguments: 69 – 76.
- Strategies and script ideas for managing unreasonable behaviours: pages 77 – 88.

However, it must be emphasised that any strategies that effectively change or restrict a complainant's access to our services must be considered at the Manager Governance Services level or higher as provided in this policy.

Staff are also responsible for recording and reporting all UCC incidents they experience or witness (as appropriate) to the Manager Governance Services within 24 hours of the incident occurring, using the UCC incident form available from Governance. A file note of the incident should also be copied into Council's document management system ECM (Enterprise Content Management).

4.2 The Manager Governance Services

The Manager Governance Services, in consultation with relevant staff, has the responsibility and authority to change or restrict a complainant's access to our services in the circumstances identified in this policy. When doing so they will take into account the criteria in Part 7.2 below (adapted into a checklist) and will aim to impose any service changes/restrictions in the least restrictive ways possible. Their aim, when taking such actions will not be to punish the complainant, but rather to manage the impacts of their conduct.

When applying this policy the Manager Governance Services will also aim to keep at least one open line of communication with a complainant. However, we do recognise that in extreme situations all forms of contact may need to be restricted for some time to ensure the health and safety and security of our staff and/or third parties.

The Manager Governance Services is also responsible for recording, monitoring and reviewing all cases where this policy is applied to ensure consistency, transparency and accountability for the application of this policy. They will also manage and keep a file record of all cases where this policy is applied.

4.3 Senior managers

All senior managers are responsible for supporting staff to apply the strategies in this policy, as well as those in the practice manual. Senior managers are also responsible for ensuring compliance with the procedures identified in this policy and ensuring that all staff members are trained to deal with UCC – including on induction.

Following a UCC and/or stressful interaction with a complainant senior managers are responsible for providing affected staff members with the opportunity to debrief and vent their concerns either formally or informally. Senior managers will also ensure that staff are provided with proper support and assistance including medical and/or police assistance and support through programs such as Employee Assistance Program (EAPS), if necessary.

Depending on the circumstances senior managers may also be responsible for arranging other forms of support for staff which are detailed in Part 12 of this policy.

5. RESPONDING TO AND MANAGING UCC

5.1 Changing or restricting a complainant's access to our services

UCC incidents will generally be managed by limiting or adapting the ways that we interact with and/or deliver services to complainants by restricting:

- **Who they have contact with** – e.g. limiting a complainant to a sole contact person/staff member in our organisation.
- **What they can raise with us** – e.g. restricting the subject matter of communications that we will consider and respond to.
- **When they can have contact** – e.g. limiting a complainant's contact with our organisation to a particular time, day, or length of time, or curbing the frequency of their contact with us.
- **Where they can make contact** – e.g. limiting the locations where we will conduct face-to-face interviews to secured facilities or areas of the office.
- **How they can make contact** – e.g. limiting or modifying the forms of contact that the complainant can have with us. This can include modifying or limiting face-to-face interviews, telephone and written communications, prohibiting access to our premises, contact through a representative only, taking no further action or terminating our services altogether.

When using the restrictions provided in this section we recognise that discretion will need to be used to adapt them to suit a complainant's personal circumstances, level of competency, literacy skills, etc. In this regard, we also recognise that more than one strategy may need to be used in individual cases to ensure their appropriateness and efficacy.

5.2 Who – limiting the complainant to a sole contact point

Where a complainant tries to forum shop internally within our organisation, changes their issues of complaint repeatedly, reframes their complaint, or raises an excessive number of complaints it may be appropriate to restrict their access to a single staff member (a sole contact point) who will exclusively manage their complaint(s) and interactions with our office. This may ensure they are dealt with consistently and may minimise the chances for misunderstandings, contradictions and manipulation.

To avoid staff 'burn out' the sole contact officer's supervisor will provide them with regular support and guidance – as needed. Also, the Manager Governance Services will review the arrangement every six months to ensure that the officer is managing/coping with the arrangement.

Complainants who are restricted to a sole contact person will however be given the contact details of one additional staff member who they can contact if their primary contact is unavailable – e.g. they go on leave or are otherwise unavailable for an extended period of time.

5.3 What – restricting the subject matter of communications that we will consider

Where complainants repeatedly send written communications, letters, emails, or online forms that raise trivial or insignificant issues, contain inappropriate or abusive content or relate to a complaint/issue that has already been comprehensively considered and/or reviewed (at least once) by our office, we may restrict the issues/subject matter the complainant can raise with us/we will respond to. For example, we may:

- Refuse to respond to correspondence that raises an issue that has already been dealt with comprehensively, that raises a trivial issue, or is not supported by clear/any evidence. The complainant will be advised that future correspondence of this kind will be read and filed without acknowledgement unless we decide that we need to pursue it further in which case, we may do so on our 'own motion'.
- Restrict the complainant to one complaint/issue per month. Any attempts to circumvent this restriction, for example by raising multiple complaints/issues in the one complaint letter may result in modifications or further restrictions being placed on their access.
- Return correspondence to the complainant and require them to remove any inappropriate content before we will agree to consider its contents. A copy of the inappropriate correspondence will also be made and kept for our records to identify repeat/further UCC incidents.

5.4 When – limiting when and how a complainant can contact us

If a complainant's telephone, written or face-to-face contact with our organisation places an unreasonable demand on our time or resources because it is overly lengthy (e.g. disorganised and voluminous correspondence) or affects the health safety and security of our staff because it involves behaviour that is persistently rude, threatening, abusive or aggressive, we may limit when and/or how the complainant can interact with us. This may include:

- Limiting their telephone calls or face-to-face interviews to a particular time of the day or days of the week.
- Limiting the length or duration of telephone calls, written correspondence or face-to-face interviews. For example:
 - Telephone calls may be limited to 10 minutes at a time and will be politely terminated at the end of that time period.
 - Lengthy written communications may be restricted to a maximum of 15 typed or written pages, single sided, font size 12 or it will be sent back to the complainant to be organised and summarised – This option is only appropriate in cases where the complainant is capable of summarising the information and refuses to do so.
 - Limiting face-to-face interviews to a maximum of 45 minutes.
- Limiting the frequency of their telephone calls, written correspondence or face-to-face interviews. Depending on the natures of the service(s) provided we may limit:
 - Telephone calls to 1 every two weeks/ month.
 - Written communications to 1 every two weeks/month.
 - Face-to-face interviews to 1 every two weeks/month.

For irrelevant, overly lengthy, disorganised or frequent written correspondence we may also:

- Require the complainant to clearly identify how the information or supporting materials they have sent to us relate to the central issues that we have identified in their complaint.
- Restrict the frequency with which complainants can send emails or other written communications to our office.
- Restrict a complainant to sending emails to a particular email account (e.g. the organisation's main email account) or block their email access altogether and require that any further correspondence be sent through Australia Post only.

Writing only restrictions

When a complainant is restricted to 'writing only' they may be restricted to written communications through:

- Australia Post only
- Email only to a specific staff email or our general office email account
- Fax only to a specific fax number
- Some other relevant form of written contact, where applicable.

If a complainant's contact is restricted to 'writing only', the Manager Governance Services will clearly identify the specific means that the complainant can use to contact our office (e.g. Australia Post only). Also if it is not suitable for a complainant to enter our premises to hand deliver their written communication; this must be communicated to them as well.

Any communications that are received by our office in a manner that contravenes a 'write only' restriction will either be returned to the complainant or read and filed without acknowledgement.

5.5 Where – limiting face-to-face interviews to secure areas

If a complainant is violent or overtly aggressive, unreasonably disruptive, threatening or demanding or makes frequent unannounced visits to our premises, we may consider restricting our face-to-face contact with them.

These restrictions may include:

- Restricting access to particular secured premises or areas of the office – such as the reception area or secured room/facility.

Attachment

- Restricting their ability to attend our premises to specified times of the day and/or days of the week only – for example, when additional security is available or to times/days that are less busy.
- Allowing them to attend our office on an ‘appointment only’ basis and only with specified staff. Note – during these meetings staff should always seek support and assistance of a colleague for added safety and security.
- Banning the complainant from attending our premises altogether and allowing some other form of contact – e.g. ‘writing only’ or ‘telephone only’ contact.

Contact through a representative only

In cases where we cannot completely restrict our contact with a complainant and their conduct is particularly difficult to manage, we may also restrict their contact to contact through a support person or representative only. The support person may be nominated by the complainant but must be approved by the Manager Governance Service.

When assessing a representative/support person’s suitability, the Manager Governance Services should consider factors like: the nominated representative/support person’s competency and literacy skills, demeanour/behaviour and relationship with the complainant. If the Manager Governance Services determines that the representative/support person may exacerbate the situation with the complainant the complainant will be asked to nominate another person or we may assist them in this regard.

5.6 Completely terminating a complainant’s access to our services

In rare cases, and as a last resort when all other strategies have been considered and/or attempted, the Manager Governance Services and the General Manager may decide that it is necessary for our organisation to completely restrict a complainant’s contact/access to our services.

A decision to have no further contact with a complainant will only be made if it appears that the complainant is unlikely to modify their conduct and/or their conduct poses a significant risk for our staff or other parties because it involves one or more of the following types of conduct:

- Acts of aggression, verbal and/or physical abuse, threats of harm, harassment, intimidation, stalking, assault.
- Damage to property while on our premises.
- Threats with a weapon or common office items that can be used to harm another person or themselves.
- Physically preventing a staff member from moving around freely either within their office or during an off-site visit – e.g. entrapping them in their home.
- Conduct that is otherwise unlawful.

In these cases the complainant will be sent a letter notifying them that their access has been restricted as outlined in Part 7.4 below.

A complainant’s access to our services and our premises may also be restricted (directly or indirectly) using the legal mechanisms such as trespass laws/legislation or legal orders to protect members of our staff from personal violence, intimidation or stalking by a complainant. For more information, about the types of circumstances where legal mechanisms may be used to deal with UCC, please see:

- *Unauthorised entry onto agency premises – applying the provisions of the Inclosed Lands Protection Act 1901 (NSW)*
- *Orders to address violence, threats, intimidation and / or stalking by complainants.*

6. ALTERNATIVE DISPUTE RESOLUTION

6.1 Using alternative dispute resolution strategies to manage conflicts with complainants

If the Manager Governance Services and the General Manager determine that we cannot terminate our services to a complainant in a particular case or that we/our staff bear some responsibility for causing or

exacerbating their conduct, they may consider using alternative dispute resolution strategies ('ADR') such as mediation and conciliation to resolve the conflict with the complainant and attempt to rebuild our relationship with them. If ADR is considered to be an appropriate option in a particular case, the ADR will be conducted by an independent third party to ensure transparency and impartiality.

However, we recognise that in UCC situations, ADR may not be an appropriate or effective strategy particularly if the complainant is uncooperative or resistant to compromise. Therefore, each case will be assessed on its own facts to determine the appropriateness of this approach.

7. PROCEDURE TO BE FOLLOWED WHEN CHANGING OR RESTRICTING A COMPLAINANT'S ACCESS TO OUR SERVICES

7.1 Consulting with relevant staff

When the Manager Governance Services receives a UCC incident form from a staff member they will contact the staff member to discuss the incident. They will discuss:

- The circumstances that gave rise to the UCC/incident.
- The impact of the complainant's conduct on our organisation, relevant staff, our time, resources, etc.
- The complainant's responsiveness to the staff member's warnings/requests to stop the behaviour.
- The actions the staff member has taken to manage the complainant's conduct, if any.
- The suggestions made by relevant staff on ways that the situation could be managed.

7.2 Criteria to be considered

Following a consultation with relevant staff the Manager Governance Services will search Council's document management system ECM (Enterprise Content Management) for information about the complainant's prior conduct and history with our organisation. They will also consider the following criteria:

- Whether the conduct in question involved overt anger, aggression, violence or assault (which is unacceptable in all circumstances).
- Whether the complainant's case has merit.
- The likelihood that the complainant will modify their unreasonable conduct if they are given a formal warning about their conduct.
- Whether changing or restricting access to our services will be effective in managing the complainant's behaviour.
- Whether changing or restricting access to our services will affect the complainant's ability to meet their obligations, such as reporting obligations.
- Whether changing or restricting access to our services will have an undue impact on the complainant's welfare, livelihood or dependents etc.
- Whether the complainant's personal circumstances have contributed to the behaviour? For example, the complainant is a vulnerable person who is under significant stress as a result of one or more of the following:
 - homelessness
 - physical disability
 - illiteracy or other language or communication barrier
 - mental or other illness
 - personal crises
 - substance or alcohol abuse.
- Whether the complainant's response/ conduct in the circumstances was moderately disproportionate, grossly disproportionate or not at all disproportionate.
- Whether there are any statutory provisions that would limit the types of limitations that can be put on the complainant's contact/access to our services.

Once the Manager Governance Services has considered these factors they will decide on the appropriate course of action. They may suggest formal or informal options for dealing with the complainant's conduct which may include one or more of the strategies provided in the practice manual and this policy.

A checklist is available for the Manager Governance Services to consider when deciding to modify or restrict a complainant's access.

7.3 Providing a warning letter

Unless a complainant's conduct poses a substantial risk to the health and safety of staff or other third parties, the Manager Governance Services will provide them with a written warning about their conduct in the first instance.

The warning letter will:

- Specify the date, time and location of the UCC incident.
- Explain why the complainant's conduct/ UCC incident is problematic.
- List the types of access changes and/or restrictions that may be imposed if the behaviour continues. (Note: not every possible restriction should be listed only those that are most relevant).
- Provide clear and full reasons for the warning being given
- Include an attachment of the organisation's ground rules and / or briefly state the standard of behaviour that is expected of the complainant. See Appendix A.
- Provide the name and contact details of the staff member who they can contact about the letter.
- Be signed by the General Manager.

7.4 Providing a notification letter

If a complainant's conduct continues after they have been given a written warning or in extreme cases of overt aggression, violence, assault or other unlawful/unacceptable conduct the Manager Governance Services has the discretion to send a notification letter immediately restricting the complainant's access to our services (without prior written warning).

This notification letter will:

- Specify the date, time and location of the UCC incident(s).
- Explain why the complainant's conduct/UCC incident(s) is problematic.
- Identify the change and/or restriction that will be imposed and what it means for the complainant.
- Provide clear and full reasons for this restriction.
- Specify the duration of the change or restriction imposed, which will not exceed 12 months.
- Indicate a time period for review.
- Provide the name and contact details of the senior officer who they can contact about the letter and/or request a review of the decision.
- Be signed by the General Manager.

7.5 Notifying relevant staff about access changes/restrictions

The Manager Governance Services will notify relevant staff about any decisions to change or restrict a complainant's access to our services, in particular reception and security staff in cases where a complainant is prohibited from entering our premises.

The Manager Governance Service will also update Council's document management system ECM (Enterprise Content Management) with a record outlining the nature of the restrictions imposed and their duration.

7.6 Continued monitoring/oversight responsibilities

Once a complainant has been issued with a warning letter or notification letter, the Manager Governance Services will review the complainant's record/restriction every 3 months, on request by a staff member, or following any further incidents of UCC that involve the particular complainant to ensure that they are complying with the restrictions/the arrangement is working.

If the Manager Governance Services determines that the restrictions have been ineffective in managing the complainant's conduct or are otherwise inappropriate they may decide to modify the restrictions, impose further restrictions or terminate the complainant's access to our services altogether.

8. APPEALING A DECISION TO CHANGE OR RESTRICT ACCESS TO OUR SERVICES

8.1 Right of appeal

Complainants are entitled to one appeal of a decision to change/restrict their access to our services. This review will be undertaken by a senior staff member who was not involved in the original decision to change or restrict the complainant's access. This staff member will consider the complainant's arguments along with all relevant records regarding the complainant's past conduct. They will advise the complainant of the outcome of their appeal by letter which must be signed off by the General Manager. The staff member will then refer any materials/records relating to the appeal to the Manager Governance Services to be kept in the appropriate file.

If a complainant continues to be dissatisfied after the appeal process, they may seek an external review from an oversight agency such as the Ombudsman. The Ombudsman may accept the review (in accordance with its administrative jurisdiction) to ensure that we have acted fairly, reasonably and consistently and have observed the principles of good administrative practice including, procedural fairness.

9. NON-COMPLIANCE WITH A CHANGE OR RESTRICTION ON ACCESS TO OUR SERVICES

9.1 Recording and reporting incidents of non-compliance

All staff members are responsible for recording and reporting incidents of non-compliance by complainants. This should be recorded in a file note in Council's document management system ECM (Enterprise Content Management) and a copy forwarded to the Manager Governance Services who will decide whether any action needs to be taken to modify or further restrict the complainant's access to our services.

10. PERIODIC REVIEWS OF ALL CASES WHERE THIS POLICY IS APPLIED

10.1 Period for review

All UCC cases where this policy is applied will be reviewed every 3 months or 6 months (depending on the nature of the service provided) and not more than 12 months after the service change or restriction was initially imposed or continued/upheld.

10.2 Notifying the complainant of an upcoming review

The Manager Governance Services will invite all complainants to participate in the review process unless they determine that this invitation will provoke a negative response from the complainant (i.e. further UCC). The invitation will be given and the review will be conducted in accordance with the complainant's access restrictions (e.g. if contact has been restricted to writing only then the invitation to participate will be done in writing).

10.3 Criteria to be considered during a review

When conducting a review the Manager Governance Services will consider:

- Whether the complainant has had any contact with the organisation during the restriction period.
- The complainant's conduct during the restriction period.
- Any information/arguments put forward by the complainant for review.
- Any other information that may be relevant in the circumstances.

The Manager Governance Services may also consult any staff members who have had contact with the complainant during the restriction period.

Note – Sometimes a complainant may not have a reason to contact our office during their restriction period. As a result, a review decision that is based primarily on the fact that the complainant has not contacted our organisation during their restriction period (apparent compliance with our restriction) may not be an accurate representation of their level of compliance/reformed behaviour. This should be taken into consideration, in relevant situations.

10.4 Notifying a complainant of the outcome of a review

The Manager Governance Services will notify the complainant of the outcome of their review using the appropriate/relevant method of communication as well as a written letter explaining the outcome, as applicable. The review letter will:

- Briefly explain the review process.
- Identify the factors that have been taken into account during the review.
- Explain the decision/outcome of the review and the reasons for it.

If the outcome of the review is to maintain or modify the restriction the review letter will **also**:

- Indicate the nature of the new or continued restriction.
- State the duration of the new restriction period.
- Provide the name and contact details of the Manager Governance Services or relevant officer who the complainant can contact to discuss the letter.
- Be signed by the General Manager.

10.5 Recording the outcome of a review and notifying relevant staff

Like all other decisions made under this policy, the Manager Governance Services is responsible for keeping a record of the outcome of the review, updating Council's document management system ECM (Enterprise Content Management) and notifying all relevant staff of the outcome of the review including if the restriction has been withdrawn.

See Parts 4.2 and 7.5 above.

11 MANAGING STAFF STRESS

11.1 Staff reactions to stressful situations

Dealing with complainants who are demanding, abusive, aggressive or violent can be extremely stressful and at times distressing or even frightening for all our staff – both experienced and inexperienced. It is perfectly normal to get upset or experience stress when dealing with difficult situations.

As an organisation, we have a responsibility to support staff members who experience stress as a result of situations arising at work and we will do our best to provide staff with debriefing and counselling opportunities, when needed. However, to do this we also need help of all Coffs Harbour City Council staff to identify stressful incidents and situations. As a result, all staff have a responsibility to notify relevant supervisors/senior managers of UCC incidents and any stressful incidents that they believe require management involvement.

11.2 Debriefing

Debriefing means talking things through following a difficult or stressful incident. It is an important way of 'off-loading' or dealing with stress. Many staff members naturally do this with colleagues after a difficult telephone call, but debriefing can also be done with a supervisor or senior manager or as a team following a significant incident. We encourage all staff to engage in an appropriate level of debriefing, when necessary.

Staff may also access an external professional service on a needs basis. All staff can access the Employee Assistance Program – a free, confidential counselling service. The Human Resources branch can provide further information about this program.

12 OTHER REMEDIES

12.1 Other measures

If other measures are necessary, the office will give consideration to providing all reasonable support to ensure the safety and welfare of the staff member.

13. TRAINING AND AWARENESS

Coffs Harbour City Council is committed to ensuring that all staff are aware of and know how to use this policy. All staff who deal with complainants in the course of their work will also receive appropriate training and information on using this policy and on managing UCC on a regular basis in particular, on induction.

14. OMBUDSMAN MAY REQUEST COPIES OF OUR RECORDS

Coffs Harbour City Council will keep records of all cases where this policy is applied, including a record of the total number of cases where it is used every year. This data may be requested by the Ombudsman to conduct an overall audit and review in accordance with its administrative functions and/or to inform its work on UCC.

15. POLICY REVIEW

All staff are responsible for forwarding any suggestions they have in relation to this policy to the Manager Governance Services, who along with relevant senior managers will review it biennially (every 2 years).

16. Consultation

17. References

Ombudsman NSW- Managing unreasonable complainant conduct- a model policy and procedures- Feb 2013

18. Appendices

Appendix A- Individual Rights and Mutual Responsibilities of Parties to a Complaint

Table of Amendments

Amendment	Authorised by	Approval reference	Date

Appendix A

Individual Rights and Mutual Responsibilities of the Parties to a Complaint

In order for Coffs Harbour City Council to ensure that all complaints are dealt with fairly, efficiently and effectively and that occupational health and safety standards and duty of care obligations are adhered to, the following rights and responsibilities must be observed and respected by all of the parties to the complaint process.

Individual rights¹

Complainants have the right:

- to make a complaint and to express their opinions in ways that are reasonable, lawful and appropriate²
- to a reasonable explanation of the organisation's complaints procedure, including details of the confidentiality, secrecy and/or privacy rights or obligations that may apply
- to a fair and impartial assessment and, where appropriate, investigation of their complaint based on the merits of the case³
- to a fair hearing⁴
- to a timely response
- to be informed in at least general terms about the actions taken and outcome of their complaint⁵
- to be given reasons that explain decisions affecting them
- to at least one right of review of the decision on the complaint⁶
- to be treated with courtesy and respect
- to communicate valid concerns and views without fear of reprisal or other unreasonable response.⁷

Staff have the right:

- to determine whether, and if so how, a complaint will be dealt with
- to finalise matters on the basis of outcomes they consider to be satisfactory in the circumstances⁸
- to expect honesty, cooperation and reasonable assistance from complainants
- to expect honesty, cooperation and reasonable assistance from organisations and people within jurisdiction who are the subject of a complaint
- to be treated with courtesy and respect
- to a safe and healthy working environment⁹
- to modify, curtail or decline service (if appropriate) in response to unacceptable behaviour by a complainant.¹⁰

Subjects of a complaint have the right:

- to a fair and impartial assessment and, where appropriate, investigation of the allegations made against them
- to be treated with courtesy and respect by staff of Coffs Harbour City Council to be informed (at an appropriate time) about the substance of the allegations made against them that are being investigated¹¹
- to be informed about the substance of any proposed adverse comment or decision
- to be given a reasonable opportunity to put their case during the course of any investigation and before any final decision is made¹²
- to be told the outcome of any investigation into allegations about their conduct, including the reasons for any decision or recommendation that may be detrimental to them
- to be protected from harassment by disgruntled complainants acting unreasonably.

Mutual responsibilities

Complainants are responsible for:

- treating staff of Coffs Harbour City Council with courtesy and respect
- clearly identifying to the best of their ability the issues of complaint, or asking for help from the staff of Coffs Harbour City Council to assist them in doing so
- providing to the best of their ability Coffs Harbour City Council with all the relevant information available to them at the time of making the complaint
- being honest in all communications with Coffs Harbour City Council
- informing Coffs Harbour City Council of any other action they have taken in relation to their complaint¹³
- cooperating with the staff who are assigned to assess/ investigate/resolve/determine or otherwise deal with their complaint.

If complainants do not meet their responsibilities, Coffs Harbour City Council may consider placing limitations or conditions on their ability to communicate with staff or access certain services.

Coffs Harbour City Council has a zero tolerance policy in relation to any harm, abuse or threats directed towards its staff. Any conduct of this kind may result in a refusal to take any further action on a complaint or to have further dealings with the complainant.¹⁴ Any such conduct of a criminal nature will be reported to police and in certain cases legal action may also be considered.

Staff are responsible for:

- providing reasonable assistance to complainants who need help to make a complaint and, where appropriate, during the complaint process
- dealing with all complaints, complainants and people or organisations the subject of complaint professionally, fairly and impartially
- giving complainants or their advocates a reasonable opportunity to explain their complaint, subject to the circumstances of the case and the conduct of the complainant
- giving people or organisations the subject of complaint a reasonable opportunity to put their case during the course of any investigation and before any final decision is made¹⁵
- informing people or organisations the subject of investigation, at an appropriate time, about the substance of the allegations made against them¹⁶ and the substance of any proposed adverse comment or decision that they may need to answer or address¹⁷
- keeping complainants informed of the actions taken and the outcome of their complaints¹⁸
- giving complainants reasons that are clear and appropriate to their circumstances and adequately explaining the basis of any decisions that affect them
- treating complainants and any people the subject of complaint with courtesy and respect at all times and in all circumstances
- taking all reasonable and practical steps to ensure that complainants¹⁹ are not subjected to any detrimental action in reprisal for making their complaint²⁰
- giving adequate warning of the consequences of unacceptable behaviour.

Subjects of a complaint are responsible for:

- cooperating with the staff of Coffs Harbour City Council who are assigned to handle the complaint, particularly where they are exercising a lawful power in relation to a person or body within their jurisdiction²¹
- providing all relevant information in their possession to Coffs Harbour City Council or its authorised staff when required to do so by a properly authorised direction or notice
- being honest in all communications with Coffs Harbour City Council and its staff
- treating the staff of Coffs Harbour City Council with courtesy and respect at all times and in all circumstances
- refraining from taking any detrimental action against the complainant²² in reprisal for them making the complaint.²³

If subjects of a complaint fail to comply with these responsibilities, action may be taken under relevant laws and/or codes of conduct.

Coffs Harbour City Council is responsible for:

- having an appropriate and effective complaint handling system in place for receiving, assessing, handling, recording and reviewing complaints
- decisions about how all complaints will be dealt with
- ensuring that all complaints are dealt with professionally, fairly and impartially²⁴
- ensuring that staff treat all parties to a complaint with courtesy and respect
- ensuring that the assessment and any inquiry into the investigation of a complaint is based on sound reasoning and logically probative information and evidence
- finalising complaints on the basis of outcomes that the organisation, or its responsible staff, consider to be satisfactory in the circumstances²⁵
- implementing reasonable and appropriate policies/procedures/practices to ensure that complainants²⁶ are not subjected to any detrimental action in reprisal for making a complaint²⁷, including maintaining separate complaint files and other operational files relating to the issues raised by individuals who make complaints
- giving adequate consideration to any confidentiality, secrecy and/or privacy obligations or responsibilities that may arise in the handling of complaints and the conduct of investigations.

ENDNOTES

¹ The word 'rights' is not used here in the sense of legally enforceable rights (although some are), but in the sense of guarantees of certain standards of service and behaviour that a complaint handling system should be designed to provide to each of the parties to a complaint.

² Differences of opinion are normal: people perceive things differently, feel things differently and want different things. People have a right to their own opinions, provided those opinions are expressed in acceptable terms and in appropriate forums.

³ While degrees of independence will vary between complaint handlers, all should assess complaints fairly and as impartially as possible, based on a documented process and the merits of the case.

⁴ The 'right to be heard' refers to the opportunity to put a case to the complaint handler/decision-maker. This right can be modified, curtailed or lost due to unacceptable behaviour, and is subject to the complaint handler's right to determine how a complaint will be dealt with.

⁵ Provided this will not prejudice on-going or reasonably anticipated investigations or disciplinary/criminal proceedings.

⁶ Such a right of review can be provided internally to the organisation, for example by a person not connected to the original decision.

⁷ Provided the concerns are communicated in the ways set out in relevant legislation, policies and/or procedures established for the making of such complaints/allegations/disclosures/etc.

⁸ Some complaints cannot be resolved to the complainant's satisfaction, whether due to unreasonable expectations or the particular facts and circumstances of the complaint [see also Endnote 25].

⁹ See for example WH&S laws and the common law duty of care on employers.

¹⁰ Unacceptable behaviour includes verbal and physical abuse, intimidation, threats, etc.

¹¹ Other than where there is an overriding public interest in curtailing the right, for example where to do so could reasonably create a serious risk to personal safety, to significant public funds, or to the integrity of an investigation into a serious issue. Any such notifications or opportunities should be given as required by law or may be timed so as not to prejudice that or any related investigation.

¹² Depending on the circumstances of the case and the seriousness of the possible outcomes for the person concerned, a reasonable opportunity to put their case, or to show cause, might involve a face to face discussion, a written submission, a hearing before the investigator or decision maker, or any combination of the above.

¹³ For example whether they have made a similar complaint to another relevant person or body or have relevant legal proceedings at foot.

¹⁴ Other than in circumstances where the organisation is obliged to have an ongoing relationship with the complainant.

¹⁵ See Endnote 11.

¹⁶ Other than where an allegation is so lacking in merit that it can be dismissed at the outset.

¹⁷ See Endnote 11.

¹⁸ See Endnote 5.

¹⁹ 'Complainants' include whistleblowers/people who make internal disclosures.

²⁰ 'Complaints' includes disclosures made by whistleblowers/people who make internal disclosures.

²¹ This does not include any obligation to incriminate themselves in relation to criminal or disciplinary proceedings, unless otherwise provided by statute.

²² See Endnote 19.

²³ See Endnote 20.

²⁴ See Endnote 3.

²⁵ Once made, complaints are effectively 'owned' by the complaint handler who is entitled to decide (subject to any statutory provisions that may apply) whether, and if so how, each complaint will be dealt with, who will be the case officer/investigator/decision-maker/etc, the resources and priority given to actioning the matter, the powers that will be exercised, the methodology used, the outcome of the matter, etc. Outcomes arising out of a complaint may be considered by the complaint handler to be satisfactory whether or not the complainants, any subjects of complaint or the organisation concerned agrees with or is satisfied with that outcome.

²⁶ See Endnote 19.

²⁷ See Endnote 20.

BOTANIC GARDEN WEDDING AND EVENT USAGE POLICY

Purpose:

For Council to adopt the Botanic Garden Wedding and Event Usage Policy.

Description of Item:

To provide policy direction for the safe management of events and weddings at the Botanic Garden without inconveniencing the general public.

Sustainability Assessment:

- **Environment**

This is not applicable to this report.

- **Social**

This policy aims to ensure that the risks associated with usage of the Botanic Gardens are managed. There is also a need to balance competing priorities to ensure that the community as a whole can access and enjoy the gardens.

- **Civic Leadership**

The purpose of Council policies is to ensure transparency and accountability in local government. The implementation enables Council to identify and respond to the community. This is consistent with the *Coffs Harbour 2030* Community Strategic Plan strategy *LC2.2.1: Enable and support all levels of government to serve the local community.*

- **Economic**

Broader Economic Implications

There are no broad economic impacts associated with the implementation of the recommendations.

Delivery Program/Operational Plan Implications

The ongoing development and review of Council policies and plans are accommodated within Council's budget structure. This expenditure is monitored through Council's monthly and quarterly budget reviews.

Consultation:

This is not applicable to this report.

Related Policy and / or Precedents:

This is not applicable to this report.

Statutory Requirements:

This is not applicable to this report.

Issues:

This is not applicable to this report.

Implementation Date / Priority:

Implementation is immediate.

Recommendation:

That Council adopts the Botanic Garden Wedding and Event Usage Policy.

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Coffs Harbour, NSW 2450
ABN 79 126 214 487

COFFS HARBOUR CITY COUNCIL



Botanic Garden Wedding and Event Usage Policy

Policy Statement:

To provide policy direction for the safe management of events and weddings at the Botanic Garden without inconveniencing the general public.

Director or Manager Responsible for Communication, Implementation and Review:

Manager Recreational Services

Related Legislation, Division of Local Government Circulars or Guideline:

NA

Does this document replace an existing policy?

No

Other Related Council Policy or Procedure:

NA

Application:

It is mandatory for all staff, Councillors and delegates of Council to comply with this Policy

Distribution:

This policy will be provided to all staff, councillors and delegates of council by:

Internet Intranet Email Noticeboard ECM

Approved by:

Executive Team [Meeting date]

Council [Meeting date & Resolution No.]

Signature:

General Manager

Council Branch Responsible:

Coffs CityWorks (Recreational Services)

Date of next Review:

Key Responsibilities

<i>Position</i>	<i>Directorate</i>	<i>Responsibility</i>
Mayor	Council	To lead councillors in their understanding of, and compliance with, this policy and guidelines.
General Manager	Executive	To lead staff (either directly or through delegated authority) in their understanding of, and compliance with this policy and guidelines.
Directors	All Directorates	To communicate, implement and comply with this policy and related guidelines.
Executive and Managers	All Directorates	To implement this policy and related procedures.
All Council officials	Council	To comply with this policy and related procedures.

1. Introduction

This policy provides direction for the safe management of events and weddings at the Botanic Garden without inconveniencing the general public.

2. Definitions

Not applicable.

3. Policy Content

- a) Weddings and events are restricted to pre approved sites.
- b) The Botanic Garden does not offer exclusivity to your designated wedding or event site.
- c) Time limits may be placed on your activity at the time of booking.
- d) The Botanic Garden reserves the right to exclude or eject any and all objectionable persons from the Garden premises without liability.
- e) No inconvenience shall be caused to other visitors within the Gardens.
- f) The Garden cannot guarantee any undercover area for inclement weather.
- g) All visitors are subject to any reasonable request from staff and volunteers.
- h) All hire equipment must be removed from site within the allocated time period.
- i) Religious or political events are not permissible in the public areas.
- j) No animals are allowed in the gardens except dogs for the blind.
- k) All users must complete and return CHCC safety inspection documents prior to running the event.
- l) No commercial operators can sell or operate within the Garden without prior approval.
- m) All contractors and volunteers must have completed an induction to the Garden prior to carrying out any works
- n) The table area at the Café is to remain available to the general public while the event is in progress.
- o) All electrical equipment must have a current test tag.
- p) The user will be charged for any damages that require staff to restore.
- q) Any persons carrying out an activity within the gardens must complete a CHCC User Agreement.
- r) A Development Application may be required for larger events.

Care of the Grounds

- a) Electrical and water trenches must be located prior to any spiking or pegging of the grounds.
- b) All litter must be removed from site and disposed of by the client.
- c) Activities are limited to the Pavilions and other building and turf areas. Gardens, paths and roadways must remain free of all activities.
- d) Garden plantings cannot be used to carry leads, decorations etc.
- e) Pruning of plantings is not permitted.
- f) Under no circumstances can nails, screws or other fixtures be set onto plantings or buildings.

Music

- a) All amplification equipment must be set to reasonable levels.
- b) All entertainment acts must gain approval from the Botanic Garden and be deemed appropriate.

Events

- a) Any tents set must comply with the Australian Standards.
- b) The Garden must remain open to the public between the hours of 9am and 5pm.
- c) CHCC has the right to restrict or reject events that are not deemed suitable to the Garden.
- d) All events proposed must be in theme with the goals of the Garden.

Memorial Services

- a) Memorial services are permitted within the grounds in designated areas only.
- b) No ashes are to be scattered without prior approval
- c) No coffins are to be displayed on site.

Weddings

- a) All users must comply with the 'Weddings User Agreement'.
- b) All users must make bookings through the Administration Coordinator (02 6648 4542) prior to use.

Vehicles

- a) The Garden has a policy of no unauthorised entry for vehicles. No access will be granted for weddings or private functions.
- b) Prior approval for vehicle movements within the Garden must be obtained from the Curator.
- c) Traffic Management Plans will be required for larger events.

Insurances

- a) All users must have adequate (\$20 million) public liability insurance.
- b) Weddings and Memorial Services do not require direct insurance.

Payments and Bookings

- a) State and private schools are exempt from payment; however bookings prior to the event are necessary.
- b) Costs for bookings of up to 100: See Council Fees and Charges
- c) Additional charges will be made for events that require access outside the 9am to 5pm opening times. This is done on a POA basis.
- d) The full fee must be paid 30 days prior to events.
- e) Refunds are available for cancelled events provided 30 days notice is given. Late notice of cancellation will incur a loss of up to 100% of fees paid.

4. Consultation

Not applicable

5. References

Not applicable

6. Appendices

Weddings User Agreement

CHCC User Agreement

7. Table of Amendments

Amendment	Authorised by	Approval reference	Date

LIBRARY OPERATIONS POLICY

Purpose:

For Council to adopt the Library Operations Policy.

Description of Item:

This policy details the library service charter, library customer code of conduct, lending conditions, membership requirements, information services, public internet access, use of facilities and responsibilities of library users.

Sustainability Assessment:

- **Environment**

This is not applicable to this report.

- **Social**

This is not applicable to this report.

- **Civic Leadership**

The purpose of Council policies is to ensure transparency and accountability in local government. The implementation enables Council to identify and respond to the community. This is consistent with the *Coffs Harbour 2030 Community Strategic Plan strategy LC2.2.1: Enable and support all levels of government to serve the local community.*

- **Economic**

Broader Economic Implications

There are no broad economic impacts associated with the implementation of the recommendations.

Delivery Program/Operational Plan Implications

The ongoing development and review of Council policies and plans are accommodated within Council's budget structure. This expenditure is monitored through Council's monthly and quarterly budget reviews.

Consultation:

This is not applicable to this report.

Related Policy and / or Precedents:

This is not applicable to this report.

Statutory Requirements:

This is not applicable to this report.

Issues:

This is not applicable to this report.

Implementation Date / Priority:

Implementation is immediate.

Recommendation:

That Council adopts the Library Operations Policy.

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Coffs Harbour, NSW 2450
ABN 79 126 214 487

COFFS HARBOUR CITY COUNCIL



Library Operations Policy

Policy Statement:

This policy details the library service charter, library customer code of conduct, lending conditions, membership requirements, information services, public internet access, use of facilities and responsibilities of library users.

Director or Manager Responsible for Communication, Implementation and Review:

Library Manager

Related Legislation, Division of Local Government Circulars or Guideline:

*Local Government Act 1993 No.30 and Regulation
Library Act 1939 and Library Regulation 2010
ALIA Statement on Public Library Services (2004)
ALIA Statement of Free Access to Information (2001)
ALIA Statement of Core Values (2002)*

Does this document replace an existing policy?

Yes

Library Food and Drink Policy
Library Information Services Policy
Library Lending Policy
Library Membership Policy
Library Public Access Internet Policy
Library Catalogue Ratings and Review Guidelines
Library Service Charter

Other Related Council Policy or Procedure:

Library Collection Development Policy
Library Strategic Plan 2012-16
CHCC fees and charges schedule

Application:

It is mandatory for all Council officials to comply with this Policy.

Distribution:

This policy will be provided to all staff, councillors and delegates of council by:

Internet Intranet Email Noticeboard ECM

Approved by:

Executive Team [Meeting date]

Council [Meeting date & Resolution No.]

Council Branch Responsible:

Signature:

General Manager

Date of next Review:

Key Responsibilities

<i>Position</i>	<i>Directorate</i>	<i>Responsibility</i>
Mayor	Council	To lead Councillors in their understanding of, and compliance with, this Policy and Guidelines.
General Manager	Executive	To lead staff (either directly or through delegated authority) in their understanding of, and compliance with, this Policy and Guidelines. To approve resources to develop, implement and review this Policy and Guidelines.
Responsible Officer		Outline responsibilities of person(s) whose role it will be to carry out most of the functions under the policy.
Directors	All Directorates	To communicate, implement and comply with this Policy and related Guidelines.
Executive and Managers	All Directorates	To implement this Policy, Guidelines and related procedures. To lead staff in their understanding of, and compliance with, this Policy and Guidelines
All Council officials	Council	To comply with this Policy, Guidelines and related procedures.

Library Operations Policy

BACKGROUND

Public libraries in NSW operate under the Library Act 1939, the Library Regulation 2010 and the Local Government Act 1993.

This policy supports the administration of the provisions of the Library Regulation 2010 Part 2, Local Library Rules; and Part 3, Use of libraries and library books.

This policy has been developed to consolidate several previous library customer service policies into a single document and is guided by the Australian Library and Information Association's core values detailed in section 9.3 of this document.

OBJECTIVES

The objectives of the Library Operations Policy are to:

- Detail library membership options and requirements.
- Detail the lending conditions that apply to library collections.
- Outline the service delivery standards and requirements of the library, including its information services, public computers and internet.
- Detail the responsibilities of library customers in using the library services and facilities.
- Provide details on applicable 'local rules' in relation to the provisions of the Library Regulation 2010.

DEFINITIONS

- **Borrower** – a library member who lends library material.
- **City** – the Coffs Harbour local government area.
- **Collection** – material or resources that are grouped together in physically logical arrangements and for consistent policy application, and are made available to the community to access on-site, online or for loan.
- **Cooling off period** – time period that a library customer has after being directed to leave the library for not adhering to this policy, typically period is for the rest of the day however it may be up to one week. It is not the formal exclusion period determined by the delegate (see section 2.3).
- **Council** – Coffs Harbour City Council.
- **Customer** – a person who uses the library services or facilities, they may or may not be a member.
- **Delegate** – a Council officer with the authority to exclude a person from the library for breaching this policy, this is normally the Library Manager but can also be a senior council officer or the General Manager of Council.
- **Household** – a family unit residing at the same residential address.

Attachment

- **The Library** – Coffs Harbour City Library and Information Service, also known informally as Coffs Harbour Libraries. The library is a service of Coffs Harbour City Council.
- **Library Card** – membership card issued to library members.
- **Local Studies** – all materials relating to the history, character and development of the Coffs Harbour local government area and immediately surrounding areas. The collection is located in the central library at Coffs Harbour.
- **Long overdue** – an item on loan that is more than seven (7) days past its due date.
- **Material** – items or resources held in the library's collections.
- **Member** – a person registered on the library database in order to use the library services, such as borrowing material.
- **My Account** – secure online access via the Library Catalogue to an individual member's own details and loan records.
- **Non-Returned** – a long overdue item that is 28 days or more past its due date that is considered lost with replacement charges owed by the borrower for the item.
- **Organisation** – an incorporated body or government agency.
- **Reference** – a source of information or facts. Also refers to the library's Reference collection – information resources which are not for loan, such as encyclopaedias, dictionaries, handbooks, etc.
- **User** – a person who uses the library services or facilities, typically a non-member and often used to refer to a person who uses online resources only.

1. Library Service Charter

1.1 Purpose

- To outline how the library will service its customers and what they can expect from the library.

1.2 Library Service Charter

Library customers can expect:

- Prompt, courteous and efficient service by approachable and non-judgemental staff.
- A welcoming and safe environment.
- Free and equal access to resources and services to all individuals and groups within the community, in accordance with the NSW Library Act 1939.
- A range of library resources and services at each library tailored to the needs of each community.
- Library information resources which are relevant and up-to-date.
- Access to items from lending collections regardless of the branch at which the item is located.

Attachment

- Access to a range of information technologies, including public computers, the internet and electronic resources.
- Access to staff with professional expertise and knowledge.
- Provision of assistance to people who need adaptive technology and different media to enable them to use the full range of library services and facilities.
- Confidentiality in accordance with the NSW privacy legislation.
- To have suggestions and comments about the library service welcomed.

2. Library Customer Code of Conduct

2.1 Purpose

- To outline the expectations the library has of its customers and how customers should behave when using library services.

2.2 Customer Code of Conduct

It is expected that library customers will observe the following requirements:

- Treat fellow customers and library staff and volunteers with respect and courtesy (unsociable behaviour, including excessive noise, intoxication, harassing or threatening staff or customers, is not acceptable).
- Behave in a manner, which does not disturb other people using the library nor has the potential to damage equipment, facilities or library resources.
- Return library items on time, so that others may have a chance to borrow them.
- Take care of the items you have borrowed, preventing damage or loss.
- Pay for any fees or charges on library membership accounts.
- Keep library membership cards in a secure place and not lend them to other people.
- Use the library premises, computers, services or resources for legal and legitimate purposes only.
- Seek prior agreement from the Library Manager to sell for profit, distribute leaflets, undertake surveys, circulate petitions or collect for charity within the library.
- Supervise children in your care in the library.
- Leave pets outside the library. Only assistance animals required by disabled persons are permitted on the premises.
- Leave the library and follow staff instructions when requested at closing time and during emergency procedures.
- Meet acceptable levels of personal hygiene or dress, in the interests of health and safety and the interests of other customers using library facilities.
- Inform library staff promptly of any concerns relating to the behaviour of other customers.

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- Keep personal items with you at all times as the Library is not responsible for the security of personal belongings.
- When using personal electronic devices only use power points provided for this purpose and ensure that power cords do not create a trip or other hazard.
- Allow bags or property to be inspected by staff as requested when leaving the library.
- Understand that library services, programs, activities and events limit our ability to always provide quiet spaces.

2.3 Exclusion

- Customers who do not comply with the Customer Code of Conduct may be asked to leave the library or may be refused access to the library buildings by any library staff member.
- The direction to leave may be for a cooling off period, and may not necessarily result in exclusion from the library for a period other than for the cooling off period.
- Customers who are asked to leave the library may be excluded from the library for a period of time as determined by the General Manager and/or Library Manager. Defined periods of exclusion have been determined for the following breaches:
- The usual period of exclusion for a person asked to leave the Library will be two (2) months. The delegate determining the exclusion will consider:
 - the nature and severity of the breach; and
 - whether the breach is a first or repeat occurrence.
- Where the breach is a repeat occurrence and/or the nature and severity of the breach is deemed to warrant a longer period of exclusion, the period of exclusion may be up to one (1) year.
- The Library Manager is delegated to determine a period of exclusion from library premises for periods of up to one (1) year and to sign letters of exclusion for periods up to (1) year.
- Where a person has been excluded for a period of one year, the exclusion may be reviewed and lifted if a delegated senior officer of Council, not involved in the original decision, is satisfied that such action is warranted.
- The General Manager may extend a period of exclusion for a further period or determine a period of exclusion, including if necessary a lifetime ban. Such determinations are made on a case by case basis, taking into account the nature and severity of the breach, the safety and security of staff and volunteers, library customers, the collections and/or facilities.
- The Council/Library has the authority to take this action under Section 17 (1) of the Library Regulation 2010, which states:

A library staff member may direct any person to leave the library and not to re-enter the library for such period as the staff member directs, if the staff member is of the opinion that:

(a) the person has contravened any provision of this Part, or

Attachment

(b) the person's condition, conduct, dress or manner is likely to give offence to any person in the library or to interfere with any other person's use of the library.

- The authority to issue a warning and to direct a person to leave Library premises is delegated to all Library staff.
- Where a person has been excluded from the library for a breach of the Library Regulation or this policy, a letter of exclusion, signed by the delegate, will be delivered to the person, either by post or in person.

3. Library Membership

3.1 Purpose

- To detail library membership options and requirements.

3.2 Free membership

- Membership to the library is free, in accordance with the requirements of the Library Act 1939.
- The library offers several different categories of membership and requires formal identification to join the library, as detailed in sections 3.3 and 3.4 below.

3.3 Membership categories

- **Adults** – Permanent residents and ratepayers of Coffs Harbour City can join free of charge.
- **Minors (Juniors)** – Persons under eighteen (18) years of age can also become members (including infants), however they must have permission of a parent or legal guardian. The parent or guardian should accompany the child or young adult to the library and produce current identification when signing the responsibility section of the membership application.
- **Independent Minors** – Minors who are sixteen (16) years and over and who are living independently can join the library. Current identification showing proof of age and address is required.
- **Outside Students** – Students who attend City educational institutions (eg. CHEC) but who permanently reside outside the City area can join for the current year of enrolment free of charge. Proof of enrolment must be produced, such as a student card. Students should join as a reciprocal borrower should they meet the requirements detailed below.
- **Reciprocal Borrowers** – Visitors and non-residents who are current members of their local public library (in Australia) may join as a reciprocal borrower. This type of membership is free, however a current membership card from their home library is required, and staff are required to contact the home library to check that the membership is still valid.
- **Organisations** – Local organisations (eg. pre-schools) can join the library, however written approval from the organisation's executive on letterhead is required, nominating who the card holder will be.

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- **Visitors & Non-Residents (who are not members of their local public library)** – Visitors to the City and all those who do not fit into the above categories may also join. A refundable deposit is required for membership to this category.

3.4 Accepted Forms of Identification for Proof of Residence

Current identification showing the current address must be produced. Accepted forms of documentation are listed below:

- Drivers licence
- Health care concession card
- Lease agreement
- Council rates notice
- Electoral enrolment card
- Utility account notice (eg. telco or electricity account) along with a credit card or Medicare card

4. Lending Conditions**4.1 Purpose**

- Detail the lending conditions of the library including loan periods and loan limits.
- Detail the actions to be taken in the event of overdue, lost or damaged loans.
- Detail the responsibilities of library users including the use of library cards.

4.2 Loan period

- The standard loan period is four (4) weeks.
- One (1) loan extension (renewal) is allowed only (except if an item is reserved for another member) - for another four (4) weeks.
- Heavily reserved items will have a reduced loan period of two (2) weeks.
- Requests for loan extensions can be made by phone, email or in person at any branch library. Members can also renew their loans online via My Account.
- Some library collections are not for loan, such as Reference and Local Studies. The materials in these collections are for use within the library only.
- The loan period for special collections or materials may vary from the standard period as determined by the Library Manager.

4.3 Loan limit

- Overall borrowing is limited to thirty (30) items on-loan per borrower.
- Non-fiction collection - maximum of three (3) items per topic may be on loan at a time (per household).

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- Magazine collection - maximum of six (6) issues per title may be on loan at a time (per household).
- Visitor members (not Reciprocal Borrowers) are restricted to a maximum of three (3) items on loan at a time.
- The loan limit for special collections or materials may vary from the standard policy as determined by the Library Manager.

4.4 Reservations

- Library members may reserve lending material at any branch library free of charge and can choose to collect the reserved item at any branch library.
- Three (3) reservations are allowed per member.
- A library notice is sent to advise members when a reservation is ready to collect. Uncollected reservations are returned to the collection for others to borrow when the hold period expires.

4.5 Library Cards

- Library members must use their library card to borrow material and to access printing or copying services.
- Library staff will look up a member's details if they do not have their card with them once only – current accepted identification is required. If a member subsequently forgets their card again then they will not be able to borrow unless they pay for a replacement card.
- The person using a computer booking must be the same card holder booked in for the session.
- The borrower named on the membership card, or their guarantor, is responsible for losses and/or damage to library material borrowed on that card.
- A fee is charged for the replacement of any membership card which has been lost, stolen or damaged.

4.6 Overdue and Lost / Damaged Items

- All borrowing privileges will be suspended if any items are overdue. Overdue items cannot be renewed and must be returned to the library.
- Library notices will be sent to members to remind members of overdue loans and request their return. Invoices are also sent for non-returned and lost material for the replacement costs of the material.
- Charges also apply for the replacement of items lost or damaged by a borrower.
- Damaged items will be retained by the library for auditing purposes. Requests to keep damaged items which have been paid for may be granted by the Library Manager.
- Borrowing privileges will also be withdrawn if accounts for fines, or lost or damaged items remain unpaid.

4.7 Fees, Charges and Fines

- The Local Government Act provides for Council to apply fees and charges as resolved by Council annually.
- Borrowers must pay for items which are non-returned, lost or damaged.
- The replacement charge consists of the original purchase price or value and an item processing fee.
- The library does not charge overdue fines.

4.8 Responsibility for Minors

- Responsibility for losses or damage incurred by members under eighteen years of age is assumed by the parent or guardian. This acceptance of responsibility is indicated by the parent's or guardian's signed declaration on the membership application form.
- Parents (or guardians) are responsible for the supervision of their children's reading matter and Internet access.

5. Reference and Information Services

5.1 Purpose

- To ensure users get the information they need in an efficient and timely manner.
- To promote user independence and information literacy.

5.2 Reference and Information Service Provision

The library will:

- Provide assistance and instruction to help library users locate library resources and to use the library's catalogue, digital services and electronic resources.
- Provide access to library materials in the wider library network via inter-library loan.
- Offer referrals to appropriate special collections or organisations.

5.3 Fees and Charges

- Reference services are provided free to all library customers, however extended research enquiries may attract a fee.
- Printing or photocopied information provided to customers may attract a charge (cost per page).
- Inter-library loans will be provided on a cost reimbursement basis for items obtained from fee charging libraries and also include an administrative Request Placement charge.

6. Use of Public Access Internet and Computers

6.1 Purpose

- To outline acceptable use of the library's public access computers and Internet services by its customers.
- To outline the level of service offered and any conditions placed on this service.

6.2 Policy Statement

- The library makes the internet accessible in accordance with our statement of purpose, 'to enrich, inform and connect communities'.
- The internet, a global electronic network of networks, provides users with a massive and varied amount of information resources beyond the library's onsite collection. Information on the internet may be reliable and current or it may be inaccurate, out-of-date or unavailable.
- The library does not monitor and has no control over the information accessible via the internet and cannot be held responsible for its content. Users need to be good information consumers, questioning the validity of the information. Library reference staff can offer useful advice in this area.
- The library respects users' rights to privacy. However the library will comply with law enforcement agencies that issue warrants to inspect our electronic systems and logs.
- Library patrons use the internet at their own discretion. The library does not censor access to material and does not protect users from information or content they may find individually offensive. As with other library materials, restriction of a child's access to the internet is the responsibility of the parent/legal guardian. However, the library reserves the right to cancel a user's access to the internet should offensive or illegal content be viewed in what is a public area.
- Library staff will assist users with internet use as time permits, but cannot offer personal tuition on computer use. Email can be accessed by users with web-based email accounts only. Users must not damage or alter the set up of computers used to access the internet, nor are they to knowingly install any software, programs or plug-ins onto library computers.
- Security cannot be guaranteed in an electronic environment and therefore users are warned that all communications and transactions are vulnerable to unauthorised use. The library does not assume any responsibility for damages arising from a user's use of our public internet access services.

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- Bookings are required to use the library's public access computers. The library will apply time limits to use public access computers and public internet services, including wireless internet (wifi), in order to provide equitable access to these limited resources. Users who arrive (login) 10 minutes or more late will forfeit their booking to the next person waiting.
- Users of the library's public access computers need to be considerate to others in sharing the facilities, respect their rights and privacy and keep noise to a minimum.
- Use of mobile phones should be kept to a minimum and not disturb other users.
- Public access computers may be used by two people while their behaviour is not disruptive. Users must only use own library membership/login to access computers.
- Internet access at the library is free to the community. Files are to be saved to removable disks/drives only or be printed out. The library charges for printing. All electronic files and removable disks/drives are automatically checked for computer viruses by anti-virus software.
- Users who do not comply with this policy may have their session terminated or be denied future access to the service.

7. Online Rating and Reviews

7.1 Purpose

- Library members can rate and review items listed in the library's online catalogue (ie add book reviews). These policy statement details what is permissible.

7.2 General Conditions and Requirements

- Comments that are not specific to the item or that violate our guidelines in any way, may be removed from the library's online catalogue at any time, at our discretion.
- If approved, your review will be published showing your first name(s), residential suburb and date of review - no other personal information will be displayed.
- The recommended length is between 10 to 150 words. The best reviews include not only whether you liked or disliked an item, but also why.
- Reviews must be the work of the reviewer not a copy of someone else's review. Reviews must also relate specifically to the item being reviewed, opinions on general topics are not accepted. It also expected that the reviewer has read the material (or viewed or listened to it, depending on the medium) or at least attempted to.

7.3 Prohibited conduct or content

The following non-exhaustive list details the kinds of conduct or content that is prohibited:

- Content that would violate, or would facilitate the violation of, any applicable law, regulation, or Council or library rules or policies.
- Content that is unlawful, libellous, defamatory, obscene, pornographic, indecent, lewd, harassing, threatening, harmful, invasive of privacy or publicity rights, abusive, inflammatory, or otherwise objectionable - including profanity or spiteful remarks.
- Content that infringes the intellectual property rights or other proprietary rights of others, eg. reproducing material protected by copyright without permission.
- Use of the service for commercial purposes such as advertising, promotion, or solicitation.
- Comments on other reviews or features visible on the page.
- Notification that our catalogue has typos in it. If you'd like to tell us about a specific problem, please contact us directly.
- Single-word reviews. We want to know why you liked or disliked the item.
- Comments focusing solely on the author or creator.
- No spoilers! Please don't reveal crucial plot elements.
- Phone numbers, mail, email, or web addresses, or domain names.

7.4 Management of ratings and reviews

- Any review in violation of this policy might not be posted (published) or could be removed from the library web site or online catalogue at any time.

8. Food and Drink

8.1 Purpose

- Outline how food and drink may be consumed in Council's libraries.
- Describe the types of food and drink which is permitted.
- Create an inviting, comfortable and safe environment for library users.
- Protect significant library material and equipment from potential damage.

8.2 Drinks

- Non-alcoholic beverages in spill-proof or covered containers are permitted (such as covered coffee cups, soft drink cans and water bottles).

8.3 Food

- Snacks are permitted (such as commercially wrapped bars and biscuits), however hot food is not permitted.

8.4 Prohibited Area - Local Studies

- No food or drink is allowed in the Local Studies collection or to be consumed near Local Studies material.

8.5 General Conditions

- We ask you to act responsibly when consuming food and drink in the library and to be considerate of other library users.
- Please dispose of your rubbish in the bins provided and report any spills to library staff.
- Library staff will use their discretion in determining whether food and drink are suitable to be consumed in the library. You will be asked to remove food or drink if it is considered to be a problem.

8.6 Children

- You are responsible for monitoring the consumption of food and drink by children under your supervision.

8.7 Library Activities and Functions

- Alcohol will only be served at an activity or function with the prior approval of library management. The library practises responsible service of alcohol.
- Drink containers and foods not prescribed above may be used at library activities or functions with staff supervision.
- Parents, teachers, and supervisors of young children shall be alerted when food or drink is served at children's activities.

9. Principles

Council's Library Operations Policy is underpinned by the following principles.

9.1 Access

- Public access to information about Library Lending Conditions will be through Council's website. Hard copy information will also be available from Council's libraries.
- Reasonable access assistance will be available to persons with special needs

9.2 Responsiveness and Accountability

- Library staff will implement and monitor this policy.

9.3 Privacy and Confidentiality

- The principles of Council's Privacy Management Plan will be applied.

9.4 Integrity, Dignity and Respect

- Council treats all persons with courtesy and respect.
- Council will not tolerate rude or aggressive behaviour towards Council officials. In such circumstances, Council officials are entitled to terminate phone calls or meetings as appropriate. Wherever possible, Council officials will provide the person with initial warning that their conduct is inappropriate and that the meeting or conversation will be terminated.
- Council officials will demonstrate fair and consistent decision-making.

9.5 Library core values

Council's library policies will also be guided by the core values of the Australian Library and Information Association (ALIA), being:

- Promotion of the free flow of information and ideas through open access to recorded knowledge, information, and creative works.
- Connection of people to ideas.
- Commitment to literacy, information literacy and learning.
- Respect for the diversity and individuality of all people.
- Preservation of the human record.
- Excellence in professional service to our communities.
- Partnerships to advance these values.

Table of Amendments

Amendment	Authorised by	Approval reference	Date

COFFS HARBOUR REGIONAL GALLERY COLLECTIONS POLICY

Purpose:

For Council to adopt the Coffs Harbour Regional Gallery Collections Policy.

Description of Item:

This policy provides direction for the acquisition and de-acquisition of the visual art collections for the city.

Sustainability Assessment:

- **Environment**

This is not applicable to this report.

- **Social**

This policy has been devised as a strategic tool that will provide the Gallery with a framework to enable the achievement of an organisational goal, 'to make Coffs Harbour a smart city, healthy city and a cultural city' by collecting works of merit for the enjoyment of Coffs Harbour City residents and visitors.

- **Civic Leadership**

The purpose of Council policies is to ensure transparency and accountability in local government. The implementation enables Council to identify and respond to the community. This is consistent with the *Coffs Harbour 2030 Community Strategic Plan strategy LC2.2.1: Enable and support all levels of government to serve the local community.*

- **Economic**

Broader Economic Implications

There are no broad economic impacts associated with the implementation of the recommendations.

Delivery Program/Operational Plan Implications

The ongoing development and review of Council policies and plans are accommodated within Council's budget structure. This expenditure is monitored through Council's monthly and quarterly budget reviews.

Consultation:

This is not applicable to this report.

Related Policy and / or Precedents:

This is not applicable to this report.

Statutory Requirements:

This is not applicable to this report.

Issues:

This is not applicable to this report.

Implementation Date / Priority:

Implementation is immediate.

Recommendation:

That Council adopts the Coffs Harbour Regional Gallery Collections Policy.

Locked Bag 155,
Coffs Harbour, NSW 2450
ABN 79 126 214 487

COFFS HARBOUR CITY COUNCIL



Coffs Harbour Regional Gallery Collections Policy

Policy Statement:

This policy provides direction for the acquisition and de-acquisition of the visual art collections for the city.

Director or Manager Responsible for Communication, Implementation and Review:

Director of City Services, Manager Cultural and Community Services

Related Legislation, Division of Local Government Circulars or Guideline:

N/A

Does this document replace an existing policy?

No

Other Related Council Policy or Procedure:

Disposal of Assets Policy

Application:

It is mandatory for Gallery staff to refer to this policy prior to any accessioning or de-accessioning procedure

Distribution:

Internet Intranet Email Noticeboard ECM

Approved by:

Executive Team [Meeting date]

Council [Meeting date & Resolution No.]

Signature:

General Manager

Council Branch Responsible:

Date of next Review:

Key Responsibilities

<i>Position</i>	<i>Directorate</i>	<i>Responsibility</i>
Mayor	Council	To lead councillors in the understanding of and compliance with, this policy.
General Manager	Executive	Relevant Director and Manager to lead staff (either directly or through delegated authority) in their understanding of, and compliance with, this policy and guidelines.
Director of the Gallery	All Directorates	To communicate this policy to councillors, gallery staff, the Friends of the Gallery as well as members of the general public as required and to implement this policy and to review this policy in line with Council policy review requirements.
Curator of the Gallery	All Directorates	To assist the Director in the implementation of this policy.
All Council officials	Council	To communicate this policy as required.

Introduction

This policy has been devised as a strategic tool that will provide the Gallery with a framework to enable the achievement of an organisational goal, 'to make Coffs Harbour a smart city, healthy city and a cultural city' by collecting works of merit for the enjoyment of Coffs Harbour City residents and visitors.

Definitions

Accessioning: the process of acquiring and cataloguing art work and objects.

De-accessioning: the process of disposing of art work that no longer reflects the parameters of the Collections Policy. This is undertaken in line with procedures set out by the International Community of Museums.

Relevance: the ways in which an artwork or object relates to and fulfils the goal's of the Gallery which in turn reflects the scope of the collection policy.

Still life: a genre that has animals, flowers and/or objects as its subject matter as opposed to people or landscapes. All methods of producing a still life painting, from pure abstraction through to hyperrealism, are acceptable in this genre.

Regional artist: refers to any artist living outside the metropolitan area.

Local artist: refers to any artist living in the NSW Electoral division of Cowper.

Policy content

Overview

Coffs Harbour Regional Gallery was established in 2003. The Gallery exhibits up to 12 exhibitions per annum. The gallery's permanent collections include paintings, sculptures, ceramics, photographs and works on paper. The Collection actively acquires new works to build on existing collections in order to support the cultural heritage of Coffs Harbour. The current size of the Gallery does not permit a permanent exhibition space. Strategic limited collection will continue toward the future development of the facility. Due to the limited exhibition space the Gallery will not collect ceramic, sculptures or any 3 dimensional works, unless they are of special merit, for example they bear some relationship to the existing collections. Public art is not addressed in this policy.

Key Principles of this Policy

The aim of Coffs Harbour Regional Gallery Collection is to build an enduring valuable resource for the city that enhances the well being, pleasure and education opportunities for city residents that will increase the potential for cultural tourism. The collection will be developed on principles which value excellence, innovation, high aesthetic quality, relevance, authenticity and value. The Gallery will encourage acquisitions that correspond to and reflect current policy. No works may be admitted to the Collections without consultation with the Director and Curator. A registered art valuer or respected mid career artist, or Gallerist may act in an advisory capacity to the Gallery when required.

Policy Objectives

- 1.To support Coffs Harbour City Councils vision to be a 'smart city, a healthy city, a cultural city'. (2030 plan)
- 2.To ensure the Collection reflects high calibre contemporary visual art while building on the existing collection.

Attachment

3. To undertake the custodianship role regarding the acquisition and care of significant visual art for the city and region.
4. To enhance the aesthetic and cultural value of the collection.
5. To establish guidelines for the management of the Collection through application of best practice museum gallery standards.
6. To ensure that the Collection develops within Coffs Harbour City Council policy and procedural guidelines.
7. To describe the purpose, significance and aims of the Collection.
8. To assist in understanding the direction of the Collection.
9. To assist in shaping Coffs Harbour's cultural identity.

Artwork will be accepted into the Collection according to the following general practical criteria.

1. Relevance: i.e. the work must relate to and fulfil the Gallery's vision by reflecting the scope of the Collection Policy.
2. Ownership and copyright: Legal transfer must be transferred from the donor or vendor to the accepting body whether the artwork has been purchased, donated, bequeathed or acquired through competition
3. Negotiation: Artwork that has cultural, religious or other restrictions must be clearly negotiated and documented before acceptance.
4. Moral Responsibility: It is the legal and moral responsibility of the Gallery to ensure that all acquisitions are legally obtained.
5. Secret/ Sacred: The Gallery will not accept works that are deemed to be secret sacred.
6. Decency: The Gallery will not accept works that offend public decency.
7. Encumbrances: The Gallery will not accept work that has encumbrances attached regarding exhibition/ touring/ storage or other conditions.

Application of Policy

The achievement of the policy directions must be considered in the context of Gallery driven priorities and the allocation of limited resources. It will also depend on the availability of suitable art works and cultural items for acquisition.

Areas of Collection

1. Still life painting: Works in this section reflect still life genre, as per paintings acquired through the *Eutick Memorial Still Life Prize* as well as through donation, purchase, transfer and bequest.
2. Australian art: Works acquired under this section of the policy reflect the broad directions in Australian art practice acquired through donation, purchase, transfer and bequest.
3. Local and regional art: This section includes work by regional and local artists as well as art referring to the region created by visiting artists

Attachment

Future Directions: It is envisaged that the collection areas will expand as physical and financial resources increase to accommodate contemporary indigenous art and work by emerging refugee artists.

Methods of Acquisition: Methods of acquisition may include: purchase via allocated budgeted funds, commission of new work, donations, bequests, transfers and acquisition through competition.

Deaccessioning: Deaccessioning may only be undertaken after careful consideration by a panel including the Director, the Curator and a third party either a registered art valuer, a gallerist or respected mid-career artist. Notification must be made to the Director of City Services and Executive Manager of Cultural and Community Services. Works may be deaccessioned for the following reasons: works are damaged beyond repair, if duplicates exist in the collection, if the work is stolen or lost; the work is repatriated after proof of a valid claim of ownership.

Deaccessioning Process: Works must be disposed of through reputable dealers or public auction, donation, transfer/ exchange with another gallery, or exchange with the artist for a more relevant or valuable work. Full records of deaccession must be retained in Collections database and in Council's electronic document and records management system. Deaccessioned works must be disposed of in accordance with Council's Disposal of Assets Policy. Funds raised through deaccessioned items must be redirected toward collection development or conservation.

Consultation: Director Glass House Art Gallery and Director of New England Regional Art Museum.

References:

- ICOM Code of Professional Ethics
- Cultural Gifts and Bequests Guidelines
- MGNSW Guidelines
- Redland Shire Council Guideline Document
- Lake Macquarie City Council Acquisition Policy Document
- Boorandara City Collection Policy Document

Appendices

N/A

Table of Amendments

Amendment	Authorised by	Approval reference	Date

POLICY REVIEW 2013

Purpose:

For Council to adopt the policy register as tabled.

Description of Item:

Under the *Local Government Act* (NSW) 1993 s.165 (4) a local policy (other than a local policy adopted since the last general election) is automatically revoked at the expiration of 12 months after the declaration of the poll for that election.

This means, that a policy register is to be tabled at a Council meeting prior to 9 September 2013 to ensure that relevant policies are in place. This requirement presents the opportunity for a review of the content and relevance of all policies to ensure that they fulfill their purpose. This review has been in progress for the last six (6) months and has involved all areas of Council.

The policies in the register are listed in the attachment and have been classified as:

- Modified content - the content of these policies has been updated, the changes are detailed in this report.
- Modified format - the content of these policies needs no update, only the format has been updated to ensure consistency.
- No change– these policies were recently adopted and do not require any modification.

Revoked – these policies are no longer relevant or have been replaced by new policies.

Modified content

1. Complaints and Other Feedback Policy

This policy has been amended to provide guidance on the classification and appropriate handling of customer feedback. The amendments are based on complaints management best practice guidelines provided by the NSW Ombudsman and the Division of Local Government.

2. Construction - Works by Private Individuals on Public Roads

This policy has been amended to include details of the application form that is required.

3. Customer Service Policy

This policy has been amended to remove the information relating to dealing with unreasonable complainants which is covered in the Unreasonable Complainant Conduct Policy.

4. Equal Employment Opportunity Policy

This policy has been updated to remove procedural information and to include references to current legislation.

5. Floodplain Development and Management Policy
This policy has been amended to include consideration of possible impacts of climate change in line with State Government Guidelines, Council's adopted Sea Level Rise Figure (December 2008). Other amendments have been made to include reference to alignment to the adopted 'Coffs Creek Floodplain Management Study and Plan'.
6. Investment Policy
This policy has been amended in consultation with council's investment advisor to ensure that all terminology, definitions, dates and responsibilities are correct.
7. Legal Services Policy
This policy has been amended to provide clear guidance regarding legal privilege and to remove procedural information.
8. Noxious Plants Policy
This policy has been amended to ensure that the information is current and reflects council's work in relation to the North Coast Weeds Action Plan.
9. Plant Replacement Policy
This policy has been amended to ensure that it clearly outlines all factors that need to be taken into account when considering plant and equipment replacement.
10. Privacy Management Plan
This plan has been amended based on the revised Model Privacy Management Plan for Local Government as directed by the Division of Local Government.
11. Procurement Policy
This policy has been amended as a result of changes recommended in a review conducted under the Procurement Roadmap Project. Monetary limits that apply to procurement methods other than those mandated by legislation have been changed.
12. Records Management Policy
This policy has been rewritten to match current legislation and is based on the NSW State Records sample policy.
13. Regional Water Supply - Raw Water Policy
The wording of this policy has been changed to the past tense to ensure understanding that applications for connection to the raw water mains were only accepted up until 30 August 2004. The policy is still required to inform purchasers of properties connected to the raw water mains, as each service agreement is personal to the property owner.
14. Staff Travel Expenses Policy
This policy has been amended to reflect current tax determinations and to clarify transport cost matters.
15. Tender Value Selection System Policy
The wording of this policy was changed to correctly reflect that local preference is not applied under the tender value selection system where the value of goods, works and services is \$150,000 or above.

16. Urban Rainwater Tank Policy

This policy has been amended to update the code that applies to plumbing and to include technical details of a valve used in urban rainwater tanks.

17. Water Sensitive Urban Design Policy

The information presented in this policy has been consolidated to ensure that it is concise and easily understood. Targets and objective sets have been amended to ensure that they are achievable and in line with current best practice.

18. Workplace Bullying and Harassment Policy

This policy has been updated to remove procedural information and to include references to current legislation.

Sustainability Assessment:

- **Environment**

This is not applicable to this report.

- **Social**

This is not applicable to this report.

- **Civic Leadership**

The purpose of Council policies is to ensure transparency and accountability in local government. The implementation enables Council to identify and respond the community. This is consistent with the *Coffs Harbour 2030 Community Strategic Plan* strategy *LC2.2.1: Enable and support all levels of government to serve the local community.*

- **Economic**

Broader Economic Implications

There are no broad economic impacts associated with the implementation of the recommendations.

Delivery Program/Operational Plan Implications

The ongoing development and review of Council policies and plans are accommodated within Council's budget structure. This expenditure is monitored through Council's monthly and quarterly budget reviews.

Consultation:

This review has been in progress for the last six (6) months and has been conducted in consultation across all Directorates.

Related Policy and / or Precedents:

Not applicable to this report.

Statutory Requirements:

Under the *Local Government Act* (NSW) 1993 s.164 (4). A local policy (other than a local policy adopted since the last general election) is automatically revoked at the expiration of 12 months after the declaration of the poll for that election.

Issues:

This review presents the opportunity to ensure all policies are presented in a consistent format, approved and are readily accessible. Of course, the opportunity to review, adopt and repeal policies will be an ongoing process.

Adopted policies will be available on Council's website.

Implementation Date / Priority:

Implementation is immediate.

Recommendation:

That the policy register as tabled is adopted.

No	Policy	Directorate	Branch	Status
POL-016	Complaints and Other Feedback Policy	Executive	Governance	modified content
POL-070	Construction- works by private individuals on public roads	City Services	Works	modified content
POL-101	Customer Service Policy	Corporate Business	Finance	modified content
POL-077	Equal Employment Opportunity Policy	Corporate Business	Human Resources	modified content
POL-074	Floodplain Development and Management Policy	City Services	Engineering Services	modified content
POL-049	Investment Policy	Corporate Business	Finance	modified content
POL-050	Legal Services Policy	Executive	Governance	modified content
POL-078	Noxious Plants Policy	City Services	City Parks & Reserves	modified content
POL-035	Plant Replacement Policy	City Services	Operations	modified content
POL-080	Privacy Management Plan	Executive	Governance	modified content
POL-032	Procurement Policy	Corporate Business	Finance	modified content
POL-081	Records Management Policy	Corporate Business	Records	modified content
POL-057	Regional Water Supply- Raw Water Policy	City Services	Water	modified content
POL-059	Staff Travel Expenses Policy	Corporate Business	Human Resources	modified content
POL-064	Tender Value Selection System Policy	City Services	Subdivisions & contracts	modified content
POL-061	Urban Rainwater Tank Policy	City Services	Water	modified content
POL-066	Water Sensitive Urban Design Policy	City Services	Engineering Services	modified content
POL-082	Workplace Bullying and Harassment Policy	Corporate Business	HR	modified content
POL-102	A Frame Signs	Land Use Health & Development	LUP	modified format
POL-068	Advertising- Council Carparks	City Services	Works	modified format
POL-041	Asset Management Policy	City Services	Asset	modified format
POL-083	Cemeteries Policy	City Services	City Parks & Reserves	modified format
POL-103	Coastal Hazard Zone Policy	City Services	Engineering Services	modified format
POL-069	Collections from Motorists at Traffic Lights Policy	City Services	Works	modified format
POL-084	Commercial activities on crown reserves	City Services	City Parks & Reserves	modified format
POL-085	Contributions for construction of works for developers s64	Corporate Business	Finance	modified format
POL-086	Council owned properties- Management	Corporate Business	Property	modified format
POL-087	Council owned/controlled properties- Lease to Sporting Bodies	Corporate Business	Property	modified format
POL-071	Creek Bank Erosion in Urban Streams Policy	City Services	Works	modified format
POL-104	Development applications- consideration by council	Land Use Health & Development	Building & Development Services	modified format
POL-072	Drainage easements- private property	City Services	Works	modified format
POL-062	Financial Assistance Policy- Purchase of Electronic Equipment	Corporate Business	HR	modified format

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Attachment

POL-105	Laneways- Closure & Sale	Corporate Business	Property	modified format
POL-088	Leasing Revenue- Distribution	Corporate Business	Property	modified format
POL-092	Noxious Plants Spraying Exemption Policy	City Services	City Parks & Reserves	modified format
POL-106	On-site Sewage Management Strategy	Land Use Health & Development	Health	modified format
POL-089	Private Encroachments Onto Community Land Policy	City Services	City Parks & Reserves	modified format
POL-107	Private Works	City Services	Works	modified format
POL-063	Recruitment Policy	Corporate Business	HR	modified format
POL-090	Stalls & markets- Trading from public property	Corporate Business	Property	modified format
POL-065	Tenders canvassing of Councillors and Senior Staff Policy	City Services	Subdivisions & contracts	modified format
POL-091	Tree Vandalism Policy	City Services	City Parks & Reserves	modified format
POL-108	Vandalism- Damage to council owned property- reward	Corporate Business	Property	modified format
POL-022	Administration of Developer Contributions System Policy	Corporate Business	Finance	no change
POL-030	Asset Accounting Policy	Corporate Business	Finance	no change
POL-099	Audio Recording of Council and Committee Meetings Policy	Executive	Governance	no change
POL-042	Backflow Prevention & Cross connection control policy-containment only	City Services	Water	no change
POL-043	Banner Poles and Banner Partnership Policy	Corporate Business		no change
POL-073	Botanic Garden Wedding and Event Usage Policy	City Services	City Parks & Reserves	no change
POL-031	Code of Conduct Policy	Executive	Governance	no change
POL-044	Code of Meeting Practice	Executive	Governance	no change
POL-004	Coffs CityWorks - Environmental Policy	City Services	Works	no change
POL-003	Coffs CityWorks - Health and Safety Policy	City Services	Works	no change
POL-005	Coffs CityWorks - Quality Policy	City Services	Works	no change
POL-034	Coffs Harbour Regional Gallery Collections Policy	City Services	Cultural & Community	no change
POL-100	Community Engagement Policy	Executive	Governance	no change
POL-018	Contaminated Land Management Policy	Land Use Health & Development	Health	no change
POL-026	Councillor Expenses and Facilities Policy	Executive	Governance	no change
POL-027	Councillor Records Management Policy	Corporate Business	Records	no change
POL-025	Cultural Policy	City Services	Cultural & Community	no change
POL-021	Disposal of Assets Policy	Corporate Business	Purchasing	no change
POL-013	Donations By Council Policy	Corporate Business	Finance	no change
POL-045	Energy Supply in New Council Buildings Policy	Corporate Business	Business Units	no change
POL-012	Enforcement of Parking Restrictions Policy	Land Use Health & Development	LUM	no change

POL-046	Enforcement Policy	Land Use Health & Development	LUM	no change
POL-039	Environmental Levy Policy	Corporate Business	Finance	no change
POL-029	Equal Employment Opportunity Management Plan 2012-2014	Corporate Business	HR	no change
POL-011	Fraud and Corruption Prevention Policy	Executive	Governance	no change
POL-048	Gifts & Benefits Policy	Executive	Governance	no change
POL-001	Health Safety & Environment & Quality Policy	Corporate Business	HR	no change
POL-006	Injury Management and Return to Work Policy	Corporate Business	Human Resources	no change
POL-007	Job Description Review Policy	Corporate Business	Human Resources	no change
POL-051	Library Collection Development Policy	City Services	Community services	no change
POL-036	Library Operations Policy	City Services	Libraries	no change
POL-052	Library Volunteers Policy	City Services	Community services	no change
POL-008	Liquid Trade Waste Policy	City Services	Engineering Services	no change
POL-053	Loan Borrowing Policy	Corporate Business	Finance	no change
POL-054	Loans to Community Groups Policy	Corporate Business	Finance	no change
POL-110	Low Pressure Sewer Policy	City Services	Engineering Services	no change
POL-075	Media Policy	Executive	Media	no change
PRO-032	Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW	Executive	Governance	no change
POL-028	Public Art Selection Protocols Policy	City Services	Cultural & Community	no change
POL-010	Public Interest Disclosures Internal Reporting Policy	Executive	Governance	no change
POL-055	Rates and Charges - Pensioner Concession Policy	Corporate Business	Rates	no change
POL-056	Rates, Charges and Fees - Financial Hardship Policy	Corporate Business	Rates	no change
POL-058	Risk Management Policy	Executive	Governance	no change
POL-109	Sewer Mains-Building in the vicinity of Policy	City Services	Water	no change
POL-019	Social Media Policy	Corporate Business	IT	no change
POL-060	Statement of Business Ethics	Executive	Governance	no change
POL-033	Unreasonable Complainant Conduct Policy	Executive	Governance	no change
POL-038	Water Account Adjustment (Concealed Leaks) Policy	City Services	Water	no change
POL-093	Water Carriers policy	City Services	Water	no change
POL-094	Water Connection to Rising Trunk & Mains Policy	City Services	Water	no change
POL-095	Water Connections- Middle Boambee Policy	City Services	Water	no change
POL-096	Water Meter/ Service- Installation Policy	City Services	Water	no change
POL-097	Water Metering Policy- Multi Unit/ Inaccessible Locations	City Services	Water	no change

POL-098	Water Restrictions Policy	City Services	Water	no change
POL-015	Workplace Surveillance Policy	Corporate Business	HR	no change
POL-023	Works in Kind Policy	Corporate Business	Finance	no change
	External contracts	Executive	Governance	revoked
	Footway Activities Licensing Policy Guidelines	Corporate Business	Property	revoked
	Footway Activities Licensing Policy Guidelines - Merchandise, Merchandising Racks, Trading Tables and Associated Equipment	Corporate Business	Property	revoked
	Footway Licensing Policy Guidelines- Outdoor dining	Corporate Business	Property	revoked
	Internal contracts	Executive	Governance	revoked
	Library Catalogue Ratings and Reviews Guidelines	City Services	Libraries	revoked
	Library Food and Drink Policy	City Services	Libraries	revoked
	Library Information Services Policy	City Services	Libraries	revoked
	Library Lending Policy	City Services	Libraries	revoked
	Library Membership Policy	City Services	Libraries	revoked
	Library Public Access Internet Policy	City Services	Libraries	revoked
	Library Service Charter	City Services	Libraries	revoked

NSW GOVERNMENT ASSESSMENTS OF COUNCIL FINANCES AND INFRASTRUCTURE

Purpose:

To discuss the findings of recent assessments of Coffs Harbour City Council finances and infrastructure undertaken by NSW Government Treasury Corporation and the NSW Department of Premier and Cabinet Division of Local Government respectively.

Description of Item:

Financial Assessment

In support of the Independent Review of Local Government currently underway, NSW Treasury Corporation was engaged to undertake a financial assessment of NSW councils to evaluate:

- The financial capacity of the Council to undertake additional borrowings
- The financial performance of the Council in comparison to a range of similar councils and measured against prudent benchmarks

A copy of the letter advising the outcomes of this assessment is attached.

NSW Treasury Corporation assessed Coffs Harbour City Council as follows:

Financial Sustainability Rating (FSR):	Weak
Outlook:	Negative

Infrastructure Management Assessment

One of the actions of the NSW 2021 State Plan was to undertake an Infrastructure Audit of NSW councils. The key objectives of the Audit were to:

1. Provide information in relation to the infrastructure backlog in NSW
2. Assess the reliability of the information provided by councils to determine the backlog
3. Identify trends in infrastructure needs by area and asset type
4. Identify current infrastructure risk exposure.

The Audit Report may be viewed at [Local Government Infrastructure Audit Report](#).

The Audit rates Coffs Harbour City Council as “weak” in terms of Infrastructure Asset Management and identifies the cost to bring our infrastructure to a satisfactory standard as \$77M (or \$1,086 per capita).

A discussion of what these assessments mean and what Council is doing to address these issues is provided in the Issues section of this report along with a discussion on benchmarking Council against other local government areas.

Sustainability Assessment:

- **Environment**

Council's capacity to achieve environmental outcomes is contingent on sufficient financial resources.

Environmental impacts from deteriorating infrastructure increase with age and lack of maintenance, so appropriate maintenance and renewal strategies will result in positive environmental outcomes.

- **Social**

Council's capacity to achieve social outcomes is contingent on sufficient financial resources.

Adequate infrastructure is a fundamental ingredient to satisfying many of the community's social objectives.

- **Civic Leadership**

Council must be financially sustainable to discharge its charter as set out in the Local Government Act.

One of Council's greatest financial sustainability challenges arises from the need to increase funding for maintenance and renewal of the \$2 Billion in public infrastructure assets over which Council is custodian and trustee.

- **Economic**

Broader Economic Implications

Council's service provision, including infrastructure, has a direct impact on the broader economy.

Delivery Program/Operational Plan Implications

Whilst Council's current Delivery Program includes funding of \$8M to "bridge the gap" to a sustainable position based on current service levels (\$6.2M for infrastructure maintenance and renewal plus \$1.8M to address the underlying operating deficit), the means of generating these funds must be defined via the process discussed in the Issues section of this report.

Consultation:

This report has been prepared jointly between relevant staff in City Services and Corporate Business directorates.

Issues:

Financial Assessment

As noted above, NSW Treasury Corporation rated Council as "weak" in terms of Financial Sustainability, with a "negative" outlook. As noted in the Appendix to the letter, a "weak" rating was given to councils with the following characteristics:

- A local government with an acceptable capacity to meet its financial commitments in the short to medium term and a limited capacity in the long term.
- It has a record of reporting moderate to significant operating deficits with a recent operating deficit being significant. It is unlikely to be able to address its operating deficits, manage unforeseen financial shocks and any adverse changes in its business, without the need for significant revenue and/or expense adjustments.
- The expense adjustments would result in significant changes to the range of and/or quality of services offered.
- It may experience difficulty in managing core business risks.

How was the financial assessment determined?

In undertaking its assessment of the 152 councils in NSW, TCorp assessed:

- The financial capacity of each council; which included an analysis of each council's historical results from the 2009 to 2012 financial years.
- The long term sustainability of each Council; which included an analysis of each council's Long Term Financial Plan and the degree to which the council has completed its Asset Management Plans - and the integration of these two plans.
- The financial performance of each Council in comparison to a range of similar councils when measured against 10 benchmarks covering:
 - operating performance
 - liquidity
 - debt capacity
 - capital expenditure and asset management

Benchmarking of our position relative to other local government areas is discussed below.

Council's current response

Council's Resourcing Strategy makes clear that Council's current position is unsustainable, i.e. that *Council cannot continue to deliver the services it currently does to current standards, let alone achieve new objectives over and above these.*

The Long Term Financial Plan (part of the Resourcing Strategy) and Delivery Program each identify a figure of \$8M being required to "bridge the gap" to a sustainable position.

Two main factors, common to local government, are the key contributors to the situation:

- A widening gap between expenditure and revenues (a \$1.8M operating deficit)
- A deterioration of infrastructure (a \$6.2M shortfall in maintenance and renewal)

The funding options Council has available to bridge the \$8M gap, a combination of which it is expected will be necessary, include:

- Productivity improvements (changing the way services are delivered)
- New revenue opportunities (e.g. commercialisation of council services)
- Reductions in current levels of service delivery
- Additional Rate income

The first action identified in the Resourcing Strategy involves pursuit of the first two options (productivity improvements and new revenue opportunities):

Action 1: Develop and implement continuous improvement program to work up, determine acceptance or otherwise, and monitor implementation of 'Opportunities for Improvement'.

Following a discussion of the outcomes of the Community Survey conducted in 2012 (where input from the community was sought regarding the importance of and satisfaction with current services Council delivers) the Resourcing Strategy then sets out actions to facilitate community engagement regarding the second two options (service level reductions and / or additional rate income) above.

Central to this engagement will be the proposal of funding scenarios that will enable the community to consider for themselves the trade-offs between levels of service and the cost to the community of delivering these.

Action 2: Refinement of "minimum" option of Council's service delivery model, where \$6M is cut from existing budgets in order to address Council's sustainability challenge, with a focus on clear level of service - descriptions for each service; and

Action 3: Finalisation of interactive models to develop a better understanding of the interaction between service levels and rate revenue; and

Action 4: Develop community engagement strategy regarding the sustainability challenges Council faces and the need to have the "right debate" about service levels and rates. Ensure there is a balance between understanding the needs of particular stakeholders with a focus on individual services and the desires of the broader community.

The aim is to hold a workshop with Councillors on 11 September to discuss:

- The community engagement strategy.
- IPART requirements if Council does resolve to pursue a Special Rate Variation application.
- "Minimum level of service" option (i.e. the option whereby levels of service are reduced rather than a Special Rate Variation being sought) across all possible services that can be reduced.
- Options for "aspirational" projects to be included in the engagement process.

At the workshop, a 'prototype' of a Budget Allocator would also be available for the Councillors to use.

Following this workshop, the Community Engagement Strategy, "minimum level of service" option and other levels of service options as well as aspirational projects would be recommended for endorsement by Council at the 26 September Ordinary Meeting.

It is envisaged that the initial stage of the Community Engagement process would then be undertaken for three weeks, ending on 18 October 2013.

Information from the engagement would then be collated based on the results of the community engagement, with a "preferred Sustainable Resourcing Strategy" being prepared for Council consideration at its meeting of 28 November 2013. If Council resolves to adopt a "preferred Sustainable Resourcing Strategy" that includes some level of Special Rate Variation, Council would then need to notify IPART of its intention to do so.

At the same time, Council would need to adopt a Community Engagement Strategy that maps out the next stages of engagement with a focus on obtaining community input on the “preferred Sustainable Resourcing Strategy”, with feedback to be sought up until early February 2014.

Finally, Council will then need to resolve, based on the results of the engagement process, whether or not to submit an application for a Special Rate Variation to IPART. The due date for an application to IPART is likely to be late February / Early March 2014.

Further action required

Assuming Council takes the necessary action to bridge the gap between revenue and expenditure it will, in completing these actions, adopt a sustainable financial position.

What does remain unresolved, currently, are the resources to deliver on Action 1, the continuous improvement action plan. A proposal to address this matter is to be discussed with Council in the near future.

Infrastructure Management Assessment

As noted above, the Division of Local Government Infrastructure Audit assessed Council (based on 2011/12 data) as “weak” in terms of Infrastructure Asset Management and identifies the cost to bring our infrastructure to a satisfactory standard as \$77M (as reported in Councils Annual Financial Statements for 2011/12, Special Schedule 7).

Benchmarking of our position relative to other councils is discussed below.

As noted in section 3.1.1 (page 30) of the Audit Report, the overall assessment took into account three areas:

- Current funding position
- Current infrastructure status
- Infrastructure management

Council would have received a better assessment in terms of our ‘*current funding position*’ if:

- Our infrastructure backlog was small compared to our revenues (which was not the case: our backlog of \$77M compared with revenue from annual rates and charges being \$66M).
- Our expenditure on maintenance was at the required levels (whereas our buildings, for example, required \$1.6M in annual maintenance and our expenditure was only \$0.9M), and
- Future operational surpluses were available to address the backlog (which is not the case).

The actions identified previously in this report in relation to financial sustainability will help Council move towards a “strong” current funding position.

Council would have received a better assessment of our ‘*current infrastructure status*’ if the majority of our assets were in good or very good condition (condition 1 or 2 on the 5 point condition hierarchy in Special Schedule 7 of the Annual Financial Statements). In 2011/12, whilst some assets were in condition 1 or 2, a significant portion of assets were assessed as being in condition 3 or 4.

Increasing maintenance and renewal funding for infrastructure will help Council move towards a “strong” current infrastructure status position.

Council would have received a better assessment of our *infrastructure management* if we had achieved many of the key benchmarks for asset management such as:

- Assets recorded in an asset register by component
- Asset management plans for all assets
- Service level determination
- Risk assessment
- Condition assessment, etc

Councils Asset Management Strategy notes deficiencies in each of these areas and identifies actions to address them and thus move Council towards a “strong” infrastructure management position.

Council’s current response

The Asset Management Strategy notes the following:

- Substantial gaps in its asset-related data are impacting our ability to make informed decisions. Whilst most assets are recorded in an asset register by component, work needs to be undertaken to improve data, including development of written procedures for data collection. Effective implementation of the Works Order system is critical to the improvement of data. Revision of the accounting structure regarding assets will also facilitate major improvements in data quality.
- ‘First cut’ asset management plans developed in 2011 for all asset classes identified a significant increase in expenditure was necessary to maintain service levels and as a consequence these were not adopted by Council pending the identification of revenue sources (as discussed under the financial assessment). ‘Second cut’ asset management plans are currently being developed for all asset classes that align with projections for the “sustainable” financial models within the Long Term Financial Plan.
- Basic technical levels of service based on asset condition have been set as part of the development of the “first cut” asset management plans.
- Risk management was identified as being addressed (in part) by the corporate risk management framework and some existing plans, however more work is required to satisfactorily address this issue
- Condition assessment was noted as deficient and requires further resources not only in collection of data but also development of procedures for collection.

Further action required

The strategy acknowledges that Council has resourced its asset management function sufficiently only to comply with financial reporting obligations, not to adequately manage its assets. It notes the deficiencies and proposes the means of addressing them; however two key issues are essential if Council is to move to a better infrastructure management position:

- Increasing resourcing of the asset management function (an additional \$0.2M is proposed in the Strategy and the “sustainable” financial model of the Long Term Financial Plan) so as to enhance Council’s information for decision making, and
- Revision of Council’s organisational structure to improve the clarity of roles and responsibilities regarding Asset Management, and to reinforce corporate support for asset management.

Benchmarking against other councils

Arguably other councils in our DLG group, group 5, represent the most appropriate benchmark for Council’s financial and infrastructure assessments. The table below extracts relevant information from these assessments.

Council	Financial Assessment	Financial Outlook	Infrastructure Management	BTS* (\$/capita)
Coffs Harbour	Weak	Negative	Weak	1,086
Lake Macquarie	Moderate	Neutral	Strong	478
Maitland	Moderate	Neutral	Moderate	751
Newcastle	Moderate	Negative	Moderate	757
Port Macquarie-Hastings	Weak	Negative	Moderate	2,506
Shoalhaven	Sound	Negative	Moderate	387
Tweed	Moderate	Neutral	Strong	623
Wollongong	Moderate	Neutral	Moderate	785

*funding required to bring infrastructure to a satisfactory condition

When other comparisons are made, for example the cost other communities on the Mid North Coast are facing to bring their infrastructure up to a satisfactory standard on a per capita basis (a basic measure of capacity to pay), Coffs Harbour City Council compares favorably, having by far the lowest per capita BTS.

However, it is clear that Council must grapple with the strategic issues detailed in our Resourcing Strategy (discussed above) if we are to improve our position in terms of both financial and infrastructure benchmarks against comparable councils.

Conclusion

Financial sustainability and the effective performance of Council’s role as custodian and trustee of the \$2 Billion in public infrastructure assets for which it is responsible are arguably two of Council’s biggest challenges.

The outcomes of the NSW Government assessments considered in this report reinforce these challenges, but also highlight that Coffs Harbour City Council is not alone – these are issues confronting the local government sector generally.

It is important that the current status of Council’s response to these challenges is noted, and that the further actions identified are addressed as priorities.

Recommendation:

That:

- 1. Council note the NSW Treasury Corporation assessment of Councils financial sustainability as “weak” with a “negative” outlook, and the current status and future actions proposed to address this issue.**
- 2. Council note the NSW Department of Premier and Cabinet (Division of Local Government) assessment of Councils Infrastructure Asset Management as “weak”, and the current status and future actions proposed to address this issue.**



New South Wales
Treasury Corporation

10 April 2013

The General Manager
Coffs Harbour City Council
Administration Building,
2 Castle Street,
Coffs Harbour NSW 2450

Dear Sir/Madam,

Financial Assessment of NSW Councils – LIRS Applicants

As part of TCorp's work for the Independent Review Panel chaired by Professor Graham Sansom, New South Wales Treasury Corporation (TCorp) has undertaken an assessment of the financial capacity and sustainability of all 152 Councils in New South Wales. Each Council has received, or is about to receive, a report prepared by TCorp that provides an assessment of the following key areas:

- The financial capacity of the Council to undertake additional borrowings
- The financial performance of the Council in comparison to a range of similar councils and measured against prudent benchmarks

In addition, TCorp has also prepared a Financial Sustainability Rating (FSR) and Outlook for each Council. These FSRs and Outlooks have been developed by TCorp to provide an overall position of the sustainability of Councils when compared with each other Council within NSW.

The Appendix attached to this letter provides details of the seven FSR categories and the three Outlook categories that have been used in arriving at the assessed FSR and Outlook of each Council.

The Council has been assessed as:

FSR	Weak
Outlook	Negative

The FSR of each Council has been determined based on TCorp's review and consideration of the historical and forecast financial results and against a set of benchmark indicators. TCorp has categorised the benchmark ratios into four broad categories and then considered the relative importance of each category in terms of a Council's financial capacity and sustainability. The category of financial flexibility has been assigned a greater weighting because it measures two key measures for sustainability, the Council's revenue raising capacity, and its ability to sustain financial



New South Wales
Treasury Corporation

shocks, which are important factors for sustainability. As a Council's core servicing function and main asset is its infrastructure, its asset renewal and capital works program is an important factor in its long term sustainability. Debt servicing has been given the least weighting because most Councils are lowly geared.

The Outlook is TCorp's assessment of the potential movement of a Council's FSR within the next three years. A Positive Outlook indicates that a Council's FSR is likely to improve in the short term, whilst a Neutral Outlook indicates that the FSR is likely to remain unchanged. A Negative Outlook indicates that a Council's FSR is more likely to deteriorate and is a sign of a general weakening in performance and sustainability.

For example, a Council with a FSR of Moderate and an Outlook of Negative, is assessed as being in a deteriorating position or at risk of being downgraded from Moderate to Weak. As TCorp considers a FSR of lower than Moderate to be at much greater risk of being unsustainable, Councils in this position need to be considering options for addressing the areas of poor performance that are contributing to Council's assessed FSR and Outlook.

The Outlook is TCorp's current assessment of the potential movement of a Council's FSR and will change as a Council undertakes actions to reduce perceived risks, such as completing Asset Management Plans, or obtaining approval for a special rate variation to increase investment in renewal capital expenditure.

TCorp's Report to the Independent Review Panel is expected to be released in mid-April and the FSR and Outlook for each Council will be included in TCorp's Report.

TCorp would be happy to discuss with you any questions that you may have in regard to the assessed FSR or Outlook for the Council.

Yours Sincerely
New South Wales Treasury Corporation

A handwritten signature in blue ink, appearing to read 'K. Pugh'.

Kevin Pugh
Senior Manager Corporate Finance



New South Wales
Treasury Corporation

Appendix 1 Ratings and Definitions

Table A1 - Financial Sustainability Ratings

Rating	Definition
Very Strong	<ul style="list-style-type: none"> • A local government with a very strong capacity to meet its financial commitments in the short, medium and long term. • It has a record of reporting operating surpluses. • It is highly likely to be able to manage unforeseen financial shocks and any adverse changes in its business without revenue and/or expense adjustments. • Its capacity to manage core business risks is very strong.
Strong	<ul style="list-style-type: none"> • A local government with a strong capacity to meet its financial commitments in the short, medium and long term. • It generally has a record of operating surpluses and may occasionally report minor operating deficits. It is able to address its operating deficits, manage major unforeseen financial shocks and any adverse changes in its business with minor revenue and/or expense adjustments. • The expense adjustments are likely to result in only minor changes to the range of and/or quality of services offered. • Its capacity to manage core business risks is strong.
Sound	<ul style="list-style-type: none"> • A local government with an adequate capacity to meet its financial commitments in the short, medium and long term. • While it is likely that it may have a record of minor to moderate operating deficits, the local government is expected to regularly report operating surpluses. It is likely able to address its operating deficits, manage major unforeseen financial shocks and any adverse changes in its business with minor or moderate revenue and/or expense adjustments. • The expense adjustments are likely to result in some changes to the range of and/or quality of services offered. • Its capacity to manage core business risks is sound.



New South Wales
Treasury Corporation

Moderate	<ul style="list-style-type: none"> • A local government with an adequate capacity to meet its financial commitments in the short to medium term and an acceptable capacity in the long term. • While it has some record of reporting minor to moderate operating deficits the local government may also have recently reported a significant operating deficit. • It is likely able to address its operating deficits, manage unforeseen financial shocks and any adverse changes in its business, with moderate revenue and/or expense adjustments. The expense adjustments are likely to result in a number of changes to the range of and/or quality of services offered. • Its capacity to manage core business risks is moderate.
Weak	<ul style="list-style-type: none"> • A local government with an acceptable capacity to meet its financial commitments in the short to medium term and a limited capacity in the long term. • It has a record of reporting moderate to significant operating deficits with a recent operating deficit being significant. It is unlikely to be able to address its operating deficits, manage unforeseen financial shocks and any adverse changes in its business, without the need for significant revenue and/or expense adjustments. • The expense adjustments would result in significant changes to the range of and/or quality of services offered. • It may experience difficulty in managing core business risks.
Very Weak	<ul style="list-style-type: none"> • A local government with a limited capacity to meet its financial commitments in the short to medium term and a very limited capacity long term. • It has a record of reporting significant operating deficits. It is highly unlikely to be able to address its operating deficits, manage unforeseen financial shocks and any adverse changes in its business without the need for structural reform and major revenue and/or expense adjustments. • The expense adjustments are likely to result in significant changes to the range of and/or quality of services offered and it may need the assistance from higher levels of government. • It has difficulty in managing its core business risks.
Distressed	<ul style="list-style-type: none"> • A local government with a very limited capacity to meet its short term financial commitments and no capacity to meet its medium to long term financial commitments. • It has a record of reporting significant operating deficits. • To be able to address its operating deficits, meet its medium and long term obligations, manage unforeseen financial shocks and any adverse changes in its business, major revenue and expense adjustments and structural reform will be required. • The local government is unlikely to have the capacity to manage core business risks and may need assistance from higher levels of government.



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Table A2 – Outlook

Outlook	Definition
Positive	As a result of a foreseeable event or circumstance occurring, there is the potential for enhancement in the local government's capacity to meet its financial commitments (short and/or long term) and resulting change in its rating. However, it does not necessarily indicate that a rating change may be forthcoming.
Neutral	There are no known foreseeable events that would have a direct impact on the financial sustainability of the local government. It may be possible for a rating upgrade or downgrade to occur from a neutral outlook, if warranted by an event or circumstance.
Negative	As a result of a foreseeable event or circumstance occurring, there is the potential for deterioration in the local government's capacity to meet its financial commitments (short and/or long term) and resulting change in its rating. However, it does not necessarily indicate that a rating change may be forthcoming.

GUIDELINES FOR THE ESTABLISHMENT OF COMMUNITY GARDENS

Purpose:

The purpose of this report is to inform Council about the “*Guidelines for the Establishment of Community Gardens*” that have been developed to assist community interest groups who may seek to establish a community garden.

The guidelines have been developed in response to recommendations contained within the Coffs Harbour Open Space Strategy 2010.

The objective of Council’s Guidelines for the Establishment of Community Gardens is to set out a clear process for the establishment of community gardens on Council owned or managed land. This will assist both community groups and council staff in ensuring an effective and efficient system for progressing community gardens in the local government area (LGA) in the future.

Description of Item:

Community gardens are unique forms of public space which are managed by the community primarily for the production of food and to contribute to the development of a sustainable urban environment. They are places for learning and sharing about sustainable living practices, and for actively building community through shared activities.

There is an increasing interest within Coffs Harbour, as well as nationally and internationally, in the growing and consumption of local food through such initiatives as community gardens, school gardens and farmers markets. This reflects the community’s desire to learn about growing food, to gain access to fresh and healthy food with known provenance and to enjoy opportunities to meet their neighbors and become involved in their local community.

Coffs Harbour City Council recognises community gardening as a valuable recreational activity that contributes to the health and well-being of the community and provides a wide range of environmental, social, cultural and educational benefits.

The guidelines have been developed based on the learnings from the development of Coffs Harbour’s first community garden, the Combine Street Regional Community Garden and the actions in the Open Space Strategy as follows:

“Coffs Harbour currently lacks Community Gardens. The community through the Vision 2030 process has identified a strong interest in Community Gardens. Community Gardens offer a range of positive benefits including social contact and the opportunity to grow flowers and vegetables.....Council will need to determine appropriate management mechanisms to address all concerns including formal agreements with community groups for the management of the sites. Council will need to develop guidelines in relation to Community Gardens”.

Sustainability Assessment:

- **Environment**

Concerns about the breakdown of community, environmental and sustainability issues and the need to re-green the towns and cities of Australia can motivate community gardens to become models of sustainability. Community gardens, in this role, may demonstrate waste reduction and conversion, water harvesting and storage, sustainable building materials, renewable energy technologies and materials reuse.

- **Social**

The Coffs Harbour City Council's Guidelines for the Establishment of Community Gardens is based on the principles of food sovereignty. Food sovereignty calls for a fundamental shift in focus from food as a commodity to food as a public good. Additionally, this document aims to promote and support the development of community gardens as a model of a strong local food economy, whereby all residents of Coffs Harbour have access to affordable, fresh, healthy food into the future. They will become meeting places for socialising and building social capital.

"Growing food in a communal way, in community gardens and city farms, breaks down barriers between people and stimulates a sense of pride in the local environment. Every jurisdiction should have a food policy to promote local food production and improve access to healthy food." – Capon, A. G & Blackely, E. J. (2007). Checklist for Healthy and Sustainable Communities, NSW Public Health Bulletin, 18(3-4) pp. 51-54

- **Civic Leadership**

Coffs Harbour City Council promotes the development of community gardens for sustainable living, that through careful design and management, can be utilised for educational and community activities. Additionally supporting community gardens in being self-managed also assists the Council in achieving the Coffs Harbour 2030 Plan Places for Living Vision "*We have created through our urban spaces, a strong sense of community, identity and place*"; and objectives LP4 "*We are recognised as a model of sustainable living*"; LC4 "*We have many opportunities to enjoy life together*"; LE1 "*We share our skills and knowledge to care for our environment*" and LE2 "*We reduce our greenhouse gas emissions and adapt to climate change*".

- **Economic**

Broader Economic Implications

The establishment of community gardens in the Coffs Harbour LGA will lead to economic opportunities including local and community enterprise, employment and training. Additionally there are the added economic benefits of minimising transport costs (food miles) by promoting local supply and the savings in healthcare from healthier lifestyles associated with fresh, chemical free fruit and vegetables are well documented.

Delivery Program/Operational Plan Implications

The Guidelines will be administered by Council's Parks Branch.

There are no delivery programs or operational plan implications associated with these guidelines.

Consultation:

Members of Coffs Regional Community Garden and Woolgoolga Community Garden groups were consulted and engaged in the guidelines development process. The assessment forms were trialed with the Woolgoolga Garden group. Consultation was also undertaken with relevant Council staff.

Related Policy and / or Precedents:

No current policy and/or precedent exist.

Statutory Requirements:

There are no relevant statutory requirements.

Issues:

There are no significant issues associated with the Guidelines. The establishment of community gardens on Council owned/managed land can be complex and requires significant internal coordination as well as effective collaboration between council staff and the interested community group. These guidelines, by laying out a clear process, should ensure that some of the issues and delays that arose during development of the community garden at Combine Street are not repeated.

Implementation Date / Priority:

Implementation is immediate.

Recommendation:

That Council endorse the Guidelines for the Establishment of Community Gardens.

Guidelines for the Establishment of Community Gardens



THIS IS A LOOKING AFTER OUR ENVIRONMENT PROJECT
Helping to achieve the 2030 Community Vision



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How to Contact Council

If you would like to seek information and/ or support from Coffs Harbour City Council, we encourage you to read these guidelines and then contact us to arrange an early discussion.

Council Contact:

Senior Technical Officer - Parks
Phone: 6648 4000
Email: coffs.council@chcc.nsw.gov.au

Coffs Harbour City Council gratefully acknowledges that this guidelines document draws heavily on the City of Sydney Community Gardens Policy, 2009; Blue Mountains City Council's Guidelines for the Establishment of Community Gardens on Council owned and/ or managed land, 2011 and the outstanding work of members of the Australian City Farms & Community Gardens Network (ACFCGN).



Introduction

These guidelines are designed to provide information to both the Coffs Harbour community and Coffs Harbour City Council staff on the establishment of community gardens on Council owned and/ or managed lands across the local government area (LGA). There is increasing interest within Coffs Harbour, as well as nationally and internationally in the growing and consumption of local food through such initiatives as community gardens, school gardens and farmers markets. This reflects the community's desire to learn about growing food, to gain access to fresh and healthy food with known provenance and to enjoy opportunities to meet their neighbours and become involved in their local community.

These guidelines respond to the recommendations in the Coffs Harbour Open Space Strategy 2010; "Coffs Harbour currently lacks Community Gardens. The community through the Vision 2030 process has identified a strong interest in Community Gardens. Community Gardens offer a range of positive benefits including social contact and the opportunity to grow flowers and vegetables". "Council will need to determine appropriate management mechanisms to address all concerns including formal agreements with community groups for the management of the sites. Council will need to develop guidelines in relation to Community Gardens".

Supporting community gardens supports the delivery of the Coffs Harbour 2030 vision "We have created through our urban spaces, a strong sense of community, identity and place"; and in particular objectives LP4 "We are recognised as a model of sustainable living"; LC4 "We have many opportunities to enjoy life together"; LE1 "We share our skills and knowledge to care for our environment" and LE2 "We reduce our greenhouse gas emissions and adapt to climate change".

Community Gardens – Definition

Community Gardens are gardens created and maintained on public or private land by people who come together to learn about, participate in and share the rewards of gardening activities.

Typical Community Garden Structures

There is no single model of a community garden, nor is there a single model for starting gardens. However, there are a number of different types of community gardens, with the most common forms in Australia including:

- Community gardens with a mixture of allotments for each member and some shared areas. An example of this is the Coffs Regional Community Garden;
- Communal gardens where the entire garden is managed collectively. An example of this model is Northbank Community Garden in Bellingen;
- School gardens are considered a community garden when local residents outside the school community can join the garden and manage the garden in partnership with the school. An example of this model is the Bellingen High School Community Garden.



Benefits of community gardens

Coffs Harbour City Council supports the development of community gardens throughout the local government area (LGA). The Council recognises that community gardens have the potential to:

- Foster a sense of community;
- Improve the health of the community by providing access to fresh food, outdoor exercise and opportunities for creative enterprise;
- Provide access to fresh local food thus reducing food miles and assisting in addressing food security issues;
- Provide increased opportunities for social connectedness and intergenerational exchange;
- Act as a model for best practice with regard to sustainable living; and
- Provide skills development and learning opportunities.



The benefits of community gardens (Grayson 2008)



Role of Coffs Harbour City Council

Coffs Harbour City Council’s role in community gardens is as a supporter and ‘enabler’ of the development of gardens. That is, Council will provide suitable land where appropriate, help facilitate community consultation, and provide guidance and advice where appropriate. The Council does not take a lead in establishing gardens including garden design or providing funding for the establishment of gardens. Garden design and funding of the gardens is the role of the relevant community garden association.

Council’s role in developing community gardens is to:

- Promote, enable and support the establishment of community gardens on appropriate lands (Council owned/managed);
- Ensure that prospective garden groups follow the recommended application process including the completion of a Site Assessment Form (Form A) and an Application Form (Form B);
- Facilitate community consultation (in partnership with the garden group)
- Assess each proposal to establish a community garden on a case-by-case basis;
- Provide land use information including assistance to community groups in locating sites appropriate for community gardens;
- Advise on necessary approvals e.g. development applications, environmental impacts, management plans, water and sewer connections;
- Ensure appropriate insurances and health and safety legislation are met;
- Issue site licence for the garden and ensure that licence conditions are adhered to;
- Assist the garden group with funding applications where appropriate e.g. through letters of support, etc;
- Assit the garden with design, including operational site constraints where necessary.



Role of a Community Garden Group

A community garden group’s role in developing a community garden is to:

- Complete the recommended application process including the completion of a Site Assessment Form (Form A) and an Application Form (Form B);
- Assist Council in undertaking the community consultation;
- Create a concept plan and detailed garden design plan;
- Develop a Plan of Management for the garden;
- Identify potential funding sources and apply for funding;
- Compliance with health and safety legislation;
- Meet the requirements of the site licence once issued.

Starting a community garden from scratch is a major undertaking that takes time, energy and commitment. These guidelines aim to help you understand the processes so that your time and efforts will be effective and productive. It is suggested that you:

- Prioritise forming an effective, committed and sustainable working group to share the load;
- Work slowly, and allow time for planning and research;
- Look for opportunities to form relationships and build community;
- Develop a clear shared vision for your project early on;
- Use planning and design processes to bring your vision to reality.



Responsibilities of a Community Garden Group

The community garden group are responsible for maintaining the garden so that the health and safety of themselves, any visitors and the surrounding community are not adversely impacted. In particular, gardeners are responsible for ensuring that:

- They cooperate and manage effective relationships with the surrounding neighbourhood, partnering organisations and other gardeners;
- They do not discriminate due to differences in race, culture or sexuality;
- They regularly communicate with the Council and/or other landowners and stakeholders;
- Decision making is democratic, transparent and inclusive;
- Any water leaving the garden is not contaminated by sediment, fertiliser, manure or excessive organic matter that might pollute waterways;
- Noise levels within the garden are maintained at a level that is not disturbing to neighbours;
- Compost, worm farming systems and fertilisers are maintained so as not to attract vermin or produce unpleasant odours;
- Rainwater harvesting systems are maintained to ensure water is of a high quality;
- Any materials delivered to or stored at the garden are maintained so as not to create an unpleasant environment for other residents in the community;
- Visitors are welcomed to the garden, and members of the public can access the community garden during daylight hours; and
- They find out the location of any underground pipes and cables – **DIAL BEFORE YOU DIG** is a free, online information service on underground pipes and cables anywhere in Australia – www.1100.com.au or phone: 1100 during business hours.

A licence or other agreement between Coffs Harbour City Council and a gardening group could be revoked or not renewed if:

- The group disbands or ceases to function due to internal conflict;
- The garden is not maintained or becomes unsafe for public access;
- Appropriate insurance cover is not maintained.

If Council seeks to exercise this power, the Council will do so in writing, giving reasons and evidence, with adequate notice. Council will operate with procedural fairness and transparency.

Insurance and Risk Management

It is essential that garden groups be aware of the risks associated with undertaking a publicly accessible community garden project. Each garden group has a duty of care to the community who access the garden areas. To ensure funds are available to meet that duty, a minimum of \$10 million of public liability insurance policy is required to be taken out. Public liability can cost up to around \$900-\$1,200 a year depending on its source. A number of community gardens have joined Landcare Australia or horticultural associations to take advantage of their group buying scheme to cut their insurance costs by more than half. Council recognises that public liability insurance has an associated cost, and may not be easily accessible to small community groups.

Further options for obtaining insurance cover include the following:

- The group can become an incorporated association through the NSW Office of Fair Trading and manage their own insurance;
- The group may arrange for another organisation (such as a neighbourhood centre) to act as their auspice, and as a project of that organisation will be covered by their insurance; or
- A group of community gardens with similar objectives might obtain insurance together, e.g. through the Coffs Regional Community Gardens Association.



Incorporation of the Garden Group

Council requires community garden groups to have a clear and identified legal structure. Garden groups can apply to the NSW Office of Fair Trading to become Incorporated Associations. This arrangement affords the group some flexibility in the management of funds and enables them to open a bank account, obtain public liability insurance cover and apply for government grants. Incorporation as an association requires groups to establish a management committee with annually elected office bearers and to commit to regular meetings. This can be beneficial for the project as it maintains a structure that can address management issues; having a committee also helps share the tasks of garden management and avoids excessive responsibility being placed on a few people or the garden management becoming dominated by one person.

Conflict Resolution and Complaints Procedure

Community Gardens should aim to promote an environment that is tolerant and caring. A duty of care should be strongly exercised and encouraged within the garden group to further community cohesion and co-ordination. Positive group dynamics reflects its individual member's ability to respond maturely with patience, awareness and cultural and physical safety in all situations. However, it is inevitable that conflicts may sometimes arise, either within the garden group or with external stakeholders such as local residents or the Council. In the event of a conflict arising, steps should be taken immediately to accelerate its resolution, including respectful non-violent communication with those involved; and engaging the assistance of a mediator where appropriate. The Council requires that community gardeners develop a management plan which includes a gardener's agreement that all members agree to follow. An agreement should provide information on the expectations of behaviour on site, the management of shared garden areas and plots; and a conflict resolution process. It is highly recommended that the aspect of conflict resolution within the garden group's management plan be based on the NSW Department of Fair Trading's 'Model Constitution' under the Associations Incorporation Act 2009. This document can be downloaded from www.fairtrading.nsw.gov.au

Community garden application process

Coffs Harbour City Council recommends that community groups or individuals interested in establishing a community garden in the Coffs Harbour LGA complete the self assessment checklist provided.

Any proposal to establish a new community garden on Council owned and/ or managed land MUST complete the following forms.

- "Form A - Site Assessment" and
- "Form B - Application for approval to establish a community garden".

Both forms are to be completed and submitted to Coffs Harbour City Council via mail or email. Council staff will then assess the application and liaise directly with the community group to progress any issues that arise from the application. When completing the application form, should there be any questions please direct them to the Senior Technical Officer – Parks who is charged with community gardens liaison, who will seek an appropriate answer from relevant Council staff.



“Community gardens are places where people come together to grow fresh food, to learn, relax and make new friends.”

- Anonymous

“Gardening requires lots of water - most of it in the form of perspiration.”

*- Lou Erickson,
Cartoonist and illustrator 1913-1990*

“Flowers grow in flower gardens, vegetables grow in vegetable gardens, & people grow in community gardens”

*- Auckland City Gardens Policy,
2002*

“He plants trees to benefit another generation.”

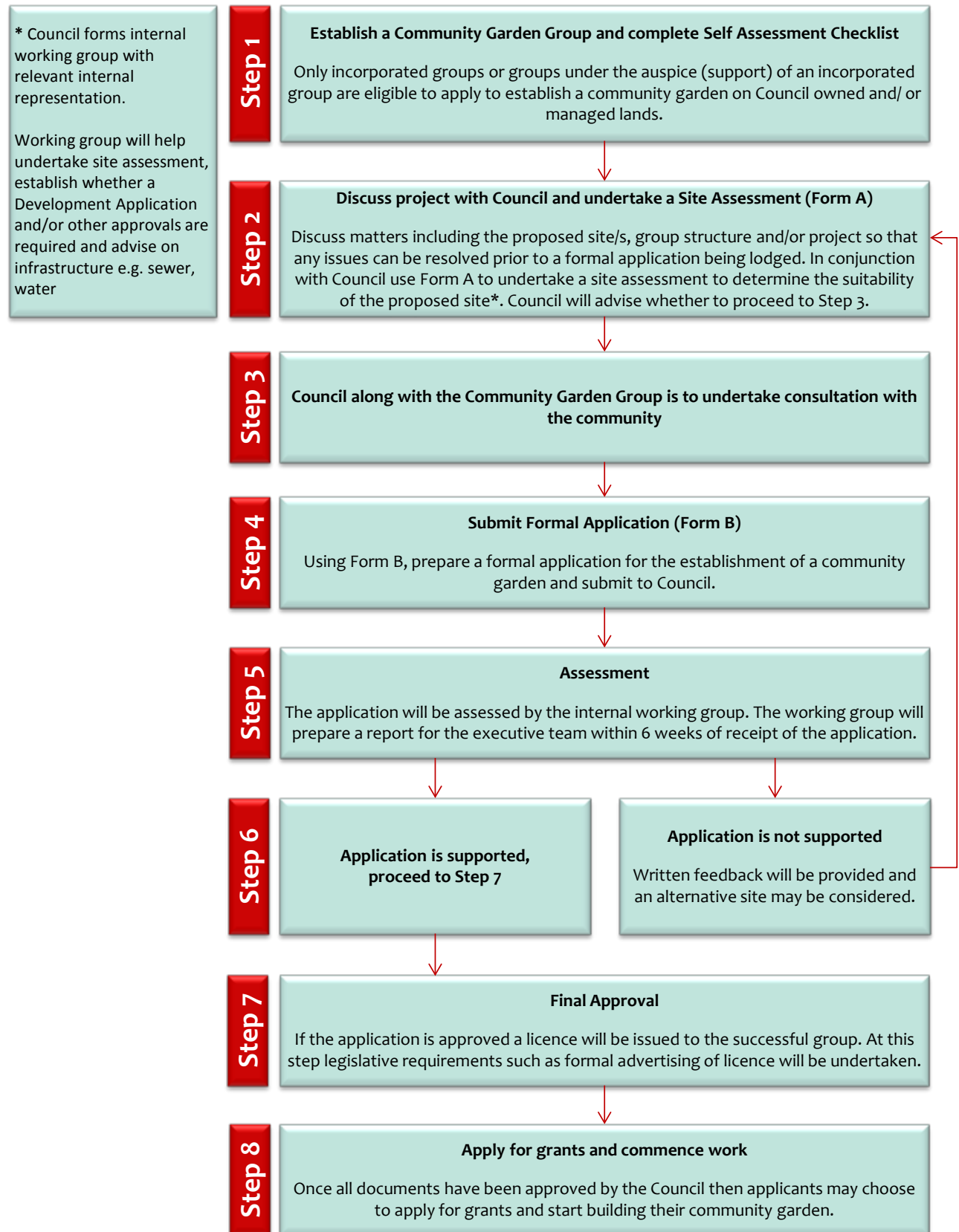
- Caecilius Statius

“Urban community gardeners are bringing life and liveability, seed by seed, back to their neighbourhoods. The gardens nourish the body and also the soul.”

- Anonymous



Application Procedure



Self Assessment Checklist

If you can answer YES to all these questions please call Council to discuss your community garden idea further.

Self Assessment Checklist	YES
<p>Have you identified a potential site?</p> <p>It would be good if you could find a site that is close to where you or someone involved in your group lives or in a location that is not isolated (if it is big enough for your needs)</p>	
<p>Are you willing to consider alternative sites?</p> <p>Council may consider that the site you want to use is not suitable.</p>	
<p>Are you willing to talk with the people who use the area where you have planned the community garden?</p> <p>The people who already use the area will need to be generally supportive of the project.</p>	
<p>Are you willing to talk with the people who live in the area about your planned community garden?</p> <p>The people in the local area will need to be generally supportive of the project.</p>	
<p>Have you identified a person who would be the primary contact for this community garden?</p> <p>Council needs to have one person to talk with primarily about the project – otherwise it may be hard to keep track of who said what to whom - when.</p>	
<p>Are you willing to become an incorporated group or find an existing incorporated group/ association to act as your auspice?</p> <p>You will either need to form a group and become incorporated or ask an existing group to auspice your project and in that way come under the support of their group/ association.</p>	
<p>Are you willing to enter into a formal licensing arrangement with Council?</p> <p>Council are required to issue a licence for the site with specific conditions</p>	
<p>Are you willing to report your progress to Council annually?</p> <p>We would like to know what successes you had and what challenges you faced.</p>	
<p>Do you have an understanding of risk management?</p> <p>The project will be your responsibility and your own safety and the safety of those around you are very important.</p>	
<p>Do you have an idea of what it is you would like to grow in your community garden?</p> <p>You should make sure that plants you want to grow are not poisonous, on a declared noxious weed list or an environmental weed.</p>	

To the General Manager, Coffs Harbour City Council

FORM A - SITE ASSESSMENT OF PROPOSED COMMUNITY GARDENS

Locked Bag 155, Coffs Harbour 2450; DX 7559
 Administration Centre, 2 Castle Street, Coffs Harbour
 Email: coffs.council@chcc.nsw.gov.au Phone: (02) 6648 4000 Fax: (02) 6648 4199
 Website: www.coffsharbour.nsw.gov.au ABN 79 126 214 487



About this form

This form is used to assess the suitability of any site proposed for a community garden on Council owned and/ or managed lands. **This form is to be completed in collaboration with Council** at Step 2 of the application process.

1. Applicant Details *

It is important that Council is able to contact you if more information is required.

Community Garden Group Name

Contact Person:

Mr Ms Mrs Dr Other:

First Name:

Surname:

Unit/Street No/PO Box

Street

Suburb, town or locality

State

Postcode

Phone Number (Business Hours)

Mobile

Email Address

Signature

Date

2. a) Proposed Site Details

We need this to correctly identify the land.

Unit/Street No

Street

Suburb, town or locality

Postcode

What is the land currently used for? Eg passive recreation, sporting groups etc.

Are there any existing structures or services on the site?

b) Safety and vandalism

Page 2

Are there any significant safety or crime concerns?

What is the lighting around the site?

Does the site have good visibility from nearby houses or businesses?

c) Accessibility

How far is the site from public transport, bicycle tracks and footpaths?

How close are the nearest toilets for public use?

Is the site accessible for a range of user groups, including disabled access if required by participants?

d) Location

How far is the site from any high density living areas and community facilities such as community centres, schools and aged care facilities?

These are considered beneficial for the increased potential for participation and support.

e) Size*

Is the site of adequate land size to accommodate the garden and associated facilities? Consider the size of the proposed garden beds, composting systems, etc.

f) Soil quality, ground cover and slope **Page 3**

What is the soil type and structure? Would soil need to be imported on to the site?

What is the history of the site and has any risk of existing soil contamination been assessed?
(Attach report of any soil tests conducted.)

Does the site provide good drainage?

What is the current ground cover and would any trees or shrubs need to be removed to construct the garden?

What is the slope/ contour of the land?

g) Sunlight and water

Does the site have sunlight for at least 5-6 hours per day?

Is there currently access to mains water or an opportunity to harvest rain water from near existing roofs i.e. an adjacent building?

3. Lodgement Details

You can lodge your completed application by:

MAIL: Coffs Harbour City Council, Locked Bag 155 Coffs Harbour NSW 2450

EMAIL: coffs.council@chcc.nsw.gov.au
Attention: Senior Technical Officer - Parks

WHAT NOW: After your application has been receipted, a Council officer will contact you within 21 days.

PRIVACY: **Privacy and personal information protection**

- This information is voluntarily required to process your request and will not be used for any other purpose without first seeking your consent, or as required by law;
- Your information will comprise part of a public register related to this purpose;
- Your application will be retained in Council's Records Management System and disposed of in accordance with the Local Government Disposal Authority;
- Your personal information can be accessed and corrected at any time by contacting this Council.

To the General Manager, Coffs Harbour City Council

FORM B - APPLICATION FOR APPROVAL TO ESTABLISH A COMMUNITY GARDEN



Locked Bag 155, Coffs Harbour 2450; DX 7559
 Administration Centre, 2 Castle Street, Coffs Harbour
 Email: coffs.council@chcc.nsw.gov.au Phone: (02) 6648 4000 Fax: (02) 6648 4199
 Website: www.coffsharbour.nsw.gov.au ABN 79 126 214 487

About this form

This form is to be completed **after** the Site Assessment and advice has been received to proceed to this formal application stage (Step 4)

1. Applicant Details

Community Garden Group Name

Contact Person: Mr Ms Mrs Dr Other:

First Name:

Surname:

Unit/Street No/PO Box

Street

Suburb, town or locality

State

Postcode

Phone Number (Business Hours)

Mobile

Email Address

Signature

Date

2. a) Group Details

Number of current members:

Intended total number of members:

Is the Group incorporated:

Yes

Incorporation Number:

No

Please fill in the details below for the group who is acting as your auspice.
 (Please contact Council if you would like help to find an auspice)

Name of existing Incorporated group acting as an auspice (support) for the purposes of the project:

I have attached a letter of support from our auspice group:

Yes No

Contact Person: Mr Ms Mrs Dr Other:

First Name:

Surname:

Unit/Street No/PO Box

Street

Suburb, town or locality

State

Postcode

Phone Number (Business Hours)

Mobile

Signature

Date

How is the group structured? Include brief details on roles, meetings and decision-making.

Do any of the members of the community garden group have previous experience in community gardening and if so, are they able to provide support to your group?

Yes (if yes, please attach details)
 No

Does the Group include members with skills needed for community gardening? (Tick boxes as appropriate)

Growing vegetables <input type="checkbox"/>	Garden design and construction <input type="checkbox"/>
Making compost and using mulch <input type="checkbox"/>	Community development <input type="checkbox"/>

If any of these skills do not exist within the Group, how do you intend to obtain them?

4. Community garden project details

Type of community garden:

Communal garden <input type="checkbox"/>	Combination of communal and allotment <input type="checkbox"/>
Allotment (private plots) <input type="checkbox"/>	Other (specify) <input type="checkbox"/>

Please provide some details:

What is the benefit of this project to the greater community?

Is this project proposed to link to any existing community activities?

Community garden plan of management

It must be demonstrated that there is adequate commitment and capacity within the group to plan and establish the garden and provide for its ongoing maintenance. A Plan of Management is a good tool to demonstrate these requirements and plan for the long-term management of the garden. At a minimum, the following should be included in your Plan of Management and attached to this application.

- | | |
|---|---|
| <ul style="list-style-type: none"> • Aims and objectives of the group • Group structure • Method of gardening • How water will be conserved • How pests will be controlled • How vandalism will be prevented • Hours of operation and access • An A3-sized basic Concept Plan | <ul style="list-style-type: none"> • What plants will be grown • How organic waste will be managed • How decisions will be made • The conflict-resolution process • How new members will be recruited • Proposed methods of fundraising • How you will minimise noise and odour • How you will ensure site remains tidy |
|---|---|

For more information and examples of Plans of Management visit: www.communitygarden.org.au

5 Application checklist

Page 3

Have you:

- Filled in all parts of this form?
- Attached the Plan of Management for your proposed garden, including A3 sized basic garden layouts for the project?
- Attached other relevant approvals eg DA approval, Part V approval
- Attached soil test or risk assessment report (if applicable)
- Attached letter of support for your project from an auspice group (if requested in Part 2)
- Attached other letters of support for your project (optional)

6. Lodgement Details

You can lodge your completed application by:

MAIL: Coffs Harbour City Council, Locked Bag 155 Coffs Harbour NSW 2450

EMAIL: coffs.council@chcc.nsw.gov.au
Attention: Senior Technical Officer - Parks

WHAT NOW: After your application has been received, a Council officer will contact you within 21 days.

PRIVACY: **Privacy and personal information protection**

- This information is voluntarily required to process your request and will not be used for any other purpose without first seeking your consent, or as required by law;
- Your information will comprise part of a public register related to this purpose;
- Your application will be retained in Council's Records Management System and disposed of in accordance with the Local Government Disposal Authority;
- Your personal information can be accessed and corrected at any time by contacting this Council.

References and useful information

Ballina Council. Community Gardens Policy
http://www.ballina.nsw.gov.au/cp/em_res.asp?id=5866

Bellingen Community Gardens Association & Bellingen High School Garden, Crown Street entrance to Bellingen High School, Bellingen
 Email: bellingenhighschoolgarden@gmail.com

Blue Mountains City Council. Community Gardens Policy 2011
<http://bluemountainshaveyoursay.com.au/communitygardens>

Blue Mountains City Council. Guidelines for the establishment of community gardens on Council owned or managed lands in the Blue Mountains 2011
<http://bluemountainshaveyoursay.com.au/communitygardens>

Byron Shire Council. Community Gardens Policy
<http://www.byron.nsw.gov.au/community-gardens>

City of Sydney. Community Gardens Policy
<http://www.cityofsydney.nsw.gov.au/Residents/ParksAndLeisure/CommunityGardens/CommunityGardensPolicy.asp>

Coffs Harbour City Council Open Space Strategy 2010, available for download at:
<http://www.coffsharbour.nsw.gov.au/places-for-living/land-use/public-open-space/Documents/Open-Space-Strategy-Context-And-Key-Outcomes.pdf>

Coffs Regional Community Garden, Combine Street Reserve, Combine Street, Coffs Harbour
 Website: www.coffscommunitygardens.org.au
 Email: contact@coffscommunitygardens.org.au

Grayson, R (2007) Community Gardens: Policy Directions for Marrickville Council, Marrickville.
 Grayson, R (2008) Community Gardens: Policy Directions for Kogarah Municipal Council, Kogarah.

Northbank Community Garden, 100 Northbank Road, Bellingen
 Website: www.northbankgarden.org
 Email: info@northbankgarden.org.au

Thomas, F (2008) Getting Started in Community Gardening, City of Sydney, Sydney.



DONATIONS PROGRAM 2013/2014

Purpose:

Determination of the Donations Program for 2013/2014.

Description of Item:

Each financial year, Council is required under Section 356 of the Local Government Act to assess and approve applications submitted under the Donations Program.

Careful examination of each submission to this program ensures that funds are allocated in the most effective manner. This enables Council to be more accountable to the community in regard to the spending of Council funds and in being transparent about the level of financial support to community events and organisations.

In September 2012, a review of the Donations Program was requested by the General Manager and Mayor with a view to re-assessing the aims, objectives and goals of the program. This review also coincided with a review of Council’s Donations Policy, which was adopted in May 2013.

Council’s adopted 2013/2014 Management Plan provides for the following donations:

General Fund – Donations Program

Donations	\$ 53,900	
Rates subsidy – sporting & cultural groups	35,300	
Rates subsidy - Surf Clubs	12,000	
Other	<u>3,205</u>	104,405

Other Funds

Water (Rates)	7,533	
Sewerage (Rates)	<u>17,575</u>	<u>25,108</u>

Total **\$129,513**

The actual rates subsidy component, now that the rates and charges are determined, is \$73,415, which leaves \$56,098 for general donations.

Attached is a table listing the recipients of the 2013/2014 Donations Program. A separate table shows the rates subsidies paid to sporting and cultural organisations, in addition to the rates subsidies for the local surf clubs.

Sustainability Assessment:

- **Environment**

There are no perceived short or long-term environmental impacts.

- **Social**

Although the Donations Program is relatively small, the individual contributions assist in maintaining the viability of a number of community organisations and assist others with providing specific community events.

- **Civic Leadership**

There are no civic leadership impacts as a result of the recommendations in this report.

- **Economic**

Broader Economic Implications

The donation funds made available by Council (being \$56,098 in 2013/2014) are, in many cases added to by community organisations to carry out their activities. This has a positive economic impact in the community.

Delivery Program/Operational Plan Implications

The total cost of \$104,405 (General Fund) and \$25,108 (Water and Sewerage Funds) is provided in Council's Management Plan.

Consultation:

The Donations Committee has considered the submissions and supports the recommended program for 2013/2014.

Related Policy and / or Precedents:

Donations by Council Policy, adopted May 2013.

Statutory Requirements:

Section 356 of the Local Government Act 1993 states that:

- (1) A council may, in accordance with a resolution of the council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.
- (2) A proposed recipient who acts for private gain is not ineligible to be granted financial assistance but must not receive any benefit under this section until at least 28 days' public notice of the council's proposal to pass the necessary resolution has been given.
- (3) However, public notice is not required if:
 - (a) the financial assistance is part of a specific program, and
 - (b) the program's details have been included in the council's draft operational plan for the year in which the financial assistance is proposed to be given, and
 - (c) the program's proposed budget for that year does not exceed 5 per cent of the council's proposed income from the ordinary rates levied for that year, and
 - (d) the program applies uniformly to all persons within the council's area or to a significant group of persons within the area.

- (4) Public notice is also not required if the financial assistance is part of a program of graffiti removal work.

Issues:

There are only limited funds available compared to actual and potential requests for support.

Since 2011, applicants currently receiving funding under the Donations Program have been required to submit an application form requesting details of the organisations funding arrangements and how the donation is to be spent. This replaced the old system of requesting that they submit a letter of request each year. The application form has allowed a closer examination of the proposed use of the donation and any alternative funding sources utilised by the organisation.

As a result of the review, the Donations Program is also advertised each year in the local newspaper.

The current Donations by Council Policy excludes special funds for “significant achievements which relates to ambassadorial roles in the community”, and as such, given the large number of sporting and cultural organisations in the local government area; Council does not support fundraising efforts for which there may be alternative sources of community support available.

Due to the large number of requests received; letters for financial support from charities and ‘special days’ are referred to the Coffs Harbour City Council Social Club for consideration. The exception to this rule has been events such as the Relay for Life, or events conducted by service organisations that raise monies for charities specific to the local government area.

With regard to specific requests for funding, particularly capital funding, Council has historically not fully funded any application.

Implementation Date / Priority:

Donations will be forwarded as soon as possible where appropriate. Some will be held until the appropriate time to forward. In the case of Temporary Road Closures (\$2,000), Life Education Van (\$6,000) and DA Fees (\$6,000) which are Council programs, costs will be allocated as they occur.

Recommendation:

The Donations and Rate Subsidy Programs for 2013/2014 as set out in the report, totaling \$129,513 be adopted.

Attachment

Donations and Contributions - 2013/2014

Total Amount Recommended to be Contributed / Donated under Section 356 of the Local Government Act 1993

RECIPIENT	AMOUNT(\$)
Donations Unallocated (Mayor & GM)	9,511
Westpac Rescue Helicopter	500
Schools Annual Presentations	5,300
Relay for Life (Cancer Council)	2,000
North Coast Academy of Sport	5,500
Event Subsidies (Road Closures for Anzac Day Parades)	2,000
Coffs Harbour Spring Garden Festival	1,000
Southern Cross University Presentations	400
TAFE Presentations	300
Woolgoolga Volunteer Sea Rescue (Rates + Lease Fee)	1,100
D A Fees	6,000
Other Health Services – Life Education Van	6,000
Hope Bears Charity	250
TS Vendetta (Access Charge)	477
Rotary Club Coffs Coast Cycle Challenge	4,200
Coffs Harbour Ladies Silks Day	300
Coffs Harbour Counselling Services Inc. (Insurance)	800
Variety Special Children’s Christmas Party	250
Reimbursement of Legal Fees for Lease Preparation	2,500
Woolgoolga Seniors Citizens Club	3,210
Blanket the City in Love Winter Appeal	500
New Years Eve Fireworks	3,000
Christmas Carols	1,000
<i>As Per Attached Table:</i>	
Rates Subsidy – Sporting & Cultural Groups	56,722
Surf Life Saving Clubs – Rates	16,693
TOTAL	129,513

RATES SUBSIDY – SPORTING & CULTURAL GROUPS	AMOUNT(\$)
Advocate Park	11,899
Sawtell Toormina Sports & Recreation Club	10,758
Coffs Harbour Rugby Club	7,053
Coffs Harbour Hockey Fields	4,839
Coffs Harbour Kart Racing Track	1,096
Coffs Harbour Motor Cycle Club	2,173
Glenreagh Mountain Railway	1,988
Woolgoolga Senior Citizens Club	3,190
Coffs Harbour Pistol Club	603
Woolgoolga Art Group (1 st Instalment)	785
Coffs Harbour & District Aero Club	2,228
Nana Glen Hall	1,934
Bonville Hall	1,872
Upper Orara Hall	1,880
Upper Orara Recreational Ground	618
Lower Bucca Community Centre	618
Woolgoolga Neighbourhood Centre	2,601
Girl Guide Associate (Waste Service)	587
TOTAL	56,722
RATES SUBSIDY – SURF LIFE SAVING CLUBS	AMOUNT(\$)
Coffs Harbour Surf Club	5,693
Woolgoolga Surf Club	3,751
Red Rock Corindi Surf Club	1,114
Sawtell Surf Club	6,135
TOTAL	16,693
TOTAL RATES SUBSIDY	73,415

ENVIRONMENTAL LEVY PROJECTS REPORT 30 JUNE 2013

Purpose:

To provide Council with a status report on the projects funded under the Environmental Levy Program and make recommendations regarding revotes for each project.

Description of Item:

A description of the status of the Environmental Levy Program as at 30 June 2013, including total funding against actual expenditure, is included as an attachment to this report.

Sustainability Assessment:

- **Environment**

The entire Environmental Levy program is designed to ensure that environmental priorities (as outlined within the Coffs Harbour 2030 Plan) are addressed. All projects funded have resulted in beneficial outcomes for the environment of the Coffs Harbour Local Government Area (LGA).

- **Social**

The Environmental Levy Policy includes the following criteria to be used in assessing EL submissions:

- protect and / or rehabilitate the natural environment;
- strategic integration;
- generating a community benefit;
- is community based;
- the ability to attract other funding; and
- improve aesthetic quality of natural environment and / or raise community awareness and education.

Many projects included in the program each year are undertaken by community groups.

- **Civic Leadership**

Councils Environmental Levy Program seeks to promote sound environmental practices and promotes leadership and involvement in key environmental issues which accords with Councils strategic theme of "Looking after our Environment".

- **Economic**

Broader Economic Implications

The Environmental Levy Program funds environmental projects that would not otherwise be undertaken with revenue funding.

Delivery Program/Operational Plan Implications

The Environmental Levy Program is funded through a special rate and is accounted for separately. Therefore there is no impact on Councils Delivery Program.

The EL Program has a balance of \$73,297 after taking into account the variations and revotes recommended in this report. These funds will be available for allocation to 2013/14 EL applications.

Consultation:

Relevant Council staff and members of community groups have been consulted in the preparation of this report.

Related Policy and / or Precedents:

Submissions have been assessed in accordance with Council's *Environmental Levy – Associated Policies*, which was adopted on 15 December 2005. Council's Executive Leadership Team receives quarterly reports on the status of EL Projects throughout the year.

Statutory Requirements:

The Ministerial approval for a special rate variation was obtained in June 1997 in accordance with the provisions of Section 508 (2) of the Local Government Act 1993.

Issues:

Status of Funding for EL Program as at 30 June 2013

Estimated funding position of the Environmental Levy as at 30 June 2013 is summarised as follows:

	\$
Reserve as at 1 July 2012	496,149
<u>Income</u>	
Special Rate	1,088,851
Pensioner Subsidy	4,611
Water Account	50,000
Contributions, Grants, Rev, Restrict, Reserve	255,658
Interest (estimated)	<u>10,000</u>
Total Income	1,409,120
Less <u>Expenditure</u>	(1,514,046)
Reserve Balance as at 30 June 2013	391,223

The revotes recommended from 2012/13 to 2013/14 are \$313,811 which is funded by:

Environmental Levy	269,551
Restricted Grants	34,602
Revenue	3,327
Contributions	368
Reserves	5,963

The Environmental Levy Reserve balance of \$391,223 less the revotes to 2013/14 of \$313,811 results in a balance of \$77,412

Of the Environmental Levy funding of the revotes recommended, the funds were allocated in the following years:

2009/10	\$ 73,082	one project, refer item 36.
2010/11	33,255	three projects, refer items 3, 23 & 37.
2011/12	27,217	one project, refer item 1.
2012/13	<u>135,997</u>	ten projects, refer items 2, 6, 9, 12, 16, 18, 29, 34, 41 & 42.
Total	\$ <u>269,551</u>	

Project Status Report

Relevant additional comments in relation to the projects are:

1. Project Review of the Koala Plan of Management first stage Northern Precinct Area

The Northern Area koala population and habitat field assessment will be completed by July 2013, the delays attributed to ongoing bad weather and consultant availability. Draft reports have been submitted to CHCC regarding the findings of the koala population survey in the Northern Area, however completion of additional research requirements are still outstanding. The Koala health program which has been supported throughout the year represents improved care of koalas. The data collected by the health program is essential in the revision of the Koala Plan of Management and determining the health of the koala population in Coffs Harbour. Biodiversity requests to revoke the funds to the 2013/2014 year to enable completion of the project.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$27,217.05 BE REVOTED TO 2013/14.

2. Koala Plan of Management (KPOM) Review of Koala Populations in the Southern & Western Precincts 2012/13

The delays in completion of the Northern Area have set back the commencement of the Southern & Western Areas survey. The release of the Quotation for the Southern and Western Areas has been delayed until August 2013 due to the time frames associated with the Northern Area Survey. The KPOM revision is an essential process in the delivery of the Biodiversity Assets Framework and the completion of the project essential in improving the environmental planning framework of CHCC. Biodiversity requests to revoke the funds to the 2013/2014 year to enable completion of the project.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$75,000.00 BE REVOTED TO 2013/14.

3. Biodiversity Action Strategy Implementation 2009/2010

The last stage of the Biodiversity Implementation project is the Frog Census. The contract and terms of engagement have been signed and the project has commenced by consultants Wildlife Matters. This is a joint initiative between Council and Office of Environment & Heritage (OEH). Commencement of this project was delayed to allow finalisation of Council's Class 5 vegetation mapping and reports completed in February 2013. A revote of final funds is required to ensure funds remain to allow payment under the terms of the contract. There are three stages to the frog census, these funds have been used to complete stage one under the terms of the contract. The OEH has invested fifteen thousand into the project as part of stage one with future commitment to additional funds for stages two and three.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$9,255.38 BE REVOTED TO 2013/14.

4. Orara River Restoration Project

The Orara RiverCare Committee continued to meet monthly to oversee the project. Covering 87 sites in total, involving 3,950 hours of weed control and revegetation work, with 2,584 local provenance indigenous plant species propagated from seed collected within the Orara Valley. The autumn project update was sent out by hard copy to 350 riparian landholders and e-mail copy to 150 landholders and Natural Resource Management professionals on the Mid North Coast & North Coast of NSW. The Orara River Rehabilitation Strategy was endorsed by Council and uploaded to the CHCC Orara River Rehabilitation Project webpage, along with the Landholder Booklet. The Landholder Booklet was launched at the Orara Valley Fair in June 2013 by Councillor Townley and the project officer attended a stall during the very successful fair day. The landholder booklet is also being distributed through rural stores in the Coffs Harbour area.

The ongoing expression of interest process for landholder involvement in the project was renewed, in particular to prepare for future external grant applications by advertising in the autumn project update. Forms were also distributed through the local LandCare groups and by the project bush regeneration contractors. Other project officer activities included preparing grant accounts, final reports and administering the Bush Tucker Garden project, run by Darrunda Wajaarr Aboriginal Bush Regeneration Team.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$284.19 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

5. Equipment to Help our Native Wildlife

Funds were fully expended on multi purpose enclosures, rescue / carrier boxes, hot boxes and signs. The person who applied for the EL funds resigned from Wires MNC and failed to supply a copy of the approval conditions to the treasurer. The funds were spent in good faith on the items thought to be approved by the EL program. All funds were used to provide equipment and enclosure facilities to enable the better survival of injured and orphaned wildlife taken into care by Wires MNC. The requirement to use part of the funds for a freezer / refrigerator was not known by those organising the purchase of items. The signs "Do Not Feed the Animals" did not cost as much as anticipated and the balance of funds were used on the other items.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$72.73 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

6. Vertebrate Pests Management Strategy Implementation

The Vertebrate Pest Operational Programs have been formatted and will be presented to Facility Managers as appropriate along with funding opportunities and suggestions of implementation. The training package for staff linked with delivery of the operation plans will be completed in consultation with Facility Managers, delays have occurred in licensing of staff to undertake such activities. The fox control operational program for the little tern sites at Woolgoolga and Dolmans Point have been completed and contractor engaged, works due to commence in September 2013. The community education package as per the VPMS Actions is under development and will progress with the review of the website content. Biodiversity requests revote of residual funds so CHCC can undertake the committed works program.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$5,112.22 BE REVOTED TO 2013/14.

7. Sustainable Management of Biodiversity in LGA

Over the year Council continued to employ two Biodiversity Officers to meet both its statutory and responsibilities under Coffs Harbour 2030, particularly the 'Looking After our Environment' theme. Both officers have worked reduced hours this year allowing employment of a part-time employee to work on specific biodiversity related projects. The biggest achievements for 2012/13 were the completion and adoption by council of the Coffs Harbour Biodiversity Action Strategy 2012 - 2030 and finalisation of the Coffs Harbour fine-scale vegetation mapping. Other strategic areas where significant gains have been made include delineation of Old-growth forest and High Value Arboreal Habitat across the entire LGA. This GIS layer is currently being ground truthed. Koala population surveys are near completion for the northern precinct while studies for the southern and western precinct have commenced. This information will lead to a new koala habitat layer which will inform a revised Coffs Harbour Koala Plan of Management. Development of the Corridors footprint and draft Priority Habitats and Corridors Strategy has been delayed until all of the science layers (biodiversity assets) have been completed.

8. Green School Sustainability Fund 2011/12

All funds for 2011/12 have been spent. Approximately 1,285 children were involved in the schools sustainability projects, with significant help from teachers and parents. Children from early childhood, through to years 11 and 12 were involved. A total of 7 vegetable gardens, 1 butterfly garden, and 2 sensory gardens were developed; 3 projects also specifically included composting systems and 1 worm farm. In addition one school planted trees and erected fencing for livestock protection; one school as part of an outdoor classroom construction project planted water loving plants around a building to reduce stormwater runoff; and a pre school installed solar panels on the roof of their building. Final reports indicated that students enjoyed participating in the experiential learning aspects of the projects and have gained a greater understanding of sustainability. The entire project was a great success.

9. Green School Sustainability Fund 2012/13

One of 16 school sustainability projects has been completed, with the implementation of a worm farm composting system. The remainder of the money has been fully committed and promised to the schools for their chosen projects which are expected to be completed by December 2013. All uncompleted projects have been commenced by the schools and the majority are between 40-60% complete. Projects currently being undertaken include the development of 9 vegetable or native gardens, 1 frog habitat zone; 4 water sustainability projects and 2 recycling projects. We therefore request that remaining funds be revoted.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$14,248.82 BE REVOTED TO 2013/14.

10. Impact on Freshwater Ecosystems

This quarter has been used both to do the March sampling and as much identification as possible. Both of these aims have been achieved but due to another exciting experiment arriving by chance, that is the impact of Cyclone Oswald and the February excessive rain the original numbers for progress are now rather different. During this last quarter I started to make plans for analysing the data. To do this with a scientific background I was aware that I needed a library. I talked to A/Prof Darren Ryder at UNE

and he put my name forward so that I can use the UNE library. Darren has also looked over the data and has recommended three papers and asked me to do a presentation on the impacts of Cyclone Oswald. This challenge I have accepted and this will be presented at the Annual Society of Limnology in Darwin in June 2014. Coffs Harbour City Council will be acknowledged for the part they have played in supporting this project through the Environmental Levy Program.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$219.27 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

11. The Woolgoolga Flying Fox Camp Strategy Including Stage 1 Implementation

The Woolgoolga Flying-fox Camp Vegetation Management Plan has been completed and section 95 licensing is currently being drafted. The delay has been attributed to CHCC considering long-term management of the reserve area and to finalise the areas of responsibility between departments. These issues have now been addressed. On considering the Strategy it was decided by CHCC to develop an overarching Strategy for the Local Government Area as it would be more conducive to the management of flying-foxes and their camps. CHCC stance now is the funding of an overarching strategy under a different project; this will require a larger timeframe, more extensive research and a higher level of consultation with the community. Therefore it has been removed as part of this project and funds attributed to the regeneration works. The commencement of the operational period attached to the Woolgoolga Flying-fox Camp in April has resulted in the following works being delivered. The original plantings conducted last year have been revisited, dead plants replaced and follow up weed work has been conducted over the regeneration areas. Extensions of the weed control program occurred within the southern portion of the camp along with additional planting. The revegetation within the eucalyptus forested area is now 3 metres in height, with the later stages of planting within the swamp forest/ rainforest areas now 1-2 metres in height. Weed reduction over the flying-fox camp site has occurred in accordance with recommended practice. This project is now complete and residual funding can be reallocated into the EL pool.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$17.75 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

12. Coffs Ambassadors Interpretive Tours

165 residents and tourists came on the fourteen tours held in the final quarter as part of the autumn and early winter programs. The project co-ordinator developed and publicised the winter tour program; gave two presentations on the program to ladies at the Coffs Evening View Club and members of the Woolgoolga Rotary Club; and developed and publicised the new school holiday tours to be held in the first two weeks of July.

Payment for an Environmental award application and uniforms have been raised but not processed yet. \$1,453.65 is required for advertising the tours in the 2013/14/15 Coffs Explorer Magazine which is expected to be published in November 2013. It is requested the remaining funds be revoted to 2013/14 to cover these costs.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$1,918.56 BE REVOTED TO 2013/14.

13. Monitoring Birds within Community Icon Areas on the Coffs Coast

The project completed autumn bird censusing at the three community icon areas during the last quarter to bring the project to a conclusion with two full years of survey and data basing. The complete data set has been analysed and a written comprehensive report supplied to CHCC. Community capacity building has been undertaken through a public seminar at the Botanic Gardens, the provision of results to community groups (Friends of the Botanic Gardens, NPA, Jetty Dune Care) and by consolidating biodiversity data sets concerning birds of the Coffs Coast. The project has demonstrated the value of seasonal bird monitoring to reveal trends in bird occurrence and abundance at the three community icon areas. These sites are recommended as long term fauna monitoring sites.

14. CH Class 5 Vegetation Map Validation

Ecological Australia completed the Map Accuracy Assessment in November 2012. A total of 279 vegetation plots were completed for the assessment which returned an overall map accuracy of 66%, with subsequent revision accuracy of 77% was achieved, weighted by area of each vegetation class. 203 of these plots were located on public land and 76 on private land. A key part of the fieldwork was a record of the level of 'correctness' of the vegetation community sampled in the field to each of the vegetation types developed by the Office of Environment and Heritage. The fine-scale vegetation mapping, assisted by the Map Accuracy Assessment, represents a major improvement in mapping quality for the Coffs Harbour LGA. The report was subsequently incorporated into Volume 1: Project Report - Development of a Fine-scale Vegetation Map for the Coffs Harbour Local Government Area as Appendix 6, Council adopted the report in late November 2012 and it is now council policy. The residual funds can be returned to the Environmental Levy Reserve.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$545.45 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

15. Remote Camera Surveys for Medium-sized Ground Mammals for Coffs Harbours Coast and Hinterland

84 camera fauna monitoring sites were established on the Coffs Coast and hinterland. These are spread across private and reserved (NPWS and Crown) tenures allowing future monitoring the scope to address alternative management regimes. Remote survey cameras were implemented at each site for a minimum of 3 weeks providing information concerning the occurrence of medium sized ground mammals, birds and reptiles at the sites. Valuable occurrence information was collected for three threatened species and a suite of other species. Occurrence information included feral predators (dogs, fox and cats). Equally informative was the lack of recording of a number of threatened species indicating likely declines in abundance and range locally. Community capacity, awareness and knowledge was enhanced through extensive liaison with land owners and managers including discussion of project objectives, opportunity for the landowner to participate in camera site selection and installation, discussion of biodiversity aspects of interest to the landowner, and provision of results (a representative sample of animal photos from their land). Sites were targeted within the PHACS network and included private lands (48 sites), Council managed crown lands (3 sites) and formal reserves (33 sites).

16. Building an Information Base at Multiple Scales of the Eucalypts of the Coffs Harbour Region

Draft report prepared including incorporation of fauna component from David Scotts, referred to NPA and Coffs Council (Nigel Cotsell). NPA have provided two stages of

comments back to Ecological and are waiting for the final report from Ecological Pty Ltd before making final payment. Ecological also provided NPA a complete high resolution digital copy of all photographs taken (approx 20,000) and have prepared a power point presentation of a selection of 84 slides as a negotiated refinement on reporting. Workshop with local botanists proposed in original brief did not occur as all were consulted extensively by Ecological during undertaking of the project and no additional benefit was foreseen. Balance of funds requested for final contract payment for works completed.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$11,200.00 BE REVOTED TO 2013/14.

17. Coffs Creek Northern Reach Restoration 2030 Project

Coffs Creek Northern Reach Restoration project is in its final stages. The mulch application and the follow up weed work to address the areas vine weed issues are now complete. Final planting of native dune species has also been completed with the additional planting of 350 plants. The bin allocation component of the project was redirected, due to another project which was funded during the same period for bins in the Park Beach area. On consultation from the team responsible for the waster project, the residual funds allocated for the bins under this EL project have been redirected to bush regeneration. The signs also attached to the project are currently waiting design approval and will be installed in August / September 2013.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$26.11 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

18. Aquatic Biodiversity Survey & Baseline Mapping of Freshwater Crayfish & Aquatic Species of the MNC

The survey works are now complete and CHCC is waiting the final delivery of the project report. The report will provide CHCC with detailed baseline information on freshwater habitats across its coastal area. The aim of the project was to identify suitable habitat; determine the actual distribution of the target species of crayfish, in addition supplying information on other aquatic species. The final outcome will be information to be used in a web based forum, describing distribution and/or abundance of freshwater crayfish within the coastal streams of Coffs Harbour. The project is currently under a Terms of Engagement (contract) with a consultant, the final reports are due in September 2013. Biodiversity requests a revote on project funding.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$2,000.00 BE REVOTED TO 2013/14.

19. Our Living Coast Sustainable Living Festival

The 2012 Sustainable Living Festival was held from 4th - 10th November and planning for the 2013 festival is already well underway. The festival comprised a number of events: Local Food Film Festival, Botanica festival, workshops on sustainability, TAFE Open Day and Show Us Ya Dish. All events were considered a success and attendances were higher this year than any of the previous years. Costa Georgiadis hosted the festival and attended various events including extensive media coverage. Over 5,000 people attended the Botanica festival and evaluation feedback forms collected on the day showed that the day was extremely well received. The Sustainable Living Festival has now established itself as a signature event for Coffs Harbour and Council's support is vital to its delivery. The festival in 2013 will have a more regional flavour with community groups, schools etc being invited to run their own

green events across the region which will be included in the festival program and publicity. Costa will be hosting the festival again this year.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$144.97 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

20. Building a Collaborative Management Regime for the Coffs-Boambee Coastal Corridor

The project engaged landholders and managers across the Coffs Boambee Coastal Corridor to discuss management issues and priorities. Some landholders have been difficult to contact and / or have been disinterested in being part of the program. Efforts to engage these landholders / managers will be ongoing. The engagement process has been an opportunity for WetlandCare to promote key management issues and priorities to the landholders using various key plans and reports as a basis for this information. The landholders then provided feedback on what they see as the priorities and where restoration and rehabilitation activities could best be implemented on their land. The objective to engage multiple landholders to work towards common goals has been successful and will be continued by WetlandCare with ongoing contact and collaborative funding bids.

The project developed a draft management framework which collated the various issues, priorities and actions that have been identified in the various plans, strategies and reports relating to the project area. The framework is intended to be an action-based document which can guide efforts to attract funding for on ground works. The framework identifies a broad range of priority actions and attempts to link the activities and tasks to dollar figures that can be realistically applied for through existing environmental grants. The draft framework has been used to guide applications for environmental works with the Coffs-Boambee Coastal Corridor included in over \$3.1m worth of funding applications with success so far of \$120,000 for saltmarsh restoration, weed control, erosion management and community education. With ongoing greater landholder support, further funding applications will be submitted in upcoming rounds using the management framework as a guide.

The project coordinated a landholder and community field day that was held on World Wetlands Day in February. The event was focused on Boambee Creek and involved guest presenters on a variety of topics relating to the values of the area and the options for improved management. Coffs Harbour City Council, Northern Rivers CMA, Marine Parks Authority and WetlandCare gave presentations and led different parts of the field day. Activities included planting Lomandras at erosion hotspots, testing water quality and discussing different estuary health parameters, a walk to look at different estuarine wetlands and their values for fish and bird habitat, and a marine debris clean up that collected many large sacks of rubbish along the creek bank. Media releases promoted the event to a broader audience across the general community.

21. Hogbin Drive Koala Fencing

Hogbin Drive Koala fence is now complete and the modified gate is installed. The residual funds are to be used to implement signage; Parks and Recreation are waiting design confirmation. Revote requested.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$368.41 BE REVOTED TO 2013/14.

22. Environmental Levy Coordination

Coordination of EL Program for this quarter met all required time frames. Principal functions for Council's Environmental Levy Program include: monthly maintenance / updating of spreadsheets detailing funding and expenditure; preparing quarterly Management Reports and Council Business Papers; coordinating Working Group meetings and submissions as part of the EL Program. This quarter included preparing the forms for each project to complete the financial reporting for the year. The Environmental Levy Policy, Assessment Criteria and Application forms were updated after working group committee members reviewed the forms, a report was sent to Council and the documents were adopted. Letters were sent to 2013/14 applicants advising whether their projects were successful or not.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$0.20 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

23. Matching Grant Funding Pool

Two worthy environmental projects had their grants approved this year helped by the added strength of using funds from the matching grant funding pool in their applications. Request the remaining balance be revoted and made available for use to match future grant applications.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$3,725.00 BE REVOTED TO 2013/14.

24. Coastal Headland Environmental Protection

a. Woolgoolga Headland

The final track construction works were completed in December 2012 and the new platform was completed in June 2013, both components providing protection to Endangered Ecological Community (EEC) vegetation communities on the headland.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$0.42 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

b. Route Markers

Route markers for the coastal walk were installed from Sawtell to Red Rock guiding users and reducing the likelihood of track braiding.

IT IS RECOMMENDED THAT THE OVER EXPENDITURE OF \$0.07 BE FUNDED BY SURPLUS FUNDS RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

25. Boambee Beach Bush Regeneration - North of Deep Sea Release Pipeline

Weed control comprised mainly manual removal of weeds. Lantana and Bitou was hand pulled and grubbed out with some cut and paint used on large ones as well as Senna. Corkie Passion Fruit was extremely dense and hand weeded. Glory Lily was mainly dug out with only a few seed pods found. All plant propogules were bagged and removed from site and other weeds targeted. Approximately 1 kilo of Coastal Wattle seed was direct seeded in appropriate areas for the front dune and some Spinifex grass seed was also planted. One very messy camp was tidied and all rubbish removed from the site. The bush regeneration contractor worked with volunteers on Tuesdays and Saturdays prioritising works and training new volunteers. The bush regeneration contractor met and liaised with Council staff as required. One active fox

den was found in June and reported to Jetty DuneCare to initiate den fumigation in partnership with National Parks.

26. Supporting Community Action in the Coffs Harbour LGA

All planned revegetation and spraying / hand removal of weeds by contractors now finished at all 17 landcare site projects. More than 300 community members and volunteers have been provided with support in training and equipment, including the second and final training workshop for the financial year which was held on 8th May. Tools, chemicals and equipment for all volunteer groups have been assessed, ordered, purchased and distributed as needed and more than 96 hours were spent in on-ground training with contractor and site volunteers. The Indian Myna control program was supported by helping to fund trap materials and other expenses, and 500kg of Urea was purchased for Spinifex / goats-foot fertilisation project and delivered to the Tursa Depot for application at appropriate dune sites in coordination with CHCC.

27. Yarrawarra Giriin Team - Bush Regeneration

EnviTEs' supervisory role with the Giriin team has continued to follow on and reinforce the goals and aims identified in previous reports. Follow up weed control treatments and site assessments were undertaken by the team, and mentoring has continued to be based on enhancing the knowledge and understanding of the team in regards to bush regeneration and weed control. The overall goal is to continue to empower the Giriin team to independently make informed and appropriate decisions and assessments across a range of conservation land management scenarios. Providing the Giriin team the opportunity to experience a diverse and interesting range of conservation land management scenarios has been a key ongoing focus for this project. Recently the team was able to experience working alongside local landcare teams and other indigenous Bush Regeneration teams such as the Darrunda-Wajaar Green Team. This has allowed the team to gain a better understanding of the key components of native habitat restoration through planting of locally sourced native tree stock. Discussion and mentoring focused on the importance of good planting techniques, appropriate species selection, placement and spacing / densities. The role that tree guards play in improving micro-climate and growth conditions, protecting plants from exposure to harsh elements and browsing by wallabies, and the importance of enhancing plant survival rates through utilizing different growth mediums was also covered.

A successful outcome of this project was the appointment of Giriin team member AJ Perkins to a permanent casual worker position with the EnviTE Environment bush regeneration team. AJ has secured 2-3 days per week work with the EnviTE bush regeneration team whilst not forgoing his work commitments to Yarrawarra Giriin Team. AJ's employment demonstrates that funded programs such as CHCC Environmental Levy Program can provide pathways to secure employment for those who participate.

28. Coffs Harbour Community Seedbank Network

Sixty one different types of native species were collected in the Coffs Harbour LGA. These seeds were processed and stored according to their drying capacity. Native seeds have varying storage capabilities. Seeds which are not suitable for storage (recalcitrant seed) were collected and distributed fresh to propagators. The North Coast Regional Botanic Gardens (NCRBG) Seedbank is closely linked to the Coffs Harbour Regional Herbarium; its primary functions are to collect seed for conservation of genetic material and collection of seed for research purposes. Links have been forged between the Coffs Harbour Community Seedbank and the NCRBG Seedbank with the aims of assisting each other in collection of local seed for both of our conservation and

restoration purposes. In seed banking there are two types of banking methodologies, conservation seed banking and restoration seed banking. The Coffs Harbour Community Seedbank would be considered as a restoration seed bank. Conservation seed banks differ from restoration seed banks in that the seed samples are generally cleaned to a high standard, kept in smaller quantities and stored under more stringent conditions for longer storage than is required for broad scale restoration. Restoration seed banks have a more rapid turnover of seed collections. All seed collected is processed and recorded in hard copy and all data is entered into excel spreadsheets. The Seedbank is equipped with picking, processing equipment, a refrigerator and sealed airtight containers to store seed correctly. Seed are stored in a refrigerator at 0-5c, or ambient humidity, which is recommended by Florabank for Restoration seed banks allowing viability of up to 5 years. All seed collection, processing and storage procedures are compliant with recommendations outlined in the Florabank Guidelines.

29. Moonee Reserve Amenity Improvement Project

Removal of weeds along the foreshore areas was completed; they included Mile-a-minute, Lantana, Bitou Bush and Desmodium. A new sign was designed and installed to replace the existing sign with 2 new poo bag dispensers. 20 'bag it - bin it' sticker's were designed (in-kind from Holiday Parks) and placed on all bins / bag dispensers around the foreshores and Holiday Park.

Stingray Creek Landcare (SCL) were able to negotiate for North Coast Holiday Parks to cover the costs of a number of items already approved for funding through our E/L project. SCL request that the \$605 allocated funds not yet spent be reallocated to on ground vegetation restoration works for the site.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$605.36 BE REVOTED TO 2013/14.

30. Bush Regeneration

Bushland regeneration weed control works were undertaken across fifteen (15) groups of natural area reserve sites across the city. 412 trees were planted in six (6) locations. Cross cutting of storm fallen vegetation continued during the final quarter. The overall program has been delivered within budget with \$153 remaining.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$153.08 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

31. Darrunda Wajaar Repairs to Country High Priority Sites

The team has progressed to where new work zones are being created in the existing work areas. The new zones are being treated and past zones had follow up treatment for weed regrowth. Expansion of zones was ongoing with continued follow up as per best practice methodology. The team also continued to seed bank with EnviTE. The team was booked in for further training with the Rural Fire Service (RFS), however wet weather and non-availability of RFS personnel delayed this, it is now scheduled for August 2013. Planning is also under way for the development of nursery for team to learn more about propagation and utilise these plants in our priority areas where required. Delays have been due to incorrect zoning on land identified for nursery work.

32. Coffs Jetty Foreshore Reserve Follow up Chemical Weeding

There have been fewer wet days this quarter than in the previous quarter, which has enabled an appropriate level of spraying to be undertaken over the entire site. Unfortunately because of the rain interruptions of the previous quarter much of what

needed spraying was already in seed by the time it could be treated. The contractor has managed some of this setback by the purchase of a high-powered leaf blower / sucker to assist in the harvest of Ripe Turkey Rhubarb seed. This has enabled the collection and disposal of a significant amount of propagation potential of this troublesome species which continues to be a potential threat to the health of the site. Other achievements in this quarter have been the reduction of area infested by Sorartro, Morning glory, and Mile a minute, all of which have been removed manually. Glory lily has been reduced on the site to a few scattered isolated infestations that have all been treated. A number of new volunteers have joined the Jetty Dunecare group this quarter and have all been successfully inducted into safe and effective work practices on the site.

33. Environmental Weed Control

Bitou Bush works in partnership with NPWS were completed in the final quarter along our coastal zones. Works were undertaken on Camphor Laurel removal and rehabilitation of sites where major Camphor's were removed in 2011-12 and 2012-13. A minor amount of Privet eradication was completed continuing to stay on top of this serious riparian weed. Coastal Glory Lily was targeted from Sawtell to Park Beach to keep this exotic florist escapee in check following successful Bitou Bush and Lantana control in coastal environments. Pine tree control in West Coffs continued as did restoration of sites where Pinus has been removed. Vine weeds continue to be a challenge in riparian environments particularly following numerous flood events which assist dispersal of many vine weeds, control works were targeted in key locations.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$353.04 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

34. Buluunggal (Coffs Creek) Interpretive Bush Tucker Trail

Unfortunately the design and installation of map signage and wayfaring markers, funded by CHCC Environmental Levy, has been delayed due to staff time pressures within CHCC design section. There has also been quite a lengthy process involved in drafting and finalising the project artists brief, undertaken together with Garlambirla Guuya-girrwaa Elders Group, and appointing the artist, as well as getting school involvement. The artist is now employed, and work with primary and secondary school students is commencing at the beginning of Term 3. The larger integrated project includes funding from NSW Environmental Trust and Regional Arts Fund, both of which must be expended by end December 2013. As such, we request a revote of the \$9,900 EL funds for expenditure in 2013/14 financial year to align with this timeframe.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$9,900.00 BE REVOTED TO 2013/14.

35. Botanic Gardens Education Officer

The Garlambirla Plants Walk has become increasingly popular with the new information panels as pre-school and school groups avail themselves of an opportunity for a guided tour. The walk and the Coffs Harbour Children's Festival are also of interest to local schools as teachers seek resources on local indigenous culture to meet the requirements of the indigenous component of the national curriculum. The Coffs Harbour Children's Festival is now in its third year and will be held in the garden during spring. The festival encourages through the study of local indigenous plants, place and people. The garden was delighted to host a special performance, "The King and Queen of Green", presented by the Eaton Gorge Theatre Company from Wollongong. They entertained and educated Christian Community Primary school children with stories,

costume, demonstrations, and a little bit of science and maths about recycling waste correctly.

Ausbiota was conducted over three days in June. Schools from Lismore, Coffs Harbour LGA and Port Macquarie attended to study the evolution of Australian flora and fauna with presenters from the Australian Museum, Taronga Zoo and The North Coast Regional Botanic Garden. Over 200 students attended the program.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$78.52 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

36. West Coffs to CBD Cycleway (Stage 1)

Stage One of West Coffs Cycleway was planned to cross Coffs Creek east of Roselands Estate. EL funding was allocated to construct a cycleway bridge at a informal crossing of the creek. Detail design of the bridge however showed that flood impacts of the proposed bridge were not able to be mitigated. Location of works was modified to incorporate construction of a shared path on Shephards Lane between Loaders Lane and Flintwood Place. Works include a small bridge over Coffs Creek tributary rather than extensive bridge works over Coffs Creek planned in the original scope. Works commenced recently and are scheduled for completion by the end of August 2013, revote of funds requested to complete works in progress.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$73,081.46 BE REVOTED TO 2013/14.

37. Coffs Bike Plan

During 2012/13 funds were applied for, approved and transferred from the EL matching grant funding pool for this 2013/14 project. Grant funds approved from Roads & Maritime Services are due in 2013/14 when work is due to commence to match the EL funds.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$20,275.00 BE REVOTED TO 2013/14.

38. Beacon Hill Regeneration / Assessment Project

In the EL Report for 30 June 2011 Council resolved at the meeting of 09/02/12, Resolution No 24, to transfer \$9,490 to EL Reserve pending allocation to Marine Rescue subject to them receiving matching funds.

CCTV camera has been installed at a cost to Council of \$4,200 on Beacon Hill linked to the Marine Rescue facility. This has mitigated the need for further vegetation clearing on the north side of Beacon Hill. Works are now completed and no further funds are required.

IT IS RECOMMENDED THE BALANCE OF FUNDS OF \$5,290.00, PREVIOUSLY HELD IN THE EL RESERVE, THAT IS NO LONGER REQUIRED BE ALLOCATED TO FUTURE PROJECTS.

39. Pipe Clay Lake Stormwater Community Education Project

Awareness of stormwater pollution within the Corindi community has improved with 500 information kits distributed to all the residents; two signs placed in bus shelters in the Corindi Township; and a community information morning hosted at Yarrowarra

Aboriginal Cultural Centre. Cultural activities centred on Pipe Clay Lake, Garby Elder stories on connection with the Lake and a short film screening focussing on stormwater input to waterways – the event was attended by close to 40 Corindi residents. Corindi Connection community newsletter was used to facilitate information about the event and general stormwater pollution impacts to Pipe Clay Lake. Other project outputs include 36 drain stencils placed on stormwater inlet lids within Corindi Township; and the Manager of Corindi Beach Caravan Park advised the dog bags installed prior to the project starting were found to be heavily used.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$4,051.47 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

40. Protection of the Sensitive Environs of Boambee Creek

Council has completed fencing of all the access points to the Boambee Creek SEPP 14 and Floyds Grass communities. Blocking of the access points has been very successful with no further vehicle incursion into the Reserve occurring. The Floyds Grass community is showing signs of recovery and the old vehicle access tracks are also beginning to regenerate. Access points blocked included tracks adjacent to the Fred Hansen Bridge, Harry Jenkins Bridge and Rex Hardacre Oval. Council was also successful in leveraging the EL funding to assist in obtaining grants from the NRCMA to undertake track closures, weed control and revegetation works; and a grant from the NSW Recreation Fishing Trust to construct two fishing decks and associated pathways in the Reserve and a donation of quarry product for a car park to service the decks. The Toormina Sport and Recreation Club were very supportive of all the initiatives undertaken in the vicinity of Rex Hardacre Oval. Community feedback to the works has been very positive to date with greatly reduced incidents of illegal dumping and minimal vandalism of the new structures.

Based on the success of the EL project Council obtained further NRCMA funding to continue protection and restoration works along Boambee Creek on the western side of the Fred Hansen Bridge.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$5.47 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

41. Blueberries don't have to make the catchment Blue - Hearnese Lake

The first workshop in April covered a talk on "off farm impacts from on farm activities and trying to manage the riparian zone, water and chemical application in a way to improve water quality and minimise impacts on Hearnese Lake". This complemented a talk on integrated pest control (specifically fruit fly) as a way of reducing chemical application. The integrated pest management approach would reduce chemical application by only using baits that are fruit fly specific, combined with decreased application of sprays for other pests.

Hearnese Lake catchment is the perfect place to implement this approach as it is contained and for best outcomes boundary monitoring and baiting should be carried out - working best if neighbours work together. In addition areas of native vegetation, away from the crop, are ideal for placement of these species-specific baits and reinforce the message about looking after the riparian vegetation. This workshop was followed up with a media release which was picked up by Coffs Harbour Advocate and The Advertiser. Another media release was sent out prior to the second workshop and a mail out to all agriculture properties within the Hearnese Lake catchment.

The second workshop in June covered disease management and educating growers on signs and management - leading to decreased chemical application within the

catchment. Two of the State's leading plant pathologists from NSW Department of Primary Industries discussed with 55 blueberry growers about managing diseases in their crop - in an effort to improve yields and the health of Hearnese Lake catchment. Again at this meeting discussion with regards to best management practices and improved water quality management activities was undertaken.

On ground works will now be undertaken and three properties will also receive advice and funding to reduce water use, to better manage the impact of spray and nutrients on the surrounding catchment and to revegetate creek lines.

A Memorandum of Understanding between CHCC and NSW Department of Primary Industries worth \$28,654 has recently been finalised with work due to be completed by the end of April 2014. This will facilitate the implementation and completion of this project. At present there has been \$4,900 spent on this project however it has not been paid due to the delay in finalising the MOU. The total EL amount of \$11,000 is requested to be revoted to facilitate the agreement of the MOU and the grant with the State Government Estuary Grant Program.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$11,000.00 BE REVOTED TO 2013/14.

42. Korora Lagoons Aquatic Weed Control Program

Monitoring of the Lagoons post spraying indicates that whilst the treatment has had a substantial impact on the degree of infestation there is evidence of Cambamba re-growth. Due to delays in commencing the spraying (weather related) it has not been possible to achieve the desired 2 treatments within the allocated financial year. As the treatment is water temperature dependant it will now not be possible to carry out the second, necessary treatment until warmer weather returns mid to late spring. Failure to undertake the second treatment will negate the significant benefits achieved with the initial treatment. To assist with the second spray Council Weeds unit will absorb the labour component (approximately \$1,000) through its WAP funding which targets control and monitoring of new high risk incursions. Councils Weed Unit has already contributed the bulk of the labour component for the initial spray. It is requested that the remaining funds be revoted to enable the second treatment to be carried out.

IT IS RECOMMENDED THE REMAINING FUNDS OF \$5,012.39 BE REVOTED TO 2013/14.

Implementation Date / Priority:

The recommendations of this report will be implemented immediately upon Council adoption.

Recommendation:

1. That Council notes the status of Environmental Levy Projects as at 30 June 2013 as outlined in the attachment.
2. That the following projects' surplus funds and completed projects with less than \$10 be returned to the funding reserve for allocation to future projects:

<u>Project</u>	<u>Surplus Funds</u>
Orara River Restoration Project (balance after recommendation 2)	\$ 284.19
Equipment to Help our Native Wildlife	\$ 72.73
Impact on Freshwater Ecosystems	\$ 219.27
The Woolgoolga Flying-Fox Camp Strategy	\$ 17.75
CH Class 5 Vegetation Map Validation	\$ 545.45
Coffs Creek Northern Reach Restoration 2030 Project	\$ 26.11
Our Living Coast Sustainable Living Festival	\$ 144.97
Bush Regeneration	\$ 153.08
Environmental Weed Control	\$ 353.04
Botanic Gardens Education Officer	\$ 78.52
Pipe Clay Lake Stormwater Community Education Project	\$ 4,051.47
Various projects balances under \$10	\$ 15.58
Total	<u>\$ 5,962.16</u>

3. That it be noted the Financial Result for Year Ended 30 June 2013 incorporates the Environmental Levy Revotes as recommended in this Report summarised as follows:

<u>Project</u>	<u>Revote Funds</u>
Project Review of the KPoM first stage Northern Precinct Area	\$ 27,217.05
KPoM Review of Koala Populations -South & West Precincts	\$ 75,000.00
Biodiversity Action Strategy Implementation 2009/2010	\$ 9,255.38
Vertebrate Pests Management Strategy Implementation	\$ 5,112.22
Green School Sustainability Fund	\$ 14,248.82
Coffs Ambassadors Interpretive Tours	\$ 1,918.56
Building an Information Base at Multiple Scales of the Eucalypts of the Coffs Harbour Region	\$ 11,200.00
Aquatic Biodiversity Survey & Baseline Mapping of Freshwater Crayfish & Aquatic Species of the MNC	\$ 2,000.00
Matching Grant Funding Pool	\$ 3,725.00
Moonee Reserve Amenity Improvement Project	\$ 605.36
Buluunggal (Coffs Creek) Interpretive Bush Tucker Trail	\$ 9,900.00
West Coffs to CBD Cycleway (Stage 1)	\$ 73,081.46
Coffs Bike Plan	\$ 20,275.00
Blueberries don't have to make the catchment Blue Hearn's Lake	\$ 11,000.00
Korora Lagoons Aquatic Weed Control Program	\$ 5,012.39
Total	<u>\$ 269,551.24</u>

4. That it be noted the Financial Result for Year Ended 30 June 2013 incorporates Contribution & Grant Revotes as follows:

Hogbin Drive Koala Fencing	\$ 368.41
Coffs Bike Plan	<u>\$ 20,275.00</u>
Total	<u>\$ 20,643.41</u>

5. Beacon Hill Regeneration / Assessment Project

It is recommended the balance of \$5,290, previously held in the EL Reserve, that is no longer required be allocated to future projects.

6. That Council continues to monitor the Environmental Levy Program to ensure the earliest completion of projects.

ANNUAL TOURISM REPORT TO COUNCIL

Purpose:

To provide to Council an annual overview of key activities and outcomes of Council's Tourism Unit.

Description of Item:

The Tourism Unit of Coffs Harbour City Council (Coffs Coast Marketing) has been recommended through Council's internal Audit process to provide an annual report to Council detailing the key activities and deliverables on an annual basis.

The Tourism Unit of Coffs Harbour City Council is predominantly responsible for Leisure Tourism marketing, Conference Management, Business Tourism Attraction, Visitor Information Services, and Major Events.

The below information is intended to provide a general overview of Tourism, detail of Council activity and an overview of achievements.

Tourism Statistics / market overview

The Tourism region of Coffs Coast is defined as the local government boundaries of Coffs Harbour City Council and Bellingen Shire Council and jointly promoted as the Coffs Coast.

Tourism is worth \$468 million (NVS 2011) to the local economy annually, driving 1,746,000 total visitors to the region. Tourism is a key driver to the economic health of the region. Tourism positively impacts on all business in the region and historically the region is recognised as a popular holiday destination.

The Destination delivers 1.746million visitor nights per annum (NVS 2011) which equates to 2.4% of the States entire tourism visitation.

The region offers a diverse range of Tourism product with over 100 accommodation options and 101 Things to See and Do in the Region.

The Coffs Coast Market position is predominantly a drive market with almost 90% of visitors to the region in a private or rented vehicle, 50% of the market is coming for Holidays, 30% Visiting Friends and Relatives and 13% for Business related travel. Visitation is predominantly domestic with only 2 – 3% of visitation International.

Visitor origin is 38% regional NSW, 32% Sydney and approximately 20% Queensland
The region caters predominantly for Families with Children (33% Coffs Harbour, 18% Bellingen) and Couples (32% Coffs Harbour and 40% Bellingen).

Note attached NVS data (National Visitor Survey Data – Destination NSW). Council also subscribes to TRA Online (Tourism Research Australia) which ensures tourism decision making is against the most up to date research and statistics.

VPS Delivered:

Coffs Coast in 2011 delivered a Visitor Profile Survey which provides research about what our visitors think about the destination, if expectations are being met and also comparisons provided against competitor destinations. The VPS (2011) information is a key source of information for all tourism related planning. (VPS 2011 Report in Councillors' Resource Centre.)

Key findings within the VPS (2011) identified that the standard of commercial tourist product is an issue for the region, and a range of regional infrastructure and services fell below the VPS (2011) benchmarks. The areas the region exceeded the VPS benchmarks were, something the kids would enjoy (23 points above), good shopping (11 points above), food and wine experiences (4 points above) and luxury and indulgence (9 points above).

The areas the region fell below the VPS benchmarks were touring around and exploring (13 points below) discovering or learning something new (17 points below) adventure (13 points below) art and culture (13 points below) and experiencing our nation's history (33 points below).

Media Famils / Media Coverage

A key strategy for Tourism marketing has been the attraction of media to the region to provide high value media exposure. Identified within all Tourism research the Sydney market is an important market to target for potential visitors equating to approximately 30% of all visitation to the region. The cost of penetrating the Sydney Market and the range of media options available makes reaching the Sydney Market extremely difficult.

The key strategy to gain broad coverage within the Sydney and broader markets has been to adopt a media approach to attract various media and associated media coverage to the region. The past 2 years has seen a significant number of leisure and business tourism coverage along with generic journalists visiting the region resulting in quality coverage.

Coverage achieved for the region has a commercial value of over \$225,000 per annum, with over 80 pieces of media coverage achieved in the previous 12 months. Coverage including 4 TV programs, print media examples such as Qantas Magazine, Out and About with Kids, Triathlon Magazine, NRMA Open Road, Escapes liftout, Fitness First Magazine, and a range of social media activity.

This approach receives positive support from industry with support for accommodation and activities provided, with Airline partners also providing support to transport journalists to the region minimising the cost to Council for hosting of famils.

101 Campaign

This campaign was specifically designed to address two key factors on the Coffs Coast: 1.A high proportion of VFR market (visiting friends and relatives), and 2. Lack of awareness of the range of experience in the region, which the 2011 Visitor Profile survey identified as an issue (VPS).

The VFR Market (Visiting Friends and Relatives) is identified as a key tourism market to the region equating to over 30% of all visitation to the region and an important market for the region to service.

A lack of awareness of things to see and do in the region was identified in a 2011 Visitor Profile Survey which surveys visitors to the region and benchmarks expectations and satisfaction of the visitor compared to other destinations. Things to see and do fell well below

industry benchmarks (41% compared to 50% benchmark, VPS 2011 TRA) and therefore both education to locals and visitors was identified as a priority, hence the 101 campaign.

This holistic campaign drove numerous elements over a 12 month period including: a printed brochure distributed to 32,000 households, downloadable brochure with over 20,000 downloads, weekly advertising in the local paper, weekly social media promotion including Facebook and twitter, Facebook competition and Pinterest activity. This product has also been utilised in media, international marketing, famils, call to action for TV travel shows and radio promotional activity. The industry also utilise this resource to promote the region within their own marketing and promotional activity.

The activity has been well recognised with over 70 local tourism operates buying into the activity, positive industry and consumer feedback, and will continue as part of the regions tourism messaging for coming years.

Coffs Coast New Brand

The Coffs Coast new brand is continued to be rolled out through all marketing and promotional activity, with a positive uptake with industry adoption and utilisation of the brand. The Brand was specifically designed to allow sub regions or villages including Bellingen, Woolgoolga, and Sawtell to still maintain their own individual identities whilst adding strength to a collective regional brand. The brand has been included in all CCM activity to date. Brand and style guide available if required. The Tourism industry financially contributed to the development of the regions brand.

VIC Overview

The Coffs Harbour Visitor information Centre operates to provide information to visitors to the region servicing approximately 70,000 walk in visitors per annum and operates 7 Days per week. The core role of the VIC is to provide information within the centre, via phone and email, manage the 50 Volunteers that assist to operate the centre, provide ticketing for major events, Countrylink and Bus services, manage accommodation and tour bookings, manage online inventory and sales, and represent the region at key leisure expos.

Two key projects currently underway at the VIC and part of a review of the VIC are:

1. Assessment of General operations at the VIC including current review of online booking (accommodation) channels to ensure the region is best positioned. The current review is assessing the use of an alternative booking channel (currently Bookeasy). The Wotif booking platform is Australia's largest domestic booking platform and currently used by some regional VICs (eg Tamworth and Port Macquarie). This platform will offer significant additional marketing exposure for the region along with a reduced internal administrative requirement, negotiations are anticipated to be finalised in August.
2. Current physical location of VIC is being assessed to determine the best delivery of this service. The visitation to the current VIC has decreased (5 – 10% per annum). A business case will be provided to Exec in October to determine the future and location of the VIC service. A current option to align this service with one of the regions key attractions will be presented once finalised.

VIC Exceeded \$1million in Sales

The Coffs Harbour Visitor Information Centre exceeded \$1million in Sales 2011/12 Financial Year. Sales predominantly for accommodation bookings have exceeded the 2 previous financial years and attributed largely to group bookings for both conferences and major events.

Destination NSW Funding

Destination NSW (DNSW) is the NSW State Government Tourism Body, and critical to Tourism outcomes to the Coffs Coast Region. DNSW provides support predominantly for Marketing and promotional funding and Major event Funding. The previous financial year (F.Y 12/13) Destination NSW provided \$99,000 for direct marketing activity (ie TV commercials), partnering with CHCC and Tiger Airways to provide an additional \$50,000 in campaign activity, and provided significant support for the World Rally Championships, WinterSun Festival and Australian Touch Football Championships. Additional events are currently being negotiated with DNSW.

DNSW also support regional events through the NSW Flagship Funding program.

A key focus for the Tourism Unit is the development of a DMP (Destination Management Plan) in conjunction with the Tourism Association and Industry as this is a new requirement from the NSW Government to access future tourism funding. A draft DMP has been provided to the Tourism association for comment and input, with broader industry consultation to occur in August. The DMP will be complete in October 2013.

Tourism Online Statistics

Online promotion and presence for all tourism marketing and promotional activity is a focus due to the increase delivery, measurability and consumer appeal of these platforms. Coffs Coast has various platforms with key deliverables in the below channels:

Website - www.coffscoast.com.au - 361,000 visits to the site in 16 month period compared to 261,000 visits in the previous period, with 1.14 million page views. 70% are new visitors and 30% are return visitors, a good outcome with a clear increase in traffic numbers.

Facebook – www.facebook.com/coffscoast 1725 followers. For sourcing of content - 400 local businesses followed every day. Stories every 1-2 days with special offers, promotion of local tourism operators, imagery, reposting of operator posts, tickets, events and flight deals.

Specific campaigns include '101 Things to Do' competition with monthly prize winners and Facebook advertising (ad reach for Facebook campaign has been 26,493).

Twitter – www.twitter.com/coffscoast - 2303 followers. Content every day different to that on Facebook with surf reports, event details, favourite swimming holes, 4x4 drives etc. Links to web and packages and re-tweeting local tourism operator tweets.

YouTube – www.youtube.com/discovercoffscoast - 11,471 video views and changing daily due to the new TV commercials.

Pinterest – www.pinterest.com/coffscoast - new social media platform developed in June 2012. Digital pin board to display great imagery for Coffs Coast that followers re-pin onto their own online cork boards for inspiration. Currently have 5 boards with 168 pins including '101 Things to Do', Honeymoons and Weddings, Coastal Culture, Unique and Boutique and Tasting Trail.

Bruxner Park T-Qual funding of \$44K

\$44,000 was secured through the Federal Governments T-QUAL (Tourism Quality Projects) grant program to develop concept plans for the Bruxner Park precinct. This project is in conjunction with Forest NSW (Forest Inc) and National Parks and Wildlife Service. A full concept plan for the precinct has been completed with the upgrade of the current viewing platform (Sky Pier) complete. Stage two with the securing of a commercial operator (Treetop Adventures – Zipline Adventure Operator) for the precinct is progressing with leasing now finalised. Commencement date of the operation is currently being negotiated with Forest NSW.

WRC 2013 secured

The 2013 World Rally Championships have been secured to the region. This event will generate approximately \$14million into the local economy and attract an international television audience of 56million viewers. (Note - previous economic impact report provided to Council). The 2013 event will be conducted 12- 15th September 2013. Future event negotiations are underway with Rally Australia.

Tiger Airways \$150k funded marketing campaign

With the commencement of the first Tiger service to Coffs Harbour February 2012, a marketing partnership campaign was developed between CHCC (Airport and Marketing), Destination NSW (DNSW) and Tigerair to maximise the route potential for the destination. Joint funding was secured from DNSW in a very short lead period and an agreed campaign was taken to market (predominantly online) which delivered some very strong outcomes. Overall the campaign delivered:

- strong destination promotion across all media placement
- eDM of 340,050 (total pushed) and click through rate of 20.7%
- Radio advertising in key markets (Sydney)
- Radio competitions in key markets
- Online Digital banner advertising with 3,842,314 delivered Impressions
- A 10% increase in booking traffic through campaign period
- Advance Load factors above projections

Television Commercial

Coffs Coast Marketing delivered a new regional Television commercial including the regions new brand and promoting the regions assets and things to see and do. The two commercials targeting our key markets (Families and Couples) were developed utilising local talent and also produced into a 2.5 minute promotion video for industry and trade use. The two TVCs and promotion video can be viewed online at <http://www.youtube.com/discovercoffscoast> (2.5 minute Feature, Couples and Family TVC).

The distribution or media buy of the campaign was adopted to gain best value for the budget. The distribution of the TVC is from the NSW Central Coast to the Gold Coast and out west as far as Moree with the potential audience reach of the TVC and Radio activity of 1.8 million people. Noting this distribution was adopted as this represents key regional markets for the regions tourism visitation origins, Sydney is excluded due to the cost of advertising and limited Tourism marketing budget.

Three Networks were chosen to ensure broad reach to our demographic was achieved including targeting specific programming to fit the demographic of the ads (Family or Couples), and to also maximise the bonus spots across the primary (10, 9, 7) stations and secondary digital stations (GO, Gem, 7 Mate, 7Two, 11, One). Media was negotiated to gain

maximum exposure, and for the \$68,000 media spend a total media value of \$306,000 was committed with additional bonus spots in addition to this amount.

Trade and Consumer Shows

Annually the region attends various trade and consumer shows such as Australian Tourism Exchange, Caravan and Camping Shows, and Conference Trade Shows. Trade shows are an important activity to promote the destination in broad terms, delivering direct trade leads for conference market and internationally markets.

Major Events

Major events are a key role for the Tourism unit providing operational support and marketing support for various events. The Tourism Unit manages the contract and associated marketing for events such as the World Rally Championships, WinterSun Festival, IT Conference, Directors Conference, BCU Triathlon, Coffs Coast Running Festival, Coastout, State Golf Championships, State and National Surfing Events, Australasian Body Boarding Titles etc, with all events delivering a significant direct economic impact against investment.

These events are assessed against a criteria, which measures the direct economic impact of the event to the region and also the delivery of associated marketing outcomes.

The Tourism Unit also assists with event bids for the Sports Unit such as the National Touch Leagues and World Touch Titles and marketing support for a range of events across Council.

Conference Management

Conference Management continues to be a key success in generating a direct profit to Council annually.

The IT Conference has been running for 15 years and provides a direct profit of \$100 – 150K per annum. The key success to this event is a strong reputation in market due to the quality of management and the event program, and a waiting list for sponsorship.

The Directors Conference (Local Government Executives) has been run once (2013) as a startup conference and essentially following the IT conference model. The first conference was budgeted to run at a loss of \$40k in year one as a business development activity, however returned a \$20K profit largely due to good first year numbers (60) and excellent sponsors (Civica, NAB, Pitney Bowes Software, Credit Corp, Geoff King VW and 6 trade displays).

Sustainability Assessment:

Tourism research indicates that the Visitor Economy is one of the key economic drivers for the region and important to the sustainability of the region's economy.

- **Environment**

Environmental Tourism and Eco Based Tourism operators continue to be an important part of the Tourism landscape for the region, with visitor expectations in this area continuing to be an important priority and addition to the visitor experience.

- **Social**

Tourism infrastructure, product and activities provide positive social benefit to the region with a variety of things to see and do.

- **Civic Leadership**

Relevant Coffs Harbour 2030 Community Strategic Plan Strategies include:

- Build pride and identity in Coffs Harbour as a community and a place;
- Promote healthy living;
- Encourage the provision of facilities, services and resources which attract and support young people;
- Delivering strong economic benefits to region;
- Promoting Coffs Harbour LGA.

- **Economic**

Broader Economic Implications

Tourism is one of the major contributors to the local economy injecting over \$460million to economy annually. This economic injection comes from the 1,746,000 total visitors which is an increase of 6.5% from the previous 12 months.

Delivery Program/Operational Plan Implications

Annual report for information.

Consultation:

Councils Tourism Manager for the previous 3 years has been invited to attend all Tourism Industry (Tourism Coffs Coast Association) Board meetings ensuring an alignment with industry occurs and is further developed. This alignment was previously identified as an issue from industry.

Related Policy and / or Precedents:

Council has a strong history in promoting the region as a tourism destination.

Statutory Requirements:

Marketing and event contracts, supplier agreements, funding agreements, industry commitment, accommodation and activity commission agreements all form part of the units statutory requirements.

Implementation Date / Priority:

Ongoing / Annual

Recommendation:

That Council note the Annual Tourism Report.

Travel to Bellingen Local Government Area

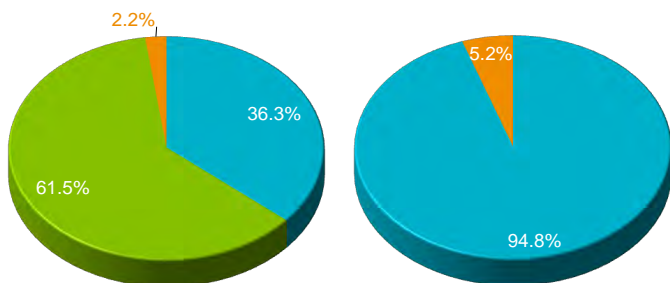
Four year average annual to September 2011



Overview

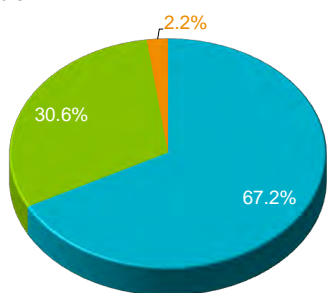
Key measures	Bellingen	NSW
Total visitors (overnight & daytrips) ('000)	253	73,759
Total nights ('000)	345	142,271
Total spend (\$million) ¹	\$62	\$23,592

■ Domestic overnight ■ Domestic daytrips ■ International



Visitors

Nights



Expenditure

Domestic Overnight Travel

Key measures	Bellingen	NSW
Visitors ('000)	92	23,482
Nights ('000)	327	79,847
Average stay (nights)	3.6	3.4
Spend (\$million) ¹	\$42	\$12,487
Spend per visitor (\$)	\$454	\$532
Spend per night (\$)	\$128	\$156

Purpose of visit (visitors)	('000)	%	NSW %
Holiday	40	43.9%	43.9%
Visiting friends and relatives	41	44.7%	35.0%
Business	8	8.4%	17.5%
Other	4	4.1%	5.3%

Purpose of visit (nights)	('000)	%	NSW %
Holiday	175	53.6%	49.3%
Visiting friends and relatives	124	38.0%	33.0%
Business	18	5.5%	12.8%
Other	9	2.8%	4.6%

Top 3 transport types (visitors)	('000)	%	NSW %
Private or company vehicle	78	85.5%	77.2%
Air transport	5	4.9%	16.6%
Bus or coach	3	3.3%	2.2%

Domestic Overnight Travel (cont)

Origin (visitors)	('000)	%	NSW %
Regional NSW	47	50.7%	39.7%
Sydney	23	24.4%	28.6%
Total intrastate	70	75.3%	68.3%
Victoria	5	5.1%	11.5%
Queensland	17	17.9%	11.0%
ACT	np	np	5.0%
Other interstate	1	1.4%	4.1%
Total interstate	23	24.7%	31.7%

Origin (nights)	('000)	%	NSW %
Regional NSW	131	40.1%	35.5%
Sydney	116	35.6%	26.6%
Total intrastate	247	75.5%	62.2%
Victoria	21	6.4%	13.9%
Queensland	50	15.4%	13.3%
ACT	np	np	4.2%
Other interstate	8	2.5%	6.4%
Total interstate	80	24.5%	37.8%

Top 5 activities undertaken (visitors)	('000)	%	NSW %
Eat out at restaurants	51	55.5%	56.3%
Visit friends and relatives	48	52.2%	47.0%
General sight seeing	33	35.8%	26.6%
Pubs clubs discos etc	28	30.6%	22.0%
Go shopping for pleasure	22	23.8%	26.3%

Top 5 accommodation types (nights)	('000)	%	NSW %
Friends or relatives property	112	34.1%	39.1%
Caravan park or commercial camping ground	76	23.3%	12.4%
Hotel, resort, motel or motor inn	37	11.2%	23.4%
Own property	35	10.8%	3.9%
Rented house, apartment, flat or unit	30	9.1%	9.9%

Travel party (visitors)	('000)	%	NSW %
Adult couple, no children	37	40.0%	27.6%
Alone	18	19.4%	24.4%
Travelling with children	17	18.5%	27.6%
Friends or relatives, no children	17	18.5%	14.1%
Business associates	np	np	4.6%
Other	np	np	1.7%

Age group (visitors)	('000)	%	NSW %
15 to 24 years	9	9.5%	14.5%
25 to 34 years	11	11.7%	14.0%
35 to 44 years	13	13.6%	21.5%
45 to 54 years	17	18.3%	19.0%
55 to 64 years	21	22.3%	16.6%
65 years and over	22	24.0%	14.4%

Lifecycle grouping (visitors)	('000)	%	NSW %
Single, aged 15 to 44	12	13.4%	17.3%
Couple (no kids), aged 15 to 44	9	9.8%	10.8%
Parent, youngest child aged 14 or less	17	18.5%	28.2%
Parent, youngest child aged 15+	7	7.9%	10.0%
Working, aged 45+	18	19.6%	15.0%
Non-working, aged 45+	29	31.3%	18.4%

Sources: National Visitor Survey & International Visitor Survey, YE Sep 08 to YE Sep 11, Tourism Research Australia

Travel to Bellingen Local Government Area

Four year average annual to September 2011



Domestic Daytrip Travel

Key measures	Bellingen	NSW
Visitors ('000)	156	47,504
Spend (\$million) ¹	\$19	\$4,902
Spend per visitor (\$)	\$122	\$103

International Overnight Travel

Key measures	Bellingen	NSW
Visitors ('000)	6	2,773
Nights ('000)	18	62,424
Average stay (nights)	3.3	22.5
Spend (\$million) ¹	\$1	\$6,203
Spend per visitor (\$)	\$243	\$2,213
Spend per night (\$)	\$74	\$99

Purpose of visit (visitors)	('000)	%	NSW %
Holiday	4	79.1%	56.4%
Visiting friends and relatives	1	17.4%	24.9%
Business	np	np	15.3%
Education	np	np	6.1%
Employment	np	np	1.8%
Other	np	np	3.9%

Top 5 origin markets (visitors)	('000)	%	NSW %
United Kingdom	1	23.3%	13.3%
Germany	1	17.3%	3.8%
New Zealand	1	11.4%	13.3%
Netherlands	np	np	1.1%
USA	np	np	10.6%

Top 3 accommodation (nights)	('000)	%	NSW %
Home of friend or relative	9	50.6%	27.5%
Backpacker / hostel	3	17.2%	6.9%
Caravan park or commercial camping ground	2	12.8%	0.9%

Top 3 transport types (visitors)	('000)	%	NSW %
Rental car	2	36.9%	6.9%
Self-drive van, motor-home or campervan	1	21.1%	1.5%
Private or company car	1	20.8%	28.4%

Travel party (visitors)	('000)	%	NSW %
Adult couple	3	46.6%	21.3%
Unaccompanied	2	37.7%	57.2%
Friends or relatives	1	9.0%	9.1%
Family group	np	np	8.1%
Business associates	np	np	4.1%
School group	np	np	0.1%

Age group (visitors)	('000)	%	NSW %
15 to 24 years	1	24.5%	18.8%
25 to 34 years	1	23.2%	24.8%
35 to 44 years	1	13.3%	17.4%
45 to 54 years	1	17.2%	17.2%
55 to 64 years	1	16.2%	14.8%
65 years and over	np	np	6.9%

Notes and definitions

⁽¹⁾ The expenditure estimates are derived based on information from Tourism Research Australia's modelled visitor expenditure in Australia's tourism regions. Total LGA expenditure = per night expenditure in the tourism region x number of nights in the LGA (note: daytrip expenditure is based on visitors).

Comparability: Due to changes to local government area definitions and methodological aspects, the results in this profile may not be comparable with previously published profiles.

Domestic overnight visitor = an Australian resident, aged 15 and over, who had taken a trip within Australia involving a stay away from home for at least one night (but no more than 12 months) at a place at least 40 km from home.

Domestic daytrip visitor = an Australian resident, aged 15 and over, who had taken a domestic daytrip involving a round trip for a distance of at least 50km and of a duration of at least 4 hours but not involving a night away from home (routine travel and same day travel as part of overnight travel are excluded).

International overnight visitor = an international resident, aged 15 and over, who visited Australia for a period of no more than 12 months and stayed at least one night in the LGA.

Further information

Please refer to the following websites for further information on

- travel to other local government areas in NSW:
www.destinationnsw.com.au/LocalAreaProfiles.
- tourist accommodation in local government areas in NSW:
www.destinationnsw.com.au/tourism/research-and-reports.
- detailed profiles on travel to tourism regions in NSW:
www.destinationnsw.com.au/tourism/research-and-reports.

Travel to Coffs Harbour Local Government Area

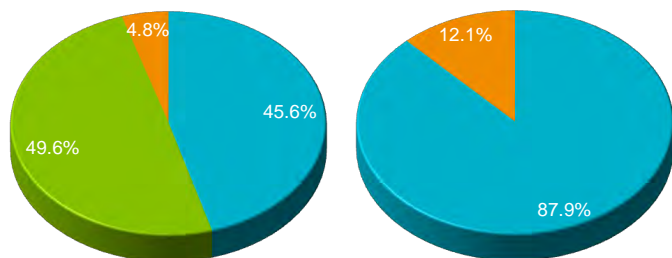
Four year average annual to September 2011



Overview

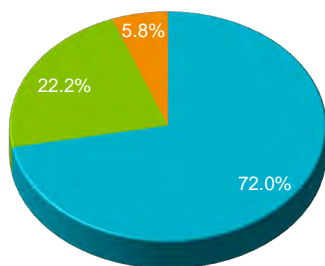
Key measures	Coffs Harbour	NSW
Total visitors (overnight & daytrips) ('000)	1,493	73,759
Total nights ('000)	2,609	142,271
Total spend (\$million) ¹	\$406	\$23,592

■ Domestic overnight ■ Domestic daytrips ■ International



Visitors

Nights



Expenditure

Domestic Overnight Travel

Key measures	Coffs Harbour	NSW	
Visitors ('000)	680	23,482	
Nights ('000)	2,294	79,847	
Average stay (nights)	3.4	3.4	
Spend (\$million) ¹	\$293	\$12,487	
Spend per visitor (\$)	\$430	\$532	
Spend per night (\$)	\$128	\$156	
Purpose of visit (visitors)	('000)	%	NSW %
Holiday	340	50.0%	43.9%
Visiting friends and relatives	204	30.0%	35.0%
Business	89	13.0%	17.5%
Other	48	7.0%	5.3%
Purpose of visit (nights)	('000)	%	NSW %
Holiday	1,252	54.6%	49.3%
Visiting friends and relatives	758	33.0%	33.0%
Business	164	7.2%	12.8%
Other	110	4.8%	4.6%
Top 3 transport types (visitors)	('000)	%	NSW %
Private or company vehicle	588	86.7%	77.2%
Air transport	50	7.3%	16.6%
Rented or hire vehicle	14	2.1%	0.9%

Domestic Overnight Travel (cont)

Origin (visitors)	('000)	%	NSW %
Regional NSW	286	42.1%	39.7%
Sydney	189	27.7%	28.6%
Total intrastate	475	69.8%	68.3%
Victoria	36	5.3%	11.5%
Queensland	145	21.2%	11.0%
ACT	9	1.3%	5.0%
Other interstate	16	2.3%	4.1%
Total interstate	205	30.2%	31.7%
Origin (nights)	('000)	%	NSW %
Regional NSW	856	37.3%	35.5%
Sydney	691	30.1%	26.6%
Total intrastate	1,546	67.4%	62.2%
Victoria	162	7.1%	13.9%
Queensland	466	20.3%	13.3%
ACT	62	2.7%	4.2%
Other interstate	58	2.5%	6.4%
Total interstate	748	32.6%	37.8%
Top 5 activities undertaken (visitors)	('000)	%	NSW %
Eat out at restaurants	389	57.4%	56.3%
Go to the beach	292	43.1%	22.4%
Visit friends and relatives	264	39.0%	47.0%
General sight seeing	187	27.6%	26.6%
Go shopping for pleasure	174	25.7%	26.3%
Top 5 accommodation types (nights)	('000)	%	NSW %
Friends or relatives property	849	37.2%	39.1%
Hotel, resort, motel or motor inn	611	26.8%	23.4%
Caravan park or commercial camping ground	387	16.9%	12.4%
Rented house, apartment, flat or unit	258	11.3%	9.9%
Own property	43	1.9%	3.9%
Travel party (visitors)	('000)	%	NSW %
Travelling with children	227	33.4%	27.6%
Adult couple, no children	220	32.3%	27.6%
Alone	109	16.1%	24.4%
Friends or relatives, no children	94	13.9%	14.1%
Business associates	21	3.0%	4.6%
Other	10	1.4%	1.7%
Age group (visitors)	('000)	%	NSW %
15 to 24 years	89	13.1%	14.5%
25 to 34 years	94	13.7%	14.0%
35 to 44 years	138	20.2%	21.5%
45 to 54 years	127	18.6%	19.0%
55 to 64 years	119	17.5%	16.6%
65 years and over	115	16.9%	14.4%
Lifecycle grouping (visitors)	('000)	%	NSW %
Single, aged 15 to 44	104	15.3%	17.3%
Couple (no kids), aged 15 to 44	63	9.2%	10.8%
Parent, youngest child aged 14 or less	198	29.1%	28.2%
Parent, youngest child aged 15+	60	8.9%	10.0%
Working, aged 45+	101	14.8%	15.0%
Non-working, aged 45+	153	22.5%	18.4%

Sources: National Visitor Survey & International Visitor Survey, YE Sep 08 to YE Sep 11, Tourism Research Australia

Travel to Coffs Harbour Local Government Area

Four year average annual to September 2011



Domestic Daytrip Travel

Key measures	Coffs Harbour	NSW	
Visitors ('000)	741	47,504	
Spend (\$million) ¹	\$90	\$4,902	
Spend per visitor (\$)	\$122	\$103	
Main purpose of trip			
	('000)	%	NSW %
Holiday	380	51.2%	48.7%
Visiting friends and relatives	115	15.6%	30.0%
Business	89	12.0%	10.1%
Other	157	21.2%	11.1%
Top 5 origin markets			
	('000)	%	NSW %
Mid North Coast	439	59.2%	6.9%
Northern Rivers	195	26.3%	4.3%
New England North West	30	4.1%	3.0%
Gold Coast	np	np	1.6%
Sydney	19	2.5%	42.0%
Top 5 activities undertaken			
	('000)	%	NSW %
Eat out at restaurants	338	45.6%	43.9%
Go shopping for pleasure	293	39.5%	21.3%
Visit friends and relatives	154	20.7%	34.6%
Go to the beach	91	12.2%	10.2%
General sight seeing	88	11.8%	16.8%
Age group			
	('000)	%	NSW %
15 to 24 years	109	14.6%	14.4%
25 to 34 years	72	9.8%	13.4%
35 to 44 years	130	17.6%	19.6%
45 to 54 years	127	17.1%	18.1%
55 to 64 years	163	21.9%	16.8%
65 years and over	141	19.0%	17.7%
Lifecycle grouping			
	('000)	%	NSW %
Single, aged 15 to 44	106	14.3%	16.9%
Couple (no kids), aged 15 to 44	46	6.2%	9.1%
Parent, youngest child aged 14 or less	203	27.4%	27.5%
Parent, youngest child aged 15+	51	6.9%	9.6%
Working, aged 45+	111	15.0%	13.2%
Non-working, aged 45+	224	30.2%	23.3%

International Overnight Travel

Key measures	Coffs Harbour	NSW	
Visitors ('000)	72	2,773	
Nights ('000)	316	62,424	
Average stay (nights)	4.4	22.5	
Spend (\$million) ¹	\$23	\$6,203	
Spend per visitor (\$)	\$326	\$2,213	
Spend per night (\$)	\$74	\$99	
Purpose of visit (visitors)			
	('000)	%	NSW %
Holiday	63	87.6%	56.4%
Visiting friends and relatives	7	9.5%	24.9%
Business	1	1.4%	15.3%
Education	np	np	6.1%
Employment	np	np	1.8%
Other	np	np	3.9%
Top 5 origin markets (visitors)			
	('000)	%	NSW %
United Kingdom	23	32.1%	13.3%
Germany	8	10.8%	3.8%
New Zealand	6	8.1%	13.3%
Canada	5	7.4%	2.9%
USA	5	7.0%	10.6%
Top 3 accommodation (nights)			
	('000)	%	NSW %
Home of friend or relative	91	28.8%	27.5%
Backpacker / hostel	54	17.0%	6.9%
Rented house / apartment / unit / flat	39	12.5%	40.3%
Top 3 transport types (visitors)			
	('000)	%	NSW %
Rental car	19	26.6%	6.9%
Long distance coach or bus	16	22.4%	5.4%
Private or company car	12	17.2%	28.4%
Travel party (visitors)			
	('000)	%	NSW %
Unaccompanied	36	50.3%	57.2%
Adult couple	22	29.9%	21.3%
Friends or relatives	10	14.3%	9.1%
Family group	4	5.2%	8.1%
Business associates	np	np	4.1%
School group	np	np	0.1%
Age group (visitors)			
	('000)	%	NSW %
15 to 24 years	24	33.4%	18.8%
25 to 34 years	21	28.6%	24.8%
35 to 44 years	7	9.3%	17.4%
45 to 54 years	6	7.9%	17.2%
55 to 64 years	9	12.9%	14.8%
65 years and over	6	7.8%	6.9%

Notes and definitions

⁽¹⁾ The expenditure estimates are derived based on information from Tourism Research Australia's modelled visitor expenditure in Australia's tourism regions. Total LGA expenditure = per night expenditure in the tourism region x number of nights in the LGA (note: daytrip expenditure is based on visitors).

Comparability: Due to changes to local government area definitions and methodological aspects, the results in this profile may not be comparable with previously published profiles.

Domestic overnight visitor = an Australian resident, aged 15 and over, who had taken a trip within Australia involving a stay away from home for at least one night (but no more than 12 months) at a place at least 40 km from home.

Domestic daytrip visitor = an Australian resident, aged 15 and over, who had taken a domestic daytrip involving a round trip for a distance of at least 50km and of a duration of at least 4 hours but not involving a night away from home (routine travel and same day travel as part of overnight travel are excluded).

International overnight visitor = an international resident, aged 15 and over, who visited Australia for a period of no more than 12 months and stayed at least one night in the LGA.

Further information

Please refer to the following websites for further information on

- travel to other local government areas in NSW:

www.destinationnsw.com.au/LocalAreaProfiles.

- tourist accommodation in local government areas in NSW:

www.destinationnsw.com.au/tourism/research-and-reports.

- detailed profiles on travel to tourism regions in NSW:

www.destinationnsw.com.au/tourism/research-and-reports.

WORLD RALLY CHAMPIONSHIPS – RALLY AUSTRALIA UPDATE

Purpose:

To provide to Council an update from WRC – Rally Australia Event Manager David Catchpole.

Description of Item:

David Catchpole will provide to Council an update of the current status of Rally Australia preparations for the September 12 – 15 round of the World Rally Championships.

Sustainability Assessment:

Rally Australia is managed by the Confederation of Australian Motorsport (CAMS)

- **Environment**

Rally Australia have delivered a full environmental report to HMRA (Homebush Motor Racing Authority) as part of the state government approval process.

- **Social**

The World Rally Championships will provide social opportunities through the event Volunteer program and various spectator opportunities throughout the event (<http://www.rallyaustralia.com.au/>).

- **Civic Leadership**

Relevant Coffs Harbour 2030 Community Strategic Plan Strategies include:

- Build pride and identity in Coffs Harbour as a community and a place;
- Promote healthy living;
- Encourage the provision of facilities, services and resources which attract and support young people;
- Delivering strong economic benefits to region
- Promoting Coffs Harbour LGA.

- **Economic**

Broader Economic Implications

The 2011 WRC Championship event delivered a direct economic impact in excess of \$14 million to the local economy.

Delivery Program/Operational Plan Implications

Nil relating to update.

Consultation:

Rally Australia have developed a community consultation plan and are responsible for the event delivery.

Related Policy and / or Precedents:

Nil relating to update.

Statutory Requirements:

Nil relating to update.

Implementation Date / Priority:

Nil relating to update

Recommendation:

That Council note the update provided by Event Manager David Catchpole.

LOCAL GROWTH MANAGEMENT STRATEGY REVIEW - PROJECT PLAN AND CONSULTANT BRIEF - STAGE 1

Purpose:

The purpose of this report is to seek Council's endorsement of a Stage 1 Project Plan to allow the Local Growth Management Strategy (LGMS) to be reviewed. Council's endorsement is also sought for a Request for Quotation Consultant Brief to allow for the engagement of an appropriately qualified consultant to undertake a Land Capacity Assessment Audit (LCAA).

Background:

The Mid North Coast Regional Strategy 2009 (MNCRS) is the primary regional planning framework for councils within the Mid North Coast Region. Coffs Harbour City Council's LGMS is required to apply the vision and strategic directions outlined in the Regional Strategy at the local level. The local strategy then guides the development of new Local Environmental Plans (LEPs) and Development Control Plans (DCPs) to implement policy.

The MNCRS requires Councils to prepare and adopt a LGMS for the various components (residential, commercial, industrial, rural residential and in some cases tourist uses), and then to seek the endorsement of the NSW Department of Planning and Infrastructure (DoPI). Without this endorsement, Councils cannot proceed to rezone lands for release around their Local Government Areas (LGA).

Coffs Harbour City Council's current LGMS is an all-encompassing document that consists of the Urban Lands Component of the Our Living City (OLC) Settlement Strategy 2008, the Rural Residential Component 2009, the Industrial Lands Component 2009 and the Business Lands Component 2010.

The OLC Settlement Strategy component of the LGMS, which was developed in partnership with the community, provides a blueprint for a smart city with accessible and reliable transport, a strong regional economy, a vibrant community and a healthy natural environment. It was adopted by Council on 5 July 2007. On 12 November 2007, the then Department of Planning (DoP) endorsed an interim agreement to allow some short term matters contained within the document to be progressed prior to the release of the MNCRS. The DoP released the finalised MNCRS incorporating the published agreed growth areas on 6 March 2009.

The Coffs Harbour City Rural Residential Strategy (RRS) 2009 was adopted by Council on 26 November 2009 and partially endorsed by the Director-General of the DoP on 3 May 2010. That part of the RRS not endorsed related to the identified Stage 2 release area of Korora-Sapphire-Moonee. The DoP advised that existing zoned rural residential land stocks in the area combined with the additional areas endorsed at Bonville will provide capacity to satisfy potential demand for the next 20 years.

The RRS seeks to integrate rural residential development with infrastructure and transport focusing on unconstrained land away from the coast and close to current and future urban services. This approach is consistent with the desired outcomes of the MNCRS. A key finding of the report was that rural residential land stocks in the area combined with the additional areas at Bonville and Korora-Sapphire-Moonee, would provide capacity to satisfy potential demand until 2031.

The Business Lands Component 2010 of the LGMS was adopted by Council on 24 June 2010 and endorsed by the Director-General of the DoP on 24 September 2010. It provides Council and the community with a strategic planning framework to guide the future development of commercial lands within the Coffs Harbour LGA by identifying where additional landstocks are required for business zoned lands around the LGA. It has subsequently been supplemented by the Review of the Business Centres Hierarchy Report, which was adopted by Council on 15 December 2011.

The Industrial Lands Component 2009 of the LGMS was adopted by Council on 9 July 2009 and endorsed by the Director-General of the DoP on 11 November 2009. This Strategy provides a strategic framework for the provision of future industrial lands; establishes the existing supply of, and future demand for industrial lands; provides a recommended zoning scheme for existing and future industrial lands; and assesses the current and future employment opportunities and economic impacts for industrial lands within the LGA. A key finding of the Strategy was that industrial landstocks within the LGA were experiencing a significant shortfall, and additional industrial land is required.

It should be noted that a Rural Lands Strategic Plan was prepared in 2003 but has not been adopted by Council. The findings of this strategy also need to be revisited in this LGMS Review.

Description of Item:

Five yearly reviews are an inherent part of any LGMS process to ensure ongoing monitoring of strategic actions and structural change. This is a requirement of the MNCRS. The five yearly review process involves examining development which has occurred around the LGA in the five years preceding the review, undertaking a landstock analysis (land supply and demand), reviewing requests for land releases received in the period, identifying emerging issues and changes in government policy, and community engagement. It then proceeds to nominate land releases and policy frameworks to achieve the desired outcomes.

The LGMS Review is anticipated to be carried out over a three year period. A total of \$200,000 has been forecast to be spent on the review. A total of \$50,000 is allocated within the 2013/14 Operational Plan.

The review of the LGMS also needs to ensure outcomes do not compromise the key visionary themes in the Coffs Harbour 2030 Plan. These are as follows:

- Learning and Prospering: We are recognised as a model of sustainable business and industry with a strong and diverse local economy. We have a lively and diverse city centre. We have excellent education and lifelong learning opportunities that reflect the community values.
- Looking After Our Community: We are healthy and strong. We are engaged and connected and work together to live sustainably. We enjoy a comprehensive range of community, artistic and cultural opportunities.

- Looking After Our Environment: We understand and value our unique natural environment and its cultural connections. We protect and restore our environment to conserve its unique biodiversity for future generations. We manage our resources and development sustainably.
- Moving Around: We make best use of an excellent, environmentally friendly public transport system. Many of us walk and cycle from place to place. We are well connected to each other and services.
- Places for Living: We have designed our built environment for sustainable living. We have created through our urban spaces, a strong sense of community, identity and place. We have vibrant rural communities.

Project objectives of the LGMS Review are to:

- ensure landstocks already nominated in the various components of the adopted LGMS are sufficient to cater for the projected population of the Coffs Harbour LGA until 2030 and beyond;
- ensure the intentions and outcomes of the LGMS are consistent with the visions, objectives and strategies outlined in the Coffs Harbour 2030 Plan;
- ensure compliance and consistency with the MNCRS;
- provide for continued managed growth by identifying both development constraints and development opportunities to enable a sustainable approach to future growth throughout the key land uses identified in the adopted LGMS;
- ensure the completion of the Sapphire to Woolgoolga bypass enables the integration of future growth instead of segregating communities;
- effectively utilise the LCAA to recognise potential gaps in the availability of rural residential, residential, commercial/business, industrial and tourist zoned lands; and
- regulate and facilitate growth throughout the Coffs Harbour LGA in order to achieve a desirable built environment for a growing population and economy which protects and enhances existing and future amenity by minimising land use conflict.

As Council is aware, a new planning system is proposed for NSW, with a White Paper outlining the proposed changes released in April 2013. It is expected that legislation will be passed through Parliament in late 2013 or early 2014. This will identify how councils are to transition into the new system. This may affect the processes which are involved in the LGMS review.

For this reason, the Project Plan prepared for this review only outlines Stage 1, being a Land Capacity Assessment Audit, to be completed by mid-2014. At the completion and adoption by Council of this audit, a further report will be provided identifying Stage 2 outcomes of the LGMS review, which reflect any changes which have been made to the NSW Planning System.

It is proposed to use a large proportion of the \$50,000 funds allocated in the 2013/14 Operational Plan toward funding a consultant to prepare a LCAA, as Stage 1 of the LGMS Review. A Project Plan has been prepared for the delivery of Stage 1 of the LGMS (Attachment 1). A Consultant Brief (Attachment 2) is included for endorsement by Council.

Sustainability Assessment:

- **Environment**

The review of the LGMS will take into consideration relevant environmental factors. However, it should be noted that all the components of the LGMS aim to manage development to ensure the conservation of the LGA's natural attributes, to satisfy the demand for housing and the development of land without creating land use conflicts, to minimise pollution and waste, and to ensure efficient use of resources, as population grows.

- **Social**

It is expected that there would be no negative impacts on the social environment as a result of the LGMS review. Community health and wellbeing will be maintained as well as the liveability of our communities.

- **Civic Leadership**

Over the course of this project, Council will work closely with the community, stakeholders, government authorities, landowners and developers to ensure the outcomes are a clear representation of the views expressed by various groups.

Civic leadership is also addressed by the application of the visionary themes of the Coffs Harbour 2030 Plan, previously mentioned in this report.

- **Economic**

Broader Economic Implications

The review of the LGMS aims to at least maintain, if not improve, the employment and educational opportunities for residents, to better foster opportunities for businesses and industries, and to make efficient use of existing and future infrastructure.

Delivery Program/Operational Plan Implications

A total budget of \$50,000 has been allocated in the 2013/14 Operational Plan to commence a review of the LGMS, with additional funds proposed for subsequent years.

Consultation:

The first year of the project includes the completion of a LCAA of rural residential, residential, commercial, industrial and tourist lands to be prepared by a suitably qualified consultant. It is proposed to undertake relevant community engagement as the project evolves.

Related Policy and / or Precedents:

Coffs Harbour City Council currently already has in place a LGMS comprising the Urban Lands Component of the OLC Settlement Strategy 2008, the Rural Residential Component 2009, the Industrial Lands Component 2009 and the Business Lands Component 2010. The Stage 1 review of the LGMS will establish the existing supply of, and future demand for, rural residential, residential, industrial, business and tourist lands. Stage 2 will involve setting policy directions for various types of land uses, recommendations for land releases and amendments to planning documents to allow these policy directions to be realised.

Statutory Requirements:

The relevant components of the LGMS have been prepared in accordance with Clause 38(3) of the North Coast Regional Environmental Plan (REP) and the Environmental Planning and Assessment Act 1979. They are consistent with the provisions of relevant State Environmental Planning Policies, the MNCRS, Ministerial Directions and the NSW Coastal Policy.

The MNCRS establishes the following key guidelines for the preparation or review of any urban land release strategy:

- Be based on a land release program and population projections agreed between the Council and the Director-General of the DoP and Infrastructure.
- Give preference to development resulting in urban growth on land that adjoins other land which is already being used for urban purposes and is the most economical to service.
- Not provide for development of land which is unsuitable for urban growth due to its agricultural capability or which adjoins land that is currently used for agriculture.
- Not include for development land which has conservation value or which has heritage, environmental or cultural significance.
- Have regard to the rural character and heritage significance of villages and small coastal settlements and the need to maintain that character and significance.
- Provide substantial buffer areas between coastal urban centres to avoid uninterrupted coastal development.

These are key matters for Council's consideration and should be endorsed during the review of the LGMS to ensure the orderly and economic release of urban land, and policy directions that are consistent with the MNCRS.

Issues:

As previously stated, the LGMS is overdue for a review. This review will help to identify gaps (if any) in Council's landstocks for various land use zones. The LCAA will be the tool that is used to undertake the gap analysis.

The following is a broad overview of some of the issues that need to be addressed in this review:

• Rural

During the 1980's, small 'concessional' lots were able to be subdivided off the main farm and either sold or gifted to family members. The practice was stopped with LEP 2000, at the instruction of the DoPI. Council still receives requests to allow one or two allotments to be excised off the main property to gift to family members, to fund the upkeep of the property, or to assist family members to live nearby and care for aging parents. The 40 hectare minimum standard for agricultural allotments has continued to be questioned in terms of viability for agricultural production. Some other issues that have arisen include the need for buffers between competing land uses, the impact of the emergence of horticultural enterprises (e.g. blueberry farming), the longer term use of cabins should a tourist facility become redundant, and the need for rural workers' dwellings.

• Rural Residential

Council's RRS identified that many landholdings within the LGA may be suited to rural residential development. Over 800 hectares has already been identified on the coastal strip as potentially suited to rural residential development, that will satisfy demand to 2031. Rural residential subdivision is considered ecologically less sustainable than residential development and the OLC Settlement Strategy has identified that a more compact city is desired by many residents. Council has received ongoing pressure to

add areas (like Central Bucca) into the rural residential zone. In addition, requests for large lot residential allotments on lands unsuitable for traditional residential development have also been made. These competing requests for large lot subdivision versus the development of a compact city require significant discussions with the residents of the LGA to determine the preferred direction for growth of the city. The LGMS will need to clearly identify policy outcomes in this regard.

- **Residential**

Short term accommodation/holiday letting in traditional residential areas can have adverse amenity impacts on nearby residents from the unacceptable behavior of short term holiday makers using these premises. The challenge for the LGMS review is how best to manage this issue as these types of uses have now become an inherent part of residential low density areas.

Compact development cannot be considered without concurrently looking at the quality of design. High-quality design provides accessibility to urban amenities, and ready access to destinations. The challenge for the LGMS review is how best to encourage affordable housing development within the LGA.

- **Business**

Over the last 10 years, Coffs Harbour has experienced significant growth in home-based businesses. This has been the result of improvements in communication technologies (i.e. the internet and forthcoming NBN), a flexible work environment and relatively low establishment costs. By allowing larger-scale home-based businesses, the business centre hierarchy may be undermined.

The LGMS review will need to ensure large scale business activities are not permitted in residential areas.

- **Industrial**

The Industrial Lands component of the LGMS in 2009 established that there is a shortage of industrial land in the LGA. A landstock survey will update the information to determine how much of a shortfall currently exists.

The MNCRS has identified Moonee as a major town but currently no industrial zoned land is available for development in this locality. This is an important consideration for the future growth of this locality.

- **Tourist**

The economic spin-offs of tourism in rural areas in the form of caravan parks and cabin development provide much valued diversification to the traditional agricultural income base of a number of properties in the LGA. The challenge is the introduction of rural dwellings into these developments and the expectation from the landowner that these be retained should the business enterprise fail. Another pertinent issue that needs to be addressed in this review is the number of resorts in the LGA that are currently being developed into standard residential allotments but remain zoned for tourist purposes.

- **Other Matters for Consideration**

The State Government's White Paper on Planning Reforms will dictate the future direction of the LGMS review and will have significant implications for strategic planning in the LGA due to the limited number of proposed zones that can be utilised in local plans. There will also be a greater focus on the use of the Code Assessment System which already exists in Queensland and Victoria.

The Coffs Harbour Coastal Processes and Hazard Definition Study 2010 investigated the coastal processes occurring along the Coffs Harbour LGA coastline and the extent of the coastal hazards arising from these processes. As part of the Study, hazard zones were mapped for beach erosion, recession and coastal inundation, including the possible impacts of sea level rise to the year 2100. The Study is a technical document that supplements Council's Coastal Zone Management Plan (CZMP). The CZMP was adopted by Council on 14 February 2013.

The implications of the adoption of the CZMP is that all Section 149 Planning Certificates within the coastal zone will be required to be updated as well as the need for the preparation of a planning proposal to amend Coffs Harbour draft LEP 2013 and draft DCP 2013.

The review of the LGMS will need to ensure the various land use components, already endorsed by the DoPI and Council, still have development potential as a result of findings of the CZMP.

Implementation Date / Priority:

Project funds are already allocated within the 2013/14 Operational Plan. Endorsement by the Council of the Stage 1 Project Plan will allow for the timely commencement of the project. Endorsement by Council of the Consultant Brief will allow for timely engagement of a consultant to prepare a LCAA.

Recommendation:

- 1. That Coffs Harbour City Council endorse the Local Growth Management Strategy Review Project Plan – Stage 1 (Attachment 1).**
- 2. That Coffs Harbour City Council endorse the Consultant Brief Request for Quotation for the Land Capacity Assessment Audit (Attachment 2).**
- 3. That Coffs Harbour City Council engage an appropriately qualified consultant to prepare a Land Capacity Assessment Audit.**



PROJECT PLAN

Project:	Local Growth Management Strategy Review - Stage 1
Relevant land:	Coffs Harbour City Local Government Area
Date:	August 2013
Document Ref:	3421849
Version No:	V1

Local Growth Management Strategy Review – Project Plan – Stage 1

Project Plan History

Document Location

The document will be available electronically and a hard copy will be kept in the Land Use Planning library.

Revision History

Revision date	Previous revision date	Summary of Changes	Changes marked
		First issue	

Approvals

This document requires the following approvals.

Title	Signature	Date of Issue	Version
Manager – Land Use Planning			
Director – Land Use, Health & Development			
Council – final report			

Distribution

This document is yet to be distributed. Working drafts of the document will be distributed appropriately within Council. Any affected landowners will be consulted throughout the process. The process will be the subject of public exhibition, and will be presented to Council for endorsement.

Local Growth Management Strategy Review – Project Plan – Stage 1

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Local Growth Management Strategy Review – Project Plan – Stage 1**1 Project Definition****1.1 Background**

The Mid North Coast Regional Strategy 2009 (MNCRS) is the primary regional planning framework for councils within the Mid North Coast Region. Coffs Harbour City Council's LGMS is required to apply the vision and strategic directions outlined in the Regional Strategy at the local level. The local strategy then guides the development of new Local Environmental Plans (LEPs) and Development Control Plans (DCPs) to implement policy.

The MNCRS requires Councils to prepare and adopt a LGMS for the various components (residential, commercial, industrial, rural residential and in some cases tourist uses), and then to seek the endorsement of the NSW Department of Planning and Infrastructure (DoPI). Without this endorsement, Councils cannot proceed to rezone lands for release around their Local Government Areas (LGA).

Coffs Harbour City Council's current LGMS is an all-encompassing document that consists of the Urban Lands Component of the Our Living City (OLC) Settlement Strategy 2008, the Rural Residential Component 2009, the Industrial Lands Component 2009 and the Business Lands Component 2010.

The OLC Settlement Strategy component of the LGMS, which was developed in partnership with the community, provides a blueprint for a smart city with accessible and reliable transport, a strong regional economy, a vibrant community and a healthy natural environment. It was adopted by Council on 5 July 2007. On 12 November 2007, the then Department of Planning (DoP) endorsed an interim agreement to allow some short term matters contained within the document to be progressed prior to the release of the MNCRS. The DoP released the finalised MNCRS incorporating the published agreed growth areas on 6 March 2009.

The Coffs Harbour City Rural Residential Strategy (RRS) 2009 was adopted by Council on 26 November 2009 and partially endorsed by the Director-General of the DoP on 3 May 2010. That part of the RRS not endorsed related to the identified Stage 2 release area of Korora-Sapphire-Moonee. The DoP advised on 3 May 2010 *“development of the proposed Stage 2 release area at Korora-Sapphire-Moonee is not endorsed at this stage. Zoned rural residential land stocks in the area combined with the additional areas endorsed at Bonville will provide capacity to satisfy potential demand for the next 20 years”*.

The RRS seeks to integrate rural residential development with infrastructure and transport focusing on unconstrained land away from the coast and close to current and future urban services. This approach is consistent with the desired outcomes of the MNCRS. A key finding of the report was that rural residential land stocks in the area combined with the additional areas at Bonville and Korora-Sapphire-Moonee, would provide capacity to satisfy potential demand until 2031.

The Business Lands Component 2010 of the LGMS was adopted by Council on 24 June 2010 and endorsed by the Director-General of the DoP on 24 September 2010. It provides Council and the community with a strategic planning framework to guide the future development of commercial lands within the Coffs Harbour LGA by identifying where additional landstocks are required for business zoned lands around the LGA. It has subsequently been supplemented by the Review of the Business Centres Hierarchy Report, which was adopted by Council on 15 December 2011.

Local Growth Management Strategy Review – Project Plan – Stage 1

The Industrial Lands Component 2009 of the LGMS was adopted by Council on 9 July 2009 and endorsed by the Director-General of the DoP on 11 November 2009. This Strategy provides a strategic framework for the provision of future industrial lands; establishes the existing supply of, and future demand for industrial lands; provides a recommended zoning scheme for existing and future industrial lands; and assesses the current and future employment opportunities and economic impacts for industrial lands within the LGA. A key finding of the Strategy was that industrial landstocks within the LGA were experiencing a significant shortfall, and additional industrial land is required.

It should be noted that a Rural Lands Strategic Plan was prepared in 2003 but has not been adopted by Council. The findings of this strategy also need to be revisited in this LGMS Review.

1.2 Project Objectives and Desired Outcomes

Objectives and desired outcomes of the LGMS Review project are as follows:

- to ensure landstocks already nominated in the various components of the adopted LGMS are sufficient to cater for the projected population of the Coffs Harbour LGA until 2030 and beyond;
- to ensure the intentions and outcomes of the LGMS are consistent with the visions, objectives and strategies outlined in the Coffs Harbour 2030 Plan;
- to ensure compliance and consistency with the MNCRS;
- to provide for continued managed growth by identifying both development constraints and development opportunities to enable a sustainable approach to future growth throughout the key land uses identified in the adopted LGMS;
- to ensure the completion of the Sapphire to Woolgoolga bypass enables the integration of future growth instead of segregating communities;
- to effectively utilise the Land Capacity Assessment Audit to recognise potential gaps in the availability of rural residential, residential, commercial/business, industrial and tourist zoned lands; and
- to regulate and facilitate growth throughout the Coffs Harbour LGA in order to achieve a desirable built environment for a growing population and economy which protects and enhances existing and future amenity by minimising land use conflict.

Because of expected changes to the NSW Planning System, to be introduced from 2014, this Project Plan only outlines work to be undertaken in Stage 1, being a Land Capacity Assessment Audit. At the completion and adoption by Council of that Audit (expected in 2014) a further report will be provided to Council, outlining work to be undertaken in Stage 2 to achieve the desired outcomes of the LGMS Review. That Stage 2 Project Plan will reflect any amendments to the NSW Planning System.

1.3 Project Scope and Exclusions

The Stage 1 Project will:

- engage a suitably qualified consultant to prepare a Land Capacity Assessment Audit to assist in estimating the total population capacity of existing and future lands in the Coffs Harbour LGA;
- review and update the existing endorsed components of the Local Growth Management Strategy (LGMS);
- establish baseline data including a situational analysis and overview of residential, rural residential, business, industrial and tourist land stock in the Coffs Harbour Local Government Area (LGA); and
- identify the critical land characteristics required by various industry sectors.

Local Growth Management Strategy Review – Project Plan – Stage 1

On completion of Stage 1, the Stage 2 Project will:

- make recommendations for short term zoning and spatial prioritisation of land to accommodate future residential, rural residential, business, industrial and tourist lands;
- consult with the community during the study process and seek feedback on outcomes as the project progresses.

Note that a Project Plan for Stage 2 will be prepared for approval by Council on completion and adoption of the Stage 1 Land Capacity Assessment Audit, and after the changes to the NSW Planning System are notified to Council.

The Stage 1 project will not consider:

- amendments to the written LGMS documents; and
- amendments to LEP or DCP controls.

1.4 Study Area

The study area for this project is the entire Coffs Harbour City Local Government Area.

1.5 Resources

1.5.1 Who will do the project?

The project will be carried out by Council’s Land Use Planning Branch, and using a consultant.

Stage 1 will consist of a Land Capacity Assessment Audit which is essentially a land supply/demand analysis. It will be prepared by a suitably qualified consultant who will analyse and report the results and make recommendations on which land use activities have the most significant shortfalls in land supply. It will be necessary to seek a Request for Quotation to undertake this investigative work for Council. The selected consultant should have strategic planning and demographic analysis experience.

In undertaking the project, the consultant will be required to:

- adopt a basic “sieve mapping” analysis (ie the physical capability of the land has been considered based on constraints such as significant vegetation, flooding potential, prime agricultural lands ability to be serviced, etc);
- assess proximity to existing and proposed urban growth areas, labour force and transport;
- ensure developable areas have access to infrastructure and services (water, sewerage, power);
- ensure compatibility with existing and adjoining land uses and possible buffer requirements;
- assess impacts on nearby communities (in relation to property values, visual, noise/dust) and cultural significance; and
- review all available baseline landstock data including real estate sales information, Council’s development records, the DoPI housing monitor, and Census and forecast data.

Local Growth Management Strategy Review – Project Plan – Stage 1

1.5.2 How long is expected to take?

The project is scheduled to run from August 2013 to May 2017 – refer Part 4.

1.5.3 How much is it going to cost?

Council has allocated project funds of \$50,000.00 for this project within the Council’s adopted Delivery Program and the 2013/14 Operational Plan. Council will seek the services of a consultant to undertake the Land Capacity Assessment Audit in the LGMS Stage 1 Review, to a maximum fee of \$44,000, including GST. This will allow \$6,000 to be held for office expenses.

1.6 Constraints and Assumptions

1.6.1 Project constraints

The project is constrained by budget. A suitably qualified consultant will be engaged to prepare the Land Capacity Assessment Audit which is the baseline data for commencement of the LGMS review.

Project management and day-to-day assistance will be provided by staff from Council’s Land Use Planning branch.

1.6.2 Project assumptions

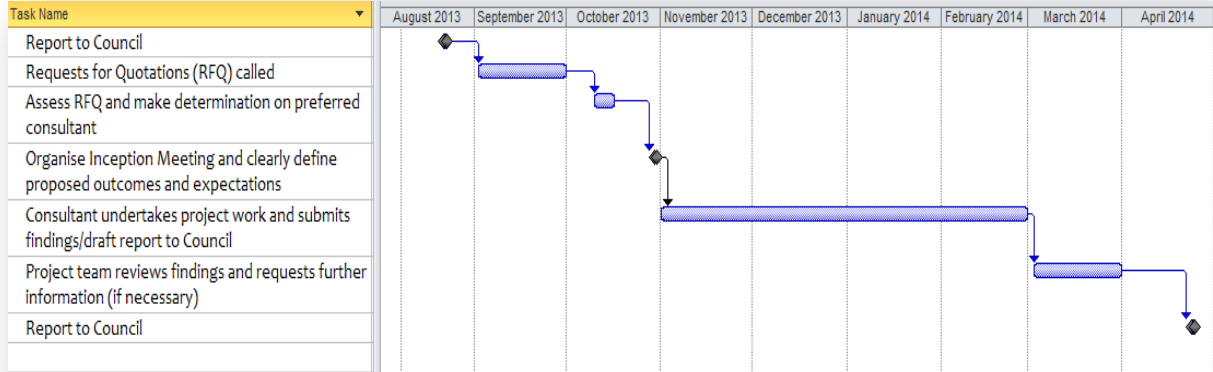
It is assumed the Stage 1 project will be able to be completed within the operational budget allocation.

It is assumed that additional work will be undertaken in Years 2 and 3 in accordance with a Stage 2 Project Plan to be adopted by Council prior to the work being undertaken.

Local Growth Management Strategy Review – Project Plan – Stage 1

2 Project Methodology and Timetable

It is envisaged that the project will involve these steps:



Local Growth Management Strategy Review – Project Plan – Stage 1

3 Business Case

The justification for this project is based on the need to review and update a strategic planning document that is over five years old and that should address recent outcomes in the Coffs Harbour LGA, including the completion of the Pacific Highway bypass, the availability of the Census data 2011, economic climate, market conditions and the new Standard Instrument LEP zones. Council's obligations under the *Environmental Planning and Assessment Act 1979* are such that a clear and concise up to date LGMS will ensure land use strategies accurately reflect the community's future expectations for the Coffs Harbour LGA.

The Land Capacity Assessment Audit is only Stage 1 of the LGMS review. Upon the endorsement of the new NSW Planning Reforms, the remaining components of the review (i.e. Stage 2 which involves updating the LGMS report and the identification of land release areas) will be revised to reflect future planning processes.

Local Growth Management Strategy Review – Project Plan – Stage 1

4 Project Management Team Structure

The following personnel will be involved in the project:

Project Team

Title	Role Description
Senior Land Use Planner	Project Manager (Report to Manager, Land Use Planning) Provide expertise in local growth management strategies.
Consultant – subject to engagement	Prepare Land Capacity Assessment Audit to assist in review of LGMS and to identify which land use(s) require an increase in supply.

Internal liaison will also involve:

- Executive, in relation to regular updates on progression of review and any impediments to meeting scheduled timeframes.
- City Services and Biodiversity staff in relation to water, sewer, drainage, flooding, coastal hazards and habitat issues.
- Economic Development Unit staff in relation to commercial, business and industrial landstocks.

Local Growth Management Strategy Review – Project Plan – Stage 1

5 Quality Management Strategy

Strategies to achieve quality outcomes include:

- the day-to-day oversight of the consultant will be undertaken by the Project Manager;
- Project Manager Reports to Manager of Land Use Planning monthly; and
- project signed off by Director Land Use, Health and Development.

Local Growth Management Strategy Review – Project Plan – Stage 1

6 Risk Management Strategy

The following table describes the specific risk management techniques and standards to be applied, and the responsibilities for achieving an effective risk management procedure:

Risk Description	Severity / Likelihood	Risk Rating	Risk Response	Post Response Severity / Likelihood	Residual Risk Rating
Changes to State Government planning framework during project	Marginal / Likely	Moderate	May only affect implementation actions. Virtually impossible to pre-emptively address.	Marginal / Likely	Moderate
Poor quality work outputs	Marginal / Unlikely	Low priority	Have internal reviews of draft reports	Nuisance / Unlikely	Low
Bias within working group	Marginal / Unlikely	Low priority	Internal review outside group; consultant advisor; public exhibition	Nuisance / Unlikely	Low
Probity issues relating to Council land and finances	Nuisance / Unlikely	Low	Openness about impact on Council assets.	Nuisance / Unlikely	Low
Time delays due to project conflicts	Marginal / Likely	Moderate	Work tasks reallocated by Project Manager	Nuisance / Unlikely	Low
Opposition to change	Marginal / Unlikely	Low Priority	Future public information/-meetings addressing issue	Nuisance / Unlikely	Low
Failure to generate finances for implementation	Marginal / Very Likely	Substantial	Evaluate comparative cost/benefits to justify Council resources or external funding	Nuisance / Unlikely	Low

Risk Rating Key

Use this matrix to assign risk ratings in above Table.

SEVERITY		LIKELIHOOD			
Description	Outcomes	Imminent	Very Likely	Likely	Unlikely
Catastrophic	Death or disabling injury or illness, huge financial loss or irreparable damage to organisation	Very high	Very high	High	Substantial
Critical	Lot-time injuries, major financial loss, major disruption to business activities	Very high	High	Substantial	Moderate
Marginal	Medical treatment or first-aid treatment required, moderate financial loss, disruption to a job	High	Substantial	Moderate	Low priority
Nuisance	No injury, illness or property damage, nuisance interruption, low financial loss, minor breakdown that can be fixed immediately	Substantial	Moderate	Low priority	Low

Local Growth Management Strategy Review – Project Plan – Stage 1

7 Community Impact and Participation

7.1 Social Impact Assessment

Evaluation questions	Response
<p>Could the project have significant social impacts or significantly alter demand for social infrastructure? eg</p> <ul style="list-style-type: none"> • A definite (positive or negative) impact on a particular social group. • An identifiable effect on the social composition and/or character of the locality. • An identifiable effect on the availability and use of existing community services, facilities and land, and/or may require the provision of such services, facilities and land. • Safety of residents within the identified area. • Change in housing choice, shopping, recreational facilities and services. • Change to lives of specific groups eg change to community or group values, traditions, lifestyle and culture. • Employment opportunities. • Production of local products. • Multiplier effects on the wider community and economy. • Change in affordability of goods and services. • Provision of urban infrastructure. 	<ul style="list-style-type: none"> • Yes – potentially positive. • Yes – on character. • No. • No. • Yes – potentially all land uses. • No. • Yes – potentially positive. • Yes – potentially positive. • Yes – potentially positive. • Yes – potentially positive. • Yes – potentially positive. <p>Where Yes, a Social Impact Assessment is appropriate – see below.</p>
<p>Where the answer is Yes: Does the project relate to more than a single development site? Or do special circumstances warrant more detailed assessment?</p>	<p>No. No – the project will establish the existing supply of and demand for rural, rural residential, residential, industrial, business/employment and tourist lands in the LGA.</p>

7.2 Community Participation Plan overview

No community consultation is proposed in Stage 1. A consultation plan will be outlined in a separate Project Plan for Stage 2 of the LGMS review.

Local Growth Management Strategy Review – Project Plan – Stage 1

8 Closure

Finalisation of the Stage 1 project is anticipated to involve adoption by Council of the Land Capacity Assessment Audit.



CONSULTANT BRIEF REQUEST FOR QUOTATION

LAND CAPACITY ASSESSMENT AUDIT LOCAL GROWTH MANAGEMENT STRATEGY REVIEW – STAGE 1

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As reported to Council 22 August 2013

Attachment 2

*Land Capacity Assessment Audit - Local Growth Management Strategy Stage 1
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A. APPRECIATION OF THE BRIEF

1. Overview

Funds were allocated in the Coffs Harbour City Council (CHCC) 2013/2014 Operational Plan to commence a review of the Local Growth Management Strategy (LGMS). A Project Plan for Stage 1 of the project was reported to Council on 22 August 2013. A key recommendation of that report was for the engagement of a consultant to undertake a Land Capacity Assessment Audit for the Coffs Harbour Local Government Area (LGA).

The consultant will prepare a Land Capacity Assessment Audit which will assist in estimating the total capacity of existing and future landstocks in the Coffs Harbour LGA. This will provide Council with data to review the most important land use zone (s) first instead of taking an ad hoc and reactive approach to its decision making. This review is to cover rural, rural residential, residential, industrial, business/commercial and tourist landstocks.

2. Objectives

Project objectives for the overall review of the LGMS are listed in the Project Plan as being to:

- to ensure land already set aside in the various components of the adopted LGMS are sufficient to cater for the projected population of the Coffs Harbour LGA until 2030 and beyond;
- to ensure the intentions and outcomes of the LGMS are consistent with the visions, objectives and strategies outlined in the Coffs Harbour 2030 Plan;
- to ensure compliance and consistency with the Mid North Coast Regional Strategy;
- to provide for continued managed growth by identifying both development constraints and development opportunities to enable a sustainable approach to future growth throughout the key land uses identified in the adopted LGMS;
- to ensure the completion of the Sapphire to Woolgoolga bypass enables the integration of future growth instead of segregating communities;
- to effectively utilise the Land Capacity Assessment Audit to recognise potential gaps in the availability of rural residential, residential, commercial/business, industrial and tourist zoned lands; and
- to regulate and facilitate growth throughout the Coffs Harbour LGA in order to achieve a desirable built environment for a growing population and economy which protects and enhances existing and future amenity by minimising land use conflict.

3. History

The Mid North Coast Regional Strategy 2009 (MNCRS) is the primary regional planning framework for councils within the Mid North Coast Region. Coffs Harbour City Council's LGMS is required to apply the vision and strategic directions outlined in the Regional Strategy at the local level. The local strategy then guides the development of new Local Environmental Plans (LEPs) and Development Control Plans (DCPs) to implement policy.

As reported to Council 22 August 2013

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The MNCRS requires Councils to prepare and adopt a LGMS for the various components (residential, commercial, industrial, rural residential and in some cases tourist uses), and then to seek the endorsement of the NSW Department of Planning and Infrastructure (DoPI). Without this endorsement, Councils cannot proceed to rezone lands for release around their Local Government Areas (LGA).

Coffs Harbour City Council's current LGMS is an all-encompassing document that consists of the Urban Lands Component of the Our Living City (OLC) Settlement Strategy 2008, the Rural Residential Component 2009, the Industrial Lands Component 2009 and the Business Lands Component 2010.

The OLC Settlement Strategy component of the LGMS, which was developed in partnership with the community, provides a blueprint for a smart city with accessible and reliable transport, a strong regional economy, a vibrant community and a healthy natural environment. It was adopted by Council on 5 July 2007. On 12 November 2007, the then Department of Planning (DoP) endorsed an interim agreement to allow some short term matters contained within the document to be progressed prior to the release of the MNCRS. The DoP released the finalised MNCRS incorporating the published agreed growth areas on 6 March 2009.

The Coffs Harbour City Rural Residential Strategy (RRS) 2009 was adopted by Council on 26 November 2009 and partially endorsed by the Director-General of the DoP on 3 May 2010. That part of the RRS not endorsed related to the identified Stage 2 release area of Korora-Sapphire-Moonee. The DoP advised on 3 May 2010 *“development of the proposed Stage 2 release area at Korora-Sapphire-Moonee is not endorsed at this stage. Zoned rural residential land stocks in the area combined with the additional areas endorsed at Bonville will provide capacity to satisfy potential demand for the next 20 years”*.

The RRS seeks to integrate rural residential development with infrastructure and transport focusing on unconstrained land away from the coast and close to current and future urban services. This approach is consistent with the desired outcomes of the MNCRS. A key finding of the report was that rural residential land stocks in the area combined with the additional areas at Bonville and Korora-Sapphire-Moonee, would provide capacity to satisfy potential demand until 2031.

The Business Lands Component 2010 of the LGMS was adopted by Council on 24 June 2010 and endorsed by the Director-General of the DoP on 24 September 2010. It provides Council and the community with a strategic planning framework to guide the future development of commercial lands within the Coffs Harbour LGA by identifying where additional landstocks are required for business zoned lands around the LGA. It has subsequently been supplemented by the Review of the Business Centres Hierarchy Report, which was adopted by Council on 15 December 2011.

The Industrial Lands Component 2009 of the LGMS was adopted by Council on 9 July 2009 and endorsed by the Director-General of the DoP on 11 November 2009. This Strategy provides a strategic framework for the provision of future industrial lands; establishes the existing supply of, and future demand for industrial lands; provides a recommended zoning scheme for existing and future industrial lands; and assesses the current and future employment opportunities and economic impacts for industrial lands within the LGA. A key finding of the Strategy was that industrial landstocks within the LGA were experiencing a significant shortfall, and additional industrial land is required.

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It should be noted that a Rural Lands Strategic Plan was prepared in 2003 but has not been adopted by Council. The findings of this strategy also need to be revisited in this LGMS Review.

The Study area for this project is the entire Coffs Harbour City LGA.

It is proposed that the project will be carried out by Council's Land Use Planning Branch and using a consultant.

4. Scope of Work

In order to achieve the consultancy objectives, it is anticipated that the scope of work for the Stage 1 Land Capacity Assessment Audit will include the following:

- engage a suitably qualified consultant to prepare a Land Capacity Assessment Audit to assist in estimating the total population capacity of existing and future lands in the Coffs Harbour LGA;
- review and update the existing endorsed components of the Local Growth Management Strategy (LGMS);
- establish baseline data including a situational analysis and overview of residential, rural residential, business, industrial and tourist land stock in the Coffs Harbour Local Government Area (LGA); and
- identify the critical land characteristics required by various industry sectors.

5. Proposed Methodology

Whilst it is anticipated that the proposed methodology will include the following, Council requires feedback from the consultant as to what is to be included (and specifically what is not included) in their Fee Proposal:

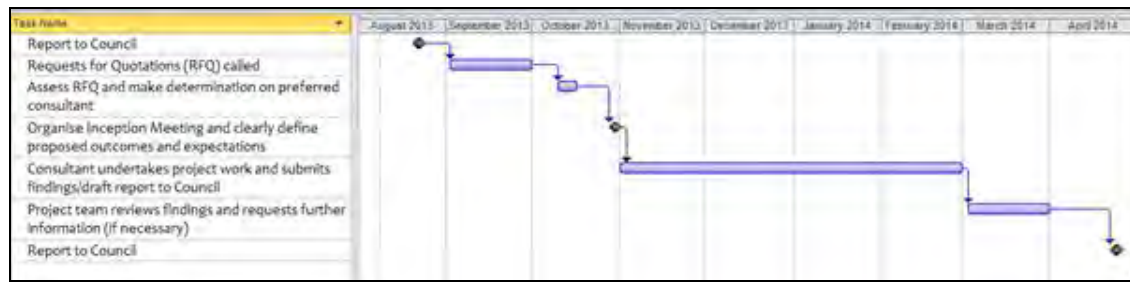
- one day visit to Council including inception meeting, provision of background documents, and a visit to key areas within each land use;
- desk top review of previous studies, ie the Urban Component of the 'Our Living City Settlement Strategy' 2008, the Rural Lands Strategic Plan 2003, the Rural Residential Component 2009, the Industrial lands Component 2009 and the Business Lands Component 2010, consistency with the Coffs Harbour 2030 Plan and the Mid North Coast Regional Strategy;
- obtain and review 2006/2011 Census statistics, forecast projections, real estate sales information, Council's development records, the DoPI housing monitor, and any other baseline landstock data identified by the consultant as useful to inform the project;
- prepare draft Land Capacity Assessment Audit (LCAA);
- undertake a gap analysis of additional data to be gathered;
- provide recommendations for inclusion into the LGMS written documents (being the Stage 2 Review process).

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It is proposed product delivery will need to achieve the following milestones.



B. FEE PROPOSAL – INFORMATION REQUIREMENTS

6. Consultant Capabilities and Experience

The consultant must provide relevant details of their firm’s capabilities and experience to satisfy the project objectives including professional capabilities. The consultant must also provide the following:

- examples of previous projects and relevant referees;
- a description of skills and qualifications of the recommended consultant advisor; and
- details of any quality assurance certification held or quality capabilities statements.

7. Proposed Scope of Work and Methodology

The consultant must submit their recommended proposed scope of works and methodology to achieve the project objectives. While Council has anticipated an indicative scope of works, this is not absolute and the successful consultant may have alternative solutions to reach the desired outcomes.

8. Project Schedule

The consultant must provide a project schedule to deliver their proposed scope of work and methodology, including task elements where appropriate, assuming project inception 30 days from submission of the Request for Quotation.

Consultants should indicate their availability to commence work on the project to achieve product delivery milestones as outlined in Item 5 of this Consultant Brief.

9. Costing

The consultant is required to provide a lump sum consulting fee or an hourly rate to a maximum of \$44,000, inclusive of disbursements (such as travel, accommodation). The Fee Proposal must include GST.

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10. Payments

Council will make payments for the project of the final agreed cost in the following manner:

Task	Anticipated Payment	Fee Payment
Project engagement	October 2013	10%
Completion of LCAA Analysis	February 2014	50%
On reporting of draft findings and recommendations to Council	April 2014	40%

Payment will be made when work is completed to the satisfaction of Council. Council must agree to any claims for variations before undertaking the additional work.

11. Termination

The consultant’s commission may be terminated due to non-performance or inability to meet set target dates. The Consultant will be informed in writing of such termination, which will not be subject to further correspondence.

C. FEE PROPOSAL - EVALUATION

12. Evaluation Criteria

Proposals will be evaluated against the Evaluation Criteria set out below, which appear in no special order of priority and may not be given equal weighting:

- understanding of the Project Brief and Project Objectives;
- capability and experience of the consultant advisor;
- proposed scope of works and methodology;
- ability to meet the proposed project timeframe; and
- value for money.

D. CONDITIONS OF REQUEST FOR FEE PROPOSAL

13. Contractual Obligation

Council reserves the right to accept or not accept any or all Fee Proposals. No contractual relationships will be created by the lodgement of a Fee Proposal.

14. Copyright and Confidentiality

Copyright and intellectual property ownership of all work undertaken as part of any contract awarded shall be vested in Council from the date of the contract agreement. Council will require that the successful consultant may publish or use material gained in undertaking the contract only after written approval has been obtained from the General Manager.

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15. Conflict of Interest

The consultant warrants that in submitting their Fee Proposal that there is no actual or potential conflict of interest which exists or is likely to arise if they were to be awarded a contact.

The consultant undertakes to advise the Contact Officer as soon as possible of any actual or potential conflict of interest that exists or becomes evident during the period of the contract.

16. Insurances and Licenses

Consultants must specify that they have the following insurances and be able to produce certificates of currency upon request.

- Professional Indemnity Insurance - \$10 million;
- Public Liability Insurance - \$10 million;
- Workers Compensation Insurance; and
- Motor Vehicle Insurance – vehicles registered and comprehensively insured, with the owner/driver responsible for all costs in relation to the vehicle’s use/insurance/claims/maintenance.

E. CONTACT OFFICER DETAILS

17. Primary Contact – Senior Land Use/Strategic Planner – Coffs Harbour City Council

Ms Harpreet Jenkins

P (02) 6648 4659
E harpreet.jenkins@chcc.nsw.gov.au

18. Secondary Contact – Acting Manager Land Use Planning – Coffs Harbour City Council

Ms Sharon Smith
P (02) 6648 4660
E sharon.smith@chcc.nsw.gov.au

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F. LODGEMENT OF FEE PROPOSAL

Fee proposal submissions must be lodged by 4.30pm on the **Closing Date** of:

Friday, 27 September 2013

Electronic fee proposal submissions will be accepted, and should be received to Council's email address (coffs.council@chcc.nsw.gov.au), but must be received prior to 4.30pm on the closing date 27 September 2013. Note that Council has a 10MB limit for email data.

Any hard copy submissions must be enclosed in a sealed envelope or packaging and prominently marked with the following details:

Strictly Confidential
Fee Proposal Submission
Request for Quotation – Consultant
Land Capacity Assessment Audit for Local Growth Management Strategy Review

Submissions shall be addressed to:

The General Manager
Coffs Harbour City Council
Locked Bag 155
COFFS HARBOUR NSW 2450

REVISION OF THE COFFS HARBOUR COMPREHENSIVE KOALA PLAN OF MANAGEMENT 1999

Purpose:

The purpose of this report is to inform Council of the proposed revision of the Coffs Harbour Koala Plan of Management 1999 (KPOM).

Background:

Coffs Harbour's KPOM (1999) was the first comprehensive plan to be prepared in the State of New South Wales having regard to State Environmental Planning Policy (SEPP) 44 - Koala Habitat Protection. Today there are four approved Koala Plans in operation in NSW and seven currently in various stages of draft across the mid-north and north coast.

The original 1999 KPOM was prepared by the National Parks and Wildlife Service (NPWS) in consultation with Coffs Harbour City Council (CHCC) and the then Department of Urban Affairs and Planning (DUAP).

The KPOM was drafted in accordance with the statutory provisions of SEPP 44. The adoption of the finalised KPOM occurred on 11 November 1999 by Council after nine years of planning.

As the KPOM is a statutory document developed under SEPP 44, to supersede the SEPPs legislative function it required and was issued a conditional Ministerial approval by DUAP on 9 May 2000. As part of a negotiated term of the KPOM approval and operation under the Coffs Harbour's Local Environmental Plan (LEP 2000), Coffs Harbour local government area (LGA) was removed from Schedule 1 of SEPP 44. The premise behind that decision was simply to avoid confusion in the process of delivery of the newly adopted KPOM.

The Gazettal (No. 49) on the 20 of April 2000 of LEP 2000 finalised the integration of the KPOM into the planning framework as a Clause (Clause 12) within LEP 2000.

The adoption of the LEP 2000 allowed a proponent/landowner to examine the values of koala habitat on land subject to a development proposal in line with the KPOM. Under the old SEPP 44 process, if an assessment determined koala habitat, an individual site koala plan had to be prepared and approved by the then Department of Urban Affairs and Planning. The process required extensive individual property studies, plan development, processing delays and additional costs for development.

The KPOM presented a comprehensive single strategic plan for the LGA. If individual development applications complied with the KPOM principles, no further plans or referrals were required.

In September 2006, six years after the KPOM became part of Coffs Harbour LGA planning framework, EcoLogical Australia was engaged by Council to undertake a review of its implementation. The review was conducted in accordance with the then Department of Planning's (DoP) prescribed criteria. The review covered and ranked council's performance in the operational implementation of the KPOM and produced recommendations for improvement in the plans implementation.

The recommendations listed below are to be directly addressed by this latest revision;

- Improving the DA process for koalas and their habitat;
- Referral of actions in primary koala habitat to Office of Environment & Heritage;
- Planting offset guidelines, in relation to the offset of koala habitat;
- Re-derive koala habitat mapping; and
- Revise habitat links mapping;

In 2009, Council commenced a revision of the KPOM at the request of DoP to meet the requirements for the development of a new city wide standard instrument LEP (draft LEP 2013). Council approved the Draft Coffs Harbour Revised KPOM (2009) and associated mapping for exhibition at its Ordinary Meeting on 12 November 2009 as per the following resolution:

- 1. Council recognises the value of biodiversity to our City's economic and social wellbeing.*
- 2. Council commits to the protection of the biodiversity of our City to ensure economic and social wellbeing.*
- 3. Council approve the Coffs Harbour Priority Habitats and Corridors Strategy 2010 – 2030, Consultation draft (2009), Draft Coffs Harbour Revised Koala Plan of Management (2009) and associated documentation for public exhibition from Thursday, 19 November 2009 to Friday, 29 January 2010.*
- 4. A further report be submitted to Council following the exhibition of Coffs Harbour Priority Habitats and Corridors Strategy 2010 – 2030, Consultation draft (2009), Draft Coffs Harbour Revised Koala Plan of Management (2009) and associated documentation.*

On the 11 May 2010, Council received a letter from the then Department of Planning and Infrastructure (DoPI) expressing concern about the impacts on the timeline on re-exhibiting the Priority Habitats and Corridors Strategy (PHACS) on the city wide standard instrument LEP. In recognition of the concern raised on the need to further refine the vegetation mapping it was decided not to use the draft PHACS to inform the city wide standard instrument LEP.

This decision also impacted on the koala habitat layers and the need to further refine them based on more up to date vegetation information. Accordingly, the revision of the KPOM was also deferred.

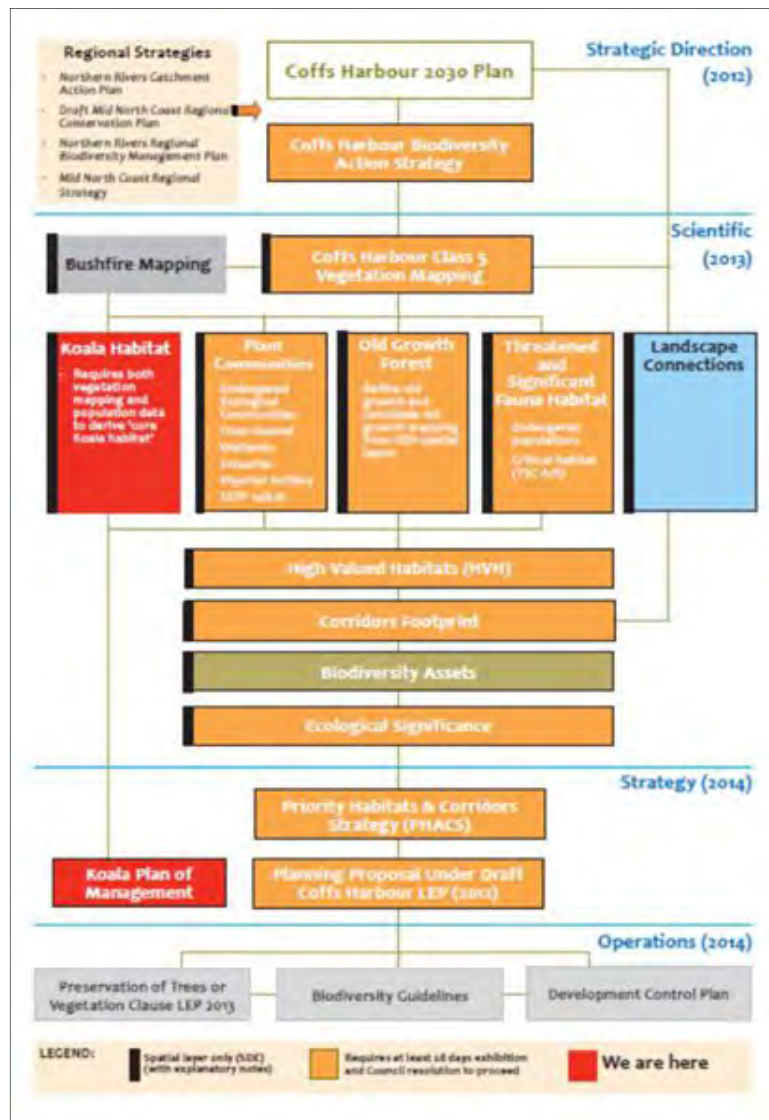


Table 1: The Biodiversity Assets Framework

As part of the biodiversity assets framework, the Coffs Harbour fine-scale vegetation mapping was adopted at Council's Ordinary Meeting on 13 December 2012. The new generation of vegetation mapping is based on the most up-to date scientific techniques of spatial analysis and vegetation classification. The vegetation layer will form the basis of the staged revision of the koala habitat layers associated with the KPOM.

Revision of the KPOM also represents an important element in the Biodiversity Assets framework (**Table 1**) and is essential in delivering Council's longer term environmental planning agenda.

In recent times, Council has been required to defend the statutory validity of the KPOM with the Plan placed under considerable scrutiny due to its absence from Schedule 1 of SEPP 44. Council obtained legal advice that confirmed the legal status of the KPOM, however residual issues still remain and need to be addressed.

Clause (5) of SEPP 44 states that the policy applies to LGAs listed under Schedule 1 of this SEPP. As set out earlier, Coffs Harbour has been removed jeopardising the revision of the KPOM. Therefore, Council should insist on clarification from DOPI of the revision process and impending status of the new KPOM 2014, should it be amended and adopted under the existing provisions of SEPP 44. Relisting on Schedule 1 of SEPP 44 is the most appropriate and secure way forward for the Coffs Harbour's Koala Plan of Management.

Description of Item:

The KPOM is an integral element to CHCC's existing environmental planning system meeting Council's legislative requirements in accordance with the objectives held under the SEPP 44 and *Environmental Planning and Assessment Act*. The KPOM is due for a major revision.

The revision of the KPOM will seek to build on the most up to date science and improve the planning framework and key actions to address the ongoing management of koalas within the Coffs Harbour LGA. The revision will aim to provide better delivery of planning services and greater certainty for the Coffs Harbour community.

An integral part of the revision will be to address the issues of SEPP 44 and legal definition currently undermining the validity and operation of the KPOM. This will involve negotiations with DOPI to ensure relisting of Coffs Harbour on the Schedule 1 of SEPP 44.

Sustainability Assessment:

• **Environment**

The revision of the KPOM will improve Council and the communities understanding of koala ecology and what aspects of habitat are important. The scientific studies behind the revision process will increase the accuracy of habitat mapping used in planning and ultimately Council's decision making process.

The fine-scale vegetation mapping will support the identification of preferred habitat, and combined with field surveys, will assist in the identification of important koala populations.

The revision will highlight koala conservation issues and increase understanding of koala management on a whole LGA level by:

- contributing to the Biodiversity Assets Planning strategic planning framework.
- providing baseline information on the koala population increasing the capability of meaningful monitoring and tracking of koala population status;
- improving our ability to deliver better strategic planning outcomes which manage koalas and their habitats;
- provision of a more accurate and precise geographic information systems which will guide better property level decisions and deliver more certainty in long term conservation for koalas in Coffs Harbour; and
- encouraging government departments and key agencies to work together in delivering the KPOM's key objectives;

• **Social**

The community will benefit from improved habitat and biodiversity management within the urban and rural landscapes. The information presented as part of the revision will assist landowners to undertake more informed self assessments of their properties.

A revised KPOM will offer a greater sense of certainty within the wider community through the application of more accurate property information and clearer development and assessment standards.

- **Civic Leadership**

2030 Plan

The Plan is broken into five key themes which were identified and adopted by the community. The theme "Looking after our Environment" looks at understanding and valuing our unique natural environment and its cultural connections. The aim of this theme is to protect and restore identified biodiversity for future generations. The KPOM revision is closely aligned with the environmental outcomes of the Coffs Harbour 2030 Plan under the following objectives.

- LE1.1.1 Identify and promote the regions unique environmental values.
- LE2.1 Our forests, beaches, headlands, oceans, rivers, forested mountain backdrop, plants and animals are conserved for future generations.
- LE2.2 We have active programs to restore and improve our environment.

Biodiversity Action Strategy:

The *Coffs Harbour Biodiversity Action Strategy 2012 - 2030* is divided into three parts, Part A details what is biodiversity and what biodiversity values exist within the Coffs Harbour LGA. Part B looks at the LGA at a landscape level, threatened species and threats to our biodiversity. Part C lists priority actions to protect and enhance biodiversity over nine group themes. The KPOM revision is an essential element of the following projects under the Biodiversity Action Strategy, Part C – Taking Action;

- C1 Building resilience against Climate Change
 - C1.1 Ecosystem and landscape resilience.
 - 1.1.2 Derive and adopt the high valued habitats layer in accordance with the criteria set by this strategy.
 - 1.1.3 Draft the Coffs Harbour Biodiversity Assets and Ecological significance layers.
- C5 Protecting Threatened and Endangered Species
 - C5.2 Mammals
 - 5.2.1 Review the 1999 Coffs Harbour City Comprehensive Koala Plan of Management.
 - 5.2.2 Endorse the reviewed KPOM and ensure it is operational under SEPP 44

- **Economic**

Broader Economic Implications

The KPOM forms part of the Biodiversity Assets framework which includes a Landholder Incentives program. The proposed program will provide for a range of possible incentives for landholders who wish to manage koala habitat on their property.

An example of such a program is the Coffs Jaliigirr Project which is currently injecting significant funds into rural communities. Additional programs have been identified under the Biodiversity Action Strategy and will be part of the revision process.

The KPOM will provide broad economic benefits to the community, primarily in relation to the ongoing sustainable management of this unique icon in the landscape. This will ensure future generations will be able to experience and enjoy our region's unique natural heritage. The appeal of the region as an eco-tourism destination will also be enhanced by the long term persistence of its local koala population.

Delivery Program/Operational Plan Implications

Delivery Plan

Council is required to have an Operational Plan under the new integrated Planning and Reporting (IPR) legislation. The Delivery Plan is a 4 year blueprint of Council's principle activities, these activities are listed under five themes. The theme "Looking after our Environment" details the activities which relate to the KPOM and its revision.

- LE1.1.2** Develop programs to actively engage communities on environmental issues and solutions.
- LE2.1.1** Ensure land use management policies and practices conserve the regions unique environmental and biodiversity values.
- LE2.1.3** Maintain and conserve biodiversity through protected reserve systems and other land conservation mechanisms.
- LE2.1.5** Implement climate change planning adaptation and mitigation strategies.

Operational Plan

The Operational Plan identifies key themes and actions to deliver its identified services and is a subsidiary document to the Delivery Plan. Under theme S09 Environmental Management, subsection S09.01 Biodiversity Management, CHCC objective is to enhance the long-term viability and sustainability of ecosystems and biodiversity values in the Coffs Harbour LGA. The relevant action to the KPOM revision is listed below.

- P230.09** Koala Plan of Management 2013 – Draft and seek endorsement for the revised Coffs Harbour Koala Plan of Management 2013

Consultation:

A KPOM 2014 Project Plan is being developed to support the revision process. It is envisaged that the Project Plan will contain various components with a key focus on consultation and the development of an Engagement and Communication Framework.

The Project Plan will map out how key elements of the revision process will be delivered and how the community will be engaged, consulted and informed in the process. The establishment of a Stakeholders Reference Group is proposed, with group membership arrangements to be addressed in the plan which will be brought back to Council for endorsement.

Related Policy and / or Precedents:

The revised KPOM 2014 will replace the current Coffs Harbour City Koala Plan of Management 1999.

Statutory Requirements:

The revision of the KPOM will assist council in meeting its obligations to the following plans:

- Preparation of the State of the Environment reports as required under the Local Government Act.
- Directly meets key actions of the Coffs Harbour 2030 and in part addresses the 2030 indicators.

Council will also be able to meet its primary statutory obligations under the following legislation:

- *State Environmental Planning Policy 44 – Koala Habitat*
- *Environmental Planning and Assessment Act 1979*
- *Threatened Species Conservation Act 1995*
- *Environmental Protection and Biodiversity Conservation Act 1999*
- *Native Vegetation Act 2003*

Issues:

The following key issues are relevant to the revision of the KPOM:

- The out dated nature of the science and the planning framework behind the current KPOM (1999). These limitations were identified in the 2006 Ecological Review of the current KPOM.
- Council has been required to defend the KPOM and its implementation in regards to its non achievement in delivering all of the prescribed actions.
- The absence of Coffs Harbour from Schedule 1 of the SEPP 44.
- The White Paper is considering abolishing State Environmental Planning Policies and including functions of koala plans within State Plans or Local Plans. The uncertainty of the changes to the planning system and the timing may cause issues for the revision of the KPOM.
- The debate regarding habitat definitions under the existing SEPP 44 and methodology in defining koala habitat is still in transition. This may influence changes to habitat definitions and could lead to delays in drafting the habitat categories.
- The listing of the Koala as vulnerable under the Australian Governments *Environmental Protection and Biodiversity Conservation Act 1999*, may change the way in which koala plans are delivered at an Australian Government level.

Implementation Date / Priority:

The KPOM revision is linked to the Planning Framework for Biodiversity Assets delivery timeframes provided in Table 2 below:

Table 2. Biodiversity Assets delivery schedule

Exhibition	Type	Planning framework
SCIENCE		
by Sept 2013	Science	(a) Endangered Ecological Communities and over-cleared forest types
by Sep 2013	Science	(b) Old-growth forest and High Value Arboreal Habitat
by Dec 2013	Science	(c) koala habitat
by Dec 2013	Composite science layer	(d) High Value Habitats
by Feb 2014	Science	(e) Corridors footprint
by March 2014	Science	(f) Biodiversity Assets
by April 2014	Science Ranking	(g) Ecological Significance of environmental attributes
STRATEGY		
by June 2014	Strategy	(h) Priority Habitats and Corridors Strategy 2014 – 2030
PLANNING		
by Feb 2015	Planning proposal	(i) Planning proposal under Coffs Harbour LEP 2013
by May 2014	Plan	(j) Koala Plan of Management 2014

Recommendation:

1. That Council notes this report regarding the revision of the Coffs Harbour City Comprehensive Koala Plan of Management.
2. That Council advises the Department of Planning and Infrastructure of its proposed revision of the Coffs Harbour City Comprehensive Koala Plan of Management and seeks clarification on the relisting of Coffs Harbour on Schedule 1 of the State Environmental Planning Policy 44 – Koala Habitat Protection.