



# Coffs Harbour City Council

18 September 2013

## ORDINARY MEETING

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

**THURSDAY 26 SEPTEMBER 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 – 22 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**  
**26 SEPTEMBER 2013**

**Contents**

**ITEM      DESCRIPTION**

**GENERAL MANAGER'S REPORTS**

GM13/29    ELECTION OF DEPUTY MAYOR

GM13/30    2013 DISCLOSURE OF INTEREST BY COUNCILLORS AND DESIGNATED PERSONS

**CITY INFRASTRUCTURE SERVICES DEPARTMENT REPORTS**

CIS13/45    ACQUISITION OF EASEMENT OVER LOT 1122 DP 622536 - 7A NEWCASTLE DRIVE,  
TOORMINA

CIS13/46    LEASE - COFFS HARBOUR REGIONAL AIRPORT GROUND LEASE SITES TO EAGLE  
COPTERS AUSTRALASIA

CIS13/47    RENEWAL OF LEASE TO ON TRACK COMMUNITY PROGRAMS INC - SUITE 2 169-171  
ROSE AVENUE, COFFS HARBOUR

CIS13/48    LEASES FOR CAR RENTAL CONCESSIONS AT COFFS HARBOUR AIRPORT

CIS13/49    RELEASE OF RESTRICTION ON USE - 39 ESTUARY DRIVE, MOONEE BEACH

CIS13/50    WATER EFFICIENCY STRATEGIC PLAN 2013 - DRAFT REVIEW TO PUBLIC  
EXHIBITION

The following item either in whole or in part may be considered in Closed Meeting for the reasons stated.

CIS13/51 CONTRACT NO. RFT-568-TO: WEST WOOLGOOLGA SPORTSFIELDS BULK EARTHWORKS

A portion of this report is confidential for the reason of Section 10A (2):

- (d) commercial information of a confidential nature that would, if disclosed:
  - (i) prejudice the commercial position of the person who supplied it, or
  - (ii) confer a commercial advantage on a competitor of the council, or
  - (iii) reveal a trade secret.

and in accordance with Section 10A (1) the meeting may be closed to the public.

CIS13/52 CITYWORKS COMMERCIALISATION REVIEW - PROJECT CONTROL GROUP

CIS13/53 COMMUNITY ENGAGEMENT REGARDING SUSTAINABLE SERVICE DELIVERY

#### **CORPORATE BUSINESS DEPARTMENT REPORTS**

CB13/54 CONDUCT OF FINANCIAL REVIEW - SECTION 355 FACILITY MANAGEMENT COMMITTEES

CB13/55 AMENDMENTS TO THE 2013/2014 FEES AND CHARGES

CB13/56 COMMUNITY CAPITAL INFRASTRUCTURE GRANTS PROGRAM

CB13/57 BANK BALANCES AND INVESTMENT FOR JULY 2013

CB13/58 FINANCIAL RESULT FOR YEAR ENDED 30 JUNE 2013

#### **COMMUNITY DEVELOPMENT DEPARTMENT REPORTS**

CD13/1 NANA GLEN SPORT, RECREATION & EQUESTRIAN CENTRE MANAGEMENT COMMITTEE MEMBERSHIP

CD13/2 C.EX COFFS INTERNATIONAL STADIUM FOCUS GROUP

CD13/3 COFFS HARBOUR ECONOMIC STRATEGY 2013 - 2017

**CITY PLANNING DEPARTMENT REPORTS**

- CP13/28 COFFS HARBOUR COMPREHENSIVE KOALA PLAN OF MANAGEMENT 2014 – PROJECT PLAN
- CP13/29 HIGH VALUE HABITATS OF COFFS HARBOUR LOCAL GOVERNMENT AREA - ENDANGERED ECOLOGICAL COMMUNITIES AND OVER-CLEARED VEGETATION TYPES
- CP13/30 PLANNING PROPOSAL PP\_2013\_COFFS\_001\_00 FOR PART LOT 3, DP270533 DRESS CIRCLE, COFFS HARBOUR AND AMENDMENTS TO DRAFT COFFS HARBOUR DEVELOPMENT CONTROL PLAN 2013 (COMPONENT E15 - TOURIST DEVELOPMENT PRECINCTS)
- CP13/31 DEVELOPMENT APPLICATION 27/14 – SUBDIVISION (BOUNDARY ADJUSTMENT) – LOT 12, DP 597557 AND LOT 21, DP 847393 NO. 69 AND 68-70 BONVILLE STATION ROAD, BONVILLE
- CP13/32 DEVELOPMENT APPLICATION STATISTICS AND PERFORMANCE MONITORING - 2012/13 - UPDATE
- CP13/33 CLIMATE CHANGE POLICY

**QUESTIONS ON NOTICE**

- QON13/4 STUDY - SEA CONDITIONS IN THE HARBOUR



**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

22 AUGUST 2013

**Present:** Councillors D Knight (Mayor), J Arkan, N Cowling, G Innes, B Palmer, K Rhoades and S Townley.

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

**Leave of Absence:** Councillors R Degens and M Sultana.

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.

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#### DISCLOSURE OF INTEREST

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General Manager Steve McGrath	CB13/53 - World Rally Championships - Rally Australia Update	Non-Pecuniary - Less than significant conflict.
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#### APOLOGY

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No apologies received.

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ORDINARY MEETING

22 AUGUST 2013

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**PUBLIC ADDRESS**

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<b>Time</b>	<b>Speaker</b>	<b>Item</b>
5.00pm	Glenn Caldwell	CB13/53 - World Rally Championships - Rally Australia Update

Councillor Palmer introduced Jeff Holmes from CHCC and Alan Jeffery from NPWS who both made presentations regarding a NSW Tourism Award received for the Coffs Coast Regional Park - Solitary Islands Coastal Walk, under the category of New Tourism Development.

**MAYORAL MINUTE**

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**MM13/3 2013 LOCAL GOVERNMENT NSW CONFERENCE - VOTING DELEGATES FROM COFFS HARBOUR CITY COUNCIL**

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To appoint four voting delegates to represent the Coffs Harbour City Council at the 2013 Local Government NSW Annual Conference to be held in Sydney on the 1-3 October 2013.

- 198 RESOLVED** (Knight) that Coffs Harbour City Council resolve the nomination of the Mayor and 3 (three) Councillors as voting delegates for the 2013 LGNSW Conference.

The Mayor moved that Councillors Arkan, Palmer and Innes be nominated.

Councillor Cowling self nominated.

- 199 RESOLVED** (Knight/Rhoades) that as a result of a show of hands, Councillors Arkan, Palmer and Innes be declared as voting delegates for the 2013 LGNSW Conference.

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**CONFIRMATION OF MINUTES**

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- 200 RESOLVED** (Arkan/Palmer) that the minutes of the Ordinary meeting held on 8 August 2013 be confirmed as a true and correct record of proceedings.



## NOTICES OF MOTION

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### NOM13/11 PLANNING REFORM

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**201 RESOLVED** (Townley/Cowling):

1. 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.
2. 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.
3. 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

## GENERAL MANAGER'S REPORTS

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### GM13/21 OPERATIONAL PLAN REPORTING FOR THE QUARTER ENDED 30 JUNE 2013

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

**202 RESOLVED** (Arkan/Palmer) 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.

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**GM13/22 ORGANISATION STRUCTURE**

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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.

**MOTION**

**203 RESOLVED** (Palmer/Innes):

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, with one amendment and that is that the Waste Function remain in City Planning;
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
3. That the General Manager be requested to ensure that reports are brought back to Council with regard to the status of the Waste Function on a 6 monthly basis to enable a continuous review of the appropriateness of the Waste Function remaining in the City Planning Directorate.

**AMENDMENT**

**MOVED** (Cowling/Townley)

1. That in accordance with Section 333 of the Local Government Act 1993 Council adopt the organisation structure as set out below 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 of City Planning
- Director of City Infrastructure Services

**General Manager**

- Governance Services
- Corporate Planning
- Media
- Coffs Harbour 2030

**GM13/22 - Organisation Structure (Cont'd)**

**Corporate Business**

Customer Services  
Business Units  
    Commercial Property Development  
    Airport; Holiday Parks & Reserves  
    Sports Unit  
Telecommunications & New Technology  
Corporate Information  
Human Resources & Organisational Development  
Finance  
Tourism & Marketing  
Economic Development  
Community & Cultural Services  
Community Development  
    Cultural Facilities including Jetty Memorial Theatre  
    Library Services

**City Planning**

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

**City Infrastructure Services**

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

The **AMENDMENT** on being put to the meeting was **LOST**.

The **MOTION** on being put to the meeting was **CARRIED**.

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**DIVISION**

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A division was duly called for, and those members voting for and against the motion were recorded:

**FOR**

Cr Innes  
Cr Arkan  
Cr Palmer  
Cr Townley  
Cr Rhoades  
Cr Knight

**AGAINST**

Cr Cowling

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**GM13/23 MEDIA POLICY**

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For Council to adopt the Media Policy.

- 204 RESOLVED** (Arkan/Innes) that Council defer consideration of this matter pending further review of the draft and then a workshop with Councillors.

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**GM13/24 UNREASONABLE COMPLAINANT CONDUCT POLICY**

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For Council to adopt the Unreasonable Complainant Conduct Policy.

- 205 RESOLVED** (Palmer/Innes) that Council adopts the Unreasonable Complainant Conduct Policy.

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**GM13/25 BOTANIC GARDEN WEDDING AND EVENT USAGE POLICY**

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

- 206 RESOLVED** (Arkan/Palmer) that Council adopts the Botanic Garden Wedding and Event Usage Policy.

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**GM13/26 LIBRARY OPERATIONS POLICY**

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For Council to adopt the Library Operations Policy.

- 207 RESOLVED** (Palmer/Innes) that Council adopts the Library Operations Policy.

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**GM13/27 COFFS HARBOUR REGIONAL GALLERY COLLECTIONS POLICY**

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

- 208 RESOLVED** (Arkan/Townley) that Council adopts the Coffs Harbour Regional Gallery Collections Policy.

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**GM13/28 POLICY REVIEW 2013**

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For Council to adopt the policy register as tabled.

- 209 RESOLVED** (Palmer/Arkan) that the policy register as tabled is adopted.

**CITY SERVICES DEPARTMENT REPORTS**

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**CS13/43 NSW GOVERNMENT ASSESSMENTS OF COUNCIL FINANCES AND INFRASTRUCTURE**

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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.

- 210 RESOLVED** (Palmer/Townley) 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.

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**CS13/44 GUIDELINES FOR THE ESTABLISHMENT OF COMMUNITY GARDENS**

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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.

- 211 RESOLVED** (Arkan/Townley) that Council endorse the Guidelines for the Establishment of Community Gardens.

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**CORPORATE BUSINESS DEPARTMENT REPORTS**

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**CB13/50 DONATIONS PROGRAM 2013/2014**

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Determination of the Donations Program for 2013/2014.

- 212 RESOLVED** (Rhoades/Arkan) that the Donations and Rate Subsidy Programs for 2013/2014 as set out in the report, totaling \$129,513 be adopted.

**AMENDMENT**

**MOVED** (Innes/ ) that the motion be deferred until the end of October until Councillors can look at who is receiving money.

The **AMENDMENT** lapsed for want of a seconder.

The **MOTION** on being put to the meeting was **CARRIED**.

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**CB13/51 ENVIRONMENTAL LEVY PROJECTS REPORT 30 JUNE 2013**

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To provide Council with a status report on the projects funded under the Environmental Levy Program and make recommendations regarding revotes for each project.

**213 RESOLVED (Townley/Palmer):**

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
<b>Total</b>	<b><u>\$5,962.16</u></b>

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
<b>Total</b>	<b><u>\$269,551.24</u></b>

**CB13/51 - Environmental Levy Projects Report 30 June 2013 (Cont'd)**

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.

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**CB13/52 ANNUAL TOURISM REPORT TO COUNCIL**

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To provide to Council an annual overview of key activities and outcomes of Council's Tourism Unit.

- 214 RESOLVED** (Palmer/Innes) that Council note the Annual Tourism Report.

The General Manager declared a Non-Pecuniary Interest in the following matter and took no part in the discussion thereof.

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**CB13/53 WORLD RALLY CHAMPIONSHIPS RALLY AUSTRALIA UPDATE**

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To provide to Council an update from WRC – Rally Australia Event Manager David Catchpole.

- 215 RESOLVED** (Arkan/Innes) that Council note the update provided by Glenn Caldwell on behalf of David Catchpole.



**LAND USE HEALTH & DEVELOPMENT DEPARTMENT REPORTS**

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**L13/26 LOCAL GROWTH MANAGEMENT STRATEGY REVIEW - PROJECT PLAN AND CONSULTANT BRIEF - STAGE 1**

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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).

**216 RESOLVED** (Townley/Arkan):

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.

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**L13/27 REVISION OF THE COFFS HARBOUR COMPREHENSIVE KOALA PLAN OF MANAGEMENT 1999**

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The purpose of this report is to inform Council of the proposed revision of the Coffs Harbour Koala Plan of Management 1999 (KPOM).

**217 RESOLVED** (Townley/Palmer):

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.

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**REQUESTS FOR LEAVE OF ABSENCE**

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No requests for leave of absence.

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**MATTERS OF AN URGENT NATURE**

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**MUN13/7 Thompsons Road Dog Park**

Councillor Innes advised he had been told that a dog had been poisoned by a bait at the Thompsons Road dog park and was dead within 30mins. Cr Innes asked if this matter could be investigated.

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**QUESTIONS ON NOTICE**

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No questions on notice.

This concluded the business and the meeting closed at 6.36 pm.

Confirmed: 26 September 2013.

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Denise Knight  
Mayor

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## ELECTION OF DEPUTY MAYOR

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### **Purpose:**

To seek Council's decision on the election of a Deputy Mayor.

### **Description of Item:**

Council's practice is to elect a Deputy Mayor each year for a 12 month period.

The role of Deputy Mayor is to assist the Mayor with the performance of ceremonial duties and to exercise the functions of the Mayor during periods of absence. Council must now determine if it wishes to elect a Deputy Mayor and if so, by what method.

### **Sustainability Assessment:**

- **Environment**

There are no environmental impacts as a result of this report.

- **Social**

There are no social impacts as a result of this report.

- **Civic Leadership**

Council's election of a Deputy Mayor is consistent with the 2030 plan strategy LC 3.1 *Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour.*

- **Economic**

#### **Broader Economic Implications**

No additional fee applies to the position of Deputy Mayor.

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

#### **Delivery Program/Operational Plan Implications**

This is not applicable to this report.

### **Risk Analysis:**

This is not applicable to this report.

### **Consultation:**

This is not applicable to this report.

**Related Policy and / or Precedents:**

This is not applicable to this report.

**Statutory Requirements:**

Section 231 of the Local Government Act provides the power to elect a Deputy Mayor and clause 394 and schedule 7 of Local Government (General) Regulations cover the procedures relating to the conduct of the election.

Attached to this report is a copy of these provisions and Council's attention is drawn to the provisions relating to nominations and the methods of election.

Should there be more than one nomination for the position; Council is required, in accordance with clause 3 of schedule 7, to resolve whether the elections to proceed by preferential ballot, by ordinary ballot or by open voting. Ballot has its normal meaning of secret ballot and open voting is a show of hands.

**Issues:**

This is not applicable to this report.

**Implementation Date / Priority:**

Implementation is immediate.

**Recommendation:**

1. **Council resolve to elect a Deputy Mayor for the ensuing twelve (12) months.**

**And in the event that Council resolves recommendation 1 in the affirmative:**

2. **Nominations for the position of Deputy Mayor be called and the method of election be by open ballot (show of hands).**

**LOCAL GOVERNMENT ACT 1993 - SECT 231**

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**231 Deputy mayor**

- (1) The councillors may elect a person from among their number to be the deputy mayor.
- (2) The person may be elected for the mayoral term or a shorter term.
- (3) The deputy mayor may exercise any function of the mayor at the request of the mayor or if the mayor is prevented by illness, absence or otherwise from exercising the function or if there is a casual vacancy in the office of mayor.
- (4) The councillors may elect a person from among their number to act as deputy mayor if the deputy mayor is prevented by illness, absence or otherwise from exercising a function under this section, or if no deputy mayor has been elected.

**Local Government (General) Regulation 2005**

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**394 Election of mayors by councillors**

If a mayor or deputy mayor is to be elected by the councillors of an area, the election is to be in accordance with Schedule 7.

**Schedule 7 Election of mayor by councillors**

**Part 1 Preliminary**

**1 Returning officer**

The general manager (or a person appointed by the general manager) is the returning officer.

**2 Nomination**

- (1) A councillor may be nominated without notice for election as mayor or deputy mayor.
- (2) The nomination is to be made in writing by 2 or more councillors (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.
- (3) The nomination is to be delivered or sent to the returning officer.
- (4) The returning officer is to announce the names of the nominees at the council meeting at which the election is to be held.

**3 Election**

- (1) If only one councillor is nominated, that councillor is elected.
- (2) If more than one councillor is nominated, the council is to resolve whether the election is to proceed by preferential ballot, by ordinary ballot or by open voting.
- (3) The election is to be held at the council meeting at which the council resolves on the method of voting.
- (4) In this clause:

*ballot* has its normal meaning of secret ballot.  
*open voting* means voting by a show of hands or similar means.

**Part 2 Ordinary ballot or open voting**

**Attachment**

**4 Application of Part**

This Part applies if the election proceeds by ordinary ballot or by open voting.

**5 Marking of ballot-papers**

- (1) If the election proceeds by ordinary ballot, the returning officer is to decide the manner in which votes are to be marked on the ballot-papers.
- (2) The formality of a ballot-paper under this Part must be determined in accordance with clause 345 (1) (b) and (c) and (6) of this Regulation as if it were a ballot-paper referred to in that clause.
- (3) An informal ballot-paper must be rejected at the count.

**6 Count—2 candidates**

- (1) If there are only 2 candidates, the candidate with the higher number of votes is elected.
- (2) If there are only 2 candidates and they are tied, the one elected is to be chosen by lot.

**7 Count—3 or more candidates**

- (1) If there are 3 or more candidates, the one with the lowest number of votes is to be excluded.
- (2) If 3 or more candidates then remain, a further vote is to be taken of those candidates and the one with the lowest number of votes from that further vote is to be excluded.
- (3) If, after that, 3 or more candidates still remain, the procedure set out in subclause (2) is to be repeated until only 2 candidates remain.
- (4) A further vote is to be taken of the 2 remaining candidates.
- (5) Clause 6 of this Schedule then applies to the determination of the election as if the 2 remaining candidates had been the only candidates.
- (6) If at any stage during a count under subclause (1) or (2), 2 or more candidates are tied on the lowest number of votes, the one excluded is to be chosen by lot.

**Part 3 Preferential ballot**

**8 Application of Part**

This Part applies if the election proceeds by preferential ballot.

**9 Ballot-papers and voting**

- (1) The ballot-papers are to contain the names of all the candidates. The councillors are to mark their votes by placing the numbers “1”, “2” and so on against the various names so as to indicate the order of their preference for all the candidates.
- (2) The formality of a ballot-paper under this Part is to be determined in accordance with clause 345 (1) (b) and (c) and (5) of this Regulation as if it were a ballot-paper referred to in that clause.
- (3) An informal ballot-paper must be rejected at the count.

## 10 Count

- (1) If a candidate has an absolute majority of first preference votes, that candidate is elected.
- (2) If not, the candidate with the lowest number of first preference votes is excluded and the votes on the unexhausted ballot-papers counted to him or her are transferred to the candidates with second preferences on those ballot-papers.
- (3) A candidate who then has an absolute majority of votes is elected, but, if no candidate then has an absolute majority of votes, the process of excluding the candidate who has the lowest number of votes and counting each of his or her unexhausted ballot-papers to the candidates remaining in the election next in order of the voter's preference is repeated until one candidate has received an absolute majority of votes. The latter is elected.
- (4) In this clause, **absolute majority**, in relation to votes, means a number that is more than one-half of the number of unexhausted formal ballot-papers.

## 11 Tied candidates

- (1) If, on any count of votes, there are 2 candidates in, or remaining in, the election and the numbers of votes cast for the 2 candidates are equal—the candidate whose name is first chosen by lot is taken to have received an absolute majority of votes and is therefore taken to be elected.
- (2) If, on any count of votes, there are 3 or more candidates in, or remaining in, the election and the numbers of votes cast for 2 or more candidates are equal and those candidates are the ones with the lowest number of votes on the count of the votes—the candidate whose name is first chosen by lot is taken to have the lowest number of votes and is therefore excluded.

## Part 4 General

### 12 Choosing by lot

To choose a candidate by lot, the names of the candidates who have equal numbers of votes are written on similar slips of paper by the returning officer, the slips are folded by the returning officer so as to prevent the names being seen, the slips are mixed and one is drawn at random by the returning officer and the candidate whose name is on the drawn slip is chosen.

### 13 Result

The result of the election (including the name of the candidate elected as mayor or deputy mayor) is:

- (a) to be declared to the councillors at the council meeting at which the election is held by the returning officer, and
- (b) to be delivered or sent to the Director-General and to the Secretary of the Local Government and Shires Associations of New South Wales.

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**2013 DISCLOSURE OF INTEREST BY COUNCILLORS AND DESIGNATED PERSONS**

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**Purpose:**

To table the Register of Returns received in accordance with s450A Local Government Act 1993.

**Description of Item:**

Councillors, General Managers, senior staff and other designated persons as at 30 June 2013, are required to lodge a completed Disclosure Return by 30 September 2013 of pecuniary interests and other matters.

Designated persons identified by Council previously include the General Manager, all Directors and Managers, staff authorised to order goods over \$15,000, staff involved in strategic planning, staff involved in assessing/issuing consents to development applications, staff involved in compliance activities or the issuing of orders and staff involved in contractual functions.

In addition, s449 (1) of the Local Government Act states:

- (1) *A councillor or designated person must complete and lodge with the general manager, within 3 months after becoming a councillor or designated person, a return in the form prescribed by the regulations.*

The following positions have been identified with a requirement to complete the return:

Airport Manager	Manager Land Use Management (acting)
Assistant Risk Coordinator	Manager Land Use Planning
Biodiversity Officer	Manager Libraries
Building & Development Officer	Manager Mechanical & Electrical
Business Development Engineer	Manager Recreation Services
Capital Works Coordinator	Manager Sports Unit
Chief Information Officer	Manager Strategic Infrastructure
Coordinator Payroll & Superannuation Services	Manager Telecommunications & New Technology
Coordinator Professional Lifeguards	Manager Water Treatment
Coordinator Sewerage	On site sewerage Management Officer
Coordinator Water Supply	Planner Land Use
Coordinator Water Supply (acting)	Planner Land Use Assessment
Councillor	Plant Admin Coordinator
Developer Contributions Coordinator	Plant Coordinator
Director City Services	Project Engineer
Director Corporate Business (acting)	Property Manager
Director LUHD	Purchasing & Supply Manager
Environmental Health Officer	Ranger Multi-function
Exec Manager Business Units	Ranger Single Function



Exec Manager Coffs City Works	Risk Coordinator
Exec Manager Coffs Harbour Water (acting)	Senior Biodiversity Officer
Exec Manager Cultural & Community Development	Senior Building & Development Officer
Exec Manager Engineering Services	Senior Engineering Inspector
Exec Manager Finance	Senior Environmental Officer
Exec Manager Strategy & Sustainability (acting)	Senior Planner Land Use
Exec Manager HR & Organisational Development	Senior Planner Land Use Assessment
Gallery & Museum Curator - Director	Senior Professional Lifeguard
General Manager	Senior Purchasing Officer
Internal Auditor	Senior Ranger
Inventory Supply Coordinator	Senior Valuer
Landscape Architect	Senior Weeds Inspector
Management Accountant - Revenue	Special Project Manager SLEP
Manager Asset Construction	Special Projects and Events Officer
Manager Asset Maintenance	Subdivision Contracts Inspector
Manager Asset Systems	Subdivision Development Engineer
Manager Coffs Coast Tourism & Marketing	Survey Team Leader
Manager Community Development	Sustainability Programs Coordinator
Manager Contracts & Subdivisions	Team Leader - Compliance Land Use
Manager Distribution Coffs Harbour Water	Team Leader Compliance Unit
Manager Economic Development	Team Leader Environment
Manager Engineering Projects	Team Leader Health
Manager Environmental Laboratory	Team Leader Land Use Management South West
Manager Governance Services	Waste Services Coordinator
Manager Health	Water Designer
Manager Holiday Parks & Reserves	Water Senior Technical Coordinator
Manager Land Use Assessment	Weed Control Officer
Manager Land Use Assessment (acting)	Weeds Inspector

#### **Sustainability Assessment:**

- **Environment**

This is not applicable to this report.

- **Social**

This is not applicable to this report.

- **Civic Leadership**

The purpose of these provisions is to ensure transparency and accountability in local government decision making. This is consistent with the *Coffs Harbour 2030 Community Strategic Plan strategy LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour*. The obligations upon Councillors, General Manager, Senior Staff and other designated persons are as much a protection for them as it is for the community in the review of Council's decisions, and one of the important mechanisms in enhancing public confidence in local administration.

- **Economic**

**Broader Economic Implications**

This is not applicable to this report.

**Delivery Program/Operational Plan Implications**

This is not applicable to this report.

**Risk Analysis:**

This is not applicable to this report.

**Consultation:**

This is not applicable to this report.

**Related Policy and / or Precedents:**

This is not applicable to this report.

**Statutory Requirements:**

Sections 449 and 450A of the Local Government Act 1993 cover the compulsory lodgment of Pecuniary Interest annual returns. The Act details specific responsibilities of the General Manager in relation to the collection, reporting, tabling and public accessibility of the returns.

**Issues:**

A register containing all disclosures will be tabled at this meeting for inspection by any Councillors.

The register will now be held as a permanent record and available for public inspection.

**Implementation Date / Priority:**

Implementation is immediate.

**Recommendation:**

**That the Register of Disclosures by Councillors and Designated Persons for the period July 2012 – June 2013, as tabled, be noted.**

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## ACQUISITION OF EASEMENT OVER LOT 1122 DP 622536 - 7A NEWCASTLE DRIVE, TOORMINA

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### **Purpose:**

Report seeking Council approval for the acquisition of an easement to drain sewage over a property at 7A Newcastle Drive, Toormina and described legally as Lot 1122 DP 622536.

### **Description of Item:**

Council is currently in the process of decommissioning the Sawtell Treatment Plant which in due course will be replaced with a new pump station and pipeline back to Coffs Harbour's new treatment plant at Howard Street. The new pipeline to be constructed as part of this project will need to be partly located within a property at 7A Newcastle Drive, Toormina due to constraints in the locality, predominantly in the form of existing pipelines.

Negotiations have been held with the owners of the property on the basis of Council acquiring an easement for the pipeline and an agreement has been reached on the following terms:

1. Compensation of \$1,000 inclusive of GST being paid to the owner.
2. Council being responsible for all costs associated with the matter.

The owner has also consented to the Council's solicitor acting for both parties in relation to the matter.

The property is currently an undeveloped industrially zoned site which is being used as a dismantling and recycling yard. The property has right of way access to the west over private and public lands.

The easement proposed will be of variable width and is located on the south-eastern side boundary of the property as indicated on the attached plan adjoining a laneway and the North Coast Railway Line. The easement area is approximately 225.96 square metres.

### **Sustainability Assessment:**

- **Environment**

There will be no environmental impact as a result of this acquisition.

- **Social**

There will be no social impact as a result of this acquisition.

- **Civic Leadership**

Council is responsible for the provision of services to the City in line with the 2030 Coffs Harbour Strategy adopted. The provision of this infrastructure will assist the efficient and cost effective management of Council's infrastructure.

- **Economic**

**Broader Economic Implications**

There will be no broader economic implications.

**Delivery Program/Operational Plan Implications**

The costs associated with the acquisition of this easement are to be funded by the Capital Works Program associated with the project and is within the current budget. It is anticipated the matter will cost in the order of \$2,000 inclusive of the compensation payment.

**Risk Analysis:**

The risk in relation to this matter has been assessed as minor and insignificant.

**Issues:**

There are no major issues related to this matter. The creation of the easement will be over the newly constructed pipeline within the property and will confirm Council's legal ability to enter the property and maintain the line in future.

It is likely the construction of the pipeline will occur prior to the easement being created, however the owner of the property has signed a permit to enter document which will facilitate the construction and retain rights to the owner in relation to compensation.

**Implementation Date / Priority:**

The matter will be actioned immediately.

**Recommendation:**

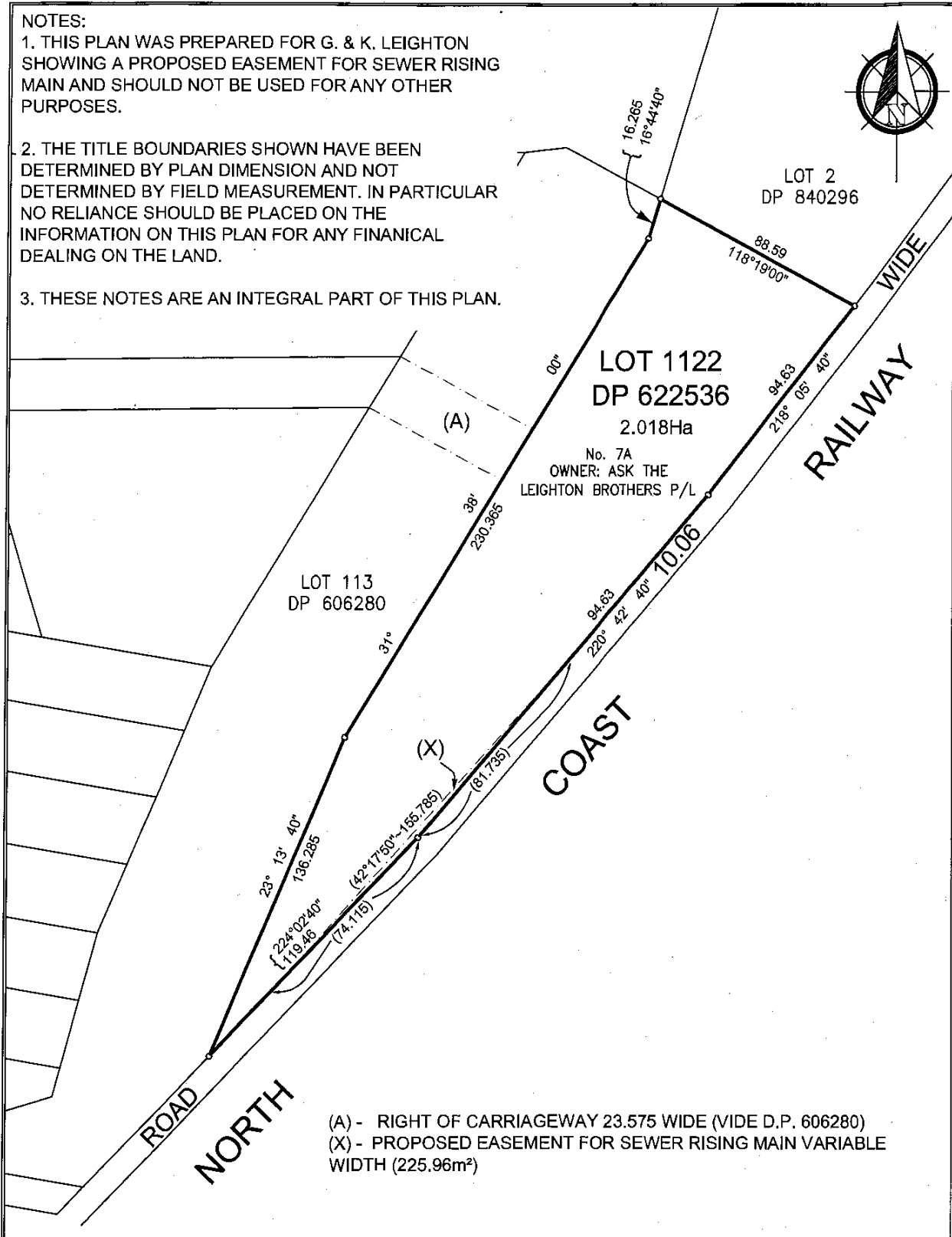
1. That Council proceed to acquire an easement of variable width for the drainage of sewage over Lot 1122 DP 622536, 7A Newcastle Drive, Toormina as shown approximately on the plan attached to this report.
2. That Council be responsible for all costs associated with the matter.
3. That the owner be compensated on the terms contained within this report.
4. That all necessary documents associated with the acquisition of the easement be executed under the Common Seal of Council.

**NOTES:**

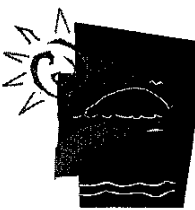
1. THIS PLAN WAS PREPARED FOR G. & K. LEIGHTON SHOWING A PROPOSED EASEMENT FOR SEWER RISING MAIN AND SHOULD NOT BE USED FOR ANY OTHER PURPOSES.

2. THE TITLE BOUNDARIES SHOWN HAVE BEEN DETERMINED BY PLAN DIMENSION AND NOT DETERMINED BY FIELD MEASUREMENT. IN PARTICULAR NO RELIANCE SHOULD BE PLACED ON THE INFORMATION ON THIS PLAN FOR ANY FINANCIAL DEALING ON THE LAND.

3. THESE NOTES ARE AN INTEGRAL PART OF THIS PLAN.



(A) - RIGHT OF CARRIAGEWAY 23.575 WIDE (VIDE D.P. 606280)  
 (X) - PROPOSED EASEMENT FOR SEWER RISING MAIN VARIABLE WIDTH (225.96m<sup>2</sup>)

 <p><b>COFFS HARBOUR CITY COUNCIL</b> CITY SERVICES</p> <p>Locked Bag 155 Coffs Harbour NSW 2450 Phone (02) 66484000 Fax (02) 66484477 www.chcc.nsw.gov.au email-coffs.council@chcc.nsw.gov.au</p>	SCALE: 1:2000	PLAN OF PROPOSED EASEMENT FOR SEWER RISING MAIN ON LOT 1122 D.P. 622536 No.7A NEWCASTLE DRIVE, TOORMINA	
	DATE: 22.4.2013		
	DESIGN: BPS	DESIGN MANAGER	DATE
DRAWN: BPS			

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## LEASE - COFFS HARBOUR REGIONAL AIRPORT GROUND LEASE SITES TO EAGLE COPTERS AUSTRALASIA

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### **Purpose:**

Seeking authority for the execution of leases between Coffs Harbour City Council as the registered proprietor of Lot 30 in DP 835497 and of Lot 3 in DP 790102 to Eagle Copters Australasia ACN 150 018 894 under the Common Seal of Council.

### **Description of Item:**

Council is the owner of Lot 30 in DP 935497 and Lot 3 in DP 790102. Both land parcels are currently under lease for terms which will expire in October and December 2022. Both leases are ground leases with the improvements on the land having been constructed by the lessee(s).

The current lessees have advised that they seek to sell the respective improvements to Eagle Copters Australasia ACN 150 018 894 (ECA). To complete the sale(s) the lessee(s) seek to surrender their lease(s) contemporaneously with the commencement of new lease(s) to ECA .

ECA plans to establish a Rotary Maintenance Project (RMP) to service the local, regional and international rotary aviation sector. ECA advises that this will involve the construction of a helicopter maintenance facility, which in turn will facilitate the development of auxiliary businesses and services, including specialist aircraft maintenance, business support to the RMP and aircraft engineering training opportunities.

To establish their operation, ECA needs to acquire and refurbish/redevelop the hangars on the abovementioned lease lots. To realise their business plans, ECA seeks an initial lease term of 20 years, with an option for a further ten years for each lease.

By way of background, ECA are incorporated as an Australian registered company owned jointly by Eagle Copters Ltd (through O'Reilly Holding Company Ltd) and Aero Assist Pty Ltd.

Eagle Copters is a Canadian based company established in 1975. It specialises in helicopter leasing, sales, maintenance and overhaul, including component overhaul, turbine engine overhaul, fuel control overhaul, and maintenance of facilities. The company also provides field, line maintenance, helicopter storage, ramp, and repair services and engine, component, and accessory exchange programs (<http://www.eaglecopters.com/aboutus.asp>).

Aero Assist Pty Ltd was founded in February 1999. It has a background in helicopter support services, including project management, advising on engine repair/overhaul, helicopter sales and parts supply. In 2005 the company expanded into helicopter leasing and now maintains a permanent fleet of more than ten helicopters in Australia and Indonesia (<http://www.aeroassist.net/company.php>).

The proposed rent for the new lease(s) will be set against a market rent assessment for similar leasehold.

Accordingly there is no objection to the proposal to surrender existing leases contemporaneously with the grant of new Leases to ECA.

It is recommended that a new twenty (20) year lease agreement with an option for a further ten (10) year period be granted for each of the above lots on largely the same terms as the current lease and with the standard aviation lease conditions.

**Sustainability Assessment:**

- **Environment**

The lease proposals relate to existing aviation hangar sites which have been occupied and used for aviation related purposes for many years. The leasing proposals will continue this use. As such there will be no change to the environmental impact. It is proposed that the environmental conditions in the current leases be included in any future agreement.

- **Social**

This lease proposal will continue an existing use of the subject premises and as such there is no perceived change in regard to social sustainability and impact. Having the land occupied and maintained for aviation purposes creates a positive image for the airport precinct and is better than rendering the land vacant and unproductive.

- **Civic Leadership**

The Coffs Harbour 2011-2015 delivery program objective is to (OC1.1.6.2) pursue corporate business opportunities to generate income to support Council programs. The proposed lease is consistent with this objective.

- **Economic**

**Broader Economic Implications**

The ECA Business Plan aims to invest \$6 million over the term of the project and provide jobs for 15 positions initially and up to 64 positions in the first 5 years of operation.

**Delivery Program/Operational Plan Implications**

Leasing the premises to ECA at a current market rental will provide additional income for Council. If the site remains vacant then there are still holding costs for Council.

**Risk Analysis**

The recommendations do not give rise to any additional risk over and above standard leasing arrangements.

**Consultation:**

Executive Manager Business Units, Corporate Business.  
Manager Coffs Harbour Regional Airport  
EDU Business Development Research Officer

Council's Economic Development Unit (EDU) comments as follows:

The proposed lease addresses the following 2030 objective is applicable:

*"We are recognised as a model of sustainable business and industry with a strong and diverse local economy".*

EDU is supportive of this proposal for the following reasons:

1. The SEIFA Index of Disadvantage for Coffs Harbour is below the national benchmark. To improve this score, Coffs Harbour LGA requires a rebalance of industry to attract more highly-qualified occupations with commensurate higher salaries. The aviation sector generally fulfils this criterion.
2. The flow-on effect from those occupations provides opportunities for lesser-skilled employees also.
3. Training being offered by this category of employer will also increase the average skill level of, and career opportunities for, our workforce.
4. This type of occupation has sufficient cachet to be of interest to a younger demographic which will assist in holding or improving our current Median Age of 42 years.
5. Output from Helicopter Manufacturing or Repairing will add to our Manufacturing Gross Regional Product of \$769 million.
6. This will also enhance Coffs Harbour's Index of Economic Diversity.
7. The infrastructure invested in by Council at the Airport provides the foundation for a hub of this type of aviation-related industry.
8. Initial discussions with the NSW Government have generated in-principle interest for the proposal and the business model's longer-term prospects.
9. When this business attains sufficient scale, associated industries may be attracted to create a supply chain.
10. This type of industry has been identified on Economic Development Unit's Target Industries list since 2007.
11. Draft Economic Development Strategy Item # B4 – *"Facilitate and support the development of high value, sustainable new business and industry and facilitate existing business to grow."*

**Related Policy and / or Precedents:**

The recommendations are in line with general leasing practices.

Where Council property is not required for current use for Council purposes, then numerous precedents have been set for leasing such premises or properties in order to obtain additional income and help to cover holding costs.

**Statutory Requirements:**

The property is classified as Operational Land in accordance with provisions of the Local Government Act 1993. Therefore, there are no impediments to pursuing this lease arrangement in accordance with normal leasing procedures and practices under the NSW Real Property Act 1900 and the Conveyancing Act 1919.

Regulation 400(2) Local Government (General) regulation 2005 applies with respect to execution of the lease documentation under Council seal.



**Issues:**

The proposed lease directly facilitates the establishment of a new and relatively significant industry to the airport and the LGA.

Previous lease terms at the airport have historically not exceeded 15 -20 years. This time frame was established as a reasonable time frame to allow lessees to recoup/realise their investment in the construction of hangars on the site. In this instance ECA seek a minimum of 20 years and a further option of 10 years to enable them sufficient time to realise the proposed long term investment (quoted at \$6 million).

It is recommended that both lease agreements contain predetermined and agreed investment levels as a precondition to the exercise of option periods.

It should be noted that the respective lots are not affected by long term redevelopment plans for the airport precinct.

It is ECA's intention to establish operations immediately from the existing hangar on Lot 3. In the meantime the redevelopment of Lot 30 will commence with a view to constructing a new and larger hangar on that site. ECA advise that it is their expectation that the redevelopment of Lot 30 will take approximately 12 months. Subject to Council's endorsement and in the interest to encourage immediate redevelopment/refurbishment of the current site, there is agreement in principal to abate rent payments until an occupation certificate issues for the new hangar, or 12 months from the commencement of the lease (whichever occurs sooner). The payment of utilities, rates and other services will otherwise be the responsibility of the Lessee from the commencement of the lease.

**Implementation Date / Priority:**

The lease document will be executed under seal following completion of drafting by Council's solicitor and subject to authority being granted by Council.

**Recommendation:**

1. **That Council accept the surrender of Lease(s) of Lot 30 in DP 835497 to Northern Region SLSA Helicopter Rescue Service and of Lot 2 in DP 790102 to Paul Ellis Cox subject to the contemporaneous formalisation of new lease(s) to Eagle Copters Australasia ACN 150 018 894**
2. **The Council as registered proprietor of Lot 3 in DP790102 (the demised premises) authorises the lease of the demised premises to Eagle Copters Australasia ACN 150 018 894 for a period of twenty (20) years and an option for a further period of ten (10) years subject to the standard terms and conditions of Coffs Harbour City Council's airport leases and other conditions as required to give effect to the proposed agreement.**
3. **The Council as registered proprietor Lot 30 in DP835497 (the demised premises) authorises the lease of the demised premises to Eagle Copters Australasia ACN 150 018 894 for a period of twenty (20) years and an option for a further period of ten (10) years subject to the standard terms and conditions of Coffs Harbour City Council's airport leases and other conditions as required to give effect to the proposed agreement.**

4. That Council provide a rent free period in the lease of Lot 30 DP 835497 to Eagle Copters Australasia ACN 150 018 894 up to the earlier of 12 months from the commencement of the lease or upon issue of an occupation certificate for the refurbished/hangar.
5. That any necessary documents required to give effect to the lease of Lot 30 in DP835497 and Lot 2 in DP 790102 to Eagle Copters Australasia ACN 150 018 894 be executed under the common seal of Council.
6. That all costs associated with the new leasing arrangement be paid by the lessee.

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## RENEWAL OF LEASE TO ON TRACK COMMUNITY PROGRAMS INC - SUITE 2 169-171 ROSE AVENUE, COFFS HARBOUR

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### **Purpose:**

Seeking Council authority to renew lease with On Track Community Programs Incorporated for Suite 2 in 169-171 Rose Avenue, Coffs Harbour.

### **Description of Item:**

Council is the registered proprietor of Lot 10 DP 861850 being 169-171 Rose Avenue, Coffs Harbour. The land is classified as operational land under the Local Government Act. The property contains various buildings which are leased to various tenants.

Suite 2 has been leased to On Track Community Programs Incorporated since 23 August 2010. The original lease was for a period of two years with a one year option terminating 22 August 2013.

Subject to Council approval, a new lease agreement has now been offered to the Lessee. The Lessee has indicated that it wishes to renew the lease but cannot commit to a lease which extends beyond the government funding it has been provided. Therefore the Lessee has requested a lease terminating 30 June 2014, with options to renew the lease for two consecutive periods of one year each from 1 July 2014.

It is therefore proposed to enter into a new lease agreement to secure the tenancy of On Track Community Programs Incorporated for a period of 10 months and 8 days commencing on 23 August 2013 and terminating on 30 June 2014 with two options for the Lessee to renew the lease for one year each.

### **Sustainability Assessment:**

- **Environment**

The lease proposal relates to the renewal of an existing tenancy which has occupied the premises for three years. The lease proposal will continue this use. As such the recommendation does not give rise to any environmental issues.

- **Social**

The lease proposal will continue an existing use of the premises and as such there is no perceived change in regard to the social sustainability and impact. The lessee advertises it "*provides a range of community based support services for people experiencing mental illness, disability, homelessness or extreme disadvantage*". Therefore the renewal of the lease will assist the lessee to provide this service to the community.

- **Civic Leadership**

The Coffs Harbour 2011-2015 delivery program objective is to (OC1.1.6.2) pursue corporate business opportunities to generate income to support Council programs. Further, the lease facilitates the development of activities and programs that address health care issues (LCI.2.2030). The proposed lease is consistent with these objectives.

- **Economic**

**Broader Economic Implications**

The proposed rental is the assessed current market value for the premises. The tenant is responsible for electricity, telephone and other charges directly associated with the tenancy while Council is responsible for payment of rates, taxes and other charges not separately metered which will be funded from the income received.

The recommendation does not give rise to any adverse economic outcomes, noting that the Lessee is only responsible for negligent or careless acts. Council is responsible for all other maintenance and repairs which will be funded from the income received.

**Delivery Program/Operational Plan Implications**

Leasing of the premises at the current market rental will provide continued additional income for Council. Lease of the premises to the existing lessee will provide support of a community service group which is in keeping with the 2030 Vision and delivery program for 2011-2015 to provide each village with the services and facilities needed to maintain a sense of local community.

The lease will work towards these operational goals.

**Risk Analysis:**

The proposed lease does not present any significant risk to the organisation.

**Consultation:**

Council's Executive Manager, Business Units advises he has no objection to the renewal of the lease in line with the option provisions. The Lessee has met all the obligations of the existing lease, including payment of rental to Council.

**Related Policy and / or Precedents:**

The recommendations are in line with general leasing practices.

**Statutory Requirements:**

The subject property is classified as Operational Land in accordance with provisions of the Local Government Act 1993. Therefore, there are no impediments to pursuing this lease arrangement in accordance with normal leasing procedures and practices under the NSW Real Property Act 1900 and the Conveyancing Act 1919.

Regulation 400(2) Local Government (General) regulation 2005 applies with respect to execution of the lease documentation under Council seal.

**Issues:**

There are no specific issues which impact on the recommendation.

**Implementation Date / Priority:**

The lease document will be executed under seal following completion of drafting by council solicitor and subject to authority being granted by Council.

**Recommendation:**

1. **That Council, as registered proprietor of Lot 10 DP 861850, grant a lease of Suite 2 in 169-171 Rose Avenue, Coffs Harbour to On Track Community Programs Incorporated for a term of 10 months and 8 days commencing 23 August 2013 with options to renew the lease for two consecutive periods of one year each from 1 July 2014.**
2. **That Council's seal be affixed to the lease of Suite 2 in 169-171 Rose Avenue, Coffs Harbour to On Track Community Programs Incorporated and all other documents required to give effect to the lease agreement and options to renew.**

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## LEASES FOR CAR RENTAL CONCESSIONS AT COFFS HARBOUR AIRPORT

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### **Purpose:**

Seeking Council authority to enter into leases with car rental companies occupying Car Rental Booths and car parking spaces at Coffs Harbour Airport.

### **Description of Item:**

Council is the registered proprietor of Lot 22 DP 812274 being land comprising the Regular Passenger Transport (RPT) Terminal Building at Coffs Harbour Airport. The land is classified as operational land under the Local Government Act. The building contains various offices and areas which are leased to a variety of tenants.

Six car rental companies (mainly operating under national and international franchises) have been operating for many years from the six car rental booths set up near the flight arrivals section of the RPT Terminal Building. Subject to Council approval, the car rental companies were given the opportunity to enter either a lease or licence for their car rental booth occupations. Three of the companies have elected to enter into lease agreements which secure their tenancies for a fixed period of up to five years. The remaining three companies elected to enter into a licence agreement which is continuing on a month to month basis.

It is therefore proposed to formalize the occupations of the three companies which have elected to enter into a lease agreement. One of these franchise occupations has recently been sold to a new owner. As the sale of the business occurred on 20 August 2013, the term for this lease will be different to enable all occupations to terminate on the same date. All other terms of the lease agreements will be the same.

### **Sustainability Assessment:**

- **Environment**

The lease proposals generally relate to the renewal of existing tenancies which have occupied the car rental booths for many years. The lease proposal will continue the existing use. As such the recommendation does not give rise to any environmental issues.

- **Social**

The lease proposals will continue existing use for the premises and as such there is no perceived change in regard to the social sustainability and impact. The lessees provide a service to the community by providing transport requirements for visitors coming to and leaving from Coffs Harbour Airport. Therefore the renewal of the lease will assist the lessee to provide this service to the community.

- **Civic Leadership**

The Coffs Harbour 2011-2015 delivery program objective is to (OC1.1.6.2) pursue corporate business opportunities to generate income to support Council programs. Further, the lease facilitates the development of activities and programs that address health care issues (LCI.2.2030). The proposed lease is consistent with these objectives.

- **Economic**

**Broader Economic Implications**

The proposed rental is the assessed current market value for the premises. The tenant is responsible for telephone and other charges directly associated with the tenancy while Council is responsible for payment of all other rates, taxes and other charges.

The recommendation does not give rise to any adverse economic outcomes, noting that the Lessee is only responsible for negligent or careless acts. Council is responsible for all other maintenance and repairs which will be funded from the income received.

**Delivery Program/Operational Plan Implications**

Leasing of the premises at the current market rental will provide continued additional income for Council. Lease of the premises to the existing lessee will provide support of a community service group which is in keeping with the 2030 Vision and delivery program for 2011-2015 to provide each village with the services and facilities needed to maintain a sense of local community.

**Risk Analysis:**

The recommendations do not give rise to any additional risk over and above standard leasing arrangements

**Consultation:**

Council's Airport Manager advises he has no objection to the proposed new lease agreements for the premises, noting that the car rental companies have been operating successfully, meeting the requirements of their tenancies and providing an essential service to airport users for many years.

**Related Policy and / or Precedents:**

The recommendations are in line with general leasing practices.

**Statutory Requirements:**

The subject property is classified as Operational Land in accordance with provisions of the Local Government Act 1993. Therefore, there are no impediments to pursuing this lease arrangement in accordance with normal leasing procedures and practices under the NSW Real Property Act 1900 and the Conveyancing Act 1919.

Regulation 400(2) Local Government (General) regulation 2005 applies with respect to execution of the lease documentation under Council seal.

**Issues:**

There are no specific issues which impact on the recommendation.

**Implementation Date / Priority:**

The lease document will be executed under seal following completion of drafting by council solicitor and subject to authority being granted by Council.

**Recommendation:**

1. That Council, as registered proprietor of Lot 22 DP 812274, grant a lease of Car Rental Booth No.1 in the RPT Terminal Building at Coffs Harbour Airport to Atigram Pty Ltd for a term of five years commencing 1 August 2013.
2. That Council's seal be affixed to the lease of Car Rental Booth No.1 in the RPT Terminal Building at Coffs Harbour Airport to Atigram Pty Ltd and all other documents required to give effect to the lease agreement.
3. That Council, as registered proprietor of Lot 22 DP 812274, grant a lease of Car Rental Booth No.4 in the RPT Terminal Building at Coffs Harbour Airport to Craftview Pty Ltd for a term of four years eleven months and twelve days commencing 20 August 2013.
4. That Council's seal be affixed to the lease of Car Rental Booth No.4 in the RPT Terminal Building at Coffs Harbour Airport to Craftview Pty Ltd and all other documents required to give effect to the lease agreement.
5. That Council, as registered proprietor of Lot 22 DP 812274, grant a lease of Car Rental Booth No.5 in the RPT Terminal Building at Coffs Harbour Airport to Usellus Holdings Pty Ltd for a term of five years commencing 1 August 2013.
6. That Council's seal be affixed to the lease of Car Rental Booth No.5 in the RPT Terminal Building at Coffs Harbour Airport to Usellus Holdings Pty Ltd and all other documents required to give effect to the lease agreement.



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## **RELEASE OF RESTRICTION ON USE - 39 ESTUARY DRIVE, MOONEE BEACH**

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### **Purpose:**

To obtain Council approval to execute the necessary documents to release a restriction over 39 Estuary Drive, Moonee Beach which was created for Asset Protection Zone purposes.

### **Description of Item:**

This report is procedural and is required to obtain Council's authority to execute a legal document under seal. Currently Council is the party which is legally empowered to release, vary or modify an existing restriction which impacts on 39 Estuary Drive, Moonee Beach which is legally described as Lot 1 DP 1130029. The property comprises an urban residential allotment upon which has been constructed a dwelling. The restriction was placed originally on the Title of this property for Asset Protection Zone purposes, due to nearby vegetation that posed a risk to the vacant land parcel when it was originally created. Recently an adjoining subdivision has been completed which removed the vegetation that was a risk to the property and as such the existing restriction is no longer required. The property affected is owned by Mr and Mrs Finn. The plan attached to this report shows the property and the location in hatching of the restriction to be released.

### **Sustainability Assessment:**

- **Environment**

There are no environmental issues.

- **Social**

There are no social impacts.

- **Civic Leadership**

There are no major impacts in relation to this private matter.

- **Economic**

#### **Broader Economic Implications**

The change will enable the more efficient use of Mr and Mrs Finn's property and may provide significant further development potential which would be subject to the Development Application process.

#### **Delivery Program/Operational Plan Implications**

All costs in relation to the matter will be borne by the owners of Lot 1 DP 1130029.

### **Risk Analysis:**

The risk in relation to this matter has been assessed as minor and insignificant.

**Consultation:**

Council's Development Assessment Section has *"no objection to the removal of the restriction over Lot 1 DP 1130029 in relation to the Asset Protection Zone as the intent of the Asset Protection Zone is now met by the newly constructed road within Lot 2 D: 1130676"*.

**Related Policy and / or Precedents:**

Council has in the past consented to the release of restrictions when considered appropriate and in the interests of the parties involved.

**Statutory Requirements:**

Council cannot affix its seal without a resolution of Council. This requirement has generated the need for this report.

**Issues:**

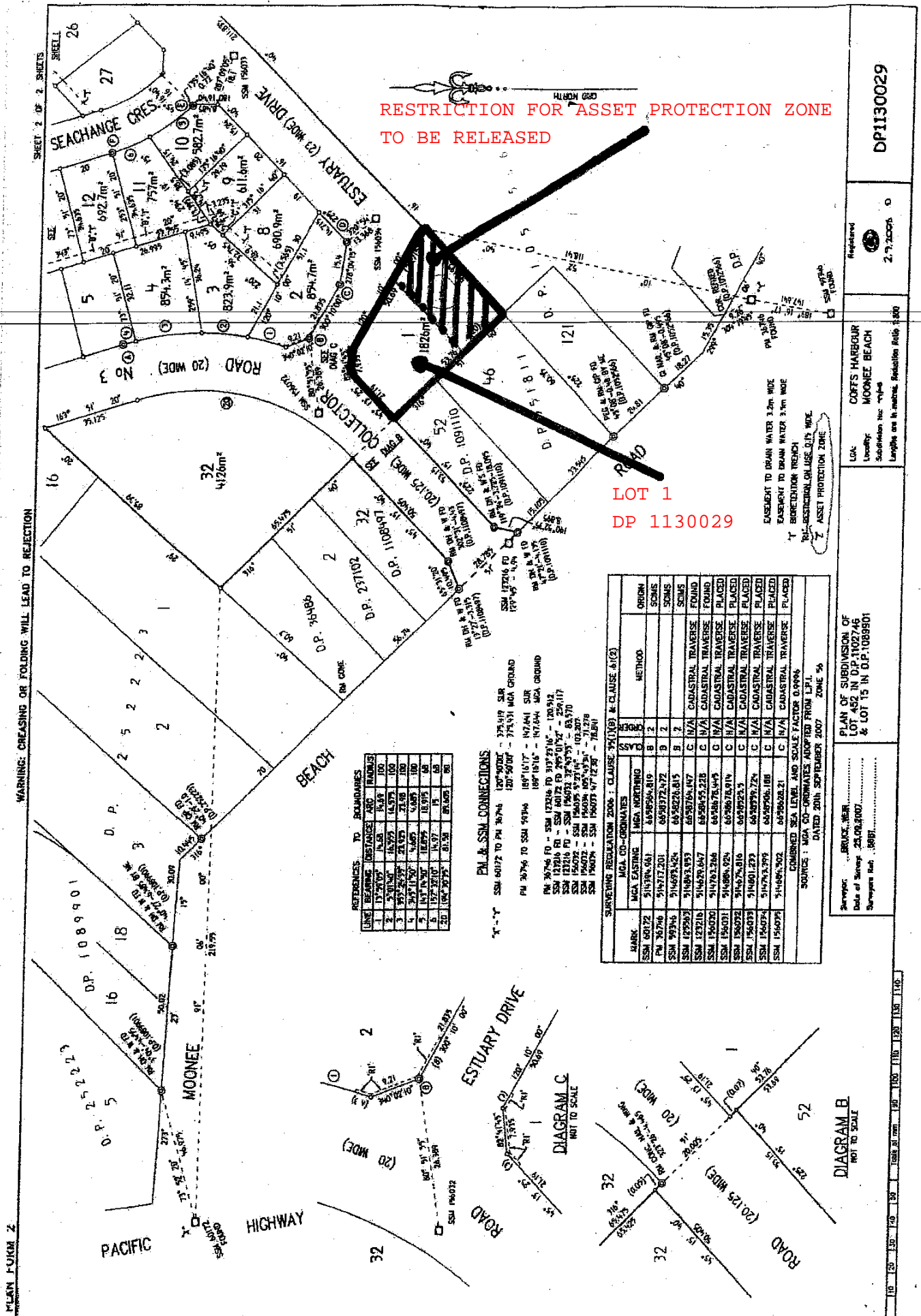
The only issue for Council to consider is whether it should consent to the proposed change. In the circumstances there is no reason why Council should not grant approval.

**Implementation Date / Priority:**

The matter will be dealt with immediately following Council's resolution.

**Recommendation:**

1. **That Council execute under seal all necessary documents to release the existing restriction on Title for an Asset Protection Zone over Lot 1 DP 1130029.**
2. **That all costs associated with this matter be borne by the owners of Lot 1 DP 1130029.**



RESTRICTION FOR ASSET PROTECTION ZONE TO BE RELEASED

LOT 1  
DP 1130029

REFERENCES TO BOUNDARIES

LINE	BEARING	DISTANCE	AND	MARKING
1	17°30'00"	16.8	N	1/4" IR
2	5°00'00"	16.925	N	1/4" IR
3	85°25'00"	23.975	E	1/4" IR
4	34°15'00"	16.65	N	1/4" IR
5	157°20'00"	16.97	E	1/4" IR
6	104°20'00"	16.3	E	1/4" IR

PA & SSM CONNECTIONS

X-Y SSM 60172 TO PM 3174 120°50'00" - 374.511 MCA GROUND

PM 3174 TO SSM 4974 180°15'00" - 107.641 MCA GROUND

PM 4974 TO SSM 12316 180°15'00" - 107.641 MCA GROUND

SSM 12316 TO SSM 156072 172°00'00" - 65.201 M

SSM 156072 - SSM 156073 172°00'00" - 103.207

SSM 156073 - SSM 156074 172°00'00" - 71.278

SSM 156074 - SSM 156075 172°00'00" - 71.278

MARK	MCA CO-ORDINATES		METHOD
	EASTING	NORTHING	
SSM 60172	51574.061	659564.819	B 2
PM 3174	514717.201	657072.472	B 2
SSM 4974	514697.424	662074.815	B 2
SSM 12316	514693.953	662074.815	B 2
SSM 156072	514693.947	662074.815	B 2
SSM 156073	514693.947	662074.815	B 2
SSM 156074	514693.947	662074.815	B 2
SSM 156075	514693.947	662074.815	B 2

COMBINED SEA LEVEL AND SCALE FACTOR 0.9996

SOURCE: MCA CO-ORDINATES ADAPTED FROM L.P.I. DATED 20TH SEPTEMBER 2007 ZONE 56

PLAN OF SUBDIVISION OF LOT 452 IN D.P. 1102746 & LOT 15 IN D.P. 1089901

Surveyor: BRUCE, NEER  
Date of Survey: 23.02.2007  
Surveyor Ref.: 16057

DP1130029

Registered  
2.7.2006

Lot: COFF'S HARBOUR  
Location: MOONEE BEACH  
Subdivision No: 74/4  
Length on E. side: 1.60m

WARNING: CREASING OR FOLDING WILL LEAD TO REJECTION

PLAN FORM 2

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## WATER EFFICIENCY STRATEGIC PLAN 2013 - DRAFT REVIEW TO PUBLIC EXHIBITION

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### **Purpose:**

The objective of this report is to inform Council that the Water Efficiency Strategic Plan (WESP) and the Water Efficiency Implementation Plan (WEIP) have been reviewed as per the five year timeframe and it is proposed that Clarence Valley Council, (Council partners in the Regional Water Supply Scheme) put the drafts on public exhibition and call for submissions from the Coffs Harbour and Clarence Valley communities regarding these documents.

### **Description of Item:**

The WESP and WEIP form the major non-build component of the Clarence Valley Council and Coffs Harbour City Council Regional Water Supply Strategy (RWSS). WESP has now been in place and operating for approximately 15 years. WEIP has been re-invented in 2013 to ensure compliance with our Shannon Creek Dam License. They are a commitment to more ecologically sustainable use and management of Council's water supply and between them provide a framework for a range of key action plans and address how Council and the community manage and use water.

Fully functional WESP and WEIP are a requirement of our Shannon Creek Dam License (No 66010).

The previous WESP review was adopted by Council July, 2008. As per the actions in the WESP to remain both effective and relevant, the WESP has been reviewed again in 2013 and the WEIP has been re-formatted into a formalised document. It is these latest reviewed documents which are the subject of this report. Placing the draft WESP 2013 and WEIP 2013 on public exhibition should ensure community input and acceptance of the strategies and initiatives.

### **Sustainability Assessment:**

- **Environment**

The WESP and WEIP form Council's blueprint for minimising water consumption into the future, with links to the Sewerage Strategy for water reclamation and re-use. They also aim to enhance river health through protecting environmental flows, or by investigation and implementation of alternate water sources. Effective implementation of the WESP through the WEIP reduces demand for water and therefore increases the useful life of the Shannon Creek Storage Dam and other water infrastructure and delays the need and expense of further augmentation and the associated environmental consequences.

- **Social**

WESP and WEIP have been developed, reviewed and updated from active community input. It helps to understand how our community presently uses water, what the community knows about ecologically sustainable water use, and what measures they will accept. The WESP and WEIP also have a role to play in Council strategies to provide for healthy, livable communities. Water efficiency as a social responsibility is recognised at national and international levels.

- **Economic**

**Broader Economic Implications**

As stated previously a reduction in water usage will delay the need for expensive Water Infrastructure augmentation. However, a reduction in water usage may also mean a reduction in water sales income.

**Delivery Program/Operational Plan Implications**

WESP and WEIP have been budgeted into Council's Water Supply budget as an integral component of its operations for many years and are accounted for in the 2013/2014 Water Fund Budget.

**Risk Analysis:**

The WESP and WEIP address and mitigate many enterprise risks including:

- Compliance with the Shannon Creek Dam License conditions
- Financial risk of infrastructure augmentation
- Environmental risk of over extraction of water sources and/or infrastructure augmentation
- Social risk of lifestyle impacts on the community associated with high level/frequent water restrictions, drought pricing or other severely onerous demand management strategies

**Consultation:**

The aim of the Regional Water Supply Strategy (RWSS), including the WESP and WEIP, is to promote and support Clarence Valley and Coffs Harbour Council's working together to ensure security of water supply for residents of both the Clarence Valley and Coffs Harbour areas. The success of the overall program depends on active and meaningful community involvement and productive partnerships between government, community interests and water users.

A broad cross section of community representatives have been involved from the beginning, starting with the workshop to provide foundation material for the WESP, held in Grafton in November, 1997. Regular meetings with the Water Efficiency Team (WET) since that time have been invaluable opportunities for community input. Both the June 2006 and April 2013 WESP reviews have been held as open community workshops in Grafton. The previous WESP review was also put on exhibition to call for public comment prior to adoption by both Councils.

**Related Policy and / or Precedents:**

WESP has been in use by Coffs Harbour Water and Clarence Valley Council since 1998. WESP was reviewed last in 2007, with Council adoption in 2008.

**Statutory Requirements:**

The WESP and WEIP assist Council to comply with the NSW Department of Water and Energy **Best Practice Management of Water Supply and Sewerage Guidelines (2004)** in that they play integral roles in the **Water Supply Demand Management Plan**.

License requirements relevant to community involvement in the Water Efficiency Implementation Plan (WEIP), as per the Shannon Creek Dam License No 66010, reads "The WEIP shall be prepared with a view to achieving the following objectives:

- .....  
(iv) favourable community attitude towards resource conservation  
(v) community involvement in it's development  
(vi) acceptance of the WEIP by the community  
....."

**Issues:**

There are no foreseeable issues associated with the WESP review.

**Implementation Date / Priority:**

It is proposed that the draft WESP and WEIP documents be placed on public exhibition across the region during October, 2013.

**Recommendation:**

**Council notes that the draft Water Efficiency Strategic Plan (WESP) and draft Water Efficiency Implementation Plan (WEIP) are proposed to be put on public exhibition in October by Clarence Valley Council and submissions called from the Coffs Harbour and Clarence Valley communities.**

# Clarence Valley Council & Coffs Harbour City Council

Draft



## Regional Water Efficiency Strategic Plan

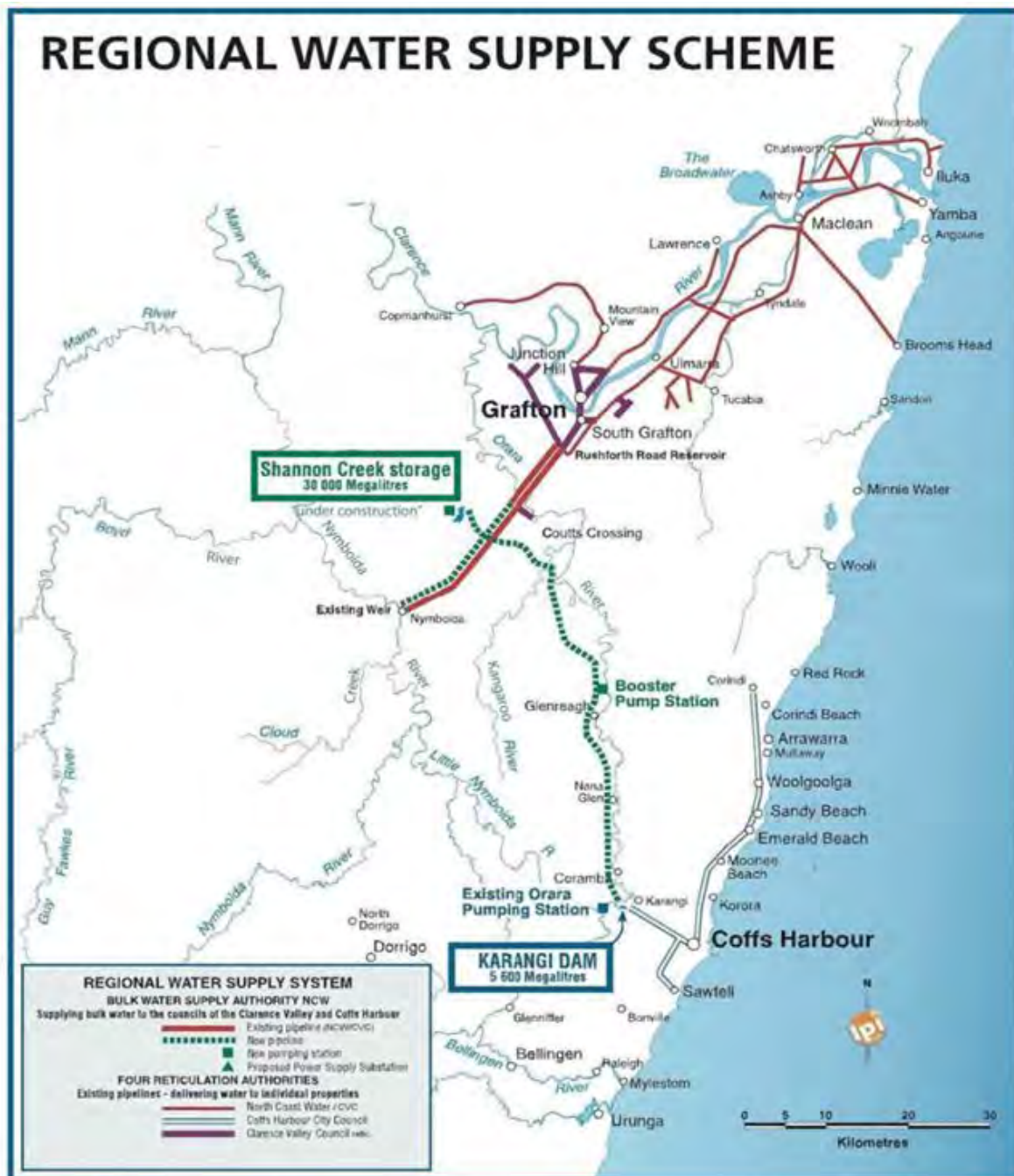


2013



## Mission Statement

*“Clarence Valley Council and Coffs Harbour Water are committed to meeting our customers long-term needs for a quality, affordable water supply with highest respect to environmental protection.”*





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## **Introduction**

### **1.1 Background**

Action in the Clarence Valley and Coffs Harbour region to use water more efficiently on an organised scale has occurred in various forms since the 1970's. This includes the introduction of universal water metering by the former Lower Clarence County Council (LCCC) and Coffs Harbour City Council (CHCC) in the early 1980's and the introduction of user pays pricing in the late 1980's. CHCC also had to introduce other measures, such as water restrictions, early on to deal with periods of low water supply and to encourage community water efficiency.

In July 1997, the LCCC and CHCC decided to prepare the Regional Water Efficiency Strategic Plan (WESP) with a long term timeframe. A planning workshop, held in Grafton in November 1997, involved a wide cross section of our community and provided the foundation material for the Plan.

The WESP, (also called 'The Plan' from herein), was prepared with extensive input from community interests, business and government agencies. The Plan was adopted by the then five councils of the Clarence Valley, and Coffs Harbour City Council. Amalgamation of the Clarence Valley councils occurred in 2004 to form the Clarence Valley Council. Around the same time, the LCCC was renamed North Coast Water and became a business unit of Clarence Valley Council. North Coast Water ceased to exist as a business unit from 2009 onwards, and now all water supply and sewerage functions are managed by water cycle sections within Clarence Valley Council. Coffs Harbour Water was established in 2002 as the water and sewerage business unit within CHCC and continues to manage these services for residents in the Coffs Harbour LGA today.

The Plan is one of two key parts of the Regional Water Supply Strategy (RWSS) being implemented by Clarence Valley and Coffs Harbour City Councils, the other being construction of a major water storage facility at Shannon Creek, west of Coutts Crossing, filled from the Nymboida River catchment and interconnecting pipelines. Water efficiency, as a major strategy, plays a vital role in reducing the need for a much larger water storage facility than the 30,000ML Shannon Creek Dam. The Plan was established to cover a fifty year time period to 2046. It has now been in place and operating for the first fifteen years of this period. It is a real commitment to a more ecologically sustainable future in the way we use and manage water in the region. It is a framework for a range of key action plans, which address how we gain and use water.

The WESP was reviewed in 2006 as part of the Plan's aim to remain both effective and relevant. A team of people representing community, councils and government stakeholders carried out the review. They considered the range of achievements to date and identified future challenges. They confirmed the Plan's intent and updated its action plans in line with current, and future needs.

The Water Efficiency Team (WET) continues to engage community interests alongside council and government agency representatives. Regular meetings are held to review the progress of implementing the water efficiency strategies and to provide community direction.

This 2013 Plan is an updated version on the WESP (1998) and the WESP (2006), developed by Sustainable Futures Australia.

## **1.2 Working Together: The Evolution of WESP**

Community involvement and consultation has been, and remains a key driver and an important outcome of the Plan. This ranges from being part of decision-making and review, to being encouraged through education and awareness to embrace water efficiency and sustainable behaviours. From the beginning, the Plan has been developed from community effort and support, and is reviewed with community input. This input involves a wide range of representative interests, willing to work together. Ongoing and comprehensive community involvement is a hallmark of this Plan.

- 1996 – Community Advisory Group (CAG) established by Lower Clarence County Council to review proposals, discuss issues and provide input to water storage planning for the region
- 1997 – Community-driven strategy sought, so planning workshop held with 37 community representatives who identified the key aspects of the strategy
- 1998 (early) – Draft Plan produced by smaller CAG working group, then further input from CAG as a whole to ensure community approval and acceptance
- 1998 (mid) – Draft on public exhibition for wider community review
- 1998 (late) – Plan adjusted according to community input and adopted on 5<sup>th</sup> August. Resources then allocated for preparation and delivery of Implementation Plan.
- 2001 – North Coast Water and Coffs Harbour City Council appoint respective Water Efficiency Coordinators to take an integrated approach to implementing the Plan, particularly the education and demand management elements
- 2001-2006 – Water Efficiency Team (WET) formed from the CAG held regular meetings to review progress of implementing the water efficiency strategies and provide community direction for future strategies.
- 2006 – Review workshop involving community, Council and government agency representatives to update the progress to date on action plans and strategic intent of the Plan. Participants acknowledged the completed actions and developed a range of new actions alongside those which were ongoing.
- 2007 – Revised WESP adopted by both Clarence Valley Council and Coffs Harbour City Council.
- 2009 – The build component of the RWSS, including Shannon Creek Dam and the associated pipelines, completed. The major “build” component of the Regional Water Supply Strategy relies for its longevity on the success of the WESP. Shannon Creek Dam is projected to supply water until 2021, or an extra 25 years to 2046, with effective conservation.
- 2007-2012 – WET meetings continue to review implementation progress and provide direction from the community.

### **1.3 Purpose of the Plan**

#### **Aims**

The purpose of the Plan is to develop and support an ongoing co-operative approach and range of integrated actions to use and manage water in an ecologically sustainable manner in our region. In this regard there are a number of interrelated and important aims that the Plan is seeking to achieve. These aims are:

- 1. Effectively co-ordinate water efficiency programs and actions for Council, community, and government agencies.*
- 2. Manage water efficiently and carefully from its supply sources, to its return to the natural environment.*
- 3. Reduce reliance on water from rivers, by using existing and emerging technologies for improving water efficiency.*
- 4. Encourage a water saving and resource conservation ethic in the community through education, information programs and participation.*
- 5. Utilize pricing and regulatory mechanisms to reduce and manage the demand for water especially during dry periods.*

### **1.4 Guiding Principles – What is This Plan About?**

#### **Our ongoing Commitment**

An essential part of this Plan is having ongoing commitment from all key stakeholders. Councils cannot achieve all the goals of this Plan alone. The Plan requires and promotes a committed co-operative approach from the local councils, state government, industry and business, residents and communities of the region.

#### **Effective partnerships**

This Plan is about the Councils continuing to work together and helping to create and foster partnerships, so that we share the responsibilities, costs and benefits of wise water use and management. These partnerships have been effective to date and they are vital to enable the collective value of our knowledge, ideas, viewpoints and experience to be brought to bear on future challenges.

#### **Expanding our future options**

Broadening our attitudes to using and managing water, including the range of water sources we might be able to use, gives us greater adaptability and flexibility for the future. In the face of the challenges of this changing world, we need to be open to opportunities which previously we may have disregarded, and emerging technologies once seen as unworkable. We need to encourage and value creative ideas as well as the rational process of investigating and evaluating them.

## **Real community involvement**

Real involvement relies on having a range of meaningful opportunities to participate in planning and creating the future. This Plan encourages ongoing community involvement to help identify issues and challenges, to create and explore options, to help decide on courses of action, and to evaluate progress towards our agreed goals, and keep abreast of what's happening.

## **Educating ourselves and expanding awareness**

We need to learn more about water, and ways to better manage our use of this valuable resource. A key to this is learning to understand water and its myriad of values. We need to understand how our community presently uses water, how to manage water use in an ecologically sustainable way, and what measures are acceptable to the community. We need to look nationally and globally for examples of best practice and see if they can apply to us. We need to share our challenges and successes. It is important to educate our children and youth, as they are consumers and decision-makers of the future.

## **Healthier rivers and catchments**

Our methods and rates of water extractions from rivers to serve large populations have environmental impacts. We are finding out what these are and working out ways to rectify and avoid them. A key part of this is designing our extraction to maintain appropriate environmental flows in our rivers and waterways throughout seasons, whilst ensuring a reliable water supply to our residents. We are investigating and implementing emerging technologies, which can reduce our dependence on rivers for urban freshwater use, for example, re-use of reclaimed water and stormwater run-off. Achieving and maintaining healthier rivers also means good water quality for our use. Our careful management of river catchments is vital to water quality. Sensible management will result in a wide range of environmental, social and economic benefits.

## **Health of our communities**

Good water quality for the environment also means good water quality for drinking and other potable uses. We need to keep our water supply as natural as possible to ensure our drinking water meets health standards. In applying alternative supply options, like using rainwater tanks, we need to minimise potential health risks from poor management. This Plan provides for emerging technologies and ongoing education to play important roles in maintaining good quality natural water for our use and for future generations, as well as protecting the environment.

## **A Coordinating Strategy**

This Plan is not meant to set out all the detail about saving water, protecting river catchments, which technologies to use, or how we should work together. Rather, this Plan maps out our general direction, providing some certainty about where we are heading – ecologically sustainable water use and management – whilst providing the flexibility for us to adapt to conditions along the way.

## **Where to Now?**

This Plan establishes a clear pathway to more ecologically sustainable water use in our region. It is up to us: our community, Councils and government agency stakeholders to keep searching for practical solutions and to make the necessary changes that benefit us, future generations and our environment.

### ***1.5 Strategic Planning Links – Local to Global***

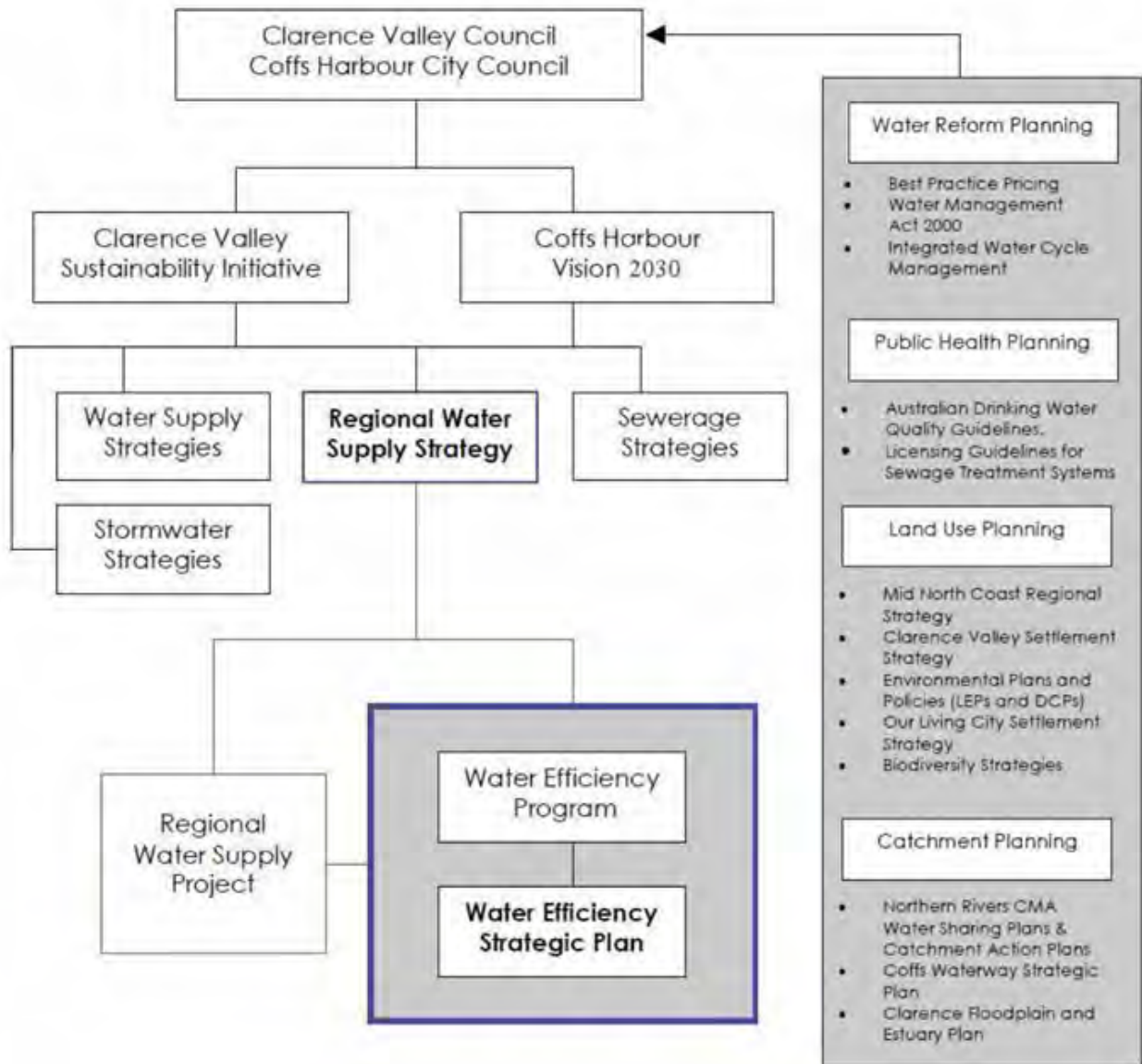
The Plan is a major part of the Regional Water Supply Strategy (RWSS), which has two integrated parts:

- the built component: the Regional Water Supply Project, including the Shannon Creek water storage facility and associated pipelines
- the non-built component: the Water Efficiency Program

Our WESP is a key aspect of the Councils' strategic planning frameworks including helping work towards achieving major council/community aims and goals in their respective long term strategic plans and guiding documents, such as Clarence Valley Council's Sustainability Initiative 'Our Heritage, Our Lifestyle, Our Future', and Coffs Harbour City Council's Vision 2030. The Plan is also directly linked to other Council strategic plans such as the sewerage and wastewater management strategies, and a number of land-use plans, planning instruments and development guidelines.

Sustainable water management not only has a high priority in our region, but also across the state, nationally and on a global level. This Plan needs to be linked to a range of relevant planning initiatives from the global to regional level.

The flowchart on the next page shows how the WESP, prepared as part of the Water Efficiency Program, fits into Clarence Valley and Coffs Harbour City Council strategic planning frameworks, and links to relevant key aspects of state government policy and planning.



## **1.6 Key Achievements to Date**

Since the adoption of the original WESP in 1997, Clarence Valley and Coffs Harbour City Councils and our communities have achieved some major milestones and actions in sustainable water management.

### **Efficient water consumption**

Regular reporting to state government agencies show that Coffs Harbour City and Clarence Valley LGA households are among the most water efficient in NSW, without being on the severe water restrictions of some other Councils with comparable household consumption. Water use data indicates that there has also been a consistent reduction in both household water use and total water supplied over the past decade.

### **Partnerships**

Clarence Valley and Coffs Harbour City Council are working together in partnership with a number of organisations. Ongoing relationships currently include the Waterwise Schools coordination committee, the Water Efficiency Team, and North East Water Efficiency (NEWE). Both councils have an ongoing partnership with the Savewater Alliance and the Cascade Environmental Education Centre (NSW Department of Education). Liaison with other water authorities and government agencies occurs as opportunities arise.

### **Public education programs**

Public awareness is maintained with a wide range of public education programs using various media. These include advertising campaigns, website information, water bill inserts, newspaper articles, competitions, bus shelter advertising, talks to interest groups, and dam tours. National Water Week in October and World Water Day in March are an annual focus of promotional activities. Water efficient demonstration gardens have also been established in both councils to encourage waterwise gardening.

### **School education programs**

The “Waterwise Schools” program has been running since 2007 and more than 40 schools have been trained and accredited. This represents the majority of primary schools in the Coffs Harbour and Clarence Valley council areas. Dam and treatment plant tours are also run on demand for schools. The Waterwise Schools program is a cooperative project between several North Coast councils and the Cascade Environment Centre run by the Department of Education. The Department of Education employs professional staff to continuously work with schools in the region.

### **Water audits for high water users**

Most high use commercial industries and caravan parks have been water audited in the past. There has been varying levels of success, depending upon the commitment of management and staff to water use efficiency.



## **Rebates and incentives**

Each Council area autonomously manages their own respective rebate programs. In CVC, there are ongoing tank and dual flush toilet rebate programs and showerhead exchange programs. CHCC continues to offer a dual flush toilet rebate and showerhead exchange and showerhead rebate programs.

## **Water pricing mechanisms to reduce water demand**

Best practice pricing including an inclining block tariff and a price path has been adopted following a community consultation process.

## **Permanent level 1 water restrictions**

There are permanent level 1 water restrictions in place in both Coffs Harbour and Clarence Valley Council areas.

## **Re-use of water**

Both Councils are strongly committed to using reclaimed water, not only to replace the use of potable water extracted from the natural environment, but also to reduce the release of reclaimed water back into the natural environment. Both councils have assessed opportunities for water reuse, and implemented programs in viable locations. Most current sewerage capital works programs have major re-use elements integrated into them and there is substantial re-use of water by golf clubs, sporting fields, open space, schools and industry in both Council areas. Dual reticulation water services have also been incorporated into several new sewerage infrastructure projects in CVC.

## **Pressure reduction, leak detection, and telemetry**

Leak detection and pressure reduction aims to reduce water losses from water supply systems by monitoring and adjusting the water pressure in mains. It's a proven technique adopted by many water supply authorities, which saves millions of litres of water by reducing leakage. It also reduces damage to water infrastructure from high pressure. Water pressure reduction has occurred in viable locations and further opportunities are being assessed. Both Clarence and Coffs Harbour have also recently carried out leak reduction programs along council pipelines. Telemetry has been implemented in both council areas to allow automatic detection of system leaks and facilitate fast repairs.

## **Links**

Since the inception of WESP, Commonwealth and State legislation has supported water efficiency. The programs and requirements flowing from these initiatives, have been taken up by our local communities. For example, the Water Efficient Labeling Scheme (WELS) was brought in by the Commonwealth government to allow consumers to see how water efficient the products were that they were purchasing. The Building Sustainability Index, or BASIX, was introduced by the NSW State government, which mandated that all new homes, and existing homes undergoing major renovations should reduce their household water consumption by 40% against the state average and the Residential Tenancies Act 2010 mandated water efficiency improvements in rental housing.

## **Awards**

The WESP and Regional Water Supply Scheme have helped earn the Councils major accolades from various government and industry bodies since the last review in 2007. These include:

### **2007**

*Excellence in Environmental Management Award*, presented by the United Nations Association of Australia for a range of environmental management projects undertaken by CHCC, including the Coffs Harbour Water strategies for reclaimed water and the Regional Water Supply Scheme.

*Commendation – Water Saving – National Awards for Local Government*, presented by Commonwealth Department of Infrastructure, Transport, Regional Development and Local Government for Coffs Harbour Water Reclaimed Water Strategy.

### **2008**

*Merit Award – Corporate Sustainability in Local Government*, presented by Local Government Managers Australia for a range of environmentally sustainable initiatives undertaken by CHCC, including the Coffs Harbour Water Strategies for water quality, water efficiency, reclaimed water and enhanced sewage treatment systems.

### **2009**

*Building NSW Regions Award*, presented by Local Government Managers Australia for being the most proactive Council in NSW for building regional communities in 2008/2009, specifically the Coffs Harbour Water Projects: Regional Water Supply Scheme, Water Reclamation Plant and Water Filtration Plant.

*Engineering Excellence Award*, presented by Engineers Australia for Shannon Creek Dam and the Regional Water Supply Scheme.

*Engineering Excellence Award – Innovation in Water and Wastewater*, presented by Institute of Public Works Engineering Australia NSW for the Regional Water Supply Scheme and Shannon Creek Dam.

*NSW Water Industry Award for Infrastructure Construction*, presented by Australian Water Association for the Regional Water Supply Scheme partnership between the NSW Government, Clarence Valley Council and Coffs Harbour Water.

### **2010**

*Project Innovation Award*, presented by International Water Association for the Regional Water Supply Scheme and Shannon Creek Dam.

### **2011**

*Water Conservation Award (Joint Winner) – Excellence in the Environment Awards*, presented by Local Government and Shires Association for NSW for the Water Loss Management Program.

## **The Strategic Plan**

This WESP is a framework for creating, implementing and coordinating a range of measures over a long time period to achieve the healthy and secure water supply our communities have advised they want. This section sets out the working part of the strategic plan. The key aspects of Plan are shown below.

### ***2.1 Our Regional Water Supply Vision***

Use and manage our water in an efficient and ecologically sustainable manner.

#### **Our Approach**

Our Vision will be achieved through:

- maintaining and enhancing healthy rivers and waterways
- cooperation and coordination of all stakeholders
- timely implementation of cost effective and equitable programs
- developing community awareness
- monitoring and reporting progress and taking actions for continuous improvement
- implementing total water cycle planning and decision-making.

#### **Our Commitment**

Clarence Valley and Coffs Harbour City Councils will:

- actively engage all levels of government
- play a leadership role in working in partnership with the community
- promote appropriate existing and emerging technologies
- ensure our water management enables people now, and in the future, to have a secure, good quality water supply and healthy environment.

## **2.2 Guiding Principles**

Identified as vital to always be considered in developing and implementing the Plan, these five guiding principles form the basis of our long-term thinking and are core aspects that need to be considered in all our decisions and actions taken to help achieve our goals.

### **1) Sustainability**

We must ensure that the water we need is harvested and used without detrimental impact to other lifeforms and ecosystems. The costs, benefits and responsibility for managing our water need to be shared equitably by all users. We have a responsibility to ensure future generations have access to quality water supplies and a robust natural environment, and that wherever possible we enhance these.

### **2) Integrated water cycle approach**

We must plan for and manage our urban water supply, knowing it is part of the total water cycle. Our harvesting and use of water needs to ensure it will be recycled, both by us and back into the natural environment. Maintaining good water quality and near natural environmental flows in our rivers are critical aspects to always consider and work towards achieving.

### **3) Community involvement and partnerships**

The success of the overall program depends on active and meaningful community involvement and productive partnerships between government, community interests and water users. The whole community needs to accept and understand the responsibility for using and managing water in an ecologically sustainable manner.

### **4) Recognising influences and constraints**

It is important in advance to identify constraints and influences which could limit, or enhance, effective, efficient and ecologically sustainable water use and management practice, and to incorporate measures and account for them in supply design, use and management programs.

### **5) Performance evaluation, feedback and review**

We need to monitor and gain feedback on our performance in aiming for targets and meeting agreed timelines to implement programs. We need to review this Plan and its implementation to make sure we are on track, to see if strategies need adjusting and, where necessary, establish new actions. Partnerships need review to see if they are working effectively, and whether new ones can be established. We need to make sure our actions reflect community views and values.

## **2.3 Key Elements**

The main aims of the Plan relate to the three key elements: (1) institutional and regulatory arrangements, (2) water supply management, and (3) water demand management. These are the main outcome areas where change needs to occur to become more efficient with our water use and to establish an ecologically sustainable management approach. Strategies and actions to meet the goals of the Plan are therefore focused on these three key elements.

### **1) *Water Source Management***

Currently the region relies on surface water supplies from the Orara and Nymboida Rivers as the almost exclusive sources of water for our urban communities. These sources need to be carefully managed so that water quality is the highest standard for human consumption. Water extraction must have a minimal impact on the river environment. Other supply sources and better technologies need to be identified such as stormwater, reclaimed water and grey water re-use, and rainwater tanks.

### **2) *Water Demand Management***

People use water in many different ways. Demand management is about encouraging use of water of a suitable standard, as efficiently as possible for the task required. It involves a range of measures including:

- changing our everyday practices
- using best and most cost-effective technology
- suitable pricing and incentives
- changes to council's policies and building codes
- education programs and continuing awareness.

### **3) *Regulatory and Integrated Approach***

Regulatory arrangements include changing and updating relevant planning and building regulations. This ensures that new buildings, and older buildings that are retrofitted/redeveloped are as water efficient as possible. An integrated approach involves forming partnerships with all service providers and planning and building regulators in the region, to facilitate a coordinated approach to urban water-cycle management.

## **2.4 Our Key Goals**

The Plan has eight key goals. These goals reflect the main concerns of our community in managing our urban water supply system. They all need to be achieved to help create an ecologically sustainable water supply and management system. Connected together by strategies and actions they create an integrated approach, which will help achieve our regional vision.

### **Goal 1 A Cooperative and Coordinated Regional Approach**

Clarence Valley Council and Coffs Harbour City Council commit to working co-operatively with each other and other key stakeholders, in an integrated regional approach implementing the Plan and its actions.

### **Goal 2 Common Regulatory Measures for Efficient and Careful Water Use**

Adopt and implement council regulations and policies that maximise the effectiveness of regional councils in achieving efficient and sustainable water use and management.

### **Goal 3 Helping Enhance Health of Rivers and Waterways**

Implement programs that monitor the health of the Nymboida and Orara Rivers and their catchments, to assist in minimising or ameliorating impacts on river health and support a healthy and secure water supply system.

### **Goal 4 Cost Effective and Environmentally Appropriate Water Sources**

Identify appropriate water sources through gauging the attitudes of an informed community towards water source issues, so that a wide range of acceptable and appropriate water sources can be identified for inclusion in the water supply strategies prior to 2021.

### **Goal 5 Effective and Efficient Management of Water Supply Systems**

We work towards increasing ecologically sustainable operational practices through management processes that assess, monitor and minimise water losses from leakage and overflows, ensure effective water metering and restrictions to minimise inappropriate water use in times of drought, and maximise efficiency of our supply operations.

### **Goal 6 Consumer Water Use is Efficient and Environmentally Sound**

Develop and implement a range of approaches such as pricing policies, education programs, research on community attitudes to water, and specific planning such as matching water sources to suitable uses, and introducing new technology or better ways of providing water supply whilst using less water.

### **Goal 7 Incentives and Pricing Policies Support Efficient, Environmentally Sound Water Use**

A common, well-understood approach for water pricing supports creation of a range of incentives that are effective in having people use water more efficiently and sustainably.

## **Goal 8 A Heightened Awareness For Efficient and Careful Water Use**

We focus on our community having a better understanding of efficient and ecologically sustainable urban water use, supporting and reviewing actions in the Plan, resulting in greater community awareness and helping to meet the other goals of the Plan.

### **2.5 Strategic Action Plans**

A range of action plans set out tasks to deal with important strategic issues that have been identified. These action plans include strategies and actions focused on achieving the goals. Key partnerships are identified to oversee or provide the leadership for the strategies and actions. Timelines and priorities are identified for each action and task. These actions and their implementation may need to be adapted due to changing circumstances, and further agreed tasks may be added at any time.

#### **2.5.1 Local Context for Strategic Action Plan Implementation**

The Regional Water Supply Scheme (RWSS), including the WESP, is an excellent example of regional cooperation between Coffs Harbour and Clarence Valley Councils, to ensure security of water supply for residents of both areas. On all other governance matters, the two local councils retain autonomy from each other in all respects. This partnership provides the foundation for the build and non-build components of the RWSS. It also allows for some flexibility in individual priorities for each respective Council, specifically with regard to the non-build strategies in the WESP. The value in retaining this avenue of flexibility is that it allows each Council to integrate the WESP with other relevant plans, policies or initiatives that may be in place.

### **Action Plans**

The following strategic action plans represent ways to move towards achieving the goals of our integrated planning approach. In relation to each **goal** the following objectives are considered in developing the strategies and actions:

- identify key issues and challenges and seek possible options and solutions to them
- develop an approach to plan, carry out and manage the required actions.
- identify and involve key players and stakeholders.
- establish a suitable process of review and evaluation to learn from experience and when necessary, adjust for better outcomes.

In relation to each **strategy** and its key actions the following aspects have been identified to help choose and implement them at the right time:

- having in place key partnerships that will assist in carrying out the actions,
- the considered priority of the actions in relation to each other,
- including matters such as sense of urgency, resources available, and potential/actual partnership support
- the proposed or likely timeframe that is outlined for carrying out the actions, within the context of the life of this Plan.

## Priorities

**High = HP** of critical importance to the immediate success of the Plan

**Moderate = MP** would benefit the immediate success of the Plan, but not presently essential

**Low = LP** not presently essential to the immediate success of the Plan

**Uncertain = U** requires more detailed investigation, or consideration, as its priority and/or the importance is not presently known

**Note:** These priorities may change due to changing circumstances which may result in a review, and adjustment.

### Goal 1: A cooperative and coordinated regional approach.

Strategies Key	Actions	Partnerships	Priority	Timeframe
<b>Strategy 1.1</b> Monitor new opportunities not previously considered in the Montgomery Watson Report.	<b>Action 1.1.1</b> Actively pursue water recycling and re-use opportunities	Participant businesses and communities	HP	Ongoing
	<b>Action 1.1.2</b> Partnering with private industry to reduce water use.	CVC/CHCC Businesses and industry	MP	Ongoing
	<b>Action 1.1.3</b> Deliver Waterwise Schools Program	CVC/CHCC/Dept.E&C – Cascade	HP	Ongoing
	<b>Action 1.1.4</b> Engage with other water authorities on a Regional basis	Environmental Education Centre  CVC, CHCC and Kempsey Shire Council NEWE Councils	HP	Ongoing
<b>Strategy 1.2</b> Implement and monitor relevant mandatory and voluntary guidelines	<b>Action 1.2.1</b> Implement & monitor (eg BASIX, Water Sensitive Urban Design, Plumbing and Drainage codes, Water Efficient Labeling Scheme, NABERS Home & Office)	CVC / CHCC Participant Agencies	MP	Ongoing
<b>Strategy 1.3</b> Maintain community input and consultation	<b>Action 1.3.1</b> Maintain annual meeting, reporting and feedback with WET	CVC/ CHCC Participant community groups and individuals	HP	Ongoing



**Goal 2: Common regulatory measures for efficient and careful water use.**

<b>Strategies Key</b>	<b>Actions</b>	<b>Partnerships</b>	<b>Priority</b>	<b>Timeframe</b>
<b>Strategy 2.1</b> Build on existing partnership between constituent Councils to develop water efficiency through an efficient planning, building and approvals process.	<b>Action 2.1.1</b> Monitor and review permanent Level 1 water conservation measures	CVC/CHCC	MP	Ongoing
<b>Strategy 2.2</b> Review and update the Regional Water Efficiency Strategic Plan and Implementation Plan.	<b>Action 2.2.1</b> CVC and CHCC jointly upgrade WESP every 5 years	CVC/CHCC	MP	Update due - 2018
	<b>Action 2.2.3</b> Release updated WESP for public exhibition	CVC/CHCC	MP	2018
<b>Strategy 2.3</b> Adequately resource the Water Efficiency Team meetings and input into the WEIP including progressive review of WESP implementation	<b>Action 2.3.1</b> Provide relevant administrative support for the annual meeting in a timely manner	CVC/CHCC	MP	Ongoing
<b>Strategy 2.4</b> Create and use existing Frameworks, policies, Development Control Plans and Strategies to implement water efficiency	<b>Action 2.4.1</b> Integrate water efficiency into policies and mechanisms eg. IWCM, re-use schemes. The CHCC 'Vision 2030' and the CVC 'Sustainability Initiative'	CVC/CHCC	MP	Ongoing

**Goal 3: Helping enhance river health.**

<b>Strategies Key</b>	<b>Actions</b>	<b>Partnerships</b>	<b>Priority</b>	<b>Timeframe</b>
<b>Strategy 3.1</b> Implement the water extraction plan for the Nymboida River in accordance with Shannon Creek licencing.	<b>Action 3.1.1</b> Work in partnership with the river monitoring committee to enhance river health.	CVC/ CHCC	HP	Ongoing

**Goal 4: Cost effective and environmentally appropriate water sources.**

<b>Strategies Key</b>	<b>Actions</b>	<b>Partnerships</b>	<b>Priority</b>	<b>Timeframe</b>
<b>Strategy 4.1</b> Collate & report on any relevant information on community attitudes & a range of alternative water sources (eg. recycled water, stormwater harvesting, desalination)	<b>Action 4.1.1</b> Participate in relevant community consultation opportunities and forums. Attend relevant conferences and report findings and information	CVC/ CHCC	LP	Ongoing
	<b>Action 4.1.2</b> Undertake ongoing community surveys if appropriate	Appropriate Organisations (eg AWA, NEWE, savewater)	LP	Ongoing
	<b>Action 4.1.3</b> Monitor regulatory requirements for recycled water and investigate new opportunities.	CVC/ CHCC NSW Gov't	MP	Ongoing
<b>Strategy 4.2</b> Monitor technological changes and modify implementation plan as required.	<b>Action 4.2.1</b> Where practical ensure capital works programs reflect technological changes and try to adapt to new changes, eg. grey water, recycled water, pressure reduction etc.	CVC/ CHCC	MP	Ongoing
<b>Strategy 4.3</b> Explore and identify opportunities for integration within an urban water management plan.	<b>Action 4.3.1</b> Review ICWM plan	CVC/ CHCC/ DWE	MP	Ongoing

**Goal 5: Effective and efficient management of water supply systems.**

<b>Strategies Key</b>	<b>Actions</b>	<b>Partnerships</b>	<b>Priority</b>	<b>Timeframe</b>
<b>Strategy 5.1</b> Complete leakage assessment studies to assess leakage.	<b>Action 5.1.1</b> Conduct ongoing reservoir drop tests and/or water balances	CVC	LP	Ongoing
<b>Strategy 5.2</b> Complete a pressure survey to assess possible leakage reduction possibilities through pressure reduction.	<b>Action 5.2.1</b> Undertake active leakage detection programs	CVC/ CHCC NSW Government	MP	Ongoing
	<b>Action 5.2.2</b> Assess pressure reduction opportunities	CVC/CHCC	MP	Ongoing
	<b>Action 5.2.3</b> Complete NOW Annual Performance Reports	CVC/CHCC/NOW	MP	Annual
<b>Strategy 5.3</b> Implement metering program	<b>Action 5.3.1</b> Maintain meter exchange program, include Fire service metering and ensure meter calibration	CVC/ CHCC	MP	Ongoing
<b>Strategy 5.4</b> Investigate alternative methods to reduce flushing of mains	<b>Action 5.4.1</b> Investigate new technologies for mains flushing (eg ice pigging, air scouring) and use of recycled water for fire fighting hydrants (dependant on State Government health legislation)  Estimate costs/ benefits	CVC	LP	Ongoing CVC  Complete CHCC (Filtration in 2009)
<b>Strategy 5.5</b> Utilise modern technology to reduce maintenance and leakage losses.	<b>Action 5.5.1</b> Locate and repair leaks as soon as possible	CVC/ CHCC	MP	Ongoing
	<b>Action 5.5.2</b> Use Telemetry to assess leakage on a daily basis	CVC	LP	Daily
<b>Strategy 5.6</b> Apply restrictions as per policy and licence dependent upon Nymboida River flows	<b>Action 5.6.1</b> Maintain permanent water conservation measures	CVC/CHCC	LP	Ongoing
<b>Strategy 5.7</b> Carry out secure yield review for forward planning	<b>Action 5.7.1</b> Monitor yield and forward plan accordingly including impact of climate change	CVC/CHCC	MP	Ongoing

**Goal 6: Consumer water use is efficient and environmentally sound.**

<b>Strategies Key</b>	<b>Actions</b>	<b>Partnerships</b>	<b>Priority</b>	<b>Timeframe</b>
<b>Strategy 6.1</b> Implement a community education program	<b>Action 6.1.1</b> Use advertising, website newspaper articles, dam tours, letter drops, events, awareness campaigns etc.	Savewater, CVC/CHCC	HP	Ongoing
	<b>Action 6.1.2</b> Carry out market research and undertake surveys & review programs using Community Based Social Marketing (CBSM) where appropriate	AWA, local media, Savewater	LP	Ongoing
	<b>Action 6.1.3</b> Provide transparent information to the public on water pricing mechanisms, and service costs.	CVC/CHCC	MP	Ongoing
<b>Strategy 6.2</b> Monitor consumer water use	<b>Action 6.2.1</b> Complete annual performance WEIP report with consumer classification water use statistics	CVC/CHC	HP	Ongoing
	<b>Action 6.2.2</b> Implement National Guidelines for Residential Customer's Water Accounts	AWA	MP	Ongoing
	<b>Action 6.2.3</b> Complete NOW Annual Performance Report	CVC/CHC	HP	Ongoing
<b>Strategy 6.3</b> Implement appropriate outcomes from Montgomery Watson Report.	<b>Action 6.3.1</b> Continue with plan elements (residential water audit, showerhead replacement program, landscape use efficiency, landscape regulation for non-residential- new development, tourist sector water audits, commercial industrial audits/incentives, regulations, pricing and billing)	CVC/CHCC	HP	Ongoing
<b>Strategy 6.4</b> Evaluate community attitudes and awareness of usage and technologies	<b>Action 6.4.1</b> Keep abreast of community attitudes and awareness of technological developments	CVC/CHCC	MP	Ongoing

**Goal 7: Supportive incentives and pricing policies.**

<b>Strategies Key</b>	<b>Actions</b>	<b>Partnerships</b>	<b>Priority</b>	<b>Timeframe</b>
<b>Strategy 7.1</b> Implement selected incentives through WEIP – eg. shower head rebate.	<b>Action 7.1.1</b> Maintain current rebate programs.	CVC/ CHCC	MP	Ongoing
<b>Strategy 7.2</b> Evaluate success of incentive programs & investigate other possible incentives and their cost effectiveness.	<b>Action 7.2.1</b> Use surveys and evaluation forms. Determine cost/benefit referring to Montgomery Watson formula.	CVC / CHCC	LP	Ongoing
<b>Strategy 7.3</b> Develop common approach through an appropriate forum and establish an implementation program for this taking into consideration different Council needs/positions.	<b>Action 7.3.1</b> Collaborate with Regional Councils	North East Water Efficiency (NEWE)	MP	Ongoing
	<b>Action 7.3.2</b> Maintain best practice water pricing	CVC/ CHCC	HP	Ongoing

**Goal 8: A heightened awareness for efficient water use.**

<b>Strategies Key</b>	<b>Actions</b>	<b>Partnerships</b>	<b>Priority</b>	<b>Timeframe</b>
<b>Strategy 8.1</b> Assess the WESP as developments in water efficiency awareness take place.	<b>Action 8.1.1</b> Provide for assessment and feedback through the Water Efficiency Team	CVC/ CHCC/WET	HP	Annual
	<b>Action 8.1.2</b> Conduct opportunistic assessment when working with all community sectors	CVC/ CHCC	LP	Ongoing
<b>Strategy 8.2</b> Regularly survey to assess performance of the WEIP.	<b>Action 8.2.1</b> Review performance at annual WET meeting.	CVC/ CHCC/WET	MP	Ongoing
<b>Strategy 8.3</b> Conduct regular school program, including lectures, visits and tours of sites.	<b>Action 8.3.1</b> Implement Waterwise schools program and regular tours	CVC/ CHCC/Dept. E&C	HP	Ongoing
	<b>Action 8.3.2</b> Capitalise on opportunities as they arise eg. CHCC community education trailer	CVC/ CHCC/ Savewater/Peak industry bodies	LP	Ongoing
<b>Strategy 8.4</b> Investigate and Implement education program for plumbers, retailers and nurseries.	<b>Action 8.4.1</b> Investigate the feasibility of and implement program where practical, including liaison with peak industry bodies.	CVC/ CHCC/ Savewater	MP	Ongoing
<b>Strategy 8.5.1</b> Promote home water audit packages	<b>Action 8.5.1</b> Promote existing home water audit packages.	CVC/ CHCC/ Savewater	LP	Ongoing
<b>Strategy 8.5.2</b> Monitor new products and assess promotion possibilities and relevant requirements.	<b>Action 8.5.2</b> Continue ongoing monitoring and liaise with industry and peak bodies e.g. WELS.	CVC/ CHCC/ Savewater	MP	Ongoing
<b>Strategy 8.6</b> Regularly report on strategic outcomes	<b>Action 8.6.1</b> Reporting for annual Management Review on WEIP	CVC/ CHCC	HP	Annual
	<b>Action 8.6.2</b> Review WESP and WEIP every 5 years	CVC/ CHCC	MP	Next 2018

## **Implementation and Review**

### ***4.1 Implementation***

An Implementation Plan is prepared setting out actions to complete based on the Strategic Action Plans (SAPs). This includes the setting out of specific tasks related to the SAPs in more detail, identifying what the priorities are for each council and the cooperative partnership. The Implementation Plan provides direction on the allocation of responsibilities, time and resources to manage and complete the agreed tasks. This implementation process is linked to the reporting cycle set out in Section 4.2. The Implementation Plan is established in conjunction with community group representatives and relevant state government representatives. Resources needed for the Plan come from revenue raised by Council in the sale of water to consumers and other means through grants and at times possibly loans. Priorities are set, budgets estimated and funds allocated on an annual basis. Councils adopt and establish these budgets through their Strategic Business and Management Plans.

The main purpose of the Implementation Plan is to:

- 1) Develop new, and support existing, partnerships and promote a cooperative and integrated approach
- 2) Ensure that resources are available and matched to tasks and actions
- 3) Gather information from community and other relevant sources to help make better informed decisions on programs and other actions
- 4) Provide information to the wider community to promote water efficiency and keep people informed of progress; and
- 5) Review and evaluate progress and provide a means to adjust programs and actions where necessary.

The flow chart on the following page shows the Target Areas to be focused on in the Implementation Plan. These Target Areas are related to the three Key Elements of WESP.

### ***4.2 Role of Water Efficiency Team in Planning and Review***

The planning approach adopted in the Plan enables and encourages evaluation and review of our progress. Review of the Plan and its implementation is done by annual community consultation through a Water Efficiency Team (WET). The WET is involved in reviewing the year's work and timelines, reporting on financial and partnership aspects, and identifying budget requirements. Every 5 years the WET also reviews updates the Plan and the WEIP.





Our approach is to make sure we meet the Guiding Principles of the Plan, and that we are working meaningfully towards our goals and vision, and our actions are accountable. The Implementation Plan enables us to carry out reviews at appropriate stages to measure our progress and overall success. We can carry out this review by developing strategic questions to look at how we are performing in regard to the Key Elements and Target Areas. These questions could include for example:

### **Key Element: Regulatory and Integrated Approach**

Is our regulatory and integrated approach helping achieve water efficiency and ecologically sustainable water management, through:

- supporting common action such as drought management policies, catchment management and pricing of water, which includes the real costs of providing it?
- requiring urban, rural and commercial development to be designed on ESD principles?
- supporting best practice water source and supply system management?
- adopting and encouraging demand management programs?
- cooperative action and effective partnerships at a range of levels?

### **Key Element: Water Source Management**

Is our Supply Management System:

- using the most ecologically sustainable supply source(s)?
- reducing leakage and other water losses in the system to least possible levels?
- using the best, most cost-effective technological practices available?
- investigating emerging ideas, innovation and technologies?

### **Key Element: Water Demand Management**

Are people aware of, and actively involved in efficient use of water, including:

- through participation in our Demand Management programs?
- using water in an efficient and ecologically sustainable way?
- if our community are not being efficient enough, where and how can we improve?
- are our education and awareness raising programs effective and covering key areas of business, community, residents, visitors, schools and public institutions?

Our Implementation Plan will work on a SMART approach to actions. The **SMART** principles are:

**Specific** - we will set clear tasks and programs that we want to achieve

**Measurable** - we can set targets and check on our progress

**Achievable** - we believe we can do what we've set out to do

**Realistic** - we will set ourselves practical and meaningful tasks

**Time-oriented** - we will seek to get tasks completed within an agreed time-frame.

## 4.2 The Review Process

The Strategic Plan is an accountable and practical plan supporting the implementation of ecologically sustainable water efficiency and management programs. The planning approach adopted in the Plan enables and encourages evaluation and review of our progress. Review of the Plan and its implementation happens in the following ways, which includes annual community involvement through a Water Efficiency Team (WET).



### In summary...

The review and evaluation process will ensure the Strategic Plan, its key goals and programs can be adapted to new information and understanding, and updated regularly ensuring its application for many years to come - a key aspect of sustainability planning.

## **Abbreviations**

To assist the reading of the Plan, the following list outlines abbreviations used in this document:

**AWA** - Australian Water Association  
**CBSM** – Community Based Social Marketing  
**CHCC** - Coffs Harbour City Council  
**CHW** - Coffs Harbour Water, a business unit of CHCC  
**CVC** - Clarence Valley Council  
**DCP** - Development Control Plan  
**DECC** - Department of Environment and Climate Change (now Environment and Heritage)  
**DNR** - Department of Natural Resources (now Environment and Heritage)  
**E&C** – NSW Department of Education and Communities  
**F/Y** - Financial year  
**LEP** - Local Environment Plan  
**LGSA** - Local Government Shires Association  
**MW** - Report Clarence Valley/Coffs Harbour Water Efficiency Strategic Plan (Volume 1 & Appendices), prepared by Montgomery Watson in August 2000, and later updated by review in 2001  
**NEWE** - North East Water Efficiency  
**NRCMA** - Northern Rivers Catchment Management Authority  
**NCW** - North Coast Water: a former business unit of Clarence Valley Council  
**NOW** – NSW Office of Water  
**SEPP** - State Environment Protection Policy  
**WEIP** - Water Efficiency Implementation Plan  
**WESP** - The Regional Water Efficiency Plan  
**WET** - Water Efficiency Team (comprises representatives of Councils, Community, State Government Agencies)

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- The Councils of the Clarence Valley, and Coffs Harbour City Council
- Clarence Valley residents and resident groups
- Coffs Harbour and Orara Valley resident groups and residents
- Youth representatives from high schools
- Community groups including conservation and farming interests
- Clarence Valley and Coffs Harbour Building & Plumbing Industry
- State government agencies including: Dept of Land & Water Conservation, Dept Public Works, Dept Local Government and Environment Protection Agency
- NSW Healthy Rivers Commission

**Initial Plan Preparation Working Group:** Jim Fear (project co-ordinator), Gary Kennedy, Ian Preston, Cr Fred Morgan, Cr Bruce Tucker, (the late) Cr Joy Mathews, Simon Thorn, Frank Vaarwerk, Kevin Warner, Nerise Windsor (minute secretary)

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**WET and Review process:** Participants in the WET through the years of initial plan implementation, at the WESP Review 2006, and final updated Plan preparation, including the following interests: Clarence Valley Council and Coffs Harbour City Council, Clarence Valley and Coffs Harbour and Orara Valley resident groups, Clarence Valley National Parks Association, Clarence Valley Conservation Coalition, Clarence Environment Centre, State government agencies including: Department of Infrastructure Planning & Natural Resources, Department of Commerce, and NSW Public Health, Clarence Valley Council and Coffs Harbour City Council, Martin Duyker (North Coast Water) and Melissa Hinkley, (Coffs Harbour Water) for their contribution at the review workshop and providing information and photographs to update the WESP document.

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# Clarence Valley Council & Coffs Harbour City Council

Draft



## Water Efficiency Implementation Plan



2013

## Purpose

*The purpose of the plan is to support an ongoing co-operative approach and range of integrated actions to use and manage water in an ecologically sustainable manner in the region.*

*The Water Efficiency Implementation Plan will give direction to the water efficiency programs in the Clarence/Coffs Harbour region.*

## Aims

1. Effectively co-ordinate water efficiency programs and actions for Council, community, and government agencies.
2. Manage water efficiently and carefully from its supply sources, to its return to the natural environment.
3. Reduce reliance on water from rivers, by using existing and emerging technologies for improving water efficiency.
4. Encourage a water saving and resource conservation ethic in the community through education, information programs and participation.
5. Utilize pricing and regulatory mechanisms to reduce and manage the demand for water especially during dry periods.



## Targets

### **Participation in and maintenance of stakeholder networks**

- Liaison with the community on water conservation issues through community committees and public consultation.
- Participation in joint water efficiency and education initiatives with other regional councils.
- Provide information and involve government agencies in water efficiency initiatives within the region.
- Engage with other water authorities on a regional basis.
- Identify and involve key stakeholders and establish partnerships.

*Related to Aims – 1,2,4,5*

### **Identification of opportunities for water saving and re-use in infrastructure design, operation and maintenance.**

- Continue to carry out water loss programs as required and assess pressure reduction opportunities.
- Water main surveys - proactive detection and repair of water main leaks.
- Telemetry Implementation - automatic detection of system leaks to facilitate fast repairs.
- Continued evaluation of opportunities for integrated water solutions in the design of infrastructure.
- Water meter exchange.
- Water audit guide/s.

*Related to Aims - 2,3*

### **Water audits for high water users in commercial, tourism and industrial sectors.**

- Water audits with committed high use industries/ properties.
- Promotion of retrofitting to privately operated parks and motels, and rebates available.
- Tourism advertising (incl. water restrictions advertising)

*Related to Aims - 3,4,5*

### **Rebates and other incentives to reduce water use.**

- Tank, and dual flush toilet rebate programs.
- Program to swap to new min. 9l/min showers and replace old inefficient showers

*Related to Aims - 3,4*

### **Water education programs for Schools**

- Deliver Waterwise Schools program.
- In-school visits.
- School resource kit with more local content.
- Ongoing provision of school dam / water treatment plant / water reclamation plant tours.
- Refresher courses for already Waterwise accredited schools.

*Related to Aim - 4*

### **Publicity and campaigns to maintain water saving awareness.**

- Advertising, website newspaper articles, dam tours, letter drops, events, awareness campaigns.
- National Water Week activities and World Water Day activities.
- Promotion of Water Efficient electrical appliances (i.e clothes washing machines & dishwashers).
- Demonstration of water efficient gardening principles through Waterwise gardens.
- Waterwise garden walks.
- Sponsorship of Waterwise activities and events.
- Bus shelter advertising
- Savewater Alliance membership - to allow residents access to national website, regular competitions and specifically designed bill inserts, etc.

*Related to Aim - 4*

### **Water pricing mechanisms to reduce water demand.**

Implement best practice in water pricing.

*Related to Aim – 5*

### **Regulatory mechanisms to reduce/manage water demand.**

- Permanent water conservation measures.
- Advertise and enforce water restrictions particularly in dry times.
- Tourism advertising (incl. water restrictions advertising).
- BASIX Implementation

*Related Aim - 5*



## Current Status

Targets	Target Description	Outcomes	Current Status (January 2013)
<p><b>Participation in and maintenance of stakeholder networks.</b></p>	<ul style="list-style-type: none"> <li>• Liaison with the community on water conservation issues through community committees and public consultation.</li> <li>• Participation in joint water efficiency and education initiatives with other regional councils.</li> <li>• Provide information and involve government agencies in water efficiency initiatives within the region.</li> <li>• Engage with other water authorities on a regional basis.</li> <li>• Identify and involve key stakeholders and establish partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of networks and partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing committees currently include the Waterwise Schools coordination committee, the Water Efficiency Team, and NEWE.</li> <li>• Both councils have an ongoing partnership with the Savewater Alliance and the Cascade Environmental Education Centre (NSW Department of Education).</li> <li>• Liaison with other water authorities and government agencies occurs as needed.</li> </ul>
<p><b>Identification of opportunities for water saving and re-use in infrastructure design, operation and maintenance.</b></p>	<ul style="list-style-type: none"> <li>• Continue to carry out water loss programs as required and assess pressure reduction opportunities.</li> <li>• Water main surveys - proactive detection and repair of water main leaks.</li> <li>• Telemetry Implementation - automatic detection of system leaks to facilitate fast repairs.</li> <li>• Continued evaluation of opportunities for integrated water solutions in the design of infrastructure.</li> <li>• Water meter exchange.</li> <li>• Water audit guide/s.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated water cycle management principles incorporated into the design of infrastructure.</li> <li>• Proactive and early detection and repair of water leaks, reducing water system losses.</li> </ul>	<ul style="list-style-type: none"> <li>• Both Clarence and Coffs Harbour have assessed opportunities for water pressure reduction, and implemented programs in viable locations.</li> <li>• Telemetry has been implemented in both council areas.</li> <li>• Opportunities for water re-use are routinely assessed and incorporated into the design of all new sewerage treatment plants.</li> <li>• Many existing plants have been upgraded to allow re-use.</li> </ul>

<p><b>Water audits for high water users in commercial, tourism and industrial sectors.</b></p>	<ul style="list-style-type: none"> <li>• Water audits with committed high use industries/ properties.</li> <li>• Promotion of retrofitting to privately operated parks and motels, and rebates available.</li> <li>• Tourism advertising (incl. water restrictions advertising)</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced water consumption by tourist and commercial facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Most high use commercial industries and caravan parks have been water audited in the past. There has been varying levels of success, depending upon the commitment of management and staff to water use efficiency.</li> </ul>
<p><b>Rebates and other incentives to reduce water use.</b></p>	<ul style="list-style-type: none"> <li>• Tank and dual flush toilet rebate programs.</li> <li>• Program to swap to new min. 9l/min showers and replace old inefficient showers.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in water demand from more water efficient toilets showerheads.</li> <li>• Water conservation supported and encouraged in households through tanks supplementing town water supplies and increasing awareness of water use in residents.</li> </ul>	<ul style="list-style-type: none"> <li>• There are ongoing tank and dual flush toilet rebate programs and showerhead exchange programs in both council areas.</li> <li>• There have also been showerhead exchange programs run by energy efficiency companies in both council areas.</li> <li>• The demand for dual flush toilets and showerheads is likely to decrease over time with ongoing replacement in older buildings. New toilets and showerheads on the market are nearly all water efficient.</li> </ul>
<p><b>Water education programs for Schools</b></p>	<ul style="list-style-type: none"> <li>• Deliver Waterwise Schools program.</li> <li>• In-school visits.</li> <li>• School resource kit with more local content.</li> <li>• Ongoing provision of school dam / water treatment plant / water reclamation plant tours.</li> <li>• Refresher courses for already Waterwise accredited schools.</li> </ul>	<ul style="list-style-type: none"> <li>• School community involved in ongoing water education – raising awareness of water issues and appreciation of local water supply.</li> <li>• Greater understanding of water supply system and importance of water conservation by students.</li> <li>• Identification of water use and possible water saving opportunities in educational institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• The waterwise Schools program has been running since 2007 and more than 40 schools have been trained and accredited as “Waterwise Schools”. This represents the majority of primary schools in the Coffs Harbour and Clarence Valley council areas.</li> <li>• Dam and treatment plant tours are run on demand for schools.</li> <li>• Refresher courses have begun in already accredited schools.</li> </ul>
<p><b>Publicity and campaigns to maintain water saving awareness.</b></p>	<ul style="list-style-type: none"> <li>• Advertising, website newspaper articles, dam tours, letter drops, events, awareness campaigns.</li> <li>• National Water Week activities</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness of water use and possible household water savings and costs.</li> <li>• Increased local resident</li> </ul>	<ul style="list-style-type: none"> <li>• Both Councils have regular newspaper articles, dam tours, letter drops, events, awareness campaigns.</li> <li>• National water week activities are run</li> </ul>

	<p>and World Water Day activities.</p> <ul style="list-style-type: none"> <li>• Promotion of Water Efficient electrical appliances (i.e clothes washing machines &amp; dishwashers).</li> <li>• Demonstration of water efficient gardening principles through Waterwise gardens.</li> <li>• Waterwise garden walks.</li> <li>• Sponsorship of Waterwise activities and events.</li> <li>• Bus shelter advertising</li> <li>• savewater! Alliance membership - to allow residents access to national website, regular competitions and specifically designed bill inserts, etc.</li> </ul>	<p>understanding of water issues.</p> <ul style="list-style-type: none"> <li>• Residents adopting waterwise gardening principles in their gardens.</li> <li>• Incentives for local residents and businesses to reduce water consumption in their gardens.</li> <li>• Water saving message visible to community on bus shelters.</li> <li>• Resident access to Savewater national website, regular competitions and specifically designed bill inserts, etc. that councils alone could not provide.</li> </ul>	<p>annually.</p> <ul style="list-style-type: none"> <li>• Water efficient demonstration gardens established in both councils.</li> <li>• Bus shelter advertising in both councils.</li> <li>• Websites promoting water efficiency with links to the "Savewater Alliance" web site established.</li> <li>• Water efficiency labeling (WELS) regularly promoted through the media.</li> </ul>
<p><b>Water pricing mechanisms to reduce water demand.</b></p>	<ul style="list-style-type: none"> <li>• Implement best practice in water pricing.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost incentives for consumers to reduce water use.</li> </ul>	<ul style="list-style-type: none"> <li>• Best practice pricing including an inclining block tariff and a price path has been adopted following a community consultation process.</li> </ul>
<p><b>Regulatory mechanisms to reduce/manage water demand.</b></p>	<ul style="list-style-type: none"> <li>• Permanent water conservation measures.</li> <li>• Advertise and enforce water restrictions particularly in dry times.</li> <li>• Tourism advertising (incl. water restrictions advertising).</li> <li>• BASIX Implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced water use in dry times.</li> <li>• Visitors to resorts, motels, caravan parks, etc, have increased awareness of water use.</li> <li>• Water efficient design principles included in new houses and developments.</li> </ul>	<ul style="list-style-type: none"> <li>• There are permanent level 1 water restrictions in place in both Coffs Harbour and Clarence Valley Council areas.</li> <li>• BASIX is being implemented by planning departments in both councils.</li> </ul>

## Actions 2013-2018

Targets	Target Description	Actions 2013-2018
<p><b>Participation in and maintenance of stakeholder networks.</b></p>	<ul style="list-style-type: none"> <li>• Liaison with the community on water conservation issues through community committees and public consultation.</li> <li>• Participation in joint water efficiency and education initiatives with other regional councils.</li> <li>• Provide information and involve government agencies in water efficiency initiatives within the region.</li> <li>• Engage with other water authorities on a regional basis.</li> <li>• Identify and involve key stakeholders and establish partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain current networks,</li> <li>• More liaison and talks to community groups (eg gardening clubs, U3A, Tourism Associations)</li> </ul>
<p><b>Identification of opportunities for water saving and re-use in infrastructure design, operation and maintenance.</b></p>	<ul style="list-style-type: none"> <li>• Continue to carry out water loss programs as required and assess pressure reduction opportunities.</li> <li>• Water main surveys - proactive detection and repair of water main leaks.</li> <li>• Telemetry Implementation - automatic detection of system leaks to facilitate fast repairs.</li> <li>• Continued evaluation of opportunities for integrated water solutions in the design of infrastructure.</li> <li>• Water meter exchange.</li> <li>• Water audit guide/s.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement current strategies</li> <li>• Audit council public toilets and facilities</li> <li>• Investigate new technologies for mains flushing (eg ice pigging, air scouring) and use of recycled water for fire fighting hydrants (dependant on State Gov't health legislation)</li> </ul>

<p><b>Water audits for high water users in commercial, tourism and industrial sectors.</b></p>	<ul style="list-style-type: none"> <li>• Water audits with committed high use industries/ properties.</li> <li>• Promotion of retrofitting to privately operated parks and motels, and rebates available.</li> <li>• Tourism advertising (incl. water restrictions advertising)</li> </ul>	<ul style="list-style-type: none"> <li>• Regular water audits of tourist parks</li> <li>• Liaise with high water use industries and advise of specialist water audit consultancies.</li> </ul>
<p><b>Rebates and other incentives to reduce water use.</b></p>	<ul style="list-style-type: none"> <li>• Tank and dual flush toilet rebate programs.</li> <li>• Program to swap to new min. 9l/min showers and replace old inefficient showers.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue with existing programs.</li> <li>• Extend rainwater tank rebates to rural agricultural sheds currently connected to town water (CVC only).</li> </ul>
<p><b>Water education programs for Schools</b></p>	<ul style="list-style-type: none"> <li>• Deliver Waterwise Schools program.</li> <li>• In-school visits.</li> <li>• School resource kit with more local content.</li> <li>• Ongoing provision of school dam / water treatment plant / water reclamation plant tours.</li> <li>• Refresher courses for already Waterwise accredited schools.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue with existing Waterwise Schools program</li> <li>• Modify Waterwise Schools Program to tie in with national schools curriculum.</li> <li>• More focus on education for high schools and TAFE</li> </ul>
<p><b>Publicity and campaigns to maintain water saving awareness.</b></p>	<ul style="list-style-type: none"> <li>• Advertising, website newspaper articles, dam tours, letter drops, events, awareness campaigns.</li> <li>• National Water Week activities and World Water Day activities.</li> <li>• Promotion of Water Efficient electrical appliances (i.e clothes washing machines &amp; dishwashers).</li> <li>• Demonstration of water efficient gardening principles through</li> </ul>	<ul style="list-style-type: none"> <li>• Continue with existing publicity programs.</li> <li>• Promote water saving at building exhibits/events and any other local events where there is likely to be a high level of interest.</li> </ul>

	<p>Waterwise gardens.</p> <ul style="list-style-type: none"> <li>• Waterwise garden walks.</li> <li>• Sponsorship of Waterwise activities and events.</li> <li>• Bus shelter advertising</li> <li>• savewater! Alliance membership - to allow residents access to national website, regular competitions and specifically designed bill inserts, etc.</li> </ul>	
<b>Water pricing mechanisms to reduce water demand.</b>	<ul style="list-style-type: none"> <li>• Implement best practice in water pricing.</li> </ul>	<ul style="list-style-type: none"> <li>• In place – adjust in response to government pricing policies and council business plans.</li> </ul>
<b>Regulatory mechanisms to reduce/manage water demand.</b>	<ul style="list-style-type: none"> <li>• Permanent water conservation measures.</li> <li>• Advertise and enforce water restrictions particularly in dry times.</li> <li>• Tourism advertising (incl. water restrictions advertising).</li> <li>• BASIX Implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent water conservation measures in place.</li> <li>• Replace “permanent water restrictions” with “permanent water conservation measures” in policies.</li> <li>• WELS labeling and BASIX in place – need identified to monitor BASIX compliance.</li> </ul>

## APPENDIX I

### Annual Reporting Template – Water Efficiency Annual Report Coffs Harbour/Clarence Valley Council

Reviewed Targets – Coffs Harbour/Clarence Valley Council (Year)				
Targets	Target Description	Outcomes	Comments	Budget Requirements
<b>Participation and maintenance in stakeholder networks.</b>	<ul style="list-style-type: none"> <li>• Liaison with the community on water conservation issues through community committees and public consultation.</li> <li>• Participation in joint water efficiency and education initiatives with other regional councils.</li> <li>• Provide information and involve government agencies in water efficiency initiatives within the region.</li> <li>• Engage with other water authorities on a regional basis.</li> <li>• Identify and involve key stakeholders and establish partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of networks and partnerships.</li> </ul>		
<b>Identification of opportunities for water saving and re-use in infrastructure design, operation and maintenance.</b>	<ul style="list-style-type: none"> <li>• Continued evaluation of opportunities for integrated water solutions in the design of infrastructure.</li> <li>• Continue to carry out water loss programs as required and assess pressure reduction opportunities.</li> <li>• Water main surveys - proactive detection and repair of water main leaks.</li> <li>• Telemetry Implementation - automatic detection of system leaks to facilitate fast repairs.</li> <li>• Water meter exchange.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated water cycle management principles incorporated into the design of infrastructure.</li> <li>• Proactive and early detection and repair of water leaks, reducing water system losses.</li> </ul>		
<b>Water audits for high water users in commercial,</b>	<ul style="list-style-type: none"> <li>• Water audits with committed high use industries/ properties.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced water consumption by tourist and commercial</li> </ul>		

<p><b>tourism and industrial sectors.</b></p>	<ul style="list-style-type: none"> <li>• Promotion of retrofitting to privately operated parks and motels, and rebates available.</li> <li>• Tourism advertising (incl. water restrictions advertising)</li> </ul>	<p>facilities.</p>		
<p><b>Rebates and other incentives to reduce water use.</b></p>	<ul style="list-style-type: none"> <li>• Tank, and dual flush toilet rebate programs.</li> <li>• Program to swap to new min. 9l/min showers and replace old inefficient showers</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in water demand from more water efficient toilets showerheads.</li> <li>• Water conservation supported and encouraged in households through tanks supplementing town water supplies and increasing awareness of water use in residents.</li> </ul>		
<p><b>Water education programs for Schools</b></p>	<ul style="list-style-type: none"> <li>• Deliver Waterwise Schools program.</li> <li>• In-school visits.</li> <li>• School resource kit with more local content.</li> <li>• Ongoing provision of school dam / water treatment plant / water reclamation plant tours.</li> <li>• Refresher courses for already Waterwise accredited schools.</li> </ul>	<ul style="list-style-type: none"> <li>• School community involved in ongoing water education – raising awareness of water issues and appreciation of local water supply</li> <li>• Greater understanding of water supply system and importance of water conservation by students</li> <li>• Identification of water use and possible water saving opportunities in educational institutions.</li> </ul>		
<p><b>Publicity and campaigns to maintain water saving awareness.</b></p>	<ul style="list-style-type: none"> <li>• Advertising, website newspaper articles, dam tours, letter drops, events, awareness campaigns.</li> <li>• National Water Week activities and World Water Day activities.</li> <li>• Promotion of Water Efficient electrical appliances (i.e clothes washing machines &amp; dishwashers).</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness of water use and possible household water savings and costs.</li> <li>• Increased local resident understanding of water issues.</li> <li>• Residents adopting waterwise gardening principles in their</li> </ul>		



**Agenda - Ordinary Meeting 26 September 2013 - CITY INFRASTRUCTURE SERVICES DEPARTMENT REPORTS**

	<ul style="list-style-type: none"> <li>• Demonstration of water efficient gardening principles through waterwise gardens.</li> <li>• Waterwise garden walks.</li> <li>• Sponsorship of Waterwise activities and events.</li> <li>• Bus shelter advertising</li> <li>• Savewater Alliance membership - to allow residents access to national website, regular competitions and specifically designed bill inserts, etc.</li> <li>• Water audit guide/s.</li> </ul>	<p>gardens.</p> <ul style="list-style-type: none"> <li>• Incentives for local residents and businesses to reduce water consumption in their gardens.</li> <li>• Water saving message visible to community on bus shelters.</li> <li>• Resident access to Savewater national website, regular competitions and specifically designed bill inserts, etc. that councils alone could not provide.</li> </ul>		
<b>Water pricing mechanisms to reduce water demand.</b>	<ul style="list-style-type: none"> <li>• Implement best practice in water pricing.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost incentives for consumers to reduce water use.</li> </ul>		
<b>Regulatory mechanisms to reduce/manage water demand.</b>	<ul style="list-style-type: none"> <li>• Permanent water conservation measures.</li> <li>• Advertise and enforce water restrictions particularly in dry times.</li> <li>• Tourism advertising (incl. water restrictions advertising).</li> <li>• BASIX Implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced water use in dry times.</li> <li>• Visitors to resorts, motels, caravan parks, etc, have increased awareness of water use.</li> <li>• Water efficient design principles included in new houses and developments.</li> </ul>		
				<b>Sub Total</b>
				<b>Administration and miscellaneous</b>
				<b>TOTAL</b>

**(Council Name) Water Use Statistical Information (Year/period)**

<b>Total Annual Consumption (Date)</b>		<b>Number of properties connected</b>	
<b>Average Daily Consumption</b>		<b>Average annual residential household consumption</b>	

**Water Usage by Category Type**

<b>Category</b>	<b>No. Accounts</b>	<b>Total Consumption (kl)</b>	<b>Category</b>	<b>No. Accounts</b>	<b>Total Consumption (kl)</b>
<b>Residential</b>			<b>Industrial</b>		
<b>Commercial</b>			<b>Rural</b>		
<b>Recreational</b>			<b>Raw</b>		

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## **CONTRACT NO. RFT-568-TO: WEST WOOLGOOLGA SPORTSFIELDS BULK EARTHWORKS**

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### **Purpose:**

To report on tenders received for Contract No. RFT-568-TO to undertake bulk earthworks associated with stage 1 of the West Woolgoolga Sports complex and to gain Council approval to accept a tender

### **Description of Item:**

Council resolved on 23 August 2012 to proceed with Stage 1 of the West Woolgoolga Sportsfield development (vegetation clearing and bulk earthworks) in accordance with the adopted Sports Facility Plan and Section 94 Contribution Plan. Council's resolution is as follows:

1. *That Council approve the modified West Woolgoolga Sports Complex layout and Master Plan and amend the Sports Facility Plan in accordance with the plans attached to the report.*
2. *That Council approve commencement of the works associated with the first stage of the development utilizing available Section 94 funds as described in the report.*
3. *That Council note the need to allocate \$11,000 for maintenance within the 2013/14 Delivery Plan.*

Council has completed the vegetation clearing works associated with the Project and commenced service relocations and compensatory planting works.

Open tenders were called for a Lump Sum contract in local and capital city newspapers and via Council's electronic Tenderlink portal. The deadline for submission of tenders was 3:30pm on Tuesday 10 September 2013.

The RFT consists of twenty seven items relating to bulk earthworks and drainage and four Provisional items. In summary the items relate to:

1. Bulk earthworks and associated open channel drainage
2. Installation of two piped storm water outlets (pipes and headwalls) (Provisional)
3. Installation of one box culvert and associated conduit (Provisional)

Note that Council will call up the Provisional items pending sufficient funds being available.

Tenders were evaluated on the following criteria:

- Tender Price
- OH&S Management systems including Insurance cover
- Methodology and logic of Construction Program
- Experience and Performance in similar works

Tenders were received from the following Companies:

1. JK Williams Contracting Pty Ltd - Penrith, NSW
2. John Lacey Earthmoving Pty Ltd – Coffs Harbour
3. Ryan Earthmoving Pty Ltd – Coffs Harbour
4. Bob Chambers Pty Ltd – Coffs Harbour
5. Hawkins Civil Construction Pty Ltd - Loganholme, Qld.
6. Allroads Pty Ltd - Loganholme, Qld.
7. Ditchfield Contracting Pty Ltd- Tuncurr, NSW.

### **Conforming Tenders**

All companies were conforming to tender document requirements

### **Sustainability Assessment:**

- **Environment**

It is anticipated there will be no adverse environmental outcomes resulting from the bulk earthworks. The successful tenderer will be required to submit and implement an Environment Management Plan for the works. Council will be undertaking restoration and replanting of approximately four hectares of riparian and open forest vegetation communities adjacent to the site as a compensatory measure for vegetation removed. Twenty one nest boxes have been installed in adjacent vegetation to offset loss of hollow opportunities within the removed vegetation.

Council's Part 5 Environmental Assessment process addressed the Due Diligence requirements of the Office of Environment and Heritage. This process involved extensive consultation with the Aboriginal community in relation to artefacts within the works footprint. Council has obtained an Aboriginal Heritage Impact Permit (AHIP) to disturb/destroy artefacts from OEHL to undertake the works and the recommendations of this permit have been incorporated into the Tender and Works Program.

- **Social**

Sports grounds are a valuable resource and are highly valued by the community, in part because they provide a low cost recreation opportunity that is within the financial reach of a broad cross section of the community. Participating in sport produces a range of benefits including improved physical fitness, enhanced mental health, skill development, increased self esteem, and opportunities for social networking.

These benefits extend to not only players but officials and spectators, and provide opportunities to strengthen family units by encouraging families to spend time together. Sports rely heavily on the assistance of many volunteers which provides the volunteers with social connection opportunities and enhanced self esteem.

Key initiatives of State and Federal Governments is development and support of programs and facilities that promote physical activity across all ages, in particular children where increasing levels of obesity and Type 2 diabetes are of increasing concerns and add unnecessarily to the disease burden of the community.

- **Civic Leadership**

This proposal works towards achieving the outcomes identified within the Coffs Harbour 2030 Community Strategic Plan and is directly connected to the themes "Places for Living" and "Looking after our Community".

Relevant strategies include:

- Build pride and identity in Coffs Harbour as a community and a place;
- Create facilities and services that allow the community to reach its full development potential;
- Develop inclusive community, sporting and recreational activities;
- Promote healthy living;
- Encourage the provision of facilities, services and resources which attract and support young people;
- Provide opportunities for all, including the Aboriginal community, to contribute to the local economy.
- Facilitate shared learning and skill sharing opportunities across generational and cultural groups.
- Create youth friendly places in all community hubs.
- Create community structures which capitalise on intergenerational knowledge, experience and capacity.
- Create facilities and services that allow the community to reach its full development potential.
- Create opportunities for enhancement of the community's sense of well being.

- **Economic**

**Broader Economic Implications**

Upgrading existing sporting infrastructure will enhance the livability of Coffs Harbour and its attractiveness as a destination for new residents and encourage retention of existing residents.

Providing a range of sporting facilities at different levels delivers opportunities for participants to move along sporting pathways from novice to elite. Opportunities to access such facilities can be a key determinant for people choosing where to live, particularly young families. Attracting a younger demographic will bring economic benefits to Coffs Harbour and the region. Additionally, quality sporting facilities will attract sport service providers further boosting the supports industry and local economy.

**Delivery Program/Operational Plan Implications**

Funds are available through Section 94 developer contributions, as outlined in the report to Council dated 23 August 2012. The recommended tenderer has provided a very attractive offer which makes the best use of the available Section 94 contributions.

The project delivery has been in the most economical way possible with Council undertaking/managing some work components outside the scope of the Tender. Recreational Services are providing a Project Manager for the overall coordination between Council and the earthworks contractor and undertaking soil stabilisation works while City Infrastructure Services are relocating utilities on the site.

**Risk Analysis:**

Risks considered include wet weather delays, latent conditions, aboriginal artefacts, mobilizing sediment into Poundyard Creek and erosion/scour across the site.

Councils selection of an experienced Earthworks contractor and the timing of the works to coincide with drier conditions will substantially reduce risks associated with weather, erosion and variations.

The contractor will be required to implement and maintain a comprehensive Environment Management Plan (EMP) which will address erosion and sediment control. Councils Project Officer will audit compliance with the EMP throughout the Project.

Council has undertaken extensive consultation with aboriginal stakeholders and officers from the NSW Office of Environment and Heritage (OEH). Council has obtained a AHIP from OEH, the recommendations of which have been integrated into the tender. It is considered that these measures will mitigate the risk of damaging artefacts and incurring time delays throughout the contract.

It is considered that the risks associated with the Project are low and manageable through the Contract process.

**Consultation:**

Extensive external consultation was undertaken with the sports stakeholders during the development of the Sports Facility Plan and the amended West Woolgoolga Sport Complex Master Plan.

Extensive internal consultation has occurred throughout the design and tender process with:

- Manager Sports Development.
- Executive Manager City Works
- Executive Manager Property
- Executive Manager Design
- Manager Contracts and Subdivisions
- Section 94 Officer.

A Tender Assessment team was formed with representatives from Recreational Services, Sports Development and Design Branches.

**Related Policy and / or Precedents:**

Tenders have been called and assessed in accordance with Council's policy. Council's Tender Value Selection System was applied during the tender review process to determine the most advantageous offer.

Council's policy is that the tender with the highest weighted score becomes the recommended tender.

**Statutory Requirements:**

The calling, receiving and reviewing of tenders was carried out in accordance with Part 7 Tendering of the Local Government (General) Regulations 2005.

**Issues:**

Assessment of the tenders is contained in the attached confidential supplement.

**Implementation Date / Priority:**

Failing any unforeseen events it is expected that the works will be completed by 14 December 2013 with a contract completion time of eight weeks

**Recommendation:**

**That Council consider tenders received for West Woolgoolga Stage 1 Earthworks Contract No. RFT- 568-TO, and move the motion as detailed in the confidential attachment.**

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## CITYWORKS COMMERCIALISATION REVIEW - PROJECT CONTROL GROUP

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### **Purpose:**

To seek Councillor appointment to the Project Control Group overseeing the development of the business case and implementation plan for commercialisation of the CityWorks branch (for consideration by Council) and to provide an update on the project to date.

### **Description of Item:**

At its Ordinary meeting of 22 November 2012 Council resolved that:

1. *Council note the scope of private works previously undertaken by CityWorks and the conclusions of phase one of the commercialisation review*
2. *Allocate \$95,000 from the Business Development Reserve in 2012/13 as a budget for the next stage of the commercialisation review of CityWorks to enable the development of a detailed business case and implementation plan.*

As noted in the report (attached), discussions between Council staff and Morrison Low identified that a number of the items within the scope of the business case and implementation plan were able to be undertaken internally, however there are a number of areas that it is considered valuable to obtain expert external input.

Progress on these internally resourced items has been slow, owing to competing priorities including the trial merge of Coffs Water operations with CityWorks (thus substantially increasing the scope of responsibility for the Executive Manager of CityWorks), continued negotiations over the alliance contract with Roads and Maritime Services for reconstruction of Cook Drive and the Pacific Highway and continued secondment of management resources to assist with Asset Management tasks.

In order to expedite completion of the process, Morrison Low has been engaged to coordinate the tasks required to establish the business case and implementation plan in addition to providing advice on specific areas. Whilst this has increased the level of external involvement, it is anticipated that the original funds allocated by Council remains sufficient to undertake the work.

In preparing a proposal to complete the process, Morrison Low has proposed the establishment of a Project Control Group which is responsible for overseeing Portfolio Groups covering three key areas: Operations, Finance and Governance as well as monitoring overall progress.

An interim Project Control Group consisting of the Mayor, General Manager, Manager Governance Services, Director of (then) City Services and Malcolm Morrison from Morrison Low met on 28 August 2013 to review the process to be undertaken and initial establishment of the task groups.

This report recommends appointment of two Councillors to the Project Control Group.

### **Sustainability Assessment:**

Not specifically applicable to this report. Refer to previous report (attached) for sustainability assessment of commercialisation project.



**Risk Analysis:**

The objective of the commercialisation review is to identify and manage the risks associated with CityWorks operating in a commercial environment.

**Consultation:**

Refer previous report.

**Related Policy and / or Precedents:**

Coffs Harbour City Council Private Works Policy dated 13 March 2009.

**Statutory Requirements:**

Refer previous report.

**Issues:**

The appointment of Councillor representatives to the Project Control Group is intended to provide stronger input from Councillors as to the issues that need to be considered in developing the business case and implementation plan.

Two Councillors provide some level of Councillor input based on community knowledge as well as enabling a conduit back to the elected body.

**Implementation Date / Priority:**

The next meeting of the Project Control Group is scheduled within the next fortnight, subject to availability of members.

**Recommendation:**

**That Council:**

- 1. Note progress on the Commercialisation Review of CityWorks**
- 2. Appoint the Mayor and Deputy Mayor as members of the Project Control Group.**

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## CITYWORKS COMMERCIALISATION REVIEW

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### **Purpose:**

To inform Council of the commercial activities undertaken by Council's CityWorks branch over recent years, to propose a way forward to clarify opportunities arising from this area and to recommend the adoption of a revised Private Works Policy.

### **Description of Item:**

CityWorks is the branch responsible for construction and maintenance of Council's roads, bridges, footpaths, parks, reserves and drainage infrastructure. The branch also constructs water and sewerage infrastructure on behalf of Council's Coffs Harbour Water branch (which operates and maintains the infrastructure).

Council is the custodian and trustee of around \$1.8B of public assets. The biggest challenges to effectively discharging this role include:

- infrastructure age: a significant portion is approaching the end of its useful life
- limited funding for maintenance (which increases with infrastructure age) and renewal
- driving improvements in the competitiveness of service delivery (construction, maintenance and operation of infrastructure)

Over the past three years, in accordance with Council's Private Works Policy, CityWorks has undertaken approximately \$23M in work for a range of customers other than Council (primarily state government and other councils, but also a limited number of private customers).

In accordance with the policy, the surplus funds generated are held in the relevant reserves. The total of these reserves funded from activities of CityWorks is currently over \$2.6M.

Undertaking work for customers other than Council (for profit) helps Council address the challenges associated with its infrastructure by:

- generating additional revenues to fund infrastructure works
- driving improvements in competitiveness of service delivery via economies of scale, the culture change that can come through exposure to the market, increased plant utilisation and ability to maintain resources through fluctuations in Council's own works programs.

Details of all major private works contracts undertaken and the financial outcome of each is set out in the confidential attachment (Note that this information is deemed confidential on the basis of section 10A (2) (d) (ii) of the Local Government Act, 1993: i.e. that it may confer a commercial advantage on a competitor of the council).

It is important to differentiate between "commercialisation" (i.e. operating "commercially", to obtain a commercial return) and "corporatisation" (i.e. forming a corporation – something that is not under consideration).

## Attachment 1

Morrison Low Consultants were engaged in the latter part of 2011 to undertake a review of the commercial opportunities available to Council through CityWorks – i.e. the opportunities for Council, through its CityWorks branch, to operate *commercially* by entering into contracts with private customers for the delivery of services.

This report discusses the outcomes of the review and proposes additional work to enable Council to make an informed decision on the issue – the potential opportunities and risks, and the most appropriate means of maximising opportunities and minimising risks.

### **Sustainability Assessment:**

- **Environment**

A benefit of commercial activities to date has been the development of an accredited Environmental Management System that enables access to tenders let by State Government departments.

Exposure to the market, particularly to external clients with high standards, helps drive improved environmental performance within CityWorks.

- **Social**

The review to date has identified that without private works, Council has excess capacity as a result of decreasing capital works programs. Without the additional work from private customers, Council will be forced to make employees redundant, and to dispose of some items of plant.

A loss of resources will particularly impact on Council's ability to respond in times of emergency, e.g. during flood events.

Conversely, local employment is promoted when works that would otherwise be undertaken out-of-area contractors are undertaken by CityWorks, often utilising substantial numbers of local contractors and casual staff.

Locals needing services will potentially benefit from the presence of CityWorks in the local market able to deliver services they wish to purchase.

Some local contractors may be impacted because CityWorks may win some of their work, however other local contractors stand to benefit by CityWorks acting as the 'head contractor' for larger jobs beyond their capacity to tender for on their own.

Because private works revenues enable Council to retain a larger workforce and plant and equipment resources, Council's ability to respond in times of emergency is improved.

- **Civic Leadership**

By generating additional revenues and driving efficiency and effectiveness in service delivery, the commercialisation of CityWorks supports Council in its core business of service provision.

At its meeting of 8 November, Council resolved to utilise \$1.5M in funds generated by private works (a large portion of which is from CityWorks) to help fund works at the Jetty Foreshores.

- **Economic**

**Broader Economic Implications**

As noted under social implications, there are more potentially positive economic implications than negative ones from a commercialisation of CityWorks for the local economy.

**Delivery Program/Operational Plan Implications**

Commercialising CityWorks will improve Council's ability to deliver services by generating additional revenues, driving improvements in the competitiveness and enabling resources to be retained despite fluctuations in Council's own workload.

By treating CityWorks commercial operations as a business, Council will minimise the risks of losing money on a contract which would have to be funded from reserves otherwise available to fund service delivery to the community.

Council's Private Works Policy established a Business Development Reserve and made provision for 30% of revenues generated from private works to be directed here specifically to fund activities associated with growth in the private works area. The first phase of the commercialisation review, which cost \$52,065 was funded from this reserve. Currently, the balance of the Business Development Reserve is \$1,040,413 of which over \$800,000 was generated by private works undertaken by CityWorks. Thus the proposed next phase of the commercialisation review can be undertaken without impacting Council's Delivery Program.

**Consultation:**

Relevant branches within Council (particularly finance and the internal customers within the City Services directorate who rely on CityWorks for service provision) have been consulted about the proposal for commercialisation of CityWorks.

**Related Policy and / or Precedents:**

Coffs Harbour City Council Private Works Policy dated 13 March 2009.

**Statutory Requirements:**

Under National Competition Policy, government-owned businesses with a turnover in excess of \$2M must comply with a range of accounting requirements to demonstrate that they are operating on a "level playing field" i.e. that they are not subsidising the prices for private works using public funds. These requirements are met under the existing Private Works Policy.

**Issues:**

Council operates a number of businesses – Coffs Coast Holiday Parks, Coffs Harbour Airport, Technology Business (switchboards, optic fibre, CCTV), Environmental Laboratory, Conferences – in addition to CityWorks.

These other businesses generate revenues to help Council address its financial sustainability challenges and are thus an important part of Council's overall strategy to deliver better services to the community.

## Attachment 1

These other businesses all have a positive direct impact on Council's ability to deliver services to the community. For example revenues from Coffs Coast Holiday Parks are returned to the State Park, the Technology Business and Environmental Lab both undertake work for Coffs Water, the Airport is an important service for the wider community.

However the nature of CityWorks operations means that the benefits of improvements to CityWorks have potentially wider direct impact. As noted earlier, CityWorks is responsible for construction of water and sewerage infrastructure, construction and maintenance of roads, bridges, footpaths, parks, reserves and drainage infrastructure.

These represent a sizeable portion of Council infrastructure, and therefore if these services can be delivered more competitively, it will result in better service outcomes for the community. This isn't just about increasing revenues, but better services.

The review undertaken by Morrison Low Consultants to date concluded that:

- Maintaining a constant or growing workload from private works will assist Council to generate efficiencies
- There are private works contracts available
- Growing the private works volume is achievable
- Management experience in commercial environments is strong
- Long term exposure to the private works market lessens risks
- Private works can contribute untagged revenue to Council
- Policies and procedures are necessary to ensure sustainable results
- Commercialising CityWorks is a viable option to improve Council's sustainability.

The review recommended that:

- Council proceed with a detailed review of the business case to establish CityWorks as a commercialised Business Unit within Coffs Harbour City Council
- Subject to a positive outcome of the business case, an implementation plan identifying the way forward be drafted for approval by Council
- The business case and implementation plan should include at least the following:
  - Forecast results and the effects on Council over the next five years
  - Recommended policy, systems, processes and organisational changes required for success (both for Council and CityWorks).

Discussions between Council staff and Morrison Low have identified that a number of the items within the scope of the business case and implementation plan are able to be undertaken internally, however there are a number of areas that it is considered valuable to obtain expert external input.

It is estimated that the total cost of the works to be undertaken by Morrison Low will be in the order of \$80,000 to \$95,000 depending on the final scope of the work. Whilst the current Private Works Policy provides for such works to be funded from monies held in a Business Development Reserve, this must occur via a Council resolution. The current balance of the business development reserve is \$1,040,412.

### **Implementation Date / Priority:**

The commercialisation project is able to commence immediately following Council's endorsement of this proposal.

**Recommendation:**

**That Council:**

1. **Note the scope of private works previously undertaken by CityWorks and the conclusions of phase one of the commercialisation review**
2. **Allocate \$95,000 from the Business Development Reserve in 2012/13 as a budget for the next stage of the commercialisation review of CityWorks to enable the development of a detailed business case and implementation plan.**

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## COMMUNITY ENGAGEMENT REGARDING SUSTAINABLE SERVICE DELIVERY

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### **Purpose:**

To propose a Community Engagement Program seeking feedback on options regarding Levels of Service considerations which could assist in addressing Council's unsustainable financial position.

### **Description of Item:**

Opportunities to improve efficiency (reducing expenditure) and/or generate revenues (from sources other than rates) will continue to be pursued, however they will not in themselves bridge the estimated \$8M gap between the costs of continuing to deliver current services and available revenues.

This situation has not arisen recently, but rather over several decades, and is something facing the Local Government sector generally.

Council's ability to increase revenues has been restricted by NSW State Government 'rate pegging' legislation for over 30 years, and as a consequence increases in revenues have not kept pace with increases in costs of service delivery.

Cost shifting from other spheres of government has also had a significant impact, with the latest available survey (see [Cost Shifting Survey 2010/11](#)) determining that Coffs Harbour City Council is now responsible for 25 functional areas (listed in Appendix A of the survey) that have a total cost of \$4,398,367, representing 3.66% of Councils total income.

In addition, community expectations for the type and level of services Council delivers have increased substantially. Council now delivers a wider range of services than it did in the past.

How has this situation developed without any clarity of the problem? Over many years, funding for repair and renewal of the \$2 Billion in public infrastructure for which Council is custodian and trustee has been gradually reduced, with funds transferred to meet other operational expenditure.

Yet the long-term results of this reduction in infrastructure funding are now apparent: it is estimated that Council's backlog of infrastructure requiring renewal (growing every year) is in the order of \$77 Million, and that an additional \$6.2 Million per annum must be spent simply to maintain the current condition of infrastructure – i.e. to keep pace with deterioration – without addressing the backlog.

Delaying a response to this situation any longer will only make future decisions more difficult: Council's options to respond will become even more limited and will have even greater impacts on the community.

Arguably, this is the biggest challenge facing this Council in its term of office and its response to this will have far-reaching impacts on the community not only within the next 5 to 10 years, but well into the future.

Yet it is acknowledged that the nature and extent of the challenge is difficult to grasp. Attached to this report is a Community Engagement Strategy regarding Levels of Service, proposed as a means of helping the Community to understand the nature of the challenge and the options to address it. In short, the options are to:

- increase rates and maintain current Levels of Service or
- accept a lower Level of Service (and if so, in which Services) and reduce the need to increase rates.

### **Sustainability Assessment:**

Whilst Council currently delivers an extensive range of services achieving social, environmental and economic outcomes, its ability to do so into the future is dependent upon the adoption of a sustainable plan for future service delivery and the generation of sufficient revenues to fund it.

### **Consultation:**

The sustainability challenges facing Council and the options to address these were set out in Council's 2013-2017 Delivery Program and Resourcing Strategy, publicly exhibited earlier this year and adopted by Council in May.

Information on the importance of and satisfaction with services delivered by Council was sought via a Community Survey (as reported to Council 26 July 2012) involving 500 people, representative of the general community in terms of demographics (age) and also geographical location.

The proposed Community Engagement Strategy regarding Levels of Service builds on this previous process, utilising the same basic service classifications but now seeking feedback regarding the community's willingness to pay to maintain (or increase) current Levels of Service or to accept a lower Level of Service rather than pay more in rates. In addition to an open consultation available to all, the representative group utilised for the Community Survey will again be used.

It is worthy of note that this previous survey validates concerns over infrastructure funding. Of all services delivered by Council, maintenance of sealed roads was identified as being of greatest importance (rated 4.48 out of 5), yet despite this it received the lowest satisfaction rating (only 2.48 out of 5) of any service. Of the \$6.2 Million "gap" in infrastructure funding, over half of this (\$3.2 Million) is earmarked for road repairs and renewal.

The Service Review Project (reported to Council 15 December 2011) centred around consultation with staff delivering services from every area of Council. Information to be utilised in the proposed Community Engagement regarding Levels of Service builds on this, and staff will contribute further to the final information to be presented to the community.

The issues discussed in this report were the subject of a workshop with Councillors in February, and another two workshops earlier this month.



### **Statutory Requirements:**

Section 8 of the NSW Local Government Act, 1993 defines Council's charter as being:

- to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively
- to exercise community leadership
- to exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism
- to promote and to provide and plan for the needs of children
- to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development
- to have regard to the long term and cumulative effects of its decisions
- to bear in mind that it is the custodian and trustee of public assets and to effectively plan for, account for and manage the assets for which it is responsible
- to engage in long-term strategic planning on behalf of the local community
- to exercise its functions in a manner that is consistent with and promotes social justice principles of equity, access, participation and rights
- to facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government
- to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants
- to keep the local community and the State government (and through it, the wider community) informed about its activities
- to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected
- to be a responsible employer.

### **Issues:**

As noted above, to achieve a sustainable level of service in terms of its infrastructure – to maintain current infrastructure condition and avoid continued deterioration over time – Council must spend an estimated \$6.2 Million over and above current funds for repair and renewal per annum. This is set out in Council's Asset Management Strategy (part of the Resourcing Strategy adopted by Council in May).

Modelling of Council's long-term financial position demonstrates that Council's costs have, and will continue to, increase faster than our revenues (known as an "underlying operating deficit"). To address this issue, Council must generate an estimated \$1.8 Million additionally in revenues per annum. This is set out in Council's Long Term Financial Plan (part of the Resourcing Strategy adopted by Council in May).

Thus, there is an \$8M gap that must be bridged between what Council generates in revenues and what must be spent to maintain current Levels of Service into the future – a sustainable position.

Central to the proposed Community Engagement Strategy Regarding Levels of Service is a “Budget Allocator” tool enabling the community to understand the options available and provide feedback on their preferred Levels of Service, having understood what the cost of service provision will be in terms of the impact on their rates.

For example: a service that is highly valued by a relatively small portion of the community may not “score highly” amongst generalised feedback of the wider community. It may appear that the community is generally willing to accept a lower Level of Service rather than pay increased rates to sustain the current Level of Service in this particular area. Council's charter makes it clear that the impacts on the users of this particular service must also be considered when Council makes its decision as to whether or not to continue providing this service.

#### *Comprehensive Consultation over all Services*

The table below presents Council's entire operational budget for 2013/14 and within this context the services that will be included in the Budget Allocator tool. Net Operational Expenditure is the important figure to consider because this is the actual cost of service delivery, recognising income received from the service reduces the cost of service delivery.

Internal services are excluded because whilst these support or enable the external services to be delivered (finance, human resources, information technology, plant) they are not services provided direct to the community.

Infrastructure related services are excluded because Council has identified that a sustainable position – one where Levels of Service can be maintained over time – requires a minimum level of expenditure. Note that actual expenditure will vary from year to year (depending on specific projects) but \$6.2 Million is, on average, sufficient.

Business Units (Airport, Environmental Laboratory, Telecommunications and New Technology, CityWorks Private Works, Non-Domestic Waste) are excluded because these are self-funding, in fact generating additional revenues over and above the costs of service delivery, some of which is available to fund services considered in the Budget Allocator.

Water, Sewerage and Domestic Waste Management are specifically excluded by legislation – funds generated from charges to users of these services cannot be allocated elsewhere.

Environmental Levy is specifically identified because whilst some of these funds are spent delivering services covered by the Budget Allocator, others are allocated to external groups undertaking projects beyond the scope of Council.

Stormwater Levy (another specific charge on the typical rate bill) is not included as this is specifically allocated to the Flood Mitigation Program and not available for reallocation.

Interest on loans is often attributable to a particular service (hence these are reported as such in the budget program areas) however the expenditure is excluded from the Budget Allocator process because it represents existing obligations of Council, not funds that are able to be reallocated to other services.

Depreciation is excluded because it is not cash that can be reallocated from one service to another, but rather a “non-cash” expense based on the deterioration of existing assets (generally infrastructure).

It is important to note that if Council is to maintain current services associated with these assets then, broadly, it needs to spend funds equal to this amount (on average over the longer term). In 2013/14, the capital expenditure on replacement of existing assets (i.e. not including building new assets) is less than half of the \$27M depreciation. This (very broadly) demonstrates the scale of the infrastructure funding gap.

In summary, the table demonstrates that this consultation is an opportunity to provide input on the full extent of services which Council delivers to the community that are funded from ordinary rates.

Description	Funded by	2013/14 Budget (\$M)
Net Operational Expenditure for Services in the Budget Allocator	Ordinary Rate (less Service Charges)	19
Internal Services	Ordinary Rate plus contributions from Water, Sewerage, Domestic Waste and Business Units	10
Business Units	Service Charges	9
Water – Operations	Water Access and User Charges	10
Water – Depreciation and Interest on Loans	Water Access and User Charges	12
Sewerage	Sewerage Access and User Charges	14
Sewerage – Depreciation and Interest on Loans	Sewerage Access and User Charges	14
Domestic Waste Management	Domestic Waste Management Charge	16
Environmental Projects	Environmental Levy	1
Infrastructure depreciation on assets in General Fund	Non-cash expense	27
Interest on Loans	Ordinary Rate	2
<b>TOTAL</b>		<b>134</b>

*Levels of Service Options*

The Budget Allocator will present four Level of Service (LoS) options for each service:

1. Increase LoS
2. Maintain Current LoS
3. Mid-range Decrease to LoS
4. Minimum LoS (generally described as the level below which it is not viable for Council to provide the service at all).

Each option will make clear what Level of Service (LoS) would be delivered and the budget impact of this. Upon completion, the overall impacts on the budget will be translated into an impact on the typical rate bill (as a percentage and weekly dollar value).

Level of Service descriptions are necessarily broad owing to the diversity and complexity of the services Council delivers, and the need to keep the time required to complete the Budget Allocator reasonable.

As noted in the Community Engagement Strategy, “PART 2” of the engagement process will involve detailed exploration of Level of Service options and implications of decreases once a broad direction on each service has been determined. These will again be taken to the community for feedback prior to a final decision on the “service mix” - the Levels of Service and Revenue options – being made.

*Maximum Decreases to Levels of Service and Avoidance of a Special Rate Variation*

What will be immediately apparent from the “Budget Allocator” tool is that Council's options to achieve a sustainable position are limited, and all options result in considerable impacts on the community.

If the “maximum decrease to LoS” option is selected for all services (perhaps most easily described as the level below which it is arguably not worthwhile Council providing the service at all), the total cost savings will be in the order of \$6 Million.

Remembering that the total “gap” Council faces is actually \$8 Million, this leaves a \$2 Million gap remaining to be bridged by further decreases to LoS, a Special Rate Variation and/or Continuous Improvement Programs (productivity improvements and revenue opportunities).

Yet it is anticipated that the minimum Levels of Service proposed in the Budget Allocator will be unacceptable to the community.

For example, the maximum decrease in the Level of Service for the Library requires closure of both Toormina and Woolgoolga Libraries, leaving only Coffs Harbour Central Library open. It is expected that the community will generally consider this scale of cuts unacceptable.

Council, too, is likely to consider the risks associated with decreasing Levels of Service where Council has legislative obligations unacceptable (e.g. Development Assessment, Public Health).

However it is important to understand the implications of bridging the gap to financial sustainability via decreases in Levels of Service in order to make clear the scale of the problem and the difficulties in avoiding a Special Rate Variation.

*Maintaining Levels of Service via a Special Rate Variation*

If decreases in Levels of Service are deemed unacceptable, Council must increase revenues via a Special Rate Variation (an increase in rates in excess of the “rate peg” which is historically in the order of 3 to 3.5%, an allowance for inflation) to bridge the \$8 Million gap.

The Independent Pricing and Regulatory Tribunal (IPART) is responsible for determining the “rate peg” and also considering Special Rate Variation applications from Councils. In determining applications, IPART will consider the need for additional revenues and the engagement that Council has undertaken with the community regarding the proposal.

The impact on the average residential ratepayer if service levels were to be maintained is that the typical bill for all Council services (including ordinary rates, water charges, sewerage charges, domestic waste management charge, environmental levy and stormwater levy) would increase around 5-6% per year for the next four years (an increase of around \$3.19 per week in the first year, \$3.30 in the second year, \$3.36 in the third year and \$3.49 in the fourth year).

These increases over the four years represent a total increase in the average residential rate bill of 22.5% (or \$13.34 per week) when compared to the total rate bill for 2013/2014.

It is noted that these figures will need to be finalized following “PART 2” of the Community Engagement Strategy, but are basically the same as what was contained in the Resourcing Strategy and Delivery Program adopted by Council in May.

*Minimising the need for a Special Rate Variation via a Continuous Improvement Program*

Clearly, Council needs to pursue all opportunities to minimise impacts on the community, be it through decreases to Levels of Service or a Special Rate Variation.

A Continuous Improvement Program that identifies, evaluates and pursues opportunities to increase efficiencies and productivity (reducing the cost of service delivery) and also opportunities to increase revenues (through means other than rate increases) is essential.

Whilst the Service Review project begun in 2011 was the first step in this process, it is necessary to resource such a program in order to realise substantial gains. A report is currently being prepared for Council's consideration regarding this program.

**Recommendation:**

**That Council:**

1. **Note the information in the report including the identification of Council's annual financial gap.**
2. **Endorse in principle the Level of Service Community Engagement project.**
3. **Adopt the Community Engagement Strategy for Levels of Service.**
4. **Note that a further report will be presented regarding a Continuous Improvement Program.**

Proposed Special Rate Variation Application 2014/15

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## **Coffs Harbour City Council**

### **Proposed Special Rate Variation Application – 2014/15**

### **Community Engagement Strategy**

**Proposed Special Rate Variation Application 2014/15**

**1. Executive Summary**

As part of the requirements of the Independent Pricing and Regulatory Tribunal (IPART) for an application for a special rate variation, Council must address the following criteria:

- *The need for and purpose of a different revenue path (as requested through the special variation) is clearly articulated and identified through the council's IP&R documents, including its Delivery Program and Long Term Financial Plan. Evidence for this criterion could include. evidence of community need/desire for service levels/project and limited council resourcing alternatives and the Council's financial sustainability conducted by the NSW Treasury Corporation*
- *Evidence that the community is aware of the need for and extent of a rate rise. This should be clearly spelt out in IP&R documentation and the council must demonstrate an appropriate variety of engagement methods to ensure opportunity for community awareness/input. The IP&R documentation should canvas alternatives to a rate rise, the impact of any rises upon the community and the council's consideration of the community's capacity and willingness to pay rates.*
- *The impact on affected ratepayers must be reasonable, having regard to both the current rate levels, existing ratepayer base and the proposed purpose of the variation. Council's IP&R process should also establish that the proposed rate increases are affordable having regard to the local community's capacity to pay.*

This Community Engagement Strategy for establishing community views regarding a proposed special rate variation supports a range of actions by Council in developing the suite of IP&R documents. The Strategy seeks to ensure the community are informed so they can provide input into Council decision making.

**2. Objectives**

This Community Engagement Strategy has been prepared to assist Coffs Harbour City Council to decide if to make an application for a special rate variation for commencement in 2014/15 and if so what level and for what purposes.

The key objectives of this engagement strategy are:

- Ensure an "appropriate" level of community engagement is used considering an application for a special rate variation;
- Ensure the decision making reflects community expectations and has given due regard to Council's expected available resources;
- Ensure the engagement process adequately addresses Council's legislative requirements; and
- Develop understanding of the decision amongst the relevant stakeholders.

It is expected that Council will inform, consult and involve the community in relation to this decision. The following table adapted from Coffs Harbour City Councils Community Engagement Policy and based on the International Association for Public Participation (IAP2) framework provides a base description of each engagement level.

<b>Inform</b>	Giving information to the community
<b>Consult</b>	Obtaining community feedback
<b>Involve</b>	Participating directly with the community
<b>Collaborate</b>	Partnering with the community to create solutions
<b>Empower</b>	Placing final decision making in the hands of the community

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### Proposed Special Rate Variation Application 2014/15

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## 3. Social Justice Principles

Council's operations must be based on the social justice principles of equity, access, participation and rights. These principles guide the decision making regarding the proposed application for a special rate variation and all community engagement undertaken during these considerations.

The NSW Government's social justice strategy provides an explanation of these principles:

- **Equity** - there should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.
- **Access** – all people should have fair access to services, resources and opportunities to improve their quality of life.
- **Participation** - everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.
- **Rights** – equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

The engagement processes implemented to consider the application will be based on these principles of Social Justice.

## 4. Driver for Engagement

Council's Resourcing Strategy makes it clear that Council's current financial position is unsustainable. This means 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

Council has already commenced work on developing and implementing a continuous improvement program to determine and monitor 'Opportunities for Improvement'. In 2012 a community survey was conducted where input from the community was sought regarding the importance of and satisfaction with current services Council delivers.

The Resourcing Strategy sets out actions to facilitate community engagement regarding options for service level reductions and / or opportunities for additional rate income. Central to this engagement will



**Proposed Special Rate Variation Application 2014/15**

be the use of a “Budget Allocator” tool 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.

The Resourcing Strategy identifies the following actions in regard to developing and rolling out a “Budget Allocator” as part of a broader community engagement program:

1. Refinement of the “minimum” option of Councils 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
2. Finalisation of interactive program modelling (the Budget Allocator) to facilitate understanding of the interaction between service levels and rates; and
3. 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.

**5. Stakeholders**

For the purposes of the Community Engagement Strategy regarding the proposed application for a special rate variation the stakeholders have been identified in the table below. Their role in the process has been included:

<b>Mayor and Councillors</b>	<ul style="list-style-type: none"> <li>• Promote the activities and actions in relation to the strategy</li> <li>• Ensure decision making is in accordance with the legislation and guidelines.</li> <li>• Provide input into planned ‘tools’ for engagement as required.</li> <li>• Approve the Community Engagement Strategy.</li> </ul>
<b>General Manager</b>	<ul style="list-style-type: none"> <li>• Ensure the Community Engagement Strategy is prepared and approved by Council.</li> <li>• Ensure that the community are given sufficient information to participate in the planning process in a meaningful way</li> <li>• Spokesperson for the process.</li> </ul>
<b>Executive Leadership Team</b>	<ul style="list-style-type: none"> <li>• Champion the engagement process and participate when required</li> <li>• Ensure staff provide appropriate input into the process</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>• Utilise the engagement mechanisms to provide input into Council’s decision making.</li> </ul>
<b>Specific Interest Groups</b>	<ul style="list-style-type: none"> <li>• Utilise the engagement mechanisms to provide input into Council’s decision making.</li> </ul>
<b>Service Owners</b>	<ul style="list-style-type: none"> <li>• Participate in the development of the ‘tools’ required for the community engagement processes</li> </ul>
<b>Leadership Team</b>	<ul style="list-style-type: none"> <li>• Provide input into the engagement process in a timely and professional manner</li> <li>• Champion the engagement process and participate when required</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>• Provide input into the engagement process as required.</li> </ul>

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**Proposed Special Rate Variation Application 2014/15**


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**6. Engagement Implementation****6.1 Community Engagement Undertaken**

Coffs Harbour City Council has already undertaken some significant community engagement to review the Coffs Harbour 2030 Community Strategic Plan. In part the long term financial position of Council has been outlined to the community as part of that process. The detail in relation to the consultation and engagement already undertaken can be seen in the community engagement strategy adopted by Council for the review of the Community Strategic Plan.

**6.2 Proposed Community Engagement**

The proposed community engagement is in two parts. The first part (Steps 1 to 5 below) has a focus on receiving feedback from the community in regards to preferred 'levels of service' and a willingness to pay 'more rates' if necessary. In the interest of ensuring cost-effective use of Council's scarce resources, and also the need for timely responses, much of this part of engagement will focus on using online tools.

Should Council resolve to notify IPART of an 'intention' to apply for a Special Rate Variation for 2014-2015, Part 2 (Steps 6 to 9 below) will be actioned. This part of the engagement process will involve greater detail in relation to options around levels of service and additional rate funding for the community to consider.

The following outlines the proposed engagement that will be completed to inform stakeholders about, and gain input from stakeholders regarding levels of service the additional rate funding. Appendix A provides some detail about the steps below.

**PART 1**

**STEP 1 – COUNCILLOR WORKSHOPS – September 2013.**

**STEP 2 – REPORT TO COUNCIL – 26 September 2013.**

**STEP 3 – 'BUDGET ALLOCATOR' OPEN TO IDENTIFIED GROUP – October 2013.**

**STEP 4 – 'BUDGET ALLOCATOR' OPEN TO PUBLIC – October 2013**

**STEP 5 – REPORT TO COUNCIL – 28 November 2013**

**PART 2**

**STEP 6 – DEVELOPMENT OF ENGAGEMENT STRATEGY FOR DETAILED OPTIONS – Late November 2013**

**STEP 7 – IMPLEMENT OF ENGAGEMENT STRATEGY FOR DETAILED OPTIONS– January & February 2014**

**STEP 8 – REPORT TO COUNCIL COLLATING REPNSES – prior to 24 February 2014**

**STEP 9 – FORWARD APPLICATION TO IPART – 24 February 2014**

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**Proposed Special Rate Variation Application 2014/15**

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## **Appendix A – Details of Steps for Engagement**

### **PART 1**

#### **STEP 1 – COUNCILLOR WORKSHOPS – September 2013**

Councillors Workshop on 4 September to discuss:

- The Community Engagement Strategy.
- IPART requirements for 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.
- How the ‘Budget Allocator’ will work and what will it measure.
- Options for “Aspirational” projects to be included in the engagement process.

Councillors Workshop on 16 September to discuss:

- A working prototype of the Budget Allocator to be released to the public.
- The Community Engagement Strategy.

#### **STEP 2 – REPORT TO COUNCIL – 26 September 2013**

Following the workshops, the Community Engagement Strategy, “minimum level of service” option and other levels of service options would be recommended for endorsement by Council at the 26 September 2013 Ordinary Meeting.

#### **STEPS 3 & 4 – ‘BUDGET ALLOCATOR’ OPEN TO IDENTIFIED GROUP & PUBLIC –October 2013**

It is envisaged that Community feedback through the ‘Budget Allocator’ tool would be sought for three weeks, ending on 18 October 2013.

#### **STEP 5 – REPORT TO COUNCIL – 28 November 2013**

Council will then need to resolve, based on the results of the community engagement to date, whether or not to submit an application for a Special Rate Variation to IPART. Council will need to signal its intention to do this by 13 December 2013. The actual application for a Special Variation is required to be submitted to IPART by 24 February 2014.

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 apply for this variation.

At the same time, Council would need to adopt a Community Engagement Strategy that seeks community input to the “preferred sustainable Resourcing Strategy”, with feedback to be sought up until early February 2014.

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**Proposed Special Rate Variation Application 2014/15**

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***PART 2***

**STEPS 6 & 7 – DEVELOPMENT & IMPLEMENTATION OF ENGAGEMENT STRATEGY FOR DETAILED OPTIONS – Late November 2013 through to February 2014**

Should Council resolve to make an application for a Special rate Variation the following will be used through a co-ordinated and clearly documented engagement process:

- A Mail out to all ratepayers clearly and transparently outlining the impact of the proposed rate variation.
- Preparation of fact sheets which will include the implications if no rate variation to current asset base.
- Issuing of relevant media releases & undertaking media events
- Holding online and 'face to face' discussion forums for hearing views and clarifying information.

**STEP 8 – REPORT TO COUNCIL – prior to 24 February 2014**

This report will be prepared following the collation of the information received from the variety of activities during the implementation of the engagement strategy.

**STEP 9 – FORWARD APPLICATION TO IPART – 24 February 2014**

This will be further expanded once specific information is received regarding the process for rate variation applications for 2014/15.

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## **CONDUCT OF FINANCIAL REVIEW - SECTION 355 FACILITY MANAGEMENT COMMITTEES**

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### **Purpose:**

To provide Council with details of the financial review of the financial records of Council's Section 355 facility management committees for the year ended 30 June 2013.

### **Description of Item:**

Council has completed a financial review of the financial records of Council's Section 355 facility management committees for the year ended 30 June 2013. Council prepares, in accordance with Australian Accounting Standards, a financial report for each entity consisting of an Income Statement, Balance Sheet and a Statement of Changes in Equity. A Bank Reconciliation Statement and Depreciation Schedule (where applicable) are also prepared. Attached is a consolidation of the Income Statements, Balance Sheets and Statements of Changes in Equity for these committees for the year ended 30 June 2013. All of the facility management committees have been operative for the full financial year.

Only the Sportz Central and Ayrshire Park Management Committees are registered for the Goods and Services Tax (GST). In accordance with accounting practice the GST is excluded from the amounts in the Income Statement for those committees that are registered.

### **Sustainability Assessment:**

- **Environment**

There is no perceived environmental impact from the operation of Council's facility management committees.

- **Social**

The facility management committees provide local input into the operations of the facilities that are of benefit to all members of the small rural communities where most of the facilities are located.

The valuable contribution made by community members in the various roles of management and advisory committees adds to the significant social capital and sense of connectedness, while also providing a service Council would otherwise be unable to provide.

- **Civic Leadership**

This approach is addressed in Coffs Harbour 2030 through:

- LC1 We are healthy and strong
- LC1.3 We live in a safe, caring and inclusive community
- LC1.3.2 Build community structures based on the values of care, inclusion and connectedness.
- LC1.3.3 Promote the importance of being part of a community.

- **Economic**

**Broader Economic Implications**

The many hours of voluntary effort put into the running of these community facilities is of direct economic benefit to the local government area. Sportz Central also provides benefits in bringing teams into the area to participate in competition with local teams.

**Delivery Program/Operational Plan Implications**

There are no delivery program or operational plan implications of the recommendations in this report.

**Consultation:**

Consultation has been undertaken with the Treasurers of each of the relevant committees.

**Statutory Requirements:**

Section 355 of the Local Government Act 1993 allows Council functions to be performed by a Committee of Council. Section 377 of the Local Government Act 1993 allows Council by resolution to delegate functions to the General Manager or any other person or body (not including an employee of the Council) other than those listed in Section 377.

**Issues:**

Each management committee is responsible for maintaining their financial records. In most instances these are produced for audit based on a cash book statement, the financial statements being put together by the auditor from the provided information. The procedures undertaken to review the books of account include:

- Examination of supporting documentation for payments and receipts
- Examinations of the bank statements, and
- Evaluation of the accounting systems in place.

The primary aim of these financial reviews is to ensure that the financial statements and financial records reflect fairly the position of the committees for the 2012 / 2013 financial year.

In assessing the management procedures of these committees it is acknowledged that the majority rely heavily on community volunteers and therefore a great level of expertise in the accounting area is not expected.

All except one of the committees were found to be maintaining their financial records such that an opinion could be given that their financial statements present fairly their activities for the 2012 / 2013 financial year. It was however necessary to qualify the audit report of one of the Committees for poor financial management practices. It is noted that this Committee has now employed a casual bookkeeper, as none of the committee members have the requisite financial skills to fulfill the position of Treasurer.

Analysis of the Income Statements show that a number of the management committees reported small losses for the financial year, reflecting the difficulties faced in maintaining sufficient revenue in the face of increasing costs. Most facility management committees require financial assistance from Council to undertake major works.

In addition to the annual financial review of the Section 355 facility management committees, Council also conducts a review of The Friends of the North Coast Botanic Gardens Inc. and the Botanic Gardens Foundation.

**Implementation Date / Priority:**

The relevant committees have each been provided with a financial review report and a set of financial statements for the year ended 30 June 2013.

**Recommendation:**

**That the report on the financial review of the Section 355 facility management committees be noted.**

**Agenda - Ordinary Meeting 26 September 2013 - CORPORATE BUSINESS DEPARTMENT REPORTS**

**Attachment 1**

SECTION 355 COMMITTEES CONSOLIDATED INCOME STATEMENT FOR YEAR ENDED 30-06-13	FACILITY MANAGEMENT COMMITTEES									
	SPORTZ CENTRAL BRAY STREET	WOOLGOOLA COMMUNITY VILLAGE	NANA GLEN SPORT, REC & EQUESTRIAN CENTRE	BAYLDON COMMUNITY CENTRE	EASTERN DORRIGO SHOWGND	AYRSHIRE PARK	LOWANNA HALL	LOWER BUCCA C/CENTRE	CORAMBA HALL	FACILITY MANAGEMENT TOTAL
<b>OPERATING REVENUE</b>										
User Charges (non CHCC)	\$ 243,830.83	\$ 14,362.91	\$ 17,479.85	\$ 9,755.25	\$ 262.00	\$ 3,780.00	\$ 1,685.00	\$ 4,345.00	\$ 2,682.00	\$ 298,182.84
Interest	\$ 815.34	\$ 7.76	\$ 103.87	\$ 5.80	\$ 2.71	\$ 122.84	\$ 1.64	\$ 737.50	\$ 15.72	\$ 1,813.18
Operating: Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200.00	\$ 200.00
Contributions & Donations-other	\$ -	\$ -	\$ -	\$ -	\$ 4.50	\$ 556.75	\$ -	\$ -	\$ -	\$ 561.25
Other	\$ 47,700.63	\$ -	\$ 6,547.53	\$ 88.40	\$ -	\$ -	\$ 275.35	\$ 7,800.00	\$ -	\$ 62,411.91
<b>OPERATING REVENUE</b>	<b>\$ 292,346.80</b>	<b>\$ 14,370.67</b>	<b>\$ 24,131.25</b>	<b>\$ 9,849.45</b>	<b>\$ 269.21</b>	<b>\$ 4,459.59</b>	<b>\$ 1,961.99</b>	<b>\$ 12,882.50</b>	<b>\$ 2,897.72</b>	<b>\$ 363,169.18</b>
<b>OPERATING REVENUE - CHCC</b>										
User Charges (CHCC)	\$ -	\$ 1,123.96	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40.00	\$ 1,163.96
Operating: Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions & Donations-CHCC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (CHCC)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>OPERATING REVENUE - CHCC</b>	<b>\$ -</b>	<b>\$ 1,123.96</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40.00</b>	<b>\$ 1,163.96</b>
<b>TOTAL OPERATING REVENUE</b>	<b>\$ 292,346.80</b>	<b>\$ 15,494.63</b>	<b>\$ 24,131.25</b>	<b>\$ 9,849.45</b>	<b>\$ 269.21</b>	<b>\$ 4,459.59</b>	<b>\$ 1,961.99</b>	<b>\$ 12,882.50</b>	<b>\$ 2,937.72</b>	<b>\$ 364,333.14</b>
<b>OPERATING EXPENDITURE</b>										
Management Costs	\$ 140,840.89	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,840.89
Materials & Contracts	\$ 55,525.88	\$ 7,023.00	\$ 10,824.37	\$ 3,032.82	\$ 50.00	\$ 1,238.78	\$ 332.30	\$ 1,008.85	\$ 181.60	\$ 79,217.60
Bank Charges & Interest	\$ 15.00	\$ 7.50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 69.00	\$ -	\$ 91.50
Depreciation	\$ 14,159.00	\$ 1,939.33	\$ 4,022.36	\$ 459.00	\$ 535.00	\$ 2,286.00	\$ 89.00	\$ 3,427.60	\$ 336.40	\$ 27,253.69
Other: Electricity/gas	\$ 39,297.19	\$ 3,244.05	\$ 6,862.75	\$ 2,896.67	\$ -	\$ -	\$ 1,028.65	\$ -	\$ 1,892.44	\$ 55,221.75
Telephone	\$ 4,155.55	\$ 247.58	\$ 772.78	\$ 882.70	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,058.61
Insurance (other)	\$ 5,720.14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,720.14
Equipment < \$1,000	\$ 8.09	\$ -	\$ 347.80	\$ -	\$ 700.00	\$ -	\$ 677.00	\$ -	\$ -	\$ 1,732.89
Lease Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 6,869.06	\$ 1,206.70	\$ 519.31	\$ 926.63	\$ -	\$ 178.83	\$ 866.73	\$ -	\$ 10.00	\$ 10,577.26
<b>OPERATING EXPENDITURE</b>	<b>\$ 266,590.80</b>	<b>\$ 13,668.16</b>	<b>\$ 23,349.37</b>	<b>\$ 8,197.82</b>	<b>\$ 1,285.00</b>	<b>\$ 3,703.61</b>	<b>\$ 2,993.68</b>	<b>\$ 4,505.45</b>	<b>\$ 2,420.44</b>	<b>\$ 326,714.33</b>
<b>OPERATING EXPENDITURE - CHCC</b>										
Materials & Contracts (CHCC)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43.40	\$ 43.40
Interest on CHCC loans	\$ 7,950.10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,950.10
Other: Electricity (CHCC)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance (CHCC)	\$ -	\$ 2,102.63	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,102.63
Rates & water (CHCC)	\$ 5,934.91	\$ 1,197.29	\$ 1,218.31	\$ 195.77	\$ -	\$ -	\$ -	\$ 506.00	\$ -	\$ 9,052.28
Fees (CHCC)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rental (CHCC)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (CHCC)	\$ -	\$ -	\$ 562.10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 562.10
<b>OPERATING EXPENDITURE - CHCC</b>	<b>\$ 13,885.01</b>	<b>\$ 3,299.92</b>	<b>\$ 1,780.41</b>	<b>\$ 195.77</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 506.00</b>	<b>\$ 43.40</b>	<b>\$ 19,710.51</b>
<b>TOTAL OPERATING EXPENDITURE</b>	<b>\$ 280,475.81</b>	<b>\$ 16,968.08</b>	<b>\$ 25,129.78</b>	<b>\$ 8,393.59</b>	<b>\$ 1,285.00</b>	<b>\$ 3,703.61</b>	<b>\$ 2,993.68</b>	<b>\$ 5,011.45</b>	<b>\$ 2,463.84</b>	<b>\$ 346,424.84</b>
<b>TOTAL OPERATING RESULT</b>	<b>\$ 11,870.99</b>	<b>\$ (1,473.45)</b>	<b>\$ (998.53)</b>	<b>\$ 1,455.86</b>	<b>\$ (1,015.79)</b>	<b>\$ 755.98</b>	<b>\$ (1,031.69)</b>	<b>\$ 7,871.05</b>	<b>\$ 473.88</b>	<b>\$ 17,908.30</b>
<b>ADD: NON OPERATING INCOME</b>										
Capital Grant (CHCC)	\$ 55,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000.00
Capital Contribution & Donations	\$ 1,406.46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,406.46
Income reserved Special Works	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>LESS: NON OPERATING EXPENDITURE</b>										
Maintenance expenditure	\$ 38,025.33	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,025.33
Capital Contributions - CHCC	\$ 26,406.46	\$ -	\$ (11,000.78)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,405.68
Transfer to Maintenance Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>NET RESULT</b>	<b>\$ 3,845.66</b>	<b>\$ (1,473.45)</b>	<b>\$ 10,002.25</b>	<b>\$ 1,455.86</b>	<b>\$ (1,015.79)</b>	<b>\$ 755.98</b>	<b>\$ (1,031.69)</b>	<b>\$ 7,871.05</b>	<b>\$ 473.88</b>	<b>\$ 20,883.75</b>



**Agenda - Ordinary Meeting 26 September 2013 - CORPORATE BUSINESS DEPARTMENT REPORTS**

**Attachment 2**

SECTION 355 COMMITTEES  
CONSOLIDATED BALANCE SHEET  
AS AT 30-06-13

FACILITY MANAGEMENT COMMITTEES

	SPORTZ CENTRAL BRAY STREET	WOOLGOOLGA COMMUNITY VILLAGE	NANA GLEN SPORT, REC & EQUESTRIAN CENTRE	BAYLDON COMMUNITY CENTRE	EASTERN DORRIGO SHOWGND	AYRSHIRE PARK	LOWANNA HALL	LOWER BUCCA C/CENTRE	CORAMBA HALL	FACILITY MANAGEMENT TOTAL
<b>CURRENT ASSETS</b>										
Cash on Hand	\$ 200.00	\$ 74.55	\$ -	\$ 98.15	\$ 118.75	\$ 811.25	\$ (53.92)	\$ -	\$ 58.30	\$ 1,307.08
Cash at Bank	\$ 44,086.12	\$ 12,944.75	\$ 4,394.47	\$ 5,013.40	\$ 6,398.95	\$ 13,556.37	\$ 1,891.77	\$ 37,710.93	\$ 10,856.70	\$ 136,853.46
Investments - Term Deposit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Investment Account	\$ -	\$ -	\$ 5,904.34	\$ 421.96	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,326.30
- BCCU shares/share dividends	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 160.00	\$ 150.00	\$ 50.00	\$ -	\$ 95.00	\$ 1,055.00
Accounts Receivable - CHCC	\$ -	\$ 216.66	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 216.66
Accounts Receivable - non CHCC	\$ 33,422.00	\$ 640.00	\$ 50.00	\$ 2,246.75	\$ 22.00	\$ 4,158.00	\$ 800.00	\$ -	\$ -	\$ 41,338.75
Deposit Holding Account	\$ 989.27	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 989.27
Prepayments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GST Clearing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stock on Hand	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>NON-CURRENT ASSETS</b>										
Plant & Equipment	\$ 46,985.65	\$ -	\$ 5,208.40	\$ 2,012.00	\$ 675.68	\$ -	\$ -	\$ 791.85	\$ 80.04	\$ 55,753.62
Office Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Furniture & Fixings	\$ 14,625.14	\$ 4,500.65	\$ 158.40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36.14	\$ 19,320.33
Land & Buildings/Structural improvements	\$ 3,232.91	\$ 8,541.20	\$ 60,015.14	\$ -	\$ 5,029.10	\$ 41,253.29	\$ 349.00	\$ 36,987.95	\$ 1,737.44	\$ 157,146.03
<b>LIABILITIES</b>										
Revenue in Advance	\$ (4,000.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,000.00)
Bank account overdrawn	\$ (22,753.35)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (22,753.35)
Accounts Payable - CHCC - Unexpended Grant	\$ (3,139.00)	\$ -	\$ -	\$ (34.58)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,173.58)
Accounts Payable - other	\$ (186.80)	\$ -	\$ -	\$ (341.69)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (528.49)
Bonds Held	\$ (200.00)	\$ -	\$ -	\$ 20.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (180.00)
GST Clearing	\$ (3,744.60)	\$ -	\$ -	\$ -	\$ -	\$ (378.00)	\$ -	\$ -	\$ -	\$ (4,122.60)
Loan - CHCC	\$ (100,799.80)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (100,799.80)
<b>NET ASSETS</b>	<b>\$ 8,867.54</b>	<b>\$ 27,067.81</b>	<b>\$ 75,880.75</b>	<b>\$ 9,585.99</b>	<b>\$ 12,404.48</b>	<b>\$ 59,550.91</b>	<b>\$ 3,036.85</b>	<b>\$ 75,490.73</b>	<b>\$ 12,863.62</b>	<b>\$ 284,748.68</b>
<b>EQUITY</b>										
Retained Earnings	\$ 8,867.54	\$ 27,067.81	\$ 75,880.75	\$ 9,585.99	\$ 12,404.48	\$ 59,550.91	\$ 3,036.85	\$ 75,490.73	\$ 12,863.62	\$ 284,748.68
<b>TOTAL EQUITY</b>	<b>\$ 8,867.54</b>	<b>\$ 27,067.81</b>	<b>\$ 75,880.75</b>	<b>\$ 9,585.99</b>	<b>\$ 12,404.48</b>	<b>\$ 59,550.91</b>	<b>\$ 3,036.85</b>	<b>\$ 75,490.73</b>	<b>\$ 12,863.62</b>	<b>\$ 284,748.68</b>
<b>SECTION 355 COMMITTEES</b>										
<u>STATEMENT OF CHANGES IN EQUITY</u>										
<u>FOR THE YEAR ENDED 30-06-13</u>										
<b>EQUITY</b>										
Retained Earnings at beginning of period	\$ 5,021.88	\$ 28,541.26	\$ 65,878.50	\$ 8,130.13	\$ 13,420.27	\$ 58,794.93	\$ 4,068.54	\$ 67,619.68	\$ 12,389.74	\$ 263,864.93
ADD: Net Result	\$ 3,845.66	\$ (1,473.45)	\$ 10,002.25	\$ 1,455.86	\$ (1,015.79)	\$ 755.98	\$ (1,031.69)	\$ 7,871.05	\$ 473.88	\$ 20,883.75
Transfer to Maintenance Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Adjustment to opening bank balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Equity</b>	<b>\$ 8,867.54</b>	<b>\$ 27,067.81</b>	<b>\$ 75,880.75</b>	<b>\$ 9,585.99</b>	<b>\$ 12,404.48</b>	<b>\$ 59,550.91</b>	<b>\$ 3,036.85</b>	<b>\$ 75,490.73</b>	<b>\$ 12,863.62</b>	<b>\$ 284,748.68</b>

9/18/2013

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## AMENDMENTS TO THE 2013/2014 FEES AND CHARGES

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### **Purpose:**

To provide Council with details of the review of the Goods and Services Tax (GST) status of each of the fees and charges listed in the 2013/ 2014 Fees & Charges document; as a result of amendments to the A New Tax System (GST) Act 1999.

### **Description of Item:**

The GST Act (A New Tax System (GST) Act 1999) was amended to replace the mechanism under Division 81 with specific legislative exemptions for ensuring Australian taxes and certain government fees and charges are not subject to GST. The legislation also allowed for the making of regulations to treat an Australian tax, or an Australian fee or charge, in a particular way.

The new arrangements applied from 1 July 2011. The last Division 81 Treasurer's Determination, which lists items that are exempt from GST, was 'grandfathered' until 30 June 2012, then further extended to 30 June 2013. This gave councils an opportunity to review the GST status of items listed on the Determination against the new legislative mechanism.

The new Division 81 contains three broad categories setting out the taxes, fees and charges that qualify for exemption. These categories are:

- Australian taxes (Section 81-5 of the GST Act)
- Fees or charges for the provision, retention or amendment, under an Australian law, of a permission, exemption, authority or licence (however described) (subsection 81-10 (4) of the GST Act).
- Fees or charges paid to an Australian government agency for recording, copying, modifying, receiving, processing, searching for or allowing access to information (Section 81-5(5) of the GST Act).

In an effort to seek clarification from the Australian Taxation Office (ATO), Council engaged Genesis Accounting to analyze Council's existing taxes, fees and charges; to formulate a technical argument to be incorporated in a Ruling application to the ATO. Genesis Accounting then lodged this ruling application in a group submission on behalf of the majority of NSW local government entities.

It was noted, in the report on the 2013/2014 Operational Plan, adopted by Council on 23 May 2013; that as Council was awaiting the outcome of this ruling application with the ATO, and that the GST status of some of Council's fees and charges was likely to alter as a result of any ruling by the ATO.

### **Sustainability Assessment:**

- **Environment**

There is no perceived environmental impact from the amendments to the 2013/2014 Fees and Charges.

- **Social**

No social implications for Council.

- **Civic Leadership**

Rates and Charges are an essential component of Council's revenue platform which fund works and services aimed at achieving the objectives of the *Coffs Harbour 2030* Community Strategic Plan. This is consistent with the 2030 Plan strategy:

*LC 3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour.*

- **Economic**

**Broader Economic Implications**

The 2013/2014 Fees and Charges were adopted by Council on 23 May 2013. As a result of amendments to the GST legislation, Council will now be required to pay less GST, and a policy of fee maintenance should be reflected in increase revenue to Council.

**Delivery Program/Operational Plan Implications**

The fees and charges included in this report are in accordance with the related income yields in the 2013/2014 Operational Plan.

**Consultation:**

The fees and charges in this report have been considered as part of the preparation and adoption of Council's 2013/2014 Operational Plan.

**Related Policy and / or Precedents:**

Each year Council is required to adopt its fees and charges.

The adoption of a budget structure is a requirement under the Local Government Act 1993.

**Statutory Requirements:**

Section 608 of the Local Government Act 1993 specifies Council's requirements to raise fees and charges for services.

**Issues:**

In May 2013, the ATO published the following class rulings:

- CR 2013/1 Goods and services tax: the GST treatment of rates and annual charges levied by NSW Councils.
- CR 2013/13 Goods and services tax: GST treatment of developer contributions and other dedications of land made to NSW councils.
- CR 2013/19 Goods and services tax: GST treatment of waste management services supplied by NSW councils.

- CR 2013/25 Goods and services tax: the GST treatment of fees and charges imposed by NSW councils in relation to cemeteries, facilities, leases, legal services, libraries and sales.
- CR 2013/41 Goods and services tax: the GST treatment of fees and charges imposed by NSW councils in relation to enforcement activities, essential services, provision of information, use of professional and staff time and works.

As a result of these class rulings, Council was required to make changes to the GST status of some fees and charges.

In essence, the results of these amendments were to make all non-commercial activities by Councils exempt from GST. The impact being that Council will now pay less GST.

Environmental management fees and in particular Health Fees were affected by these amendments. Previously, Council has 'unbundled' its fee charging a registration fee (which was exempt from GST) and a service or inspection fee (which was subject to GST). The new legislation required that these fees be 'bundled' and that Council charge a single fee which is exempt from GST.

Similarly, licence fees for the use of tables and chairs in the Coffs Harbour business district, has now been ruled as being exempt from GST, being a fee to occupy Council footpaths under Section 125 of the Roads Act 1993.

A full list of the fees and charges affected by the amendments in legislation are included as an attachment to this report.

Where a fee or charge changed GST status as a result of these class rulings, the Division of Local Government required councils to adopt one of two options:

1. To adopt a revenue neutral policy or reduction policy i.e. a building/environmental health inspection fee which is currently \$ 120.00 (inclusive of GST) would be reduced to \$109.10, as this fee is now exempt from GST. Hence, there would be no effect on the budgeted revenue.
2. To maintain the existing fee, and to make a small profit or loss, depending on the amendments to the legislation. This is known as fee maintenance.

Consistent with many local governments in NSW, Council made the decision to adopt the second option of fee maintenance.

Should Council have adopted the first option, then Council would have been required to re-exhibit Council's 2013/2014 Fees and Charges Document for a 28 day period. Time limitations meant that this could not be achieved with an adoption date prior to 1 July 2013.

As noted in Council's Fees and Charges document, GST is a component of Council's cost of providing a service to the community. A change in the GST status of a fee would not alter the fee in the 2013/2014 Fees and Charges, although it should be noted that a change in the GST status of a fee or charge impacts on the net cost to businesses.

#### Refund of GST

As the legislation was 'grandfathered' from the 1 July 2011, Council has overpaid GST on many fees and charges since 1 July 2011, and may be entitled to a refund from that date.

Genesis Accounting has issued a 'Stop the Clock' letter on the ATO putting them on notice that Council intends to have a potential claim for a refund as a result of the fees being exempt or out-of-scope for GST. This letter then allows Council to claim for a refund for out-of-scope supplies starting from 4 years prior to the date of the 'Stop the Clock' letter, rather than 4 years from when Council is actually able to apply to the ATO for the refund.

The discretionary view from the ATO is that a refund is available without the requirement to first refund the customer the GST, where Council can demonstrate that the GST is one of many components of Council's cost of providing a service. Council has always shown its fees and charges inclusive of GST, rather than a fee plus the GST.

Genesis Accounting will prepare Council's application for a refund of GST, however it will be at the discretion of the ATO, as to whether this refund will be allowed. The total of the potential refund is at present unknown.

**Implementation Date / Priority:**

As stipulated by the amendments to The GST Act (A New Tax System (GST) Act 1999), Council was required to implement the changes to the GST status of its adopted 2013/2014 Fees and Charges as at 1 July 2013.

**Recommendation:**

**That the report on the amendments to the 2013/2014 Fees and Charges due to amendment of the GST legislation be noted.**

**Agenda - Ordinary Meeting 26 September 2013 - CORPORATE BUSINESS DEPARTMENT REPORTS**

Legislative Changes - June 2013 for Council

**Attachment**

Description of Fee or Charge	Account No.	Unit	Fee or Charge 2013/2014 Incl. of GST	Pricing Policy	GST Classification	GST Inc.	Notation
<b>Animal Control &amp; Enforcement</b>							
A-Frame Advertising Signs	1-24920-000-1328	Each	\$65.00	A	Exempt - CR 2013/25	N	Exempt - Fee for Advertising Signs
<b>Building &amp; Development</b>							
DA - Removal of Trees Inspection	1-21925-000-1321	Each	\$125.00	D	Exempt - Regulatory Function	N	Regulatory - Tree Lopping / Removal Application Fee
Dwelling Removal Inspection	1-21912-000-1328	Each	\$280.00	D	Exempt - Regulatory Function	N	Regulatory - Inspection for Removal of a Dwelling
Sewer Connection Fee	1-21945-000-1321 SEWA		Various	A	GST Free - Div 38 WSD	N	Regulatory - Connection to Council's Sewer System
Sewer Inspection Fees	1-21950-000-1321 SEWI		\$125.00	A	GST Free - Div 38 WSD	N	Regulatory - Connection to Council's Sewer System
Strata Subdivision Inspection Fee	1-21916-000-1321		\$260.00	E	Contestable - Taxable	Y	Contestable as can be conducted by a private certifier
Professional Advice	1-21936-000-1321	Hour	\$130.00	E	Exempt - CR 2013/25	N	Advice based on Regulatory Function - Moved to BuildEX Code
Check Development Consent		Hour	\$130.00	E	Exempt - Regulatory Function	N	Advice based on Regulatory Function - Moved to BuildEX Code
Section 149 Certificate - Fast-Track	1-21905-000-1335	Each	\$135.00	E	Exempt - Regulatory Function	N	Regulatory - Relates to Application Fee for 149 Certificate
<b>Environmental Management</b>							
Onsite Sewage Management - Inspection	1-22911-000-1321		\$125.00	E	Exempt - CR 2013/41		Regulatory - Professional Time for Council Officer
Request for Variation of Policy	1-22900-000-1335		\$175.00	E	Exempt - CR 2013/25	N	Regulatory - Fire Hazard Reduction Service Fee
Overgrown Land Administration & Inspection Fee:							
Slashing			Contractors Charge	D	Exempt - CR 2013/41	N	Regulatory - Prevention Notice Administration Fee
Inspection Charge	1-24911-000-1321		\$125.00	D	Exempt - CR 2013/41	N	Regulatory - Prevention Notice Administration Fee
Administration	1-13910-000-1795		\$65.00	D	Exempt - CR 2013/41	N	Regulatory - Prevention Notice Administration Fee
Health Registrations Fees	1-23900-000-1327		Various	E	Exempt - Regulatory Function	N	Regulatory - Now "re-bundled" so only one fee (inclusive of inspection fees)
Public Pool Registrations	1-23904-000-1335		Various	D	Exempt - Regulatory Function	N	Regulatory - Application fee for Registration of a Public Swimming Pool or Spa
Legionella Registration	1-23905-000-1327			D	Exempt - Regulatory Function	N	Regulatory - Registration of a Premises subject of Microbial Control (including inspection)
Water Carrier Inspection Fee	1-23908-000-1335		\$125.00	D	Exempt - Regulatory Function	N	Regulatory - Registration of a Vehicle subject of Microbial Control (including inspection)
<b>Strategic Planning</b>							
Search Fee - Supply of Information		Hour	\$130.00	E	Exempt - CR 2013/25		Advice based on Regulatory Function
<b>Waste</b>							
Domestic Waste, Organics & Recycling Charges	Rates Notice		Various	C	Exempt - CR 2013/19	N	Remains exempt from GST
Non-Domestic Waste Charges	Rates Notice		Various	C	Taxable - CR 2013/19	Y	Now taxable as exists in a competitive market with other suppliers of the 240L & skip bins
Non-Rateable Waste Management Charges	Rates Notice		Various	C	Taxable - CR 2013/19	Y	Now taxable as exists in a competitive market with other suppliers of the 240L & skip bins
Englands Road CCRR Park Diverted to Processing Plant	1-26900-000-1315 (Englands Road) TIPE		Various	C	Taxable - CR 2013/20	Y	Remains taxable
Weighbridge Reports		Each	\$15.00	D	Exempt - Provision of Information	N	Fee for accessing or printing required information
Englands Road CCRR Park Directed to Landfill	1-26900-000-1315 (Englands Road) TIPE		Various	C	Taxable - CR 2013/20	Y	Remains taxable
Woolgoolga & Coramba Waste Transfer Stations			Various	C	Taxable - CR 2013/20	Y	Remains taxable

**Agenda - Ordinary Meeting 26 September 2013 - CORPORATE BUSINESS DEPARTMENT REPORTS**

Legislative Changes - June 2013 for Council

**Attachment**

Description of Fee or Charge	Account No.	Unit	Fee or Charge 2013/2014 Incl. of GST	Pricing Policy	GST Classification	GST Inc.	Notation
<b>Finance</b>							
603 Certificate - Urgent Processing	1-11920-000-1335	Each	\$70.00	C	Exempt - CR 2013/41	N	Now Exempt - takes of GST identity of original supply
Special Water Meter Reading	1-13935-000-1321 WATR	Assessment	\$70.00	E	GST Free - Div 38 WSD	N	GST Free - Div 38 Special Water Meter Reading
Refund Fee	1-11901-000-1335		\$25.00	E	Exempt / Taxable	N/Y	Depends upon status of related transaction
<b>Information Services</b>							
GIS Fees	1-12900-000-1339		Various	E	Exempt - CR 2013/41	N	GIS Fees now all exempt
Copying Fees	1-12901-000-1339		Various	E	Exempt - CR 2013/41	N	All fees for copying of records exempt
Colour Copying	1-11906-000-1335	Copy	\$1.00 / \$2.00	E	Exempt - CR 2013/41	N	Exempt where relates to regulatory information
DA Scanning Fees	1-11901-000-1335	Each	Various	E	Exempt - CR 2013/41	N	Exempt - Fee for accessing or printing required information
Counter Enquiries - Specific Projects	1-12903-000-1338	Hour	\$145.00	E	Exempt - CR 2013/41	N	Exempt where relates to regulatory information
<b>Property and Commercial Services</b>							
Road closure / purchase application fee	1-40930-000-1335		\$450.00	A	Exempt - CR 2013/25	N	Application Fee to close road or laneway
Road enclosure licence fee	1-40930-000-1335		Quoted	F	Exempt - CR 2013/25	N	Permit fee to carry out activities in relation to roads under Section 138 of the Roads Act.
<b>Use of Public Land - Outdoor Dining</b>							
Application Fee & Variation	1-41900-000-1520	Per Application		F	Exempt - CR 2013/25	N	Fee for Occupying Council Footpaths - S.125 Roads Act 1993.
<b>Licence Fees:</b>							
Coffs CBD (under Council Arbours)	1-41915-000-1520	Per m2 pa	\$183.00	F	Exempt - CR 2013/25	N	Fee for Occupying Council Footpaths - S.125 Roads Act 1993.
Coffs CBD (Harbour Dr & West High St)	1-41915-000-1520	Per m2 pa	\$154.00	F	Exempt - CR 2013/25	N	Fee for Occupying Council Footpaths - S.125 Roads Act 1993.
Coffs CBD Other / Sawtell Wga & Other	1-41900-000-1520	Per m2 pa	Various	F	Exempt - CR 2013/25	N	Fee for Occupying Council Footpaths - S.125 Roads Act 1993.
Coffs Harbour Jetty	1-41930-000-1520	Per m2 pa	\$110.00	F	Exempt - CR 2013/25	N	Fee for Occupying Council Footpaths - S.125 Roads Act 1993.
<b>Coffs Coast State Park and other Crown Reserves</b>							
Coffs Coast State Park and other Crown Reserves	1-41912-000-1335	Each Application	Not less than equivalent to the Statutory Minimum Rental Application to tenures under the Crown Lands Act 1989	E	Exempt - CR 2013/25	N	Use of Facilities - Other. Issue of Licence
<b>Coffs Coast Regional Park</b>							
Coffs Coast Regional Park	1-41913-000-1335	Each Application	Not less than equivalent to the Statutory Minimum Rental Application to tenures under the Crown Lands Act 1989	E	Exempt - CR 2013/25	N	Use of Facilities - Other. Issue of Licence
<b>Cemetery Fees</b>							
Administration Fee - Refund of Reservation Deposit or Cancellation / Transfer of Reservation	1-69280-000-1321		\$80.00	E	No Ruling Available	Y	No ruling available however advice from Genesis Accounting is that is probably taxable
Reservation Columbarium Wall Deposit	1-01037-000-0000		\$200.00	E	Taxable - CR 2013/25	Y	Now seen as a Burial site reservation fee
Reservation (Cemetery Plot) Deposit	1-01036-000-0000		\$800.00	E	Taxable - CR 2013/25	Y	Now seen as a Burial site reservation fee
Application for Monumental Work	1-69284-000-1328		\$60.00	E	Exempt - CR 2013/25	N	Monument or Headstone Permit Fee
<b>Noxious Weeds</b>							
Noxious Weeds Reinspection Fee	1-69240-000-1335	Hour	\$125.00	E	Exempt - Regulatory Function	N	Relates to inspection for Noxious Weeds Certificate
<b>Parks &amp; Reserves</b>							
Carparking & Road Closures	1-69100-000-1335		Various	E	Exempt - Regulatory Function	N	Permission to Occupy Space on a Roadway

**Agenda - Ordinary Meeting 26 September 2013 - CORPORATE BUSINESS DEPARTMENT REPORTS**

Legislative Changes - June 2013 for Council

**Attachment**

Description of Fee or Charge	Account No.	Unit	Fee or Charge 2013/2014 Incl. of GST	Pricing Policy	GST Classification	GST Inc.	Notation
<b>Economic Development Unit</b>							
City Centre Arcade Signage	Require new Job No.	Annual	\$96.00	E	Exempt - Regulatory Function	N	Fee for Advertising Signs
Hire of Banner Stands	1-11905-000-1335	Week / Stand	\$26.00	E	Exempt - Permission	N	Permission to erect and lower Street Banners
Busking	1-48767-000-1335		Various	E	Exempt - Permission	N	Buskers, Musical Bands and Other Entertainers Application Fee
Street Stalls, Displays & Promotions	1-48764-000-1335		Various	E	Exempt - Permission	N	Permission to Operate
<b>Library</b>							
Replacement of non-returned, lost or damaged Item	1-45910-000-1355 (LIBA)		Replacement cost + processing fee \$9	D	Exempt - CR 2013/25	N	Lost or Damaged Book Cost + Processing Fee
Replacement of Library Card	1-45910-000-1355 (LIBA)		\$4.00	B	Exempt - CR 2013/25	N	Replacement of Library Card Fee
<b>Works</b>							
Damage Inspection Fee - Kerb etc	1-30905-000-1335		\$125.00	D	Exempt - CR 2013/41	N	Works Inspection Fee
Kerb & Gutter and Footpath Contributions	1-52920-000-1779 1-54930-000-1779	Metre	Various	B	Exempt - CR 2013/41	N	Now Exempt as Council Initiated under Roads Act 1993
<b>Liquid Trade Waste</b>							
Trade Waste Usage Charges	8-00253-000-0000	Various	Various	C	GST Free - GSTR 2000/25	N	S.501 LGA Sewage and other waste disposal charges, whether calculated on a) usage; b) strength or mass of waste; or c) a combination of these are GST Free
<b>Sewerage Services</b>							
Council Subsidised Effluent Charges	8-81910-000-1316		\$783.00	C	GST Free - GSTR 2000/25	N	S.501 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free
Sewerage Access Charges (Residential)	8-89902-000-1215		\$783.00	C	GST Free - GSTR 2000/25	N	S.501 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free
Sewerage Access Charges (Vacant Land)	8-89902-000-1215		\$540.00	C	GST Free - GSTR 2000/25	N	S.501 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free
Sewerage Access Charge (Non Residential)	8-89902-000-1215		Result	C	GST Free - GSTR 2000/25	N	S.502 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free
Sewerage Usage Charges (Non Residential)	8-89901-000-1312		Result	C	GST Free - GSTR 2000/25	N	S.502 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free
Non Rateable Sewerage Charges	8-89924-000-1312		Result	C	GST Free - GSTR 2000/25	N	S.502 LGA Annual Compulsory Service Availability Charge – Usage Charges are GST-Free
Pump Out Effluent Disposal	8-89926-000-1313	Kilolitre	\$0.81	C	GST Free - GSTR 2000/25	N	Septic Tank Effluent Disposal S.55 Section 38-295 – GST-Free
Contributions to Works	8-83920-000-1750 CTWS		Quotation	D	GST Free - GSTR 2000/25	N	All work on Council infrastructure is GST-Free. Sewerage work means the construction, alteration, extension, disconnection, removal, ventilation, flushing, cleansing, maintenance, repair, renewal, or clearing of any sewerage service pipes or fittings or fixtures communicating or intended to communicate, directly or indirectly with: a) a septic tank, an effluent or a sullage disposal system, or b) any sewer of a council.
<b>Subdivision</b>							
Flood Study Checking Fee	1-34960-000-1388			E	Exempt - CR 2013/41	N	CR 2013/41 Regulatory Function - Professional Time - Exempt
<b>Water Services</b>							
Water Pressure Testing	7-75930-000-1335		Various	E	GST Free - GSTR 2000/25	N	Testing occurs up to and including the point of supply of water and is charged to the recipient - GST Free
Mains Location		Hour	\$100 + \$25/15 thereafter	F	CR 2013/41	N	Provision of Information
Leak Testing or Leak Finding	7-75970-000-1335	Hour	\$100 + \$25/15 thereafter	F	Taxable	Y	Taxable to the extent that the service is carried out on the ratepayers property and not Council's Infrastructure.
Contributions to Works	7-75990-000-1750 CTWW		Quotation	F	GST Free - GSTR 2000/25	N	All work on Council infrastructure is GST-Free. Water supply work means the construction, alteration, extension, disconnection, removal, flushing, cleansing, maintenance, repair, renewal or clearing of any pipes or fittings of any water service communicating or intended to communicate, directly or indirectly, with any water main of a council, but does not include changing a washer.



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## COMMUNITY CAPITAL INFRASTRUCTURE GRANTS PROGRAM

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### **Purpose:**

To provide Council with recommendations in relation to the operations of the Community Capital Infrastructure Grants Program.

### **Description of Item:**

The concept of the Community Capital Infrastructure Grants Program (known originally as the Community Projects Grants Program) was adopted by Council 23 February 2012, as a component of the Community Facilities Program. This program was envisaged as a source of funds that community groups could access for capital improvement works in the community.

The objectives of the Community Capital Infrastructure Grants Program are to ensure that:

- Council assists in the provision of innovative community projects that target community needs and result in direct benefits to the wider community.
- Council assists in increasing the participation in and accessibility, and range of community organisations for the residents of the Coffs Harbour City Council area.
- Council has a consistent, equitable and transparent process to respond to requests by community organisations for funding of capital infrastructure.

This program is designed to assist with development of public infrastructure. Projects should have a strong community benefit that is clearly identifiable and where possible quantifiable. Projects that are closely aligned with Council's core values of enhancing the economic, social and environmental well-being of the local community will be considered favourably.

The initial Community Grants Program was to commence in 2012/13 with \$100,000 building to \$300,000 in 2016/17. Due to delays in establishing the guidelines for this program, it is proposed that the Community Capital Infrastructure Grants Program commence in the current financial year based on the adopted funding structure.

Council will consider all applications for capital funding in accordance with the assessment criteria. Depending on merit, the Assessment Panel may decide to allocate all of the funding to one application or to fund several applications.

Council will allocate the funds in August of each year. Should all the available funds not be allocated in the initial round or funding allocations lapse, a second distribution of funds may be allocated in February. In the current financial year, due to the delay in announcing the Community Capital Infrastructure Grants Program, it is proposed that Council will advertise the program, with a community information session to be held mid-October. Applications for the program will then close on 29 November 2013, with only one round of funding available in the current financial year.

To be eligible for funding under the Community Capital Infrastructure Grants Program, the applicant must be able to demonstrate co-funding to a minimum of 50%. This co-funding can be in cash, grants, in-kind labour, materials supply or other, with the proviso that the applicant is required to make at least a 20% financial cash contribution.

Applicants for this program will be encouraged to seek alternate grant funding where available. Council will consider pending grant applications, which represent a component of

the non-Council funding for projects, and it is proposed that Council will work closely with other grant providers such as the Enterprise Training Company Community Support Fund or the Club grants program to assist applicants to access alternative grant funds.

Projects that could be eligible for funding may include:

- New Community Infrastructure Projects (for example, public facilities, recreational equipment and community sporting facilities)
- Refurbishment of existing infrastructure (halls, public sporting facilities, playgrounds)
- Co-operative projects with Council (walking trails, cycle tracks etc).
- Innovative projects that serve community benefit
- Projects that build capacity into infrastructure
- Projects that align with Coffs Harbour City Council's 2030 Strategic Plan.
- Projects relating to Council facilities managed by a S.355 or S.377 volunteer committee.
- Projects that demonstrate broad support from other key stakeholders.

Projects that would be ineligible for funding would be any project:

- Not located on public land or where suitable community access has not been established.
- Organised in conjunction with a childcare, educational or religious institution.
- Not located within the Coffs Harbour City Council local government area.
- That is not available or accessible to the general public.
- Where the funding component cannot be distinctly identifiable
- That does not have a significant lifespan. This grant program is about providing for long term community infrastructure.
- Where the ongoing costs or maintenance burden to the community is assessed as being unacceptable
- Where community benefit cannot be identified or quantified
- Where funds or projects have commenced and the organisation is seeking a reimbursement of funds.

The following bodies are eligible to apply:

- Any not-for-profit group, community group or voluntary association that is incorporated.
- Any unincorporated group provided that their application is submitted through an appropriate incorporated body that supports the proposed project, and is willing to accept responsibility for the funding (a letter indicating acceptance of these factors must be attached to the application form).
- Any group or organisation that currently receives funding from Council, providing that they can demonstrate that the project that they are applying for is independent of any current funding conditions that are in conflict with terms and conditions of this program.

As a guide, eligible applicants are seen as those who:

- Can demonstrate the capacity to use the funds effectively for the benefit of the Coffs Harbour community.
- Will be primarily responsible for the project and continue to maintain the infrastructure i.e. not a service club which is fundraising for a third party's project.
- Respond to a need that leads to tangible outcomes with social, cultural or environmental benefits
- Are willing and able to meet performance measures that focus on outcomes
- Assist a wider group in the community rather than individuals

Applications to the Community Capital Infrastructure Program will be ineligible for:

- Applications from groups and organisations which have not acquitted funding from previous Council grant programs or rounds.
- Applications for projects that have been previously funded, unless the application is for funding for a new stage of your project.
- Applications for commercial activities
- Projects that duplicate existing infrastructure or services.

The following costs are also ineligible for receipt of grant funding:

- Money already spent on delivering a project
- Payment of salaries (payment for quoted services from service providers related to the project is acceptable, eg tradespeople, engineers and other professionals)
- Recurrent operational costs (eg telephone, electricity, maintenance and public liability insurance)
- Costs related to Council fees (eg Planning and Building Fees and associated State Government Levies)
- Administration costs (including newsletters)
- Fundraising activities

Council will be seeking detailed project plans, financial budgets and a variety of documents and reports from applicants. Applications under this program must be well formed, with demonstrated acceptance and commitment from the applicant organisation, rather than being simply a 'good idea'.

All projects must be completed within one year of the organisation receiving the funds, in accordance with the timeframe set in the application, and Council will require formal acquittal of the grant for all funding in excess of \$20,000.

Council will require as a condition of the grant, that the successful applicant will assume all normal commercial responsibility including public risk and/or any other appropriate insurance cover for the project.

#### **Sustainability Assessment:**

- **Environment**

Council will assess the merit of the project based on the impact of the surrounding environment including any potential ecological benefit or environmental improvement.

Council will also consider the location of the proposed projects in terms of community amenity and acceptance. Should the project be of a substantial nature, Council may elect to undertake a public consultation period, to gauge community acceptance of the project.

- **Social**

Applicants must identify both the community benefit and need provided by the project; and how this benefit has been determined or quantified.

Capital projects under this program should be aimed at improving life for the residents of Coffs Harbour. This may be by providing new infrastructure or refurbishing existing infrastructure.

- **Civic Leadership**

The Community Capital Infrastructure Grants Program is funded from a Rate Variation Application, as a program of capital works totaling \$41.1m, which was approved by the then Department of Local Government.

Council has a responsibility to ensure the rate revenue generated through this special rate is effectively managed and targeted.

This is consistent with the 2030 Plan strategy:

*LC3 We have strong civic leadership and governance*

*LC 3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour.*

*LC 3.2 Engage the community and other levels of government in securing outcomes.*

- **Economic**

**Broader Economic Implications**

The assessment of the project will be based on:

- The economic impact to the Coffs Harbour community – the project's capital costs, the total lifecycle or maintenance costs, and the value for money.
- The economic benefits that may exist due to the projects (this may be a reduction on other costs or income derived).

**Delivery Program/Operational Plan Implications**

The funds are included in the Operational Plan and Delivery Program.

**Risk Analysis:**

Council's Risk Co-Ordinator was consulted in development of the guidelines for this Program, with clauses included requiring applicants to have in place public liability insurance (minimum \$10 million), personal injury income protection for volunteer insurance and/or any other appropriate insurance cover for the project. Council is to be noted as an interested party on all insurance certificates for the purpose of the grant.

The Program's guidelines also require that all works are carried out in a safe work environment in accordance with the Work Health and Safety Act, Regulations and Codes of Practice. Only licensed contractors are to undertake related works to the project.

The guidelines for the Community Capital Infrastructure Grants Program include provisions relating to financial reporting, governance and a structured schedule to ensure that grantees fulfill the objectives of their application. A formal acquittal of the grant is required on completion of the project.

**Consultation:**

The report has been developed through a consultative process that has included input from a range of managers and the Executive Team. The previous Council was briefed on the Community Facilities Program in December 2011.

**Related Policy and / or Precedents:**

Council has several small grants programs in various areas and the Community Capital Infrastructure Grants Program would complement these programs and provide a source of funding for the development of public infrastructure.

**Statutory Requirements:**

Council is required to account for the special rates expenditure raised through the Community Facilities Program's special rate.

**Issues:**

The key issues relates to the distribution of the funding within the Community Capital Infrastructure Grants Program. A decision by the Assessment Panel will be based on the eligibility, merit of the project in accordance with the triple-bottom line assessment (taking in to account social, economic and environmental factors), and the ability of the applicant organisation to manage the project.

The guidelines for the Community Capital Infrastructure Grants Program, includes assessment criteria and a scoring process. A copy of the guidelines is provided as an attachment.

The initial program included provision for a small grants component for projects up to \$15,000 maximum, with a pool of \$50,000 and a large grants program for projects over \$15,000 (balance of the funding pool). This provision has been amended in the current program, so that Council is not restricted by this funding provision. Small projects will not be precluded from applying for funding, however Council will have the flexibility to fund larger-scale projects as they arise.

Various organisations such as the C.ex Group and the Enterprise Training Company Community Support Fund, offer small grants to not-for-profit community groups. Such organisations can access these small grants to supplement fundraising efforts, to fund smaller capital projects and equipment purchases. The Community Capital Infrastructure Grants Program, whilst not precluding any smaller projects in the community, represents a larger funding pool available to community organisations wishing to leverage grant funding, for larger infrastructure projects.

The initial program, required at least \$2 of community contribution for \$1 commitment from the fund. The community commitment was to have a minimum of \$1 cash (or external grant) and the other \$1 in kind. That is, should the applicant seek funding for a project such as construction of a storage shed valued at \$15,000, they would be required to provide co-funding of \$10,000 with a minimum cash contribution of \$5,000.

On review of the program's guidelines, it was considered that whilst appropriate for smaller projects, this was unnecessarily restrictive for large scale projects. Accordingly, this was amended to a co-funding of a minimum of 50%. This co-funding being in cash, grants, in-kind labour, materials supply or other, with the proviso that the applicant is required to make at least a 20% financial cash contribution. In this instance, a larger scale project such as the construction of a building, valued at \$300,000, would require a minimum cash contribution from the community organisation of \$60,000 (excluding external grants), with the balance of \$90,000 to be funded from in-kind contributions, donated materials or grant funding from an alternative source. The initial contribution requirement of \$200,000 (inclusive of \$100,000 cash or grants) would be an onerous goal for any community organisation, requiring many years of fund raising to achieve if alternative grant sourcing is not available.

It is considered that the amendment to the requirement for co-funding demonstrates a greater level of intent and community involvement, then the original co-funding requirement whereby the co-funding may have been entirely grant funded, without a cash contribution from the applicant.

A greater emphasis has also been placed on the ability of community organisations to access grant funding from alternative sources. This has been reflected in the introduction of a second round of funding allocations, should community groups not be awarded the grant funding from an alternative sources. In this manner, Council may allocate all, part or none of the programs funds, depending on the merit of the applications received.

**Implementation Date / Priority:**

Due to delays in establishing the guidelines for this program, it is proposed that the Community Capital Infrastructure Grants Program commence in the current financial year based on the adopted funding structure.

In the current financial year, due to the delay in announcing the Community Capital Infrastructure Grants Program, it is proposed that Council will advertise the program, with a community information session to be held mid-October. Applications for the program will then close on 29 November 2013, with only one round of funding available in the current financial year.

**Recommendation:**

1. **That Council endorses the guidelines for the Community Capital Infrastructure Grants Program.**
2. **That the initial Community Projects Grants Program co-funding requirement be amended from \$2 community contribution for \$1 grant commitment, to a 50% contribution with a minimum of 20% financial cash contribution.**
3. **That due to timing, Council have a single round of funding in the current financial year with applications to the Community Capital Infrastructure Grants Program to close 29 November 2013.**
4. **That Council report annually on the outcomes of the program, and note on any changes in subsequent years to the adopted program guidelines.**



Attachment

# Community Capital Infrastructure Grants Program

2013-2014



**C o n t e n t s**

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## 1. Introduction

Coffs Harbour City Council recognises the value and importance that community projects offer to the community.

In the 2013/2014 Operational Plan, Council resolved that an amount of \$100,000 be made available to fund community infrastructure projects.

As a community initiated project, Council will be seeking to ensure a commitment to the project by the Community organisation, financially and otherwise, whether this be cash, grant funding received from other sources, materials or measurable in-kind labour.

## 2. Objectives

The objectives of the Community Capital Infrastructure Grants Program are to ensure that:

- Council assists in the provision of innovative community projects that target community needs and result in direct benefits to the wider community.
- Council assists in increasing the participation in and accessibility, and range of community organisations for the residents of the Coffs Harbour City Council area.
- Council has a consistent, equitable and transparent process to respond to requests by community organisations for funding of capital infrastructure.

Projects that are closely aligned with Council's core values of enhancing the economic, social and environmental well-being of the local community will be considered favourably.

## 3. What funding is available?

Each year, Council will resolve an allocation in the Operational Plan. For 2013/2014 this amount is \$100,000, however this is expected to increase in subsequent years.

Council will consider all applications for capital funding in accordance with the assessment criteria. Depending on merit, the Assessment Panel may decide to allocate all of the funding to one application or to fund several applications.

Council will allocate the funds in August of each year. Should all the available funds not be allocated in the initial round, or funding allocations lapse; a second distribution of funds may be allocated in February.

An organisation may make more than one application for funding, for separate projects. However, the organisation will be required to prioritise these applications for the Assessment Panel.

To be eligible for funding under the Community Capital Infrastructure Grants Program, the applicant must be able to demonstrate co-funding to a minimum of 50%. This co-funding can be in cash, grants, in-kind labour, materials supply or other, with the proviso that the applicant is required to make at least a 20% financial cash contribution.

Applicants are encouraged to seek alternate grant funding where available. Council will consider pending grant applications, which represent a component of the non-Council funding for projects.

#### 4. What projects could be eligible for funding?

Projects that could be eligible for funding may include:

- New Community Infrastructure Projects (for example, public facilities, recreational equipment and community sporting facilities)
- Refurbishment of existing infrastructure (halls, public sporting facilities, playgrounds)
- Co-operative projects with Council (walking trails, cycle tracks etc)
- Innovative projects that serve community benefit
- Projects that build capacity into infrastructure
- Projects that align with Coffs Harbour City Council's 2030 Strategic Plan.
- Projects relating to Council facilities managed by a S.355 or S.377 volunteer committee.
- Projects that demonstrate broad support from other key stakeholders.

#### 5. What projects would be ineligible for funding?

Projects that would be ineligible for funding would be any project:

- Not located on public land or where suitable community access has not been established.
- Organised in conjunction with a childcare, educational or religious institution.
- Not located within the Coffs Harbour City Council local government area.
- That is not available or accessible to the general public.
- Where the funding component can not be distinctly identifiable
- That does not have a significant lifespan. This grant program is about providing for long term community infrastructure.
- Where the ongoing costs or maintenance burden to the community is assessed as being unacceptable
- Where community benefit can not be identified or quantified
- Where funds or projects have commenced and the organisation is seeking a reimbursement of funds.

Any project that can not demonstrate co-funding to a minimum of 50% by the applicant (which can be done in cash, grants, in-kind labour, materials supply or other) will also be deemed as in-eligible to apply, inclusive of a minimum 20% cash contribution.

#### 6. Who is eligible to apply?

The following bodies are eligible to apply:

- Any not-for-profit group, community group or voluntary association that is incorporated.
- Any unincorporated group provided that their application is submitted through an appropriate incorporated body that supports the proposed project, and is willing to accept responsibility for the funding (a letter indicating acceptance of these factors must be attached to the application form).
- Any group or organisation that currently receives funding from Council, providing that they can demonstrate that the project that they are applying for is independent of any current funding conditions that are in conflict with terms and conditions of this program.

Coffs Harbour City Council will only consider applications from groups that operate within acceptable community standards.

As a guide, eligible applicants are seen as those who:

- Can demonstrate the capacity to use the funds effectively for the benefit of the Coffs Harbour community.
- Will be primarily responsible for the project and continue to maintain the infrastructure i.e. not a service club which is fundraising for a third party's project.
- Respond to a need that leads to tangible outcomes with social, cultural or environmental benefits
- Are willing and able to meet performance measures that focus on outcomes
- Assist a wider group in the community rather than individuals

#### **7. What will make your application ineligible for funding?**

The following will render your application ineligible:

- Applications from groups and organisations which have not acquitted funding from previous Council grant programs or rounds.
- Applications for projects that have been previously funded, unless the application is for funding for a new stage of your project.
- Applications for commercial activities
- Projects that duplicate existing infrastructure or services.

The following costs are also ineligible for receipt of grant funding:

- Money already spent on delivering a project
- Payment of salaries (payment for quoted services from service providers related to the project is acceptable eg tradespeople, engineers and other professionals)
- Recurrent operational costs (eg telephone, electricity, maintenance and public liability insurance)
- Costs related to Council fees (eg Planning and Building Fees and associated State Government Levies)
- Administration costs (including newsletters)
- Fundraising activities

#### **8. General Consideration for Projects**

The following factors should be considered when determining whether a project is suitable for receipt of funding:

- This program is designed to assist with the development of public infrastructure
- Projects should have a community benefit that is clearly identifiable and where possible quantifiable.
- Projects funded must be distinctly identifiable, i.e. they must not be embedded so deeply into a project that you can not specifically indicate what Council's funding was used for.

- Projects may be part of a multi-stage project
  - If a project is part of a larger or multi-stage project, individual stages can be applied for, provided that details of all stages, including time-lines and commitments are supplied;
  - A staged project must not be reliant on subsequent years funding;
  - Where a stage of a larger project is applied for the project must be at a suitable point where if no further funding (any source) was applied then that project would appear suitably complete.
- Projects should align with the organisation's goals and strategic plans and not just be a 'good' idea.
- It is conditional upon receiving a grant under this program, that the successful applicant will assume all normal commercial responsibility including public risk and/or any other appropriate insurance cover for the project. Council is to be noted as an interested party on all insurance certificates for the purposes of the grant.

## 9. Application Process

The application process for the Community Capital Infrastructure Grants Program is as follows:

### Step One Requests for Applications

- Council will advertise in local media and on Council's website in late June for applicants to the Community Capital Infrastructure Grants Program.
- A public information session will be held to provide applicants with general information about the program, assistance with completing the application form and a list of Council staff that could provide further information.
- Applications are to close at the end of August.
- Should all the available funds not be allocated in the initial round, or funding allocations lapse; a second distribution of funds may be allocated in February.
- Applications received after the closing date will not be considered.

### Step Two Receipt of Applications

Upon receipt of the application the following process will be followed:

- The application will be acknowledged as received in writing within 7 days of receipt of the application.
- Applications will be assessed to ensure that all sections of the application form are complete, all the relevant approvals / conditions are met and the required information is supplied. It is important that the entire application form is fully completed as incomplete application forms may not be accepted.
- Should an application not comply with the criteria, the organisation which submitted the application will be contacted by letter.
- If the application complies with the program's eligibility criteria, then a report will be prepared with a recommendation for the Assessment Panel. This report may include an independent professional opinion, risk management assessment and financial assessment.

**Step Three Consideration by the Assessment Panel**

- The Assessment Panel is to comprise of the General Manager, Mayor, Director of Finance, Property Manager and Accountant – Special Projects.
- A decision by the Assessment Panel will be based on the eligibility, merit of the project in accordance with a triple-bottom line assessment (taking in to account social, economic and environmental factors), and the ability of the applicant organisation to manage the project. The application form reflects the information for this assessment.
- If accepted, then approval will be granted and the applicant will be advised of the outcome in writing within 14 days.
- If not approved, then Council will write to the applicant detailing the reasons why the project was not approved.
- The process of consideration and determination may take up to 60-90 days from the date of submission of the application.

**Step Four Formal Documentation**

- Council to prepare the formal documentation
- Payment is made in accordance with the agreement between Council and the applicant, for the project

**Step Five Completion of Project**

- Successful applicant to complete the project

**Step Six Acquittal**

- Formal notification of completion of the project
- Formal acquittal of the funds including completed financial statements
- Inspection by relevant Council officer for sign off
- Report to Council.

**10. Applicant’s Checklist for a Successful Application**

In completing the application form, the applicant may need to provide a variety of documents and reports to support the application, which include:

- Project Determination and organisational acceptance
- Project scope / plan / concept prepared
- Identify project manager
- Project delivery time line
- Costings and quotes
- Financial details for project budget
- Application for grant funding – if applicable (outside of this grant program)
- Engineering Report (if required)
- Landholders consent (if required)
- Surveying (if required to identify exact location for development)
- Approvals (including permissions and approvals)
- Discussions with Council regarding financial factors
- Forward application to Council, to be received by the due date.

The above list is designed as a guide for applicants. The number of documents required will vary depending upon the size, scope and cost of the applicant's proposed project. Some projects may require additional or alternative documents to support the application.

#### **11. Help, Advice and Additional Information**

Coffs Harbour City Council will hold an information session, where the complete process will be explained, including a step through the application form and provision of detailed information regarding the approval process.

A date for this session is to be announced at the time of the program being advertised.

For help with completion of your application, advice on how to best prepare your project for success or any additional information that we can help you with, please contact:

#### **Community Capital Infrastructure Grants Program Information**

Heather Reid, Accountant – Special Projects

T: 6648 4281

E: [Heather.Reid@chcc.nsw.gov.au](mailto:Heather.Reid@chcc.nsw.gov.au)

#### **Permission for use of Council land or projects that involve Council assets**

Steven Williams, Property Manager

T: 6648 4810 / 0407 480 555

E: [Steve.Williams@chcc.nsw.gov.au](mailto:Steve.Williams@chcc.nsw.gov.au)

#### **Projects that involve Council's Sporting Facilities**

Nikki Greenwood, Manager – Sports Unit

T: 6648 4957 / 0437 713 906

E: [nikki.greenwood@chcc.nsw.gov.au](mailto:nikki.greenwood@chcc.nsw.gov.au)

#### **Planning and Building advice and requirements**

Duty Town Planner

T: 6648 4000

E: [coffsharbour@chcc.nsw.gov.au](mailto:coffsharbour@chcc.nsw.gov.au)

### **Taxation Information and the Impact of GST**

Applicants should be aware of the Federal Government's Taxation requirements, including GST, Australian Business Number (ABN) and the implications that these may have on your project. Coffs Harbour City Council will not offer technical taxation advice to community organisations. Applicants are encouraged to seek independent professional advice.

For information and advice on whether you should be registered for an ABN, or for information on GST, please contact the Australian Tax Office Infoline

Australian Taxation Office

T: 13 28 66

W: [www.ato.gov.au](http://www.ato.gov.au)

### **Insurance Information for Community Organisations**

Paul Quinn, Risk Co-Ordinator

T: 6648 4252 / 0418 453 797

E: [Paul.Quinn@chcc.nsw.gov.au](mailto:Paul.Quinn@chcc.nsw.gov.au)

### **Sources of Grant Funding**

Applicants are encouraged to seek alternate grant funding where available. Council will consider pending grant applications, which represent a component of the non-Council funding for projects.

Enterprise Training Company Community Support Fund

W: <http://enterpriseandtrainingcompany.com.au/csf/>

T: 6648 5400

Clubsgrant

T: 1300 730 001

E: [enquiries@clubsnsw.com.au](mailto:enquiries@clubsnsw.com.au)

Regional Development Australia Grant Funding

W: [www.regional.gov.au/regional/programs/rdaf.aspx](http://www.regional.gov.au/regional/programs/rdaf.aspx)

Newcastle Permanent Charitable Foundation

Charitable Foundation Executive Officer

T: 4927 4217

W: <http://www.newcastlepermanent.com.au/tabid/1121/default.aspx>

Bendigo Bank Community Enterprise Foundation

T: 1300 304 541

E: [foundation@bendigobank.com.au](mailto:foundation@bendigobank.com.au)

## 12. Conditions of Funding for Successful Applications

Should an application be approved for funding, Council will require the applicant to sign a "Conditions of Funding Agreement", which will include the following conditions:

- That the funds provided must be used solely for the approved project.
- The applicant must be able to demonstrate co-funding to a minimum of 50%. This co-funding can be done in cash, grants, in-kind labour, materials supply or other, although the applicant is required to make at least a 20% financial cash contribution. Voluntary labour is to be costed at \$40.62 per hour\*.

*\* (Based on a 3% p.a increase on base of \$37.17 per hour reflecting an average cost of 'mixed' volunteers – Reimbursement & Value of Volunteer Effort Report, The Centre for Volunteering, February 2010).*

- Any changes to the project that would result in the funding being expended for activities other than those detailed on the application may not be undertaken without prior written approval of Coffs Harbour City Council.
- Formal advice of any unexpended funds is required and funds not expended for the purposes outlined in the application, must be returned to Coffs Harbour City Council.
- Organisations which cease to operate are required to negotiate with Council, to return the funding.
- All projects must be completed within one year of the organisation receiving the funds, in accordance with the timeframe set in the application.
- All funds provided to the organisation must be invested in an approved financial institution until such time as they are used for the specified purpose.
- Allocation of funds to any community group in any year should not be taken as a commitment for funding in subsequent years.
- Within three months of conclusion of the project, or by 30 June of that financial year, Council requires that the "Community Capital Infrastructure Grants Program Acquittal Form" is completed and returned to Council. It is also a requisite that audited financial statements are provided by 30 August, where the organisation received funding in excess of \$20,000. Failure to comply with this condition may jeopardise future funding applications.
- Coffs Harbour City Council is to be acknowledged on all printed material relating to the funding project, and an appropriate acknowledgement of Council's funding must be given by the successful recipient in all promotional material and reports to the public.
- Prior to funding of the grant, the applicant must have in place public liability insurance (minimum \$10 million), personal injury income protection for volunteer insurance and/or any other appropriate insurance cover for the project. Council is to be noted as an interested party on all insurance certificates for the purposes of the grant.



- The successful organisation is to ensure that all approvals required to complete the project are obtained prior to commencement of any works.
- Council requires that all works are to be carried out in a safe work environment in accordance with the Work Health and Safety Act, Regulations and Codes of Practice.
- Only licensed contractors are to undertake related works for the project.
- The successful organisation is required to issue Council with an invoice (should the organisation not be registered for GST) or a valid tax invoice, for the amount of the grant, inclusive of GST. This invoice is to state the Australian Business Number (ABN) for the organisation and the name of the organisation.

### **13. Assessment of the Application**

All applications will be subject to a triple-bottom line assessment, taking into account the social, economic and environmental factors of the proposed project.

The application should demonstrate a balance and positive value to each of these factors.

#### **Social**

The application form requires that the applicant identify both the community benefit and need provided by the project; and how this benefit has been determined or quantified.

Capital projects under this program should be aimed at improving life for the residents of Coffs Harbour. This may be by providing new infrastructure or refurbishing existing infrastructure.

#### **Economic**

The assessment of the project will be based on:

- The economic impact to the Coffs Harbour community – the project's capital costs, the total lifecycle or maintenance costs, and the value for money.
- The economic benefits that may exist due to the projects (this may be a reduction on other costs or income derived).

#### **Environment**

Council will assess the merit of the project based on the impact of the surrounding environment including any potential ecological benefit or environmental improvement.

Council will also consider the location of the proposed projects in terms of community amenity and acceptance. Should the project be of a substantial nature, Council may elect to undertake a public consultation period, to gauge community acceptance of the project.

**Community Capital Infrastructure Grants Program Assessment Criteria**

	Rating						Total	Comments
	Low					High		
Selection Criteria	0	1	2	3	4	5		
Meets the Program Guidelines								
Economic Benefit – Value for Money								
Realistic Project Budget Supplied								
Social Benefit (eg Level of Community Involvement)								
Ecological Benefit – Environmental Improvement								
Relevance to local community – Located in Coffs Harbour LGA								
Reach and visibility of activity (eg potential to attract broad interest; profile in local area)								
Capacity of applicant to manage the project (eg legally constituted group / organisation; previous experience)								
Applicant's monitoring, reporting and evaluation structure to assess impact of the project								
<b>Total</b>								

**14. How do I lodge an application?**

Applications are to be submitted by completing the *“Community Capital Infrastructure Grants Program 2013/2014 Application Form”*.

Applications forms are available from Council's Accountant – Special Projects or downloaded from Council's website at [www.coffsharbour@chcc.nsw.gov.au](http://www.coffsharbour@chcc.nsw.gov.au)

Completed application forms can be submitted

In Person at: Coffs Harbour City Council  
Cnr Coff and Castle Streets  
COFFS HARBOUR NSW 2450

Posted to: Coffs Harbour City Council  
Locked Bag 155  
COFFS HARBOUR NSW 2450

Emailed to : [coffsharbour@chcc.nsw.gov.au](mailto:coffsharbour@chcc.nsw.gov.au)  
(original to be submitted either in person or by post)

Faxed to: (02) 6648 4199  
(original to be submitted either in person or by post)

**Please keep a copy of your application and submit the original application form to Council.**

Applications received after the closing date will not be considered.

15. Application Form



Success of your application is based on satisfying the criteria in this application form. Applications are determined by the Assessment Panel, based on the eligibility, merit of the project in accordance with the triple-bottom line assessment (taking into account the social, economic and environmental factors), and the ability of the applicant organisation to manage the project.

Please complete all sections of the application form. Keep your answers concise, directly satisfying the criteria, and where requested please attach supporting documentation.

Applications that are incomplete or do not satisfy the application criteria may result in the application not being considered.

If you require additional space please provide attachments to the application. Number these attachments in-line with the application form for clarity.

Please ensure that all attachments required within the application form are submitted, including quotes and photographs. Only information provided in this application will be used to assess your application.

**Closing Date: Friday, 29 November 2013**

Applications received after 29 November 2013 will not be considered until the following year.

**Section 1: Organisation Information**

1A. APPLICANT & CONTACT DETAILS		
Name of Organisation/Group:		
Postal Address:		
Name of Contact Person 1:		
Position in Organisation		
Phone:	Mobile:	Fax:
Email:		
Name of Contact Person 2:		
Position in Organisation		
Phone:	Mobile:	Fax:
Email:		

1B. ORGANISATION DETAILS		
Is your organisation:		
• Non-profit	<input type="radio"/> Yes	<input type="radio"/> No
• Incorporated	<input type="radio"/> Yes	<input type="radio"/> No
Incorporation Number:		
ABN:		
Registered for GST	<input type="radio"/> Yes	<input type="radio"/> No
• Auspiced	<input type="radio"/> Yes	<input type="radio"/> No
Name of auspice organisation:		
ABN:		
Registered for GST	<input type="radio"/> Yes	<input type="radio"/> No
Funding provided by this organisation:		\$ .....
<p>An auspicating organisation is an incorporated organisation that assumes the legal and financial responsibility for the grant, including insurance and reporting. The funding agreement will be between Council and the auspicating organisation. It is good practice for the auspicating organisation and the unincorporated group to negotiate a written agreement outlining roles, responsibilities and expectations of each party.</p>		
Briefly outline the nature and primary purpose of your organisation:		
.....		
.....		
.....		
.....		

**Section 2: Brief Summary of Application**

**2A. Project Title**

.....  
.....

**2B. Project Description**

Please provide a brief description of your project, (including the collaboration or cooperation of any other groups if applicable)

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

For Grants over \$20,000, please attach a full project brief to your application

**2C. Project Details**

1. What are the aims or objectives of this project?

.....  
.....  
.....

2. Describe how your project addresses the objectives of the Community Capital Infrastructure Grants Program (page 3)? To be eligible your project must achieve one or more objectives.

.....  
.....  
.....  
.....  
.....  
.....  
.....

**2C. Project Details (cont'd)**

1. Will this grant benefit the Coffs Harbour community? If yes,  Yes  No  
please briefly describe:

.....  
.....  
.....  
.....  
.....  
.....

Please attach any relevant documentation to justify or quantify this stated benefit.  
A key criteria of this grant is to demonstrate community benefit from the project. This section of the application form seeks details regarding the benefit that your project will provide to the local community.

2. Please indicate the number of people who will be involved in your project?

.....  
.....  
.....  
.....  
.....

3. Who has been consulted in the development of the project? Please identify how this was done and what was the outcome? It is important to demonstrate community support for your project.

.....  
.....  
.....

4. Does your organisation have a strategic or business plan?  Yes  No  
Please include a copy as an attachment

5. Describe any experience your organisation has in relation to managing community projects or grant funding?

.....  
.....  
.....

<b>2D. Project Stages</b>			
If this application is for a stage of a larger project please summarise details. Please attach a full project plan.			
<b>Stage</b>	<b>Description</b>	<b>Timeline</b>	<b>Cost</b>
<p>If a project is part of a larger or multi-stage project, individual stages can be applied for, provided that details of all stages, including timelines and commitments are supplied.</p> <p>A staged project must not be reliant on subsequent years funding.</p> <p>Where a stage of a larger project is applied for the project must be a suitable point where if no further funding (any source) was applied then that project would appear suitably complete.</p>			



**Section 3: Scope of Works**

<b>3A. Equipment</b>		
As part of your project are you applying for:		
<b>Equipment</b> (not sporting equipment)	<input type="radio"/> Yes	<input type="radio"/> No
Please specify .....		
Have you provided quotes for equipment over \$500.00	<input type="radio"/> Yes	<input type="radio"/> No
If yes, please provide details of quotes		
Quote 1. ....		\$
Quote 2. ....		\$
Quote 3. ....		\$
Quote 4. ....		\$

<b>3B. Capital Works</b>		
As part of your project are you applying for:		
<b>Capital Works</b>	<input type="radio"/> Yes	<input type="radio"/> No
1. What is the real property description of the proposed site for your project (if known)?	Lot No. ....	Registered Plan No. ....
2. What is the physical address of your project?		
No. / Park Name	.....	
Street Address	.....	
Suburb	.....	
3. Who is the owner of the land or facility where the proposed project is to be located?		
<input type="checkbox"/> Your organisation	<input type="checkbox"/> Coffs Harbour City Council	
<input type="checkbox"/> State Government	<input type="checkbox"/> Other (please provide details below)	
4. Do you have a registered lease or permit to occupy for at least a three year period?		
<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	
<input type="checkbox"/> No	<input type="checkbox"/> Not applicable	

<b>3B. Capital Works (cont'd)</b>	
5. If you do not own the land or facility, do you have the land owner's permission to undertake the proposed project?	
<input type="checkbox"/> Yes (please attach)	<input type="checkbox"/> In progress
<input type="checkbox"/> No	<input type="checkbox"/> Not applicable
6. Please state the stage of readiness your proposed project is at:	
<input type="checkbox"/> Conceptual Stage	<input type="checkbox"/> Tender
<input type="checkbox"/> Detailed Design ('Spade Ready')	<input type="checkbox"/> Sketch Plans
<input type="checkbox"/> Signed Contract	<input type="checkbox"/> Ready to Proceed to Construction
<input type="checkbox"/> Other (Please Specify)	
.....	
7. Do you have Development Approvals from the relevant authorities to support your proposed project?	
<input type="checkbox"/> Yes received (please attach)	<input type="checkbox"/> No – lodged and awaiting decision (please attach evidence of lodgement)
<input type="checkbox"/> No – required and yet to lodge	<input type="checkbox"/> Not required (please provide evidence)

<b>3C. Project Plan</b>	
When is your project due to commence?	
All projects must be completed within one year of the organisation receiving the funds, in accordance with the timeframe set in the application.	
<b>Anticipated Commencement Date:</b> .....	
<b>Anticipated Completion Date:</b> .....	
	Major Steps

**Section 4: Project Funding**

<b>4A. Grant Sought</b>	
	<b>Amount Requested</b>
<input type="radio"/> Category 1 - \$5,000 or less	\$ .....
<input type="radio"/> Category 2 - \$5,001 to \$20,000	\$ .....
<input type="radio"/> Category 3 - \$20,001 to \$100,000	\$ .....
<input type="radio"/> Category 4 – Over \$100,000	\$ .....

<b>4B. Financial Position of the Applicant</b>				
Has your organisation or the sponsor organisation received financial or in-kind support from Council in the last 12 months? If yes, please provide details of amount and purpose:	<input type="radio"/>	Yes	<input type="radio"/>	No
.....				
.....				
Have you received or sought any grants from the State or Federal Government or any other organisation for the project for which this grant is sought? If yes, briefly list details of these grants:	<input type="radio"/>	Yes	<input type="radio"/>	No
.....				
.....				
.....				
Would the project be able to continue with lesser funding?	<input type="radio"/>	Yes	<input type="radio"/>	No
.....				
.....				
.....				
Is Coffs Harbour City Council providing other support towards this project either: financial, services or in-kind support? Please detail.	<input type="radio"/>	Yes	<input type="radio"/>	No
.....				
.....				
<p>Council requires a copy of your financial reports – preferably audited. Please attach a copy to this application. Applicants for funding are required to demonstrate the financial viability of their organisation.</p> <p>Preference is given to organisations that provide a valuable service or benefit for which there are no alternative funding sources.</p>				

<b>4C. Total Project Costs</b>	
Summary of Total Project Costs	\$
Materials (to be purchased or donated)	
Equipment	
Plans / Specifications / Engineering	
Compliance / Approvals	
Professional Labour (eg tradespersons)	
In-Kind Labour (@ \$40.62 per hour)	
Insurance	
Other	
<b>Total Project Cost</b>	<b>\$</b>

<b>4D. Applicant's Contribution</b>	
To be eligible for funding, the applicant must be able to demonstrate co-funding to a minimum of 50%.	\$
Total Project Cost (from first table)	
Cash Contribution (a minimum 20% cash contribution is required)	
Other Grant Income (please provide details)	
Sponsorships (please provide details)	
Donated Materials or Equipment (please provide details)	
In-Kind Labour (@ \$40.62 per hour)	
Other	
<b>Total Applicant's Contribution</b>	<b>\$</b>
<b>Total % of Project Cost</b>	<b>%</b>

4E. Annual Maintenance Costs	
1. What is the expected lifecycle of the project (years)?	
2. What are the expected annual maintenance costs?	
Parts	\$
Labour	\$
Compliance (licences / permits etc)	\$
Insurance	\$
Services - Water	\$
Services - Electricity	\$
Other	\$
<b>Total</b>	\$
<b>Total Maintenance Costs</b> (no. of years x annual maintenance costs)	\$
3. What contribution (financial or otherwise) will your organisation make towards the annual maintenance costs? ..... ..... ..... .....	
Annual and other costs will significantly contribute to the Total Lifecycle Costs of the project. These costs will have an important bearing as part of the consideration of your application. Please consider carefully the implications of these costs.	
Will the project require funding beyond this grant? <input type="radio"/> Yes <input type="radio"/> No	
If yes, please provide details. ..... ..... .....	

<b>4F. Other Project Costs</b>		
If there is any other costs associated with the project that may not be considered annual maintenance, please supply details, estimated costs and expected time period.		
	<b>Expected Time Period</b>	<b>Estimated Cost</b>
		\$

<b>4G. Project Revenue</b>		
Will this project have a revenue stream, either derived as an outcome of completion of the project or via user fees, or otherwise? For example: Entry / use fees for the project (as projects are to have community benefit information should be provided as to why the community would be required to pay for use).		
<b>Revenue Stream</b>	<b>Expected Time Period</b>	<b>Estimated Income</b>
		\$

**Section 5: Project Evaluation**

<b>5A. Project Evaluation</b>
How will the project be evaluated and by whom? (i.e photographs, statistics etc) ..... ..... .....
Council requires acquittal of all donations, within three months of conclusion of the project. The successful organisation is to complete the "Community Capital Infrastructure Grants Program Acquittal Form". The recipient organisation is required to detail the manner in which the funds have been expended and a brief description of the outcomes. It is also a requisite that audited financial statements are provided by 30 August, where the organisation received funding in excess of \$20,000.
Organisations that do not complete an acquittal of the donation will not be eligible for a future donation.

**Section 6: Environment**

**6A. Environmental Considerations**

Any project that has direct interaction with the environment will be assessed as part of a risk management assessment.

Please detail any known factors that either have a positive or negative effect on the natural environment of Coffs Harbour, and how this effect will be maximised or minimised.

Consider regulated issues such as waste, sewerage, noise, visual impact etc and how this will impact on the environment as part of the proposed project. Detail any known factors that are in conflict with the general amenity of the area in which the project is to be completed.

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**Section 8: Certification and Undertaking**

I certify that all details supplied in this application form and in any attached documents are true and correct to the best of my knowledge, and that the application has been submitted with the full knowledge and agreement of the applicant group/organisation.

Applicant organisations must be based in the Coffs Harbour City Council local government area or must be affiliated with, or service clients with the Coffs Harbour City Council local government area.

An undertaking is given that all funds granted by Council will only be expended on the project for which the funds were sought as applied for in this application. The grant request must be for an activity or service provided within a 12 month period as approved by Council. Should an applicant not be in a position to expend the funds within the year, the applicant should prepare a written explanation and proposed time frame for the expenditure.

If an organisation wishes to modify its request or alter the proposed project, the applicant should make this request in writing. It is at the discretion of the General Manager as to whether the intent of this modification meets Council's objectives.

Council will not make retrospective grants.

Where possible or feasible, recipients of the Community Capital Infrastructure Grants Program are requested to give public recognition to the donation received from Council, and acknowledge Council's financial assistance on any related promotional material.

I have read and followed the guidelines of this application form.

Signature: .....

Name: .....

Position: .....

Date: ..... / ..... / .....

**Section 9: Organisation's Bank Account Details**

Grants will only be made to organisations, not to individuals. Council prefers to pay approved grants by direct deposit to the organisation's bank account.

Please provide details of your bank details below.

Bank Name: .....

Name of Bank Account: .....

BSB: .....

Account Number: .....

Successful applicants will be requested to provide a tax invoice, if your organisation is registered for GST or an invoice if the organisation has an ABN but is not registered for GST. If you do not hold an ABN, a 'Statement by Supplier' form will be required.

**CHECKLIST**

- All applicable sections of the application form have been completed, as outlined in the guidelines.
- Strategic or Business Plans
- A copy of the most recent annual report, including financial statements of income and expenditure - preferably audited.
- A copy of the applicant's current public liability insurance policy (i.e. Certificate of Currency).
- Project Plan
- Required Quotes or financial information for your application
- Additional information in support of your application eg copies of relevant approvals, letters of support, further information.

**Optional Information**

This information will be valuable to Council in preparing (and updating) its Community Register. It is however optional and your request for financial assistance will be considered whether you complete it or not.

List the office bearers or board members of your group/organisation.

Name	Position	Contact Phone Number

For further information or assistance with this application please contact Council's Accountant -Special Projects on 6648 4281.

**Privacy Advice**

The personal information Council has collected or is collecting from you is personal information for the purposes of the Privacy and Personal Information Protection Act 1998 (PPIPA). Council will only use this information in accordance with the PPIPA.

The supply of this information by you is voluntary. However, if you cannot provide or do not wish to provide the information sought, the Council may be limited in dealing with your application/request. Council requires this personal information from you in order to process your application.

You may make application for access or amendment to your personal information held by Council. Council will consider any such application in accordance with the PPIPA. Council is to be regarded as the agency that holds the information.

OFFICE USE ONLY Assessment Outcomes	
Name & Position	..... .....
Eligible for Grant? <i>(Does the grant meet the guidelines)</i>	<input type="radio"/> Yes <input type="radio"/> No Comments: ..... ..... .....
Further information required:	..... ..... .....
Supported / Not supported:	<input type="radio"/> Yes <input type="radio"/> No      Amount Recommended: \$ .....
Reasons given by panel:	..... ..... ..... .....
Further questions asked by panel	..... ..... .....
DataWorks record number:	
Date request received:	
Date acknowledgment letter sent:	
Further information requested:	
Application approved:	<input type="radio"/> Yes <input type="radio"/> No      Council minute:
Notified of outcome:	<input type="radio"/> Yes <input type="radio"/> No      Date Notified:
Payment processed:	<input type="radio"/> Yes <input type="radio"/> No      Date:
Entered into database:	<input type="radio"/> Yes <input type="radio"/> No

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## **BANK BALANCES AND INVESTMENT FOR JULY 2013**

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### **Purpose:**

To list Council's Bank Balances and Investments as at 31 July 2013.

### **Description of Item:**

A copy of the state of Bank Balances and Investments as at 31 July 2013 is attached.

It should be noted that Council is required to account for investments in accordance with the Australian International Financial Reporting Standards. As such the ledger balances at the end of each month reflect market value movements which would be inclusive of accrued interest.

Interest when paid, say quarterly, would result in reductions in the market value of the investments.

The Investment Report reflects the above requirements and reflects the interest earned (or accrued) on each investment, based on the acquisition price.

Reports written by CPG Research & Advisory Pty Ltd (Council's investment portfolio advisors) which examine economic and financial markets data for July 2013, review market data for June 2013 (including Australian Economic Data charts), review the performance of Council's investment portfolio for month ended 31 July 2013 and for the quarter ended 30 June 2013 are available in the Councillors Resource Centre.

### **Sustainability Assessment:**

- **Environment**

There are no perceived current or future environmental impacts.

- **Social**

There are no perceived current or future social impacts.

- **Civic Leadership**

Council invests surplus funds to maximise investment income and preserve capital to assist with funding requirements for projects listed under the Coffs Harbour 2030 Community Strategic Plan.

- **Economic**

#### **Broader Economic Implications**

Council's investments are held according to the requirements stated within Council's investments policy and the returns are acceptable in relation thereto. In the long term earnings from investments can vary due to economic conditions and financial markets. Council constructs its investment portfolio with consideration of current conditions and to comply with the DLG investment policy guidelines.

### **Delivery Program/Operational Plan Implications**

For July 2013 it is noted that after deducting, from the total bank and investment balances of \$157,838,242 the estimated restricted General, Trust, Water and Sewerage cash and investments (\$157,796,740) the Unrestricted Cash is \$41,502.

### **Risk Analysis:**

The likelihood of risks associated with New South Wales Local Government's investing funds is now remote due to the conservative nature of investments permitted under statutory requirements. The risks of capital not being returned in relation to each individual investment Council owns is indicated in the attachment. The main risks for Council's investment portfolio are liquidity and credit risk, both of which are being managed under the advice of CPG Research & Advisory Pty Ltd.

### **Consultation:**

Council's investment advisors, CPG Research & Advisory Pty Ltd have been consulted in the preparation of this report.

### **Related Policy and / or Precedents:**

Council funds have been invested in accordance with Council's *Investment Policy* (POL-049), which was adopted on 22 August 2013.

### **Statutory Requirements:**

Local Government Act 1993 – Section 625  
Local Government Act 1993 – Investment Order (dated 12 January 2011).  
Local Government General Regulation 2005  
The Trustee Amendment (Discretionary Investments) Act 1997 – Sections 14A(2), 14C(1) and 14C(2).

### **Issues:**

Nil.

### **Implementation Date / Priority:**

Nil.

Further details are provided as a note on the attachment.

### **Recommendation:**

1. That 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 fifty seven million, eight hundred and thirty eight thousand, two hundred and forty two dollars (\$157,838,242) as at 31 July 2013 be noted.
2. That the general fund unrestricted cash and investments totaling forty one thousand, five hundred dollars and two dollars (\$41,502) as at 31 July 2013 be noted.

**BANK BALANCES AND INVESTMENTS AS AT 31 JULY 2013**

	Credit Rating at 31/7/13	Legal Maturity	Acquisition Price \$	Market Value as at 1/7/13 \$	Market Value as at 31/7/13 \$	Income Earned (net of fees) Financial Yr to Date \$	Annualised Monthly Return (Managed Funds) Current Coupon	Risk of capital not being returned
<b>OVERNIGHT FUNDS:</b>								
<b>Cash - Fair Value movements through profit &amp; loss</b>								
NAB - Bank Accounts	AA-			2,785,020	2,742,567	6,659	2.66	Low
UBS Cash Management Trust Members Equity Bank - Business Investment Account	AAA			48,702	123,380	-	2.02	Low
NAB Professional Funds Account	BBB			25	70	0	3.60	Low
Delphi Bank - Cash Mment Acct1	AA-			9,290	56,586	1,109	3.15	Low
Rabo Bank - Premium Cash Manager	A-			10,462	17,712	(46)	2.50	Low
Suncorp Business Saver	AA			1,006,359	6,463	103	4.00	Low
CUA Prime Access	A-			321	82	-	3.25	Low
	NR				82	-	0.01	Low
<b>Total</b>				<b>3,861,261</b>	<b>2,947,182</b>	<b>7,826</b>		
<b>BENCHMARK RATE - 11 AM INDICATIVE CASH RATE</b>								
							2.75	
<b>BENCHMARK RATE - UBS BANK BILL INDEX</b>								
							3.02	
<b>Term Deposits - Fair Value movements through profit &amp; loss</b>								
Investec 17/11/14	BBB-	17/11/2014	8,000,000	8,000,000	8,000,000	51,163	7.63	Low
Investec 29/6/16	BBB-	29/06/2016	1,000,000	1,000,000	1,000,000	6,344	7.47	Low
Investec 8/7/15	BBB-	8/07/2015	1,000,000	1,000,000	1,000,000	6,124	7.21	Low
Investec 8/8/16	BBB-	8/08/2016	2,500,000	2,500,000	2,500,000	14,205	6.69	Low
Investec 14/8/15	BBB-	14/08/2015	1,800,000	1,800,000	1,800,000	9,830	6.43	Low
AMP 24/5/16	A	24/05/2016	5,000,000	5,000,000	5,000,000	31,212	7.35	Low
AMP 10/3/14	A	10/03/2014	2,000,000	2,000,000	2,000,000	7,389	4.35	Low
Arab Bank*	A-	7/05/2018	1,500,000	1,500,000	1,500,000	5,988	4.78	Low
Westpac 27/6/14	AA-	27/06/2014	1,000,000	1,000,000	1,000,000	5,521	6.50	Low
Westpac 6/5/14	AA-	6/05/2014	4,000,000	4,000,000	4,000,000	14,268	4.20	Low
NAB 9/3/15	AA-	9/03/2015	2,900,000	2,900,000	2,900,000	7,593	4.47	Low
NAB 12/3/15	AA-	12/03/2015	2,500,000	2,500,000	2,500,000	9,576	4.51	Low
Delphi Bank 23/1/15*	A-	23/01/2015	2,000,000	2,000,000	2,000,000	7,457	4.39	Low
Delphi Bank 14/2/14*	A-	14/02/2014	5,000,000	5,000,000	5,000,000	26,938	7.05	Low
Delphi Bank 5/8/15*	A-	5/08/2015	2,000,000	2,000,000	2,000,000	11,381	6.70	Low
Delphi Bank 7/3/14*	A-	7/03/2014	1,500,000	1,500,000	1,500,000	8,982	7.05	Low
Credit Union Australia 11/4/14	BBB+	11/04/2014	1,000,000	1,000,000	1,000,000	5,792	6.82	Low
Credit Union Australia 12/5/14	BBB+	12/05/2014	2,000,000	2,000,000	2,000,000	11,483	6.76	Low
Credit Union Australia 9/5/14	BBB+	9/05/2014	500,000	500,000	500,000	2,827	5.95	Low
Quay Credit Union	NR	9/08/2013	1,000,000	1,000,000	1,000,000	5,521	6.50	Low
Suncorp 11/8/14	A-	11/08/2014	3,000,000	3,000,000	3,000,000	16,052	6.30	Low
Suncorp 23/12/13	A-	23/12/2013	1,000,000	1,000,000	1,000,000	4,281	6.04	Low
Rural Bank	A-	30/10/2013	2,000,000	2,000,000	2,000,000	7,474	4.40	Low
Bank of Queensland 4/9/17	BBB	4/09/2017	2,000,000	2,000,000	2,000,000	9,597	5.65	Low
Bank of Queensland 5/2/18	BBB	5/02/2018	3,000,000	3,000,000	3,000,000	13,122	6.15	Low
Bank of Queensland 5/3/18	BBB	5/03/2018	2,000,000	2,000,000	2,000,000	8,663	5.10	Low
Bank of Queensland 17/5/17	BBB	17/05/2017	1,000,000	1,000,000	1,000,000	3,949	4.65	Low
Rabo Direct 24/3/16	AA	24/03/2016	5,000,000	5,000,000	5,000,000	30,363	7.15	Low
Rabo Direct 10/6/15	AA	10/06/2015	1,000,000	1,000,000	1,000,000	5,680	6.70	Low
Rabo Direct 13/4/15	AA	13/04/2015	1,000,000	1,000,000	1,000,000	3,822	4.50	Low
ING 17/8/17	A	17/08/2017	2,000,000	2,000,000	2,000,000	10,209	6.01	Low
ING 8/9/17	A	8/09/2017	2,000,000	2,000,000	2,000,000	9,512	5.60	Low
ING 7/5/18	A	7/05/2018	1,500,000	1,500,000	1,500,000	5,937	4.66	Low
ING 4/9/13	A	4/09/2013	3,000,000	3,000,000	3,000,000	10,931	4.29	Low
Wide Bay 29/7/16	BBB	29/07/2016	1,000,000	1,000,000	1,000,000	6,030	7.10	Low
Wide Bay 8/8/16	BBB	8/08/2016	1,000,000	1,000,000	1,000,000	6,030	7.10	Low
ME Bank 15/5/14	BBB	15/05/2014	2,000,000	2,000,000	2,000,000	7,219	4.25	Low
ME Bank 2/5/13	BBB	2/05/2013	2,000,000	2,000,000	2,000,000	7,304	4.30	Low
ME Bank 2/6/14	BBB	2/06/2014	2,000,000	2,000,000	2,000,000	7,134	4.20	Low
ME Bank 15/10/13 (RPT)	BBB	15/10/2013	1,300,000	-	1,300,000	2,450	4.30	Low
Police Credit Union 26/2/15	NR	26/02/2015	1,000,000	1,000,000	1,000,000	3,932	4.63	Low
Police Credit Union 17/5/16	NR	17/05/2016	500,000	500,000	500,000	1,915	4.51	Low
Bendigo & Adelaide Bank	A-	16/04/2014	2,800,000	2,800,000	2,800,000	10,226	4.30	Low
CBA 16/5/16	AA-	16/05/2016	1,000,000	1,000,000	1,000,000	3,822	4.50	Low
CBA 17/5/16	AA-	17/05/2016	1,000,000	1,000,000	1,000,000	3,824	4.55	Low
CBA 23/5/16	AA-	23/05/2016	1,000,000	1,000,000	1,000,000	3,864	4.55	Low
CBA 30/5/16	AA-	30/05/2016	1,000,000	1,000,000	1,000,000	3,864	4.55	Low
CBA 6/6/16	AA-	6/06/2016	1,000,000	1,000,000	1,000,000	3,864	4.55	Low
CBA 23/10/17	AA-	23/10/2017	2,779,070	2,779,070	2,779,070	7,156	3.03	Low
<b>Total</b>			<b>100,178,070</b>	<b>98,878,070</b>	<b>100,179,070</b>	<b>478,770</b>		

Agenda - Ordinary Meeting 26 September 2013 - CORPORATE BUSINESS DEPARTMENT REPORTS

Attachment

	Credit Rating at 31/7/13	Legal Maturity	Acquisition Price \$	Market Value as at 1/7/13 \$	Market Value as at 31/7/13 \$	Income Earned (net of fees) Financial Yr to Date \$	Annualised Monthly Return (Managed Funds) / Current Coupon	Risk of capital not being returned
<b>Floating Rate Notes:</b>								
<b>Fair Value through Profit &amp; Loss Accounting - movements through profits &amp; loss.</b>								
Bank of Queensland 7/12/15	BBB	7/12/2015	5,034,450	5,048,200	5,066,700	18,500	4.40	Low
Bank of Queensland 30/5/16	BBB	30/05/2016	3,000,000	3,011,250	3,021,480	10,230	4.30	Low
CBA	AA	24/12/2015	15,281,689	15,376,000	15,376,000	158,100	3.79	Low
Macquarie Bank 9/3/17	A	9/03/2017	5,000,000	5,270,880	5,276,805	5,725	5.67	Low
Macquarie Bank 24/2/14	A	24/02/2014	1,001,180	1,014,040	1,017,240	3,200	4.86	Low
Arab	A-	12/12/2014	5,000,000	5,017,000	5,000,520	(16,480)	4.28	Low
Suncorp	A-	11/04/2016	2,250,000	2,275,628	2,262,713	10,028	3.76	Low
Total			36,567,319	37,012,988	37,021,258	189,303		
<b>CPPI Notes (Constant Portfolio Protection Insurance)</b>								
<b>Available for Sale Accounting - movements through equity.</b>								
Keolis # (now ZCB)	BBB-	24/08/2013	1,000,000	995,300	995,300	-	0.00	Low
Sub Total			1,000,000	995,300	995,300	-		
<b>Fair Value through Profit &amp; Loss Accounting - movements through profits &amp; loss.</b>								
Lehman #	D	15/06/2009	300,000	-	-	-	0.00	High
Lehman #^	D	15/06/2009	500,000	-	-	-	0.00	High
Sub Total			800,000	-	-	-		
Total			1,800,000	995,300	995,300	-		



**Agenda - Ordinary Meeting 26 September 2013 - CORPORATE BUSINESS DEPARTMENT REPORTS**

Attachment

	Credit Rating at 31/7/13	Legal Maturity	Acquisition Price \$	Market Value as at 1/7/13 \$	Market Value as at 31/6/13 \$	Income Earned (net of fees) Financial Yr to Date \$	Annualised Monthly Return (Managed Funds) / Current Coupon	Risk of capital not being returned
<b>Floating Rate Term Deposits:</b>								
Westpac	AA-	9/09/2013	2,000,000	2,000,000	2,000,000	6,048	3.56	Low
Bank of Queensland	BBB	26/02/2016	1,500,000	1,500,000	1,500,000	5,491	4.31	Low
ING	A	27/02/2015	2,000,000	2,000,000	2,000,000	7,168	4.22	Low
NAB Flexi Deposit	AA	16/08/2013	2,000,000	2,000,000	2,000,000	6,438	3.79	Low
<b>Total</b>			<b>7,500,000</b>	<b>7,500,000</b>	<b>7,500,000</b>	<b>25,145</b>		
<b>Fixed Coupon Bonds</b>								
Heritage Bank	BBB+	20/06/2017	6,718,110	6,825,000	7,188,887	2,386	7.25	Low
<b>Total</b>			<b>6,718,110</b>	<b>6,825,000</b>	<b>7,188,887</b>	<b>2,386</b>		
<b>Floating Rate Transferrable Certificate of Deposit</b>								
Greater Building Society	BBB+	15/04/2016	2,000,000	2,019,640	2,007,044	10,042	4.24	Low
<b>Total</b>			<b>2,000,000</b>	<b>2,019,640</b>	<b>2,007,044</b>	<b>10,042</b>		
<b>Other:</b>								
Southern Phone Company Shares	N/A	N/A	2	2	2	-	N/A	Low
			2	2	2	0		
<b>Securities No Longer Held (excluding Managed Funds)</b>								
Bank of Sydney TD	NR	9/07/2013	3,100,000	3,100,000	-	3,440	4.50	Low
Bankwest TD	AA	27/08/2013	2,000,000	2,000,000	-	9,618	6.10	Low
Credit Suisse FRN	A+	18/03/2014	501,745	502,370	-	60	4.00	Low
NAB 15/7/13 (Regional Parks)	AA-	15/07/2013	1,300,000	1,300,000	-	2,303	4.31	Low
Royal Bank of Scotland*	BBB-	17/02/2017	2,501,100	2,235,700	-	(66,600)	3.20	Low
RBS	A+	27/08/2013	1,004,200	1,030,506	-	(276)	7.25	Low
<b>Total</b>			<b>10,407,045</b>	<b>10,168,576</b>	<b>-</b>	<b>(51,456)</b>		
<b>GRAND TOTAL (before fees)</b>				<b>167,261,877</b>	<b>157,838,742</b>	<b>663,017</b>		
<b>Less Portfolio Fees (Advice &amp; Salary)</b>						<b>(13,848)</b>		
<b>GRAND TOTAL</b>				<b>167,261,877</b>	<b>157,838,742</b>	<b>649,169</b>		

# Capital Guaranteed at maturity

^ Ex Infrastructure IMP

\* Rated by Fitch

The dates quoted alongside the name of the product for FRN's, CDO's and Fixed Bonds are first call dates.

First call dates for FRN's & fixed bonds are the likely date of maturity because the investment issuer is severely penalised if monies are not redeemed by that date,

via damage in the market to their reputation, increased coupon rates and additional capital requirements by APRA.

Term deposits of \$250,000 or less per financial institution are covered under the Commonwealth Government Deposit Guarantee Scheme & therefore by default have the same credit rating as the Commonwealth Government i.e. AAA.

Less Unrealised Capital Gains/(Loss) for Available For Sale Investments

Income to Profit & Loss

\$ -  
\$ 649,169

**TOTAL CASH & INVESTMENTS AS AT 31 JULY 2013**

\$ 157,838,742

**LESS ESTIMATED RESTRICTED EQUITY FOR WATER & SEWER FUNDS**

Water Fund  
Sewer Fund

\$ 35,748,507  
\$ 58,595,392 \$ 94,343,899

**GENERAL FUND CASH & INVESTMENTS**

\$ 63,494,843

**LESS TRUST FUND BALANCES AS AT 31 JULY 2013**

\$ 1,468,238

**LESS ESTIMATED RESTRICTED EQUITY FOR GENERAL FUND (developer contributions, grants, reserves etc).**

\$ 61,985,103

**ESTIMATED GENERAL FUND UNRESTRICTED CASH & INVESTMENTS AS AT 30 JUNE 2014**

\$ 41,502

I hereby certify that Council's investments have been made in accordance with the Local Government Act 1993, Regulations and Council's Investment Policy.

  
Responsible Accounting Officer.

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**FINANCIAL RESULT FOR YEAR ENDED 30 JUNE 2013**

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**Purpose:**

To report on the final results of the financial position of various activities to the year ended 30 June 2013.

The following attachments are included with this report:

- Attachment 1 - Summary of Significant Results by Department
- Attachment 2 - Budget Summary at Department Level
- Attachment 3 - 2012/13 Program Results at Program/Department Level, and
- Attachment 4 - Revotes from 2012/13 to 2013/14.

**Description of Item:**

**GENERAL ACCOUNT**

The following reflects Council's overall result for the financial year ended 30 June 2013:

	<b>\$</b>	
Original Budget at 1 July 2012	(308,365)	deficit
Budget Variations during year	309,621	surplus
Revised budget at 30 June 2013	<u>1,256</u>	surplus
Additional revenue sources /cost savings (see below)	<u>435,842</u>	surplus
	<u>437,098</u>	surplus
Additional projects and services voted during the year (see below)	<u>(394,500)</u>	deficit
<b>Actual budget surplus at 30 June 2013</b>	<b><u>42,598</u></b>	<b>surplus</b>

This result reflects Council's overall position for 2012/13 and includes all net revenue revotes tabled in Attachment 4 amounting to \$4,489,185.

Compared to Council's predicted budget surplus of \$1,256 to the end of June, the result reflects a surplus of \$41,342. This result is reflective of the actual income and expenditure for the year and significant variations since the June budget review.

The major items contributing to the variation between the June estimate and actual are (rounded).

Surplus as per June budget review	\$	\$
		1,256
Add Surplus results:		
Community Village Operations	16,800	
Property Rentals	19,100	
Rural Fire Management Centre	41,500	
Section 94 Recoupment	20,200	
Land Use Planning staff costs	34,900	
Dog Impounding Fees and fines	24,400	
City Services Support staff and ancillary costs	33,100	
Library Computer maintenance	13,900	
Operational Administration staff costs	61,200	
Urban Roads Verge Mowing	43,300	
Sealed Roads Reseals	60,300	
Street Lighting Operating Costs	15,600	
Other Items	<u>51,542</u>	
		435,842
Less Deficit results:		
Copying & Enquiry Fees	(32,400)	
Domestic Sewage Inspections	(36,300)	
Urban Roads Maintenance	(49,600)	
Rural Roads Sealed Maintenance	(92,800)	
Sealed Roads Rehabilitation	(93,000)	
Car parks operational costs	(32,200)	
Street Cleaning	(33,800)	
Drainage repairs and maintenance	<u>(24,400)</u>	
		(394,500)
Final surplus result		42,598

The Developer Contributions (S94) recoupment was collected from the following plans:

	\$
Regional Community Facilities	439
Woolgoolga District Community Facilities	3,518
Regional Libraries	17,448
West Coffs Neighbourhood Open Space	12,012
North Bonville Planning Studies	118
Donn Patterson Drive	46,309
Lamberts Rd	677
West Coffs Planning Studies	1,109
Moonee Planning Studies	1,989
West Korora Planning Studies	3,796
West Woolgoolga Planning Studies	161
North Boambee Planning Studies	12,068
North Boambee Fire Services	86
Coffs Road Network	<u>106,694</u>
<b>Total</b>	<b><u>206,424</u></b>

The Developer Contributions recoupment has been distributed as follows:

	\$
Transferred to the Coffs Road Network Future Funding Reserve as per Council resolution of the Corporate Services Meeting 4 December 2003.	106,694
Revenue budgeted	79,567
Surplus income (not budgeted)	20,163
	<u>206,424</u>

Further comments regarding additional revenue sources and cost savings are included in Attachment 1.

### **WATER ACCOUNT**

A comparison of actual results to estimates is as follows:

	\$	
Management Expenses	186,797	surplus
Maintenance and Operating	55,568	surplus
Miscellaneous	(78,668)	deficit
Capital Expenditure	184,656	surplus
Regional Water Supply	511,760	surplus
Untied Funding	1,620,590	surplus
<b>Total Water Account Variation</b>	<u><b>2,480,703</b></u>	<b>surplus</b>

The Water Account deficit for the year is \$1,362,977. This result reflects the following variations:

	\$	
Original Budget at 1 July 2012	(4,397,830)	deficit
Budget variations during year	554,150	surplus
Revised Budget at 30 June 2013	(3,843,680)	deficit
Additional revenue sources /cost savings gained	2,668,271	surplus
	(1,175,409)	deficit
Additional projects voted during the year	(187,568)	deficit
<b>Actual budget deficit at 30 June 2013</b>	<u><b>(1,362,977)</b></u>	<b>deficit</b>

Comments on additional revenue sources and cost savings are included in Attachment 1.

### **SEWER ACCOUNT**

A comparison of actual results to estimates is as follows:

	\$	
Management Expenses	101,961	surplus
Maintenance and Operating	51,248	surplus
Miscellaneous	(77,604)	deficit
Capital Expenditure	465,624	surplus
Untied Funding	2,596,454	surplus
<b>Total Sewer Account Variation</b>	<u><b>3,137,683</b></u>	<b>surplus</b>

The Sewer Account surplus for the year is \$281,902. This result reflects the following variations:

	<b>\$</b>	
Original Budget at 1 July 2013	(3,542,337)	deficit
Budget variations during year	<u>686,556</u>	surplus
Revised Budget at 30 June 2013	(2,855,781)	deficit
Additional revenue sources /cost savings gained	<u>3,463,741</u>	surplus
	607,960	surplus
Additional projects voted during the year	<u>(326,058)</u>	deficit
<b>Actual budget surplus at 30 June 2013</b>	<b><u>281,902</u></b>	<b>surplus</b>

Comments on additional revenue sources and cost savings are included in Attachment 1.

**REVOTES**

Attachment 4 is a list of revotes which are for works that have not commenced or were incomplete at 30 June 2013.

Council will need to review the proposed revotes and revoke the expenditure.

The revotes may be summarised as follows:

SUMMARY	REVOTE \$	FUNDING			
		Revenue \$	External \$	Environmental Levy \$	Restricted Equity \$
General Account	33,520,744	4,489,185	4,435,670	269,550	24,326,339
Water Account	589,774	285,734			304,040
Sewer Account	11,411,435	94,610	1,337,558		9,979,267

**Sustainability Assessment:**

- **Environment**

Environmental impacts in relation to expenditure being revoted in this report would have been dealt with at the time the original funds were allocated.

- **Social**

The provision of basic infrastructure and community services is an essential requirement of maintaining community wellbeing.

- **Civic Leadership**

Council has provided sound civic leadership in achieving a surplus above that already budgeted as at June 30. It will continue to endeavour to attain similar results in future years in line with the 2030 Community Strategic Plan.

- **Economic**

**Broader Economic Implications**

When dealing with increased community demands Council has to focus on the balance of providing services with the limited funds available. Council must also ensure that a healthy financial position is maintained to ensure ongoing viability of the organisation.

**Delivery Program/Operational Plan Implications**

This report provides Council with a comparison of the financial outcomes for the provision of services to the community to the original and subsequent budget allocations adopted by Council.

**Risk Analysis:**

Not applicable.

**Consultation:**

The budget and revote review was considered and approved by Executive Staff after consultation with all relevant managers.

**Related Policy and / or Precedents:**

The Director of Corporate Business has provided guidelines to staff regarding their responsibilities relating to effective and transparent budget review and assessment processes. This framework provides guidance in achieving the objective of a year end balanced budget in the General Fund.

**Statutory Requirements:**

Under local government regulations Council is required to submit a quarterly budget review to Council. Therefore Council is under no obligation to provide monthly reviews but has recommended they be completed as part of prudent financial management.

The Responsible Accounting Officer believes this report indicates the financial position of the Council is satisfactory, having regard to the original estimate of Income and Expenditure.

**Issues:**

Currently any major budget issues are collated and addressed on a monthly basis via a separate report to the Corporate Development Team.

**Implementation Date / Priority:**

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

**Recommendation:**

1. That the results for the financial year 2012/13 be noted as follows:

	\$	
<b>General Account</b>	<b>42,598</b>	<b>surplus</b>
<b>Water Account</b>	<b>(1,362,977)</b>	<b>deficit</b>
<b>Sewer Account</b>	<b>281,902</b>	<b>surplus</b>

2. That the various revotes from 2012/2013 to 2013/2014 as detailed in Attachment 4 as follows, be adopted.

SUMMARY	REVOTE \$	FUNDING			
		Revenue \$	External \$	Environmental Levy \$	Restricted Equity \$
General Account	33,520,744	4,489,185	4,435,670	269,550	24,326,339
Water Account	589,774	285,734			304,040
Sewer Account	11,411,435	94,610	1,337,558		9,979,267

3. Council endorses the revote of \$200,000 for the potential replacement of a core software system.
4. Council endorses the revote of \$150,000 of surplus funds to assist in reducing the 2013/14 deficit.

**GENERAL ACCOUNT**

A comparison of actual results to revised budget for the year ended 30 June 2013 is as follows:

<b>Department</b>	<b>Variance</b>	
	<b>\$</b>	
Civic Management and City Resources	(9,996)	deficit
Corporate Business	106,072	surplus
Land Use, Health & Development	36,625	surplus
City Services	(89,136)	deficit
Untied Funding	(2,223)	deficit
<b>Total General Account variation</b>	<b><u>41,342</u></b>	<b>surplus</b>

Some items worthy of particular mention are:

**Civic Management & City Resources**

**Civic Management**

The following items require revoting:

- \$72,002 for review and implementation of the 2030 project, required by legislation following ordinary election
- \$19,191 for Sister City Visit – Sasebo delegation visit scheduled for August 2013 to mark anniversary of sister city agreement.

**Community Facilities**

A revote of the following projects funded by the Community Facilities reserve is required:

- Public Amenities Upgrade
- City Park (Brelsford Park)
- Woolgoolga Netball Courts
- Land Purchase 215A Harbour Drive

**Corporate Business Department**

The overall result from the Corporate Business Departments is a \$106,072 surplus.

**Marketing and Tourism**

The following items require revoting:

- Events Marketing - for existing commitments;
- Advertising & Promotion – to finalise marketing campaign funded by Destination NSW
- Conference Bid seed funding – Current 2013 bids underway
- Business Events Support – potential relocation of VIC, architectural plans completed and final business plan to be considered by Executive Team in September 2013.

**Property and Commercial Services**

A revote of \$352,358 is required for Museum Renovations at 215A Harbour Drive. Council has made a grant submission for additional funding in 2013/14 to complete the work.



### **Leasing and Asset Management**

The requested revotes for this program are:

- Boambee East Community Village Maintenance - additional funds required for maintenance expenditure (per GM12/16 – 24 May 2012)
- Buildings Maintenance and Repair – Woolgoolga and Toormina Library building repairs to be carried out in 2013/14 (per CB13/34 – 23 May 2013)
- Public Toilet Improvements - Riding Lane amenities refurbishment required minor changes to traffic and car park arrangements. Consultation has now been completed and bollards and line marking will now be undertaken to finalise the project
- Marcia St Rental Premises Refurbishment – waiting on lessee to finalise car space allocation requirements to complete works
- Community Village Roadworks Upgrade – Road works plan has been revised by CityWorks branch, project scheduled for completion in October 2013.

### **Swimming Pool**

A revote of \$40,000 is required to complete the Pool Access Hoist installation.

### **Regional Airport**

The following capital infrastructure and developmental projects require revote:

- Airport Land Use Plan – to be finalised in 2013/14
- Airport Strategic Plan – Strategic plan to be completed in 2013/14
- Planned Enhancements GA – funds required to finalise enhancement works
- Air Conditioning – project completion scheduled for 2013/14
- Runway Overlay – Project construction to commence in first quarter of 2013/14
- Terminal Area Masterplan – Funds to be used in conjunction with the budget allocation to update the masterplan in 2013/14.

These commitments are in line with Council's long term financial plan.

### **Sports Unit**

The following items require revoting:

- Stadium Operating – Upgrade of Stadium Scoreboard required in 2013/14;
- Woolgoolga Netball Courts Upgrade – ongoing repairs while awaiting report on viability of full resurface;
- Stadium Capital Projects – Stadium CCTV installation at cash handling points per internal audit report recommendation.

### **Administration**

The requested revotes for this program are:

- CBD Commercial Study – required to finalise project;
- CBD Masterplan – required for ongoing CBD works not yet completed/assessed (per CB11/30 – 9 June 2011);
- Masterplan Works (SRV) – for CBD traffic flow works to be completed.

### **Governance and Legal Services**

Revotes are necessary to meet costs related to:

- Internal Audit Quality Assurance – to continue carrying out new Internal Auditor quality assurance process;
- Consultancy Costs – for finalization of Business Continuity Plan;
- Audit Committee Costs – for increase in sitting fee and independent committee members increased from two to three;
- Legal Expenses Contingency – as per Council resolution (CB13/48 – 8/8/13);
- Insurance Rebate Risk Mitigation projects – Rebate received at the end of 2012/13 financial year and projects still underway.

### **Rural Fire Service**

These budgets are raised in accordance with allocations issued by the NSW Fire Service which are based on applications by each regional manager. These applications are formed around previous full years actual costs which are 18 months in arrears by the time allocations are made. As a result there are lengthy time lags in ascertaining what budgets should be in relation to current trends. There is a surplus of \$41,520 which is primarily from savings in alarm monitoring in the RFS management centre at Aviation Drive. Alarm monitoring is now handled via dispatch from Head Office which is at no cost.

All requested revotes for the various station upgrades are fully funded by grant or reserve.

### **Information Services**

The following comments relate to the IT revotes:

- Consultancy Costs – Developer Contributions system implementation
- Computer Hardware and Software - further equipment purchases required
- Payroll HR System – implementation underway
- DataWorks Software Upgrade – first stage complete, second stage due third quarter 2013/14
- Proclaim Software Upgrade –due to commence in second quarter of 2013/14
- Archiving/Digitising of DA's – project on track for completion June 2014.

Council may incur an additional cost related to the possible replacement of a core system. The software provider is currently under administration. The implementation of a replacement system would likely be in 2013/14 and 2014/15. Recommendation 3 in this report allocates \$200,000 of the surplus in 2012/13 to 2013/14 for this purpose. Additional funds would have to be in the budget for 2014/15 to finalise the acquisition and implementation.

### **Telecommunications and New Technology**

This trading operation is made up of a number of projects for which Council has been contracted by both internal and external parties. These revenue streams include the provision of optical fibre cabling and CCTV installation as well as the sale of telemetry switchboards. This year the program has made a profit of \$183,134 which has been transferred to reserves for future use as required by the private works policy.

## **Finance**

The following comments relate to the Finance revotes:

- Events Seed Funding - earmarked for several regional events in 2013/14 and has been funded by the city centre rate
- Front Counter Salaries – essential survey work is required to digitise the cemetery information in relation to Customer Service functions and Council's business continuity plan to eliminate data held only in hard copy records.

## **Plant**

The revote of \$782,000 for Plant Replacement relates to the purchase of both minor and major plant items which have been ordered in 2012/13 but not yet received and the implementation of an electronic plant and vehicle monitoring system.

## **Program Support**

A revote of \$3,725 is required for the EL Matching Grant Funding Pool funded by the Environmental Levy.

## **Human Resources and Organisational Development**

A revote of \$2,707 is required to continue the grant funded Operational Workers Core Strength Improvement Program and \$19,885 for the Health & Wellbeing program

## **Land Use Health & Development Department**

The overall result from the LUHD Department is a \$36,625 surplus.

## **Land Use Planning**

The following comments relate to the planning revotes:

- Staff Costs – additional staff hours required in 2013/14 to assist with completion of the Land Use Planning Program;
- Placemaking (Woolgoolga Master Plan Review) – plan to be completed in 2013/14 as project adopted by Council in late 2012/13;
- Bonville Rural Residential Studies – studies to be completed in 2013/14;
- Community Based Heritage Review – required for advertising expenses after draft document reported to Council in October 2013;
- LEP Review – deferred areas environmental studies project commissioned late 2012/13 and funds required to continue review works;
- North Boambee Valley Release Area – several key issues have been identified during consultancy works and must be resolved before project can be finalised;
- S-Team Project Expenditure – ongoing projects to be completed in 2013/14;
- Foreshores Enquiry by Design – project ongoing as exhibition period was extended until August 2013.

**Land Use Assessment**

The following comments relate to the assessment revotes:

- Contractors/casual staff costs – engaged for final pool inspections and urban design;
- Urban Design Consultants – to allow for Development Applications that cannot be assessed by Council to be independently reviewed by qualified consultants;
- Compliance – development of the compliance team and framework has been delayed
- Digital Local Government Program – Government grant funded project with activities allocated for 2013/14;
- ePlanning – due to delays with the gazettal of the new LEP this project is expected to be completed in 2013/14.

This program has a surplus result of \$40,512.

**Environmental Services**

The results of the programs within the branch are:

	<b>\$</b>	
Environmental Management	(41,758)	deficit
Public Health and Safety	(1.066)	deficit
Waste Management (deficit funded from Waste Reserve)	Nil	

Total revotes are \$1,054,191 of this:

- \$532,060 relates to the Coramba Fuel Remediation works
- \$145,952 are Environmental Levy funded
- \$300,646 NRCMA Jaliigir projects (fully grant funded)
- \$44,311 Orara River Health project (fully grant funded).

**Ranger Services**

Increased fines have contributed towards the surplus of \$24,646.

**Waste Management**

In relation to this budget, all surpluses and deficits are reflected through the Waste Management Reserve.

Revotes of \$627,309 are required of which \$58,151 is for Public Place Recycling. The remainder relates to fully grant funded works.

**City Services Department**

The overall result from the City Services Department is a \$89,136 deficit.

**Asset Systems**

This program has a surplus of \$6,920. The only revote requested relates to consultancy costs. We have engaged Infomaster to undertake Water and Sewer scoping works.

**Community Development**

The Library and Community Services programs resulted in a surplus of \$34,170, this included savings in computer systems maintenance, jetty theatre costs, staff costs and some small gains in library income.

Revotes for the library total \$327,824 being:

- \$8,000 to implement unique material recovery module on spydus
- \$8,922 for unfilled standing / blanket orders for library books
- \$6,305 for new workstation and purchase of public access wifi equipment
- \$82,296 is for local priority projects, fully grant funded
- \$2,097 for revitalising regional libraries, fully grant funded
- \$6,554 for Digital Coffs Harbour, fully grant funded
- \$213,650 for RFID Implementation project, which is fully grant funded under the Country Libraries state government program

All Community Services revotes are primarily funded by grants from various state and federal bodies. The only revenue revotes are for performing arts and youth week activities which will conclude early in the next financial year.

#### **Economic Development Unit**

The following comments are relevant in terms of the requested revote:

- Digital Enterprise Project – fully grant funded and committed for the development of the Federal communications and digital strategy, with a proposed completion date of 31 September 2014.

#### **Environmental Laboratory**

The trading result for the year is a surplus of \$72,089.

#### **Operational Administration**

The operating result for the year is a surplus of \$56,648 with a request for revotes for the depot upgrade at Nana Lane to improve staff accommodation.

#### **Recreational Services**

This program has a deficit result of \$15,737 which includes expenditure of \$10,940 relating to Natural Disaster works that will not be funded under the grant approval. The bulk of the revotes are funded by Section 94 reserves, the Environmental Levy or tied to grants and contributions made by external parties. The only fully revenue funded items for revote are:

- Friends of the park pilot program
- Botanic Garden / Japanese Garden Development

In relation to the Open Space works in the Moonee catchment, it had been initially funded \$2.5m in borrowings (repayments to be funded from future S94 Contributions) and S94 funds available. The loan to meet the shortfall between S94 funds available and final costs will now not be raised until late into the 13/14 financial year when costs can be more accurately determined. The actual expenditure at 30/6/13 is to be funded from S94 funds with the balance from a temporary internal loan from the ELE Reserve. At 30 June 2013, the 2012/13 amount budgetted for borrowed funds, being \$2.5m, will be revoted and allocated to reimburse the ELE Reserve and the remainder to meet the potential balance in further open space costs. The net result is that the ELE Reserve temporarily funds the shortfall in funding at 30 June 2013 pending the raising of the loan when the Reserve is reimbursed.

### **Regional Roads**

The Regional Roads program has a small deficit result of \$13,146. All revotes are funded by either external grants or contributions.

### **Local Roads**

The Local Roads program has a deficit result of \$137,421. This is mainly a consequence of rehabilitation works at the Taloumbi Rd/ Bray st precinct requiring duplication of work from heavy rain compromising initial seal work. There has also been a reduction in the net revenue received from the transfer stations at Coramba, Lowanna and Woolgoolga.

The revote for the Moonee Beach road reconstruction is dependent on the highway upgrade completion. All other revoted works are related to either Section 94, contribution or grant funds.

### **Bridges**

There has been a minor surplus of \$2,564 within this program.

Revotes are required for the following works:

- \$51,019 Coramba Historical Bridge Maintenance – grant funds provided by RTA under Council's agreement to take over maintenance.
- Major bridge repairs of \$156,996 which are all funded by Council's special rate as approved by the DLG, including:
  - Seccombes Bridge
  - Davies Bridge
  - Other bridges investigation works

### **Footpaths and Cycleways**

This program has a slight surplus of \$1,514 related to unspent footpath and bus shelter repair funds. There have been revotes requested for:

- Bus Shelter construction
- Cycleways construction, which is partially funded by Environmental Levy
- Cycleways design, which is mostly grant funded

### **Parking**

This program has a deficit of \$50,888 due to continued under budgetting of CPI increases for working expenses and operating costs for Castle St and Park Avenue car parks. There has been a revote requested for Castle St Carpark Improvements of \$441,081 which is funded by unexpended loans and jetty area carparking which is Section 94 funded.

### **Street & Toilet Cleaning**

This program has a deficit of \$37,350 due to under budgetting of CPI increases for cleaning and maintenance expenses including plant hire rates.

### **Drainage**

The drainage program has a deficit of \$24,239 which is mainly attributable to drainage repairs and maintenance costs escalating.

## Attachment 1

Council has a program of flood mitigation works of almost \$14 million which includes funding from:

- Natural Disaster Resilience Grants;
- \$6m loan over 20 years of which repayments are funded from the Stormwater Levy;
- A further \$6m loan over 10 years per Council resolution 11/3/10 of which repayments are funded by special rate variation;
- Of this program of works a total of \$8,850,059 needs to be revoted.

### Harbour & Jetty

Program has a surplus of \$345 due to savings in Jetty maintenance works.

### CityWorks – Private Works

This program is made up of a number of projects for which Council has been contracted by external parties. It also includes the operations of both the Nana Lane and Morgans Road nurseries, which both incurred losses, although less than budgetted. This year the entire program has made a profit of \$271,835 which has been transferred to reserves for future use as required by the private works policy.

### Design

The Design branch result is a surplus of \$27,688. The solely revenue funded revotes requested are:

- Banner Pole Replacement Project – signs upgrade at Beach St, Woolgoolga
- Jetty Foreshore Redevelopment – Ongoing design development for Jetty Foreshore project
- Harbour Foreshore Planning – Jetty Foreshore design
- Stormwater and flood mitigation works – available for matching grant funding
- Coastal Works - available for matching grant funding

### Street Lighting

This area has a surplus of \$16,601 due to lower than expected price spikes for electricity than anticipated. The revote for new street lights relate to the Bruce King Drive area.

### Subdivision and Contracts

This program has a surplus of \$21,867 due mainly to improved net income from supervision of minor subdivisions than estimated. Two revenue revotes have been requested for:

- Office Expenses – To purchase 4 Trapeze software licences, ECM integration packages and annual support for electronic stamping of subdivision CC and WAE plans. These funds will also be used for replacement of the Wang Engineering Plan index with a searchable database
- Contracts Manager Software – to cover support to upgrade software to latest version

### Untied Funding

The program originally had a surplus of \$197,777 from increased interest on investments income combined with higher rate related extra charges being earned than anticipated. However it now has a small deficit as \$200,000 is to be set aside for the software contingency costs per Recommendation 3 of this report.

**Attachment 1**

The \$166,122 financial assistance grant revote offsets the shortfall in our 13/14 actual allocation. The \$150,000 efficiency savings revote will be used to reduce Councils 13/14 deficit position per Recommendation 4 of this report.

**WATER ACCOUNT**

The adopted management plan provided for a deficit of \$4,397,830. Variations during the year reduced the budget deficit to \$3,843,680. The actual deficit result was \$1,362,977.

In summary the following variations have occurred:

**Management Expenses**

Achieved a surplus of \$186,797. The revotes were for the contribution to the HR payroll system and the works depot which will be finalised in the 13/14 financial year.

**Maintenance and Operating**

The surplus of \$55,568 is represented by numerous variations throughout the program including extra costs on mains maintenance, reservoir operations and water treatment offset by water efficiencies. All revotes are required for outstanding invoices.

**Miscellaneous**

Incurred a deficit of \$78,668 resulting from increasing payroll tax liability, registration of assets and professional development costs.

**Capital Expenditure**

The surplus of \$184,656 is a result of the reduction in the scope of works for the reservoir at Unwins Rd. All revotes are funded through loan funds previously unexpended.

**Regional Water Supply**

Project completed. Unspent money caused a substantial surplus which will be returned to reserve for future works.

**Untied Funding**

The surplus of \$1,620,590 primarily results from greater than anticipated interest on investments and bulk water supply positions which was partially offset by a shortfall in water usage charges.

**SEWER ACCOUNT**

The adopted management plan provided for a surplus of \$3,542,337. Variations during the year reduced the budget deficit to \$2,855,781. The actual surplus result was \$281,902.

In summary the following variations have occurred:

**Management Expenses**

Achieved a surplus of \$101,961. The revotes were for the contribution to the HR payroll system and the works depot which will be finalised in the 13/14 financial year.



**Attachment 1**

**Maintenance and Operating**

The surplus of \$51,248 represents savings in treatment works and sewers operations.

**Miscellaneous**

Incurred a deficit of \$77,604 resulting from increasing payroll tax liability and professional development costs.

**Capital Program**

A surplus of \$465,624 occurred as a result of several projects requiring no revote. All requested revotes are funded through loan funds unexpended and grants.

**Untied Funding**

The surplus of \$2,596,454 is primarily an upgrade to the interest on investments position.

2012/13 BUDGET SUMMARY AT DEPARTMENT LEVEL									
Department	Revenue			Expenditure			Restricted	Net	
	Revised Bud	Net Budget	Actual	Revised Bud	Net Budget	Actual	Adjustment	Adopted	Rev
<b>Civic Management &amp; City Resources</b>									
Civic Management	3,100	3,100	(557)	1,651,580	1,557,387	1,563,726	-	(1,554,287)	(1,554,287)
Community Facilities	1,814,598	1,814,598	1,814,598	3,553,903	1,810,268	1,810,268	-	4,330	4,330
	1,817,698	1,817,698	1,814,041	5,205,483	3,367,655	3,373,994	-	(1,549,957)	(1,549,957)
<b>Corporate Business</b>									
Marketing & Tourism	1,066,951	1,066,951	1,013,592	2,381,564	2,264,245	2,229,185	-	(1,197,294)	(1,197,294)
Valuation & Property Services	1,396,871	1,396,871	1,438,117	4,230,164	3,677,492	3,670,698	-	(2,280,621)	(2,280,621)
Coffs Harbour Regional Airport	10,038,572	10,038,572	9,892,556	12,516,885	6,929,894	7,303,922	(520,044)	2,588,634	2,588,634
Sports Unit	521,300	521,300	538,527	2,483,244	2,409,242	2,420,551	-	(1,887,942)	(1,887,942)
Administrative Services	5,327,740	5,327,740	1,352,408	1,831,041	1,334,256	1,352,408	-	3,993,484	3,993,484
Governance & Legal	221,992	221,992	1,793,614	2,454,591	1,790,388	1,793,614	-	(1,568,396)	(1,568,396)
Rural Fire Service	1,500,332	1,472,792	2,266,663	2,280,481	2,252,941	2,266,663	-	(780,149)	(780,149)
Information Services	1,717,805	1,673,369	1,640,439	6,801,203	5,692,946	5,654,351	-	(4,019,577)	(4,019,577)
Financial Services	8,555,100	8,372,000	8,722,127	14,379,835	13,510,603	12,970,529	852,094	(4,286,509)	(4,286,509)
Human Resources	121,841	120,488	123,620	1,449,590	1,426,998	1,433,432	-	(1,306,510)	(1,306,510)
	30,468,504	30,212,075	28,781,663	50,808,598	41,289,005	41,095,353	332,050	(10,744,880)	(10,744,880)
<b>Land Use, Health &amp; Development</b>									
Land Use Planning	154,809	87,540	88,410	1,873,967	1,341,429	1,328,008	-	(1,253,889)	(1,253,889)
Land Use Assessment	1,847,124	1,814,583	1,815,625	2,714,985	2,502,214	2,462,744	-	(687,631)	(687,631)
Environmental Management	21,135,347	20,987,546	21,307,679	27,558,346	25,852,972	25,991,186	200,097	(4,665,329)	(4,665,329)
	23,137,280	22,889,669	23,211,714	32,147,298	29,696,615	29,781,938	200,097	(6,606,849)	(6,606,849)
<b>City Services</b>									
Community Services	779,011	778,621	794,159	5,233,014	4,870,052	4,851,420	-	(4,091,431)	(4,091,431)
Asset Systems	-	-	-	469,027	460,714	453,794	-	(460,714)	(460,714)
Economic Development Unit	514,269	514,269	390,120	1,325,489	1,138,077	1,162,568	-	(760,692)	(760,692)
Environmental Lab	695,735	695,735	729,386	614,981	614,981	556,543	92,089	172,843	172,843
Operational Administration	126,000	59,616	72,385	1,030,310	963,926	920,047	-	(904,310)	(904,310)
Recreational Services	4,367,842	1,814,896	2,103,050	11,971,177	10,157,354	10,461,245	-	(8,342,458)	(8,342,458)
Transportation Infrastructure	8,510,056	8,007,607	8,730,334	58,505,728	43,791,596	44,739,860	-	(35,783,989)	(35,783,989)
CityWorks- Private Works	2,513,495	2,513,495	2,513,495	2,368,068	(75,376)	2,292,692	2,292,692	220,803	220,803
Infrastructure Design & Projects	1,325,166	652,589	664,108	6,316,899	4,148,783	4,094,146	-	(3,496,194)	(3,496,194)
	18,831,574	15,036,828	15,997,037	87,834,693	66,070,107	69,532,315	2,384,781	(53,446,142)	(53,446,142)
<b>Untied Revenue</b>									
	43,157,276	43,473,398	43,471,175	-	-	-	-	43,473,398	43,473,398
<b>Budgeted Surplus/(Deficit)</b>									
<b>Total General Account</b>	<b>117,412,332</b>	<b>113,429,668</b>	<b>113,275,630</b>	<b>175,996,072</b>	<b>140,423,382</b>	<b>143,783,600</b>	<b>2,916,928</b>	<b>(28,874,430)</b>	<b>(28,874,430)</b>
<b>Water Services</b>									
Water Services	2,054,648	2,054,648	2,082,546	31,736,438	31,146,664	30,314,449	-	(29,092,016)	(29,092,016)
<b>Untied Revenue</b>	<b>18,767,677</b>	<b>18,767,677</b>	<b>20,388,267</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,767,677</b>	<b>18,767,677</b>
<b>Budgeted Surplus/(Deficit)</b>									
<b>Total Water Account</b>	<b>20,822,325</b>	<b>20,822,325</b>	<b>22,470,813</b>	<b>31,736,438</b>	<b>31,146,664</b>	<b>30,314,449</b>	<b>-</b>	<b>(10,324,339)</b>	<b>(10,324,339)</b>
<b>Sewerage Services</b>									
Sewerage Services	4,773,382	3,435,824	3,615,399	54,475,802	43,064,367	42,702,713	-	(39,628,543)	(39,628,543)
<b>Untied Revenue</b>	<b>25,718,785</b>	<b>25,718,785</b>	<b>28,315,239</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25,718,785</b>	<b>25,718,785</b>
<b>Budgeted Surplus/(Deficit)</b>									
<b>Total Sewer Account</b>	<b>30,492,167</b>	<b>29,154,609</b>	<b>31,930,638</b>	<b>54,475,802</b>	<b>43,064,367</b>	<b>42,702,713</b>	<b>-</b>	<b>(13,909,758)</b>	<b>(13,909,758)</b>

**2012/2013 PROGRAM RESULTS**

PROGRAM	2012/13 Net Budget	2012/13 Actual	2012/13 Variation
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**CIVIC MANAGEMENT**

Operating Expenditure	1,557,387.00	1,563,726.00	(6,339.00)
Capital Expenditure	-	-	-
Less Operating Revenues	(3,100.00)	557.00	(3,657.00)
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>1,554,287.00</b>	<b>1,564,283.00</b>	<b>(9,996.00) Deficit</b>

**COMMUNITY FACILITIES**

Operating Expenditure	571,932.00	571,932.00	-
Capital Expenditure	1,238,336.00	1,238,336.00	-
Less Operating Revenues	(1,814,598.00)	(1,814,598.00)	-
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>(4,330.00)</b>	<b>(4,330.00)</b>	<b>-</b>

**CIVIC MANAGEMENT & CITY RESOURCES (9,996.00) Deficit**

**MARKETING & TOURISM**

Operating Expenditure	2,224,203.00	2,188,321.00	35,882.00
Capital Expenditure	40,042.00	40,864.00	(822.00)
Less Operating Revenues	(1,046,951.00)	(993,592.00)	(53,359.00)
Less Capital Revenues	(20,000.00)	(20,000.00)	-
<b>Net Cost</b>	<b>1,197,294.00</b>	<b>1,215,593.00</b>	<b>(18,299.00) Deficit</b>

**VALUATION & PROPERTY SERVICES**

Operating Expenditure	504,958.00	493,589.00	11,369.00
Capital Expenditure	67,476.00	62,575.00	4,901.00
Less Operating Revenues	(137,986.00)	(136,542.00)	(1,444.00)
Less Capital Revenues	(114,019.00)	(114,019.00)	-
<b>Net Cost</b>	<b>320,429.00</b>	<b>305,603.00</b>	<b>14,826.00 Surplus</b>

**LEASING & ASSET MANAGEMENT**

Operating Expenditure	2,455,335.00	2,451,673.00	3,662.00
Capital Expenditure	3,034.00	9,212.00	(6,178.00)
Less Operating Revenues	(1,203,566.00)	(1,246,626.00)	43,060.00
Less Capital Revenues	100,000.00	100,000.00	-
Restricted Equity Movement (Net)			
<b>Net Cost</b>	<b>1,354,803.00</b>	<b>1,314,259.00</b>	<b>40,544.00 Surplus</b>

**SWIMMING POOLS**

Operating Expenditure	582,925.00	589,885.00	(6,960.00)
Capital Expenditure	63,764.00	63,764.00	-
Less Operating Revenues	(1,300.00)	(930.00)	(370.00)
Less Capital Revenues	(40,000.00)	(40,000.00)	-
Restricted Equity Movement (Net)			
<b>Net Cost</b>	<b>605,389.00</b>	<b>612,719.00</b>	<b>(7,330.00) Deficit</b>

**2012/2013 PROGRAM RESULTS**

PROGRAM	2012/13 Net Budget	2012/13 Actual	2012/13 Variation
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**AIRPORT**

Operating Expenditure	4,285,445.00	4,549,418.00	(263,973.00)
Capital Expenditure	2,644,449.00	2,754,504.00	(110,055.00)
Less Operating Revenues	(5,038,572.00)	(4,892,556.00)	(146,016.00)
Less Capital Revenues	(5,000,000.00)	(5,000,000.00)	-
Restricted Equity Movement (Net)			520,044.00
<b>Net Cost</b>	<b>(3,108,678.00)</b>	<b>(2,588,634.00)</b>	<b>-</b>

**SPORTS UNIT**

Operating Expenditure	2,320,654.00	2,331,963.00	(11,309.00)
Capital Expenditure	88,588.00	88,588.00	-
Less Operating Revenues	(521,300.00)	(538,527.00)	17,227.00
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>1,887,942.00</b>	<b>1,882,024.00</b>	<b>5,918.00 Surplus</b>

**ADMINISTRATION**

Operating Expenditure	1,047,905.00	1,079,816.00	(31,911.00)
Capital Expenditure	286,351.00	272,592.00	13,759.00
Less Operating Revenues	(5,327,740.00)	(5,337,541.00)	9,801.00
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>(3,993,484.00)</b>	<b>(3,985,133.00)</b>	<b>(8,351.00) Deficit</b>

**GOVERNANCE & LEGAL**

Operating Expenditure	1,790,388.00	1,793,614.00	(3,226.00)
Capital Expenditure	-	-	-
Less Operating Revenues	(221,992.00)	(221,992.00)	-
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>1,568,396.00</b>	<b>1,571,622.00</b>	<b>(3,226.00) Deficit</b>

**RURAL FIRE SERVICES**

Operating Expenditure	1,388,678.00	1,350,025.00	38,653.00
Capital Expenditure	864,263.00	916,638.00	(52,375.00)
Less Operating Revenues	(608,529.00)	(611,396.00)	2,867.00
Less Capital Revenues	(864,263.00)	(916,638.00)	52,375.00
<b>Net Cost</b>	<b>780,149.00</b>	<b>738,629.00</b>	<b>41,520.00 Surplus</b>

**INFORMATION SERVICES**

Operating Expenditure	3,700,906.00	3,663,677.00	37,229.00
Capital Expenditure	617,969.00	616,603.00	1,366.00
Less Operating Revenues	(40,600.00)	(7,670.00)	(32,930.00)
Less Capital Revenues	(75,564.00)	(75,564.00)	-
<b>Net Cost</b>	<b>4,202,711.00</b>	<b>4,197,046.00</b>	<b>5,665.00 Surplus</b>

**2012/2013 PROGRAM RESULTS**

PROGRAM	2012/13 Net Budget	2012/13 Actual	2012/13 Variation
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**TECHNOLOGY GROUP**

Operating Expenditure	1,367,635.00	1,367,635.00	-
Capital Expenditure	6,436.00	6,436.00	-
Less Operating Revenues	(1,557,205.00)	(1,557,205.00)	-
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>(183,134.00)</b>	<b>(183,134.00)</b>	<b>-</b>

**FINANCE**

Operating Expenditure	3,979,863.00	3,970,314.00	9,549.00
Capital Expenditure	167,395.00	167,395.00	-
Less Operating Revenues	(953,289.00)	(978,846.00)	25,557.00
Less Capital Revenues	(36,340.00)	(36,340.00)	-
<b>Net Cost</b>	<b>3,157,629.00</b>	<b>3,122,523.00</b>	<b>35,106.00 Surplus</b>

**PLANT & MECHANICAL SERVICES**

Operating Expenditure	7,034,006.00	7,409,118.00	(375,112.00)
Capital Expenditure	1,947,800.00	1,052,464.00	895,336.00
Less Operating Revenues	(6,316,326.00)	(7,137,465.00)	821,139.00
Less Capital Revenues	(1,022,700.00)	(533,431.00)	(489,269.00)
Restricted Equity Movement (Net)			(852,094.00)
<b>Net Cost</b>	<b>1,642,780.00</b>	<b>790,686.00</b>	<b>-</b>

**PROGRAM SUPPORT**

Operating Expenditure	381,539.00	371,238.00	10,301.00
Capital Expenditure	-	-	-
Less Operating Revenues	(43,345.00)	(36,045.00)	(7,300.00)
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>338,194.00</b>	<b>335,193.00</b>	<b>3,001.00 Surplus</b>

**HR & ORGANISATIONAL DEVELOPMENT**

Operating Expenditure	1,426,998.00	1,433,432.00	(6,434.00)
Capital Expenditure	-	-	-
Less Operating Revenues	(120,488.00)	(123,620.00)	3,132.00
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>1,306,510.00</b>	<b>1,309,812.00</b>	<b>(3,302.00) Deficit</b>

**CORPORATE BUSINESS**

106,072.00 **Surplus**

**LAND USE PLANNING**

Operating Expenditure	1,297,085.00	1,283,566.00	13,519.00
Capital Expenditure	44,344.00	44,442.00	(98.00)
Less Operating Revenues	(61,067.00)	(61,937.00)	870.00
Less Capital Revenues	(26,473.00)	(26,473.00)	-
<b>Net Cost</b>	<b>1,253,889.00</b>	<b>1,239,598.00</b>	<b>14,291.00 Surplus</b>

**2012/2013 PROGRAM RESULTS**

PROGRAM	2012/13 Net Budget	2012/13 Actual	2012/13 Variation
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**LAND USE ASSESSMENT**

Operating Expenditure	2,502,214.00	2,462,744.00	39,470.00
Capital Expenditure	-	-	-
Less Operating Revenues	(1,814,583.00)	(1,815,625.00)	1,042.00
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>687,631.00</b>	<b>647,119.00</b>	<b>40,512.00 Surplus</b>

**ENVIRONMENTAL MANAGEMENT**

Operating Expenditure	2,192,421.00	2,227,367.00	(34,946.00)
Capital Expenditure	2,695.00	2,865.00	(170.00)
Less Operating Revenues	(670,554.00)	(663,912.00)	(6,642.00)
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>1,524,562.00</b>	<b>1,566,320.00</b>	<b>(41,758.00) Deficit</b>

**PUBLIC HEALTH & SAFETY**

Operating Expenditure	1,243,899.00	1,251,162.00	(7,263.00)
Capital Expenditure	51,021.00	51,021.00	-
Less Operating Revenues	(245,784.00)	(251,981.00)	6,197.00
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>1,049,136.00</b>	<b>1,050,202.00</b>	<b>(1,066.00) Deficit</b>

**RANGER SERVICES**

Operating Expenditure	853,671.00	877,372.00	(23,701.00)
Capital Expenditure	5,500.00	2,671.00	2,829.00
Less Operating Revenues	(416,960.00)	(462,478.00)	45,518.00
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>442,211.00</b>	<b>417,565.00</b>	<b>24,646.00 Surplus</b>

**DOMESTIC WASTE MANAGEMENT**

Operating Expenditure	15,206,191.00	15,368,608.00	(162,417.00)
Capital Expenditure	105,800.00	34,209.00	71,591.00
Less Operating Revenues	(14,172,344.00)	(14,199,413.00)	27,069.00
Less Capital Revenues	-	-	-
Restricted Equity Movement (Net)			63,757.00
<b>Net Cost</b>	<b>1,139,647.00</b>	<b>1,203,404.00</b>	<b>-</b>

**NON DOMESTIC WASTE MANAGEMENT**

Operating Expenditure	6,122,574.00	6,150,567.00	(27,993.00)
Capital Expenditure	69,200.00	25,344.00	43,856.00
Less Operating Revenues	(5,481,904.00)	(5,729,895.00)	247,991.00
Less Capital Revenues	-	-	-
Restricted Equity Movement (Net)			(263,854.00)
<b>Net Cost</b>	<b>709,870.00</b>	<b>446,016.00</b>	<b>-</b>

<b>LAND USE, HEALTH &amp; DEVELOPMENT</b>			<b>36,625.00 Surplus</b>
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**2012/2013 PROGRAM RESULTS**

PROGRAM	2012/13 Net Budget	2012/13 Actual	2012/13 Variation
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**CITY SERVICES SUPPORT**

Operating Expenditure	876,567.00	843,483.00	33,084.00
Capital Expenditure	-	-	-
Less Operating Revenues	-	-	-
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>876,567.00</b>	<b>843,483.00</b>	<b>33,084.00 Surplus</b>

**ASSET SYSTEMS**

Operating Expenditure	460,714.00	453,794.00	6,920.00
Capital Expenditure	-	-	-
Less Operating Revenues	-	-	-
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>460,714.00</b>	<b>453,794.00</b>	<b>6,920.00 Surplus</b>

**LIBRARY SERVICES**

Operating Expenditure	1,746,785.00	1,724,259.00	22,526.00
Capital Expenditure	281,996.00	281,196.00	800.00
Less Operating Revenues	(168,377.00)	(172,638.00)	4,261.00
Less Capital Revenues	(244,868.00)	(244,868.00)	-
<b>Net Cost</b>	<b>1,615,536.00</b>	<b>1,587,949.00</b>	<b>27,587.00 Surplus</b>

**COMMUNITY SERVICES**

Operating Expenditure	2,700,419.00	2,705,113.00	(4,694.00)
Capital Expenditure	140,852.00	140,852.00	-
Less Operating Revenues	(364,518.00)	(375,795.00)	11,277.00
Less Capital Revenues	(858.00)	(858.00)	-
<b>Net Cost</b>	<b>2,475,895.00</b>	<b>2,469,312.00</b>	<b>6,583.00 Surplus</b>

**ECONOMIC DEVELOPMENT UNIT**

Operating Expenditure	1,032,494.00	1,056,985.00	(24,491.00)
Capital Expenditure	105,583.00	105,583.00	-
Less Operating Revenues	(377,385.00)	(390,120.00)	12,735.00
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>760,692.00</b>	<b>772,448.00</b>	<b>(11,756.00) Deficit</b>

**ENVIRONMENTAL LAB**

Operating Expenditure	564,981.00	503,436.00	61,545.00
Capital Expenditure	50,000.00	53,107.00	(3,107.00)
Less Operating Revenues	(695,735.00)	(729,386.00)	33,651.00
Less Capital Revenues	-	-	-
Restricted Equity Movement (Net)			(92,089.00)
<b>Net Cost</b>	<b>(80,754.00)</b>	<b>(172,843.00)</b>	<b>-</b>

**2012/2013 PROGRAM RESULTS**

PROGRAM	2012/13 Net Budget	2012/13 Actual	2012/13 Variation
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**OPERATIONAL ADMINISTRATION**

Operating Expenditure	952,310.00	908,431.00	43,879.00
Capital Expenditure	11,616.00	11,616.00	-
Less Operating Revenues	(48,000.00)	(60,769.00)	12,769.00
Less Capital Revenues	(11,616.00)	(11,616.00)	-
Restricted Equity Movement (Net)			
<b>Net Cost</b>	<b>904,310.00</b>	<b>847,662.00</b>	<b>56,648.00 Surplus</b>

**RECREATIONAL SERVICES**

Operating Expenditure	6,788,944.00	7,097,033.00	(308,089.00)
Capital Expenditure	3,368,410.00	3,364,212.00	4,198.00
Less Operating Revenues	(1,746,247.00)	(2,034,401.00)	288,154.00
Less Capital Revenues	(68,649.00)	(68,649.00)	-
<b>Net Cost</b>	<b>8,342,458.00</b>	<b>8,358,195.00</b>	<b>(15,737.00) Deficit</b>

**REGIONAL ROADS**

Operating Expenditure	3,114,381.00	3,436,762.00	(322,381.00)
Capital Expenditure	910,524.00	916,168.00	(5,644.00)
Less Operating Revenues	(1,711,429.00)	(2,026,308.00)	314,879.00
Less Capital Revenues	(448,527.00)	(448,527.00)	-
<b>Net Cost</b>	<b>1,864,949.00</b>	<b>1,878,095.00</b>	<b>(13,146.00) Deficit</b>

**LOCAL ROADS**

Operating Expenditure	20,237,505.00	20,741,036.00	(503,531.00)
Capital Expenditure	3,321,383.00	3,308,136.00	13,247.00
Less Operating Revenues	(447,617.00)	(800,480.00)	352,863.00
Less Capital Revenues	(1,075,657.00)	(1,075,657.00)	-
<b>Net Cost</b>	<b>22,035,614.00</b>	<b>22,173,035.00</b>	<b>(137,421.00) Deficit</b>

**BRIDGES**

Operating Expenditure	743,403.00	741,463.00	1,940.00
Capital Expenditure	1,054,239.00	1,054,239.00	-
Less Operating Revenues	(895,173.00)	(895,797.00)	624.00
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>902,469.00</b>	<b>899,905.00</b>	<b>2,564.00 Surplus</b>

**FOOTPATHS, CYCLEWAYS & BUS SHELTERS**

Operating Expenditure	828,870.00	845,704.00	(16,834.00)
Capital Expenditure	595,942.00	577,594.00	18,348.00
Less Operating Revenues	(7,375.00)	(7,375.00)	-
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>1,417,437.00</b>	<b>1,415,923.00</b>	<b>1,514.00 Surplus</b>



**2012/2013 PROGRAM RESULTS**

PROGRAM	2012/13 Net Budget	2012/13 Actual	2012/13 Variation
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**PARKING**

Operating Expenditure	1,219,206.00	1,267,381.00	(48,175.00)
Capital Expenditure	340,837.00	343,550.00	(2,713.00)
Less Operating Revenues	-	-	-
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>1,560,043.00</b>	<b>1,610,931.00</b>	<b>(50,888.00) Deficit</b>

**QUARRIES**

Operating Expenditure	207,800.00	261,984.00	(54,184.00)
Capital Expenditure	-	-	-
Less Operating Revenues	(207,800.00)	(261,984.00)	54,184.00
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>-</b>	<b>-</b>	<b>-</b>

**STREET & TOILET CLEANING**

Operating Expenditure	815,800.00	853,150.00	(37,350.00)
Capital Expenditure	-	-	-
Less Operating Revenues	-	-	-
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>815,800.00</b>	<b>853,150.00</b>	<b>(37,350.00) Deficit</b>

**DRAINAGE**

Operating Expenditure	3,502,472.00	3,526,888.00	(24,416.00)
Capital Expenditure	5,843,750.00	5,843,750.00	-
Less Operating Revenues	(3,021,632.00)	(3,021,809.00)	177.00
Less Capital Revenues	(185,730.00)	(185,730.00)	-
<b>Net Cost</b>	<b>6,138,860.00</b>	<b>6,163,099.00</b>	<b>(24,239.00) Deficit</b>

**HARBOUR BOAT RAMP & JETTY**

Operating Expenditure	178,917.00	178,572.00	345.00
Capital Expenditure	-	-	-
Less Operating Revenues	(6,667.00)	(6,667.00)	-
Less Capital Revenues	-	-	-
Restricted Equity Movement (Net)	-	-	-
<b>Net Cost</b>	<b>172,250.00</b>	<b>171,905.00</b>	<b>345.00 Surplus</b>

**CITYWORKS - PRIVATE WORKS**

Operating Expenditure	2,292,692.00	2,292,692.00	-
Capital Expenditure	-	-	-
Less Operating Revenues	(2,468,044.00)	(2,468,044.00)	-
Less Capital Revenues	(45,451.00)	(45,451.00)	-
<b>Net Cost</b>	<b>(220,803.00)</b>	<b>(220,803.00)</b>	<b>-</b>

**2012/2013 PROGRAM RESULTS**

PROGRAM	2012/13 Net Budget	2012/13 Actual	2012/13 Variation
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**DESIGN**

Operating Expenditure	1,979,760.00	1,954,754.00	25,006.00
Capital Expenditure	929,115.00	919,863.00	9,252.00
Less Operating Revenues	(193,031.00)	(181,704.00)	(11,327.00)
Less Capital Revenues	(276,158.00)	(280,915.00)	4,757.00
<b>Net Cost</b>	<b>2,439,686.00</b>	<b>2,411,998.00</b>	<b>27,688.00 Surplus</b>

**STREET LIGHTING**

Operating Expenditure	852,800.00	837,199.00	15,601.00
Capital Expenditure	8,667.00	8,667.00	-
Less Operating Revenues	(147,000.00)	(148,000.00)	1,000.00
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>714,467.00</b>	<b>697,866.00</b>	<b>16,601.00 Surplus</b>

**SUBDIVISION & CONTRACTS**

Operating Expenditure	374,720.00	369,974.00	4,746.00
Capital Expenditure	9,100.00	9,068.00	32.00
Less Operating Revenues	(36,400.00)	(53,489.00)	17,089.00
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>347,420.00</b>	<b>325,553.00</b>	<b>21,867.00 Surplus</b>

**CITY SERVICES**

(89,136.00) **Deficit**

**UNTIED FUNDING**

Revenue Available	(43,473,398.00)	(43,471,175.00)	(2,223.00)
Restricted Equity Movement (Net)			-
<b>Net Cost</b>			<b>(2,223.00) Deficit</b>

**GENERAL ACCOUNT**

**DEPARTMENTAL SUMMARY**

CIVIC MANAGEMENT & CITY RESOURCES	(9,996.00)	<b>Deficit</b>
CORPORATE BUSINESS	106,072.00	<b>Surplus</b>
LAND USE, HEALTH & DEVELOPMENT	36,625.00	<b>Surplus</b>
CITY SERVICES	(89,136.00)	<b>Deficit</b>
UNTIED FUNDING	(2,223.00)	<b>Deficit</b>
Total Departmental Variation	<b>41,342.00</b>	<b>Surplus</b>
BUDGETED RESULT	1,256.00	<b>Surplus</b>
<b>NET RESULT 2012/2013</b>	<b>42,598.00</b>	<b>Surplus</b>

**2012/2013 PROGRAM RESULTS**

PROGRAM	2012/13 Net Budget	2012/13 Actual	2012/13 Variation
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**SEWER ACCOUNT**

**MANAGEMENT EXPENSES**

Operating Expenditure	3,914,257.00	3,962,450.00	(48,193.00)
Capital Expenditure	10,000.00	1,193.00	8,807.00
Less Operating Revenues	(1,061.00)	(142,408.00)	141,347.00
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>3,923,196.00</b>	<b>3,821,235.00</b>	<b>101,961.00 Surplus</b>

**MAINTENANCE & OPERATING**

Operating Expenditure	15,597,319.00	15,470,058.00	127,261.00
Capital Expenditure	-	-	-
Less Operating Revenues	(961,025.00)	(885,012.00)	(76,013.00)
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>14,636,294.00</b>	<b>14,585,046.00</b>	<b>51,248.00 Surplus</b>

**MISCELLANEOUS**

Operating Expenditure	8,117,947.00	8,195,551.00	(77,604.00)
Capital Expenditure	7,505,218.00	7,505,218.00	-
Less Operating Revenues	-	-	-
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>15,623,165.00</b>	<b>15,700,769.00</b>	<b>(77,604.00) Deficit</b>

**CAPITAL PROGRAM**

Operating Expenditure			
Capital Expenditure	7,919,626.00	7,568,243.00	351,383.00
Less Operating Revenues	-	-	-
Less Capital Revenues	(2,473,738.00)	(2,587,979.00)	114,241.00
<b>Net Cost</b>	<b>5,445,888.00</b>	<b>4,980,264.01</b>	<b>465,624.00 Surplus</b>

**UNTIED FUNDING**

Revenue Available	(25,718,785.00)	(28,315,239.00)	2,596,454.00	<b>Surplus</b>
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<b>SEWER ACCOUNT TOTALS</b>	<b>13,909,758.00</b>	<b>10,772,075.01</b>	<b>3,137,683.00</b>	<b>Surplus</b>
<b>BUDGETED RESULT</b>			<b>(2,855,781.00)</b>	<b>Deficit</b>
<b>NET RESULT 2012/2013</b>			<b>281,902.01</b>	<b>Surplus</b>

**2012/2013 PROGRAM RESULTS**

PROGRAM	2012/13 Net Budget	2012/13 Actual	2012/13 Variation
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**WATER ACCOUNT**

**MANAGEMENT EXPENSES**

Operating Expenditure	3,405,690.00	3,306,444.00	99,246.00
Capital Expenditure	7,638.00	5,364.00	2,274.00
Less Operating Revenues	(3,000.00)	(88,277.00)	85,277.00
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>3,410,328.00</b>	<b>3,223,531.00</b>	<b>186,797.00 Surplus</b>

**MAINTENANCE & OPERATING**

Operating Expenditure	11,541,600.00	11,522,098.00	19,502.00
Capital Expenditure	-	-	-
Less Operating Revenues	(96,471.00)	(132,537.00)	36,066.00
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>11,445,129.00</b>	<b>11,389,561.00</b>	<b>55,568.00 Surplus</b>

**MISCELLANEOUS**

Operating Expenditure	6,614,510.00	6,693,178.00	(78,668.00)
Capital Expenditure	6,562,835.00	6,562,835.00	-
Less Operating Revenues	-	-	-
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>13,177,345.00</b>	<b>13,256,013.00</b>	<b>(78,668.00) Deficit</b>

**CAPITAL PROGRAM**

Operating Expenditure			
Capital Expenditure	2,501,267.00	2,223,166.00	278,101.00
Less Operating Revenues	(300,000.00)	(191,100.00)	(108,900.00)
Less Capital Revenues	(1,655,177.00)	(1,670,632.00)	15,455.00
<b>Net Cost</b>	<b>546,090.00</b>	<b>361,434.00</b>	<b>184,656.00 Surplus</b>

**REGIONAL WATER SUPPLY**

Operating Expenditure	-	-	-
Capital Expenditure	513,124.00	1,364.00	511,760.00
Less Operating Revenues	-	-	-
Less Capital Revenues	-	-	-
<b>Net Cost</b>	<b>513,124.00</b>	<b>1,364.00</b>	<b>511,760.00 Surplus</b>

**UNTIED FUNDING**

Revenue Available	(18,767,677.00)	(20,388,267.00)	1,620,590.00	<b>Surplus</b>
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<b>WATER ACCOUNT TOTALS</b>	<b>10,324,339.00</b>	<b>7,843,636.00</b>	<b>2,480,703.00</b>	<b>Surplus</b>
<b>BUDGETED RESULT</b>			<b>(3,843,680.00)</b>	<b>Deficit</b>
<b>NET RESULT 2012/2013</b>			<b>(1,362,977.00)</b>	<b>Deficit</b>

2012/13 REVOTES TO 2013/14	REVOTE	FUNDING			
		Revenue	External	Env Levy	Restricted

**CIVIC MANAGEMENT & CITY RESOURCES UNIT**

**CIVIC MANAGEMENT**

2030 Implementation	72,002	72,002			
Sister City Youth Exchange Program	3,000	3,000			
Sister City Visit	19,191	19,191			
<b>Total</b>	<b>94,193</b>	<b>94,193</b>	<b>0</b>	<b>0</b>	<b>0</b>

**COMMUNITY FACILITIES**

Public Amenities Upgrade (1st yr funded)	318,574				318,574
City Park (Brelsford Park)	1,206,487				1,206,487
Land Purchase - 215A Harbour Drive	77,326				77,326
Woolgoolga Netball Courts Upgrade	141,248				141,248
<b>Total</b>	<b>1,743,635</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,743,635</b>

**MARKETING & TOURISM**

Conference Bid Seed Funding	5,466				5,466
Business Events Support Expenses	49,236	49,236			
Events Marketing	25,000	25,000			
Advertising & Promotion	37,617	37,617			
<b>Total</b>	<b>117,319</b>	<b>111,853</b>	<b>0</b>	<b>0</b>	<b>5,466</b>

<b>TOTAL CIVIC MANAGEMENT &amp; CITY RESOURCES</b>	<b>1,955,147</b>	<b>206,046</b>	<b>0</b>	<b>0</b>	<b>1,749,101</b>
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**CORPORATE BUSINESS**

**PROPERTY & COMMERCIAL SERVICES**

215A Harbour Drive (Museum) Renovations	352,358	95,000			257,358
<b>Total</b>	<b>352,358</b>	<b>95,000</b>	<b>0</b>	<b>0</b>	<b>257,358</b>

**LEASING & ASSET MANAGEMENT**

Boabee East Community Village Maint	15,124	15,124			
Buildings Maintenance & Repairs	40,026	40,026			
Public Toilets Improvements	41,823	41,823			
Marcia St Rental Premises Refurbishment	3,403	3,403			
Community Village Roadworks Upgrade	59,938	59,938			
<b>Total</b>	<b>160,314</b>	<b>160,314</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SWIMMING POOLS**

Pool Access Hoist	40,000	40,000			
<b>Total</b>	<b>40,000</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

**AIRPORT**

Airport Land Use Plan	76,913				76,913
Airport Strategic Plan	4,866				4,866
Planned Enhancements GA	43,178				43,178
Air Conditioning	19,282				19,282
Runway Overlay	5,434,171				5,434,171
Terminal Area Masterplan	8,581				8,581
<b>Total</b>	<b>5,586,991</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,586,991</b>

**SPORTS UNIT**

Stadium Operating Costs	45,000	45,000			
Resurface Woolgoolga Netball Courts	2,002	2,002			
Stadium CCTV	27,000	27,000			
<b>Total</b>	<b>74,002</b>	<b>74,002</b>	<b>0</b>	<b>0</b>	<b>0</b>

2012/13 REVOTES TO 2013/14	REVOTE	FUNDING			
		Revenue	External	Env Levy	Restricted
<b>CORPORATE GOVERNANCE</b>					
CBD Commercial Study	3,097	3,097			
CBD Masterplan	79,440	79,440			
Masterplan Works (Special Rate Variation)	414,248	414,248			
<b>Total</b>	<b>496,785</b>	<b>496,785</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GOVERNANCE &amp; LEGAL</b>					
Internal Audit Quality Assurance	8,500	8,500			
Audit Committee Costs	1,800	1,800			
Consultancy Costs	26,754	26,754			
Legal Expenses Contingency	522,305	522,305			
Insurance Rebate Risk Mitigation Projects	104,844	104,844			
<b>Total</b>	<b>664,203</b>	<b>664,203</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>RURAL FIRE SERVICES</b>					
Bushfire Stations - Eastbank	-6,190		-6,190		
Bushfire Stations - Red Hill	33,730		33,730		
<b>Total</b>	<b>27,540</b>	<b>0</b>	<b>27,540</b>	<b>0</b>	<b>0</b>
<b>INFORMATION SERVICES</b>					
Consultancy Costs	21,306	21,306			
Software Maintenance	68,000	68,000			
Computer Hardware & Software	309,790				309,790
Computer Software Contingency	200,000	200,000			
Payroll HR System	96,277	51,841	44,436		
Dataworks Software Upgrade	63,097	63,097			
Proclaim Software Upgrade	150,000	150,000			
Archiving/Digitising of DA's	199,787	199,787			
<b>Total</b>	<b>1,108,257</b>	<b>754,031</b>	<b>44,436</b>	<b>0</b>	<b>309,790</b>
<b>FINANCE</b>					
Front Counter - Salaries & Allowances	20,000	20,000			
Events Seed Funding	4,422	4,422			
<b>Total</b>	<b>24,422</b>	<b>24,422</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PLANT</b>					
Driver / Operator Training	36,957				36,957
Contribution to Depot Upgrade	22,128				22,128
Contribution to Purchase replacement plant	782,000		183,100		598,900
<b>Total</b>	<b>841,085</b>	<b>0</b>	<b>183,100</b>	<b>0</b>	<b>657,985</b>
<b>PROGRAM SUPPORT</b>					
EL Matching Grant Funding Pool	3,725			3,725	
<b>Total</b>	<b>3,725</b>	<b>0</b>	<b>0</b>	<b>3,725</b>	<b>0</b>
<b>HR &amp; ORGANISATIONAL DEVELOPMENT</b>					
Health & Wellbeing Program	19,885	19,885			
Operational Workers Core Strength Improvements	2,707	1,354	1,353		
<b>Total</b>	<b>22,592</b>	<b>21,239</b>	<b>1,353</b>	<b>0</b>	<b>0</b>
<b>TOTAL CORPORATE BUSINESS</b>	<b>9,402,274</b>	<b>2,329,996</b>	<b>256,429</b>	<b>3,725</b>	<b>6,812,124</b>

2012/13 REVOTES TO 2013/14	REVOTE	FUNDING			
		Revenue	External	Env Levy	Restricted

**LAND USE, HEALTH & DEVELOPMENT**

**LAND USE PLANNING**

Staff Costs-Salaries & Allowances	15,000	15,000			
Placemaking (Wlga Master Plan Review)	58,122	58,122			
Bonville Rural Residential Env Studies	186,679	186,679			
CH Community Based Heritage Study Review	5,000		5,000		
North Boambee Valley Release Area	62,547	278	62,269		
LEP Review	163,601	163,601			
Expenditure - S-Team Project	9,460	9,460			
Foreshore Enquiry by Design	32,129	32,129			
<b>Total</b>	<b>532,538</b>	<b>465,269</b>	<b>67,269</b>	<b>0</b>	<b>0</b>

**LAND USE ASSESSMENT & MANAGEMENT**

Staff Costs - Inspections Casuals	4,955	4,955			
Urban Design Consultants	6,435	6,435			
Compliance	25,000	25,000			
Digital Local Govt Program	126,381		32,541		93,840
E-Planning	50,000	50,000			
<b>Total</b>	<b>212,771</b>	<b>86,390</b>	<b>32,541</b>	<b>0</b>	<b>93,840</b>

**ENVIRONMENTAL MANAGEMENT**

Coramba Fuel Remediation Stage 2b	532,060		145,230		386,830
Water Quality Monitoring	20,642	18,071	2,571		
Save Power Local Project (OEH grant funded)	9,810	8,700			1,110
NRCMA Jalligir Projects	300,646				300,646
EL Koala Plan of Management	102,217			102,217	
EL Biodiversity Action Strategy	9,255			9,255	
Orara River - Landholder Booklet (Env Trust)	402				402
Orara River Health Project	44,311				44,311
EL Coffs Vertebrae Pest Management	5,112			5,112	
EL Green School Environment Fund	14,250			14,250	
EL Coffs Ambassadors Volunteer Interpretive Tours	1,918			1,918	
EL Building Information Base of Eucalypts	11,200			11,200	
EL Aquatic Biodiversity Study & Mapping	2,000			2,000	
EL Hogbin Drive Koala Fence	368				368
<b>Total</b>	<b>1,054,191</b>	<b>26,771</b>	<b>147,801</b>	<b>145,952</b>	<b>733,667</b>

**PUBLIC HEALTH & SAFETY**

Beach Bathing Signage	495	495			
Beach Safety Education Expenses	3,739				3,739
S94 Renovation Park Beach Lifeguard Building	1,235				1,235
S94 Beach Patrol Equipment Purchase	16,277				16,277
Beach Patrol Equipment	778	778			
Towers of Strength	1,350				1,350
<b>Total</b>	<b>23,874</b>	<b>1,273</b>	<b>0</b>	<b>0</b>	<b>22,601</b>

**NON DOMESTIC WASTE MANAGEMENT**

Public Place Recycling	58,151				58,151
WASIP Grant Works	569,158				569,158
<b>Total</b>	<b>627,309</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>627,309</b>

<b>TOTAL LAND USE, HEALTH &amp; DEV</b>	<b>2,450,683</b>	<b>579,703</b>	<b>247,611</b>	<b>145,952</b>	<b>1,477,417</b>
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2012/13 REVOTES TO 2013/14	REVOTE	FUNDING			
		Revenue	External	Env Levy	Restricted

**CITY SERVICES**

**ASSET SYSTEMS**

Assetmaster Consultancy Costs	8,313	8,313			
<b>Total</b>	<b>8,313</b>	<b>8,313</b>	<b>0</b>	<b>0</b>	<b>0</b>

**LIBRARY**

Computer System Maintenance	8,000	8,000			
Library Resources	8,922	8,922			
Computer Equipment	6,305	6,305			
Local Priority Projects (Capital)	82,296				82,296
Revitalising Regional Libraries Program	2,097				2,097
Digital Coffs Harbour	6,554	2,908			3,646
RFID Implementation at Coffs Harbour	213,650	20,000			193,650
<b>Total</b>	<b>327,824</b>	<b>46,135</b>	<b>0</b>	<b>0</b>	<b>281,689</b>

**COMMUNITY DEVELOPMENT**

Regional Art Gallery Arts Festival	4,718	4,718			
Visual & Performing Arts	5,822	5,822			
Crime Prevention - Nightrider 11/12	1,356				1,356
Crime Prevention - Nightrider 10/11	439				439
Youth Week & Youth Projects	3,370	3,370			
NAIDOC Week	2,565				2,565
Smoke Free Outdoor Areas Exp (Grant Funded)	3,342				3,342
Our New Museum (SEWPC grant)	4,636	1,000			3,636
Natural Disaster Jan 2012	390		390		
Our Maritime Heritage Permanent Exhib	8,500	2,500			6,000
<b>Total</b>	<b>35,138</b>	<b>17,410</b>	<b>390</b>	<b>0</b>	<b>17,338</b>

**ECONOMIC DEVELOPMENT**

Digital Enterprise Project (Dept of BCDE)	187,412		136,884		50,528
<b>Total</b>	<b>187,412</b>	<b>0</b>	<b>136,884</b>	<b>0</b>	<b>50,528</b>

**OPERATIONAL ADMINISTRATION**

Works Depot Upgrade	66,384		66,384		
<b>Total</b>	<b>66,384</b>	<b>0</b>	<b>66,384</b>	<b>0</b>	<b>0</b>

**RECREATIONAL SERVICES**

Raised Platform DA 1023/07 Korora Haven	2,702				2,702
Street Trees DA 1153/06 Embeach P/L	7,135				7,135
Street Trees & Veg Man DA 1181/03 Korora	15,328				15,328
Sapphire Beach Est DA 29/06 Dune	27,484				27,484
NRCMA - Landholder Management	9,305				9,305
Trees & reserves Emb Hibbards DA 341	236				236
Friends of the Park Pilot Program	8,947	8,947			
Street Tree Developer Contributions	5,994				5,994
Rec Fishing Trust Habitat Action Works	17,500		15,750		1,750
Natural Disaster January 2012	22,196		22,196		
NRCMA Implementation of Coastline & EL Moonee Reserve Amenity Improv Project	3,859				3,859
EL Buluunggal (Coffs Ck) Interpretive Bush Tucker	605			605	
EL Buluunggal (Coffs Ck) Interpretive Bush Tucker	9,900			9,900	
Botanic Gardens - Japanese Garden Dev	2,691	2,691			
Reserve Restoration adj Newport Creek	6,893				6,893
Loaders Lane Reserve No. 145 Revegetation	2,183				2,183
Diggers Beach Swing	15,000		15,000		
S94 Works -					
Open Space UNALLOCATED	938,000		2,500,000		-1,562,000
West Wlga S'Ground Compensatory	117,255				117,255



2012/13 REVOTES TO 2013/14	REVOTE		FUNDING		
		Revenue	External	Env Levy	Restricted
West Wlga S'Ground Earthworks/Drainage	589,200				589,200
Open Space					
Amaroo/Nariah Cr Works	8,609				8,609
McCarthy Park Estate - Habitat Restoration	2,801				2,801
<b>Total</b>	<b>1,813,823</b>	<b>11,638</b>	<b>2,552,946</b>	<b>10,505</b>	<b>-761,266</b>
<b>REGIONAL ROADS</b>					
Natural Disast June 2011	2,829				2,829
Natural Disast Jan/Feb 2012	267,273		267,273		
Lyons Rd Rehab & Footpath	28,906				28,906
Regional Roads Repair Program	118,239		118,239		
<b>Total</b>	<b>417,247</b>	<b>0</b>	<b>385,512</b>	<b>0</b>	<b>31,735</b>
<b>LOCAL ROADS</b>					
Pine Creek Way Handover Works	1,584,065				1,584,065
Natural Disaster June 2011	38,465				38,465
Natural Disaster January 2012	88,077		79,064		9,013
Moonee Beach Road Reconstruction	134,147				134,147
S94 Moonee Rd Works New	250,000				250,000
S94 North Boambee Local Collector Rds	900,000				900,000
S94 West Woolgoolga Traffic Facilities	150,000				150,000
Pine Creek Way Capital Works	1,120,481				1,120,481
<b>Total</b>	<b>4,265,235</b>	<b>0</b>	<b>79,064</b>	<b>0</b>	<b>4,186,171</b>
<b>BRIDGES</b>					
Coramba Historical Bridge M & R	51,019				51,019
Natural Disaster Jan/Feb 2012	33,542		33,542		
Major Repairs	156,996	156,996			
Cathodic Protection	5,920	5,920			
<b>Total</b>	<b>247,477</b>	<b>162,916</b>	<b>33,542</b>	<b>0</b>	<b>51,019</b>
<b>FOOTPATHS, CYCLEWAYS &amp; BUS SHELTERS</b>					
Cycleways Design (part Grant)	12,570	6,285			6,285
EL NSW Coastline Cycleway	73,081			73,081	
Cycleways Construction	47,625	47,625			
Bus Shelter Construction	258,757				258,757
<b>Total</b>	<b>392,033</b>	<b>53,910</b>	<b>0</b>	<b>73,081</b>	<b>265,042</b>
<b>PARKING</b>					
Castle St Carpark Improvements	441,081				441,081
S94 Jetty Area Car Parking	101,000				101,000
<b>Total</b>	<b>542,081</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>542,081</b>
<b>DRAINAGE</b>					
Flood Mitigation Works	8,850,059		4,331		8,845,728
<b>Total</b>	<b>8,850,059</b>	<b>0</b>	<b>4,331</b>	<b>0</b>	<b>8,845,728</b>
<b>CITYWORKS-PRIVATEWORKS</b>					
Commercialisation of Cityworks	75,376				75,376
<b>Total</b>	<b>75,376</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,376</b>
<b>SURVEY &amp; DESIGN</b>					
Data Collection 31 March 2009 Flood	55,000	55,000			
Road Safety Projects	235		235		
Arrawarra Consultation Plan (Reg Park Trust)	50,000		50,000		
Coffs Bike Plan	40,550		20,275	20,275	
EL Hearn Lake Fish Friendly Farms	28,654	3,327	14,327	11,000	
EL Korora Lagoons Aquatic Weed Control Program	5,012			5,012	
Banner Pole Replacement Project	7,754	7,754			

2012/13 REVOTES TO 2013/14	REVOTE	FUNDING			
		Revenue	External	Env Levy	Restricted
Coffs Community & Skate Park	50,000				50,000
Jetty Foreshore Redevelopment Stage 1	6,574	6,574			
Brelsford Park Redevelopment	223,234	223,234			
<b>Stormwater &amp; Floodmitigation Works</b>					
Unallocated	216,829	216,829			
CBD Drainage Works	10,152	3,384			6,768
Boambee/Newports Crk FRMP	36,991	12,330	24,661		
Coffs Creek Flood Study Review	131,288	43,763	73,647		13,878
Woolgoolga Creek Flood Study	75,000	25,000	50,000		
Park Beach Major Drainage Aug	30,000	10,000	20,000		
<b>Coastal Works</b>					
Unallocated	2,160	2,160			
Corindi River Est MP	8,019	4,009			4,010
Implementation of priority actions from	6,591				6,591
Coffs Creek Estuary Management Plan	66,515	41,060	25,455		
<b>Better Boating Program</b>					
Ararwarra Boat Ramp Stage 2	252,322		252,322		
Coffs Harbour Boat Ramp	53,000	13,000	40,000		
S94 North Boambee Stormwater Management	450,000				450,000
Mid North Coast Carpool	232				232
RMS Speed Management Engineering	25,325	5,924	7,822		11,579
Harbour Foreshore Planning	5,000	5,000			
Park Beach Surf Club Improvements	147,330	13,595	93,833		39,902
Park Beach Masterplan Works	107,887	21,303			86,584
S94 McCarthy Park Playground	1,633				1,633
S94 West Coffs Reserve Improv	31,079				31,079
<b>Total</b>	<b>2,124,366</b>	<b>713,246</b>	<b>672,577</b>	<b>36,287</b>	<b>702,256</b>
<b>STREET LIGHTING</b>					
New Street Lights	27,650	27,650			
<b>Total</b>	<b>27,650</b>	<b>27,650</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SUBDIVISIONS &amp; CONTRACTS</b>					
Office Expenses	15,000	15,000			
Contracts Manager Software	1,100	1,100			
<b>Total</b>	<b>16,100</b>	<b>16,100</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>UNTIED FUNDING</b>					
Financial Assistance Grant	166,122	166,122			
Efficiency Savings	150,000	150,000			
<b>Total</b>	<b>316,122</b>	<b>316,122</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL CITY SERVICES</b>	<b>19,712,640</b>	<b>1,373,440</b>	<b>3,931,630</b>	<b>119,873</b>	<b>14,287,697</b>
<b>DEPARTMENTAL SUMMARY</b>					
<b>TOTAL CIVIC MANAGEMENT &amp; CITY RESOURCES</b>	<b>1,955,147</b>	<b>206,046</b>	<b>0</b>	<b>0</b>	<b>1,749,101</b>
<b>TOTAL CORPORATE BUSINESS</b>	<b>9,402,274</b>	<b>2,329,996</b>	<b>256,429</b>	<b>3,725</b>	<b>6,812,124</b>
<b>TOTAL LAND USE, HEALTH &amp; DEV</b>	<b>2,450,683</b>	<b>579,703</b>	<b>247,611</b>	<b>145,952</b>	<b>1,477,417</b>
<b>TOTAL CITY SERVICES</b>	<b>19,712,640</b>	<b>1,373,440</b>	<b>3,931,630</b>	<b>119,873</b>	<b>14,287,697</b>
<b>TOTAL GENERAL ACCOUNT</b>	<b>33,520,744</b>	<b>4,489,185</b>	<b>4,435,670</b>	<b>269,550</b>	<b>24,326,339</b>

2012/13 REVOTES TO 2013/14	REVOTE	FUNDING			
		Revenue	External	Env Levy	Restricted
<b>SEWER ACCOUNT</b>					
<b>Management Expenses</b>					
Contribution HR Payroll System	22,218	22,218			
Contribution to Works Depot	22,128	22,128			
Water Directorate	804	804			
Recycled Water Management Plan	49,460	49,460			
<b>Total</b>	<b>94,610</b>	<b>94,610</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL PROGRAM</b>					
Sewer Rehabilitation	200,000			200,000	
Wlga Treatment Works Upgrade Stg 2	150,000			150,000	
Sawtell Pump Station & Pipework	10,706,825		1,337,558		9,369,267
Building Generators	40,000				40,000
Establishment Yard Adjacent to Coffs WRP	200,000				200,000
Network Analysis	20,000				20,000
<b>Total</b>	<b>11,316,825</b>	<b>0</b>	<b>1,337,558</b>	<b>0</b>	<b>9,979,267</b>
<b>TOTAL SEWER ACCOUNT</b>	<b>11,411,435</b>	<b>94,610</b>	<b>1,337,558</b>	<b>0</b>	<b>9,979,267</b>

2012/13 REVOTES TO 2013/14	REVOTE	FUNDING			
		Revenue	External	Env Levy	Restricted

**WATER ACCOUNT**

**MANAGEMENT EXPENSES**

Contribution Works Depot Upgrade	22,128	22,128			
Contribution HR Payroll System	22,218	22,218			
Water Directorate	471	471			
Water & Sewer Data Management	41,936	41,936			
<b>Total</b>	<b>86,753</b>	<b>86,753</b>	<b>0</b>	<b>0</b>	<b>0</b>

**MAINTENANCE & OPERATING**

Wongala & Corindi - Aboriginal Ops	5,284	5,284			
Raw Water Purchases	193,697	193,697			
<b>Total</b>	<b>198,981</b>	<b>198,981</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL PROGRAM**

Reservoir Renewals	104,117				104,117
Establishment Yard Adjacent to Coffs WRP	199,923				199,923
<b>Total</b>	<b>304,040</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>304,040</b>

<b>TOTAL WATER ACCOUNT</b>	<b>589,774</b>	<b>285,734</b>	<b>0</b>	<b>0</b>	<b>304,040</b>
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SUMMARY

TOTAL GENERAL ACCOUNT	33,520,744	4,489,185	4,435,670	269,550	24,326,339
TOTAL WATER ACCOUNT	589,774	285,734	0	0	304,040
TOTAL SEWER ACCOUNT	11,411,435	94,610	1,337,558	0	9,979,267
<b>GRAND TOTAL</b>	<b>45,521,953</b>	<b>4,869,529</b>	<b>5,773,228</b>	<b>269,550</b>	<b>34,609,646</b>

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## **NANA GLEN SPORT, RECREATION & EQUESTRIAN CENTRE MANAGEMENT COMMITTEE MEMBERSHIP**

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### **Purpose:**

To recommend to Council appointment of a community member to the Nana Glen Sport, Recreation & Equestrian Centre Management Committee.

### **Description of Item:**

This report seeks approval from Council for appointment to the following committee:

- Nana Glen Sport, Recreation & Equestrian Centre Management Committee

### **Sustainability Assessment:**

- **Environment**

There are no environmental issues associated with this report.

- **Social**

The valuable contribution made by community members in the various roles of management and advisory committees adds to the significant social capital and sense of connectedness, while also providing a service Council would otherwise be unable to provide.

- **Civic Leadership**

This approach is addressed in Coffs Harbour 2030 through:

LC1 We are healthy and strong

LC1.3 We live in a safe, caring and inclusive community

LC1.3.2 Build community structures based on the values of care, inclusion and connectedness

LC1.3.3 Promote the importance of being party of a community

- **Economic**

#### **Broader Economic Implications**

There are no economic implications of the recommendations in this report.

#### **Delivery Program/Operational Plan Implications**

There are no delivery program or operational plan implications of the recommendations in this report.

### **Risk Analysis:**

A risk analysis is not applicable in this instance

**Consultation:**

Consultation has been undertaken with the existing members of the relevant committee.

**Related Policy and / or Precedents:**

This process is in line with precedents set in the past.

**Statutory Requirements:**

This addresses requirements under the Local Government Act.

**Issues:**

The following community member has expressed interest in participating on the below committee. The nomination has been approved for recommendation to Council at the relevant committee meeting:

- Nana Glen Sport, Recreation & Equestrian Centre Management Committee  
Mr Jim Cleary

**Implementation Date / Priority:**

The relevant committees and prospective members will be notified immediately following Council's decision.

**Recommendation:**

**That Mr Jim Cleary be appointed to the Nana Glen Sport, Recreation & Equestrian Centre Management Committee**

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## C.EX COFFS INTERNATIONAL STADIUM FOCUS GROUP

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### **Purpose:**

To approve the amended terms of reference, Community and Councillor nominations for the 2013-2015 C.ex Coffs International Stadium Focus Group.

### **Description of Item:**

The current Stadium Focus Group membership expired on 30 June 2013 and all positions became vacant. A recruitment process was undertaken to fill the following positions:

- Four (4) Community Representatives – appointed by Council

In addition, the group comprises two (2) CHISSI member representatives, two (2) Councillors, the Director Community Development and the Sports Unit Manager.

With the announcement of the recent 5 year naming rights agreement, the name of the committee has also changed to the C.ex Coffs International Stadium Focus Group, and the new naming rights sponsor has requested a position on the Focus Group.

### **Sustainability Assessment:**

- **Environment**

There are no environmental impacts envisaged in this report.

- **Social**

The composition of the Focus Group ensures the community view the Stadium and its strategic direction as acceptable and covering a broad section of the sporting and business community.

- **Civic Leadership**

The formation of the Focus Group works towards achieving the outcomes identified within the Coffs Harbour 2030 Community Strategic Plan and is directly connected to the themes 'Places for living and Looking after our community'.

- **Economic**

#### **Broader Economic Implications**

The strategic direction of the Stadium is important to its long term sustainability. The Focus Group will see a committed group with a specific role to assist with the strategic directions of the Stadium.

Currently sporting events inject an estimated \$30 million into the local economy. Upgrades to the stadium increasing the venue's ability to host more and/or larger events will have a significant direct economic impact on the city.

### **Delivery Program/Operational Plan Implications**

Council's Sports Unit are wholly responsible for the management of C.ex Coffs International Stadium and the delivery program/operational plan.

The Stadium Focus Group are advisory only, and as such have no implications for the delivery program/operational plan.

### **Risk Analysis:**

A risk analysis is not applicable to the composition of this Focus Group.

### **Consultation:**

Community nominations for the 2013-2015 Focus Group were advertised throughout August, via the local newspaper, Council's website and the Sports Unit database.

### **Related Policy and / or Precedents:**

Council has a long history of including community and business groups in Focus Groups and informal committees.

### **Statutory Requirements:**

As the Focus Group are an informal committee of Council there are no relevant statutory requirements.

### **Issues:**

Six (6) nominations were received for the four (4) vacant community positions.

A mix of business and sporting acumen, historical knowledge and new ideas will ensure the Focus Group can effectively embrace the terms of reference. All of the nominations show a keen interest in further developing the Stadium as a venue, however to ensure that the group remains at an optimum size, only the four (4) vacant positions will be filled by those who best met the selection criteria. A letter of thanks will be sent to the unsuccessful nominees.

The four (4) successful community nominees are

- \* Mr Phil Crofts
- \* Mr Phil Holt
- \* Mr Paul Taylor
- \* Mr Peter Wardman

CHISSI (members association) have advised their two delegates are:

- \* Mr Stephen Campbell
- \* Mr Jim Woodlock

An additional position on the group for the new naming rights sponsor, C.ex Group, has also been requested by the sponsor, and endorsed by the outgoing Focus Group. This position has been included in the updated terms of reference that accompanies this report. The naming rights delegate is:

Mr John Rafferty



**Implementation Date / Priority:**

The positions on the C.ex Coffs International Stadium Focus Group will be effective 01 October 2013 – 30 September 2015.

The first meeting will take place on 14 November 2013.

**Recommendation:**

1. To adopt the updated terms of reference for the C.ex Coffs International Stadium Focus Group.
2. To approve the appointment of the following community members to C.ex Coffs International Stadium Focus Group for a two (2) year term, from 1 October 2013:
  - Mr Phil Crofts
  - Mr Phillip Holt
  - Mr Paul Taylor
  - Mr Peter Wardman
3. To appoint two (2) councillors to the C.ex Coffs International Stadium Focus Group.
4. To note the appointment of the CHISSI (2) and Naming Rights sponsor (1) delegates to the group

## **C.ex Coffs International Stadium Focus Group Terms of Reference**

**01 October 2013**

### **History**

Council resolved on 8 July 2010 to form Focus Group for the International Sports Stadium. Community nominations for the 2013-2015 group were sought in August 2013 with the two year term commencing on 01 October 2013.

With the recent announcement of the five (5) year naming rights agreement with the C.ex Group, the name has now become the C.ex Coffs International Stadium Focus Group.

### **Focus Group**

The Focus Group has no formal committee status and acts as an advisory body to Council.

Membership is voluntary and by either election (CHISI) or nomination (community members).

Membership is valid for 2 years. Members of the group can reapply at the conclusion of each two year term.

Members will be appointed using selection criteria based on their experience in the business, sport and tourism industries, and will have a wide range of skills and knowledge.

### **Focus Group membership**

The Focus Group membership will be comprised of:

- Two (2) Councillors
- Two (2) CHISI members' representatives
- Four (4) Community representatives appointed by Council,
- One (1) Naming Rights sponsor delegate
- Director Community Development
- Sports Unit Manager

### **Guiding documents**

The Focus Group will embrace the recent feasibility study report undertaken by ISFM Australasia, with the concept plans now approved by Council for future upgrades, replacing all previous versions.

While the Stadium forms a part of the Coffs Coast Sport of Leisure Park and is governed by its Plan of Management, the Focus Group's area of interest is limited to the Stadium itself.

### **Terms of Reference**

The Focus Group will act as a 'think tank' and will be tasked with the following strategic areas:

- Strategic Policy areas
- Consultation on strategic plan, plan of management etc
- Assistance with high level sponsorship eg naming rights
- Assistance with leads and contacts at sporting organisations
- Assistance with funding applications, on projects approved by Council
- Assistance in securing local financial support
- Other strategic issues as they arise.

The Focus Group will not have any involvement with operational matters including budgets, event planning, maintenance, staffing or day to day operations.

**Executive**

Meetings will be chaired by the Director Community Development.

Secretariat for the meetings will be undertaken by Council staff.

No further executive positions are required

**Frequency of meetings**

Meetings will be held each quarter.

Urgent items at other times will be distributed by electronic means.

**Stadium name**

Originally the Coffs Harbour International Sports Stadium, the venue is now subject to a naming rights agreement valid to 30 June 2018, and is known only as C.ex Coffs International Stadium.

**Confidentiality**

The Focus Group will be privy to commercial in confidence information from time to time, and so all members will be required to sign and attend appropriate training sessions in the following areas upon accepting their position:

- CHCC confidentiality agreement
- CHCC code of conduct

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## COFFS HARBOUR ECONOMIC STRATEGY 2013 - 2017

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### **Purpose:**

To report back to Council regarding the feedback received from the public exhibition, and to recommend endorsement of the final Coffs Harbour Economic Strategy and Action Plan document.

### **Description of Item:**

At Council's Ordinary Meeting of 23 May 2013 Council:

RESOLVED (Innes/Degens) that:

1. Council endorse the attached draft Coffs Harbour Economic Strategy 2013-2017 for public exhibition and comment for a period of 28 days
2. A report be brought back to Council detailing the feedback received and recommending a final document to be adopted by Council

The draft Strategy was on public exhibition from 31st May to 9th July 2013 and the amended final version is attached to this report as attachment 1 and 2.

Council received 7 submissions during the public exhibition period (4 by letter and 3 online). A table outlining the feedback received during the public exhibition period is attached to this report (Attachment 3)

In summary, the consensus of the Reference Group is the Strategy is ready for adoption by Council. The primary aim will then be to continue to build the momentum amongst the industry sector groups who form the "engine room" for achieving the objectives set out in the Strategy.

Overall the Strategy has not changed substantially from the draft presented to Council in May, although the intent has been clarified. The proposed changes and the wording directly from the submissions is included in the Table of Feedback (Attachment 3)

### **Sustainability Assessment:**

- **Environment**

Overall the Strategy will have no impact on the environment.

- **Social**

The Strategy provides a platform of activities and actions that the community has identified and if actioned will give the City a vibrancy that will in turn grow our cultural and sporting sectors thereby creating new jobs and creating a 'buzz' that others want to join.

- **Civic Leadership**

The Strategy is a vehicle to implement the Coffs Harbour 2030 Plan with a focus on the '*Learning and Prospering*' theme. The EDU's role is one of facilitation assisting and enabling the community rather than doing for the community.

The Strategy empowers community members to 'do' things in the community that they have a passion for and want to share with others. These community leaders or 'co-creators' will inspire others to step up and assist create a colourful vibrant City of the future.

- **Economic**

**Broader Economic Implications**

The Strategy is a bottom up approach to economic development. It aims to:

- \* Create an entrepreneurial culture within the City
- \* Create new business and employment
- \* Expand and grow existing business
- \* Attract investment to the City

**Delivery Program/Operational Plan Implications**

Economic Strategy projects will be financially funded from existing council budget, grants and / or sponsorship / partnerships.

**Risk Analysis:**

There is the possibility that council's reputation could be damaged by public perception of the Strategy or its implementation and this will be mitigated as much as possible.

Each activity / project delivered as part of the implementation process of the Strategy will attract a risk assessment.

**Consultation:**

As outlined, the draft Strategy was on public exhibition from 31st May to 9th July 2013 and 7 submissions were received.

This feedback and the proposed changes to the Strategy were considered by the Reference Group

Consultation was held with relevant groups, on request, to clarify issues and concerns.

**Related Policy and / or Precedents:**

This Economic Strategy follows on from the Coffs Harbour Economic Development Plan 2005 – Coffs Harbour leading the World and the Switched on Coffs Digital Strategy.

**Statutory Requirements:**

There are not statutory requirements in relation to this report

**Issues:**

A broad engagement process has been undertaken with several workshops facilitated by the author of the strategy and EDU staff and attended by approximately 200 business / industry representatives and community members. Feedback from these workshops were researched by professional economic development staff to ensure the strategy being delivered was 'world best practice'.

Overall the feedback from participants was positive with some differences being around the language used. The professional response to the issues raised has been included in Attachment 3.

While there was some initial polarisation within the Reference Group this has been significantly lessened and agreement was reached that the Strategy should be put to Council for adoption.

The achievement of the objectives of the Strategy will only be achieved with participation from the industry sector groups and should Council endorse the strategy work will continue on enhancing the momentum of these groups.

**Implementation Date / Priority:**

Should Council endorse the Strategy implementation will commence immediately and will be for the life of the document being 2013 – 2017.

**Recommendation:**

**That Council endorse the Coffs Harbour Economic Strategy 2013 - 2017**



# GROWTH THROUGH LOCALISATION AND LOVE OF OUR CITY

## Coffs Harbour Economic Strategy Opportunities + Process + Current Reality

Author / Researcher:  
Dr Grant Cairncross – Southern Cross University

IMPLEMENTING

COFFS HARBOUR  
2030

DRAFT: AUGUST 2013



## **The Coffs Harbour 2030 Vision**

“Coffs Harbour is a model of sustainable living. We value, respect and protect our natural environment and acknowledge that it sustains us and future generations.

We work together to live sustainably. We have respect for, and learn from, our diverse communities of many ages and cultures. We are healthy, caring and actively engaged in our communities. We move around safely, easily and sustainably.

Our economy is strong and diverse and our businesses are leaders in innovation and sustainability. We value all people and use the goodwill in our community to build a better future for our children.

We think globally and act locally.”

## **Coffs Harbour Economic Strategy and Action Plans**

This Strategy details the how and why of specific steps our co-creators\* will take on the journey to reach the 2030 Vision. We will mobilise the Economy through Industry Groups and their Action Plans.

**\*Co-creators are citizens who “build on existing elements, like infrastructure and institutions, and collaborate with others to make new things. They are also connectors and catalysts who in turn inspire others to get involved and contribute to the making of their community.” (Kageyama 2011, p.8).**



## 1 EXECUTIVE SUMMARY

Essential ingredients for the development of Coffs Harbour’s economy are building on its strengths, value adding, supporting existing businesses and industry, community participation and commitment. Also important is attracting suitable new businesses and industry, increasing diversity and embracing exciting urban developments such as the CBD re-development and the Foreshore reinvigoration.

**The Action Plans** are our roadmap to how this will happen. They have been developed in close collaboration and partnership with our businesses and industry networks. These are the first steps in an ongoing process and form part of the overall Coffs Harbour 2030 Plan.

The Actions are categorised into seven strategic themes.



### ***'LOVE OUR CITY' (CH 2030)***

To unleash the love we feel for Coffs Harbour and our special places in it and to increase the overall happiness, joyfulness and economic and social wellbeing of our community



### ***LOCAL IS BEST (CH 2030 - Learning and Prospering)***

Encourage a strong, sustainable, resilient and culturally and economically diverse local economy.



### ***KNOWLEDGE BUILDING (CH 2030 - Learning and Prospering)***

Promote the health and education sectors, encourage research and development and build partnerships.



### ***WELCOMING SPACES (CH 2030 - Places for Living)***

We have created spaces that are safe, comfortable & encourage interaction between people of all ages and our diverse groups.



### ***PLANNING FOR GROWTH (CH 2030 - Places for Living)***

Transport, Logistics, Distribution, Health and Industrial/Commercial Lands.



### ***SMART AND CONNECTED (CH 2030 - Learning and Prospering)***

Our community is connected to each other, our families and the world. Our businesses are enjoying growth through new markets. Our children are enjoying expanded education opportunities. Our health is being delivered into our homes by e-health.




### ***INVEST COFFS (CH 2030 - Learning & Prospering)***


Promote Coffs Harbour as an ideal investment, development, business and new resident destination

**Opportunities + Process + Current Reality** analyses Coffs Harbour’s current population trends, industry statistics, competitor analysis and prevailing economic climate and identifies the opportunities to pursue sustainable economic growth through localisation and love of our city. We can see through the use of coloured symbols how each of these opportunities has been addressed by one or more strategic themes in the Action Plan.


**Population growth and people:** Coffs Harbour currently has a somewhat limited skill base, although one that is improving, and it also has an expanding population although a bigger younger demographic is required. There is an increasingly skilled community and workforce as a basis on which future enterprises can be developed.

**The city needs to focus on attracting and retaining young professionals and creative workers who can contribute to current and future enterprises. It also has a higher than average disadvantage issue that needs to be addressed through increased engagement. Targeted strategies that address these factors could expedite current and appropriate future business and industry growth/expansion.** \_\_\_\_\_ 

**Utilisation of existing human resources:** ‘An old-school, masculinist view of regional development which sees big infrastructure and sometimes, big events as what matters is not necessarily always realistic’ (Gibson and Stewart, 2009; 6).

**An opportunity exists to focus on what we have ‘in-house’ - a method that is being successfully adopted internationally and could be adopted here is ‘Enterprise Facilitation’ – where we encourage and assist those innovators and entrepreneurs in our community.** \_\_\_\_\_ 

**Technical innovation:** Technical innovation can deliver the basis for new, cost effective processes to drive economic growth, community engagement and greater productivity per unit of labour without necessarily requiring large amounts of commercial or industrial zoned land. Being an early adopter of the National Broadband Network (NBN) gives Coffs Harbour a potential three to four year ‘window of opportunity’.

**Supporting our community to be “smart and connected” must be a priority. The delivery of Switched on Coffs Digital Strategy and the continued work with business and industry to give them the knowledge and skills to grow their enterprise through high speed broadband in this digital age is also crucial.** \_\_\_\_\_ 

**Infrastructure advancement:** Significant infrastructure currently being planned and developed includes the rollout of the superfast broadband and Pacific Highway upgrade, the proposed foreshore and CBD improvements.


**These opportunities can be leveraged to provide significant investment and social engagement for Coffs Harbour.** \_\_\_\_\_ 

**Capital availability:** Typically capital investment is made on a business case rather than a location basis. **To encourage capital investment the Coffs Harbour City Council will be required to make investment in the region attractive to investors and over time, given the tight capital markets since 2008, should also investigate legal alternative local ways of capital raising as highlighted by Shuman (2012) and others but which apply in an Australian context.** \_\_\_\_\_ 


**Community attitudes:** A strong influence on how, where and when people work in Coffs Harbour is their commitment to maintaining their 'lifestyle'. This creates a whole range of pressures on employers and distorts the profile of our workforce.

**When leveraged successfully, it becomes an opportunity for employers to attract a new skill base, retain our existing knowledge base and keep our community as a leader.** —  S L K I

**Creating the right mindset and culture:** As Bernard Salt reminded us, a 'cargo cult' mentality is not an economic development policy.

**Coffs Harbour has to reframe its attitude and refocus the energy, there is opportunities to build on the love of our city our co-creators have and make things happen ourselves. (Certainly, if the government wants to help, that's a bonus!)** \_\_\_\_\_  L L

**External factors:** Factors such as the international and national economy, related market forces (e.g. national/global supply and demand), government policies and legislation all influence the capacity, nature and motivation for economic development and investment. The above factors have been employed with consideration of the external factors that will influence the desired outcome as outlined in the Action Plans.

**Increasing resilience of the local economy and community is one way to reduce the effect of external factors which can be addressed through focusing on our local strengths, local businesses and local people.** \_\_\_\_\_  L L

**WHO OWNS THIS STRATEGY?**

This strategy is owned by all people in the community who want to create a City based on growth through localisation and love of our city. This growth takes on all forms, economic, lifestyle, social – it's about 'quality of life' for all residents. The journey will create many opportunities for us to express our ideas and passions and in the end, together we will create a community that has opportunity, choice and experiences for all.

**Those of us that take this journey together are called "co-creators" and our actions are called "co-creation".**

*"Co-creation is not about "build it and they will come." Rather, it is about "bring them together and build it with them." Co-creation harnesses human potential to mutually expand value. It not only views individuals as having creative capacities to forge mutually valuable outcomes together, but also that they attach meaning to their experiences of these outcomes and their very acts of creative interactions with the environments around them. Thinking of co-creation in this way takes us well beyond crowdsourcing and open innovation. It can include any of the value chain activities of any business, civic, or social enterprise— activities that can be opened up to more inclusive, creative, and meaningful engagement with stakeholders."*

Ramaswamy, V. (2011) 'Co-creating Development' *Development Outreach*. September 2011 p.40, World Bank Institute.

## This Strategy

The principal imperatives of this study, as agreed by the Coffs Harbour City Council (CHCC) and the Sector/Industry Reference Group for this project, have been to develop an Economic Strategy and Action Plans that:

- Are Specific, Measurable, Achievable/Assignable, Realistic and Time-Based;
- Can be completed or meaningfully advanced within a three to four year timeframe;
- Have been identified through a process of industry and stakeholder engagement and consultation;
- Embrace the aims, objectives and value sets contained within the CHCC 2030 Plan and support subsequent relevant CHCC plans and initiatives; and
- Have the greatest possible prospect to enhance employment and ongoing community involvement.

This strategy is comprised of two parts:

**Opportunities + Process + Current Reality** analyses Coffs Harbour's current population trends, industry statistics, competitor analysis and prevailing economic climate and identifies the opportunities to pursue sustainable economic growth through localisation and love of our city.

**The Action Plans** are our roadmap showing how we will make the most of these opportunities.

### INVESTING IN COFFS HARBOUR

Coffs Harbour City Council's Economic Development Unit can help make your investment choice an easy one by providing information and assistance to business and industry to help identify opportunities and create success. You can contact us on (02) 6648 4087 or email [barry.davis@chcc.nsw.gov.au](mailto:barry.davis@chcc.nsw.gov.au) for further information, businesses and investment assistance.

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## 2 Methodology

Methodology and Process		
No.	Task .	Output.
1.	Project Launch	Public meeting, Coffs Harbour and region SWOT, and broad current regional development overview with Bernard Salt.
2.	Reference Group	Reference Group with representatives of key industries and sectors on it set up and met with so as to give initial economic development action suggestions and ideas.
3.	Industry/Sector Work Groups (Futures Forums)	Representatives of each different industry/sector group meet to develop industry/sector participation in relevant economic development action suggestions and ideas.
4.	Knowledge Review	Review of existing literature and relevant documentation.
5.	Competitive Analysis	Identification of the core competitive advantages and disadvantages of the Coffs Harbour against geographically immediate LGA 'competitors' and other similar sized but more remote LGA 's.
6.	Economic Drivers	Identification of the key economic drivers and the levers to facilitate and encourage regional economic development and key indicators by which to measure the success of the strategy.
7.	Stakeholder Feedback and Consultation/Presentation One – Draft 2013 EDU Strategy	Results of consultation with a range of key industry, business and community stakeholders regarding the potential development options, strategies and actions to ensure the future economic success of Coffs Harbour given in a draft presentation so as to procure feedback and suggestions.
8.	Final Strategy Development	Development of appropriate economic strategies to target increased business retentions, growth and attractiveness and to encourage employment, wages and income and skills and education growth and increased community involvement.
9.	Action Planning	Completion of research and pre-feasibility analysis to develop joint Council and Industry/Sector Action Plans for the prioritized development strategies.
10.	Public Exhibition	Action Plan placed on public display.
11.	Final Report	Delivery of the Final Coffs Harbour Strategic Plan and Action Plans following consideration of public comments received through the stakeholder feedback process.
12.	Strategy Review	As detailed in <b>The Action Plans</b> .

### 3 Partners & Collaboration

#### PARTNERS

An Interim Reference Group with representatives from most Coffs Harbour industries was involved in the initial discussions about the collaboration and consultation process for the Coffs Harbour Economic Strategy. It is proposed that this group be involved in ongoing reporting and feedback as this strategy is carried out. The initial Interim Reference Group was attended by;

- Michael Adendorff, Adendorffs Solicitors & Conveyancers
- Tracey Adendorff, Coffs Coast Tourism
- Leanne Atwal, Acting Manager Sport Unit, CHCC
- Glenn Caldwell, Tourism Manager CHCC
- Michael Close, CEO Enterprise Training Company
- Barry Davis, Economic Development, CHCC
- John Eaton, MBT Group
- Sandhya Fernandez, NC Medicare Local
- Leonie Kennedy, CH Chamber of Commerce
- Jacquie Houlden, Janison/ RDA MNC
- Wayne Houlden, Janison
- Christina Hyde, Short Sharp Digital
- Ben Lawson, Director City Services, CHCC
- Tony McGowan, NC TAFE
- Steve McGrath, General Manager, CHCC
- Rod McKelvey, Chair ETC Board
- Dennis Martin, Airport Manager, CHCC
- Louise Potter, Manufacture Coffs Coast
- Bob Prater, Coffs 2050 Group
- Tony Rothacker, Janison / RDA MNC
- Anne Shearer, Transport Officer CHCC
- Kim Towner, Happy Frog
- Neil Wendt, Director, North Coast TAFE
- Dene Zahner, General Manager, Pacific Bay Resort

The following attended in their role as strategy author and coordinators;

- Grant Cairncross, SCU
- Julie Tucker, Community Engagement, SCU
- Jenny Oloman, Manager Economic Development, CHCC
- Kristina Cooke, Economic Development, CHCC

#### COLLABORATION

Over the course of this process, representatives from each industry/sector group met with the project author and members of the Coffs Harbour City Council Economic Development Unit. At least one industry workshop was held in each industry sector which led to the development of the Economic Strategy Action Plans.

Workshops were held with representatives from;

- Coffs Coast Food Industry Group,
- Coffs Coast Manufacturers Group,
- Arts and Creative Industries,
- Professional Services sector,
- Health Industry,
- Education & Skills,
- Tourism
- Retail\*

Output from the Professional Services sector workshop has been incorporated into the main action plans with the other six industry sectors developing *Industry Action Plans*. Other such as IT will be developed as resources permit.

\*Retail Marketing Plans have previously been produced for the City Centre, Woolgoolga, Sawtell and Jetty and council handed those plans over to Chambers of Commerce in Woolgoolga and Sawtell and the Jetty Business Group. It is suggested that a meeting with key players be convened to discuss

the need for and possibility of a Retail Study. Council has completed a CBD Masterplan to reactivate the CBD. Large retailers have made significant investments in their holdings, this should assist in stimulating retail spending. Council with Federal Government funding are running workshops and one on one training on digital enterprise – how to capitalise on high speed broadband.

## 4 The Context and the Task

Coffs Harbour has an ongoing need to help grow its existing businesses while also attracting successful and compatible new businesses so as to provide a sustainable employment and industry base.

The local economy, like many in Australia since the Global Financial Crisis (GFC) in 2008, is currently undergoing a period of significant structural change in which local industry is being challenged as a consequence. These challenges are particularly significant for the industries of retail, wholesale trade, finance and insurance, rental and real estate trade (see Table 4) and particularly in relation to high levels of relative disadvantage (see 4.1.3). There are however, opportunities to address these challenges, attract new investment and facilitate jobs growth with focused socio-economic development initiatives.

Demand generated by population growth and improving and growing health and education facilities has driven increased economic activity in residential and commercial construction in recent years although both have slowed recently, largely due to factors directly and indirectly pertaining to the GFC.

Coffs Harbour has a strong base to sustain economic growth:

- a strong and diverse business / industry sector
- quality of the natural environment
- the regional airport,
- the International Marina
- the health campus,
- good schools,
- a University and it's campus,
- growing research facilities, and
- lifestyle opportunities.

All are key assets and opportunities that are likely to significantly influence future growth trends.

It is vital that Coffs Harbour continually look for ways to:

- encourage business development,
- generate employment opportunities,
- embrace new technology opportunities,
- adapt to change,
- encourage lifelong learning and knowledge generation, and
- stimulate community involvement in activities that express their love for the City.



## 5 Coffs Harbour – The Overview

“Coffs Harbour City is located on the Mid North Coast of New South Wales, about 540 kilometres north of Sydney and 440 kilometres south of Brisbane. Coffs Harbour City is bounded by the Clarence Valley Council area in the north and west, the Coral Sea in the east, and Bellingen Shire in the south.

The original inhabitants of the Coffs Harbour area are the Gumbaynggir Aboriginal people. Coffs Harbour City is a predominantly rural area, with expanding residential, rural-residential and resort areas, and some industrial and commercial land use. The City encompasses a total land area of nearly 1,200 square kilometres, including substantial areas of national park, state forest, parkland, coastline and beaches. Settlement is based around the main town of Coffs Harbour, and the townships of Sawtell, Toormina and Woolgoolga, with many small villages and localities along the coast and inland. Much of the rural area is used for timber production and agriculture, particularly banana, blueberry and mixed crop growing. Tourism is also an important industry, especially along the coast. The land area is 117,478 hectares (1,175 Km<sup>2</sup>) which carries a population density of 0.58 persons per hectare.

The City is served by the Pacific Highway an airport that has international flight handling capacity, a marina with international handling capacity and the north coast railway line.

Coffs Harbour City includes the townships, villages and rural localities of Arrawarra, Arrawarra Headland, Barcoongere (part), Boambee, Boambee East, Bonville, Brooklana, Bucca, Bundagen, Coffs Harbour, Coramba, Corindi Beach, Dirty Creek (part), Emerald Beach, Halfway Creek (part), Karangi, Korora, Lowanna, Moonee Beach, Mullaway, Nana Glen, North Boambee Valley, Red Rock, Safety Beach, Sandy Beach, Sapphire Beach, Sawtell, Sherwood (part), Toormina, Ulong, Upper Corindi, Upper Orara and Woolgoolga” (CHCC, 2012a).

Tables 1 and 1a, on the following pages, show how the city’s key demographic and population statistics compare to firstly Regional NSW and then to Australia as a whole.

**Table1: Overview of Coffs Harbour’s Population and Demographic Characteristics as they compare to Regional NSW.**

2011	Coffs Harbour	Regional NSW
Median age	42	41
Median weekly household income	\$902	\$961
Couples with children	25%	27%
Older couples without children	11%	12%
Medium and high density Housing	22%	16%
Households with a mortgage	27%	30%
Median weekly rent	\$250	\$220
Households renting	31%	27%
Non-English speaking backgrounds	6%	5%
University attendance	2%	3%
SEIFA index of disadvantage	964	974

Source: Australian Bureau of Statistics, Census of Population and Housing 2011.

**Table1a: Overview of Coffs Harbour’s Population and Demographic Characteristics as they compare to Australia.**

2011	Coffs Harbour	Australia
Median age	42	37
Median weekly household income	\$902	\$1,234
Couples with children	25%	31%
Older couples without children	11%	9%
Medium and high density Housing	22%	25%
Households with a mortgage	27%	33%
Median weekly rent	\$250	\$285
Households renting	31%	29%
Non-English speaking backgrounds	6%	16%
University attendance	2%	4%
SEIFA index of disadvantage	964	1005

Source: Australian Bureau of Statistics, Census of Population and Housing 2011.

Overall Coffs Harbour has a slightly higher median age than Regional NSW and a significantly lower median weekly household income than both Regional NSW and Australia as a whole. There is a higher than Regional NSW average of the population renting houses and the median rent for these is \$30.00 per week higher than is the case for Regional NSW as a whole.

## 6 Population

### 6.1 Service Age Groups

The estimated population of Coffs Harbour City as of the 30th June 2011 is 70,933 (ABS, 2012). The population has diverse demographic characteristics, namely a higher than Regional NSW number of 50 to 85 year old citizens which also has care implications, especially for the senior and 'frail' segments. On the other hand there is a slightly lower than the Regional NSW average for those aged 18-34. These factors are clearly illustrated in Table 2 below. **Note:** "Service age groups divide the population into age categories that replicate typical life-stages. They point to the level of demand for services that target people at different stages in life and how that demand is changing" (CHCC, 2012a). For example a higher than average number of seniors means that there are going to be greater age and health care implications while a lower than average young workforce may mean that industries may have skill and succession planning issues that are more difficult than is the case elsewhere.

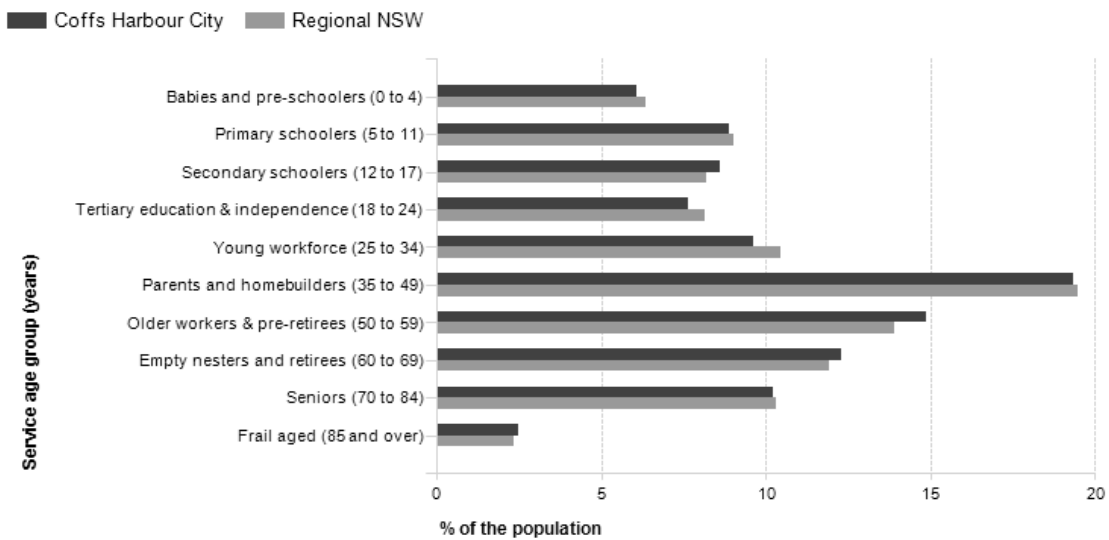
**Table 2: Population by Age and Service Age Groups**

Age structure - service age groups							
Coffs Harbour City	2011			2006			Change
Service age group (years)	Number	%	Regional NSW %	Number	%	Regional NSW %	2006 to 2011
<b>Babies and pre-schoolers (0 to 4)</b>	4,149	6.1	6.3	3,626	5.6	6.1	+523
<b>Primary schoolers (5 to 11)</b>	6,074	8.9	9.0	6,376	9.8	9.7	-302
<b>Secondary schoolers (12 to 17)</b>	5,885	8.6	8.2	6,338	9.8	8.8	-453
<b>Tertiary education &amp; independence (18 to 24)</b>	5,212	7.6	8.1	4,868	7.5	8.0	+344
<b>Young workforce (25 to 34)</b>	6,589	9.6	10.4	6,139	9.5	10.8	+450
<b>Parents and homebuilders (35 to 49)</b>	13,222	19.3	19.5	13,744	21.2	20.9	-522
<b>Older workers &amp; pre-retirees (50 to 59)</b>	10,179	14.9	13.9	9,427	14.5	13.6	+752
<b>Empty nesters and retirees (60 to 69)</b>	8,417	12.3	11.9	6,616	10.2	10.3	+1,801
<b>Seniors (70 to 84)</b>	6,987	10.2	10.3	6,489	10.0	9.8	+498
<b>Frail aged (85 and over)</b>	1,704	2.5	2.3	1,279	2.0	1.9	+425
<b>Total population</b>	68,418	100.0	100.0	64,902	100.0	100.0	+3,516

Source: Australian Bureau of Statistics, Census of Population and Housing - 2006 and 2011.

Figure 1 below takes the figures presented in Table 2 and illustrates how these translate in terms of population percentages by segment. From 2006 to 2011, Coffs Harbour City's population increased by 3,516 people (5.4%). This represents an average annual population change of 1.06% per year over the period.

Figure 1: Graph of Population by Age and Service Age Sectors



Source: Australian Bureau of Statistics, Census of Population and Housing - 2006 and 2011.

The largest changes in age structure in this area between 2006 and 2011 were in the age groups:

Empty nesters and retirees (60 to 69) (+1,801 persons) – this has potential age and health care implications for both facilities and jobs.

Older workers & pre-retirees (50 to 59) (+752 persons)- this has potential age and health care implications for both facilities and jobs.

Babies and pre-schoolers (0 to 4) (+523 persons) - this has implications for pre-school and primary school facilities and jobs in 3 to 6 years time.

Parents and homebuilders (35 to 49) (-522 persons) - this is a challenge for the LGA. This age group is recognised as an age group that are strong socio-economic generators. They require good economic and job prospects.

These all have implications for the health, continuous learning and broader economic growth strategies for the city. Coffs Harbour needs to establish action plans that will encourage Parents and Homebuilders and members of the Young Workforce to both stay and move to the city.

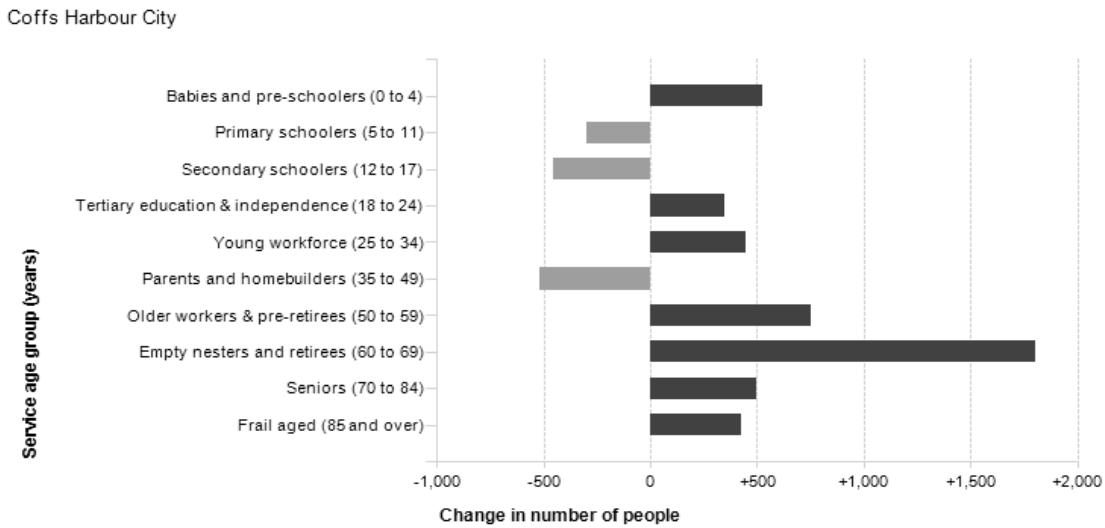
This is not to say older and younger demographics should be ignored. They should not be, the city is a strong retirement attraction but it needs to diversify its local economic basis without joining in race-to-the-bottom bidding wars for prospective industries and organisations. A broadening of the economic base is crucial but much of that can be achieved by building on existing local strengths.

An analysis of the city’s population data highlights that it needs to focus on attracting and retaining the 25-49 young professional lifestyle seeker while also retaining our own home grown youth, entrepreneurs and professionals (Refer to the Action Plans – Section C, Knowledge Building).

Overall, 23.5% of the population was aged between 0 and 17, and 25.0% were aged 60 years and over, compared with 23.6% and 24.5% respectively for Regional NSW. There was particularly strong

growth in the 60-69 year age group between the 2006 and 2011 censuses with, for the first time in some years, also growth in those aged 18 to 34 as shown in Figure 2 below.

**Figure 2: Population Changes by Age and Service Age Sector.**

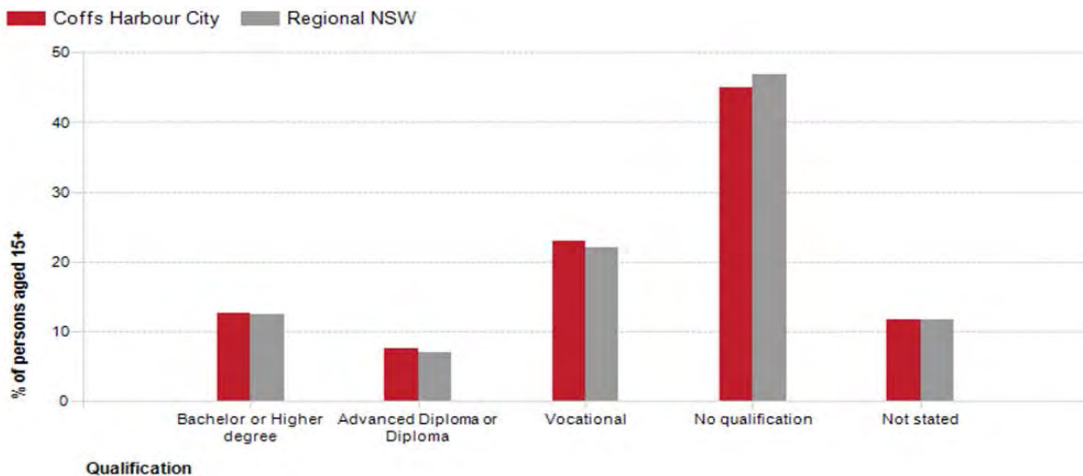


Source: Australian Bureau of Statistics, Census of Population and Housing - 2006 and 2011.

## 6.2 Education Levels

Coffs Harbour has shown steady improvement in the percentage of its population holding educational qualifications, as Figure 3 immediately below shows.

**Figure 3: Highest Educational Qualification Achieved - 2011**



Source: Australian Bureau of Statistics, Census of Population and Housing - 2006 and 2011.

An analysis of the qualifications of the population in Coffs Harbour City in 2011 compared to Regional NSW shows that there was a higher proportion of people holding formal qualifications (Bachelor or Higher Degree; Advanced Diploma or Diploma; or Vocational qualifications), and a lower proportion of people with no formal qualifications. "Overall, 43.3% of the population aged 15 and over held educational qualifications, and 44.9% had no qualifications, compared with 41.5% and 46.8% respectively for Regional NSW. The major difference between the qualifications held by the

population of Coffs Harbour City and Regional NSW is a smaller percentage of persons with No qualifications (44.9% compared to 46.8%)

There is definite improvement with the largest changes in the qualifications of the population in Coffs Harbour City between 2006 and 2011 being those with:

- Vocational qualifications (+1,904 persons)
- Bachelor or Higher degrees (+1,736 persons)
- No qualifications (-748 persons)
- Advanced Diploma or Diplomas (+668 persons)". (CHCC, 2012a)

Nevertheless the overall percentages of people with vocational and tertiary qualifications still needs to grow when the city is compared with similar sized regional cities elsewhere in Australia. This is in part a strong reason as to why a key action in this strategy is to ensure the city is 'smart and connected.'

Nonetheless the improving educational attainment figures for Coffs Harbour are important as "education makes a fundamental contribution to personal development, and probably to the health of societies more generally. ....Benefits could include effects on public health, crime, the environment, parenting, and political and community participation" (Temple, 2001; 3). Improvements in these areas also eventually lead to improved SEIFA scores (see 6.3 below) and increased GRP via better employment and personal and household income.

The Coffs Harbour Economic Strategy encourages partners to work together with education providers to continue this trend as we work towards being known as a leading regional education/knowledge city and actively encourages research and development.

### 6.3 SEIFA Index of Disadvantage

With this in mind an interesting, and very important, statistic to consider when analysing Table 1 above is the SEIFA index of disadvantage. This is 958.4, a decline on the 2006 census figure of 963.8, indicating Coffs Harbour has more relative disadvantage than is both the national and state average and one that has worsened since the 2006 census.

According to the ABS the most disadvantaged areas of Australia are located in remote areas of Northern Territory and Queensland, while the most advantaged areas are located in capital cities such as Canberra, Sydney, Brisbane, Perth and Melbourne (ranked using the Index of Relative Socio-economic Advantage and Disadvantage).

A SEIFA score is created using information about people and households in a particular area. This score is standardised against a mean of 1000 with a standard deviation of 100. This means that the average SEIFA score will be 1000 and the middle two-thirds of SEIFA scores will fall between 900 and 1100 (approximately)" (ABS, 2008a).

Coffs Harbour City's SEIFA Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics. It is a good place to start to get a general view of the relative level of disadvantage in one area compared to others and is used to advocate for an area based on its level of disadvantage.

A number of very recent reports have also highlighted issues pertaining to housing affordability (Demographia, 2013) and 'family friendliness' (Suncorp, 2013) have also highlighted, in part, issues pertaining to disadvantage and income in the city.

**Table 3: Coffs Harbour SEIFA Scores**

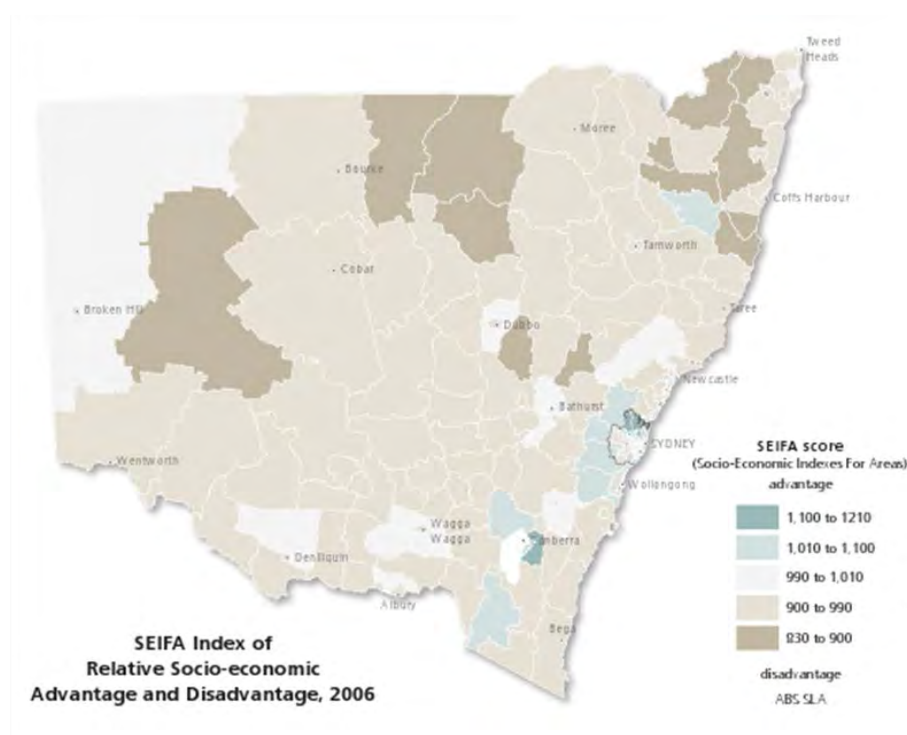
2006 Postal Area code (POA)	Index of Relative Socio-economic Advantage and Disadvantage		Index of Relative Socio-economic Disadvantage		Index of Economic Resources		Index of Education and Occupation		Usual Resident Population
	Score	Decile	Score	Decile	Score	Decile	Score	Decile	
<b>2450</b>	<b>958</b>	<b>6</b>	<b>973</b>	<b>4</b>	<b>960</b>	<b>3</b>	<b>954</b>	<b>4</b>	<b>68,418</b>

Source: ABS 2013 - 2033.0.55.001 - Socio-economic Indexes for Areas (SEIFA), Data Cube only.

The SEIFA score for Coffs Harbour is important from an economic development point of view because it underpins the need to target strategies that improve socio-economic involvement in the city and its surrounding ‘feeder regions’. The SEIFA Census data for 2011 for these ‘feeder regions’ is also supported by two landmark studies on disadvantage by Vinson (2010, 2007) which looked at disadvantage by postcode and then what that meant for the socio-economic situation of those and surrounding postcodes. Strategies that encourage sustainable growth also have the potential to improve social inclusion and to ultimately improve the SEIFA score (Refer to The Action Plans – particularly Themes A, B and C).

As per Vinson’s (2010, 2007) findings the following map highlights that Coffs Harbour is closely associated with, and surrounded by, nearby regions with higher than average rates of disadvantage. Within Coffs Harbour City itself Toormina, Coffs Harbour (North East) and Woolgoolga also all have SEIFA scores significantly below the Australian average.

**Map 1: SEIFA Index of Relative Socio-economic Advantage and Disadvantage, 2006**



Source: Atlas of NSW, 2007

It is important to understand that there is a wealth of evidence to show that material, social and psychological deprivation and disadvantage can in part be countered and improved by broadening the economic base and encouraging community involvement (See Horn et al, 2011; Healey, 2011 and Gordon et al, 2006).

Economic strategies therefore need to have a focus on broadening the economic base and encouraging community involvement to counter and improve the city's current levels of material, social and psychological deprivation (Horn et al 2011). Strategies such as the Switched on Coffs Digital Strategy and social inclusion projects as well as a number of those detailed in **The Action Plans** seek to help close this social and economic divide through improving digital literacy, community involvement and inclusion and a broader more soundly based local economy.

#### 6.4 Internet Connectivity

There is an important link between disadvantage and internet use. "The overwhelming majority of Australians are internet users, and uptake is still growing rapidly. Internet use still varies between different groups, although these differences are not as large as they were when we released our first report in 2007. Students, employed persons, younger people, higher educated and higher income individuals continue to be more likely to use the internet than retired people, homemakers, older people, and lower educated and lower income individuals. But there is still a digital divide, and affordable broadband is an issue.

We have now reached a point where there is almost universal broadband access in Australia's more affluent households, but a large proportion of low-income households are still without home broadband access. Almost four in ten households in the lowest income group do not have home broadband. Further, those low income households with access are more likely to describe the costs of connection as unaffordable. Households on lower incomes are not any more likely to be dissatisfied with the speed or reliability of their home connection, but they do appear to derive less benefit from their internet access. They are less likely to access government services or information online, less likely to see the internet as a fast and efficient means to access information, and more likely to see the internet as a frustrating technology" (Ewing and Thomas, 2012;5).

A fast Internet Connection is increasingly required for accessing essential information and undertaking domestic and non-domestic business. Households with dial-up or no internet service are being left behind in the 'digital divide' as both government and the private sector are increasingly conducting their business, or aspects of it, on-line. In 2006, 31.5% of the Coffs Harbour City's households had a broadband internet connection compared to 26.0% in Mid-North Coast. By 2011 71.1% now had internet connectivity with 64.4% having broadband connectivity – both figures being higher than the Regional NSW figures of 68.2% and 61.3% respectively.

While Coffs Harbour City had a relatively higher proportion of households with a broadband internet connection, it is important to note that this varies across the City. Proportions ranged from a low of 23.5% in Sawtell to a high of 43.7% in Korora - Sapphire Beach. The five areas with the highest percentages were:

- Korora - Sapphire Beach (43.7%)
- Bonville - Bundagen - Boambee (43.4%)
- Sandy Beach - Emerald Beach (40.7%)
- Moonee Beach (39.8%)
- Boambee East (37.3%).

Analysis of the type of internet connection of households in Coffs Harbour City compared to Regional NSW shows that there was a lower proportion of households with either no internet



connection or a dial up connection, and a higher proportion of households with broadband connectivity.

Overall 25.8% of households had no internet connection or a dial up connection, and 64.4% had broadband connectivity, compared with 28.4% and 61.3% respectively in Regional NSW. The number of households with an internet connection increased by 5,501 between 2006 and 2011.

The largest changes in the internet connectivity in Coffs Harbour City, between 2006 and 2011 were:

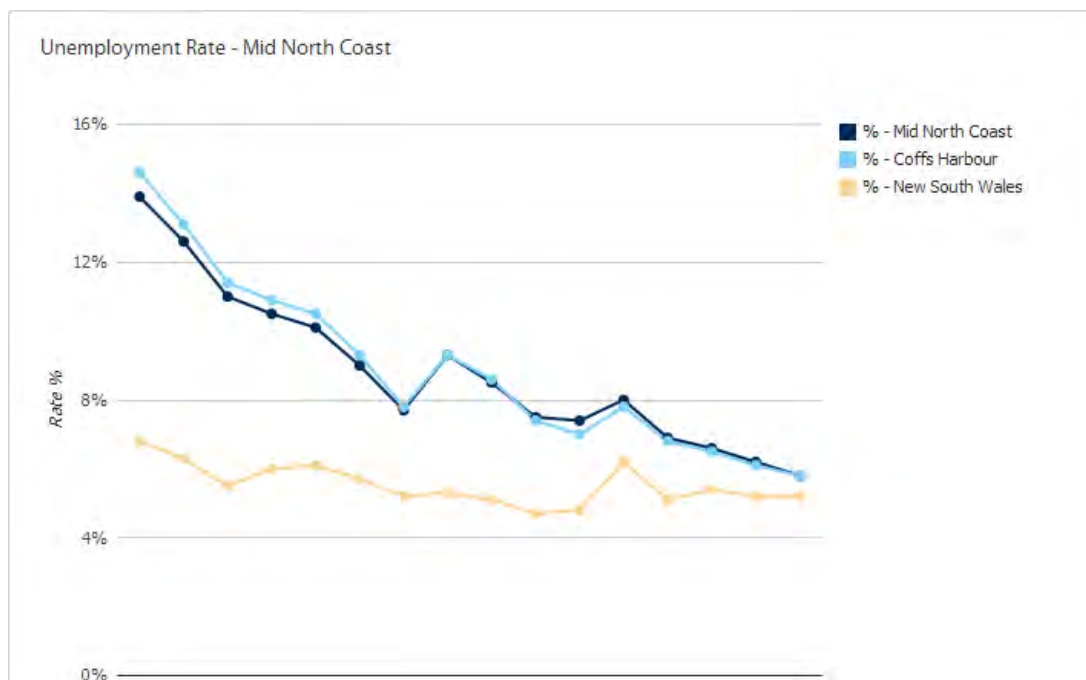
- Broadband connection (+9,574 households)
- Total internet connection (+5,501 households)
- Dial-up connection (-4,888 households)” (CHCC, 2012a).

Nevertheless, Coffs Harbour’s internet connectivity rate still lags behind metropolitan and some similar sized regional areas (Ewing and Thomas, 2012). Therefore it is crucial that the Coffs Harbour Economic Strategy leverage the city’s early adoption of the National Broadband Network (NBN) and also look at ways of making internet access outside the home easier for citizens and local businesses alike. The ‘Smart and Connected’ theme detailed in **The Action Plans** of this Strategic Plan aims to address this issue in particular along with overlapping action plans such as ‘Knowledge Building’ which aim to leverage Coffs Harbour’s early NBN super-fast broadband roll-out (refer to **The Action Plans** in particular the themes of *Knowledge Building* and *Smart and Connected*).

### 6.5 Unemployment

The Mid North Coast and Coffs Harbour unemployment rates have closely mirrored each other for 14 years. The rate of unemployment in both MNC-NSW and Coffs Harbour compared to the overall NSW average, while still higher, has narrowed significantly over that same period of time. Overall unemployment has trended downwards for the past seven years and is now moving much closer to the NSW average.

Figure 4: Unemployment Rate 1998-2012.



Source: DEEWR 2012

## 6.6 Income

“Analysis of individual income levels in Coffs Harbour City in 2011 compared to Regional NSW shows that there was a lower proportion of persons earning a high income (those earning \$1,500 per week or more) and a higher proportion of low income persons (those earning less than \$400 per week).

Overall, 6.7% of the population earned a high income, and 41.0% earned a low income, compared with 9.2% and 40.0% respectively for Regional NSW” (CHCC 2012a).

Reasons for this could include higher than the Regional NSW average number of pensioners and other welfare recipients, (which are linked of course to SEIFA and disadvantage), and also of the number of people employed in the Accommodation, cafes and restaurants and also Retail sectors. Both of these sectors have the lowest two sector pay averages in Australia due to a range of factors such as high casualisation, high youth and female employee rates and a high degree award usage when compared to other ANZSIC sectors.

The major differences between Coffs Harbour City's individual incomes and Regional NSW's individual incomes were:

- A larger percentage of persons who earned \$400-\$599 (15.1% compared to 13.7%)
- A larger percentage of persons who earned \$600-\$799 (11.9% compared to 10.8%)
- A larger percentage of persons who earned \$200-\$299 (13.9% compared to 13.0%)
- A smaller percentage of persons who earned \$2000 or more (2.5% compared to 3.9%).”

(CHCC 2012a)

**Table 4: Weekly Individual Gross Income**

Coffs Harbour City			
		<b>2011</b>	
Weekly income	Number	%	Regional NSW
Negative Income/ Nil income	3,351	6.1	6.5
\$1-\$199	4,273	7.7	7.6
\$200-\$299	7,711	13.9	13.0
\$300-\$399	7,328	13.2	12.9
\$400-\$599	8,333	15.1	13.7
\$600-\$799	6,572	11.9	10.8
\$800-\$999	4,298	7.8	7.6
\$1000-\$1249	3,468	6.3	6.6
\$1250-\$1499	2,099	3.8	4.3
\$1500-\$1999	2,285	4.1	5.3
\$2000 or more	1,409	2.5	3.9
Not stated	4,180	7.6	7.7
<b>Total persons aged 15+</b>	<b>55,307</b>	<b>100.0</b>	<b>100.0</b>

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2011.

**Table 5: Weekly Household Income**

Coffs Harbour City			
<b>2011</b>			
Weekly income	Number	%	Regional NSW
Negative Income/Nil Income	265	1.0	1.2
\$1-\$199	415	1.5	1.7
\$200-\$299	1,023	3.8	3.4
\$300-\$399	2,253	8.4	8.5
\$400-\$599	3,694	13.7	12.3
\$600-\$799	3,079	11.4	10.3
\$800-\$999	2,684	10.0	8.9
\$1000-\$1249	2,381	8.8	7.9
\$1250-\$1499	1,902	7.1	6.9
\$1500-\$1999	2,658	9.9	10.1
\$2000-\$2499	1,684	6.3	6.6
\$2500-\$2999	1,029	3.8	5.2
\$3000-\$3499	589	2.2	3.2
\$3500-\$3999	219	0.8	1.2
\$4000-\$4999	139	0.5	0.9
\$5000 or more	144	0.5	0.8
Not stated	2,752	10.2	10.8
<b>Total households</b>	<b>26,910</b>	<b>100.0</b>	<b>100.0</b>

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2011.

“Analysis of household income levels in Coffs Harbour City in 2011 compared to Regional NSW shows that there was a smaller proportion of high income households (those earning \$2,500 per week or more) and a higher proportion of low income households (those earning less than \$600 per week).

Overall, 7.9% of the households earned a high income, and 28.4% were low income households, compared with 11.3% and 27.2% respectively for Regional NSW.

The major differences between the household incomes of Coffs Harbour City and Regional NSW were:

- A larger percentage of households who earned \$400-\$599 (13.7% compared to 12.3%)

- A larger percentage of households who earned \$600-\$799 (11.4% compared to 10.3%)
- A larger percentage of households who earned \$800-\$999 (10.0% compared to 8.9%)
- A smaller percentage of households who earned \$2500-\$2999 (3.8% compared to 5.2%).”

(CHCC 2012a)

## 7 The Regional Economy

### 7.1 Employment by Industry

“An analysis of the jobs held by the local population in Coffs Harbour City in 2011 shows the three most prevalent industry sectors were:

- Health Care and Social Assistance (4,285 people or 15.3%)
- Retail Trade (3,855 people or 13.8%)
- Accommodation and Food Services (2,799 people or 10.0%)

Together these three industries employed 10,939 people in total or 39.1% of the employed resident population.

The major disparities between the jobs held by the population of Coffs Harbour City and those held by those living in Regional NSW as a whole were:

- A larger percentage of persons employed in accommodation and food services (10.0% compared to 7.7%)
- A larger percentage of persons employed in retail trade (13.8% compared to 11.4%)
- A larger percentage of persons employed in construction (9.5% compared to 7.9%)
- A larger percentage of persons employed in health care and social assistance (15.3% compared to 13.0%).

These figures indicate where the jobs strengths for the city are and also happen to coincide with the population figures discussed previously – the jobs reflect age group needs (health) and the fact the city is a major regional retail and accommodation centre. Three of these industries, Accommodation and Food, Retail and Construction are highly sensitive to broader economic inflationary and deflationary pressures and also highlight the need to broaden the city’s economic base as discussed previously.

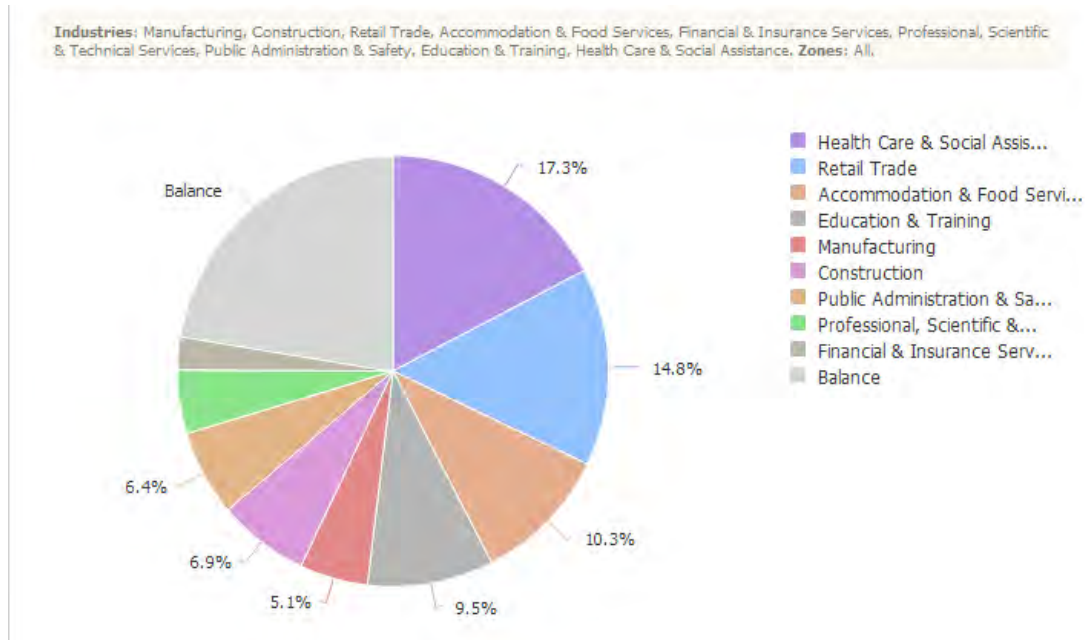
Nevertheless there are employment trends outside of these sectors that show job growth is occurring. The major growth changes by industry in the jobs held by the local population between 2006 and 2011 in Coffs Harbour City were for those employed in:

- Health Care and Social Assistance (+1,003 persons)
- Construction (+482 persons)
- Public Administration and Safety (+247 persons)
- Education and Training (+212 persons).”

(CHCC, 2012a)

It can be seen that public administration and safety and education and training are two sectors where substantive growth is occurring. Figure 5 below present’s employment by major industry sectors in Coffs Harbour.

Figure 5: Employment by Major Sectors – Coffs Harbour



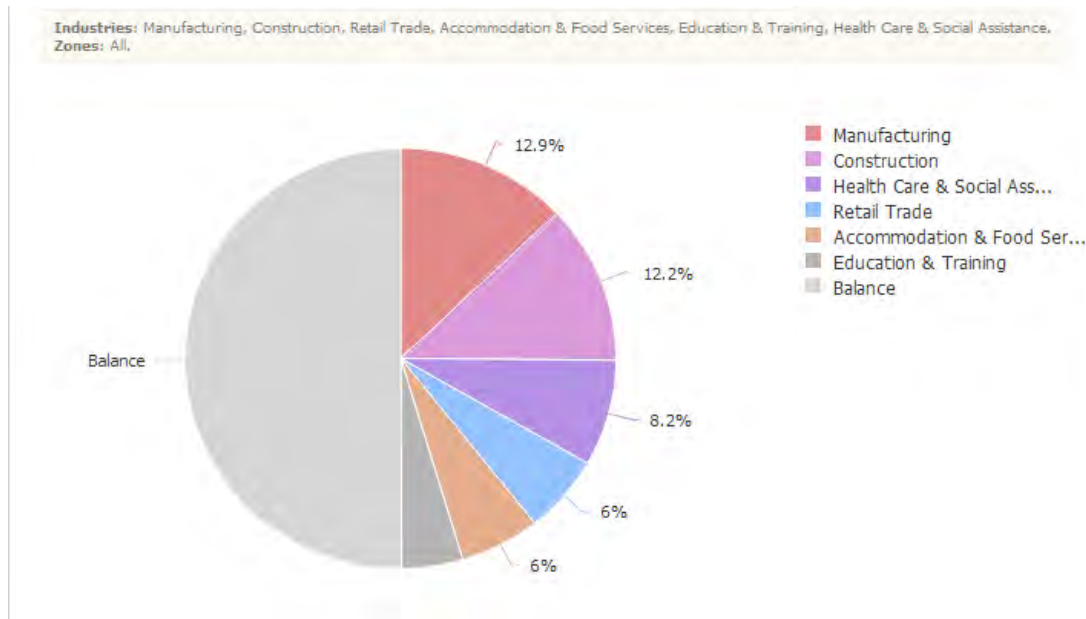
Source: RDA-MNC-REMPLAN 2013

## 7.2 Gross Regional Product – Industry Inputs and Outputs

The Gross Regional Product (GRP) for Coffs Harbour was estimated at \$3.1 billion in 2011/12. Coffs Harbour experienced strong annual growth in real GRP of 6.4% in 2011/12, which was significantly higher than the growth rate for New South Wales (2.4%) (Coffs Economic update, 2012). With regard to industry, the largest contributions were made by the Health Care & Social Assistance (10.4% of the total GRP), Financial & Insurance Services (8.2%), Education & Training (7.0%), Retail Trade (6.8%) and Manufacturing (6.0%) sectors.

The broader local economy is driven by both export and import factors. The export figures as a percentage of Coffs Harbour’s GRP by industry are set out in Figure 6 below. The regional export data presented in this figure totals \$1,354.3 billion and represents the value (\$) of goods and services exported outside of the defined region that have been generated by businesses/organisations in each of the industry sectors within the region. Another way of defining exports is as an inflow of money into the region, i.e. Motels have an inflow of money from people who live outside the region’s boundaries thus they are earning export dollars. No distinction is made between domestic and international exports. For instance, exports of goods and services from Mid North Coast include sales to the rest of the New South Wales region.

**Figure 6: Regional Exports by Industry**

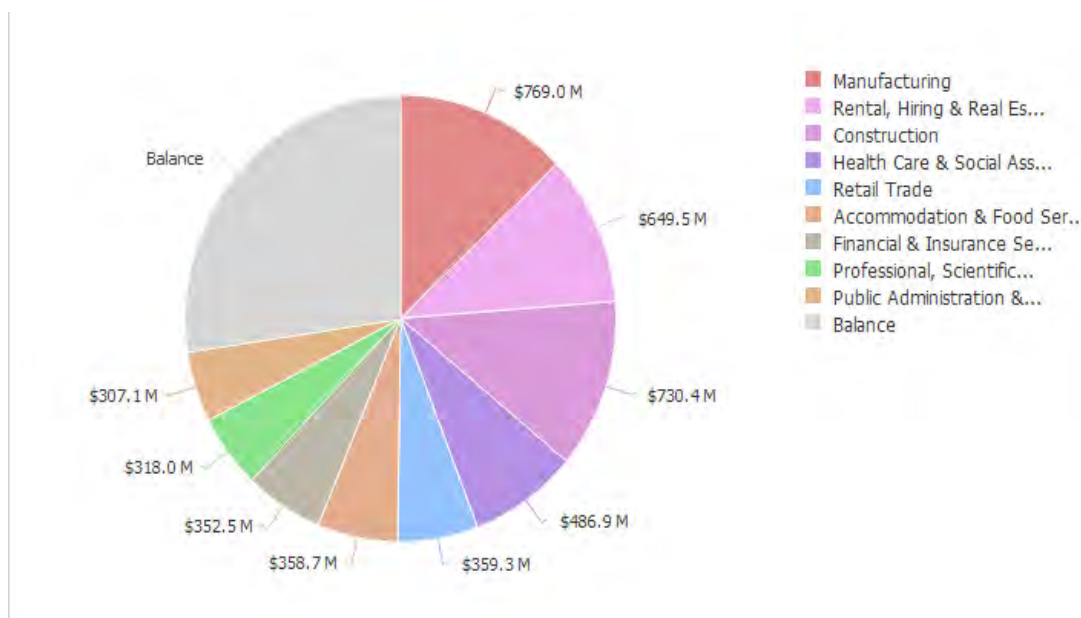


Source: REMPLAN data incorporating Australian Bureau of Statistics' (ABS) June 2012 Gross State Product, 2008 / 2009 National Input Output Tables and 2011 Census Place of Work Employment Data.

On the other hand the value of intermediate goods and services imported into Mid North Coast by local industry sectors is estimated at \$1,247.2 billion. Regional Imports data represents the value (\$) of goods and services imported into the defined region by businesses / organisations in each of the industry sectors. Another way of defining imports is as an outflow of money from the region, i.e. A local business outsourcing accountancy services to a firm in another region which results in an outflow of money thus they are importing services. No distinction is made between domestic and international imports, and so imports into Mid North Coast include goods and services sourced from the broader New South Wales region.

Figure 7 below presents the output by industry from Coffs Harbour City. Output data represents the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.

Figure 7: Output by Major Industry – Coffs Harbour



Source: REMPLAN data incorporating Australian Bureau of Statistics' (ABS) June 2012 Gross State Product, 2008 / 2009 National Input Output Tables and 2011 Census Place of Work Employment Data.

By way of comparison of the total \$19.833 billion output generated in Mid North Coast:

- \$5.964 billion output is generated in Coffs Harbour (30.07 %)
- \$811.095 million output is generated in Bellingen (4.09 %)
- \$1.152 billion output is generated in Nambucca (5.81 %)
- \$2.204 billion output is generated in Kempsey (11.11 %)
- \$6.199 billion output is generated in Port Macquarie - Hastings (31.26 %)
- \$3.460 billion output is generated in Greater Taree (17.45 %).

A key measure of an economy is the employment and unemployment rates. 27,994 people living in Coffs Harbour City are employed, of whom 55% are working full time and 43% part time/casual. Between 2006 and 2011, the number of people employed in Coffs Harbour City showed an increase of 2,323 persons and the number unemployed showed an increase of 44 persons.

"The labour force participation rate refers to the proportion of the population over 15 years of age that was employed or actively looking for work. "The labour force is a fundamental input to domestic production. Its size and composition are therefore crucial factors in economic growth. From the viewpoint of social development, earnings from paid work are a major influence on levels of economic well-being." (Australian Social Trends 1995).

Analysis of the labour force participation rate of the population in Coffs Harbour City in 2011 shows that there was a lower proportion in the labour force (55.2%) compared with Regional NSW (56.4%).

Between 2006 and 2011 in Coffs Harbour City the number of people in the labour force showed an increase of 2,367 persons, or 8.4%" (CHCC 2012a).

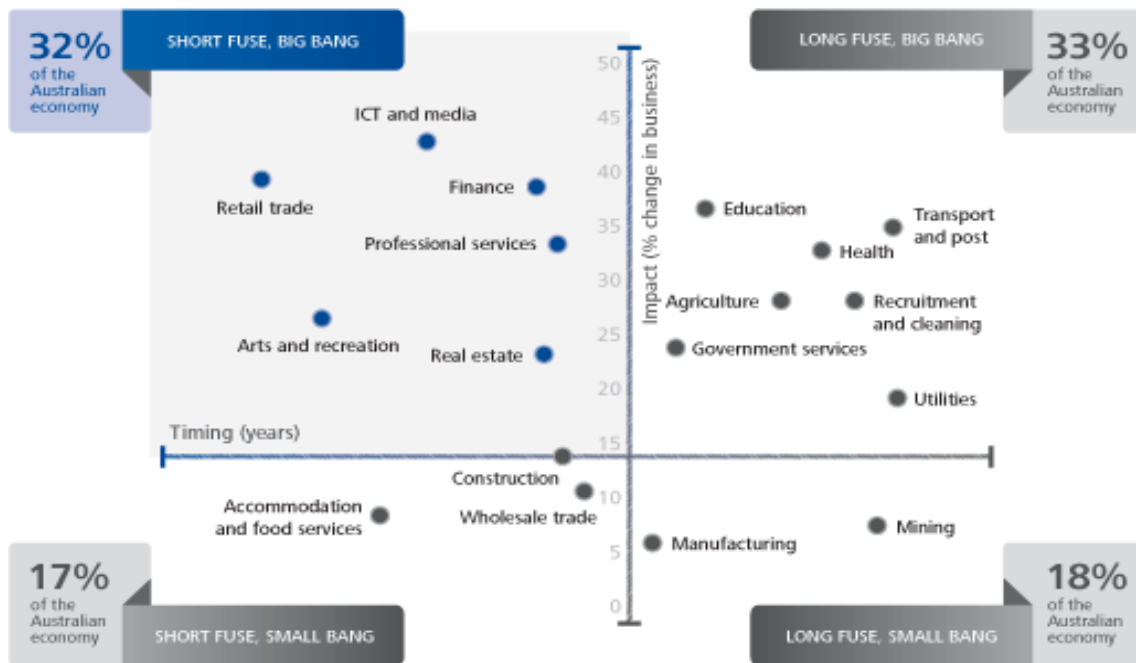


Of the total 79,038 jobs in Mid North Coast there are:

- 25,050 jobs in Coffs Harbour (31.69 %)
- 3,228 jobs in Bellingen (4.08 %)
- 4,730 jobs in Nambucca (5.98 %)
- 8,742 jobs in Kempsey (11.06 %)
- 23,206 jobs in Port Macquarie - Hastings (29.36 %)
- 13,867 jobs in Greater Taree (17.54 %).

The types of jobs and types of industries a city has are becoming increasingly more important in an era when the overall digital economy is a crucial difference between sustainable growth and decline. As can be seen from Figure 8 below Coffs Harbour currently has a number of established industries such as health and education that are considered ‘long fuse-big bang’, or those that will benefit the longest and the most after a slow but steady start from super fast broadband such as NBN. There are also a number such as Retail, Professional services and Arts and recreation that have the ability to be fast adopters and beneficiaries of NBN. Again any economic strategy needs to take this into account as part of any plan to broaden the economy, especially given that a medium term advantage will exist in regards to Coffs Harbour’s early roll out of NBN.

Figure 8: ‘Digital Disruption’



Source: Deloitte 2013.

## 8 Independent Baseline Measures

A critical component in establishing the success of a regional economic development program, and the impetus for the maintenance of its success over time, are the agreed clear set of baseline progress measures and dates as spelt out in all the actions listed in the Economic Strategy.

An annual analysis of GRP and employment growth or decline by industry sector will be tabled for discussion at the annual meeting of the Reference Group.

An independent basis, and additional to those presented in **The Action Plans** of the strategy, for the monitoring and evaluation process for the Coffs Harbour Economic Strategy includes a number of other external measures and data sources that provide clear measures of success or otherwise and their frequency of release are outlined in the Table 6 below.

**Table 6 - Independent Baseline Measures of Progress**

Measure	Source	Release Frequency
<b>Employment</b>		
Employment	DEEWR, Small Area Labour Markets Australia Census	Quarterly Every 5 years
Unemployment	DEEWR, Small Area Labour Markets Australia	Quarterly
Unemployment rate	DEEWR, Small Area Labour Markets Australia	Quarterly
Labour force	DEEWR, Small Area Labour Markets Australia	Quarterly
Participation rate	DEEWR, Small Area Labour Markets Australia, ABS 3218.0 Regional population growth ABS Census	Quarterly Annual Every 5 years
Employment by Industry Sector	REMPPLAN	Annual
GRP by Industry Sector	REMPPLAN	Annual
<b>Wealth &amp; Income</b>		
Median weekly rent (houses & units)	NSW Dept. of Housing	Quarterly
Median property price	NSW Dept. of Housing	Quarterly
Average household income	ABS Census	Every 5 years
Average individual income	ABS Census	Every 5 years
Average family income	ABS Census	Every 5 years

<b>Education</b>		
High School retention rates	NSW Dept of Education & Training	Annual
School enrolments	NSW Dept of Education & Training	Annual
TAFE enrolments	NSW Dept of Education & Training	Annual
Level of qualifications attained	ABS Census	Every 5 years
<b>Other</b>		
SEIFA	ABS Census	Every 5 years
Internet connectivity	ABS census	Every 5 years
Business confidence	Survey	As required and independently undertaken

## 9 Relationship to Other Plans and Strategies

“The Community Vision 2030 process is the first stage of a larger project called Coffs Harbour 2030 which aims to develop a long term strategic sustainability plan for the Coffs Harbour City Council area. The project focuses on building a sustainable community and identifying the roles that council and others can play in achieving this aim.

The main objectives of the *Coffs Harbour 2030 Project Plan* are:

- Our infrastructure and urban development is designed for sustainable living
- Our public spaces are enjoyed by all our people
- We have an integrated, accessible and environmentally-friendly mixed mode transport system servicing the region
- We have a system of well-maintained and safe roads for all users
- We have developed integrated regional freight hubs
- We share our skills and knowledge to care for our environment
- We adapt to Climate Change
- Our natural environment and wildlife are conserved for future generations
- We reduce our impact on the environment
- Coffs Harbour is a strong, safe and adaptable community
- We lead healthy lives
- We have strong civic leadership and governance
- We have many opportunities to enjoy life together
- Coffs Harbour is a regional centre for future-driven, innovative and green business and industry
- We have a strong and diverse economy
- Our city centre is a place where people can live, work and play
- We are recognised as a model of sustainable living
- We share the aspirations, knowledge, skills and history of all in our community
- Our education systems link strongly to the community and business (CHCC, 2013b).

This Coffs Harbour Economic Strategy is designed to support and help achieve the Community 2030 revised objectives as spelt out above. In addition to the Coffs Harbour 2030 Plan a number of other essential Plans were taken into account when running the workshops for this strategy and for drafting the actions and goals spelt out in Section 3 below. The Coffs Harbour Local Environmental Plan 2013 (in association with the Coffs Harbour Development Control Plan 2013) is of high importance in this regard. The particular aims of this Plan are as follows:

- to provide for sustainable economic growth and development that supports a strong and diverse local economy,
- to provide a high level of social, physical and cultural amenity by promoting a strong sense of community, identity and place,
- to provide for a business hierarchy which encourages a range of employment opportunities, and appropriate tourism development,
- to maintain the primacy of the Coffs Harbour Central Business District as the principal business, office and retail hub of the city centre while supporting the objectives of other business zones,
- to create a highly liveable urban place, through promotion of design excellence in all elements of the built environment and public domain
- to allow for the equitable provision of social services and facilities,
- to encourage a mix of housing types to meet existing and future needs of the community,
- to encourage responsible and sustainable management and conservation of Coffs Harbour City's natural environment, built environment and cultural heritage,
- to allow development at appropriate locations while retaining view corridors and protecting areas of high scenic or recreational value,
- to promote development that is consistent with the principles of ecologically sustainable development,
- to minimise the exposure of development to natural hazards and natural risks, and
- to give effect to the desired outcomes, strategic principles, policies and actions contained in the Council's adopted strategic planning documents. (CHCC, 2013; 5).

The Vision of the Coffs Harbour City Centre Prosperity Plan 2031 when implemented will have strong economic benefit to the City.

The Vision is; "Coffs Coast Beating Heart – a big heart for a beautiful coast."

By investing in the vision, Coffs City Centre will achieve:

- A vibrant City Centre with an active, liveable and loveable retail, after hours and cultural heart for Coffs Harbour.
- A connected City Centre with a strong streetscape that supports sustainable modes of transport, connecting and extending the heart of the City Centre into the adjoining natural assets.
- A green City Centre with a quality network of parklands connected by streets as linear parks. (CHCC, 2013a)

## 9.1 Sustainability Plans

The Coffs Harbour Economic Strategy is a plan of Council, which seeks to ascertain and protect the key values of the city. This involves improving the understanding and sustainable management and promotion of the City’s ecological, social, cultural and economic assets. The aim is for continual improvement of assessment and decision making, with an emphasis on positive outcomes for the community and the local environment. Sustainability is fundamental to all of Council’s actions, policies and programs. In terms of this strategic plan sustainability was defined as *“economic, social and environmental systems that make up the community and provide a healthy, productive, meaningful life for all community residents, present and future”*.

Therefore the Coffs Harbour Strategic Plan has been developed within the context of acknowledging the following factors of influence: ecology; society and culture; economy, and the human environment. Table 6 below shows the relationship of the proposed Coffs Harbour Economic Strategies to other current CHCC Plans.

**Table 7 – Relationship of EDU 2013-17 Strategy to Other Plans.**

No	Strategy	CHCC 2030 Plan	CHCC LEP 2013	City Centre Prosperity Plan
A1	Unleash, encourage and support the ‘mojo’ of those in the city who want to DO something.	LP1.1.1.1. LP1.1.4 LC3.3.2		✓
A2	Make Coffs a ‘we can do it’ community.	LC1.1.1. LC3.3.2	✓	✓
A3	Local artistic and cultural expression is encouraged and promoted.	LC3.1.2	✓	✓
A4	Create spaces and opportunities for performance and shared learning between our creative and cultural community.	LC33.1.1/2/3 LC 3.2.1	✓	✓
A5	Identify and celebrate what makes our city loveable and what makes us happy	LC1.1.1 LC3.2.2 LC3.3.2		✓
A6	Our villages are unique, connected and vibrant communities.	CL3.1.1	✓	
A7	Foster the accessibility of high-level sporting events.	LC3.3.1		
A8	Foster local cultural and community building opportunities.	LC3.2.3.2 LC2.1.2	✓	✓
A9	The city embraces a digitally enhanced library.	CP2.1		✓
A10	The city boasts numerous entertainment venues, providing a full calendar of events in entertainment and cultural performances.	LP1.1.4	✓	✓
B1	Encourage the community to shop and do business locally.	PL3.2.3	✓	✓
B2	Encourage local sector networks to meet regularly, form partnerships to find new markets and jointly tender for projects.	LP1.1.4		✓

No	Strategy	CHCC 2030 Plan	CHCC LEP 2013	City Centre Prosperity Plan
B3	Encourage preferential competitive local purchasing policies by local government, businesses and industry networks.	LP1.1.4		
B4	Encourage and assist entrepreneurship, new industries and sectors.	LP1.1.1/2/3/ 4	√	√
B5	Develop a strong tourism base around local produce, arts, culture and nature experience.	PL3.2.3	√	√
C1	Encourage investment/partnerships in research and development.	LP3.3.1		
C2	Encourage the City's youth to pursue higher education.	LP3.2.1 LP3.2.2/3 LP3.3.3		
C3	Coffs Harbour is a recognized regional center of educational excellence that exports its knowledge globally.	LP1.1.2		
C4	Coffs Harbour is a preferred and acknowledged regional NSW Health Centre with a focus on professional training.	LC1.2.2 LP3.3.2		
D1	Coffs Harbour has a revitalized Jetty/Harbourside area.	PL2.1.1	√	
D2	Coffs Harbour has a people centered, vibrant and lively CBD.	LP2.1.1 LP2.1.2	√	√
D3	Brelsford Park is a community space providing recreational activities for the whole community.	PL2.3.1 PL2.3.2	√	√
D4	Create places for youth that allow them to stay/return to Coffs Harbour, 'hang out' and engage in youthful activities.	PL2.1.3 PL2.2.1	√	√
D5	Coffs Harbour is known as a friendly, accessible and safe City increasing the interaction and wellbeing of our people and our visitors.	PL2.1.2 PL2.1.3	√	√
D6	Our coastal and inland villages are welcoming offering lifestyle opportunities and visitor attractions.	LP1.1.2	√	
E1	Coffs Harbour is recognized as a smart/intelligent community attracting knowledge workers and creative industries.	LP.1.1.2	√	
E2	Coffs Harbour is ubiquitously connected to high speed broadband and utilizing it to the full potential.	CP.1.1.2		
F1	Coffs Harbour has a diverse stock of commercial and industrial lands reflecting the growth of our economy.	LP1.1.2.1	√	√
F2	Council owned airport lands have been developed.	LP3.1.2.1	√	

<b>F3</b>	<b>Coffs Harbour Regional Airport is thriving with extra daily flights, and the addition of international flights.</b>	<b>MA1.1.4</b>		
<b>No</b>	<b>Strategy</b>	<b>CHCC 2030 Plan</b>	<b>CHCC LEP 2013</b>	<b>City Centre Prosperity Plan</b>
<b>F4</b>	<b>Coffs Harbour established as a significant sea port.</b>	<b>MA3.2.2</b>	<b>√</b>	
<b>F5</b>	<b>Coffs Harbour has a stock of affordable housing.</b>	<b>PL1.2.3</b>	<b>√</b>	
<b>G1</b>	<b>Coffs Harbour has a distinct investment brand which is supported by promotional material and relevant current data for investors.</b>	<b>LP1.1.2</b>	<b>√</b>	
<b>G2</b>	<b>Potential investors are supported in their decision making.</b>	<b>LP1.2.1</b>	<b>√</b>	<b>√</b>
<b>G3</b>	<b>Encourage tourism operators to upgrade infrastructure.</b>	<b>√</b>	<b>√</b>	<b>√</b>
<b>G4</b>	<b>Encourage the development of additional visitor experiences.</b>	<b>√</b>		<b>√</b>

Key: √ = some relationship as outlined in the sentence above the start to this table.

The following Federal and State Government plans were also considered and related to in the formation of this strategy;

- RDA Mid North Coast Regional Plan 2010-2030(Federal)
- NSW State Plan 2021 and corresponding Mid North Coast Regional Action Plan
- Mid North Coast Regional, Education, Skills and Jobs Plan, and Mid North Coast Regional Economic Plan (DEEWR)

## 10 Competitive Analysis

Table 8 below summarises the economic development strategies of 10 regional Local Government Areas (LGA’s) elsewhere in Australia against the seven key strategies chosen for the Coffs Harbour Strategic Plan. The first five LGA’s (in bold italics) represent Northern NSW LGA’s of a similar size to the CHCC or who are geographically adjacent and therefore can be considered potential ‘competitor’ LGA’s. The remaining five are LGA’s from other states who are coastal and have populations between 40,000 and 110,000. Where a strategy is stated as ‘Yes’ the LGA in question has a strategy that meets the requirements for each heading while ‘No’ obviously means that the LGA in question does not have a relevant strategy. Where ‘Similar’ is entered this means that a strategy is in place that aims to achieve similar outcomes but is done in a different way – for example the LGA in question may have a ‘local pride/awareness’ strategy as opposed to CHCC’s ‘Love Our City’ campaign.

The analysis was performed by looking at each LGA’s economic strategy plan or similar while also doing an internal key word search in each LGA’s web site. Most economic strategic plans covered in some way the period 2009 – 2015, with one (Lismore) dated December 2012. Several were due to be renewed in 2013. Initially 55 Australian and 10 international LGA economic strategy plans were looked at with a final analysis of the following LGA’s based on the criteria set out above.

**Table 8: ‘Competitor’ Strategies as they Relate to the Overall CHCC EDU Strategy 2013-17**

<i>Name of LGA</i>	Love/Pride City Campaign	Local Best Campaign	Improved City Spaces Campaign	Investment Attraction Strategy	Growth Plan	New Technology-NBN Plan	Build Knowledge & Education Plan
<b><i>Coffs Harbour</i></b>	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b><i>Clarence</i></b>	No	Yes*	No	Yes	Yes ✓	No	Yes**
<b><i>Hastings/Port Macquarie</i></b>	No	Yes*#	No	Yes	Yes ✓	No##	Yes
<b><i>Tweed***</i></b>	No	No	No	Yes	Yes	No	Yes
<b><i>Richmond</i></b>	No	No	No	Yes	Yes	No	Yes
<b><i>Lismore</i></b>	No	No	Yes	Yes	Yes	Similar	Yes
<b><i>Mandurah (WA)</i></b>	Similar	No	Yes	Yes	Yes	No	Yes
<b><i>Devonport (Tas)</i></b>	No	Similar	Yes	Yes	Yes	Yes	Yes
<b><i>Bunbury (WA)</i></b>	No	No	Yes	Yes	Yes	No	Yes
<b><i>Gladstone (Qld)</i></b>	Similar #	No	Yes	Yes	Yes	No	Yes**
<b><i>Bundaberg (Qld)</i></b>	No	Yes*	Yes	Yes	Yes	Yes	Yes

Source: Author’s database (2013)

**Key:**

- \* = Regional cuisine or similar.
- # = Established, or soon to be established, customer service accreditation and shop local program.
- ## = Broadband Reference Group in place.
- \*\* = Skilled workforce & continual learning plan.
- \*\*\* = Latest publicly available EDU strategic plan done in 2002.
- ✓ = Transport Hub Plan/Feasibility Study

As can be seen no direct NSW LGA has a strategy or campaign planned that focuses on ‘Love Our City’. Very few, if any, had a specific ‘Local is Best’ marketing strategy covering the retail, food and creative industry sectors as a whole and only a few had a new technology plan that also took into account the LGA’s strategy for obtaining, adapting and promoting the National Broadband Network (NBN).



## 10.1 Community SWOT of Coffs Harbour

As part of the overall competitor analysis for the Coffs Harbour Economic Strategy 2013-17 a SWOT analysis was done by over 50 community representatives on 31 July 2012 at the launch. The SWOT was facilitated by the well-known Australian Demographer, Bernard Salt. That SWOT is presented immediately below in the next section of this report and it is followed a Table summarising the must haves and nice to haves that a city needs in order to grow that were identified by Bernard Salt.

**Table 9: Community SWOT**

<b>STRENGTHS</b>
• Critical Mass - population
• Institutions
• Airport
• Infrastructure & Capacity for growth – natural resources, water, sewerage
• Location – geographically centrally located between Brisbane and Sydney
• Human capital – resources
• Health Services
• Diversity of the environment
• Transport Hub – Airport, Road, Rail and potentially sea
• Education and Teaching Facilities – Unis, TAFE, Schools - (Public and Private)
• Volunteering levels
• Innovation Centre
• Lifestyle, climate
• Connectivity of existing industry sectors
• Diversity
• Space for expansion
• Transience of our community
• Indigenous culture
<b>WEAKNESSES</b>
• Someone else's fault - 'Cargo cult' mentality
• Victim mentality – little sister to Port Macquarie
• Fragmentation of Coffs Harbour – so many different groups working independently
• Jetty Area – underutilized
• Lacking strong leadership – no cohesion of the groups
• Lack of Brand and cohesive identity – shared vision Who do we want to be when we grow up?
• Declining industry sectors (industrial, tourism, retail) - exposure in these areas
• Industrial areas
• Public transport
• Iconic event
• Level of violence and crime
• Squeaky wheel syndrome
• Cultural diversity
• Infrastructure in Childcare, Aged Care – preventing people moving here or staying here.
• Lack of support for leadership
• Telling our Story – what is the town capable of, spreading the word, communicating out of the region
• Lack of political push from politicians – not getting the leverage
• Tired tourism facilities.

<b>OPPORTUNITIES</b>
• NBN
• Major de-facto capital city between Newcastle and the Tweed
• Jetty Foreshores
• Attract more government departments
• Service culture – customer care
• FIFO
• Amalgamation
• Undiscovered talent – harnessing and using creative energy
• International Airport
• Innovation Centre
• Highway – show the road users why they have to stop. Encourage diversions off the highway, slow people down and experience Coffs
• International Marina – development
• A signature “Coffs Harbour Event” - a competition
• Capitalise on the Food and Wine culture
• Building on existing events – e.g. Curryfest,
• Buskers Festival – develop it into larger festival
• Attracting work from home businesses
• Connectivity to other regions
• Linking the industries
• Coffs claiming the title of de-facto Capital City
• Civic / Entertainment Centre
• Modernize spaces and buildings
• Building on strong industries – education and health – north coast capital of these industries
• Food Security – capitalise on local food e.g. 100 mile challenge Coffs #2 in 2011
• Brelsford Park – social capital value – community centre
• Interpreting the destination.
<b>THREATS</b>
• Fractured community – level of galvanization
• Inability to retain future (younger generations)
• Own Fear – small thinking
• Loosing flights
• Not going to do anything because it is too hard
• Strategy has big things (jetty) and small actions
• Competitive destinations
• Migration of government/businesses out of Coffs
• Good at Talking – not Walking the Talk
• Lack of inertia
• Lack of engagement – connectivity of groups
• Being a Safe Seat
• Lack of uniqueness
• Complacency – comfortable with agencies we have but not protecting them
• Not valuing the University
• Apathy and not doing anything after this event

Table 10: Must Haves and Desirables

Bernard Salt Pacific Bay Resort 31 July 2012
<b>Must haves:</b>
•Air link, or electrified rail link to capital city if dictated by geography - <b>√</b>
•Tertiary education campus - <b>√ (Opportunity to grow and become Uni City)</b>
•Local television production, daily newspaper, radio and media 'culture' - <b>√ &amp; X (Some now regional)</b>
•Entrepreneurial spirit - <b>√ (Opportunity to build on this)</b>
•Geographic command over distinct and resource-rich region - <b>√</b>
•Port facilities - <b>√ (Opportunity to up grade)</b>
•Access to lifestyle diversity: seachange, treechange, suburban, inner-city - <b>√ (Opportunity for Inner City 'Grunge')</b>
•*Access to affordable housing ... means less than \$300k – <b>X (Bernard stressed this as an attractor for young professionals)</b>
•Expandable infrastructure in water, power, sewerage, roads - <b>√</b>
•An economic 'reason for being' ... some seachange towns are 'thin' - <b>√ (Define what we are – Coffs Harbour Capital City)</b>
<b>Desirables:</b>
•Galvanised community opinion ... function of leadership and local issues - <b>?</b>
•Military institution ... delivers economic diversity – <b>X</b>
•Research establishment, eg CSIRO or Innovation Campus – <b>X &amp; √ (SCU, SCU National Marine Science Centre)</b>
•Direct air link to Sydney, Melbourne or overseas port - <b>√</b>
•Cultural diversity, ie mix of different social, ethnic & lifestyle groups - <b>√ (Opportunity for strengthen)</b>
•Regular state, preferably national, events ... that project cities name nationally – <b>X - (Potentially – Buskers / Curry Festival either or both need financial support from business community. It is much easier to grow an existing event than invent a new one).</b>

Key: √ = Have in Coffs Harbour, X = Don't have in Coffs Harbour, ? = Doubtful.

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**Author's note:** The data presented in this report was current as at 1 March 2013 other than for the SEIFA data which was updated in early April 2013. Because much of the data presented is released on an annual, 6 monthly or a quarterly basis the figures may have changed at the time this report is read. Updated data of that presented here can largely be found at the following web sites;

[www.abs.gov.au](http://www.abs.gov.au)

<http://profile.id.com.au/coffs-harbour/home>

<http://www.rdamidnorthcoast.org.au/regional-data-app>

Specific details about some of the relevant data sources can be found in "Table 6 - Independent Baseline Measures of Progress", on page 27 of this report under sub-heading 8 – "Independent Baseline Measures".

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**GROWTH THROUGH  
LOCALISATION  
AND  
LOVE OF OUR CITY**

**Coffs Harbour Economic Strategy**  
**The Action Plans**

**"Mobilising the Economy through Industry Groups and  
their Action Plans"**

**Co-Creators:**

**The Coffs Harbour Community  
Grant Cairncross - Southern Cross University  
Coffs Harbour City Council - Economic Development Unit**



**DRAFT AUG 2013**

# Inspiration

*When we love something, we cherish it; we protect it; we do extraordinary things for it. When we are loved, we flourish as people and are enabled to achieve great things. This mutual love affair between people and their place is one of the most powerful influences in our lives, yet we rarely think of it in terms of a relationship. I believe that needs to change.*

*If cities begin thinking of themselves as engaged in a relationship with their citizens, and if we as citizens begin to consider our emotional connections with our places, we open up new possibilities in community, social and economic development by including the most powerful of motivators - the human heart - in our toolkit of city-making.”*

**Peter Kageyama, *For the Love of Cities* (2011- page vii)**

**Dr Ernesto Sirolli - Sirolli Institute**

***“The future of every community lies in capturing the passion, intelligence, imagination and resources of its people”.***

## STRATEGIC THEMES

The Actions have been categorised into seven strategic themes. These have been developed for Coffs Harbour through community input that clearly focus the natural, human, technological and capital resources of the city into those areas of the economy where the greatest opportunity for triple bottom line sustainability, change and a viable competitive advantage can be achieved within the lifetime of this strategy.

The key to success is *'Love Our City'*. By way of clarification, the title of the Strategy, "growth through localisation and love of our city" **is not a brand** for the city, but rather **a call to action** and a measure by which we can evaluate our efforts.



### ***'LOVE OUR CITY'***

To unleash the love we feel for Coffs Harbour and our special places in it and to increase the overall happiness, joyfulness and economic and social wellbeing of our community



### ***LOCAL IS BEST***

Encourage a strong, sustainable, resilient, culturally and economically diverse local economy.



### ***KNOWLEDGE BUILDING***

Promote the health and education sectors, encourage research and development and build partnerships.



### ***WELCOMING SPACES***

Create spaces that are safe, comfortable & encourage interaction between people of all ages and our diverse groups.



### ***PLANNING FOR GROWTH***

Plan for improved transport, logistics, distribution and the availability of health and industrial/commercial Lands.



### ***SMART AND CONNECTED***

Connect our community to each other, our families and the world. Our businesses are enjoying growth through new markets. Our children are enjoying expanded education opportunities. Our health services are being delivered into our homes by e-health.



### ***INVEST COFFS***

Promote Coffs Harbour as an ideal investment, development, business and new resident destination



### WHY **LOVE** OUR CITY?

There is a significant relationship between local economic growth and feelings of passion and loyalty among community residents. A survey by the Gallup Organisation in conjunction with the Knight Foundation found the most “attached” communities had the highest local GDP growth.

(Ref: [www.soulofthecommunity.org/overall-findings/](http://www.soulofthecommunity.org/overall-findings/))

In an economy where talent comes in all shapes, sizes and ethnicities, where the best places... have to compete for the best talent in the world, the only way to retain talent is offer the kind of place that provides emotional attachment. (Ref: Richard Florida – Monocle, issue 15, vol.2, July / Aug 2008)

When we **love** our City, as when we love another person, we will go to extraordinary lengths for them. When we have an emotional connection to our place, we are less likely to leave it and far more likely to champion and defend it in the face of criticism. We fight for it. (Ref: Peter Kageyama – For the Love of Cities 201 page 5).

### WHO CREATES THE **LOVE**?

Those people in our community who create the love are what Kageyama (page 8) calls “co-creators” because they build on existing elements, like infrastructure and institutions, and collaborate with others to make new things. They are also connectors and catalysts who in turn inspire others to get involved and contribute to the making of their community. Many of these co-creators act without authority or centralized direction, and it is from their creative efforts that the rest of us benefit.

The “**Love** Our City” theme aims to involve and encourage those citizens who are known (2011, 7-8) as ‘co-creators’. These are people who “in their roles as entrepreneurs, activists, artists, performers, students, organisers and otherwise ‘concerned citizens’ create the experiences that most of us consume” but then come to appreciate, be involved in, love and encourage others to do so as to create a vital, energised community.

Many of these co-creators were involved in the community consultation for this Economic Strategy. We are embracing the energy and passion of our co-creators as the role of Local Government (and Governments everywhere) is evolving from a “command / control” delivery of services towards a more partnered approach to be able to meet ever-increasing community expectations. This partnership approach creates involvement and ownership.

IMPLEMENTING 2030



## Coffs Harbour Economic Strategy

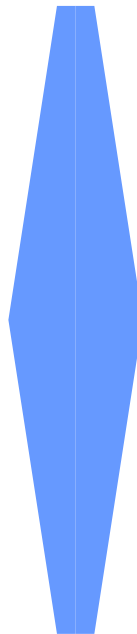
'GROWTH THROUGH LOCALISATION AND **LOVE** OF OUR CITY'

### THEMES

- L** LOVE OUR CITY
- L** LOCAL IS BEST
- K** KNOWLEDGE BUILDING
- W** WELCOMING SPACES
- P** PLANNING FOR GROWTH
- S** SMART AND CONNECTED
- I** INVEST COFFS

### INDUSTRY ACTION PLANS

- FOOD FUTURES
- CREATIVE INDUSTRIES
- EDUCATION & SKILLS
- HEALTH
- MANUFACTURING
- TOURISM



## SWITCHED ON COFFS

Digital Strategy

## COFFS HARBOUR – “AN EXPERIENCE”

Coffs Harbour is in a unique position to ‘lead the way’ in this new ‘*experience*’ economy. With its natural environment and its creative people Coffs has been giving its residents and visitors an ‘*experience*’ that has been envied for decades.

*“We are moving from a Service Economy to an Experience Economy”.*

Greg Hywood, CEO Fairfax Media  
Strategic Regional Leadership Conference 2012

### Coffs is a City of Firsts.

Australia’s first big thing –*The Big Banana* gave Coffs an identity and attracted multitudes of visitors to holiday or stop over for that ‘must have’ photo for the album. The attraction is still a significant experience for visitors and locals.

Now the NBN! - Coffs will be one of the first cities to be fully connected – it will enable and inspire our creative’s and our businesses to provide an offering that is once again a unique experience. Its potential impact is widespread: to improve our education and health industries; attract new ‘lifestyle residents’; increase ‘high-end’ jobs; and export product and expertise to communities across Australia and the world.

We are evolving from the Big Banana. Whatever ‘identity’ emerges we need to create *experiences* in all sectors of business (both services and products) and in activities / events that invite people to participate, whether they be locals or visitors.

The world is quickly moving from a Service Economy to an Experience Economy. If we are to be successful in sustaining and growing we need to understand, embrace and create a *place / identity* that support this new economy. A *place / identity* that people **feel** ... that they *experience*.....

The discussion and evolution to the experience economy has begun. It will take collaboration, passion, respect, tolerance, open mindedness and vision but this is a necessary progression to define who we are in our future.

Let’s be - **BIG – BOLD – INNOVATIVE AND INSPIRATIONAL**. Let’s stand out from the crowd... be proud....lets put ourselves ‘out there’ and brag about us ..... everywhere. We have a lot to brag about and a lot of *experiences* happening.

There has been big investment in the City by our major retailers, Park Beach Plaza, Centro Toormina and Coffs Central. Each designed to give a retail experience second to none.

The City has large infrastructure projects planned.

- CBD Masterplan – a plan to reactivate our CBD.
- The redevelopment of Brelsford Park will give our residents and visitors an outdoor experience.
- The Jetty / Harbour redevelopment, putting the Harbour back into Coffs Harbour by creating a space that is the ‘playground’ of the City.

All this investment will create new businesses, new jobs and attract new investment.

## THE JOURNEY “HOW WE CREATE TOGETHER”

Those of us who take this journey together are called *co-creators* and our actions are called *co-creation*.

“Co-creation is not about “build it and they will come.” Rather, it is about “bring them together and build it with them.” Co-creation harnesses human potential to mutually expand value. It not only views individuals as having creative capacities to forge mutually valuable outcomes together, but also that they attach meaning to their experiences of these outcomes and their very acts of creative interactions with the environments around them.” Ramaswamy, V. (2011) ‘Co-creating Development’ *Development Outreach*. September 2011 p.40, World Bank Institute

Dealing with uncertainty in the complexity of today’s world requires new approaches, a journey based on collaboration, co-creators and creativity. Because there is no one ‘right’ answer anymore (if there ever was), because it will take cross industry and agency collaboration to be able to pull off something magical (implement) and because the old Einstein truism still stands “we cannot solve our problems with the same thinking we used when we created them”.

Field work and deep collaboration with our co-creators are required to get the job done. We need to make sure we are framing the right question in the first place, deeply examine the proposition from a user point of view and find ways to quickly test the proposition in situ.

It will be a creative, on-going learning journey. With the fast pace of change we cannot afford long and expensive lead times for studies that eventually fail to be implemented, we need to be able to “fail fast and fail often” in our testing to get to what works quicker. This is called rapid prototyping. It may be counter- intuitive but it works. **Tenets of this approach include being human-centred, prototype-driven, and mindful of process.**

Processes or tools for us to use in this journey include design processes, innovation methodologies, need finding, human factors, visualization, rapid prototyping, team dynamics and storytelling.

Internationally design-led, collaborative approaches have been applied in a wide range of settings and Coffs Harbour has a tradition of collaboration which we need to harness going forward. Council’s role will be one of facilitation. Where required the EDU will work with industry and community groups to plan, develop and deliver projects.

### Unleashing government's 'innovation mojo'

**Todd Park:** *Government is obviously not a start-up, but initiatives to effect change are best thought of as start-ups: you want a small interdisciplinary team, and you want to go to market with the simplest possible thing that consumers will actually use so that you can start learning from actual experience and then iterate rapidly. Cycle times of updating your product are days or weeks—not months—long. Contrast this with the traditional mode of making change happen in a large organization, which is the “waterfall” process: spend six months coming up with some brilliant strategy, another six months doing a great operational plan, then six more months building a great systems plan. A year and a half later or more, you launch an aircraft carrier that sinks immediately. The mode of operation I used at HHS was not waterfall—it was the iterative, rapid prototyping process. It worked incredibly well.*

**McKinsey:** *Many private-sector entrepreneurs would say that to make this iterative approach successful, you have to be comfortable with failure?*

**Todd Park:** *Absolutely. And I can say this from experience: if something that takes 18 months and costs a ton of money results in failure, that’s catastrophic. But if four days of effort by a three-person team doesn’t pan out, that’s completely acceptable, right? The lean start-up model is the best risk-management methodology you could adopt; the cost of failing is exceedingly tiny.*

McKinsey interview by Eric Braverman and Michael Chui (October 2012) Todd Park, US Chief Technology Officer

## MEETING OF THE MINDS - "HOW & WHERE WE CONNECT"

In the process of co-creating the Economic Strategy two interrelated approaches have emerged as front runners to address the strategic themes.

### ENTERPRISE FACILITATION

Enterprise Facilitation is a "technique" where facilitators assist those entrepreneurs in our community to develop their passionate ideas into viable businesses and using the same "technique" assist existing enterprises to grow. The technique Sirolli calls "*The Trinity of Management*".

The Trinity of Management examines the three skills needed to manage a successful business – Product / Service – Marketing – Financial Management. Clients are asked to identify which category is their passion and in which category they need assistance – facilitators then assist the client to find the people with the skills the entrepreneur needs to form the team to progress their idea.

Enterprise Facilitation can also be used to assist social / community business as the same skill set is needed to reach and maintain sustainability.

*'In every community, no matter how small, remote or depressed, there is somebody who is scribbling figures on a kitchen table. If we can be available, for free and in confidence, to help that person go from the dream to establish in enterprise that can sustain that persons and his or her family, we can begin to change the economic fortunes of the entire community'.*

*There is a way, an understanding, a "technique" for going to best in business; the technique is called "management". But whereas conventional management advice says that entrepreneurs have to learn to do everything beautifully we believe that successful entrepreneurs only do, in their business, what they love to do; but they surround themselves with people who can, passionately and diligently, take care of the rest! "*

Dr Sirolli – Sirolli Institute [www.sirolli.com](http://www.sirolli.com)

### CO-WORKING SPACE

Co-working is a fast- growing and popular model of working for a range of people from sole traders to employees of large corporate giants. With the vast majority of our workforce consisting of small or micro-enterprises working from home, co-working offers major benefits for them. Increasing income potential, improving productivity, improving collaboration opportunities and strengthening the social networks are vital for Coffs' resilience.

Co-working thrives with a diverse membership interested in collaboration. They need space to thrive; one way could be to take advantage of under-utilised commercial space. Co-working's flexible, do-it-yourself ethos is particularly suited to adaptations of existing space.

Compared to other approaches of cultivating micro-enterprises, establishing a co-working space is low-overhead. Co-working bypasses logistical barriers - like access to secure, broadband-ready space – as well as bringing together a critical mass of entrepreneurs who can support and work with each other - features that can be especially vexing for innovators in regional communities.





**Enterprise Facilitation and Co-working address the Economic Strategy through;**

- supporting our co-creators;
- making Coffs a 'we can do it' community;
- creating spaces and opportunities for performance and shared learning between our creative and cultural community;
- encouraging and assisting entrepreneurship, new industries and sectors;
- encouraging business and employment opportunities in our Aboriginal and our growing culturally and linguistically diverse communities;
- attracting knowledge workers and creative industries;
- providing a foundation for the micro-businesses in our industry sectors (particularly, creative industries, food and manufacturing).

THEME	STRATEGY	ACTIONS	POSSIBLE PARTNERS	RESOURCES	WHEN	MEASURES
<p><b>A. LOVE OUR CITY</b></p> <p><i>To unleash the love we feel for Coffs Harbour and our special places in it.</i></p> <p><i>And.....</i></p>	<p><b>A1. Unleash, encourage and support the 'mojo' of those in the City who want to 'DO' something.</b></p>	<p>Identify, connect and support our co-creators (doers).</p>	<p>CHCC EDU &amp; Community (Chamber of Commerce (COC), Industry Groups, Service Clubs, Education and Local Media representatives.</p>	<p>CHCC (EDU as facilitator).</p>	<p>End-2013.</p>	<p>Successful agreement to Love Our City Action Plan including commitments from partners. Plan to start being implemented from early 2014.</p>
	<p><b>A2. Make Coffs a 'we can do it' community and council.</b></p>	<p>Assist with or remove barriers that constrain creativity, innovation and inspiration. Identify ways to make projects and programs 'as red-tape free' as possible.</p>	<p>CHCC – Arts and Digital media groups. Education, Industry groups and Local Media.</p>	<p>CHCC (EDU&amp; Planning)</p>	<p>Mid-2014.</p>	<p>Develop system for reporting, assessing and evaluating barriers to development by mid-2013 and operating by start of 2014.</p>
	<p><b>A3. Local artistic and cultural expression is encouraged and promoted</b></p>	<p>Using the resources of our Creative Industry Network, develop an Action Plan to ensure new developments and / or revitalisation of spaces or buildings are of good design and encourage Public Art inclusion where possible.</p>	<p>CHCC (EDU, Community Development, Design Branch, Parks &amp; Gardens) – Business, Creative Industry Network.</p>	<p>CHCC (EDU as facilitator, Planning, Parks &amp; Gardens) and Creative Industry Network.</p>	<p>Mid- 2013.</p>	<p>Have an active Creative Industry Network Sector Group agreed action plan</p>
		<p>Find places and spaces for artistic expression to give our City a diverse range of experiences and a creative vibe (I.E POP UPS).</p>	<p>CHCC (EDU, Community Development, Design Branch, Parks &amp; Gardens).  Creative Industry Network – Business.</p>	<p>CHCC (EDU, Community Development, Design Branch, Parks &amp; Gardens, Planning), Creative Industry Network.</p>	<p>Ongoing.</p>	<p>Have spaces identified for possible use by artists and entertainers by end of 2013 and publicised on CHCC events web site.</p>

<p><i>...To increase the overall happiness, wellbeing and joyfulness of the community.</i></p>	<p><b>A4. Create spaces and opportunities for performance and shared learning between our creative and cultural community.</b></p>	<p>Ensure urban and open areas allow for people to come together to celebrate, share ideas and agree to work together.</p>	<p>CHCC (Relevant Departments) – Creative Industry Network, Chambers of Commerce, Youth Groups, Aboriginal and other culture representative groups.</p>	<p>CHCC (EDU, Community Development, Planning), Creative Industry Network.</p>	<p>Ongoing.</p>	<p>Considered as redevelopment projects are rolled out.</p>
	<p><b>A5. Identify and celebrate what makes our city loveable and what makes us happy.</b></p>	<p>"Love Notes to the City" – Campaign.</p>	<p>CHCC (EDU) Switched on Coffs TV - Media - Social Media.</p>	<p>Switched on Coffs TV - Media - Social Media.</p>	<p>Commenced – Campaign for mid-2013.</p>	<p>Ongoing – but with increased media exposure.</p>
		<p>Love our Campus – campaign.</p>	<p>SCU/TAFE/Senior College/SCU National Maritime Centre.</p>	<p>CHEC facilities &amp; staff with links to CHCC (EDU) staff responsible for Love Our City project.</p>	<p>Mid-Late 2013.</p>	<p>Successful open day and community program initiative planned for 2014.</p>
		<p>Engage as many residents as possible in community decision making and activities.</p>	<p>Community Groups – CHCC (All Departments).</p>	<p>CHCC as facilitator.</p>	<p>Late 2013.</p>	<p>Six monthly industry group meetings in place, permanent community reference group to meet quarterly.</p>
		<p>Encourage Festivals/ Events which celebrate what we Love about our Special Place.</p>	<p>Community Groups – CHCC – (EDU, Sports Unit, Coffs Coast Marketing, Community Development).</p>	<p>CHCC as facilitator.</p>	<p>Late 2013.</p>	<p>Implement and review CHCC events strategy.</p>
	<p><b>A6. Our villages are unique, connected and vibrant communities.</b></p>	<p>Implement village marketing plans.</p>	<p>Chambers of Commerce, business sector groups.</p>	<p>Chambers of Commerce, Business Groups. Funding availability and CHCC (EDU) facilitation as required.</p>	<p>Commenced.</p>	<p>Review progress mid-2013.</p>
	<p><b>A7. Foster the accessibility of high-level sporting events.</b></p>	<p>Implementation of Sport Units Stadium Business Plan.</p>	<p>CHCC Sports Unit and Sporting Groups.</p>	<p>Sports Unit facilitation, sponsorship and funding.</p>	<p>On-going.</p>	<p>Number of events acquired and staged.</p>

	<b>A8. Foster local cultural and community building opportunities.</b>	Implementation of Cultural Plan.	CHCC (Community Development) & Creative Industries Network.	Facilitation, sponsorship & funding.	On-going.	Refer to Cultural Plan.
	<b>A9. The City embraces a digitally enhanced library.</b>	Implement the Library Strategic Plan and Cultural Plan.	CHCC Library and Community Development staff.	Local, State and Federal Government funding.	Plans completed.	See Library and Cultural Plan.
	<b>A10. The city boasts numerous entertainment venues, providing a full calendar of events in entertainment and cultural performances.</b>	Encourage entertainment venues and cultural facilities to provide the City with a calendar of events across all genres that appeal to all ages.	All venues.	Activation of venues.	On-going.	Full program of entertainment across the year.

THEME	STRATEGY	ACTIONS	POSSIBLE PARTNERS	RESOURCES	WHEN	MEASURES
<p><b>B. LOCAL IS BEST</b></p> <p><i>Encourage a strong, sustainable, resilient and culturally and economically diverse local economy.</i></p>	<p><b>B1. Encourage the community to shop and do business locally.</b></p>	<p><b>Develop and commit to a Coffs First campaign–</b> Coffs First - Think, Buy Local First' campaign.</p>	<p>Chambers of Commerce - CHCC (EDU) Media – Food &amp; Retail Groups.</p>	<p>Funding / Sponsorship</p>	<p>By mid-2015</p>	<p>Have 50% of local retailers &amp; food group members signed up &amp; participating in the 'Think, Buy Local First' campaign.</p>
	<p><b>B2. . Encourage local industry sector networks to meet regularly, form partnerships to find new markets and jointly tender for projects.</b></p>	<p>Facilitate meetings of industry networks.</p>	<p>Chambers of Commerce - CHCC (EDU), Media, Industry/Business Groups.</p>	<p>Chambers of Commerce, CHCC, Media, Industry/Business Groups.</p>	<p>Commenced groups established.</p>	<p>Quarterly meetings to review and promote action plans from mid-2013 onwards.</p>
		<p>Investigate need for a Retail Study</p>	<p>Coffs Central – Park Beach Plaza – Moonee – Toormina Centro - Chambers of Commerce – CHCC (EDU)</p>	<p>Retail Sector</p>	<p>By 2014</p>	<p>Need for study identified. Level of interest by Retail Sector</p>
	<p><b>B3. Encourage preferential competitive local purchasing policies by local government, businesses and industry networks.</b></p>	<p>Local Government to develop and implement a local preference purchasing policy.</p>	<p>Local Government Authorities.</p>	<p>Local Government Authorities.</p>	<p>By 2014.</p>	<p>Purchasing policy reviewed to consider local suppliers as a preference.</p>
		<p>Business &amp; Industry to have a Coffs First - Think, Buy Local first purchasing attitude.</p>	<p>LINK - Chambers of Commerce - Industry / Business Groups.</p>	<p>Chambers of Commerce – Industry / Business Groups.</p>	<p>Commenced 2013.</p>	<p>Successful campaign developed and implemented. A growing number of local Business &amp; Industries are committed to 'Coffs First 'program.</p>
	<p><b>B4. Encourage and assist entrepreneurship, new industries and sectors.</b></p> <p><b>Promote council assistance to small business starters.</b></p>	<p>Facilitate and support the development of high value, sustainable new business and industry and facilitate existing business to grow. Facilitate a <b>Local Dollars</b> fund to assist new and growing business.</p>	<p>Chambers of Commerce - CHCC (EDU) Business Support Agencies / Services, ETC, CH Innovation Centre.</p>	<p>Chambers of Commerce - Industry Groups.</p>	<p>Commenced.</p>	<p>5 – 10% increase in new business inquiries and assistance by 2017.</p>

	<p><b>B5. Develop a strong tourism base around local produce, arts and culture and nature experiences.</b></p>	<p>Implement Food Futures Action Plan.</p>	<p>Food Industry Network – CHCC (EDU).</p>	<p>CHCC (Coffs Coast Marketing) &amp; Coffs Coast Tourism, Food Industry, CHEC.</p>	<p>Commenced By 2014.</p>	<p>Agreed projects implemented.</p>
		<p>Implement Tourism Action Plan.</p>	<p>CHCC (Coffs Coast Marketing) &amp; Coffs Coast Tourism, Chambers of Commerce - Industry.</p>	<p>Staff Time &amp; sponsorship &amp; funding.</p>	<p>On-going.</p>	<p>Agreed projects Implemented.</p>
		<p>Implement Creative Industries Action Plan.</p>	<p>Creative Industries Network, CHCC (Community Development / EDU).</p>	<p>Staff Time sponsorship &amp; funding.</p>	<p>On-going.</p>	<p>Agreed projects Implemented.</p>
		<p>Implement Nature Based Tourism Strategy.</p>	<p>CHCC (Coffs Coast Marketing) &amp; Coffs Coast Tourism, Chambers of Commerce – Industry.</p>	<p>Staff Time and funding.</p>	<p>On-going.</p>	<p>Agreed projects Implemented.</p>
	<p><b>B6. Encourage business and employment opportunities in our Aboriginal and our growing culturally and linguistically diverse communities.</b></p>	<p>Facilitate training workshops and provide information for business and those seeking employment.</p>	<p>CHCC (Community Development – EDU) &amp; NGOs programs &amp; Centre Link.</p>	<p>Staff time and possible funding.</p>	<p>On-going.</p>	<p>Number of businesses created and employment found.</p>

THEME	STRATEGY	ACTIONS	POSSIBLE PARTNERS	RESOURCES	WHEN	MEASURES
<b>C. KNOWLEDGE BUILDING</b>  <i>Promote the health and education sectors, encourage research and development and build partnerships.</i>	<b>C1. Encourage investment /partnerships in research and development.</b>	Develop partnerships and links with industry, Universities, CSIRO, industry organisations and Government.	SCU , CHCC(EDU), State & Federal Governments and Agencies.	Staff time.	Commenced By 2014.	To have one major applied research project by partners aimed at benefitting local economy underway by early 2016.
	<b>C2. Encourage the City's Youth to pursue higher education.</b>	Create programs that can be displayed / delivered at Youth Events. Create events that promote and explain the benefits of higher education.	Education Institutions.	Teams from education institutions to work on school visits.	Commenced by 2014.	10% reduction in percentage of local youth 16 years or older not in work or training/education by 2016.
	<b>C3. Encourage the return to the City by those who sought higher education elsewhere or alumni from our local education facilities.</b>	Create a Marketing Plan that targets these groups.	Education Institutions, Coffs Harbour Innovation Centre – Next Gen (COC).	Alumni list of Universities/VET organisations.	Operating by 2015.	Number Alumni relocated and / or engaged in community activities.
	<b>C3. Coffs Harbour is a recognised regional centre of educational excellence that exports its knowledge globally.</b>	Implement Education & Skills Action Plan through collaboration between Education Facilities.	SCU, TAFE - Public & Private Schools - Conservatorium - NGOs - Aboriginal Organisations.	Access to SCU international office and ELICOS. Cooperation plan with TAFE & private VET providers.	By 2016.	At least a 10% increase in domestic and international students studying in Coffs Harbour by end of 2016.
	<b>C4. Coffs Harbour is a preferred and acknowledged regional NSW Health Centre with a focus on professional training.</b>	Implement Health Action Plan.	Members of the Health Industry Network – CHCC (EDU) - Chambers of Commerce – Tertiary Education providers.	Collaboration and contribution from Health Industry Network members.	By 2017.	At least 10% increase in health related students in tertiary sector. Campaign in place to promote Coffs Harbour as the regional health centre for Mid-North Coast/ New England.



THEME	STRATEGY	ACTIONS	POSSIBLE PARTNERS	RESOURCES	WHEN	MEASURES
<p><b>D. WELCOMING SPACES</b></p> <p><i>We have created spaces that are safe, comfortable &amp; encourage interaction between people of all ages and our diverse groups.</i></p>	<b>D1. Coffs Harbour has a revitalised Jetty / Harbourside area.</b>	Refer to CHCC working group.	CHCC - State & Federal Governments and possibly Private Sector investment.	As per CHCC working group plan.	By 2020.	Stage One completed by mid-2014.
	<b>D2. Coffs Harbour has a people centred, vibrant and lively CBD.</b>	Develop CBD Master-plan (currently being undertaken)	CHCC – Retail Sector, Food Sector, Professional Sector and Arts Sector Groups.	CBD Masterplan budget.	Commenced.	Stage One completed by mid-2014
		Develop and implement a promotional plan that established Coffs Harbour CBD as a social and cultural focus.		CBD Masterplan & City Centre Marketing budgets.	On-going.	Successful implementation of Marketing Plan projects.
	<b>D3. Brelsford Park is a community space providing recreational activities for the whole community.</b>	Develop Brelsford Park as part of CBD Master-plan.	CHCC (CBD Masterplan Committee, Design Branch).	Government Funding.	By 2017.	Master-plan in place and starting to be implemented by mid-2014.
	<b>D4. Create places for youth that allow them to stay/return to Coffs Harbour' hang out' and engage in youthful activities.</b>	Coffs Harbour has a skate park with facilities for live streaming and youthful entertainment.	CHCC (City Services, Design Branch).	Government Funding.	By 2014.	Skate park in place by 2014.
		That the community embraces festivals and entertainment venues for youth.	The community.	CHCC facilitation and sponsorship & funding.	Late 2013.	Increased number of youth activities and a new Youth focussed festival in place by early 2014.
	<b>D5. Coffs Harbour is known as a friendly, accessible and safe City increasing the interaction and wellbeing of our people and our visitors.</b>	Create and promote child, youth, seniors, and dog friendly places such as parks and beaches.	CHCC (Design Branch, Parks & Gardens).	CHCC (Planning and policy review).	Late 2014.	Review of regulations for identified parks and beaches done by mid-2014.
		Increase accessibility and comfort to all public spaces (i.e. wheel chair access and seating and shade).	CHCC.	CHCC (Planning and policy review).	Late 2014	Council prioritises program for improving accessibility to public spaces.
<b>D6. Our coastal and inland villages are welcoming offering lifestyle opportunities and visitor attractions.</b>	Ensure public spaces are people friendly and encourage appropriate development through planning and marketing.	CHCC (Planning) Chamber of Commerce Community.	Master Planning Funding.	On-going.	Viable Villages.	



THEME	STRATEGY	ACTIONS	POSSIBLE PARTNERS	RESOURCES	WHEN	MEASURES
<p><b>E. SMART AND CONNECTED.</b></p> <p><i>Our community is connected to each other, our families and the world.</i></p> <p><i>Our businesses are enjoying growth through new markets.</i></p> <p><i>Our children are enjoying expanded education opportunities.</i></p> <p><i>Our health is being delivered into our homes by e-health.</i></p>	<p><b>E1. Coffs Harbour is recognised as a smart/intelligent community attracting knowledge workers and creative industries.</b></p>	<p>Implement Switched On Coffs Digital Strategy.</p>	<p>CHCC (All Departments) Community, NGOs, Federal &amp; State Governments.</p>	<p>CHCC facilitation. Funding from Federal &amp; State Governments.</p>	<p>2014.</p>	<p>Refer to Switched on Coffs Digital Strategy.</p>
		<p>Promote Coffs Coast to this market on Switched on Coffs TV and social media.</p>	<p>CHCC (EDU) Digital industries group, SCU/Health and Education groups.</p>	<p>Operational marketing plan to target external knowledge/creative workers.</p>	<p>Commenced.</p>	<p>10% increase in business placement inquiries from identified knowledge &amp; creative workers &amp; organisations.</p>
		<p>Seek recognition as a Smart / Intelligent City.</p>	<p>CHCC (EDU).</p>	<p>Staff time to prepare application.</p>	<p>2014.</p>	<p>Coffs Harbour recognised as a Smart / Intelligent City.</p>
		<p>Facilitate Smart / Intelligent City conference.</p>	<p>CHCC (EDU), Coffs Harbour Innovation Centre.</p>	<p>Staff time.</p>	<p>2013.</p>	<p>Successful conference.</p>
	<p><b>E2. Coffs Harbour is ubiquitously connected to high speed broadband and utilising it to the full potential.</b></p>	<p>Encourage take up of high speed connectivity through community participation in Hubs and Enterprise training programs.</p>	<p>CHCC (EDU), NC TAFE, Enterprise &amp; Training Company, Coffs Harbour Community College.</p>	<p>Department of Broadband, Communications and Digital Economy.</p>	<p>Ongoing until 2014.</p>	<p>80% of households have high speed broadband by 2016.</p> <p>90% of businesses have high speed broad band by 2021 (Census).</p>

THEME	STRATEGY	ACTIONS	POSSIBLE PARTNERS	RESOURCES	WHEN	MEASURES
<b>F. PLANNING FOR GROWTH</b>  <i>Transport, Logistics, Distribution.</i>  <i>Available Health, Industrial &amp; Commercial Lands</i>	<b>F1. Coffs Harbour has a diverse stock of commercial and industrial lands reflecting the growth of our economy.</b>	Assess the long term availability of adequate and appropriate employment land choices.	CHCC (Strategic Planning) – Relevant industry groups.	CHCC (Planning Staff).	On-going.	Availability of Employment Lands
		Ensure adequate health industry lands are available into the future.	CHCC (Strategic Planning) Health Network.	CHCC (Planning Staff).	On-going.	Availability of Health Lands
		Assess the viability of an integrated freight terminal.	CHCC (EDU, Airport Manager).	CHCC staff time.	On-going.	Viability assessed.
		Continue to pursue the very fast train stop in Coffs Harbour and the facilities needed to support it.	CHCC (EDU) Department Transport & Infrastructure.	CHCC & Department Transport & Infrastructure.	On-going.	On-going negotiations with proponents.
	<b>F2. Council owned airport lands have been developed.</b>	Obtain necessary approvals and prepare land for sale.	CHCC (Property Department & EDU).	Time and resources to develop materials.	2014	Increase in new business, business expansion and the attraction of emerging industries.
		Prepare marketing plan targeting specific new industries and/or business such as online wholesale warehouse etc				
	<b>F3. Coffs Harbour Regional Airport is thriving with extra daily flights and possible International flights.</b>	Work with other industry members to develop a plan to attract increased domestic and international visitors to Coffs .Develop a plan to attract direct international flights where viable.	CHCC (Coffs Coast Marketing & Coffs Coast Regional Airport).	Staff time.	2015.	Increased visitor numbers and business travel.
	<b>F4. Coffs Harbour established as a significant sea port.</b>	Encourage re-development of the marina and regular dredging of the harbour and investigate the prosperous large yacht leisure market.	CHCC (City Services) NSW Department of Lands, Coffs Harbour International Marina.	Funding.	2014.	Increased number of visiting leisure craft and increased employment.
	<b>F5. Coffs Harbour has a stock of affordable housing.</b>	Encourage the development of affordable housing for our lifestyles' and young professionals.	CHCC (Community Development) Developers – State & Federal Governments.	Planning & Developer willingness.	2015.	Number of affordable houses constructed.

THEME	STRATEGY	ACTIONS	POSSIBLE PARTNERS	RESOURCES	WHEN	MEASURES
<b>G. INVEST COFFS</b>  <i>Promote Coffs Harbour as an ideal investment, development, business and new resident destination.</i>	<b>G1. Coffs Harbour has a distinct investment brand which is supported by promotional material and relevant current data for investors.</b>	Develop content and deliver Switched On Coffs.TV.	CHCC (EDU)	Commenced & current.	On-going.	In place and getting recognised web-hit readings.
		E-Business Newsletter.		Commenced & current.		In place and getting recognised web-hit readings.
		Business Investment information on website.		Commenced & current.		In place and getting recognised web-hit readings.
		Access to REMPLAN.		Commenced & current.		In place and getting recognised web-hit readings.
		Access to Profile ID.		Commenced & current.		In place and getting recognised web-hit readings.
		Promotion via Social Media and other Platforms.		Commenced & current.		In place and getting recognised web-hit readings.
	<b>G2. Potential investors are supported in their decision making.</b>	Establish a Business Leaders / Investment Champions group to assist investors / developers that leads to investment and a positive outcome for the City.	CHCC (EDU) Industry Reference Group.	Staff time and industry support.	Commenced 2013.	Numbers of investors supported.
	<b>G3. Encourage Tourism operators to upgrade infrastructure.</b>	Provide information on the benefits of investing in up-grading.	CHCC (Coffs Coast Marketing) / Coffs Coast Tourism	Staff time.	Ongoing.	Higher domestic and international visitation numbers and increased employment.
	<b>G4. Encourage the development of additional visitor experiences.</b>	Identify possible visitor experiences. Produce an 'investment' document. Ensure suitable lands are available.	CHCC (Coffs Coast Marketing EDU, Planning).	Staff Time.	On-going.	Increased number of visitor experiences available.

# INDUSTRY ACTION PLANS

## "Mobilising the Economy through Industry Groups and their Action Plans"

- NSW Government Smart and Skilled provides Industry Profiles on 25 different industry sectors.  
[http://www.training.nsw.gov.au/vet/skills\\_reform/skills\\_list\\_consultations.html](http://www.training.nsw.gov.au/vet/skills_reform/skills_list_consultations.html)

## FOOD FUTURES ACTION PLAN

What	Who	When	Resources	Measure
<p><b>Branding</b></p> <p>The creation of a local brand to provide consumers with the assurance that they are supporting the local food industry by purchasing quality Coffs Coast produce and products that are made from local ingredients.</p>	<p>CHCC (Coffs Coast Marketing, Economic Development Unit).</p> <p>Food Industry Network.</p>	2013.	Develop Brand / Label and "Guidelines of use".	Brand / Label developed and adopted by Food Industry.
<p><b>Marketing</b></p> <p>A co-ordinated and comprehensive consumer marketing campaign to support the branding and ensure consumer confidence in the label.</p>	<p>Food Industry Network.</p> <p>CHCC (Coffs Coast Marketing, Economic Development Unit).</p>	2013-2014.	<p>Marketing Collateral.</p> <p>Education and Awareness program.</p>	Awareness of Brand.
<p><b>Seasonal Local Food Festival</b></p> <p>Seasonal celebration of local food which reinforces the brand and provides an opportunity for producer/retailer networking.</p>	Food Industry Network.	2013.	Event Organisation, participation, marketing, publicity.	<p>Attendance at Events.</p> <p>Media coverage.</p>
<p><b>Support Local Produce Markets</b></p> <p>Support local markets showcasing local produce: e.g. Growers Markets, Harbourside Markets, Night Food Markets, Me-Healthy Farm.</p>	CHCC (Economic Development Unit).	Ongoing.	<p>Enterprise Facilitation.</p> <p>Advice.</p> <p>Marketing Publicity.</p>	Growth of markets showcasing local produce.
<p><b>Local Produce Retailer Awareness</b></p> <p>Develop a process to increase product knowledge of retailers to be able to share with customers.</p>	Industry (Growers / Producers).	2013.	Producers providing information on local produce to retailers.	Increased knowledge of local produce by retailers.

## FOOD FUTURES ACTION PLAN

<p><b>Food Business Incubation</b></p> <p>Identify ways to support business innovation: food processing, use of surplus product, filling local market gaps in prepared produce, new growing options</p>	<p>CHCC (Economic Development Unit).</p>	<p>2013.</p>	<p>Enterprise Facilitation.</p>	<p>Number of businesses supported.</p> <p>Case studies for industry inspiration.</p>
<p><b>Industry Networking</b></p> <p>Ensure regular opportunities for networking producers with restaurants and other buyers.</p> <p>Annual Local Produce Awards – e.g. Best Grower, Most Innovative Grower, Best Local Food Champion, Best Home Cook (Show us ya Dish) Sponsored by Growers Market and others.</p>	<p>Industry.</p> <p>CHCC (Economic Development Unit).</p> <p>Growers Markets.</p> <p>CHCC (Economic Development Unit).</p>	<p>Ongoing.</p> <p>2013/14.</p>	<p>Event organisation.</p> <p>Organisation of Competition process.</p> <p>Marketing, Publicity.</p>	<p>Number of opportunities and networking events created for local businesses.</p> <p>Increase in local producer – retailer relationships.</p> <p>Media coverage.</p> <p>Participation in Awards.</p>
<p><b>Local Produce Directory</b></p> <p>Promote the use of the Local Harvest Directory by producers – to list produce and retailers to source produce.</p>	<p>CHCC (EDU, Sustainability).</p> <p>Growers Market.</p>	<p>Ongoing.</p>	<p>Marketing.</p> <p>Social Media.</p>	<p>Increase in producers listed in Directory.</p> <p>Use of directory.</p>
<p><b>Publicise existing young people in the food industry</b></p> <p>Case studies to look for showcasing opportunities – at events e.g. Sustainable Living Festival etc.</p>	<p>Industry.</p> <p>NC TAFE.</p>	<p>2013.</p>	<p>Identify and profile young Foodies.</p> <p>Promote career pathways.</p>	<p>Case studies developed.</p>

## FOOD FUTURES ACTION PLAN

<p><b>Growing for local market</b></p> <p>Find local growers who currently supply capital city markets to suggest they also supply local markets.</p>	<p>Industry Network (Growers, Wholesalers, Retailers).</p>	<p>2013.</p>	<p>Following up Growers. Identifying local market for produce.</p>	<p>% of produce switched from Capital City to local markets.</p>
<p><b>Increase use of local wholesale market</b></p> <p>Work with existing local wholesalers to identify best way to increase/maximise local produce availability for local market (for bulk buyers)</p>	<p>Local Wholesalers. Retailers.</p>	<p>2013-14.</p>	<p>Identify gaps in local produce market.  Encourage growers to sell local or diversify crops.</p>	<p>% of local produce sold via wholesalers.</p>
<p><b>Financing Options</b></p> <p>Identify alternative financing options to support new local business opportunities</p>	<p>CHCC (Economic Development Unit).  NSW Trade &amp; Investment.</p>	<p>2013-14.</p>	<p>Identifying finance options.</p>	<p>Increased access to finance.</p>

## CREATIVE INDUSTRIES ACTION PLAN

What	Who	When	Resources	Measure
<b>Finish</b>				
Improve acoustics at Cavanbah Centre. (Main Hall).	CHCC (Community Development).	2013.	Acoustics Testing and Reporting. \$\$\$ modifications.	Acoustics improved.
Finish the Conservatorium.	Regional Conservatorium.	Dependent on funding.	\$\$\$ .	Completed.
Finish Stage III Gallery.	CHCC (Coffs Harbour Regional Gallery).	2015.	\$\$\$\$.	Completed Gallery.
Finish Museum.	CHCC (Museum).	2014.	\$\$\$.	Opening of Museum.
<b>Link + Showcase</b>				
<b>BRANDING</b>				
Be the 'Creative Coast' a term coined by the MNC Arts – need to own it and use it. "Bread Trail" – embrace the diversity of spaces by linking them through signage, visual linkages, flow and information.	CHCC (Community Development, Coffs Coast Marketing).	Dependent on agreement by all parties.	Brand / logo design and use in all appropriate advertising.	Brand / logo agreed upon and use commenced.
	Arts Mid North Coast. Creative Industries Network. Coffs Coast Tourism.	Dependent on agreement by all parties.	Possible 'Lead Artist' for the City to assist with plan by design.	Plan by design commenced and linkages visible.
Online Tool – list of artists / creatives, gallery spaces, tourism promotion sites.	Arts Mid North Coast CHCC (Community Dev.).			Online program completed.



## CREATIVE INDUSTRIES ACTION PLAN

<p>Creative Industries/Arts Expo – showcasing local creative professionals – one location, variety of artists/businesses and activities – graffiti demo, interactive opportunities to try art forms, workshopping.</p>	<p>Creative Industries Network. Arts Mid North Coast.  CHCC (Community Development, EDU).</p>	<p>To commence in 2013</p>	<p>Support by way of sponsorship.  Sustainable number of artists committed.  Workshop developed and presenters confirmed.</p>	<p>Expo successfully held.</p>
<p>Identify synergies between community spaces and creative art activities – especially at existing activities eg. food markets, shopping centres, Resort Foyers, Sporting Facilities, out door performance areas – public art events, use our captive audiences (art in unexpected places, free busking).</p>	<p>Creative Industries Network. Arts Mid North Coast.  CHCC (Community Development, EDU, Coffs Coast Marketing).</p>	<p>Program developed and accepted by late 2013.</p>	<p>Commitment by all parties to participate in the program.</p>	<p>All parties committed and program commenced and working successfully.</p>
<p>Pop Up Spaces for Creative Industries.</p>	<p>CHCC (EDU, Community Development). Landlords of empty spaces. Creative industry Network (future cooperative?).</p>	<p>Negotiations with all parties to commence in 2013.</p>	<p>Agreement to participate in the program by landlords and Artists completed.  Insurances in place.  Legal Agreements between parties developed.</p>	<p>Number of Pop Up Spaces.</p>
<p>Career pathway material – demonstrate through local successful case studies – creative industry tours.</p>	<p>NC TAFE.  Arts Mid North Coast.</p>			

## CREATIVE INDUSTRIES ACTION PLAN

Youth music festival.	Life House Church – CHCC (Community Development, EDU) and Youth.	Plans for Youth Week 2013 to include music festival commenced 2012.	Sponsorship. Insurances. Event Management.	Successful event.
Use Switched on Coffs TV to promote artists.	CHCC (EDU) - Creative Artists.	Commenced 2012.	Time.	Number of artists promoted on SOC.TV .
Showcase and increase visibility e.g. social media coordinated campaign, designated “love” persons, “love” ambassadors.	CHCC (EDU).	To commence in 2013.	Time & inspiration and persons to participate.	Number of ‘love stories’ shared online.
Seasonal Art Festival.	Creative Industries Network. Arts Mid North Coast. Coffs Harbour City Council.	To commence in 2013.	Agreement with Food Futures Network to work co-operatively on one seasonal festival.	The implementation of a successful Food / Art Festival.
Declaration of the importance art & culture to the City.	Arts Mid North Coast. Creative Industries Network.	To commence in 2013.	Proposal to council.	Creative Industries adopted as an economic driver.

## CREATIVE INDUSTRIES ACTION PLAN

Collaborate				
<p>Form cooperative artists haven – Umbrella organisation.</p> <p>Collective approach to promoting and supporting creative industries - the place to go for artists to grow their talent/business – the place to go for business/community to access creatives.</p> <ul style="list-style-type: none"> <li>• exposure /</li> <li>• communication</li> <li>• exhibition space</li> <li>• resident artist / featured artist</li> <li>• increase access to funding.</li> </ul>	<p>CHCC (Community Development)</p> <p>Arts Mid North Coast.</p> <p>NC TAFE.</p> <p>Coffs Coast Artists / creatives.</p>	<p>To commence negotiations with all parties in 2013.</p>	<p>Requires commitment, regular meetings, core group. Need to bring diversity of sector together effectively.</p>	<p>The formation of a successful Co-operative.</p>
<p>Identify precinct / areas where local artists can paint on public/private buildings – as a competition – run as a regular event to nurture the local talent.</p>	<p>CHCC (EDU, Community Development) – Private Sector.</p>	<p>To commence as part of the CBD plan in 2013.</p>	<p>Agreement by CHCC and Private sector on buildings / areas where this activity can happen.</p> <p>Public Art Policy to include this activity.</p> <p>Agreement with artist developed.</p> <p>Insurances in Place.</p>	<p>A successful ‘graffiti’ program commenced.</p>

## EDUCATION & SKILLS ACTION PLAN

What	Who	When	Resources	Measure
<b>Showcasing + Promotion</b>				
<p><b>Case Studies:</b> Publicise and showcase examples of successful and innovative enterprises in the Smart &amp; Connected City. Direct people from the showcase to actions they can undertake (i.e. workshops in the Digital Enterprise Program).</p>	CHCC (Economic Development Unit).	2013.	<p>Identify case studies.</p> <p>Develop case studies.</p> <p>Use case studies for promotions.</p>	Case studies created and accessible.
<p><b>Talk up the Campus:</b> Promotional campaign – part of Love this City, love the Campus.</p>	<p>Education &amp; Skills Group.</p> <p>CHCC (Economic Development Unit).</p>	2013.	<p>Talking it Up!</p> <p>Marketing, Social Media.</p>	
<p><b>Connect Coffs Globally:</b> Participate in global programs (such as the Living Labs Global Awards) to connect Coffs to the wider international community. <a href="http://www.llga.org/">http://www.llga.org/</a></p>	CHCC (Economic Development Unit).	2013.	<p>Living Labs Global Awards \$7,500USD + commitment to support implementation of solution.</p>	<p>Implementation of selected solution.</p> <p>Global coverage of participation.</p>
<p><b>Coffs Ex-Pats and Ambassadors:</b> Target the network of Alumni students from CHEC to talk up the city and be ambassadors. Encourage connections to the City and to return.</p>	CHEC	2013.	<p>What connections to keep via Social Media?</p>	<p>Number of Alumni kept in the loop.</p> <p>Number of Alumni to come back and speak at events, return to base?</p>

## EDUCATION & SKILLS ACTION PLAN

<p><b>Contemporary Technology Festival:</b> Focus on the whole community connecting.</p>	<p>Mid North Regional Development Australia Board</p>			
<b>Education Evolution</b>				
<p><b>Education and Skills on the Edge:</b> How are TAFE and SCU responding to the shift in the education paradigm?</p>	<p>NC TAFE, Southern Cross University, Economic Development Unit.</p>	<p>2013.</p>		
<p><b>SME Accreditation:</b> Develop local accreditation program to encourage more business improvement in areas of Sustainability and IT.</p>	<p>NC TAFE. Chambers of Commerce.</p>	<p>2013.</p>	<p>Program feasibility. Program development. Source funding. Marketing.</p>	<p>Uptake of program by SMEs. Improvement in business performance.</p>
<p><b>Responsive Education:</b> Increase matching of industry skill needs with output of students from TAFE and UNIs.</p>	<p>NC TAFE, Southern Cross University. Cross-industry input.</p>	<p>2013-14.</p>	<p>Could be a project for the Living Labs?</p>	
<p><b>Health Education across the Region:</b> Investigate niche market - what are the gaps in the education provision across the region / areas of specialisation. <i>Refer to Health Industry Action Plan – Regional Conference.</i></p>	<p>NC TAFE. Southern Cross University.</p>	<p>2013.</p>	<p>Research.</p>	<p>Identified focus for local health education providers.</p>

## EDUCATION & SKILLS ACTION PLAN

<b>Aspirational Shift:</b> Coordinated program to shift the community (individuals & businesses) to aspire to further education and lifelong learning.				
<p><b>Mentoring:</b> Using the AIME model to encourage youth onto further education, to stay committed to study – extend to a broader community.</p>	<p>Southern Cross University, NC TAFE, Schools  AIME.</p>	<p>2013-16.</p>	<p>Program coordinating body.  Identify and support mentors.  Identify and support for mentees.</p>	<p>Commitment of participants to further study.</p>
<p><b>Education and Industry Partnerships:</b> with a focus on a technology enabled community – training partnerships / research partnerships.</p>	<p>NC TAFE and Southern Cross University.</p>	<p>2013-16.</p>		
<p><b>Experience Exchange:</b> A pilot program involving leaders from industry and education sectors.</p>	<p>NC TAFE and Southern Cross University.</p>	<p>2013-14</p>		

## HEALTH INDUSTRY ACTION PLAN

What	Who	When	Resources	Measure
<b>Collaboration</b>				
<p><b>Health Industry Network</b></p> <p>Network for Health and Health Education providers that meets regularly – information exchange, lobbying, collaborative projects, branding, facilitated network meetings.</p>	<p>Coffs Harbour Chamber of Commerce.</p>	<p>Next meeting November 2012.</p> <p>To be regular meetings – timeframe agreed at Nov meeting.</p>	<p>Sector participation.</p> <p>Venue.</p> <p>Facilitation.</p>	<p>Number of identified projects and the success of those projects.</p>
<p><b>Regional Conference</b></p> <p>Investigate establishing a Regional Health and Education Conference.</p>	<p>CHCC (EDU) – Industry Steering Group.</p>	<p>First half 2013.</p>	<p>Conference organisation.</p>	<p>Conference attendance.</p>
<b>Human Resources: Educating for our Needs</b>				
<p>Strengthening pathways for young people to transition into health higher education.</p>	<p>Youth Directions.</p> <p>Southern Cross University.</p>	<p>On-going.</p>	<p>Information sessions, work experience and pathways programs.</p>	<p>Increase in school leavers taking up higher education in health sector locally e.g. Nursing at SCU</p>
<p>Investigate opportunity for Generic Personal Care Course –to address future need in Aged Care service provision.</p>	<p>Southern Cross University.</p> <p>NC TAFE.</p> <p>Enterprise &amp; Training Co.</p>	<p>By 2017.</p>		<p>Investigation undertaken.</p>

## HEALTH INDUSTRY ACTION PLAN

Investigate opportunity for final year Pharmacy interns to be 'hosted' by local university.	Southern Cross University, University of NSW, Pharmacists.	2013.	Hosting by a local university.  Pharmacy support.	Investigation undertaken. Number of interns employed by local Pharmacies.  Number of interns retained by the City following graduation.
<b>Human Resources: Filling the Gaps</b>				
Collaboratively attract the skilled people we need – e.g. Neurology, Vascular Surgeon, Allied Health.	Health Industry Network. CHCC (EDU).	On-going.	coffscoasthealth website.  Identification of needs by Industry.  Champions within the health sector Industry Network.	Number of targeted health professionals attracted.
Promote internally (within Coffs) and externally the <a href="http://www.coffscoasthealth.net.au">www.coffscoasthealth.net.au</a> website – increase use.	CHCC (EDU). All industry.	On-going.	Need council and the industry to maintain currency of the website. Promotion of website	Number of 'hits', enquiries received and professionals relocated.
<b>Retention:</b> Investigate ways of providing a welcoming process for newcomers and family to connect them to the City.	CHCC (EDU). Health Sector. Service Clubs i.e. Rotary. New Residents / Professional Groups.	On-going.	Promotion of welcome functions. Establish City Hosts.  Development of Questionnaire for use by City Hosts.	Retention rate of relocated health professionals.



## HEALTH INDUSTRY ACTION PLAN

Research, Development and Planning				
Increase collaboration between the health industry and education sector.	Health Industries, NC TAFE, UNSW Rural Clinical School, Southern Cross University, IBES (Melbourne University) & others.	On-going	Time to investigate and evaluate collaborative opportunities.	Number of projects identified and implemented.
Evaluate future land use Plans (LEP) reflect projected growth in health service requirements.	CHCC (Planning). Industry Network.	On-going.	Industry identification of land use requirements.  Response by CHCC.	No shortage of suitable lands for health sector expansion.
Investigate the feasibility of the co-location of NGO / Not for Profit health service providers to make increased use of shared resources.	NGOs / NFPs.  Coffs Harbour City Council (EDU).	2013.	Obtain funds to conduct a feasibility study in the opportunity of co-location.  Source a community based investor.	Successful feasibility study completed that was able to attract an investor for the project.
Health in the Digital Era				
<b>Aged Care</b> – link NBN and aged care initiatives: Opportunity to leverage NBN capacity to fill gaps in provision – e.g. potential for a “virtual community centre”.	Southern Cross University.  Aged Care Providers	2013.	Aged Care provider participation. Technology equipment and program providers. Capacity building to use new programs / equipment effectively. Research process of adoption and benefits to clients.	Increased use of NBN enabled telehealth and social connectivity programs by Aged Care providers.
<b>Telehealth:</b> Create awareness and adoption in the health sector and seek out partners for delivery of programs.	CHCC (EDU), Southern Cross University, NBN Co , ACBI, Medicare Local, Public and private sectors.	2013 – 2014.	Needs identification. Program / Partner identification. Funding model for delivery of selected program (s).	Increased use of NBN enabled telehealth by Health Industry and community.

## HEALTH INDUSTRY ACTION PLAN

<p><b>e-Health:</b> Investigate collaborative programs to support the best practice use of e-health records. Seek out partners for delivery of programs.</p>	<p>Hospitals, Aged Care Facilities, Pharmacists, Medicare Local / GPs. E-health Solution Providers.</p>	<p>2013.</p>	<p>Needs identification. Program / Partner identification. Funding model for delivery of selected program (s).</p>	<p>Increased use of e-health by Health Industry and awareness of e-health by the community.</p>
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## MANUFACTURING INDUSTRY ACTION PLAN

What	Who	When	Resources	Measure
<b>Collaboration</b>				
Ensure that Manufacture Coffs Coast Network continues to be relevant to the needs of its members and operates efficiently.	Manufacture Coffs Coast.	2012 ongoing.	Network.	Membership, attendance at events, participation in projects.
Encourage online collaboration of the local manufacturing sector by actively participating in the Switched on Coffs online Collaboration tool – <b>Coffs Coast Manufacturing Network VTeam.</b>	CHCC (EDU).	2012 – ongoing.	Network.	Collaboration.
Form an alliance with Industry Mid North Coast.	Manufacture Coffs Coast.	2013.	Network.	Alliance – collaboration.
Collaborate within the network to share and train skilled workers. Provide a skills list of members on website to enable job/workload sharing.	Manufacture Coffs Coast.	2013.	Network.	Website.
Conduct two (2) industry tours per year to encourage collaboration and information exchange.	Manufacture Coffs Coast.	2013 ongoing.	Network. Participating companies provide tour of premises.	Tour held and participant numbers. Information exchanged.
Collaborate on investigating new markets.  Investigate the return and	Manufacture Coffs Coast to work with FIFO Committee.	2013.		

## MANUFACTURING INDUSTRY ACTION PLAN

attraction of skilled workers to the area post mining contract. (Fly in Fly out).  Marketing package including Switched On Coffs TV content.		2013.		
<b>Business Development</b>				
Keep members up to date with the latest industry trends and innovations and obtain new ideas and ways of learning and doing business to help lift efficiencies and reduce costs. (e.g. via workshops).	Manufacture Coffs Coast.	2013.	Workshops either face to face or online / webinars.	Implementation of businesses improvements in local enterprises.
Expand business reach and establish valuable networks to help profile local manufacturing firms to a worldwide Market.	Manufacture Coffs Coast and CHCC (EDU). (switchedoncoffs.tv)	2013.	Manufacture Coffs Coast embers provide access to businesses.EDU - Switched on Coffs TV – promote businesses e.g. Mid North Coast Trucks, Comet Windmills.	Profiles developed.
Collaborate on jointly tendering for bigger projects using member expertise and skills to grow new business.	Manufacture Coffs Coast.	2014.		
Encourage our members to register on ICN gateway to grow new business. Investigate using MCC Branding for this.	Manufacture Coffs Coast.	2013.		

## MANUFACTURING INDUSTRY ACTION PLAN

Education				
Collaborate within the network and with educators to ensure the skilled resources pool in manufacturing is maintained, attracted and educated.	Manufacture Coffs Coast. TAFE.	2013.		
Support the Trade School at Macksville.	Manufacture Coffs Coast.	In progress.	Liaise to ensure set up is industry relevant.	Trade School Established.
Training on Carbon Tax implications and opportunities.	Education Providers.	2013-14.		
Develop a program to showcase Industry careers to interested high school students.	Manufacture Coffs Coast and partners (e.g. Youth Directions).	2013.	Participation of members to showcase career options Schools (via Youth Directions).	
Lobbying				
Lobby Government (Local, State and Federal) to put in place a local procurement policy.	Manufacture Coffs Coast	2013-14.		
Planning – unravelling red tape – development compliance...?	Manufacture Coffs Coast	2013-14.		
Work with (or Lobby) Department of Fair Trading to ensure relevancy of reviewed licences reflect industry practice (i.e. changes made with appropriate industry consultation).	Manufacture Coffs Coast. TAFE.	In progress 2013.	TAFE providing input into Dept of Fair Trading.	

## TOURISM INDUSTRY ACTION PLAN

What	Who	When	Resources	Measure
<b>Love our City</b>				
<p><b>Look at ways to capture the community feelings of Love our City (e.g. A weekly “Love our City” column in the newspaper with reader contributions welcomed.</b></p> <p><b>See: A - Love our City (A5 - Love notes to the City)</b></p>	CHCC (EDU) and Media.	Mid 2013 .	<p>Media.</p> <p>Social Media (e.g. via Blog and RSS feeds)</p>	80% of Coffs Harbour residents love their city by end of 2014.
<p>“Love our City” promotion targeting the locals (who share this with the VFR market).</p>	<p>CHCC (Coffs Coast Marketing) &amp; Coffs Coast Tourism.</p> <p>Tourism and non-tourism operators &amp; businesses.</p>	On-going.	101 things to do on the Coffs Coast. An ‘open house’ day where all attractions have free entry for locals. Social Media	<p>Growing and on-going participation of operators in the campaign.</p> <p>Numbers of locals / visitors responding to the campaign.</p>
<p>Regional competition to all businesses and individuals to come up with best ‘Love our City’ concept.</p>	<p>CHCC (EDU, Coffs Coast Marketing), Coffs Coast Tourism, Chambers of Commerce and local media.</p> <p>Tourism and non-tourism operators &amp; businesses.</p>		Major corporate sponsorship and prizes.	Number of entries received.
<p>Encourage businesses to have pride in their business e.g. via campaign to have the ‘best dressed business’ with service to match.</p>	<p>CHCC (Coffs Coast Marketing), Coffs Coast Tourism.</p> <p>Chambers of Commerce.</p>	Commence with Sunny’s Business Awards.	<p>Part of ‘Love your City’ campaign - \$prize money.</p> <p>Sunny’s Business Awards.</p>	Numbers of businesses committed to program.
<p>Highlight every sectors involvement in the tourism sector through their communication channels. Highlight value of tourist dollar to the community.</p>	<p>CHCC (Coffs Coast Marketing), Coffs Coast Tourism.</p>	Currently being done within the industry. Expand the data base to include other organisations / business networks.	e.g. via sector enews, meetings, chamber breakfast, Switched On Coffs, social media.	Number of industry / businesses reached and their improved understanding of their benefit from visitors.

## TOURISM INDUSTRY ACTION PLAN

Operators to ask people to share positive feedback.	Coffs Coast Tourism. Operators & local media.	On-going.	e.g. ask if people enjoyed their experience. If yes, ask them to express that via newspaper, tripadvisor, and on social media	Number of letters in paper and / or tripadvisor. 'Shares' in Social media
<b>Smart and Connected</b>				
<p><b>Increase take up and capabilities of digital:</b></p> <ul style="list-style-type: none"> <li>• Increase in product development (e.g. Digital Tech)</li> <li>• Co-operative tech savvy learning opportunities.</li> <li>• Increase digital presence – webcams on points of interest, maps, translations for tourists etc.</li> </ul>	Digital Enterprise Program and other programs targeting business uptake of HSB.	Commenced.	Programs funded by Government r delivered by private sector to business at a cost.	Number of businesses trained and using HSB to grow their business.
WiFi towers to distribute bandwidth.	NBN Co. Telstra, Optus and other providers.	Commenced.	N/A.	Wi-Fi accessible to outer reaches of the City.
Increased Wi-Fi access for visitors. (e.g. at attractions and beaches)	Operators.	As HSB becomes available to premises.	Promotion of Wi-Fi hotspots and Free Wi-Fi access points	Number of hot spots.
<p><b>Telephone Coverage – Reduce Blackspots:</b> Increased repeater stations for mobile towers.</p>	Coffs Coast Tourism Association to lobby Telcos.	TBC	Time and staff resources.	Reduced number of 'black spots'.

## TOURISM INDUSTRY ACTION PLAN

<p><b>Destination Web Page</b></p> <ul style="list-style-type: none"> <li>• upgraded profile, call to action, geographical identification</li> <li>• cost effective - ability for operators to update data themselves</li> <li>• App.</li> </ul>	<p>CHCC (Coffs Coast Marketing).</p>	<p>Commenced July 2012. Already in place. Already in place.  Already in place. Within Legendary Pacific Coast already in place.</p>	<p>Cease contract with current web company working on new website.   Time and staff resources.</p>	<p>New web company appointed.  Completion of new website being created for past 10 months.</p>
<p><b>Social Media - Broader industry connections and links via social media.</b></p>	<p>CHCC (Coffs Coast Marketing).</p>	<p>Over 400 industry connections already in place.</p>	<p>Feed via social media and link to website.  Destination NSW Tourism Australia. Time, budget and staff resources.</p>	
<p><b>Attraction signage - Operator to Operator.</b></p>	<p>Operators</p>	<p>Interest gauged 2013.  Construction 2014 based on operator demand.</p>	<p>Coordination – time.  Construction and installation costs funded by participating operators.</p>	<p>Operators receiving business to business referrals.</p>
<p><b>Welcoming Spaces</b></p>				
<p><b>Jetty Foreshore Upgrade</b> Engagement and cooperation of local government and community toward a common outcome.</p>	<p>CHCC and community.</p>	<p>Concept Plan – completed. Consultation – 3 months. DA plans and specs – 6 months. Construction 15-18 months.</p>	<p>See Jetty 4 Shores Plan.</p>	<p>Increase visitation numbers by 300% within 12 months of completion of the upgrade..</p>
<p><b>Park Beach – Ocean Parade Park Upgrade</b>  To create a safe recreational area of locals and visitors</p>	<p>CHCC and community.</p>	<p>Concept Plan – completed. Consultation – 3 months. Funding application – 6 mths. DA plans and specs – 6 months. Construction 12-18 months.</p>	<p>Engagement of local community, government, businesses and conservation around planning. Low capital injection, goodwill, clear vision and direction.</p>	<p>Reduction in crime.  Increased visitation.</p>



## TOURISM INDUSTRY ACTION PLAN

Planning for Growth				
<p><b>Airport / Travel - Increase inbound capacity</b></p> <ul style="list-style-type: none"> <li>• Secure additional Melb &amp; SE QLD services.</li> <li>• Fly in Fly Out.</li> <li>• Fly Tiger to get more flights.</li> <li>• International – 10 years – connecting people.</li> <li>• Marketing partnerships with airlines.</li> <li>• Daily flights to Brisbane.</li> </ul>	CHCC (Airport Manager and Coffs Coast Marketing).	On-going.	Staff time.	Increase inbound visitor numbers by 6% by 2014 and continue growth each year.
<p><b>Infrastructure</b></p> <p>Review zoning within 2 years to meet market demands (e.g. needs of Holiday Houses and Vacation Rentals)</p> <p>Develop a prospectus of available investment land.</p> <p><a href="#">See F1. Planning for Growth</a></p>	CHCC (Planning)	Within 2 years	Staff Time.	Market demands addressed through zoning.
<p><b>Increasing Marketing Budget</b></p> <ul style="list-style-type: none"> <li>• Increasing State Government marketing allocation (by 100% in 3 years).</li> <li>• Double marketing budget by 2015.</li> <li>• Increase industry participation by 10%.</li> </ul>				

## REVIEWING THE STRATEGY

Council will host an annual forum of the overall reference group to report on progress, encourage cross industry/sector engagement and action and to also discuss trends, opportunities and issues of relevance to the Coffs Harbour economy.

An annual analysis of GRP and employment growth or decline by industry sector will be tabled for discussion at the above annual meeting.

A critical component in establishing the success of a regional economic development program, and the impetus for the maintenance of its success over time, are the agreed clear set of baseline progress measures and dates as spelt out in the *Action Plans* above so as to identify the impact of the social and economic actions undertaken.

A number of other external measures and data sources that will provide clear measures of success or otherwise are outlined in *Opportunities + Process + Currently Reality*. These form an independent basis for the monitoring and evaluation process for the Coffs Harbour Economic Strategy.

Those actions identified in this Strategy that are the responsibility of Council's Economic Development Unit will be reported to Council as part of Council's six-monthly reviews of its Operational Plan which is publicly reported.

## REFERENCES

Kageyama, P. 2011. *'For the Love of Cities: The Love Affair Between People and their Places.'* Creative Cities Productions. St Petersburg, Florida, USA. ISBN 0615430430.

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## TABLE OF FEEDBACK DRAFT COFFS HARBOUR ECONOMIC STRATEGY

Feedback received during the Public Exhibition Period

HARDCOPY FEEDBACK 1	STAFF RESPONSE	DOCUMENT REFERENCE
Chamber expresses its concern at the limited time frame allowed for analysis and comment regarding the proposed.	Noted	
The Chamber of Commerce is of the opinion that the Strategy is primarily unsound. .	Noted	
There is notable lack of realistic, practical initiatives designed to identify and achieve specific objectives and advancement of business and industry.	Industry Action Plans – COWORKING – Local Dollars – Enterprise Facilitation – Coffs First actions	Action Plan document
For increased transparency, it would be beneficial to outline the objective and measurement of the strategy (SMART), the process taken, number of representatives and names per industry workshop and to whom the document is targeted towards. This should be clearly positioned within the Executive Summary		Opportunities + Process + Currently Reality
Who is this document for – council, stakeholders, potential investors, the community? Audience is not clearly identified.	Executive Summary. “Who owns this Strategy”?  This Strategy is owned by all the people in the community who want to create a City based on growth through localisation and love of our City.	Page V of the Opportunities + Process + Currently Reality

Attachment 3

HARDCOPY FEEDBACK 1	STAFF RESPONSE	DOCUMENT REFERENCE
<p>The title doesn't make sense – don't understand it! Is it appropriate? Document more of a community consultation document than an economic strategic plan by definition</p>	<p>The title emerged out of the consultation process with industry groups. The two major themes identified were Localisation and Love our City.</p> <p>The overwhelming feedback was that workshop participants did not want another economic "wish list" of top down smokestack chasing but a plan the community could work on together from the ground up to build on what we have and what we can create together.</p>	
<p>The terminology / jargon in this "economic strategy" is not entirely appropriate (e.g. create the love, mojo, community, citizens')- tone and manner not appealing for most potential investors</p>	<p>Not a investor prospectus see box on page VI "Investing in Coffs Harbour"</p>	<p>Page VI of the Opportunities + Process + Currently Reality</p>
<p>There is no definition of "economic strategy" and goals; i.e clear positioning needed in terms of geographically and economically for example "Coffs Harbour – the Major Regional Centre between Newcastle and the Gold Coast"</p>	<p>This is perhaps a result of clearly identifying the image that Coffs Harbour wants to project into the future.</p>	<p>Page 3 &amp; Page 6 of The Action Plans document.</p>
<p>Define lifestyle location every town in Australia / world calls themselves this – where how are we different.</p>	<p>A variety of lifestyle choices for where we live – coastal – valleys and mountains. Education and Health services to be envied.</p> <p>This "lifestyle location" is being promoted in other Departments and documents i.e Coffs Coast marketing – Switched on Coffs tv and it is what we will create together by implementing the Action Plans in the Strategy.</p>	<p>See Action Plans.</p>
<p>A Strategy should start with the current situation, analyse trends / developments / consider competition, and have an end picture - &gt; with the road towards it - &gt; there is not a clear end picture and therefore there is no GPS to go by..... (mentioned in the document " Coffs was Big Banana, what will it be ...?)"</p>	<p>See Opportunities + Process + Current Reality</p>	<p>See Opportunities + Process + Current Reality</p>

HARDCOPY FEEDBACK 1	STAFF RESPONSE	DOCUMENT REFERENCE
<p>We have to realise that economic development and keeping / attracting businesses / organisations is very very competitive: a lot of Cities / regions are trying to get the same employers; so we need to understand these potential investors and speak their language!</p>	<p>See attached document on economic development How EDU do this – see presentation</p>	
<p><b><i>Comments on Process</i></b></p>		
<p>Missing info about timelines, progress, milestones</p> <p>Missing names / organisations that have been involved in all groups and notes of those meetings</p> <p>Inappropriate content, lack of direction and mis-timing – reflects an unclear and ill-defined process, including:</p> <p style="padding-left: 40px;">Partner group selection (according to the plan, there was no representation by Chambers of Commerce i.e. Coffs, Sawtell or Woolgoolga – considering the purpose of the report this is a big oversight and shows questionable process for Reference group participation or number of meetings held.</p> <p style="padding-left: 40px;">Process for industry representation – key business clusters were overlooked, ie. Retail or if so to minimal extent</p> <p style="padding-left: 40px;">Timeline was inadequate – based on the released timeline, draft strategy/direction is five months overdue</p> <p style="padding-left: 40px;">Premature release of action plans – (actions confirmed before strategy/ direction was identified?)</p>	<p>Comments related to timeline and names of representatives from workshops. Noted</p>	

HARDCOPY FEEDBACK 1	STAFF RESPONSE	DOCUMENT REFERENCE
<b><i>Comments on the Analysis</i></b>		
Missing analysis of the current economic climate and offer of (business) locations (office, industrial) and plans. Document and process in developing the document lacks focus continuity.	Refer to Opportunities + Process + Currently Reality for analysis of current economic climate.  Strategy on page 24 of the Opportunities + Process + Currently Reality links other documents to this Strategy i.e LEP and City Centre prosperity plans.	
Missing is overview of stakeholders who (can) play a role in the REGIONAL economy of Coffs; and what are the stakeholders roles, responsibilities, authorities etc	See Action Plans	
Missing is a comprehensive analysis of global / industry there is more happening in the corporate world than the NBN.	Maybe this could be done by SCU – it would need funding	
The SWOT as presented is very generic	It was included as part of the overall competitor analysis for reference	Page 28
RE: NBN Missing overview of experiences in Australia / world: what businesses / clusters are attracted by benefit of fast broadband? Do we want to attract there businesses / types of activities (benchmark?) How are we going to organise that? Who is responsible for that? NBN is featured, but why isn't there an analysis of what businesses will benefit, and how they can be attracted? There is a very narrow timeframe and it is fast running out.	E. Smart and Connected Strategic Theme  See Switched on Coffs Digital Strategy  See switchedoncoffs.tv  Availability of high speed broadband is mentioned in all promotional material used to 'sell' the City.	Page 17 of action plans

Attachment 3

HARDCOPY FEEDBACK 1	STAFF RESPONSE	DOCUMENT REFERENCE
Missing: clear direction / focus on what industry (sub) sectors we want to focus on: Health? Tourism (hardly mentioned in this document, while being very important in Coffs)? Governments, education etc? Plus more detailed info: Health is a very broad industry -> are we focussing on certain specific areas for example based on what we already have here (e.g relate to education)?	Industry Action Plans are a good indication of industry being focused on; Health; Education & Skills, Manufacturing, Creative Industries, Food Futures and Tourism – it should be acknowledged that Tourism has two proactive, professional bodies with there own plans working on this sector.	See Industry Action Plans in The Action Plans document.
Plan doesn't capitalise / leverage off existing infrastructure / industry facilities and/or expertise already here (e.g. harbour/ rail/ air port).	F. Planning for Growth – The Action Plans.	Page 18 – The Action Plans F1 -5
Missing a table with economic indicators for Coffs and comparable regional centres -> how do we score (over the years)	See Opportunities + Process + Current Reality document for comparison against regional NSW.	Page 6 - 17
Missing economic view on infrastructure, i.e HSL (support to have Mid North Coast stop in Coffs), Harbour, Highway etc.	F. Planning for Growth – The Action Plans.	Page 18 – The Action Plans F1 -5
There is no sound analysis of global / industry trends that may show opportunities for our regional economy (as maybe mentioned in SWOT). Requires identification of business trends (past, current and forecasted).	Maybe this could be done by SCU – it would need funding  The NSW Government has released a document as mentioned here and this document will be attached as an appendix to the Strategy.	
There is no mentioning of relevant other Government studies / reports / statistics on regional economy (e.g. Fed, State, RDA). These surely play a part in determining where we are and where we need to be, to be economically viable as a regional city and competitive in regards to attracting industry and people to the region to help drive revenue/positive population growth across all demographics?	The NSW Government has released a document as mentioned here and this document will be attached as an appendix to the Strategy.	



HARDCOPY FEEDBACK 1	STAFF RESPONSE	DOCUMENT REFERENCE
<p>The document presented should state that there is a separate specific prospectus aimed at attracting businesses to Coffs Harbour – this might help alleviate confusion over what document is trying to achieve. It would be easier to read &amp; understand if both documents were combined.</p>	<p>Council has generic package for enquiries from business / investors / residents.</p> <p>Once having received their package most clients want specific information and EDU hand holds them through this process.</p>	<p>Page VI</p>
<p><b><i>Comments on the Strategy and Action Plans</i></b></p>		
<p>Far too many actions - &gt; who will overview / coordinate all? In what timeline?</p>	<p>Actions were identified by community groups and individuals and it is assumed that they will run with actions where possible. EDU will act as facilitator and assist and report to council and Reference Group.</p>	
<p>The report requires taking a proactive approach. If this is to be used as a prospective it needs to ensure sectors are identified where Coffs has a competitive advantage. For example – How do we attract them? Why should they do business in Coffs? Who will have responsibility? Do we just hope they check out the council website? Why aren't they being identified, encouraged to consider decentralisation to Coffs Harbour. Additionally, targeting government offices through decentralisation as outlined in the NSW 2021 plan?</p>	<p>This is day to day work of the EDU.</p> <p>The Strategy is NOT a prospectus.</p>	
<p>Are all organisations who have their names as responsible entitled to/does that fit in their business/organisation plan/ are they committed?</p>	<p>No they are not committed but it would be good if they were. Organisations like individuals do what they can and what drives them.</p>	
<p>The actions in this plan have to be reviewed in terms of relevance for an economic development strategy (i.e. improve acoustics at Cavanbah Centre)</p>	<p>This action is important to Creative Industries members and to the city as it inhibits the ability to hold functions in the Centre thereby affecting the 'grunge' fabric of the city (as mentioned by Bernard Salt)</p>	

Attachment 3

HARDCOPY FEEDBACK 1	STAFF RESPONSE	DOCUMENT REFERENCE
<p>Relevance to economic strategy? There appears to be a tighter correlation to a community strategy. The economic strategy needs to identify and incorporate – Where do we stand currently? How many business / investment enquiries are received? Who responds? What is the success rate? Once again, doesn't position Coffs. What happens in the case of individual business professionals / consultants / specialists wishing to relocate to Coffs? There are measures, but surely the main measure should be attraction of new businesses and business professionals? Website hits mean nothing if there is NO result.</p>	<p>Community builds Cities that people want to live in – yes it is a community plan it was written by community.</p>	
<p>Actions lack adequate resourcing e.g. the Chamber responsible on a number of actions but may not have the resources to implement all.</p>	<p>Heading changed to “Possible Partners” as suggested by Chamber.</p>	<p>See Action Plans</p>
<p><b><i>Comments on the Recommendations</i></b></p>		
<p>Extend consultation time</p>	<p>Public exhibition 30 May – 9 July 28 days.</p>	
<p>Incorporate feedback from consultation into second draft before presenting further</p>	<p>Done where appropriate and possible</p>	
<p>Assign accountability (relating to regular reporting / report card, measurements) – identify who is responsible and accountable</p>	<p>This will be done on a project basis once community has taken ownership of a project.</p>	<p>Page 42 of Action Plans document</p>
<p>Clearly define intent/purpose and strategic driver(s)</p>	<p>See Executive summary</p>	<p>Page II – VI Opportunities + Process + Current RealityPage 3 in Action Plans document</p>

**Attachment 3**

HARDCOPY FEEDBACK 1	STAFF RESPONSE	DOCUMENT REFERENCE
Report needs to successfully document where the City needs to be economically in order to be profitable for its occupants	We are an economically viable city.	
State required direction! Where do we need to be in order to be considered an economically variable city	We are an economically viable city.	
Allocate resources (include estimated budget – source)	This can only be done on a project by project basis and once partners in the project are identified and committed Project Plans including budgets will be completed.	
Include partner group representatives as strategy authors	Mentioned as The Coffs Harbour Community on Action Plans document and in Opportunities + Process + Currently Reality	Page 2 of Opportunities + Process + Currently Reality

HARDCOPY FEEDBACK 2	STAFF RESPONSE	DOCUMENT REFERENCE
<p>I write in respect of the CHCC’s Economic Development Strategy, currently on exhibition, and I offer you the following comments.</p> <p>Overall, I think the Strategy is a broad document, which presents demographic information and a summary of the findings from each of the Industry Groups. However, it generally lacks detail as to how specific actions can be achieved.</p> <p>As noted in the staff comments, consensus was not reached in how the final document should be presented and this has hampered its effectiveness as a strategic document.</p>	<p>Noted</p>	
<p><b><i>Scope and Jurisdiction</i></b></p>		
<p>The Strategy uses the CHCC’s 2030 Vision document as a basis for its goals; the underlying philosophy seems to be that creating a desirable city and surrounds will bring economic stimulus by attracting people with skills and business potential. While I agree with this ‘bottom up’ approach, this then creates a difficulty in how the Strategy is presented; if doing everything in the 2030 Vision will create a better and economically stronger community, how are the two documents different? The Strategy lists a large number of actions which are unachievable, immeasurable ‘motherhood’ type statements and/or well outside the scope of council jurisdiction.</p>	<p>Noted</p>	

HARDCOPY FEEDBACK 2	STAFF RESPONSE	DOCUMENT REFERENCE
<b><i>Representation</i></b>		
<p>Achieving adequate community representation is always difficult. I note that the reference group in this case seems to consist of almost 40% CHCC staff members, while the other members consist of three representatives from one firm (Janison), two from ETC, three from TAFE, two from legal firms and two from the Chamber of Commerce. For a project with this scope, this is an extremely narrow selection of representatives and there are several representatives who have membership and professional links with more than one group.</p> <p>Considering the effort that has gone into using the Australian Bureau of Statistics' data sets to create a profile of age groups and employment sectors for this report, a much more representative reference group should have been selected. There is little or no representation from the other towns, ie Woolgoolga and Sawtell; there is no representation of rural/agricultural interests; there is no representation from the Health sector, although this is clearly identified as a primary employment sector.</p> <p>I think this is a partly a problem of lack of definition, what is this document trying to achieve and who is it for? It presents a useful 'snapshot' of Coffs Harbour in terms of demography, income, employment and internet connectivity status. However, it does not really build on this picture to develop actions. Rather, the actions are comprised from the results of one-off groups from industry representatives and a scattering of actions taken from larger strategic documents such as the LEP. Most of the actions are not specific and most of the plans for how they might be achieved should be included in core Council staff work already.</p>	<p>Members of the reference group were invited as representatives of industry sectors and sponsors.</p> <p>Council employees were invited to act as a reference tool.</p> <p>Efforts were made to have representatives from Sawtell and Woolgoolga.</p> <p>Health is represented.</p> <p>The document was written by the community for the community in the hope that by building our city from the bottom up we will have a City that we love and that offers a unique lifestyle and from that others will come.</p>	

HARDCOPY FEEDBACK 2	STAFF RESPONSE	DOCUMENT REFERENCE
<b>Comments on listed actions</b>		
A1. What is a 'Love our City' Action Plan? HOW does it connect actions to objectives?	The Love our City action plan contains actions that stimulate the communities love for the City. The theme underpins all action plans i.e if you love something you 'do' things for it / them.	
A2. Develop a system that removes barriers to development by mid 2013? Really? Would this be inside or outside legal framework such as LEP, EP&A Act, etc etc etc? NOT a realistic goal.	This was an action identified by the community in an effort to 'get things' moving. Nothing would be done illegally.	
A5 Engage as many residents as possible in decision making and activities. Surely this is a core goal of all Councils and will it really be achieved by six monthly meetings?	It is planned that once the Strategy is adopted by council that industry and community groups meet regularly to prioritise projects and begin the implementation process.	
A7. BCU Plan. Surely success measures include attendance figures, spending, levels of spectator satisfaction, etc?	BCU plan would have its measures and KPI's in place and report to council on them.	
A10. Is this not the basis of the Cultural Plan?	There is a cultural plan in place and EDU and Community Services are working in collaboration on Creative Arts.	
B1. Is 50% of ALL retailers and food group members a realistic goal? Should there be some selected to whom this is appropriate? Sign up is not a measure that the goal is being reached.	Noted	
B2. Define industry sectors. Construction? Health? IT? Retail? Etc etc etc. Is Council proposing to identify, invite and facilitate all identified industries to meet quarterly? Surely a review of how industries already organize themselves into groups would be a better place to start?	EDU already facilitates some of these sectors – Manufacturing – Health – Education – Tourism is facilitated by CCM and Creative Industries is facilitated by CS / EDU. It is anticipated that this continue.	
B2? Retail Study? With what objective/s? Scope?	The scope for this will be developed in collaboration with the industry.	
B3. Local preferential tendering. Inside or outside our existing Tendering Policy? Is this even legal?	Other Local Government areas have this in place i.e a loading for local business.	

Attachment 3

HARDCOPY FEEDBACK 2	STAFF RESPONSE	DOCUMENT REFERENCE
<p>B4. HOW to facilitate and support new businesses? By what specific actions would this be done? 10% increase in inquiries is a pretty easy goal to reach. Does it mean anything?</p>	<p>Identified in the Strategy is Enterprise Facilitation. This is already being done at Growers Market.</p> <p>10% is considered reasonable. It means the growth of local business sending money around the community and creating employment.</p>	
<p>B5. Are these plans really already existing? Endorsed? Complete in their current form? Should the action be to develop these plans further for endorsement first or simply 'implement' them? Cost?</p>	<p>In the strategy it says 'develop a plan'. It would be done internally with Industry assistance.</p>	
<p>C1. Action should be that Council fund a postgraduate scholarship specifically for this outcome.</p>	<p>The strategy identifies Industry, State &amp; Federal Governments and agencies along with CHCC.</p>	
<p>C2. Is this really something Council can achieve? If wanted, it needs funding and specific agreements between CHCC, schools and TAFE and SCU</p>	<p>The strategy identifies Education Institutions as responsible.</p>	
<p>C3. Increase in students obviously desirable but how is this linked to or measured by anything in this plan</p>	<p>The strategy identifies Education Institutions, Coffs Harbour Innovation Centre – Next Gen as being responsible.</p>	
<p>C4. As above, more health students obviously desirable but how can CHCC affect Uni places or NSW Health training programmes?</p>	<p>Responsible – Health Industry Network, Chambers of Commerce, Education Providers.</p> <p>Health Industry Network already working on this project.</p>	
<p>D4 and D5 and D6 The CHCC Open Space Strategy contains a large number of actions for development of recreational space network across the LGA. Perhaps an action should be Implement (and fund) Open Space Strategy?</p>	<p>It is considered that these actions would feed into the Open Space Strategy.</p>	
<p>E1. How will we measure when or if we are 'recognised as a smart city?'</p>	<p>Council is nominating for the Intelligent Cities Award (Global). Projects from Switched on Coffs Digital Strategy are implemented.</p>	

HARDCOPY FEEDBACK 2	STAFF RESPONSE	DOCUMENT REFERENCE
F1. Council has undertaken one major and one minor study (Employment lands and Industrial lands studies) in recent years. These should be the basis of planning.	Agreed. However community members wanted council to keep on top of projected needs.	
F2 STRONGLY object to this proposal being included as part of an economic strategy before it has gone through legal and planning assessment channels. There are a whole range of difficulties here, flooding, insurance, geophysical, land tenure arrangements, cost of development, massive increase of heavy vehicles, variance with other Council planning strategies, etc etc etc. This should NOT appear in Councils Economic Development Strategy at this time.	The strategy says, Obtain necessary approvals and prepare land for sale. Change to In accordance with the adopted Airport Master Plan appropriately develop lands identified as being surplus to future Airport requirements.	
F4. Should the action be Investigate the viability of a sea port first? Have we really established that sea freight and sea leisure travel in eastern Australia are likely to support the development of this infrastructure?	The strategy says “Encourage re-development of the marina and regular dredging of the harbour and investigate the prosperous large yacht leisure market” this is another way of saying investigate.	
F5. Affordable housing? Relying on Developer Willingness? Really?	There are developers and builders interested in providing affordable housing – need to plan where and when.	
G4. How does Council (or anyone) propose to ‘ensure suitable lands available’?	It is imagined that Industry Networks i.e Health keep council informed of growing needs.	
G3 Surely tourism operators are the ones best placed to make their own decisions? How can anyone know better than them the viability of upgrading their investment? This does not really make sense and is not translatable to any measure of increased tourism.	This was identified as an issue by many groups including tourism. Tired underdeveloped stock makes Coffs less competitive in the market place.	



HARDCOPY FEEDBACK 2	STAFF RESPONSE	DOCUMENT REFERENCE
<b>Comments on Action Plans</b>		
<p><b>Food Futures Action Plan.</b></p> <p>Surely there are more players, ie Dept of Ag? Sustainable Farming groups etc.</p> <p>Some good ideas here though. But really should focus on what can be actually facilitated by CHCC, rather than things over which council has no control.</p>	<p>Noted. I am sure once projects begin other partners will be enlisted.</p> <p>Noted (thanks)</p>	
<p><b>Creative Industries Action Plan</b></p> <p>Some good ideas and achievable goals for Council. Largely concerned with creating spaces and opportunities.</p>	<p>Noted</p>	
<p><b>Education and Skills Action Plan</b></p> <p>Step One – learn to use apostrophes correctly, it definitely makes you look smarter.</p> <p>Some actions here relevant to Council but most are not.</p>	<p>Noted</p> <p>Relevance is to education sector</p>	
<p><b>Health Industry Action Plan</b></p> <p>Network to be facilitated by Chamber of Commerce? Surely such networks already exist? Action should be to find out about them and become involved, not invent them.</p> <p>Again, lots of actions which are way beyond the scope of Council core work.</p>	<p>Networks are mostly in place and council does have involvement. Some such as IT need assistance to establish.</p>	
<p><b>Manufacturing Industry Action Plan</b></p> <p>This plan is really quite content-free and needs a huge amount of further development. It needs significant input from actual manufacturers. There are numerous businesses in the city with significant export and niche markets as well as more everyday roles. It does not appear that this plan has any real connection with these businesses.</p>	<p>This Action Plan was written by Manufacture Coffs Coast.</p>	

Attachment 3

HARDCOPY FEEDBACK 2	STAFF RESPONSE	DOCUMENT REFERENCE
<p><b>Tourism Action Plan</b>                      Largely concerned with digital connection, pretty obviously an objective for all tourism businesses, not a lot of detail on how to achieve. Best dressed business? Sunnys/ Is local promotion within the local industry really achieving expansion? Highlight value of tourist dollar to the economy? How about define value of tourist dollar first?</p>	<p>Noted</p>	
<p>Jetty Foreshores and Park Beach? Surely reduction of crime is not the primary factor here/? What about enhanced enjoyment of lifestyle for locals and tourist alike? Surely this is the underlying theme of this whole study? Making better places and increased social capital wil encourage people to move here and stay here?</p>	<p>It was a big concern to workshop participants.</p>	
<p>Review zoning? Prospectus of investment lands? Really?</p>	<p>Noted</p>	

HARDCOPY FEEDBACK 2	STAFF RESPONSE	DOCUMENT REFERENCE
<b>Conclusion</b>		
<p>Overall, this plan is hampered by a lack of definition. It is unclear whether this is a set of objectives and actions for the council to undertake or a wish list of 'what would be great if someone did'.</p> <p>Realistically, it should only be a plan of what Council might do, facilitate or achieve. The spending of public money making lists of unachievable things is not acceptable.</p> <p>My suggestion is work through the plan, and select a small list of realistic objectives which lie within Council's domain. A specific list of actions should be developed, along with criteria for success and also for failure.</p> <p>Actions outside the scope of Council's current legal framework should immediately be discarded. In particular, reference to the development of an industrial suburb at the Airport should be removed from this strategy. This development has exists only as a proposal at present; it has not completed a process of assessment and should not be treated as a foregone conclusion or outside proper legal planning frameworks.</p> <p>A smaller list of achievable objectives can be used as a basis for further planning down the track. Further planning in this area should reconsider the reference group process used here. Very little effort was put into allowing opportunities for a range of people to participate, either in the reference group process or the industry group process. Most of the industry groups met only once and there was little or no publicity inviting participation.</p> <p>Overall, a very small budget was allowed for this whole process and that is evident in the results.</p> <p>Thank you for the opportunity to comment on this plan. I hope that Council will take what is useable from the current format and use this as the basis to develop another document with a clear scope and statement of intent.</p>	<p>The Strategy was written for the community to become involved in building our community. Actions were identified by workshop participants.</p> <p>Council will assist with facilitation and identify projects significant to Departments.</p> <p>EDU have identified projects that will be delivered by the unit. Other organisations and individuals have identified projects that hopefully they will implement. EDU projects;</p> <ul style="list-style-type: none"> <li>• Coffs Harbour Coworking Hub</li> <li>• Facilitate <i>Local Dollars</i> Fund</li> <li>• Enterprise Facilitation</li> <li>• Love Our City – (A 1- 5)</li> <li>• Facilitate Industry Networks (Rollout of Action Plans)</li> <li>• Assist co-creators with projects (e.g. Think Coffs First - B3)</li> <li>• Assistance with CBD Masterplan Implementation (Marketing)</li> <li>• Assistance with the delivery of SEGRA conference (Oct 16 – 18 2013)</li> </ul>	

Attachment 3

HARDCOPY FEEDBACK 3	STAFF RESPONSE	DOCUMENT REFERENCE
Coffs Harbour needs an identity and we are not convinced that an 'experience' based city is the answer. We need to have a unique identity that set us apart from other regional cities	Agreed	
In the 'Growth through localisation and Love of our City' document, the tourism sector is completely missing; Coffs Harbour is a tourism centre. 'Tourism' appears in the action plans, in the last sector; we believe more focus should be placed in this strategy.	Noted  Coffs Coast Marketing and Coffs Coast Tourism have more detailed plans and collaboration between organisations / departments is perhaps needed.	
When reading the document it was not sure who the target audience is. It is unclear how the action plan will entice business into the area.	The target audience is 'the local community'. It is a platform for collaboration, partnerships and working together. Attracting business to town is not a direct aim of the strategy – it is not a prospectus – council has other tools for that.	
The 'Action Plan' contains a myriad of 'strategies and what's', and as one of our members commented they seem like a 'wish list' are they all achievable? And are they measurable?	Agreed there are many actions. They were identified by community members at workshops. It is hoped that those people 'own' their ideas and implement them. Yes measurable – all are projects and when they are delivered - measurable.	

HARDCOPY FEEDBACK 4	STAFF RESPONSE	DOCUMENT REFERENCE
<p>Coffs Harbour needs an identity and we are not convinced that an 'experience' based city is the answer. We need to have a unique identity that set us apart from other regional cities. I don't know what the answer is, but it needs to be something the people who live her embrace. In recent years from a tourism perspective we are becoming known as a BUDGET destination that continually discounts to get visitors here.</p>	<p>Agreed</p>	
<p>In the 'Growth through localisation and Love of our City' document, the tourism sector is completely missing and the one thing this city is a tourism centre. 'Tourism' appears in the action plans, I was part of that process, but felt it was an afterthought. We were briefed on themes or given tasks to come up with answers - I believe we need to discuss and develop this further. I hope the document if adopted, is a fluid one that changes as do issues.</p>	<p>Noted  Coffs Coast Marketing and Coffs Coast Tourism have more detailed plans and collaboration between organisations / departments is perhaps needed.</p>	
<p>When reading the document it was not sure who the target audience is. Is it for prospective new residents, business or others to pack up and move here or is it targeted to the people already here to work towards making the town a better place for us to live, therefore others will follow?</p>	<p>The target audience is 'the local community'. It is a platform for collaboration, partnerships and working together. Attracting business to town is not a direct aim of the strategy – it is not a prospectus – council has other tools for resident, business, industry attraction.</p>	
<p>The 'Action Plan' contains a myriad of 'strategies and what's', are all these action points achievable? I fear not, particularly the industry action plans, how and who is going to drive these actions to successful completion? And where are these financial resources coming from, considering the recent discussions on a balanced council budget?</p>	<p>Agreed there are many actions. They were identified by community members at workshops. It is hoped that those people 'own' their ideas and implement them. Yes measurable – all projects and when they are delivered measurable. It is not expected that council will fund all actions others in the community will need to resource projects or find other funding source – our community needs to become resilient and resourceful if we are going to grow.</p>	

ONLINE FEEDBACK 1	STAFF RESPONSE	DOCUMENT REFERENCE
<p>Item A7 on page 11 of the Implementation section says "Foster the accessibility of high level sporting events "</p> <p>The decisions of Council 11 April and 23 May 2013 to cut funding to the Sports Unit and cut funding for particular high level sporting events runs contrary to that aim. That is certainly an aberration.</p> <p>Given the escalating significance of sports and sports tourism to the Coffs Harbour City economy I would like to see more emphasis in the strategy on continuing to grow sports tourism and tourism generally.</p>	<p>This decision was changed at a council meeting held in June.</p>	
<p>Willing to assist - Yes</p> <p>As a resident who is a community minded person I will help as best I can to see it implemented.</p>		

ONLINE FEEDBACK 2	STAFF RESPONSE	DOCUMENT REFERENCE
<p>I spent hours trying to write something meaningful and constructive about the two draft documents issued in April and my comments were incorporated in the Think Tank submission. However, looking at the latest draft it seems as if no outside input was included. It is extremely hard to find any changes. Is there any point in calling for submissions when there is a stone wall to criticism?</p> <p>The first document will only be read by very people. It has been written as an academic paper rather than a useful community document. I think it needs to be rewritten excluding the fluff – 5 pages would be a lot. It needs to lose the love, creationism, roadmaps, academic quotes, themes and jargon generally.</p> <p>Any analysis of Coffs Harbour that does not recognise tourism a major separately identifiable industry is lacking. On page 4 it says "Tourism is also an important industry". Also!</p> <p>The SWOT analysis is very subjective and of little value. Eg Half way between Sydney and Brisbane is strength? This is actually a weakness? Or both?</p> <p>There is an opportunity of expanded tourism especially with the now drop in the Australian dollar. And so on.</p> <p>The premise that we are going to stand-up and declare our "love for the city" is waffle. It reminds me of "respect" – it is earned. If people's actual experiences in this town are positive then those people will respect and support the city.</p> <p>The important part of the document starts on page 22 with the main objectives of the Coffs Harbour 2030 Project Plan. I think most would support these. Also the section "This Strategy" on page iv are important – these are the rules. These two sections should be the basis for the Action Plans document.</p> <p>The real problem is the introduction of "Themes" – this is just an unnecessary complication of the picture</p>	<p>There is no stone wall to criticism or any reluctance to make change from outside. Changes were made as they came in and more will be made following Reference Group meeting 9 July 2013 if appropriate.</p> <p>It is however difficult when we are discussing two different types of strategy. One top down and one bottom up.</p> <p>This was deliberate as the belief is that there are 2 different audiences.</p> <p>Tourism is recognized as a major industry it has its Industry Action Plan. Tourism is the responsibility of Coffs Coast Marketing and Coffs Coast Tourism.</p> <p>Noted</p> <p>The responsibility of Coffs Coast Marketing and Coffs Coast Tourism.</p> <p>Subjective a personal opinion.</p> <p>Noted</p> <p>Comments Noted</p>	

ONLINE FEEDBACK 2	STAFF RESPONSE	DOCUMENT REFERENCE
<p>Willing to assist - No</p>		
<p><b>Action Plans</b></p> <p>Overall opinion – multiple talkfests</p> <p>Not focussed on Coffs Harbour 2030 Plan</p> <p>Need to rearrange all this to get rid of the “Themes” and focus on the main objectives in the Coffs Harbour 2030 Plan.</p>	<p>Noted</p>	
<p>These are just two examples of key objectives that are so critical to the future of this town. Both seem to have been missed or glossed over or the information is lost in the complexity of the document.</p> <p>Objective: Adapt to Climate Change - this impacts on just about everything.</p> <p>Ocean inundation, Flooding, Ocean land interface, Frontal sand dunes etc, Storm damage mitigation, Future building construction</p> <p>Each with the same table headings – strategy/actions/responsible/resources/when/measures</p> <p>Objective: Safe Roads - this is a major theme in the recent Town Centre study. and is critical for the future</p> <p>Pacific Highway, Roundabouts, City ring road, Pedestrian safety and experience, Bicycle paths etc</p> <p>Each with the same table headings – strategy/actions/responsible/resources/when/measures</p>	<p>The Economic Strategy is not the only Strategy within council and these important issues acknowledged are the responsibility of other council departments.</p>	





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## COFFS HARBOUR COMPREHENSIVE KOALA PLAN OF MANAGEMENT 2014 – PROJECT PLAN

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### **Purpose:**

To obtain Council's endorsement for the Coffs Harbour Koala Plan of Management 2014 Project Plan.

### **Description of Item:**

Council at its meeting of 22 August 2013 considered an information report detailing the proposed revision of the Coffs Harbour Koala Plan of Management 1999 (KPOM) and resolved:

- 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.*

The above report informed Council that a KPOM 2014 Project Plan was being developed with the plan to be brought back to Council for endorsement. The Project Plan has now been developed and is attached with this report for Council's review and endorsement.

The KPOM revision process is outlined in the attached Koala Plan of Management 2014 Project Plan. The project plan seeks to clearly articulate the process of;

- updating the science and methodology behind the KPOM to align with current ecological standards;
- building on the legislative and planning frameworks set by State and Federal Government;
- improving delivery of KPOM key actions to address the ongoing management of koalas within the Coffs Harbour LGA;
- including community, government and council engagement and communication priorities in every aspect of the KPOM 2014 development.

### **Sustainability Assessment:**

- **Environment**

Revision of the KPOM will improve Council and the communities understanding of koala ecology and what aspects of habitat are important. The revision will highlight koala conservation issues and increase understanding of koala management at an LGA level.

- **Social**

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 revision of the KPOM has relevance to the following elements of the Coffs Harbour 2030 Plan.

- 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.

- **Economic**

**Broader Economic Implications**

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.

**Delivery Program/Operational Plan Implications**

The revision of the KPOM is relevant to the following components of Council's adopted Delivery Plan and Operational Plan:

***Delivery Plan***

- 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***

- P230.09*** Koala Plan of Management 2013 – Draft and seek endorsement for the revised Coffs Harbour Koala Plan of Management 2013.

**Risk Analysis:**

The Coffs Harbour Comprehensive Koala Plan of Management 1999 is an adopted strategic document currently utilized by Council. The majority of any assumed risk is inherent within the current KPOM.

A risk analysis has been undertaken in respect to the revision of the KPOM with the following key areas and proposed mitigation measures being identified as relevant;

- Management of the revision process– the development of the attached project plan and actions contained in Plan seek to manage and mitigate risk.
- Competence in delivering the revision process – the appointment of specific working groups to assist the review process will aid with managing and mitigating potential high risk tasks.
- Regulatory roles and requirements under the legislative framework – this will be addressed through consultation with respective government departments.

Overall the risk analysis of potential consequences, on both a strategic and operational level are considered minor, with negligible impact on Council's function.

**Consultation:**

The attached Project Plan outlines the process to be used in the establishment of an expert Scientific panel, an expert Planning panel and a Stakeholder Working Group (SWG).

These groups will each play an important role in the revision and development of a new KPOM and the associated consultation process with none more so than the SWG whose objectives are detailed as follow;

- Address the wider community and industry issues attached to delivery of the existing KPOM and bring them to the forefront of the revision process.
- Provide a community perspective on the KPOM revision to ensure it remains transparent and justifiable.
- Consider information provided by the scientific and planning processes to establish a balanced appraisal of the outcomes.
- Ensure council utilises best practice in delivering information to the wider community.
- Re-draft the KPOM actions to deliver on planning, conservation and community outcomes.

The SWG will include one (1) elected Councillor, six (6) community organisation group members and four (4) members from the general community. It is envisaged that the elected Councillor representative will chair the group.

The assessment criteria to be utilised for selection of group and individual members to participate on the SWG is being developed and will be brought back to Council for endorsement prior to formation of the group.

**Related Policy and / or Precedents:**

The revised KPOM 2014 will replace the current Coffs Harbour City KPOM 1999.

**Statutory Requirements:**

The revision and adoption of a new KPOM will assist Council 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 current time frame of operation of the existing Koala Plan of Management (1999).
- There is significant community interest and concern associated with the management of the Koala population. Competing land use issues have the potential to polarize different sections of the community based on group and individual perspectives.

- The implications of the NSW Government NSW Planning System Review and White Paper in 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 State Environmental Planning Policy- 44 Koala Habitat, 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. This will be addressed through ongoing consultation with Department of Planning & Infrastructure and the proposed scientific panel.
- 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 a federal government level.

The attached Project Plan seeks to establish a clear framework detailing how Council will undertake the revision and development of a new KPOM and engage in the management of the scientific, planning and community consultation procedures. The Plan endeavors to incorporate as wide a spectrum of community involvement as possible whilst maintaining practical and effective working groups.

**Implementation Date / Priority:**

The attached Coffs Harbour Koala Plan of Management 2014 - Project Plan will be used to review and develop a new KPOM upon receiving Council's endorsement.

**Recommendation:**

**That Council endorse the attached Coffs Harbour Koala Plan of Management 2014 – Project Plan.**

Coffs Harbour City Council  
**Koala Plan of Management 2014  
Project Plan**



September 2013



THIS IS A LOOKING AFTER OUR ENVIRONMENT PROJECT  
*Helping to achieve the 2030 Community Vision*



## Background

### Coffs Harbour Comprehensive Koala Plan of Management 1999

A NSW Koala survey, conducted in 1987, identified that koalas were in serious decline in NSW. The following year a Koala Summit was held which made a series of recommendations directed at a local government level to arrest this decline.

During this period, Coffs Harbour was identified as a Local Government Area (LGA) containing a major koala population in need of urgent attention due to growing conflicts with development. In 1990/91 the National Parks and Wildlife Service (NPWS) and Coffs Harbour City Council (CHCC) initiated a community-based koala survey. The survey aimed at identifying the location of koalas in the Coffs Harbour Local Government Area (CHLGA) and general perceptions regarding their conservation.

In 1992 the Koala was listed as a vulnerable species in the State of NSW and in January 1995 the State Environmental Planning Policy 44 – Koala Habitat (SEPP 44) came into force, requiring Councils with koala populations to address koala conservation issues at an LGA level. The SEPP provided two methods of managing koala conservation, the first via individual property Koala Plans or a shire-wide Comprehensive Koala Plan of Management (CKPOMs) level.

CHCC commenced the development of a shire-wide Koala Plan of Management under the SEPP. The Coffs Harbour Comprehensive Koala Plan of Management 1999 (KPOM) was prepared by the NPWS in consultation with Council and the then Department of Urban Affairs and Planning (DUAP).

The KPOM was drafted in accordance with the statutory provisions of SEPP 44. The final Plan was adopted by Council on the 11 November 1999 after 9 years of preparation.

The Plan was subsequently integrated in to the Coffs Harbour Local Environmental Plan (LEP 2000), under Clause 12, following gazettal of LEP 2000 on the 20 April 2000. The KPOM is designed to operate as a subsidiary document to the LEP 2000.

The KPOM was issued a conditional Ministerial approval as a statutory document under SEPP 44 by DUAP on the 9 May 2000.

The KPOM 1999 vision was:

*“to provide for the conservation and management of natural vegetation areas that provide habitat for koalas to ensure permanent free-living populations will be maintained over their present range in the Coffs Harbour Local Government Area”.*

The objectives of KPOM 1999 for the City of Coffs Harbour were to:

- Meet the objectives of SEPP 44 with respect to Coffs Harbour Local Government Area
- Map identified koala habitats in Coffs Harbour LGA;
- identify the locations of koala populations in Coffs Harbour LGA
- Protect important koala habitat such that viable koala populations will be maintained across their current range within the Coffs Harbour LGA
- Stabilise or reverse the threats to koalas, particularly habitat clearing and fragmentation, and high mortality levels from collision with vehicles, dog attack, fire and disease, particularly Chlamydia
- Manage and restore koala habitat
- Identify the responsibility for specific areas of management
- Involve the community in the process of local koala conservation
- Provide information and support for local koala care and welfare groups
- Provide a focus for a co-ordinated approach to koala management across the region

The document was presented in two parts, Part A and Part B.

Part A comprises the planning framework and the Plan's actions whilst Part B details the science behind the Plan. A summary of the relevant parts is provided herein.



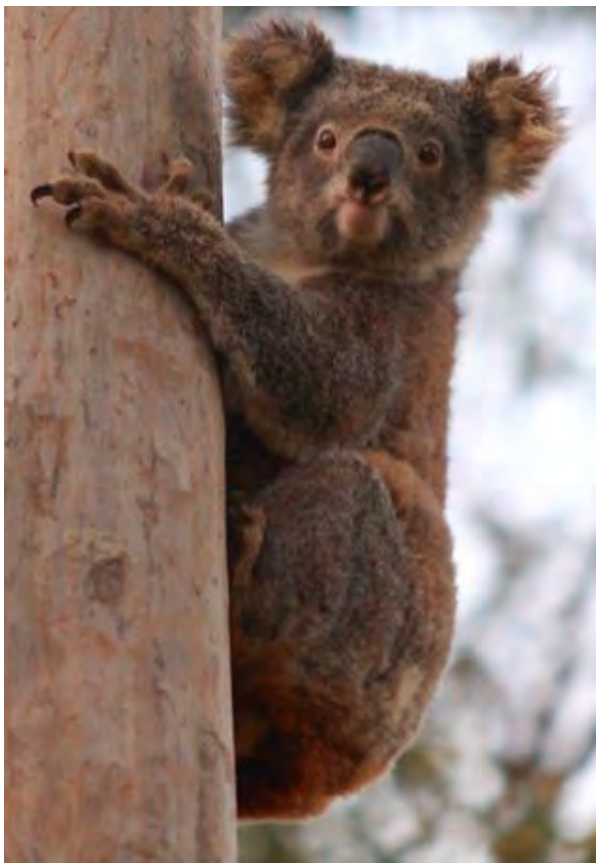
## Part A: Management of koalas and their habitat

Part A articulates the planning requirements for identified habitats derived using the methodology detailed in Part B. In summary this included:

- Categories of habitat (primary; adjoining primary; secondary and tertiary); and
- Habitat links (regionally significant and locally significant links), sourced originally from the North-eastern Comprehensive Regional Assessments, as part of the Regional Forest Assessment process in the North-east NSW (1997-1999).

Part A also provided the following actions to be undertaken as part of the delivery of the KPOM 1999, which are listed under the following themed headings.

- Management of koala habitat
- Koalas and road risk
- Koalas and dogs
- Koalas health and welfare problems
- Areas of compromised viability for koalas
- Koalas and fire
- Ongoing management actions and review



## Part B: Science and methodology

A number of studies underpinned the Plan as detailed in Part B, they include;

- A community-based survey (1990/91)
- Coffs Harbour vegetation mapping (Fisher, Body and Gill 1996)
- A field-based koala habitat survey based on the mapped vegetation types
- Consideration of independent local koala studies

The studies identified and mapped koala habitat and identified significant threats including habitat loss, cars, dogs, disease, fire and barriers to free movement. A number of recommendations were also made which formed the basis of the actions contained in Part A of the Plan.

Koala habitat was modelled using data acquired from various studies including vegetation type, community based koala survey and field survey's of koalas. The total area of mapped koala habitat was 25,413 ha.

Of this, 19,417 ha was considered derived koala habitat and assigned either primary, secondary or tertiary koala habitat status under the KPOM (1999). Table 1 below shows a breakdown of assigned habitat categories identified in the Plan.

Table 1. Mapped koala habitat in the Coffs Harbour LGA (KPOM 1999)

Koala Habitat Type	Hectares
Primary	2,793
Secondary	5,303
Tertiary	11,321



## The 2006 review of the Koala Plan of Management 1999 (Eco Logical Australia)

In September 2006, six years after the KPOM became part of CHLGA planning framework, EcoLogical Australia (ELA) was engaged by Council to undertake a review of its implementation.

### The review aimed to:

- Collate and analyse data – pertaining to the plans implementation
- Analyse quantitative and qualitative data associated with the Plan
- Assess the Plan's performance in relation to aims, objectives and management actions by describing the Plan's successes and short comings
- Evaluate the benefits of the Plan
- Recommend changes to improve outcomes in achieving conservation and management of koala populations and their habitat in the CHLGA

### What the review involved:

The review involved the analysis of;

- Data held in regards to koala habitat management from 1994 – 2005 including minutes of meetings, delivered actions and projects completed
- Vegetation change in relation to land use zoning according to LEP 2000
- Property scale vegetation change in relation to koala habitat
- How koala habitat was managed with regard to the development application process

### What did the review reveal about the plan?

The review identified;

- Changes to koala habitat layers due to transfer of land to National Park tenure and newly reserved land equalling 203 ha
- Existing errors already within the mapping layers, this represented habitat categories overlapping each other, equalling 268 ha
- Loss of koala habitat linked to land development, clearing under the Native Vegetation Conservation Act and illegal clearing. Loss of habitat included:
  - Primary Koala Habitat - 121 ha
  - Secondary Koala Habitat - 275 ha
  - Tertiary Koala habitat - 252 ha
- Inconsistencies associated with the Development Application (DA) process were identified. This included implementation of the Plans planning framework and the application of values applied to koala habitat

### What did the review recommend?

The review was conducted in accordance with criteria established by the Department of Planning (DoP). The primary aim was to rank Council's performance regarding the Plan's operational implementation and recommended 19 areas of improvement.

Of the 19 recommendations contained in the ELA's report, the following six are highlighted as key actions to be addressed in the revision of the KPOM:

- Improve the DA process for koalas and their habitat
- Refer all actions in primary koala habitat to the Office of Environment and Heritage
- Establish planting offset guidelines in relation to koala habitat
- Re-derive koala habitat mapping
- Revise koala habitat links mapping
- Amend the legislative framework chapter

Other recommendations to be addressed in the KPOM revision include:

- Zoning of koala habitat
- Council consent role on rural lands
- Tree Preservation Order (new Preservation of Vegetation clause)
- Planting offset guidelines
- Incorporation of KPOM into Open Space and other management plans
- Implementation of priority koala road, dog, research, health and welfare and fire actions
- Public education
- Review the Koala Management Advisory Committee
- Monitoring and review of the Plan

## The new Coffs Harbour Koala Plan of Management 2014 process

The Coffs Harbour fine scale vegetation mapping was adopted by Council in 2012. The mapping will provide the foundation for habitat modelling for the new KPOM.

Revision of the KPOM is a pivotal strategy to the overall biodiversity planning and will be an essential element in improving a healthy and viable koala population in the CHLGA.

The revision of the Plan will incorporate two stages:

### Stage 1 - The Science

Includes the field work, koala population assessments, habitat modelling and habitat classification. This process will result in the development of the KPOM Spatial Habitat Layers, which form the basis of the planning triggers. To facilitate the commencement and delivery of this process, the Coffs Harbour LGA has been subdivided into three precinct zones.

### Objectives

- Identify, record and improve knowledge on koala populations
- Determine the resource and habitat requirements for koalas in Coffs Harbour
- Model and define koala habitat
- Derive a specific corridors footprint where koala movement is likely to assist with the genetic integrity of significant koala populations in the LGA
- Consider koala's ecological requirements and translate this in to a robust planning framework
- Standardise the koala survey and habitat assessment requirements under the planning process

### What has already occurred as part of the revision

- An LGA wide community survey undertaken by the Office of Environment and Heritage
- Engagement of a consultant to review koala populations and habitat preferences across the Northern Precinct

The koala precinct zones are shown in Map 1 and broadly cover the following areas:

- Northern precinct (Corindi, Redrock, Sherwood Creek to Tiki Road just north of Moonee Beach)
- Southern precinct (Sawtell, Boambee, Bonville, Orara Valley, Bongil Bongil National Park)
- Western precinct (Ulong, Lowanna, Brooklana, Upper Bobo)

### Expert Scientific Panel

The establishment of a scientific panel will be essential in the development of the KPOM which will, underpin survey design, population assessment, habitat definitions and modelling. The panel membership will be selected on experience with a knowledge of conservation and environmental legislation. This will ensure that the plan is developed utilising the most up to date scientific knowledge of koala populations and habitat dynamics. The expert scientific panel is likely to be represented by the following individuals and groups:

- Independent expert ecologist(s)
- Council biodiversity officers
- Office of Environment and Heritage (threatened species representative)
- Department of Planning and Infrastructure (SEPP 44 representative)

### Scientific Panel Representative on the Stakeholder Working Group

An independent scientific panel representative will provide advice to the stakeholder working group. Their role will be to:

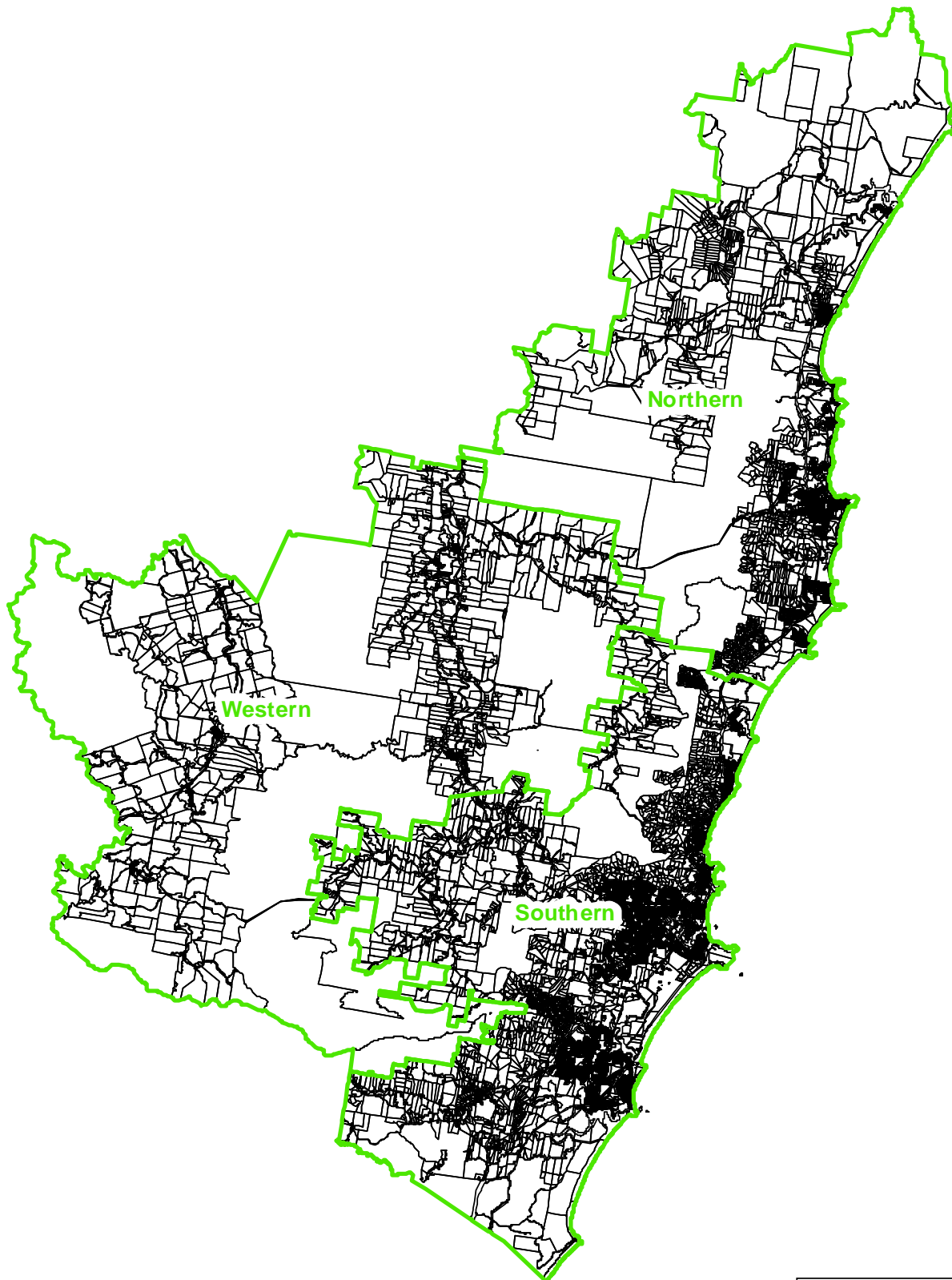
- Present the methods to the Stakeholder Working Group
- Answer scientific questions regarding key findings of the scientific panel
- Provide advice on scientific actions which should be integrated into the plan



### Scientific Panel's role in the revision of the KPOM

- To review fieldwork/ findings and draw conclusions regarding data deficiencies
- Define methodology which will form the basis of the Plan and inform the koala population survey and habitat identification, ranking and modelling
- Define habitat / ecological function within the landscape in regards to the application of the KPOM and apply best practice recommendations for management
- Define and redefine definitions and terminology associated with the KPOM to ensure it mirrors contemporary State and legislative frameworks.
- Review the derived koala habitat spatial layers to ensure they:
  - Assist with the delivery of the key objectives of the KPOM
  - Represent a true indication of koala habitat



## Koala Precincts - Coffs Harbour LGA



	KPOM Precincts
	CADASTRE

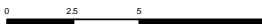


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### CHCC KPOM PRECINCTS

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 Coffs Harbour City Council  
 User: jxsohn  
 Last Modified: 30/07/2013

SCALE <sup>GDA</sup> 1:260000



Kilometers  
 Coordinate System: GDA 1994 MGA Zone 56  
 Projection: Transverse Mercator  
 Datum: GDA 1994

GRID NTH



## What will be delivered as part of the scientific process?

### In General

- Analysis of existing koala records (WILDLIFE ATLAS) for the LGA
- Systematic koala presence and absence field survey data using standardised methodology
- Determination of the known areas of occupancy of koalas
- Assessment of generational persistence (presence of koalas in an area over three generations)
- Identification of preferred koala food trees in association with known plant communities
- Identification of important koala populations within the LGA in accordance with state and federal legislation
- Linking of important koala populations with land management objectives
- Recommendations on how best to sustain koalas in perpetuity in the LGA

### Derived koala habitat

- Creation of a potential habitat layer in accordance with adopted methodology
- Define habitat categories and terminology used under the KPOM in accordance with legislative requirements
- Refine habitat preferences and link with plant community types under Coffs Harbour's fine-scale vegetation mapping
- Model habitat based on the assessment of koala populations, areas of occupancy, generational persistence and habitat preferences
- Create a KPOM 'Habitat Spatial Layer'
- Provide recommendations on how to sustain koalas in perpetuity in the LGA, utilising the information derived from koala habitat models

### Derived corridors footprint

- Utilise data regarding the koala population, habitat model, koala precinct and the corridors footprint (derived as part of the Biodiversity Assets Framework) to investigate corridors within the landscape. The corridors will be considered in relation to the regional, subregional, local and urban links required to sustain significant koala populations
- The priority corridors are to be presented to the planning panel with recommendations for their management

### The draft development precincts

- Present the draft koala precincts (koala management areas) to the planning panel with recommendations for their management

### Standardised levels of assessment

- Develop standard survey methodology for koalas and their habitat for the purposes of planning and development assessment
- Submit the standards to the planning panel for integration into the KPOM planning framework





## Stage 2 - (A) Planning

Stage 2 includes the planning, legislative and compliance framework of the Plan including the drafting of the KPOM document.

### Objectives of the Planning revision

- Integrate scientific best practice into the KPOM planning framework
- Ensure the plan meets its objectives and obligations under state and federal legislation
- Develop a clear, concise and balanced Planning Framework for the KPOM

### What will be part of the revision

- Review existing planning provisions and the operation of the KPOM (1999) acknowledging its strengths and weaknesses
- Review other operational koala plans within NSW
- Integrate planning recommendations from the Ecological Australia Review of KPOM (1999)
- Develop a planning and legislative Framework for the KPOM
- Integrate the KPOM into Council's planning and policy

### Expert Planning Panel

The establishment of an expert planning panel will be essential to the development of the provisions that will underpin the planning framework. The panel membership will be selected on experience in multiple fields of planning in both strategic and operational areas. This will ensure that the plan is developed in accordance with current legislation, CHCC policy and scientific assessment standards. The expert planning panel is likely to consist of the following representatives:

- CHCC land use planners (3)
- Office of Environment and Heritage (planning representative)
- Department of Planning and Infrastructure (SEPP 44 representative)

#### Planning Panel representative on the Stakeholder Working Group

An individual representative, independent of Council, will represent the planning panel at key stakeholder meetings. Their primary role will be to:

- Present planning revisions to the Key Stakeholder Working Group
- Gather information from key stakeholders regarding functioning of the KPOM and present this back to the planning panel

- Answer any planning or legislative questions regarding the key findings of the planning panel
- Provide advice on suggested planning actions to be integrated into the Plan

#### Planning Panel's role in the revision of the KPOM

- To review the existing planning framework and draw conclusions regarding the benefits and deficiencies of the Plan
- Examine operational deficiencies and issues
- Develop a planning and compliance framework

### What will be delivered as part of the Planning Process

#### Planning and legislative framework

- Defined KPOM planning precincts (koala management areas) and controls in place under the plan to protect the koala population and habitat in perpetuity
- Priority corridors will be integrated and considered in conjunction with the broader LGA corridors footprint assessment process under the adopted Biodiversity Action Strategy
- Defined triggers for referral under the *Threatened Species Conservation Act 1995* and *Environmental protection and Biodiversity Conservation Act 1999*
- Processes established for management of koala habitat areas
- Offset/ habitat management guidelines developed
- A compliance framework established and administered under Council's Enforcement Policy

#### Standardised assessment process

- Integrate the recommended koala survey and habitat assessment methodology into the planning framework of the KPOM
- Address planning triggers in accordance with assessment type.

#### A new compliance structure

- Develop and obtain legal validation of a compliance framework for the Plan and integrate this into Council's wider Enforcement Policy
- Integrate compliance responsibilities into a staff training package

## Stage 2 - (B) Engagement and Communication



### Introduction

The Stage 2 - Part (B) Engagement and Communication process is divided into six components;

- i) Stakeholder working group comprised of community groups and individual community representatives working collaborative with CHCC.
- ii) Selected landholders who are involved in the review of the science.
- iii) Community wide consultation and education on the plan and delivery of the draft.
- iv) Government Agencies nominated to be a part of the revision process.
- v) Technical industry include those involved directly in the existing KPOM 1999 delivery.
- vi) CHCC organisation consultation.

### i) Stakeholder Working Group

#### A Stakeholder Working Group Package

A package will be developed for the Stakeholder Working Group including a Terms of Reference, agreements for membership and standard practice for meetings. This package will be completed prior to the recruitment process to ensure members are aware of their role and responsibilities.

The process of establishing the group is described on page 10:

### Level of Engagement Selected



**Level of engagement selected**

- Collaborate



**Community engagement goal**

- To partner with stakeholders in the decision making process, including the development of alternatives and identification of preferred solutions. To partner in the formulation of solutions and incorporate advice and recommendations



**Our promise to the stakeholders**

- Collaborate with stakeholders to ensure the concerns and aspirations of our stakeholders are met

**Step 1:**

Develop a stakeholder working group Terms of Reference and have the document reviewed by Council's Governance Branch. The terms of reference will clearly articulate the role of stakeholders in the revision of the KPOM.

**Step 2:**

Establish a stakeholders working group from the selected stakeholders list and advertise for wider community representation.

**Step 3:**

Communicate the stakeholders working group's role and function and explain the key objectives of the group. A meeting program will be developed to communicate the roles of the Scientific and Planning Panels.

**Step 4:**

Meeting framework

**Step 5:**

Review draft KPOM

**Step 6:**

Project closure and development of the new Koala Management Advisory Committee.

**Stakeholder Working Group**

The Stakeholder Working Group will comprise of eleven (11) members representing a broad spectrum of the community. Membership to be drawn from the elected councillors, community organisations and individual community representatives.

The group of 11 members will include one (1) elected Councillor, six (6) community organisation group members and four (4) members from the general community.

The assessment criteria to be utilised for selection of group and individual members to participate on the Stakeholder Working Group is being developed and will be brought back to Council for endorsement prior to the formation of the group.

The basis for nomination / inclusion on the working group membership is as follows:

**Coffs Harbour City Council Councillor**

Elected Representative – (1)  
A Councillor nomination will represent the communities elected interests.

**Community Organisations**

Community organisation group selection will seek to obtain a balance between interest groups.

The working group nominations shall be selected from community organisations that incorporate a diverse membership and have an active interest in the management of koalas and associated land use considerations.

Community organisations will be requested to nominate one (1) group representative to participate on the stakeholder working group. Groups will also be requested to nominate an alternative member to participate in the absence of their primary representative.

**Community**

Four Members from the general community with an interest in koalas and associated land management or development related considerations will be sought to participate on the working group.

Public advertisements will be utilised to select 4 representatives. Applicants will be selected from each of the following landowner groups:

- Rural landowner (Primary Production)
- Rural landowner (Primary Production)
- Rural Residential landowner (Rural small lot)
- Urban landowner (Urban Footprint)

**Objectives of the Stakeholder Working Group**

- Address the wider community issues attached to delivery of the existing KPOM and bring them to the forefront of the revision process
- Provide a community perspective on the KPOM revision to ensure it remains transparent and justifiable
- Consider information provided by the scientific and planning processes to establish a balanced appraisal of the outcomes
- Ensure council utilises best practice in delivering information to the wider community
- Re-draft the KPOM actions to deliver on planning, conservation and community outcomes



### Stakeholder Working Group representation

The stakeholder working group will facilitate the delivery of the community engagement and consultation program to assist in the Plans revision. This will ensure that the new Plan is developed in an open and transparent manner.

Members of the scientific and planning panel (independent of Council), will sit on the Stakeholder Working Group to provide advice on the following matters.

- Technical questions regarding key findings of the scientific and planning panels
- Relevant legislative issues

CHCC shall take only an administrative role on the working group.

### Key stakeholders role in the revision

- Provide a community and industry perspective on the KPOM
- Deliver a diverse view point on elements of the KPOM delivery, especially in relation to planning and conservation objectives
- Draft the action program for the new Plan
- Advise and assist council in delivery of the community wide consultation process
- Develop the information and resource packages to deliver the new KPOM

### What is expected to be achieved as part of the engagement process?

#### Community Voice

- To provide community and industry representation
- Allow the community to address issues at the beginning of the planning process by identifying any problems early in the development of the Plan
- Community empowerment in the development and delivery of actions under the KPOM

#### Equality in Process

- Ensure that the plan balances good planning with scientific knowledge and delivers community objectives
- Impart knowledge to the community on legislative processes by involving the group directly
- Ensure that community and industry groups embrace a holistic landscape approach to koala management in an open and respectful forum

#### Delivery

- A robust planning framework under a new KPOM which provides a clear and concise Plan supported in principle by the group
- A series of new prioritised actions that are developed in partnership with the community and industry






## (ii) Selected Landholders

### Process of conducting selected landholder engagement


- Correspondence will be sent to selected landowners, communicating the process for revising the KPOM
- Property visits and direct landowner communication
- Direct contact services supplied by CHCC staff regarding any issues
- Concerns addressed by key stakeholders working group, scientific and planning panels

### Level of Engagement Selected




**Level of engagement selected**

- Involve



**Landholder engagement goal**

- To work with selected landowners to ensure that concerns and aspirations are understood and considered



**Our promise to the landholders**

- That concerns are directly reflected within the process and feedback is presented on how input influenced the decision

## (iii) Community

### Process of conducting engagement

#### Media Release Program

- Commencement of revision as endorsed by Council
- Stakeholder recruitment community wide
- Understanding of achievements of the existing plan and future direction
- Exhibition/ Public Consultation process

#### Media

- Print including The Advocate, Woolgoolga Advertiser and Focus Magazine
- Radio including Southern Cross Aus Stereo- 2CS FM and Star FM, ABC Radio Mid North Coast, 2HC Community Radio and 2CHY FM Youth Radio
- TV including Coffs Coast Media Centre, NBN and Prime


### Inform on draft KPOM 2014

- Ensure each public exhibition period encourages feedback by the wider community. We will also commit to:
  - a. Longer than the standard 28 day period, to allow for timings associated with community group meetings
  - b. Not holding consultation over December-February or during the school holidays
- Maximise community feedback by organising:
  - a. Three face to face community workshops
  - b. Use multimedia formats to deliver information regarding the exhibition
  - c. Present web based materials on aspects of the plan
- Provide feedback to the community on how their submissions influenced the plan's development

### Inform on adoption of KPOM 2014


- Provide written advice to individual landholders of the changes to the KPOM's operation
- Provide ongoing information support to the community regarding the KPOM's implementation
- Industry training sessions to ensure changes to the KPOM are recognised

### Level of Engagement Selected




**Level of engagement selected**

- Inform



**Community engagement goal**

- To provide balanced and objective information to assist understanding of topic, alternatives, opportunities and/or solutions



**Our promise to the community**

- We will keep you informed

### (iv) Government Agencies

#### Government Agencies role in the revision

- The main function of the agencies consultation process is to
- provide operational expertise in the delivery of the KPOM in regards to concurrent legislation.
  - advise of concerns regarding legislative function.
  - acknowledge scientific processes adopted under the plan and provide indication of its wider use under their respective legislative framework.
  - comment on planning outcomes relative to conservation outcomes
  - as government agencies suggest actions to improve the delivery of the KPOM

#### Level of Engagement Selected



**Government Agency engagement selected**

- Involve



**Government Agency engagement goal**

- To work with nominated government agencies to ensure that operational concerns are addressed and concurrent conservation objectives are understood and considered



**Our promise to the Government Agencies**

- That concerns regarding operational implementation and legalities are directly reflected within this process and feedback is presented on how input influenced the decision.

#### Relevant Stakeholders


GOVERNMENT AGENCY
<ul style="list-style-type: none"> <li>- National Parks and Wildlife Service</li> <li>- Forests NSW</li> <li>- NSW Rural Fire Service</li> <li>- Office of Environment and Heritage</li> <li>- Northern Rivers Catchment Management Authority</li> <li>- Department of Planning and Infrastructure</li> <li>- Department of Sustainability, Environment, Water, Population and Communities.</li> </ul>

### (V) Technical Industry

#### Technical Industry Role in the Revision


- The main function of the Technical Industry process is to
- provide technical advice on the revision of the Plan in regards to the main threatening processes.
  - advise of concerns regarding function and delivery of actions associated with the Plan
  - acknowledge research objectives in regards to technical elements of the KPOM.

#### Level of Engagement Selected




**Level of engagement selected**

- Involve



**Technical Industry engagement goal**

- To work with technical industry to ensure that KPOM technical delivery concerns are addressed and objectives are understood and considered.



**Our promise to the Technical Industry**

- That concerns regarding operational implementation and priorities are directly reflected within this process and feedback is presented on how input influenced the decision.

#### Relevant Stakeholders

TECHNICAL INDUSTRY
<p><b>Education</b></p> <ul style="list-style-type: none"> <li>- Coffs Harbour Education Campus (University/TAFE)</li> <li>- Mr Gee (Mid River Group of Environmental Educators)</li> </ul>
<p><b>Vets</b></p> <ul style="list-style-type: none"> <li>- Pacific Vetcare</li> <li>- Dolphin Magic</li> </ul>
<p><b>Koala Hospitals</b></p> <ul style="list-style-type: none"> <li>- Port Macquarie Koala Hospital</li> <li>- Lismore Koala Hospital</li> </ul>
<p><b>Roads</b></p> <ul style="list-style-type: none"> <li>- Roads advisory committee</li> </ul>
<p><b>Emergency Management</b></p> <ul style="list-style-type: none"> <li>- Bushfire Management group</li> </ul>

## (vi) Organisational Engagement

Process of conducting selected organisational engagement

- Ensure relevant staff and managers are consulted during the development of planning
- Ensure all relevant staff receive appropriate information on the Plans revision
- Collaborate with staff, and where appropriate, adapt the strategies and plans to incorporate their advice and recommendations
- Provide training on the implementation of the KPOM on adoption

### Level of Engagement Selected



**Level of engagement selected**

- Collaborate



**Organisation engagement goal**

- To partner with the organisation in the development process, including the development of alternatives and identification of preferred solutions



**Our promise to the organisation**

- Collaborate with stakeholders to ensure the concerns and aspirations of our stakeholders are met

### Relevant Stakeholders

**Councillors**

- All Elected Councillors

**Council Executive Team**

- Directors of CHCC and the General Manager

**Management**

- City Planning
- Governance
- Property
- City Services

**Council staff**

- Staff of City Planning
- Environmental Engineers
- Parks and Recreation Technical Officer

## Implementation Program

Project Phase & Action	Level	Community Engagement Techniques	Who	When
<b>Endorse</b> - Council to endorse the formal commencement of the KPOM revision and Project Plan.	Inform	KPOM and Project Plan to be presented to Council for endorsement.	Director City Planning	September 2013
<b>Science</b>				
<b>Engage</b> - The scientific panel	Collaborate	Engage the panel and their operational framework.	Biodiversity Unit	October 2013
<b>Engage</b> - The consultant to survey koalas & their habitat preferences.	Supervise		Biodiversity Unit	In prep
<b>Planning</b>				
<b>Engage</b> - The planning panel	Collaborate	Engage the panel and their operational framework.	Biodiversity Unit	October 2013
<b>Workshop</b> - Collaborate with staff to review the KPOM planning implementation.	Collaborate	Workshop with staff whose responsibilities relate to the KPOM planning functions.	Biodiversity Unit	October 2013
<b>Engagement and Communication – Stakeholders/Community/ Landholders/Technical</b>				
<b>Create</b> - Landholders selected and correspondence sent.	Inform	Landholder correspondence sent in accordance with field survey.	Biodiversity Unit/ Consultant	Commenced
<b>Create</b> - A Stakeholder Working Group	Collaborate	The working group will aim to be representative of the wider community.	Biodiversity Unit	October 2013
<b>Inform</b> – The wider community to ensure awareness of the process.	Inform	Media program.	Biodiversity Unit Media Officer	October 2013
<b>Consult</b> - The wider community during the exhibition period to ensure concerns and aspirations of the wider community are considered.	Consult	Invite the community to submit comments, using a variety of platforms. Website, email, In writing, exhibition workshop and in person.	Biodiversity Unit	October 2013 to October 2014
<b>Feedback</b> - Inform the community on changes to the KPOM.	Inform	Presentation of public submissions and how this input influenced any changes.	Biodiversity Unit	August 2014
<b>Notification</b> - Of changes to the KPOM operation and properties which may be affected.	Inform	Notice within the rates, notifying residents of changes to the KPOM with emailed a link to the website. Information sheets.	Biodiversity Unit	Post adoption
<b>Engagement and Communication – Organisation/Government Agencies</b>				
<b>Workshop</b> - Collaborate with staff to review the KPOM operational implementation.	Collaborate	Staff workshops.	Biodiversity Unit	October 2013
<b>Communicate</b> - To Council on how the KPOM revision process was conducted.	Inform	Councillor briefings on the; science, planning KPOM document prior to Council endorsing draft KPOM for public exhibition.	Director City Planning	July 2014
<b>Inform</b> - Council to ensure the KPOM and its function are understood.	Inform	Councillor briefings on any issues requiring to be addressed prior to KPOM adoption.	Director City Planning	August 2014
<b>Training</b> - Of staff after adoption of new KPOM.	Inform	Part of a set training program.	Biodiversity Unit	September 2014





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## HIGH VALUE HABITATS OF COFFS HARBOUR LOCAL GOVERNMENT AREA - ENDANGERED ECOLOGICAL COMMUNITIES AND OVER-CLEARED VEGETATION TYPES

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### **Purpose:**

To recommend that Council place on public exhibition the Endangered Ecological Communities and Over-cleared Vegetation types mapping and accompanying report for the Coffs Harbour Local Government Area.

### **Description of Item:**

A Priority Habitats and Corridors Strategy: Biodiversity Assets – A Planning and Community Engagement Framework was considered by Council at its Ordinary Meeting of 11 July 2013.

The report provided Council with an update on progress and a proposed timetable associated with the preparation, strategic implementation and public consultation process for the delivery of Biodiversity Assets identified within Council's adopted Biodiversity Action Strategy 2012 - 2030. At this meeting, Council resolved:

1. *In accordance with the Coffs Harbour Biodiversity Action Strategy 2012-2030, Council notes the work program in this report which will inform the preparation of a Priority Habitats and Corridors Strategy.*
2. *Council endorse the attached Biodiversity Assets Stakeholder Engagement Plan.*
3. *Council invites industry groups wishing to be consulted to register their interest.*

The purpose of this report is to outline the approach taken to map Endangered Ecological Communities (EECs) and Over-cleared Vegetation Types (OCVTs) and inform Council and the community about this phase of the science-based Biodiversity Assets mapping. The report, *Mapping High Value Habitats and Biodiversity Assets of the Coffs Harbour Local Government Area: Endangered Ecological Communities and Over-cleared Vegetation Types* (Attachment 1) and associated mapping layers are an important stage in the science-based mapping of High Value Habitats and Biodiversity Assets across the Coffs Harbour Local Government Area (LGA).

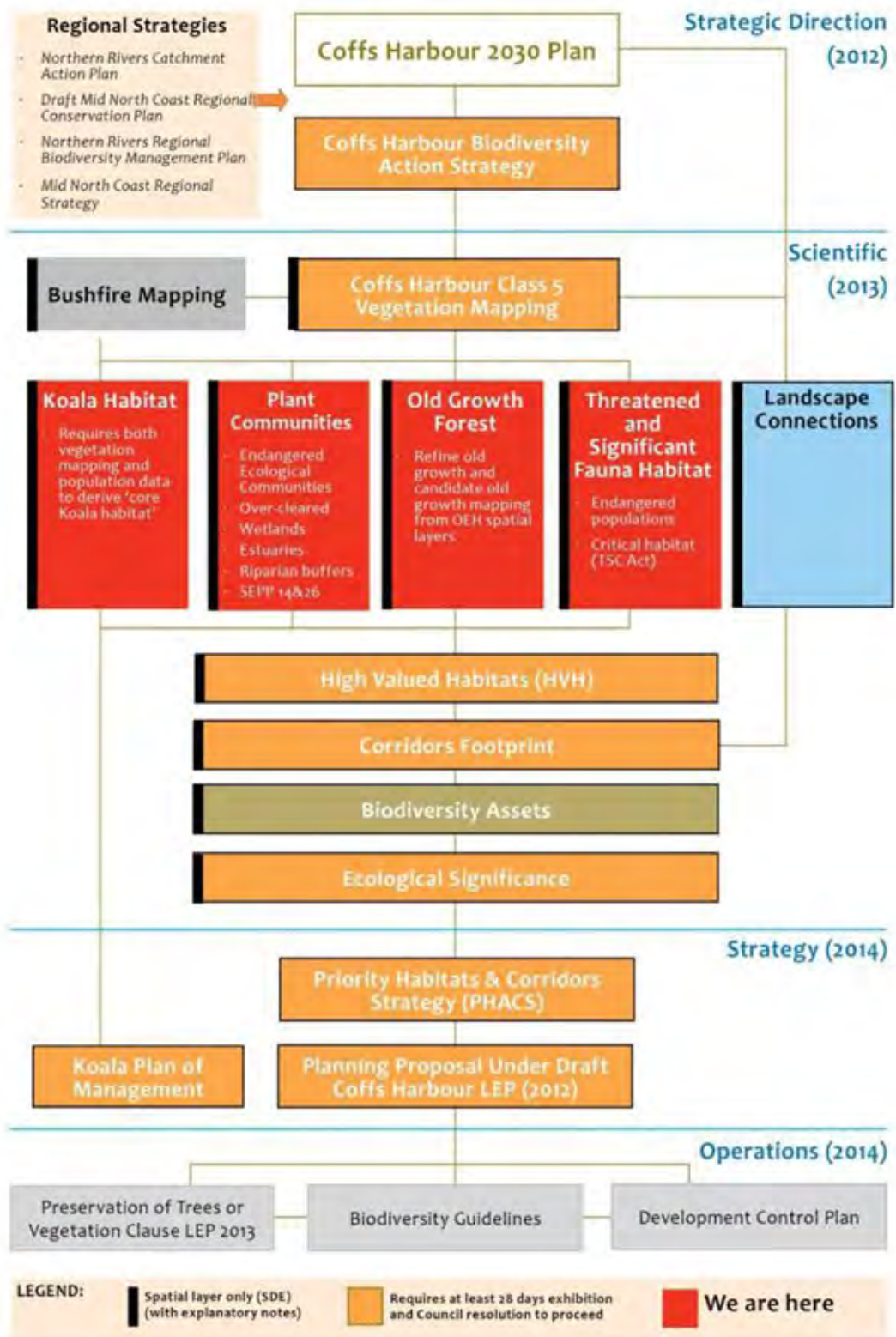
Development and exhibition of this mapping layer is in accordance with Council's adopted Coffs Harbour Biodiversity Action Strategy 2012-2030 and endorsed Biodiversity Assets Stakeholder Engagement Plan 2013-14.

Figure 1 'Strategic Planning (modified from Council's Biodiversity Action Strategy 2012-2030)' details the adopted sequence of studies being undertaken to assist the development of Priority Habitats and Corridors Strategy (PHACS) and inform the planning proposal.

No land use or land management decisions will be made by Council in the development of the science-based Biodiversity Assets layers. Public exhibition of these mapping products will be to inform landowners that a specific land parcel has a unique set of environmental values and seek feedback on the identified attributes.

The Council-endorsed Coffs Harbour Class 5 Vegetation mapping forms the basis for delineation of EECs and OCVTs which are both recognised as High Value Habitats requiring mapping and protection across the LGA.

Figure 1. Strategic Planning (modified from Council's Biodiversity Action Strategy 2012-2030)



The completion of these key science outputs will provide Council and the community with a sound basis of information to assist the development of PHACS and the determination of a planning proposal under Coffs Harbour Local Environmental Plan (LEP). The timeframes associated with the delivery of environmental strategic outputs is detailed in Table 1 below.

**Table 1. Biodiversity assets delivery schedule**

<b>Exhibition</b>	<b>Type</b>	<b>Planning framework</b>
<b>SCIENCE</b>		
<b>*by Sept 2013</b>	<b>Science</b>	<b>(a) Endangered Ecological Communities and over-cleared forest types</b>
by Oct 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
<b>STRATEGY</b>		
by June 2014	Strategy	(h) Priority Habitats and Corridors Strategy 2014 – 2030
<b>PLANNING</b>		
by Feb 2015	Planning proposal	(i) Planning proposal under Coffs Harbour LEP 2015

\* the subject of this report

*Environmental Science: Endangered Ecological Communities and Over-cleared Vegetation Types*

EECs of the Coffs Harbour LGA are identified in the Coffs Harbour fine-scale vegetation mapping and accompanying reports that were endorsed by Council in February 2013. In order to remove any ambiguity, a 'stand-alone' layer has been prepared which shows the location and distribution of all known EECs in the LGA.

In addition, all known OCVTs of the Coffs Harbour LGA (in accordance with the Biometric terrestrial biodiversity tool for the NSW Property Vegetation Planning System) has also been prepared.

**Sustainability Assessment:**

- **Environment**

The adoption and integration of the EECs and OCVTs mapping will assist in the sustainable management of native vegetation across the LGA. These ecological communities and vegetation types are recognised as High Value Habitats throughout NSW; their mapping and protection fits within LGA, regional, statewide and national frameworks and strategies for biodiversity conservation (e.g. Coffs Harbour Biodiversity Action Strategy 2012, Mid North Coast Regional Conservation Plan, Northern Rivers Regional Biodiversity Management Plan, NSW Biodiversity Strategy, and Australia's Biodiversity Conservation Strategy).

The benefits of adopting the EEC and OCVT mapping at the LGA level are multi-faceted and include:

- Improved ability to undertake sustainable management of threatened species habitats including EECs that are listed under the Threatened Species Conservation Act (1995).
- Contribution to landscape level conservation, building resilience and the development of PHACS as the basis for a sustainable planning proposal under the Coffs Harbour LEP.
- Provision of greater certainty for landowners regarding land use and biodiversity conservation programs across the LGA.



- **Social**

The Council-endorsed process of science-based Biodiversity Assets delineation and mapping, of which EECs and OCVTs are a component, reflects the Coffs Harbour community's desire to see their natural environment protected and conserved for future generations. This broad vision has been championed, along with other more specific goals and strategies in the Coffs Harbour 2030 Plan. Key objectives within the 2030 Plan that relate to the mapping of High Value Habitats and Biodiversity Assets include:

- LE 1.1.1 Identify and promote the region's unique environmental values.
- LE 2.1.1 Ensure land use management policies and practices conserve the region's unique environmental and biodiversity values.
- LE 2.1.3 Maintain and conserve biodiversity through protected reserve systems and other land conservation mechanisms.
- LE 2.2.2 Manage our catchments effectively and adaptably.

- **Civic Leadership**

Council has a statutory and leadership role to encourage the preservation and sustainable management of its native vegetation. Its statutory role relates directly to habitats for threatened species and ecological communities. The mapped EECs and OCVTs represent remnant habitat for a range of threatened species and their inclusion within landscape conservation programs promotes their sustainable management.

The EEC and OCVT mapping meets the following Coffs Harbour 2030 objective in regard to civic leadership:

- LE 3.1.3 Ensure our use of natural resources, both marine and terrestrial, is sustainable.

There is a responsibility on Council to integrate the best available science into future strategic planning documents; the EEC and OCVT mapping is based upon the Council-endorsed Class 5 Vegetation Mapping which represents the best available science in this regard.

- **Economic**

**Broader Economic Implications**

The EEC and OCVT mapping will provide broad economic benefits to the community, primarily in relation to the ongoing sustainable management of Coffs Harbour's unique vegetation and natural resources. This will ensure that future generations will be able to experience and enjoy our region's unique natural heritage.

The mapping and long term protection of EECs and OCVTs will aid in the preservation and restoration of ecosystem processes and are likely to promote tangible and invaluable ecosystem services. These will include the provision of clean air, drinking water, native fauna habitat, pollination services and natural pest control facilitated by native predatory insects, birds, bats and other species. These processes and services need to be managed and promoted to ensure the principles of ecological, economic and social sustainability are addressed in an ongoing manner.

In addition, the appeal of the region from an eco-tourism perspective will also be maintained and promoted by the integrated mapping and protection of important natural habitats across the LGA's landscapes.

This all relates to Coffs Harbour 2030 objective:

- LP 1.3.2 Develop and promote the Coffs Coast as a model for sustainable living.

### **Delivery Program/Operational Plan Implications**

The EEC and OCVT mapping will be integrated into Council's land management GIS database following final adoption; this will be part of Council's standard procedures requiring no additional resources.

Upon adoption, the EEC and OCVT mapping will be integrated with further High Value Habitats and Biodiversity Assets mapping for the development of PHACS and a planning proposal under the Coffs Harbour LEP under a Council-endorsed approach.

The EEC and OCVT mapping layers have been funded through Council's Environmental Levy program and Waste and Sustainability Program (WASiP). Costs associated with exhibition and consultation will be funded through WASiP.

### **Risk Analysis:**

The EECs and OCVTs have already been effectively adopted under the Coffs Harbour fine-scale vegetation mapping, and therefore Council has already absorbed the majority of the assumed risk.

Overall, the risk analysis of consequences at both a strategic and operational level are considered minor with negligible impact on Council's function.

### **Consultation:**

A Biodiversity Assets Stakeholder Engagement Plan has been approved by Council; this maps out what will be delivered, the expected timeframe and how the community will be engaged in the process.

### **Related Policy and / or Precedents:**

The EEC and OCVT mapping is based upon the Council-endorsed Class 5 Vegetation mapping. This new vegetation mapping layer provides the opportunity to produce more comprehensive, accurate and up to date mapping of High Value Habitats and Biodiversity Assets than was possible with previous vegetation mapping versions. The updating of these map layers is highly desirable from a strategic planning perspective and will feed directly into the Council-endorsed development of PHACS and a planning proposal under the Coffs Harbour LEP. The development of any resulting planning proposal will need to balance these environmental considerations with the social and economic values of the areas in question.

### **Statutory Requirements:**

The principles and actions associated with EECs and OCVT are broadly set out in the Mid North Coast Regional Conservation Plan and Mid North Coast Regional Strategy.

The EEC and OCVT mapping layers are integral to the development of PHACS and the body of information required to progress a planning proposal. The information will assist Council in meeting its primary statutory obligations under the *Environmental Planning and Assessment Act 1979*, *Threatened Species Conservation Act 1995*, *Environment Protection and Biodiversity Conservation Act 1999* and *Native Vegetation Act 2003*.

**Issues:**

Several of the floodplain Endangered Ecological Communities cannot be definitively confirmed without appropriate soil studies being undertaken.

A complete soil study of the Coffs Harbour floodplain environments is outside the scope of this study. As a precautionary measure, all floodplain EEC communities that contain the characteristic floristic assemblages have been mapped as EEC's.

**Implementation Date / Priority:**

Following resolution of Council, the relevant maps and report will be placed on public exhibition at the earliest opportunity.

**Recommendation:**

1. That Council endorse release of the following digital layers and report for public exhibition and invite submissions for a period of 30 days:

**Data Layer:**

- 1.1 Draft Coffs Harbour Endangered Ecological Communities mapping
- 1.2 Draft Over-cleared Vegetation Types mapping

**Report:**

**Mapping High Value Habitats and Biodiversity Assets of the Coffs Harbour Local Government Area: Endangered Ecological Communities and Over-cleared Vegetation Types**

2. That a report be brought back to Council on the draft Coffs Harbour Endangered Ecological Communities mapping and the draft Over-cleared Vegetation Types mapping, following exhibition.

## **Endangered Ecological Communities and Over-cleared Vegetation Types of the Coffs Harbour Local Government Area**

**September 2013**

### **Introduction**

Coffs Harbour City Council has committed itself to a staged development and public exhibition of science-based Biodiversity Assets mapping and reporting that will form the basis for a new draft Priority Habitats and Corridors Strategy (PHACS). The ultimate intention is to translate PHACS into a Planning Proposal under the draft Coffs Harbour Local Environmental Plan 2013.

Figure 1 'Strategic Planning (modified from Council's Biodiversity Action Strategy 2012-2030)' details the adopted sequence of studies being undertaken to assist the development of PHACS and inform the planning proposal. Additionally, the Biodiversity Assets Stakeholder Engagement Plan 2013-14 (approved at Council's Ordinary Meeting 11 July 2013 (L13/19; 162) maps out how Council intends to engage with the community to deliver each of the Biodiversity Assets mapping products.

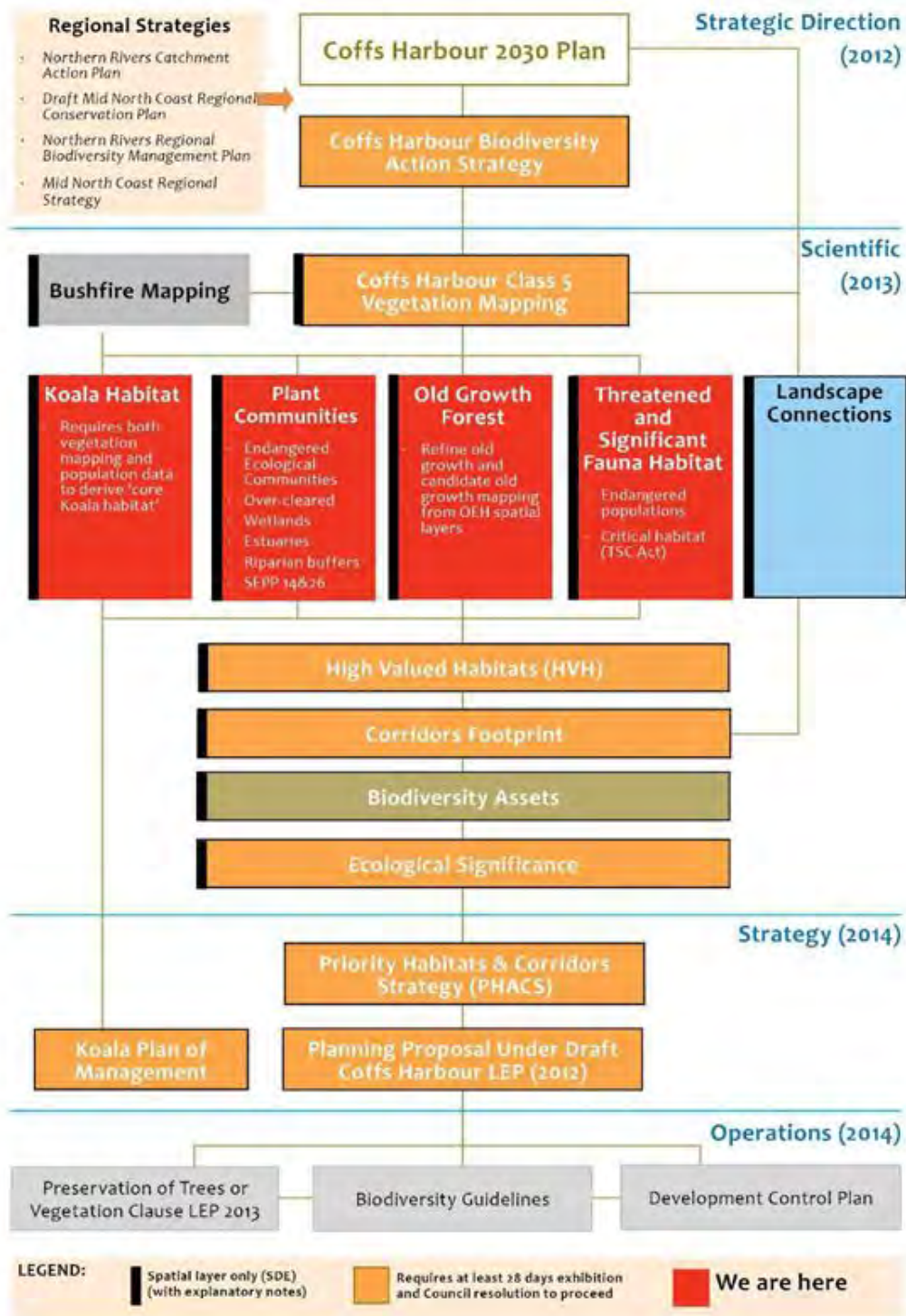
This process of science-based Biodiversity Assets delineation and mapping reflects the Coffs Harbour community's desire to see their natural environment protected and conserved for future generations. This broad vision has been espoused, along with other more specific goals and strategies in the Coffs Harbour 2030 Plan. Key strategies within the 2030 Plan that relate to the mapping of High Value Habitats and Biodiversity Assets include:

- Identify and promote the region's unique environmental values;
- Build ecosystem resilience through a system of local and regional habitat corridors.

No land use or land management decisions will be made by Council in the development of the science-based Biodiversity Assets layers. Public exhibition of these mapping products will be to inform landowners that a specific land parcel has a unique set of environmental values and seek feedback on the identified attributes.

This report concerns the mapping of Endangered Ecological Communities and Over-cleared Vegetation Types and constitutes an important milestone in the delivery of science-based mapping of High Value Habitats and Biodiversity Assets across the Coffs Harbour Local Government Area (See Figure 1).

Figure 1. Strategic Planning (modified from Council's Biodiversity Action Strategy 2012 - 2030)



## Attachment 1

**Fine-scale vegetation mapping – the basis for delineating and mapping High Value Habitats and Biodiversity Assets in the Coffs Harbour LGA**

Fine-scale vegetation mapping was recently completed across the Coffs Harbour LGA. Referred to as the fine-scale vegetation map, it enables more informed decision making in regard to the sustainable management of native vegetation within the LGA as it provides an improved level of refinement, precision and accuracy of vegetation mapping.

The fine-scale vegetation map and accompanying reports (OEH 2012 a & b) were placed on public exhibition in October – November 2012; submissions were reviewed and incorporated and Coffs Harbour City Council adopted the final digital product (Version 1.1 2012) at its Ordinary Meeting of 14 February 2013.

The fine-scale vegetation mapping represents one of the foundation layers being used for science-based delineation and mapping of High Value Habitats and Biodiversity Assets across the Coffs Harbour LGA.

**1. Endangered Ecological Communities**

An ecological community (EC) is a group of plants, animals and other organisms that naturally occur together and interact in a unique habitat. Its structure, composition and distribution are determined by environmental factors such as soil type and position within the landscape. Species within each ecological community interact with and depend on each other—for example, for food or shelter. Any given ecological community may be distinguished from others by its set of characteristic species and the area in which it occurs. Ecological communities are complex, so correct diagnosis often requires specialist advice.

Australia's, including Coffs Harbour's, unique bush, wetlands and other habitats have been placed under enormous strain since European settlement. Many of these pressures are increasing. An ecological community becomes threatened when it is at risk of extinction. That is, the natural composition and function of the ecological community have been significantly depleted across its range. This can occur for a number of reasons including clearing of native vegetation, inappropriate fire regimes, non-native or invasive species, climate change, water diversion, pollution and urban development. Because of these threats, many ecological communities have undergone, and continue to be affected by a rapid and significant reduction in geographic distribution and/or ecological function.

Listing threatened ecological communities is a form of landscape or systems level protection. These communities provide vital wildlife corridors and habitat refuges for many plant and animal species, including threatened species and other plants and animals that are in decline.

Endangered Ecological Communities (EECs) are formally listed under the *Threatened Species Conservation Act* (TSC) Act (1995). They receive special recognition and protection due to their rare status and they comprise a subset of High Value Habitats requiring delineation, mapping, protection and, where possible, restoration across landscapes of the Coffs Harbour LGA.

The EECs of the Coffs Harbour LGA are identified in Coffs Harbour's fine-scale vegetation mapping and accompanying reports that were endorsed by Council in February 2013. In order to remove any ambiguity, a 'stand-alone' layer has been prepared which shows the location and distribution of all known, or potential, EECs in the LGA.

## Attachment 1

**Endangered Ecological Communities in the Coffs Harbour LGA**

The finalisation of fine-scale vegetation mapping (OEH 2012a & b) provides the best basis to date for the delineation and mapping of EECs across the Coffs Harbour LGA. Ten (10) EECs are known to occur within the Coffs Harbour LGA and a number of the classified vegetation communities are considered to be EECs or highly likely to contain EECs based on their substrate or altitudinal / landscape occurrence (OEH 2012a). This translates to the identification of 11,744 hectares of floristic communities across the Coffs Harbour LGA that may be EECs; the on-ground identification of EECs within this overall area requires field-based expert verification.

Table 1 (reproduced from OEH (2012)) shows vegetation communities within the Coffs Harbour LGA that are likely to support EECs. The combined information from this table, and information from the OEH reports (Parts A and B) formed the basis for mapping of EECs in the LGA.

**Mapping EECs of the Coffs Harbour LGA**

The ArcMap GIS program (version 10.1) was used to map the likely occurrence of 10 EECs across the Coffs Harbour LGA by assigning the relevant vegetation communities within the fine-scale vegetation mapping to each EEC based on the associations and descriptions provided in OEH (2012a & b) (see table 1).

During preparation of the fine-scale vegetation mapping, polygons were assigned EEC status directly where the EEC-designated vegetation community was assigned a primary mapping code (MUCODE1). Polygons were not assigned EEC status where the EEC designated vegetation community was assigned to a secondary mapping code (MUCODE2) unless the ecological interpretation indicated that the designation still warranted EEC status.

The resulting map (Figure 2) provides an indicative and inclusive representation of EEC occurrence across the Coffs Harbour LGA. Field verification is required to refine EEC mapping on the ground, for the purposes of localised assessments (e.g. for development applications, off-setting assessments etc), but the indicative map provides a sound basis for the identification of these communities at a landscape scale.

As the dataset is derived from the fine-scale vegetation mapping a similar caveat is provided for users:

*The EEC layer represents a model which has been comprehensively ground truthed and cross-checked, however, because of the scale of the LGA not all mapped vegetation types have been confirmed on the ground.*

Four vegetation communities in the Coffs Harbour LGA require both floristic and soil information to verify their EEC status (see Table 1). Under these circumstances, Council has adopted a precautionary approach and considers all relevant communities that meet the floristic criteria as EECs. Their EEC status can only be challenged if the appropriate soil reports are provided via a formal request or application to Council.

For example, Swamp Sclerophyll Forest on Coastal Floodplains of the New South Wales North Coast, Sydney Basin and South East Corner Bioregions is associated with humic clay loams and sandy loams, on waterlogged or periodically inundated alluvial flats and drainage lines associated with coastal floodplains. These generally occur below 20 m (though sometimes up to 50 m) elevation.

**Attachment 1**

It should be noted that many EECs correspond with other High Value Habitats (e.g. rainforest, over-cleared vegetation types, old growth forest, habitat corridors, riparian corridors, wetlands).

**Table 1. Vegetation communities of the Coffs Harbour Local Government Area likely to contain Endangered Ecological Communities**

(reproduced from OEH 2012a)

<b>Coastal Saltmarsh in the NSW North Coast, Sydney Basin and South East Corner bioregions EEC</b>	
CH_SW02: Estuarine Twig Rush Saltmarsh	47
CH_SW03: Coastal Dune Sedgeland Soak	11
CH_SW04: Coastal Dune Prickly Couch Grasslands	0.40
CH_SW05: Coastal Headland Twig Rush Sedgeland Soak	4
CH_SW06: Estuarine Sea Rush Saltmarsh	38
CH_SW07: Estuarine Samphire - Saltwater Couch Saltmarsh	114
	<b>214.4</b>
<b>Freshwater Wetlands on Coastal Floodplains of the NSW North Coast, Sydney Basin and South East Corner bioregions EEC</b>	
CH_FW07: Coastal Jointed Twig-rush Freshwater Wetland	27
CH_FW08: Coastal Spike Rush Cumbungi Freshwater Wetland	* Area not available
	<b>27</b>
<b>Littoral Rainforests in the NSW North Coast, Sydney Basin and South East Corner bioregions EEC</b>	
CH_RF07: Coastal Exposed Dune Littoral Rainforest	95
CH_RF08: Coast Headland Brushbox Littoral Rainforest	42
CH_RF13: Coastal Sheltered Dune Littoral Rainforest	93
	<b>230</b>
<b>Lowland Rainforest in the NSW North Coast, Sydney Basin and South East Corner bioregions EEC</b>	
CH_RF03: Plateau and Escarpment Coachwood Sassafras Warm Temperate Rainforest	# 1,201
CH_RF04: Plateau and Escarpment Hoop Pine Dry Rainforest	# 54
CH_RF05: Foothills Brown Myrtle Dry Rainforest	340
CH_RF06: Escarpment Grey Myrtle Brush Box Dry Rainforest	76
CH_RF11: Escarpment and Lowland Bangalow Carabeen Black Booyong Palm Gully Rainforest	4,271
CH_RF12: Escarpment Coachwood Sassafras Brush Box Warm Temperate Rainforest	# 286
CH_WSF15: Foothills Steel Box Brown Myrtle Wet Forest	557
	<b>6,785</b>



Attachment 1

- Table 1 – continued from previous page

<b>Lowland Rainforest on Floodplain in the NSW North Coast Bioregion EEC</b>	
CH_FrW07: River Oak Riparian Forest of the Orara Valley	189
CH_RF09: Hinterland White Booyong Floodplain Rainforest	44
	<b>233</b>
<b>Subtropical Coastal Floodplain Forest of the NSW North Coast Bioregion EEC</b>	
CH_DO6: Lowlands Swamp Paperbark Red Gum Forest	2,013
	<b>2,013</b>
<b>Swamp Oak Floodplain Forest of the NSW North Coast, Sydney Basin and South East Corner bioregions EEC</b>	
CH_FrW10: Estuarine Swamp Oak Forest	202
	<b>202</b>
<b>Swamp Sclerophyll Forest on Coastal Floodplains of the NSW North Coast, Sydney Basin and South East Corner bioregions EEC</b>	
CH_FrW01: Coastal paperbark Swamp oak Floodplain Forest	944
CH_FrW02: Coastal Swamp Mahogany Forest	180
CH_FrW03: Coastal Paperbark Bottlebrush Channel Forest	80
CH_FrW04: Coastal Paperbark Sedgeland Dominated Forest	529
CH_FrW11: Estuarine Paperbark – Twig Rush Forest	87
	<b>1,820</b>
<b>Themeda Grassland on Seacliffs and Coastal Headlands in the NSW North Coast, Sydney Basin and South East Corner bioregions EEC</b>	
CH_H03: Kangaroo Grass Headland Grasslands	46
CH_H06: Coastal Headland Banksia	46
	<b>92</b>
<b>White Gum Moist Forest in the NSW North Coast Bioregion EEC</b>	
CH_WSF13: Dunn's White Gum Forest	128
	<b>128</b>
<b>TOTAL</b>	<b>11,744</b>

Key

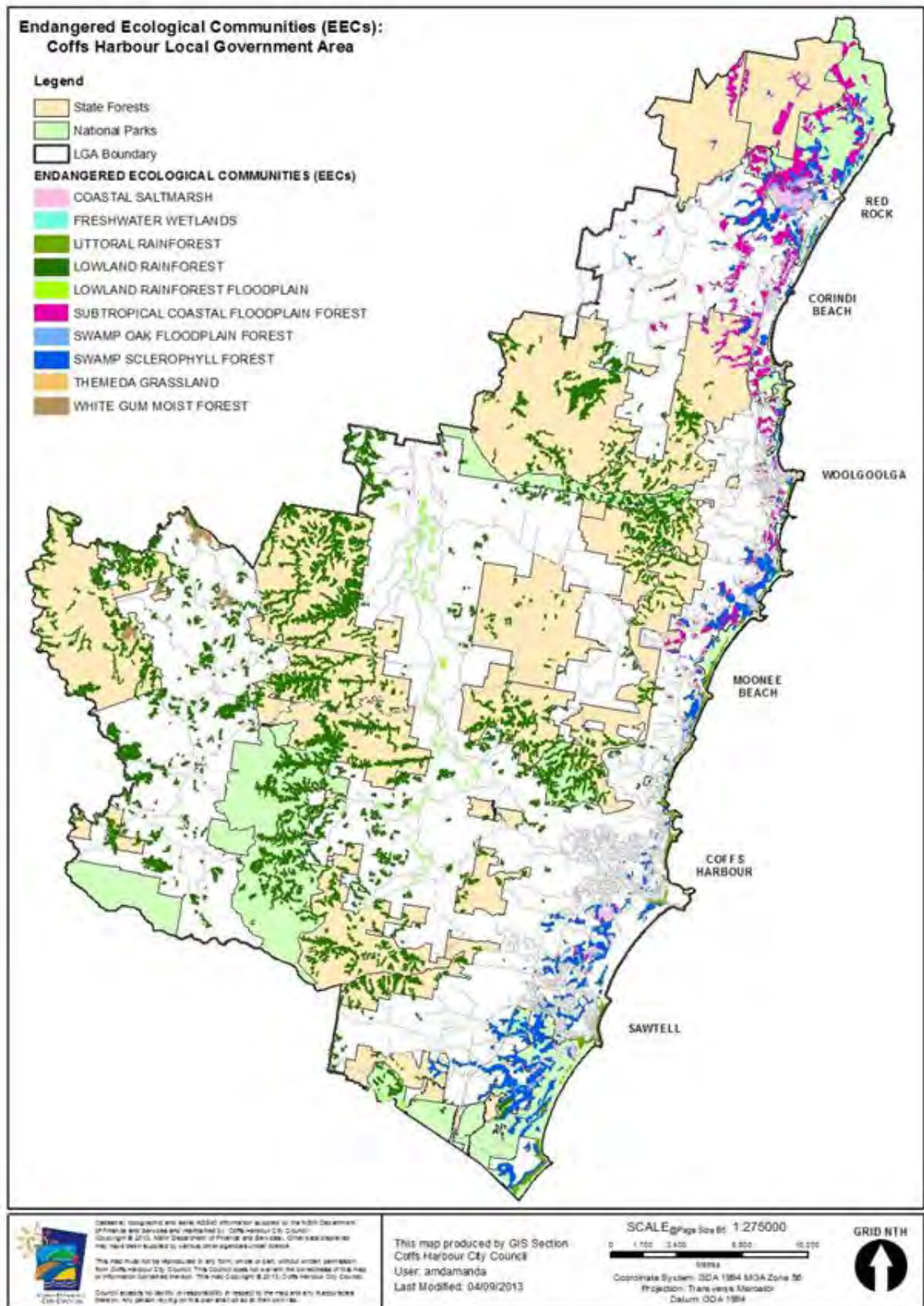
\* Vegetation community CH\_FW08 (Coastal Spikerush Cumbungi Freshwater Wetland) covers 382 hectares across the LGA. Much of this includes farm dams and heavily disturbed creek lines where allocation as an EEC requires further field verification. For purposes of this report an area estimate has been omitted).

# Rainforest communities CH\_RF03, CH\_RF04 and CH\_RF12 only qualify as EECs if their occurrence is below 600 metres altitude, and areas have been calculated using this elevation threshold.

Vegetation communities in the Coffs Harbour LGA that also require soil analysis to verify their EEC status.

Attachment 1

Figure 2. Endangered Ecological Communities of the Coffs Harbour LGA



## Attachment 1

**2. Over-Cleared Vegetation Types**

Vegetation types of the Northern Rivers Catchment Management Area (CMA) are described in the Biometric module which was developed as a Native Vegetation Assessment Tool package to facilitate preparation of Property Vegetation Plans under the *NSW Native Vegetation Act 2003*. (DECCW 2009: BioMetric: Terrestrial Biodiversity Tool for the NSW Property Vegetation Planning System – <http://www.environment.nsw.gov.au/projects/BiometricTool.htm>). For descriptions of vegetation types within the Northern rivers CMA see: [http://www.environment.nsw.gov.au/resources/nature/BioMetric\\_Vegetation\\_Type\\_CMA.xls](http://www.environment.nsw.gov.au/resources/nature/BioMetric_Vegetation_Type_CMA.xls)

Over-cleared vegetation types (OCVTs) are Biometric vegetation types which have had more than 70% of their former extent removed. Over-cleared vegetation types are not formally listed under the *Threatened Species Conservation Act 1995* but they receive special recognition and protection due to their rare status. They comprise a subset of High Value Habitats requiring delineation, mapping, protection and, where possible, restoration across the landscapes of the Coffs Harbour LGA (Figure 1).

The identification and mapping of OCVTs is a form of landscape or systems level protection. These vegetation types are often part of vital wildlife corridors and habitat refuges for many plant and animal species, including threatened species and other plants and animals that are in decline.

A 'stand-alone' mapping layer has been prepared which shows the location and distribution of all known, or potential, OCVTs in the LGA.

**Over-cleared Vegetation Types in the Coffs Harbour LGA**

The finalisation of Class 5 vegetation mapping (OEH 2012a & b) provides the best basis to date for the delineation and mapping of OCVTs Types across the Coffs Harbour LGA. Thirteen (13) OCVTs are known to occur within the Coffs Harbour LGA and a number of the classified vegetation communities are considered to be Over-cleared Vegetation Types based on their species composition and overall descriptions (OEH 2012a, DECCW 2009). This translates to the identification of 8,470 hectares of floristic communities across the Coffs Harbour LGA that may be OCVTs; the on-ground identification of EECs within this overall area requires field-based expert verification.

Table 2 shows vegetation communities within the Coffs Harbour LGA that are likely to correspond with OCVTs of the Northern Rivers CMA, as described in the Biometric module (DECCW 2009). This table, and information within OEH (2012a & b) formed the basis for mapping of OCVTs for the current report.

**Mapping Over-cleared Vegetation Types in the Coffs Harbour LGA**

The ArcMap GIS program (version 10.1) was used to map the likely occurrence of OCVTs across the Coffs Harbour LGA by assigning the relevant vegetation communities within the Class 5 vegetation mapping to each OCVT listed in the Biometric module for Northern river CMA. Descriptions of the characteristic species within the OCVTs formed the basis for assigning Coffs Harbour Vegetation communities to this class of High Value Habitat. Mapped vegetation polygons were assigned OCVT status directly where the identified community was assigned to MUCODE1 in the Class 5 Vegetation mapping. Polygons were not assigned EEC status where the identified vegetation community was assigned to MUCODE2 in the Class 5 Vegetation Mapping.

**Attachment 1**

The resulting map (Figure 3) provides an indicative and inclusive representation of OCVT occurrence across the Coffs Harbour LGA. Field verification is required to refine OCVT mapping on the ground, for the purposes of localised assessments (e.g. for development applications, off-setting assessments etc), but the indicative map provides a sound basis for the identification of High Value Habitat and Biodiversity assets at the landscape scale. As the dataset is derived from the Class 5 vegetation mapping a similar caveat is provided for users: Users are cautioned that the layer represents a model, and may only be regarded as an interpretation or prediction of real-world phenomena.

It should be noted that many Over-cleared Vegetation Types within the Coffs Harbour LGA correspond with other High Value Habitats (e.g. rainforest, EECs, old growth forest, habitat corridors, riparian corridors, wetlands). Table 2 includes an EEC categorisation for the vegetation communities assigned OCVT status, most are also EECs.

Notable exceptions, and hence additions to the High Value Habitats mapping include Mangroves, small areas of Paperbark swamp forest of the coastal lowlands away from the floodplain, Swamp Mahogany swamp forest of the coastal lowlands (also an important Koala habitat) and Wet Heathland and Shrubland of the coastal lowlands.

**Table 2. Vegetation communities of the Coffs Harbour Local Government Area likely to be Over-cleared Vegetation Types as assigned in the Biometric database (DECCW 2009).**

<b>Biometric Vegetation type</b>	<b>EEC Status</b>
<b>Coffs Harbour Vegetation Community</b>	
<b>Black Booyong - Rosewood - Yellow Carabeen subtropical rainforests, NSW North Coast</b>	
CH_RF11: Escarpment and Lowland Bangalow - Carabeen - Black Booyong Palm Gully Rainforest	Yes
<b>Coastal floodplain sedgeland, rushlands and forblands</b>	
CH_FW03: Coastal Wallum Slender Twine Rush Sedgeland	No
CH_FW04: Coastal Wallum Baumea Sedgeland	No
CH_FW07: Coastal Jointed Twig Rush Freshwater Wetland	Yes
CH_FW09: Coastal Wallum Fernland	No
<b>Mangrove - Grey Mangrove low closed forest of the NSW coastal bioregions &amp; Mangrove - River Mangrove low closed forest of the NSW coastal bioregions</b>	
CH_SW01: Estuarine Mangrove Forest	No
<b>Paperbark swamp forest of the coastal lowlands of the North Coast</b>	
CH_FrW01: Coastal Paperbark - Swamp Oak Floodplain Forest	Yes
CH_FrW03: Coastal Paperbark - Bottlebrush Channel Forest	Yes
CH_FrW04: Coastal Paperbark - Sedgeland Dominated Forest	Yes
CH_FrW05: Coastal Paperbark - Swamp Box Littoral Forest	No
CH_FrW11: Estuarine Paperbark - Twig Rush Forest	Yes

Attachment 1

**River Oak riparian woodland of the North Coast**

CH_FrW07: River Oak Riparian Forest of the Orara Valley	Yes
CH_FrW11: Plateau Tea-tree – Water Gum Riparian	No

**Saltmarsh complex of the North Coast**

CH_SW02: Estuarine Twig Rush Saltmarsh	Yes
CH_SW03: Coastal Dune Sedgeland Soak	Yes
CH_SW04: Coastal Dune Prickly Couch Grasslands	Yes
CH_SW06: Sea Rush saltmarsh	Yes
CH_SW07: Estuarine Samphire -Saltwater Couch Saltmarsh	Yes

**Swamp Mahogany swamp forest of the coastal lowlands of the North Coast**

CH_FrW02: Coastal Swamp Mahogany Forest	Yes
CH_FrW06: Coastal Wallum Swamp Mahogany Paperbark – Satinwood Forest	No
CH_FrW09: Coastal Wallum Swamp Mahogany Sieber's Paperbark Forest	No

**Swamp Oak swamp forest of the coastal lowlands of the North Coast**

CH_FrW10: Swamp Oak Forested Wetland	Yes
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***Themeda australis* sod tussock grassland of coastal areas of the North Coast**

CH_H03: Kangaroo Grass Headland Grasslands	Yes
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**Tuckeroo - Riberry - Yellow Tulipwood littoral rainforest of the North Coast**

CH_RF07: Coastal Exposed Dune Littoral rainforest	Yes
CH_RF08: Headland Brush Box Littoral Rainforest	Yes
CH_RF13: Coastal Sheltered Dune Littoral rainforest	Yes

**Wet Heathland and shrubland of coastal lowlands of the North Coast**

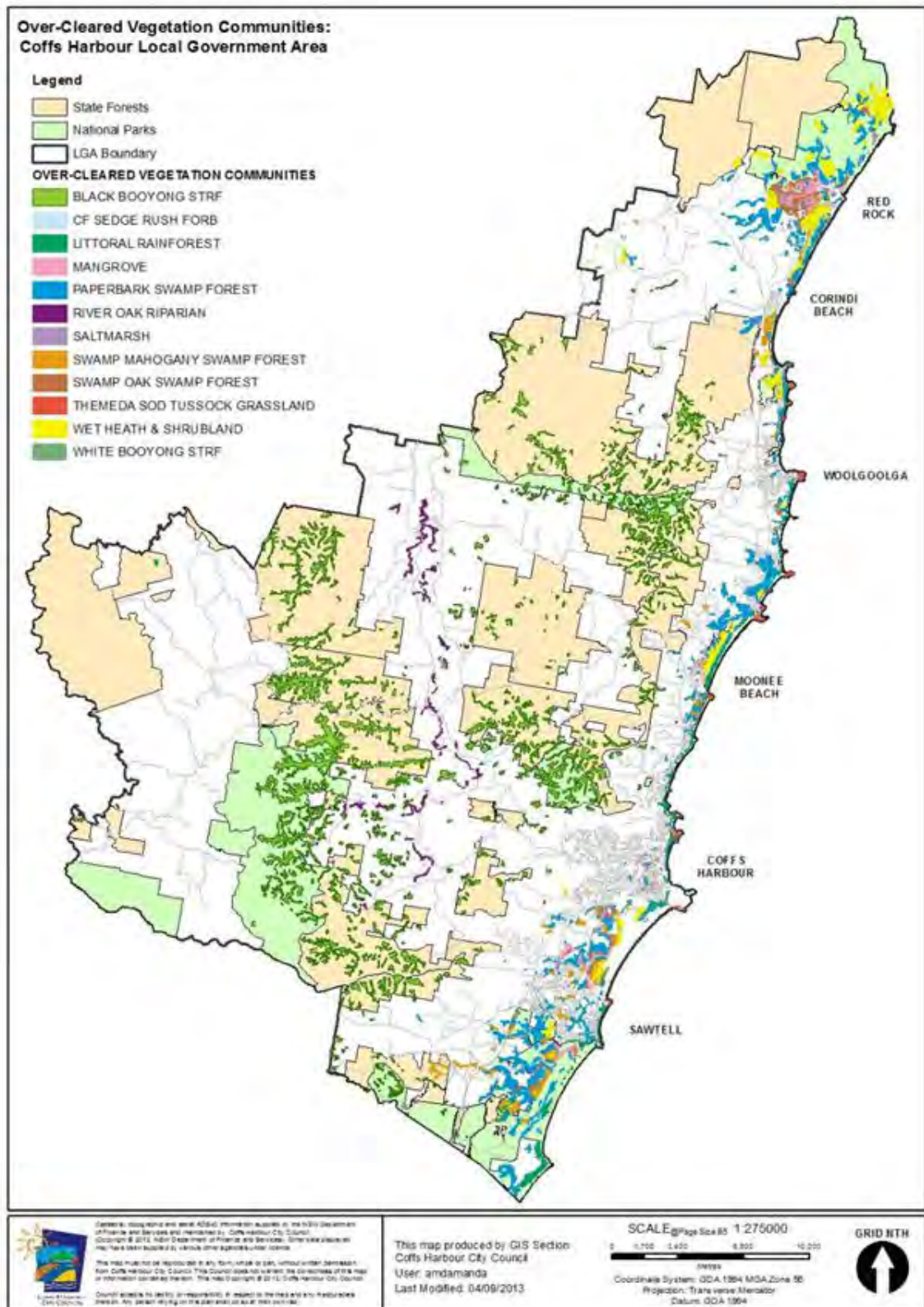
CH_FW01: Coastal Wallum Tea-tree - Banksia Wet Heathland Shrubland	No
CH_FW02: Coastal Wallum Paperbark - Banksia - Grass Tree Wet Heathland	No
CH_FW05: Coastal Wallum Paperbark Wet Shrubland	No
CH_FW06: Coastal Wallum Teatree Tall Wet Shrubland	No
CH_H04: Coastal She-oak - Hakea Closed Heathland	No
CH_H05: Coastal Dagger - Hakea Clay Heathland	No
CH_H08: Wallum Banksia - Black She-oak Shrubland	No

**White Booyong - Fig subtropical rainforest of the North Coast**

CH_RF09: Hinterland White Booyong Floodplain Rainforest	Yes
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Figure 3. Over-cleared Vegetation Communities of the Coffs Harbour LGA



**Attachment 1**

**References**

- Coffs Harbour City Council (2008). Coffs Harbour 2030; Community Vision 2030; Background Paper. Coffs Harbour City Council, Coffs Harbour.
- Coffs Harbour City Council (2009). Coffs Harbour 2030; Community Vision: A Strategic Plan for the Coffs Harbour community. Coffs Harbour City Council, Coffs Harbour.
- Coffs Harbour City Council (2012). Coffs Harbour Biodiversity Action Strategy 2012- 2030; From the Ocean to the Ranges. Coffs Harbour City Council, Coffs Harbour.
- DECCW (2009). BioMetric: Terrestrial Biodiversity Tool for the NSW Property Vegetation Planning System – <http://www.environment.nsw.gov.au/projects/BiometricTool.htm>
- Office of Environment and Heritage (2012a). Development of a Fine-scale Vegetation Map for the Coffs Harbour Local Government Area; Volume 1: Project report. Office of Environment and Heritage on behalf of Coffs Harbour City Council and the Northern Rivers Catchment Management Authority. Sydney South, NSW.
- Office of Environment and Heritage (2012a). Development of a Fine-scale Vegetation Map for the Coffs Harbour Local Government Area; Volume 2: Vegetation Community profiles. Office of Environment and Heritage on behalf of Coffs Harbour City Council and the Northern Rivers Catchment Management Authority. Sydney South, NSW.

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**PLANNING PROPOSAL PP\_2013\_COFFS\_001\_00 FOR PART LOT 3, DP270533 DRESS CIRCLE, COFFS HARBOUR AND AMENDMENTS TO DRAFT COFFS HARBOUR DEVELOPMENT CONTROL PLAN 2013 (COMPONENT E15 - TOURIST DEVELOPMENT PRECINCTS)**

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**Purpose:**

The purpose of this report is to inform Council of the outcome of the exhibition of a Planning Proposal (PP) at Dress Circle, Coffs Harbour, and to progress draft Development Control Plan (DCP) 2013 Component E15 – Tourist Development Precincts.

The report recommends that Council endorse the final PP by adopting draft Coffs Harbour Local Environmental Plan (LEP) 2013 (Amendment No. 1) to rezone the subject land from Rural 1A Agriculture under Coffs Harbour City LEP 2000 to R1 General Residential under draft Coffs Harbour LEP 2013; and to forward it to NSW Planning and Infrastructure (P&I) to coordinate the making of the LEP.

The report also recommends that Council adopt draft Coffs Harbour DCP 2013 Component E15 – Tourist Development Precincts as exhibited, and as amended to update the locality map for the Dress Circle location.

**Background:**

A PP and draft DCP for Part Lot 3, DP270533 Dress Circle, Coffs Harbour was reported to Council on 11 July 2013, with Council resolving the following:

1. *Council resolve to exhibit PP\_2013\_COFFS\_001\_00 (Attachment 1) in accordance with the NSW Planning and Infrastructure's Gateway Determination and Sections 56(2)(c) and 57 of the Environmental Planning and Assessment Act 1979.*
2. *Council resolve to exhibit an amendment to draft Coffs Harbour Development Control Plan 2013 Component E15 Tourist Residential Development Requirements (Attachment 2) in accordance with Clause 18(2) of the Environmental Planning and Assessment Regulations 2000.*
3. *The Planning Proposal and the draft Development Control Plan amendment documents be exhibited jointly for a period of 28 days.*
4. *A further report regarding the outcome of the exhibition be presented to Council.*

Item L13/23 of Council's Ordinary Meeting held on the 8 August 2013 also included the following resolution following the exhibition of various components of the Draft Coffs Harbour DCP 2013:

*"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."*



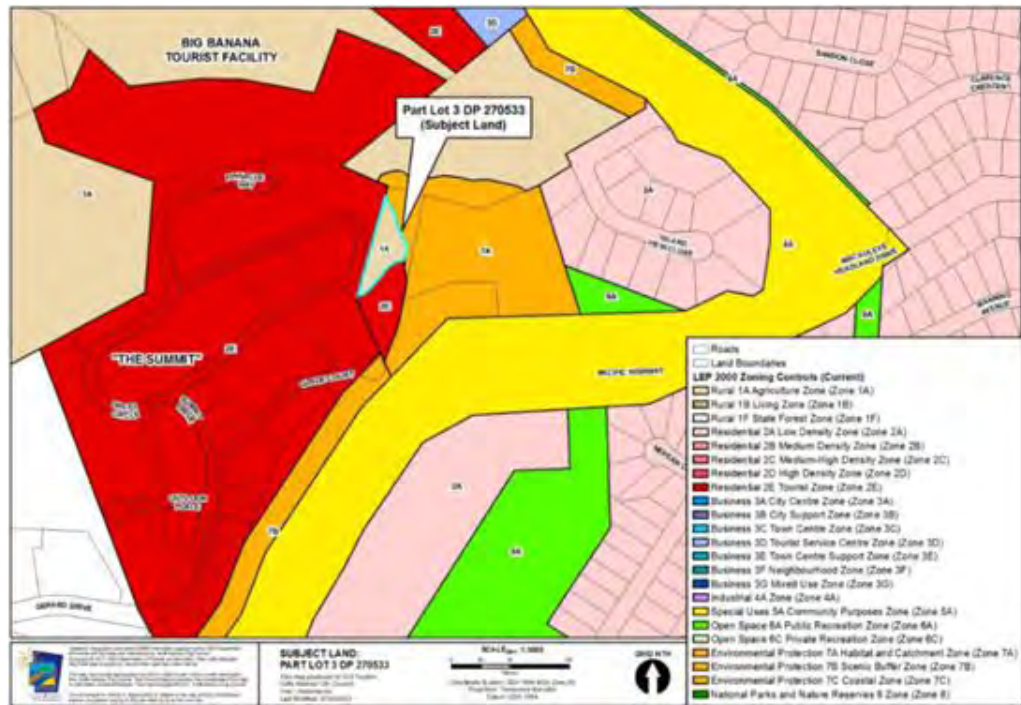
**Description of Item:**

**A. Planning Proposal and Draft LEP Map Amendments**

The PP is identified in the two maps below, which show the existing land use zones under Coffs Harbour City LEP 2000, and the proposed zones of the PP under the provisions of draft Coffs Harbour LEP 2013. Full details of the map amendments are outlined in Attachment 1.

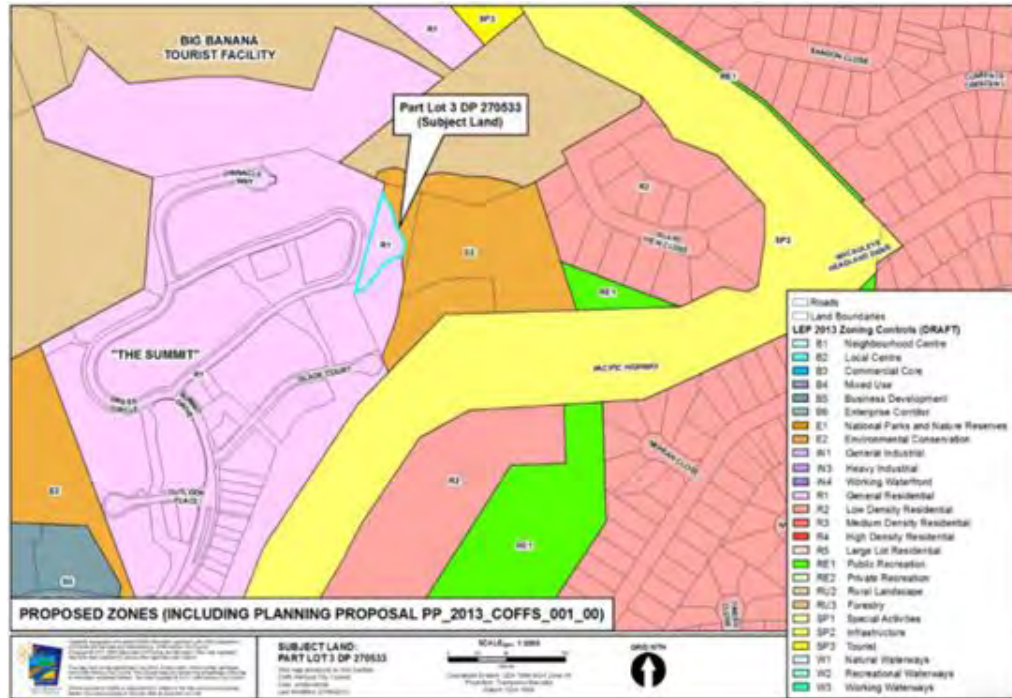
- **Existing Zones (Coffs Harbour City LEP 2000)**

The subject land, showing current zones and the zoning of adjacent lands, is shown in the map below:



- **Proposed Zones (draft Coffs Harbour LEP 2013)**

The subject land, showing the zoning described and as exhibited as the PP, is shown on the following map:



The proposed zone of R1 General Residential reflects the adjoining zone at the development known as 'The Summit'. The land has no agricultural value and there is no intent by the owners of the land to utilize the land for any agricultural purpose. Changing the zoning of the land to allow residential development provides a more viable planning option for the land.

The PP also introduces new controls for Height of Buildings and Minimum Lot Size. These controls are:

- Height of Buildings: 11 metres; and
- Minimum Lot Size: 1,200m<sup>2</sup>.

These standards are also consistent with those which apply to the adjoining development at 'The Summit' and are appropriate.

The PP was progressed to P&I on 21 May 2013. P&I issued a Gateway Determination on 7 June 2013 (Attachment 2) permitting the public exhibition of the PP subject to conditions.

The PP was placed on public exhibition for the period from 24 July 2013 to 21 August 2013. No modifications have been made to the PP as a result of this exhibition. The PP is now recommended for endorsement by Council.

Draft Coffs Harbour LEP 2013 (Amendment No. 1) has been prepared in accordance with the final PP. These maps are included as Attachment 1.

Council must decide whether to support the final PP by adopting the draft maps.

If Council endorses the final PP and the draft LEP 2013 (Amendment No. 1) maps, they will be forwarded to P&I who will coordinate the legal drafting of the LEP Instrument and the making of the LEP with Parliamentary Counsel. P&I will consult with Council on the terms of the LEP, to ensure its consistency with the objectives, outcomes and provisions of the PP. If the Minister for Planning and Infrastructure considers it appropriate, the proposal submitted by Council can be varied. The Minister can also decide not to make a proposed LEP, or to defer the inclusion of a matter in a proposed LEP.

Once the Minister decides to make a LEP, the decision is given effect by publishing the LEP (including maps) on the NSW Legislation website.

## B. DCP Amendments

The Draft Coffs Harbour DCP 2013 has been amended, as identified on the following map, to allow for:

- inclusion of the PP in the Mastracolas Road precinct on the Locality Map; and
- correction of a drafting anomaly to correctly indicate the West Diggers precinct on the Locality Map.

Some minor phrasing corrections have also been added to the Planning Strategy of Component E15.

It was considered that holding Component E15 over until the completion of the Planning Proposal exhibition would allow both to be assessed and reported to Council post exhibition in one instance. Component E15 is now presented as Attachment 3.



### Sustainability Assessment:

Proposed amendments to Council's Planning Policies must address environmental, social, civic leadership and economic sustainability criteria.

- **Environment**

Environmental sustainability issues were addressed by the planning studies and supporting information which was supplied prior to the PP being initially reported to Council, which include:

- flora and fauna;
- bushfire risk assessment;
- slope, soils and topography;
- hydrology and drainage; and
- economically sustainable development.

It is considered that there are no adverse environmental impacts created by this development.

- **Social**

This PP also addresses social sustainability, including:

- traffic and access;
- residential housing supply;
- appropriate land uses; and
- potential land use conflict.

It is considered that social issues are adequately addressed in this proposal.

- **Civic Leadership**

There are no civic leadership impacts as a result of recommendations in this report.

- **Economic**

**Broader Economic Implications**

The PP augments the current residential land stock of Coffs Harbour Local Government Area (LGA) and allows Residential 2E Tourist land uses which are economically beneficial to the locality.

**Delivery Program/Operational Plan Implications**

There are no implications to Council's current Operational Plan.

**Risk Analysis:**

This PP represents a minor rezoning in the context of Council's LGA wide planning strategy, represented by:

- Coffs Harbour City LEP 2000; and
- draft Coffs Harbour LEP 2013.

Draft Coffs Harbour LEP 2013 is currently waiting to be made by the Minister for Planning. Until draft Coffs Harbour LEP 2013 is made, there may be a delay in the making of this Amendment. This PP can then be made as an amendment to that Planning Instrument. This risk of delay is the only risk identified with the PP.

### **Consultation:**

The Gateway Determination issued by P&I stipulated that the PP be exhibited for a minimum of 14 days. P&I determined that consultation with public authorities was not required.

Under the provisions of the EP&A Act, draft DCPs are required to be advertised for a minimum of 28 days. It was determined that the draft PP and draft North Coffs DCP be exhibited concurrently for that 28 day period.

The documents and maps were placed on public exhibition from 24 July 2013 to 21 August 2012, with one submission being received. This submission is discussed in the 'Issues' section of this report.

### **Related Policy and / or Precedents:**

Other policies and statutory documents relevant to this proposal are:

- State Environmental Planning Policy No. 71 (Coastal Protection);
- Coffs Harbour City Koala Plan of Management 1999;
- North Coffs DCP;
- Coffs Harbour City LEP 2000;
- draft Coffs Harbour LEP 2013;
- Mid North Coast Regional Strategy; and
- P&I Section 117 Directions.

### **Statutory Requirements:**

This PP was initiated in response to a landowner's request. The PP has been exhibited in accordance with Sections 56(2)(c) and 57 of the EP&A Act. Exhibition of the draft DCP is relevant to Clause 18(2) of the EP&A Regulations 2000.

### **Planning Proposal Issues:**

Council received one submission as a result of the exhibition of the PP and draft DCP. A copy of the submission is a confidential attachment to this report (Attachment 4) as the submission may contain personal or private information or other considerations against disclosure as prescribed under the *Government Information (Public Access) Act 2009*. The issues raised in the submission are addressed as follows:

- **Issue:** Potential impacts on the adjoining Environmental Protection zone and views from the Pacific Highway.

#### **Comments:**

All existing land in the vicinity zoned for environmental protection purposes has been retained by this PP. Should the rezoning proceed as recommended, a 'Preservation of Trees or Vegetation' order will not apply to the land because the land has an area of less than 2,000m<sup>2</sup>. However, the subject site is cleared of vegetation so this will not be an issue.

The existing vegetation buffer between the existing residential area and the Pacific Highway is to be retained, which provides for the retention of existing amenity in terms of views and sight lines between the proposed residential area and the Pacific Highway.

#### **Recommendation:**

No amendment is required to the exhibited PP in relation to the issues discussed above.

- **Issue:** The submission states that the subject land has been previously identified as a bushfire buffer to residential development in the Island View Close residential area, and that a change to a residential zone would pose significant bushfire risk to any dwellings built there.

**Comments:**

The PP was supported by a Bushfire Risk Assessment under the provisions of Planning for Bushfire Protection 2006, administered by the Rural Fire Service (RFS). The Bushfire Risk Assessment was referred to the RFS in the early stages of the PP process. The RFS advised Council that the PP was supported by the RFS in terms of satisfying the assessment criteria of Planning for Bushfire Protection 2006.

**Recommendation:**

In terms of Bushfire Risk, the zoning (as exhibited) is suitable and no amendment is required.

- **Issue:** The submission states that should the rezoning proceed, the prospect of subdivision will further impact the adjoining Environmental Protection zone.

**Comments:**

While residential development will be permitted, any application for subdivision will be subject to:

- 1,200m<sup>2</sup> minimum lot size;
- Bushfire Asset Protection zones;
- Planning Controls outlined in Coffs Harbour DCP 2013.

Given that the land has an area of only 1,450m<sup>2</sup>, it will not be able to be further subdivided.

It is considered that the application of those standards and planning controls to development applications for subdivision will promote the retention and functionality of the Environmental Protection zones.

**Recommendation:**

No amendment to the exhibited PP is required in relation to this issue.

- **Issue:** Impact on residential amenity to the neighbouring block.

**Comments:**

The existing vegetation between the land subject to this PP and neighbouring allotments are retained as Environmental Protection zones, which also act as a buffer between 'The Summit' development and nearby residences in the Island View Close locality.

**Recommendation:**

There is no amendment required to the PP in relation to potential amenity impacts on neighbouring allotments.

**DCP Issues:**

- **Issue:** Inclusion of the PP in the Coffs Harbour DCP.

**Comments:**

The public exhibition as an amended Component E15 included the following changes:

- A revised phrasing of the planning strategy contained in E15.1 of that Component; and
- The inclusion of the land subject to the Dress Circle PP into the Mastracolas Road section of the North Coffs tourist development precinct, as shown on Map 7 within Component E15.

**Recommendation:**

The development controls applicable to the new land will be amended as per the existing controls for the Mastracolas Road section of the North Coffs tourist development precinct as set out in section E15.3.5 of Component E15 – Tourist Development Precincts of the DCP.

- **Issue:** Correction of drafting anomaly (West Diggers Precinct)

**Comments:**

Map 7 of Coffs Harbour DCP 2013 Component E15, as previously exhibited, was originally prepared showing an incorrect boundary for the West Diggers Precinct. Coffs Harbour City LEP 2000 currently has an Environmental Protection 7B Scenic Buffer zone, which has been removed under the provisions of draft Coffs Harbour LEP 2013, because no equivalent zone exists in the Standard Instrument template. The residential zone will stretch to the boundary of the Pacific Highway in draft LEP 2013, and the DCP map needs to reflect this boundary.

**Recommendation:**

The boundary of the West Diggers locality will be amended to include the land currently zoned Environmental Protection 7B Scenic Buffer by Coffs Harbour City LEP 2000.

**Implementation Date / Priority:**

The timeframe for a PP is established in the Gateway Determination from P&I; i.e. *the timeframe for completing the LEP is to be nine months from the week following the date of the Gateway Determination*. Thus the LEP is to be completed by 7 March 2014.

**Recommendation:**

1. That Council endorse the final Planning Proposal PP\_2013\_COFFS\_001\_00 (Part Lot 3, DP270533, Dress Circle, Coffs Harbour) by adopting draft Coffs Harbour Local Environmental Plan 2013 (Amendment No. 1) (Attachment 1).
2. That Council instructs the General Manager or his delegate to consult with NSW Planning and Infrastructure on the terms of the Local Environmental Plan, to ensure its consistency with the objectives, outcomes and provisions of the Planning Proposal.
3. That upon completion of the legal instrument being drafted, the Minister for Planning be requested to make a Local Environmental Plan.
4. That the landowner and those who made submissions to PP\_2013\_COFFS\_000\_01 be informed of Council's decision.
5. That Council adopt Component E15 Tourist Development Precincts of draft Development Control Plan 2013 (Attachment 3).



## **Coffs Harbour Local Environmental Plan 2013 (Amendment No. 1)**

under the

Environmental Planning and Assessment Act 1979

### **1 Name of Plan**

This Plan is Coffs Harbour Local Environmental Plan 2013 (Amendment No. 1).

### **2 Commencement**

This Plan commences on the day on which it is published on the NSW legislation website.

### **3 Land to which Plan applies**

This Plan applies to that part of Lot 3, DP270533, Dress Circle, Coffs Harbour as shown distinctively coloured and labelled "R1" on the map marked "*Coffs Harbour Local Environmental Plan 2013 (Amendment No. 1)*" deposited in the office of Coffs Harbour City Council.

### **4 Amendment of Coffs Harbour Local Environmental Plan 2013**

#### **Dictionary**

Insert in appropriate order in the definition of *the map*:

Coffs Harbour Local Environmental Plan 2013 (Amendment No. 1)



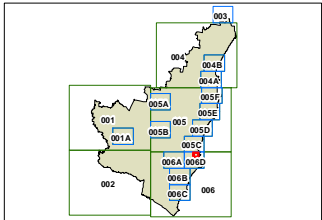
**Coffs Harbour  
Local Environmental  
Plan 2013  
Amendment No. 1**

Land Zoning Map -  
PP\_2013\_COFFS\_001\_00

Site Identification Map  
Part of map file:  
1800\_COM\_LZN\_006D\_005\_20130913

**R1** Subject Site

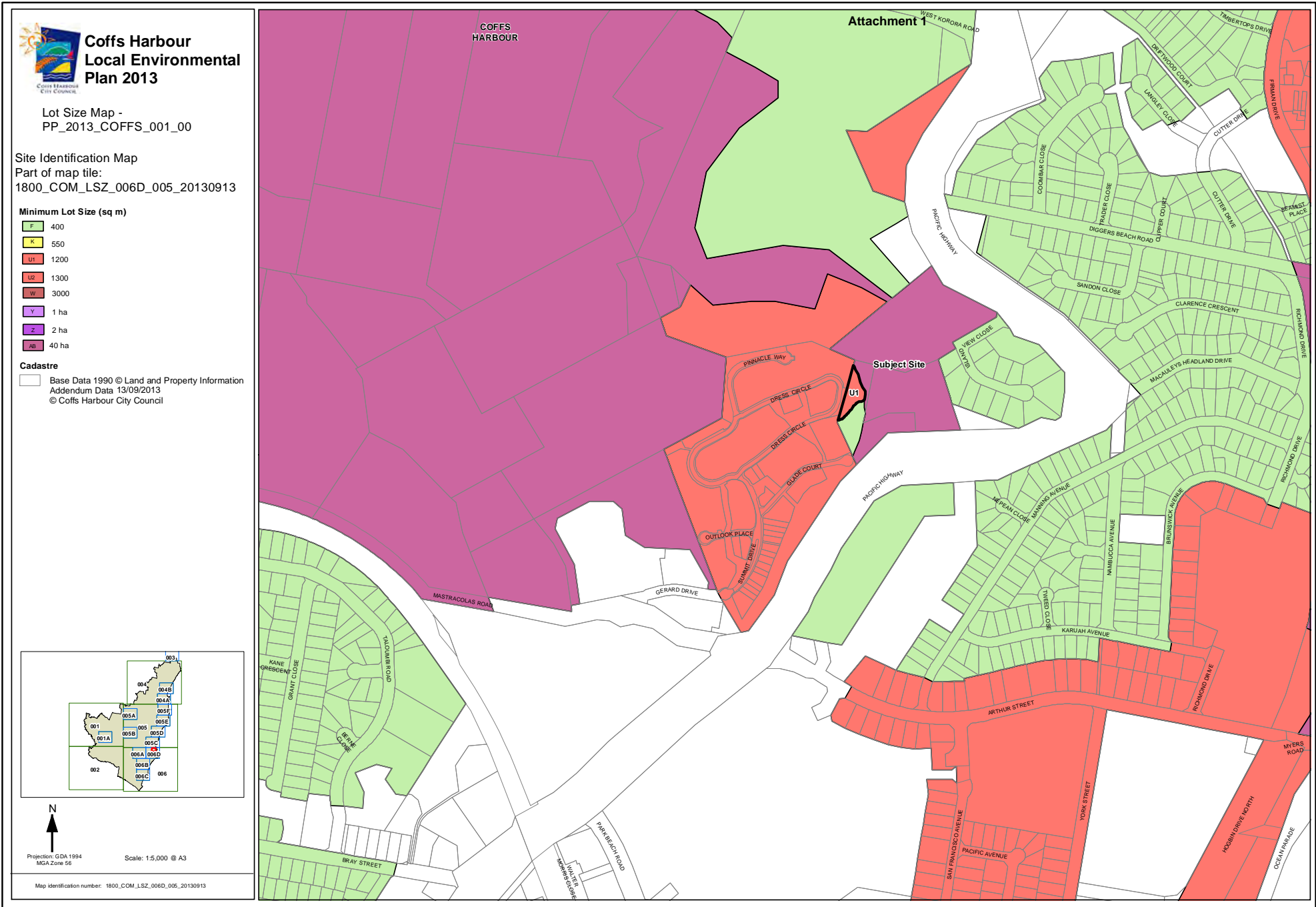
**Cadastr**  
Base Data 1990 © Land and Property Information  
Addendum Data 13/09/2013  
© Coffs Harbour City Council



Projection: GDA 1994  
MGA Zone 56  
Scale: 1:5,000 @ A3

Map identification number: 1800\_COM\_LZN\_006D\_005\_20130913







**Coffs Harbour  
Local Environmental  
Plan 2013**

Height of Buildings Map -  
PP\_2013\_COFFS\_001\_00

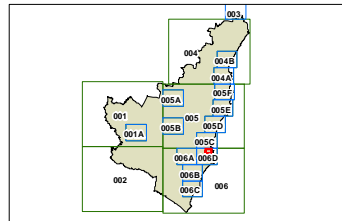
Site Identification Map  
Part of map tile:  
1800\_COM\_HOB\_006D\_005\_20130913

**Maximum Building Height (m)**

- 5.4
- 8.5
- 11
- 15.5
- 17
- 17.5
- 19
- 22
- 28
- 40

**Cadastre**

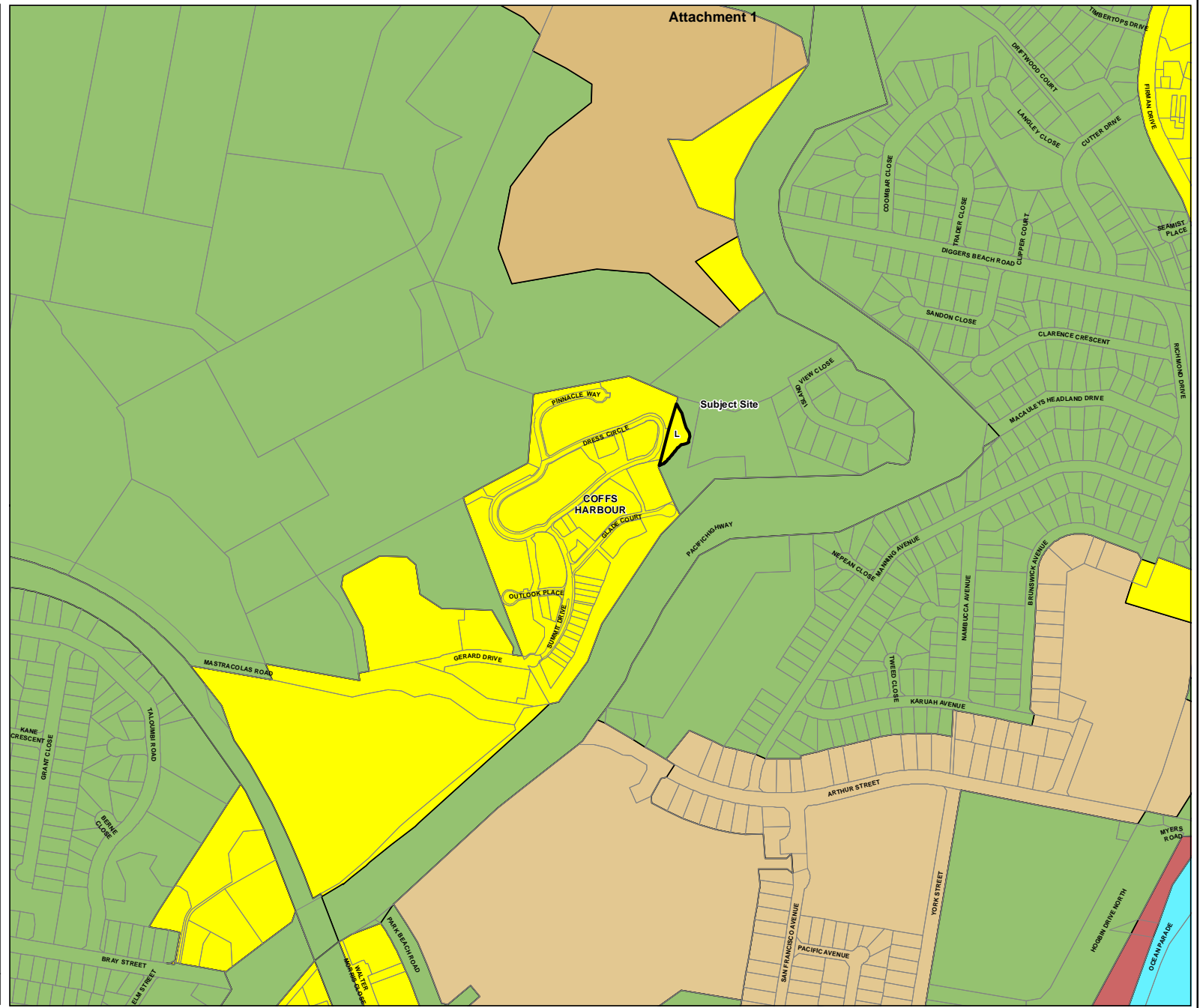
- Base Data 1990 © Land and Property Information
- Addendum Data 13/09/2013
- © Coffs Harbour City Council



Projection: GDA 1994  
MGA Zone 56

Scale: 1:5,000 @ A3

Map identification number: 1800\_COM\_HOB\_006D\_005\_20130913







Contact: Luke Blandford  
 Phone: (02) 6641 6600  
 Fax: (02) 6641 6601  
 Email: Luke.Blandford@planning.nsw.gov.au  
 Postal: Locked Bag 9022, Grafton NSW 2460

Our ref: PP\_2013\_COFFS\_001\_00 (13/09042)  
 Your ref: 3386601

Mr Steve McGrath  
 General Manager  
 Coffs Harbour City Council  
 Locked Bag 155  
 COFFS HARBOUR NSW 2450

Dear Mr McGrath,

**Planning proposal to amend draft Coffs Harbour Local Environmental Plan 2013**

I am writing in response to your Council's letter dated 21 May 2013 requesting a Gateway determination under section 56 of the Environmental Planning and Assessment Act 1979 ("EP&A Act") in respect of the planning proposal to rezone part Lot 3 DP 270533 at Dress Circle, Coffs Harbour to R1 General Residential.

As delegate of the Minister for Planning and Infrastructure, I have now determined the planning proposal should proceed subject to the conditions in the attached Gateway determination.

I have also agreed the planning proposal's inconsistencies with S117 Directions 4.1 Acid Sulfate Soils and 1.2 Rural Zones are of minor significance or consistent with the Mid North Coast Regional Strategy and the proposal's inconsistency with Direction 4.4 Planning For Bushfire Protection is justified by written advice from the NSW Rural Fire Service confirming that it does not object to the proposed rezoning. No further approval is required in relation to these Directions.

The Minister delegated his plan making powers to councils in October 2012. It is noted that Council has now accepted this delegation. I have considered the nature of Council's planning proposal and have decided to issue an authorisation for Council to exercise delegation to make this plan.

The amending Local Environmental Plan (LEP) is to be finalised within 9 months of the week following the date of the Gateway determination. Council should aim to commence the exhibition of the planning proposal as soon as possible. Council's request to draft and finalise the LEP should be made directly to Parliamentary Counsel's Office 6 weeks prior to the projected publication date. A copy of the request should be forwarded to the department for administrative purposes.

The State Government is committed to reducing the time taken to complete LEPs by tailoring the steps in the process to the complexity of the proposal, and by providing clear and publicly available justification for each plan at an early stage. In order to meet these commitments, the Minister may take action under section 54(2)(d) of the EP&A Act if the time frames outlined in this determination are not met.

**Attachment 2**

Should you have any queries in regard to this matter, please contact Luke Blandford of the regional office of the department on 02 6641 6600.

Yours sincerely,



**Neil McGaffin** 7.6.13  
**Executive Director**  
**Rural and Regional Planning**





## Gateway Determination

**Planning proposal (Department Ref: PP\_2013\_COFFS\_001\_00):** to rezone land at Dress Circle, Coffs Harbour to R1 General Residential.

I, the Executive Director, Rural and Regional Planning at the Department of Planning and Infrastructure as delegate of the Minister for Planning and Infrastructure, have determined under section 56(2) of the EP&A Act that an amendment to the draft Coffs Harbour Local Environmental Plan (LEP) 2013 to rezone part Lot 3 DP 270533 at Dress Circle, Coffs Harbour to R1 General Residential should proceed subject to the following conditions:

1. Prior to undertaking public exhibition, Council is to update the planning proposal to include existing and proposed land zoning maps under draft Coffs Harbour LEP 2013, which are at an appropriate scale and clearly identify the subject site.
2. Council is to ensure that the planning proposal satisfies the requirements of State Environmental Planning Policy (SEPP) 55 – Remediation of Land. If required, Council is to prepare an initial site contamination investigation report to demonstrate that the site is suitable for rezoning to the proposed zone. This report is to be included as part of the public exhibition material.
3. Community consultation is required under sections 56(2)(c) and 57 of the Environmental Planning and Assessment Act 1979 ("EP&A Act") as follows:
  - (a) the planning proposal is classified as low impact as described in *A Guide to Preparing LEPs (Department of Planning & Infrastructure 2013)* and must be made publicly available for a minimum of **14 days**; and
  - (b) the relevant planning authority must comply with the notice requirements for public exhibition of planning proposals and the specifications for material that must be made publicly available along with planning proposals as identified in section 5.5.2 of *A Guide to Preparing LEPs (Department of Planning & Infrastructure 2013)*.
4. No consultation is required with public authorities under section 56(2)(d) of the EP&A Act.
5. A public hearing is not required to be held into the matter by any person or body under section 56(2)(e) of the EP&A Act. This does not discharge Council from any obligation it may otherwise have to conduct a public hearing (for example, in response to a submission or if reclassifying land).
6. The timeframe for completing the LEP is to be **9 months** from the week following the date of the Gateway determination.

Dated 7<sup>th</sup> day of June 2013.

**Neil McGaffin**  
Executive Director  
Rural and Regional Planning  
Department of Planning and Infrastructure

**Delegate of the Minister for Planning and Infrastructure**



**WRITTEN AUTHORISATION TO EXERCISE DELEGATION**

Coffs Harbour City Council is authorised to exercise the functions of the Minister for Planning and Infrastructure under section 59 of the *Environmental Planning and Assessment Act 1979* that are delegated to it by instrument of delegation dated 14 October 2012, in relation to the following planning proposal:

Number	Name
PP_2013_COFFS_001_00	Planning proposal to rezone part Lot 3 DP 270533 at Dress Circle, Coffs Harbour to R1 General Residential.

In exercising the Minister's functions under section 59, the Council must comply with the Department's "A guideline for the preparation of local environmental plans" and "A guide to preparing planning proposals".

Dated *7th June* 2013

A handwritten signature in blue ink, appearing to read 'Neil McGaffin'.

Neil McGaffin  
**Executive Director**  
**Rural and Regional Planning**  
**Department of Planning and Infrastructure**



## Attachment 5 – Delegated plan making reporting template

### Reporting template for delegated LEP amendments

**Notes:**

- Planning proposal number will be provided by the department following receipt of the planning proposal
- The department will fill in the details of Tables 1 and 3
- RPA is to fill in details for Table 2
- If the planning proposal is exhibited more than once, the RPA should add additional rows to **Table 2** to include this information
- The RPA must notify the relevant contact officer in the regional office in writing of the dates as they occur to ensure the department's publicly accessible LEP Tracking System is kept up to date
- A copy of this completed report must be provided to the department with the RPA's request to have the LEP notified

**Table 1 – To be completed by the department**

Stage	Date/Details
Planning Proposal Number	PP_2013_COFFS_001_00
Date Sent to Department under s56	21/05/2013
Date considered at LEP Review Panel	06/06/2013
Gateway determination date	07/06/2013

**Table 2 – To be completed by the RPA**

Stage	Date/Details	Notified Reg Off
Dates draft LEP exhibited		
Date of public hearing (if held)		
Date sent to PCO seeking Opinion		
Date Opinion received		
Date Council Resolved to Adopt LEP		
Date LEP made by GM (or other) under delegation		
Date sent to DP&I requesting notification		

**Table 3 – To be completed by the department**

Stage	Date/Details
Notification Date and details	

**Additional relevant information:**

# COFFS HARBOUR DEVELOPMENT CONTROL PLAN 2013

## COMPONENT E15 TOURIST DEVELOPMENT PRECINCTS

### Applies to

Tourist residential development proposed on land zoned R1 General Residential within the Coffs Harbour Local Government Area (see the mapped areas within this Component)

### Date adopted by Council

Day Month 2013

### Effective Date

Effective upon making of Coffs Harbour Local Environmental Plan 2013

### Amendments

Date and description of amendments

### Disclaimer

The hyperlinks to various State or Federal Government legislation have been included in this Development Control Plan in good faith and were current at the time that this document was prepared.

Applicants, landowners and any person(s) using the hyperlinks should ensure that the relevant legislation or policy is the most up-to-date version. This information may be obtained from the relevant government authority administering the legislation.

*This Component provides the general controls for tourist residential development on lands zoned R1 General Residential within the Coffs Harbour Local Government Area.*

### E15.1 PLANNING STRATEGY

#### E15.1.1 Objectives

1. To encourage tourism development.
2. To ensure that the scale and intensity of development is appropriate to the environmental characteristics of the land and locality.
3. To promote ecologically sustainable development.

#### E15.1.2 Masterplan

- Guide development in the R1 General Residential zones in accordance with the individual 'precinct' plans contained in this component of the DCP.
- Require development to conform to the planning controls listed in this and other relevant components of this DCP.

## DCP COMPONENTS

### PART A - INTRODUCTORY AND GENERAL INFORMATION

COMPONENT A1 ADMINISTRATION  
COMPONENT A2 NOTIFICATION AND PUBLIC PARTICIPATION

### PART B - LAND USE SPECIFIC INFORMATION

COMPONENT B1 SUBDIVISION REQUIREMENTS  
COMPONENT B2 RESIDENTIAL DEVELOPMENT REQUIREMENTS  
COMPONENT B3 BUSINESS DEVELOPMENT REQUIREMENTS  
COMPONENT B4 INDUSTRIAL DEVELOPMENT REQUIREMENTS  
COMPONENT B5 RURAL DEVELOPMENT REQUIREMENTS  
COMPONENT B6 POST EUROPEAN HERITAGE REQUIREMENTS  
COMPONENT B7 BIODIVERSITY REQUIREMENTS

### PART C - ISSUE SPECIFIC INFORMATION

COMPONENT C1 DESIGN REQUIREMENTS  
COMPONENT C2 ACCESS, PARKING AND SERVICING REQUIREMENTS  
COMPONENT C3 LANDSCAPING REQUIREMENTS  
COMPONENT C4 ADVERTISING SIGNS REQUIREMENTS  
COMPONENT C5 SEX SERVICES PREMISES REQUIREMENTS  
COMPONENT C6 MINOR EARTHWORKS REQUIREMENTS  
COMPONENT C7 WASTE MANAGEMENT REQUIREMENTS  
COMPONENT C8 INTEGRATED (NATURAL) WATER CYCLE MANAGEMENT REQUIREMENTS

### PART D - HAZARD MANAGEMENT INFORMATION

COMPONENT D1 EROSION AND SEDIMENT CONTROL REQUIREMENTS  
COMPONENT D2 CONTAMINATED LAND MANAGEMENT REQUIREMENTS  
COMPONENT D3 FLOODING AND COASTAL HAZARD REQUIREMENTS

### PART E - LOCALITY BASED SPECIAL INFORMATION

COMPONENT E1 COFFS HARBOUR REGIONAL AIRPORT  
COMPONENT E2 BOAMBEE CREEK  
COMPONENT E3 COFFS HARBOUR CITY CENTRE  
COMPONENT E4 HEARNES LAKE / SANDY BEACH  
COMPONENT E5 KORORA LARGE LOT RESIDENTIAL MOONEE  
COMPONENT E6 NORTH BOAMBEE VALLEY (EAST)  
COMPONENT E7 NORTH BONVILLE  
COMPONENT E8 SAWTELL VILLAGE PRECINCT  
COMPONENT E9 SOUTH COFFS  
COMPONENT E10 WEST COFFS  
COMPONENT E11 WEST WOOLGOOLGA  
COMPONENT E12 PACIFIC HIGHWAY DEVELOPMENT SETBACK AREA  
COMPONENT E13 HALLS ROAD BUSINESS PRECINCT  
COMPONENT E14 TOURIST DEVELOPMENT PRECINCTS

### PART F - GLOSSARY AND APPENDIX

COMPONENT F1 GLOSSARY  
COMPONENT F2 APPENDIX 1

### E15.1.3 Urban Design Strategy

- Ensure that new development makes a positive contribution to the local streetscape.
- Ensure that new development successfully integrates with existing development.

### E15.1.4 Business Strategy

- Allow tourist oriented business development to provide for the needs of tourists.
- Allow for shop top housing as part of a tourist oriented mixed use proposal.

### E15.1.5 Desired Future Locality Character

- The future character of development within each of the General Residential zones is set out within the individual “precinct” plans.

## E15.2 GENERAL REQUIREMENTS FOR LAND ZONED R1 GENERAL RESIDENTIAL

---

### E15.2.1 Objective

1. To ensure that the design and operation of residential tourist development responds positively to its surrounds.

### E15.1.2 Controls

#### a) General

- i) Development is to comply with the Planning Strategy outlined in E15.1 above, and the controls contained in this and other Components of this DCP.
- ii) Controls for density and setback vary for different allotments and locations. The maps indicate the location of each R1 zoned site and the design controls that apply.

*Note: Controls for R1 zoned lands at Hearnnes Lake are contained in Component E4 Hearnnes Lake.*

#### b) Density

- i) The density of development is to comply with the density controls outlined in each of the localities listed in E15.3 below.

*Note: Density is described in two categories:*

- *tourist density: applies to motels and other tourist accommodation and/or facilities; and*
- *residential density: applies to residential development, for example multi-unit housing, which is not used for tourist accommodation purposes.*

#### c) Hours of Operation

- i) Tourist activities are to operate within hours which will not detrimentally affect adjoining land uses, particularly in terms of noise and lighting nuisance.
- ii) Details of proposed hours of operation are to be provided with the development application (DA).

#### d) Views

- i) The views (including view corridors) from adjoining properties, as well as those from the subject land, should be taken into consideration when designing new buildings.

## E15.3 SITE SPECIFIC CONTROLS FOR LAND ZONED R1 GENERAL RESIDENTIAL

### E15.3.1 Objective

1. To ensure that the scale and intensity of tourist residential development is appropriate to the environmental characteristics of the land and locality.

### E15.3.2 Woolgoolga

These controls relate to lands in the Woolgoolga area:

MAP 1 - WOOLGOOLA ENTRY WAY



MAP 2 - WOOLGOOLGA BEACH



### a) Building Design Statement

- i) Development in Woolgoolga will be of a low density and low key nature. The development shall provide an environment for tourist and residential uses in a relaxed beach setting.
- ii) Interesting design elements are encouraged, such as variations in roofline and balconies.

### b) Controls

#### i) Density

- Tourist: one unit/300m<sup>2</sup>; and
- Residential: one dwelling/400m<sup>2</sup>.

#### ii) Setback

- Front: five metres; and
- Side and Rear: 1.5 metres.

### E15.3.3 Sapphire

These controls relate to lands shown in the Sapphire area:

MAP 3 - SAPPHIRE





**a) Building Design Statement**

- i) Development is to provide a medium density style accommodation which will promote coastal views and be designed with consideration to the natural environment, being beaches and coastal bushland setting.

**b) Controls**

**i) Density**

- Tourist: one unit/150m<sup>2</sup>; and
- Residential: one dwelling/200m<sup>2</sup>.

**ii) Setback**

- Front: 20 metres to Pacific Highway, six metres to local roads; and
- Side and Rear: Assessed on merit.

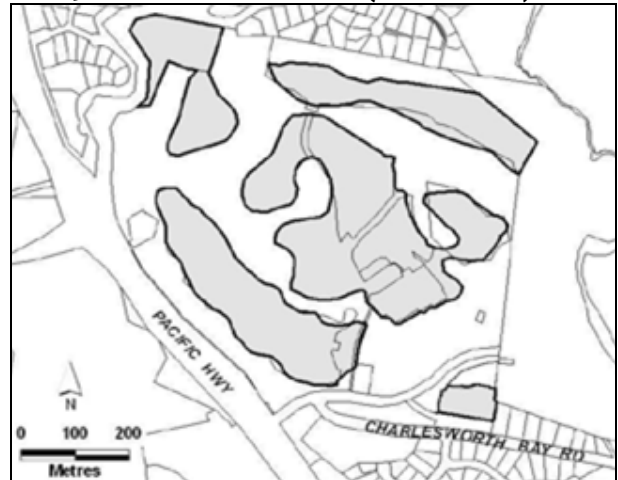
**E15.3.4 Korora/Charlesworth Bay/Diggers Beach Beach**

These controls relate to lands in the Korora/ Charlesworth Bay/Diggers Beach area:

**MAP 4 – KORORA (OPAL COVE)**



**MAP 5 - CHARLESWORTH BAY (PACIFIC BAY)**



**MAP 6 - DIGGERS BEACH (AANUKA)**



**a) Building Design Statement**

- i) Development is to be of a medium or high density tourist nature and may include a range of recreational facilities such as golf courses, tennis courts, restaurants and swimming pools.
- ii) Buildings are to contain elements which take advantage of ocean views and solar access where possible.
- iii) Buildings are to be suitably landscaped to be compatible with, rather than dominate the surrounding environment.

**b) Controls**

**i) Density**

- Tourist: one unit/300m<sup>2</sup>; and
- Residential: one dwelling/400m<sup>2</sup>.

**ii) Setbacks**

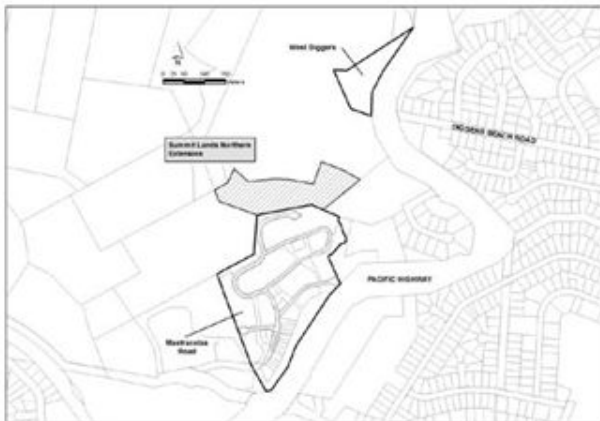
- Front: 20 metres to Pacific Highway, six metres to local roads;
- Side: six metres; and
- Rear: three metres, reduced to one metre where the building height is less than three metres.

*Note: Charlesworth Bay (Pacific Bay) is also subject to an approved [Masterplan-No.51-11-2004](#), which includes additional development controls. Contact Council for further information.*

**E15.3.5 North Coffs Harbour**

These controls relate to lands in the North Coffs Harbour area:

**MAP 7 - NORTH COFFS HARBOUR**



**(a) Building Design Statement**

- i) Residential development in these areas is to be medium density in nature, and is to enhance the surrounding bushland environment. Such developments are to provide self-contained accommodation in close proximity to shops, services and tourist facilities.

- ii) Buildings should be designed, located and landscaped to reduce amenity impacts on adjoining properties and public places.

- iii) Proposals are to incorporate the use of natural colours (greys, greens and browns) where practicable.

*Note: This location supports a style of building on steep land which provides for views and solar access.*

**(b) Controls**

**i) Density**

- Tourist:
  - West Diggers: one unit/150m<sup>2</sup>; and
  - Mastrocolas Road: one unit/200m<sup>2</sup>.
- Residential:
  - West Diggers, Mastrocolas Road: one dwelling/200m<sup>2</sup>

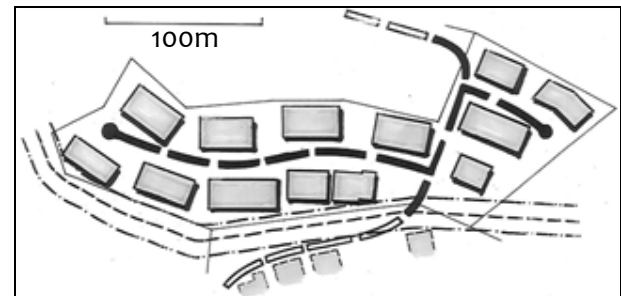
**ii) Setbacks**

- Front: 20 metres
- Side and Rear: Assessed on merit

**E15.3.6 Summit Lands Northern Extension**

These controls relate to lands shown in Figure 1 below:

**FIGURE 1 - SUMMIT LANDS NORTHERN EXTENSION CONCEPT MASTERPLAN**



- KEY**
- Approximate Building Footprint
  - Site Boundary
  - Road Network
  - Approximate Ridgeline
  - 10 metre offset from Ridgeline (20 metres total)

**a) Building Design Statement**

- i) Residential development in this area is to be designed to enhance the surrounding bushland environment and maximise visual and social amenity.

**b) Controls**

**i) Density**

- Development should accord with the Masterplan in Figure 1 and achieve a minimum 'yield' of 49 dwellings, situated within the building footprint identified.
- The maximum dwelling yield shall not exceed the target density by more than 15%.

**ii) Setbacks**

The minimum setback requirements are:

- all dwellings must front the street; and
- side and rear: assessed on merit.

Buildings must be set back a minimum of 10 metres from the ridgeline, as shown in Figure 1.

*Note: Merit assessment of side and rear boundaries will have regard to:*

- *streetscape;*
- *amenity of surrounding properties; and*
- *setbacks of neighbourhood development.*

**iii) Building Location and Landscape Design**

The following principles are to be considered:

- the 10 metre vegetated ridgeline corridor buffer is to provide visual amenity and a habitat link through the proposed development;
- any requirement for bush fire mitigation should be provided outside of this zone;

- the density of development, particularly on the upper levels of these lands, should be reduced to mitigate visual impact;
- buildings on upper lands should be smaller in size and occupy a smaller footprint. This will reduce the overall physical bulk of the development and ensure optimal scope for vegetation between buildings;
- where possible, new tree planting should incorporate clean trunked native trees to frame views and allow canopies to rise above rooflines to become visually dominant over surrounding built form;
- the layout of the development should incorporate broader areas of open space where taller native trees with large canopies could be planted;
- street tree planting should be optimised to reinforce the visual significance of trees throughout the development; and
- consideration should be given to the use of a mix of native tree species, planted informally and in groups.

**iv) Noise Mitigation**

Assessment is to be undertaken by an appropriately qualified person, having regard to the following guidelines: [NSW Industrial Noise Policy \(1999\)](#) and the [NSW Road Noise Policy \(2011\)](#) for any development on this site.

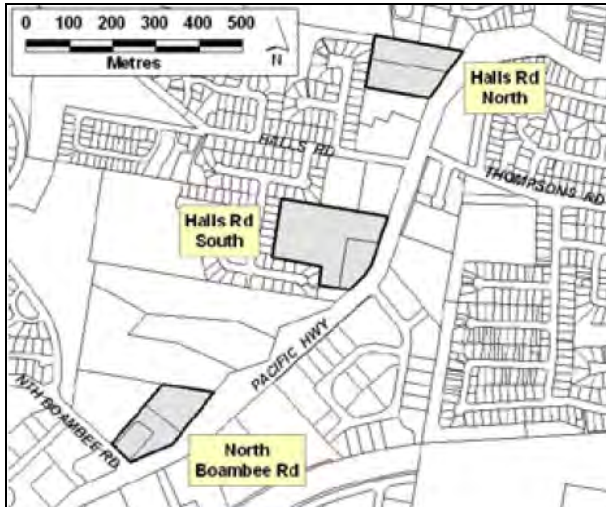
**v) Garbage Collection Services**

- The road design shall provide for waste servicing vehicles and appropriate legal arrangements shall be put in place to facilitate access for this service.

### E15.3.7 South Coffs Pacific Highway

These controls relate to lands in the South Coffs Harbour area:

MAP 8 - SOUTH COFFS PACIFIC HIGHWAY



#### a) Building Design Statement

- i) Developments is to be of a medium density nature. Activities on these sites shall complement nearby bushland and koala habitat areas.
- ii) Buildings will be suitably landscaped to reduce Pacific Highway noise and be constructed from materials which are in character with surrounding buildings.
- iii) Suitable landscape buffers to koala habitat should be provided.

#### b) Controls

- i) **Density**
  - Tourist: one unit/150m<sup>2</sup>; and
  - Residential: one dwelling/200m<sup>2</sup>.
- ii) **Setbacks**
  - Front: 20 metres to Pacific Highway, six metres to other roads; and
  - Side and Rear: three metres, reduced to one metre where the building height is less than three metres.

### B15.3.8 Boambee Bay

These controls relate to lands shown in the following figure:

MAP 9 - BOAMBEE BAY



#### a) Building Design Statement

- i) Development is to be resort-style accommodation in a natural setting. The character is to emphasise the surrounding bushland, Boambee Creek and its environmental values. On-site facilities such as swimming pools and playgrounds are to provide a relaxing and recreational atmosphere.
- ii) Designs are to be in keeping with the natural setting, with landscaping providing natural shade areas. Designs are to minimise overlooking of adjoining units to enhance privacy. Building materials should complement the natural environment in terms of colour and types used.



**b) Controls**

**i) Density**

- Tourist: one unit/100m<sup>2</sup>; and
- Residential: one dwelling/300m<sup>2</sup>.

**ii) Setbacks**

- Front: six metres; and
- Side and Rear: three metres, reduced to one metre where the building height is less than three metres.

**B15.3.9 Sawtell**

These controls apply to the Sawtell area shown:

**MAP 10 - BORONIA STREET**



**MAP 11 - MURRAY'S BEACH**



**a) Building Design Statement**

- i) Development is to support medium density accommodation in a beachside environment.
- ii) Development should promote a relaxed living atmosphere enhanced by ease of access to beaches, sporting facilities and general recreation areas such as playgrounds and reserves.
- iii) Buildings should incorporate elements such as pitched rooflines, shade structures (landscaping or built) and balconies. Use of a variety of materials is to provide an interesting design which will enhance the surrounding environment.

**b) Controls**

**i) Density**

- Tourist: one unit/200m<sup>2</sup>; and
- Residential: one dwelling/400m<sup>2</sup>.

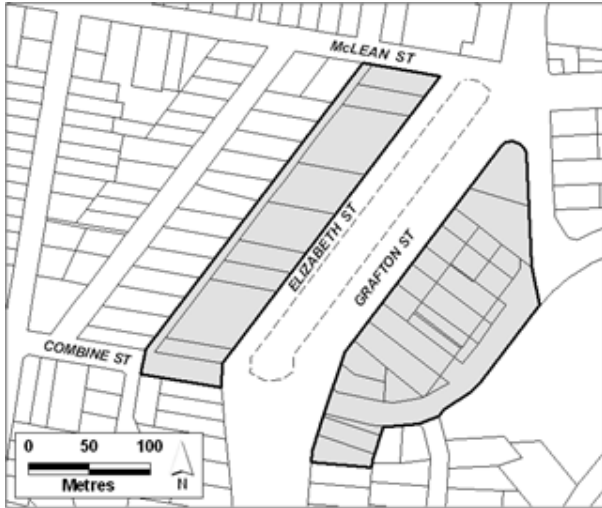
**ii) Setbacks**

- Front: six metres; and
- Side and Rear: three metres, reduced to one metre where the building height is less than three metres.

**E15.3.10 Coffs Harbour CBD Southern Approach**

These controls apply to lands shown in the Coffs Harbour CBD Southern Approach area:

**MAP 12 - COFFS HARBOUR CENTRAL**



**a) Building Design Statement**

- i) This site provides higher density development in close proximity to the City Centre, public transport and facilities such as restaurants and shops.

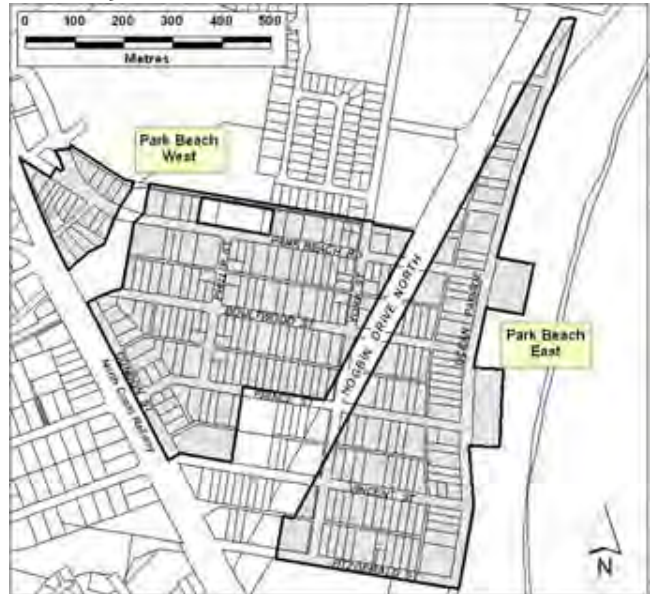
**b) Controls**

- i) **Density**
  - Tourist: one unit/80m<sup>2</sup>; and
  - Residential: one dwelling/100m<sup>2</sup>.
- ii) **Setbacks**
  - Front: six metres; and
  - Side and Rear: three metres, reduced to one metre where the building height is less than three metres.

**E15.3.11 Park Beach**

These controls apply to the Park Beach area shown:

**MAP 13 - PARK BEACH**



**a) Building Design Statement**

- i) Development can be medium density which provides holiday accommodation near tourist facilities, shops, sporting facilities and beaches.
- ii) Development will be sympathetic to the surrounding built and natural environment and be of a style in keeping with adjoining buildings.
- iii) Buildings should contain elements which reflect the nearby Park Beach environment - balconies to enhance solar access, curved or pitched rooflines, light colours and materials, as well as different types of materials.



**b) Controls – Park Beach West**

**i) Density**

- Tourist: one unit/150m<sup>2</sup>; and
- Residential: one dwelling/200m<sup>2</sup>.

**ii) Setbacks**

- Front: six metres; and
- Side and Rear: three metres, reduced to one metre where the building height is less than three metres.

**c) Controls – Park Beach East**

**i) Density**

Unit Size (GFA)	Min. Site (land) Area required per unit
Motel/Tourist Accommodation (<50m <sup>2</sup> )	40m <sup>2</sup>
Small residential dwelling (<55m <sup>2</sup> )	50m <sup>2</sup>
Medium residential dwelling (55-70m <sup>2</sup> )	60m <sup>2</sup>
Large residential dwelling (>70m <sup>2</sup> )	80m <sup>2</sup>

**NB: Motel/Tourist accommodation >50m<sup>2</sup> must comply with residential provisions**

- Proposals which involve a mix of dwelling sizes will be determined on merit, consistent with the maximum allowable height limit that applies to the site.
- The consolidation of allotments may be necessary to meet these densities.

**ii) Setbacks (South of Park Beach Road)**

- Front: six metres; and
- Side and Rear: three metres, reduced to one metre where the building height is less than three metres.

**iii) Setbacks (North of Park Beach Road)**

- Setbacks for this area are indicated in Figures 1 and 2 shown below.

**E15.2.12 Coffs Harbour Jetty**

These controls apply to lands shown in the Coffs Harbour Jetty area:

**MAP 14 - COFFS HARBOUR JETTY**



**a) Building Design Statement**

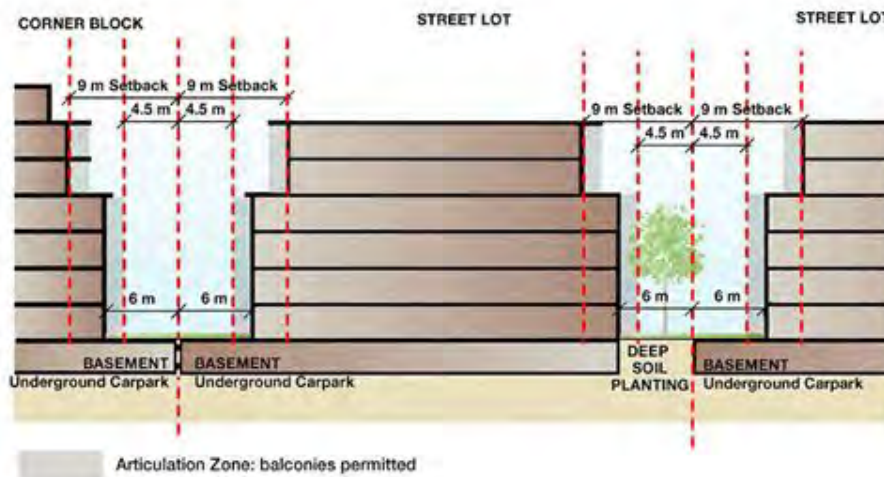
- i) These sites provide predominantly medium-high density residential developments in close proximity to the Jetty Village, public transport and facilities such as restaurants and shops.

**b) Controls**

**i) Setbacks**

- Front: A 3.5 metre setback from the front boundary applies to single storey buildings and an additional 1.5 metre setback applies for every additional storey. Additional storeys over and above the second storey are to be included within a 30° building plane measured from the horizontal and taken from the corner of the second storey (see Figure 3); and
- Side and Rear: six metres, reduced to three metres where the building height is two storeys or less.

FIGURE 1



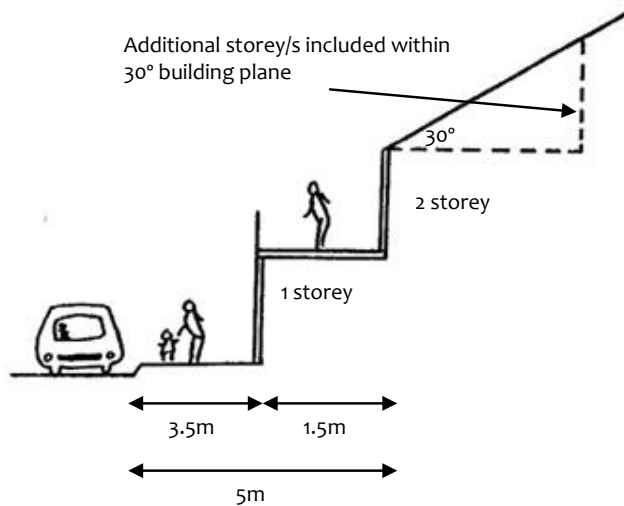
SECTION A

FIGURE 2

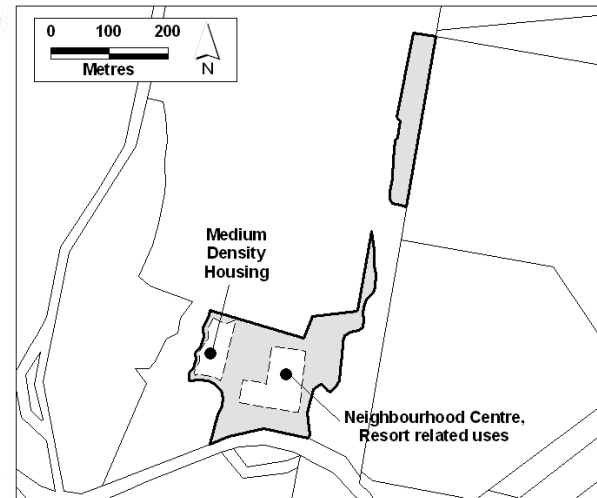




FIGURE 3



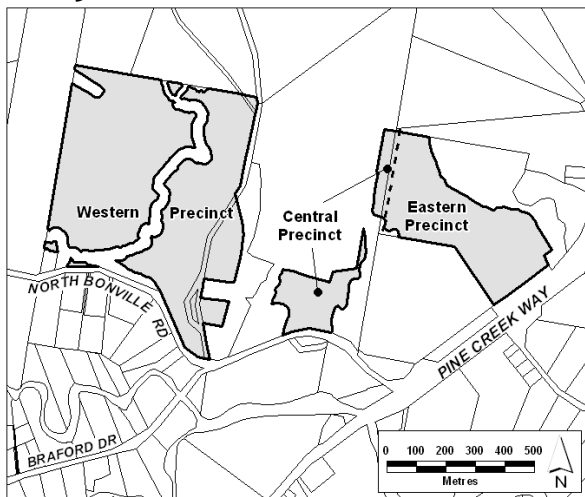
MAP 16 – CENTRAL PRECINCT DETAIL



**E15.3.13 Bonville**

These controls apply to the Bonville area shown on Map 15:

MAP 15 - BONVILLE



**a) Building Design Statement**

**i) Western and Eastern Precincts**

Develop residential areas in character with, and connecting with the landscape and rural surroundings, the tourist functions and the landscape qualities of the adjacent Bonville Golf Resort.

**ii) Central Precinct**

- The Neighbourhood Centre is to provide a range of retail and personal services to support the population of the adjoining residential areas.
- The Neighbourhood Centre is to connect with the adjacent residential dwellings, which benefit from pedestrian and cycleway access.
- Development within the precinct is to protect and enhance the natural heritage and natural conservation areas.

**iii) Western and Eastern Precincts**

**• Building Design Statements**

- Residential development is to respond in form and siting to the topography and street layout.
- Development is to allow for connectivity through provision of open space networks to encourage walking and cycling.

- Development is to be sited and designed to enable a suitable landscape buffer to the adjacent rural and rural residential lands.
- To consolidate medium density housing to key sites to enable an appropriate mix of housing types.
- To achieve a scale of development that responds to the significant landscape setting of the Bonville Golf Resort.
- New buildings are to maintain the landscape setting by minimising alterations to the landform and preserving, where possible, existing significant trees.
- Buildings are to be sited and designed within highly visible gardens.
- Development is to maximise opportunities for key views into and from the site.
- Development is to achieve a reasonable separation between buildings to ensure a sense of openness in which the landscape setting predominates.
- Building setting and design are to achieve appropriate access to daylight; incorporate adequate natural ventilation; and achieve visual and acoustic privacy.

**b) Controls**

**i) Density and Dwelling Yield**

**Western/Eastern**

- Low Density Housing: 550m<sup>2</sup> per allotment; and
- Medium Density Housing: 35 dwellings/hectare.
- The precincts are to provide a mix of low density and medium density housing.

- Development of this precinct must comply with the following table:

Precinct	Low Density	Medium Density
Western	209	97
Central	0	42
Eastern	109	44
<b>TOTAL</b>	<b>318</b>	<b>183</b>

**ii) Setbacks**

**Western and Eastern**

- Low Density Housing:
  - Front: five metres;
  - Side:
    - two metres (single storey); and
    - three metres (two storeys or greater).
  - Rear: Minimum of 20% of average site length;
- Medium Density Housing:
  - Front: six metres;
  - Side: three metres; and
  - Rear: 10 metres.

**c) Central Precincts**

**i) Building Design**

- Development is to retain the natural heritage conservation values, including areas of scenic beauty, views and vistas to landmarks, the backdrop of vegetation, the predominance of landscape over buildings, and a tranquil ambience.
- Buildings are to be sited and designed to create positive exterior public and communal spaces and to create a sense of arrival upon entering the precinct.
- Development is to create opportunities for centralised communal open space areas that are associated with access points to key buildings/ facilities in the precinct.



- New buildings are to respect the scale of the landscape setting.
- Development is to ensure appropriate sitting and orientation of the neighbourhood centre to provide adequate access to sunlight and achieve good natural ventilation.

i) **Density**

- Neighbourhood Centre: maximum of 5,000m<sup>2</sup> gross floor area (GFA);
- BIG Resort related uses: maximum of 3,000m<sup>2</sup> GFA; and
- Medium Density Housing: 25 dwellings/hectare.

ii) **Setback**

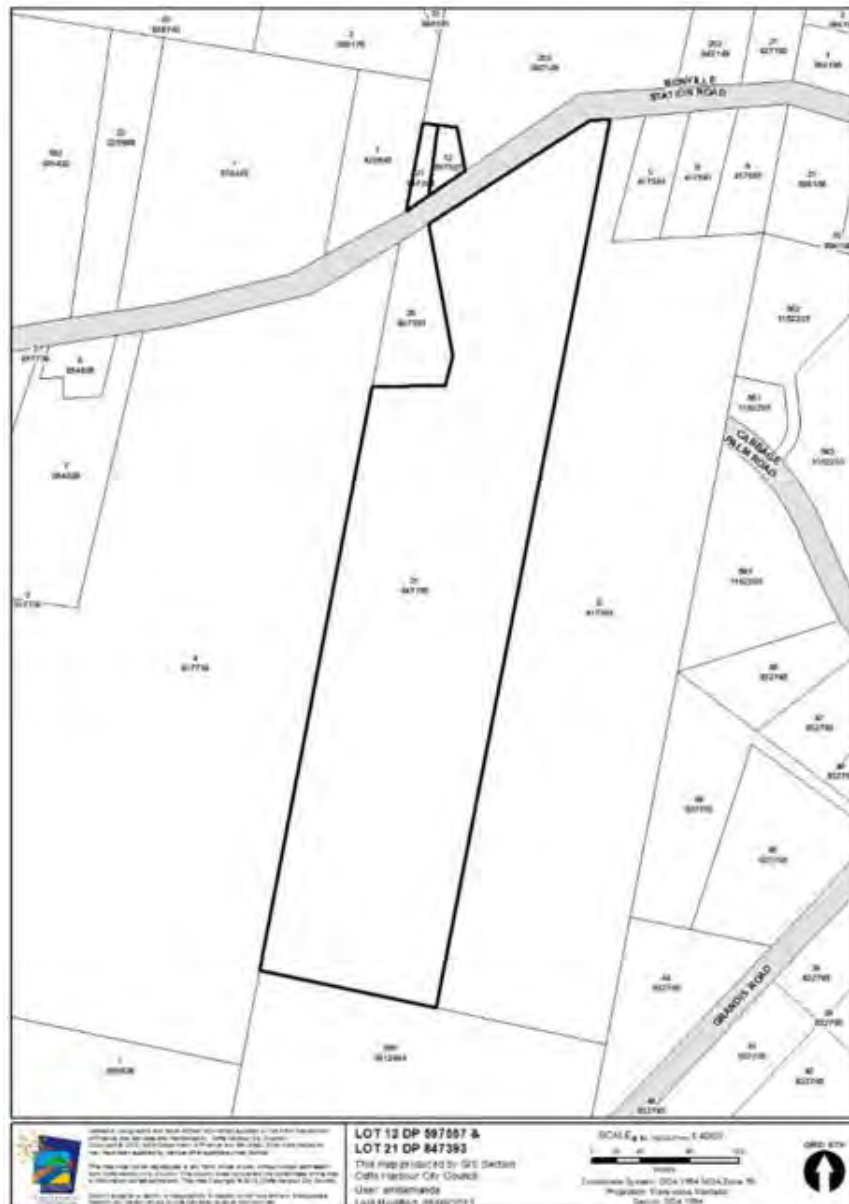
- Medium Density Housing:
  - Front: six metres;
  - Side: three metres; and
  - Rear: 10 metres.

**DEVELOPMENT APPLICATION 27/14 – SUBDIVISION (BOUNDARY ADJUSTMENT) – LOT 12, DP 597557 AND LOT 21, DP 847393 NO. 69 AND 68-70 BONVILLE STATION ROAD, BONVILLE**

**Purpose:**

The purpose of this report is to present Development Application 27/14 for Council's consideration, which is an application for a boundary adjustment.

The properties the subject of the proposed development are Lot 12, DP 597557, No. 69 Bonville Station Road and Lot 21, DP 847393, No. 68 - 70 Bonville Station Road, Bonville. Conditional approval of the application is recommended. The following map illustrates the existing lot configuration.





**Description of Item:**

The subject lots are located on Bonville Station Road, Bonville. Each lot contains an existing dwelling house and ancillary structures. Lot 21 is presently used for grazing purposes and Lot 12 is used for rural living purposes.

These lots adjoin small rural holdings primarily used for rural living or agricultural purposes.

Lots 12 and 21 are currently 1454m<sup>2</sup> and 10 hectares in size respectively.

Lot 21 is configured in two sections, severed by Bonville Station Road. The part of Lot 21 on the northern side of Bonville Station Road is 1569m<sup>2</sup> and adjoins Lot 12. The applicant contends that the northern part of Lot 21 is of insufficient size to support any viable agricultural activity and is an expense to maintain. The purpose of the proposed boundary adjustment is to add the part of Lot 21 on the northern side of Bonville Station Road to the adjoining Lot 12 to provide a more functional property boundary for each of the lots.

The proposal will change the lot areas to 3023m<sup>2</sup> and 9.843 hectares in size. Both lots will continue to gain access via existing arrangements.

A copy of the proposed subdivision is included in this report as Attachment 2.

**Sustainability Assessment:**

- **Environment**

The southern portion of existing Lot 21 contains an area of primary koala habitat. This vegetation is contained within an Environmental Protection 7A Habitat and Catchment Zone. The area of 7A zoned land is significantly removed from the area of Lot 21 that is the subject of the boundary adjustment. The applicant has advised that the proposed subdivision will not incorporate vegetation removal.

The proposal is not likely to result in any significant environmental impacts.

- **Social**

The proposed development is not expected to result in any significant adverse social or economic impacts in the locality.

- **Civic Leadership**

The proposed development has been assessed in accordance with the provisions of the Environmental Planning and Assessment Act 1979 and all relevant Council controls and policies.

- **Economic**

**Broader Economic Implications**

There are no broader economic implications resulting from the proposal.

**Delivery Program/Operational Plan Implications**

There are no implications for Council's Delivery Program/adopted Operational Plan.

**Risk Analysis:**

A risk analysis has been undertaken and it is considered that approval of the development application as recommended does not pose a significant risk to Council.

**Consultation:**

The application was notified to adjoining landowners. No submission was received in relation to the application. It is considered that the proposed development is unlikely to result in any adverse impacts in the locality.

The application has been reviewed by the NSW Rural Fire Service and a conditional Bushfire Safety Authority has been issued.

The NSW Department of Planning & Infrastructure have advised that their concurrence is not required in relation to the proposal.

**Related Policy and / or Precedents:**

The application is reported to Council for determination as required by the Department of Planning Circular PS08-014 of 14 November 2008 "Reporting Variations to Development Standards".

**Statutory Requirements:**

- **Planning Circular PS 08-014 – Reporting Variations to Development Standards**

In November 2008, the then Department of Planning (DoP) issued a Planning Circular outlining new requirements in relation to the determination and reporting of development applications involving variations to development standards under State Environmental Planning Policy No.1 – Development Standards (SEPP No.1). This circular requires that all applications where there has been a variation greater than 10% in standards under State Environmental Planning Policy No.1 – Development Standards be determined by full Council rather than under delegated authority.

Clause 18 (5A) (c) of LEP 2000 provides that Council may grant consent to the subdivision of land that comprises a boundary adjustment only if each proposed allotment comprises an area of at least 10 hectares. As outlined above, the proposed boundary adjustment seeks to create lots 3023m<sup>2</sup> and 9.843 hectares in size.

As the proposal will result in lots that do not meet the required standard, the applicant has submitted an objection pursuant to SEPP No.1 in support of the proposal. The SEPP No.1 objection is considered in detail in the Section 79C assessment appended to this report (Attachment 1).

Given that the proposal involves a variation of greater than 10% to the required standard, the application is referred to Council for determination, as per the requirements of the Circular.

- **Section 79C Evaluation:**

Section 79C of the Environmental Planning and Assessment 1979, specifies the matters which a consent authority must consider when determining a development application. The consideration of matters is limited in so far as they must be of relevance to the particular application being examined.

The Section 79C evaluation is appended to this report and provides a detailed assessment of the application.

• **Relevant Statutory Instruments:**

- North Coast Regional Environmental Plan (deemed State Environmental Planning Policy);
- State Environmental Planning Policy No. 1 – Development Standards;
- State Environmental Planning Policy (Rural Lands) 2008;
- Coffs Harbour City Local Environmental Plan 2000;
- Rural Lands Development Control Plan; and
- Subdivision Development Control Plan.

Each of these statutory instruments is considered in detail in the Section 79C assessment appended to this report.

**Issues:**

This application proposes a variation to a development standard. The proposed boundary adjustment will not result in any additional allotments or dwelling entitlements. The proposal meets the objectives of the 1A Agriculture zone and will support agricultural pursuits in the area. The lots created via the boundary adjustment are compatible with the rural locality.

**Implementation Date / Priority:**

The Development Consent is valid for five years from the date of issue. The consent may or may not be acted upon. The consent may be acted upon immediately following issue date or delayed until closer to the expiry date of the consent. When the consent is acted upon is a matter of the discretion of the property owner/developer.

**Recommendation:**

1. That the written objection made pursuant to Clause 6 *State Environmental Planning Policy No. 1 - Development Standards* for the variation to the minimum allotment size under Clause 18(5A) of Coffs Harbour Local Environmental Plan 2000 be supported in this particular case.
2. That Development Application 27/14 for Boundary Adjustment at Lot 12, DP 597557, No. 69 Bonville Station Road and Lot 21, DP 847393, No. 68 - 70 Bonville Station Road, Bonville be approved subject to conditions appended to this report (Attachment 3).

**Development Application No. 27/14  
Section 79C Assessment**

**a. the provisions of,**

**i. any environmental planning instrument, and**

- ***State Environmental Planning Policy - North Coast Regional Environmental Plan***

The North Coast Regional Environmental Plan is a deemed State Environmental Planning Policy. The proposal is considered to be consistent with the aims and objectives of the Plan. There are no provisions of the Plan that are of particular relevance to the current application.

- ***State Environmental Planning Policy No.1 – Development Standards***

State Environmental Planning Policy No.1 (SEPP No.1) aims to provide for flexibility in the application of planning controls and provides a mechanism by which a development standard may be varied where it can be shown that: strict compliance with the standard is unreasonable or unnecessary; the proposed development satisfies state, regional or local planning objectives; and the proposed development is consistent with the underlying objective of the standard. Where Council is satisfied that the objection is well founded, having regard to the above considerations, consent may be granted to a development that does not meet the relevant development standard.

The applicant has submitted an objection to Clause 18(5A) (c) of the Coffs Harbour Local Environmental Plan 2000 (LEP), pursuant to SEPP No.1. Clause 18 (5A) (c) of the LEP specifies that consent may be granted to a boundary adjustment involving land zoned 1A Agriculture and 7A Environmental Protection where both allotments comprise an area of at least 10 hectares. The proposed boundary adjustment will result in lots which will be 3023m<sup>2</sup> and 9.843 hectares in size.

In support of the proposal the applicant contends that the proposed boundary adjustment will retain the lots in the largest practical size to improve the practical management of existing grazing land and a rural residential lot by preventing the need to cross Bonville Station Road to maintain the isolated 1569m<sup>2</sup> portion of Lot 21.

It is considered that the proposal and accompanying objection satisfy the requirements of SEPP No.1 and that the objection is well founded.

As per the concurrence arrangements for boundary adjustments issued by the Department of Planning (under Circular No.B1) the subject application was referred to the Department of Planning and Infrastructure seeking concurrence to vary the standard contained in Clause 18(5A)(c) of the Coffs Harbour Local Environmental Plan 2000. The Department of Planning & Infrastructure have advised that their concurrence is not required in relation to the proposal.

Attachment 1

- ***Planning Circular PS 08-014 – Reporting Variations to Development Standards***

In November 2008, the then Department of Planning (DoP) issued a Planning Circular outlining new requirements in relation to the determination and reporting of development applications involving variations to development standards under State Environmental Planning Policy No.1 – Development Standards (SEPP No.1). This circular requires that all applications where there has been a variation greater than 10% in standards under State Environmental Planning Policy No.1 – Development Standards be determined by full Council rather than under delegated authority.

Clause 18 (5A) (c) of the LEP 2000 provides that Council may grant consent to the subdivision of land that comprises a boundary adjustment only if each proposed allotment comprises an area of at least 10 hectares. As outlined above, the proposed boundary adjustment seeks to create lots 3023m<sup>2</sup> and 9.843 hectares in size.

As the proposal will result in lots that do not meet the required standard, the applicant has submitted an objection pursuant to SEPP No.1 in support of the proposal. The SEPP No.1 objection is considered in detail above. It is considered that the proposal and accompanying objection satisfy the requirements of SEPP No.1 and that the objection is well founded

Given that the proposal involves a variation of greater than 10% to the required standard, the application is referred to Council for determination, as per the requirements of the Circular.

- ***State Environmental Planning Policy – Rural Lands***

The proposal is considered to be consistent with the aims and planning principles outlined in the Plan. As outlined above, the proposed boundary adjustment will retain the lots in the largest practical size to improve the practical management of existing grazing land and a rural residential lot by preventing the need to cross Bonville Station Road to maintain the isolated 1569m<sup>2</sup> portion of Lot 21.

Clause 10 of the SEPP includes the matters which Council is required to take into consideration in determining development applications for rural subdivisions or rural dwellings. Clause 10 matters have been taken into consideration in the assessment of the proposed development. The proposed subdivision will have no adverse impact on existing and approved uses in the vicinity of the development.

- ***Mid North Coast Regional Strategy***

The Mid North Coast Regional Strategy provides regional parameters for future strategic planning and complements and informs other relevant State planning instruments. The proposed subdivision is consistent with the objectives of the Strategy.

- ***Coffs Harbour City Local Environmental Plan (LEP) 2000***

*Zoning*

The subject lots are zoned Rural 1A Agriculture and Lot 21 is partially zoned Environmental Protection 7A Habitat and Catchment. The proposed development is defined as 'subdivision of land', which is identified as permissible with consent in both the 1A and 7A zone.

*Clause 12 - Koala Habitat*

Part of Lot 21 contains koala habitat. The area of the koala habitat is substantially removed from the area of land the subject of the boundary adjustment. The proposed development does not require the removal or disturbance of any vegetation. The proposal is not expected to have any significant impacts on koala habitat and is considered to satisfy the requirements of Council's Koala Plan of Management relating to primary koala habitat areas.

*Clause 18 (5A) – Subdivision of Land (Boundary Adjustments)*

Clause 18 (5A) specifies that Council may grant consent to a boundary adjustment involving land zoned 1A Agriculture where it can be demonstrated that:

- (a) The development will not result in the creation of any additional allotments or dwelling entitlements; and
- (b) Each proposed allotment contains only one of the existing dwellings; and
- (c) Each proposed allotment comprises an area of at least 10 hectares; and
- (d) If the land is within the 1A zone and part of the land is in the 7A zone that the long-term management of the 7A land will be assisted.

The proposed boundary adjustment is considered to meet the requirements of Clause 18 (5A). The proposal will not result in any additional lots or dwelling entitlements. It is considered the long-term management of the 7A zoned land will be assisted by the proposed boundary adjustment.

*Clause 23 – Environmental Hazards*

The site is identified as bushfire prone. The proposed development, therefore, constitutes 'integrated development' and was referred to the NSW Rural Fire Service (RFS) for general terms of approval. The RFS has issued a conditional Bushfire Safety Authority for the development.

**ii. The provisions of any draft environmental planning instrument**

Draft Coffs Harbour Local Environmental Plan (LEP) 2013 has been referred to the Department of Planning and Infrastructure for making.

This progression warrants that the plan receive appropriate weighting in this evaluation. The subject properties are proposed to be zoned RU2 Rural Landscape and E2 Environmental Conservation (part Lot 21 only) under the draft plan. The controls of the Draft LEP are consistent with those contained in the current LEP, the proposed development is likewise a permissible use under these provisions.

The proposed development can be supported in relation to the provisions of Draft Coffs Harbour LEP 2013.

**iii. any Development Control Plan (DCP)**

• **Subdivision DCP**

The proposed boundary adjustment is considered to be consistent with the provisions of the Plan. The proposal is consistent with the rural character of the locality and provides for appropriate access for both proposed lots.

• **Rural Lands DCP**

The proposal is considered to be consistent with the provisions of the Plan.

**iv. the regulations (to the extent that may prescribe matters for the purposes of this paragraph), that apply to the land to which the development application relates,**

Clause 92 of the Environmental Planning and Assessment Regulations 2000 requires that the NSW Coastal Policy 1997, be considered in the determination of development applications. As the subject site is not located within the coastal zone, the provisions of the Policy do not apply.

**b. the likely impacts of that development, including environmental impacts, on both the natural and built environments, and social and economic impacts in the locality,**

**1. The Natural Environment**

The southern portion of existing Lot 21 contains an area of primary koala habitat. This vegetation is contained within an Environmental Protection 7A Habitat and Catchment Zone. The area of 7A zoned land is significantly removed from the area of Lot 21 that is the subject of the boundary adjustment. The applicant has advised that the proposed subdivision will not incorporate vegetation removal.

The proposal is not likely to result in any significant environmental impacts.

**2. Social and Economic Impacts**

The proposed development is not expected to result in any significant adverse social or economic impacts in the locality.

**c. the suitability of the site for the development,**

It is considered that the attributes of the site are conducive to the proposed development. The proposal will result in lots that are 3023m<sup>2</sup> and 9.843 hectares in size. The proposed boundary adjustment will provide a more functional allotment arrangement.

**d. any submissions made in accordance with this Act or the regulations,**

The application was reviewed by the NSW Rural Fire Service (RFS). The RFS has issued a conditional Bushfire Safety Authority.

**e. the public interest:**

The proposed development does not present any issues that are contrary to the public interest.

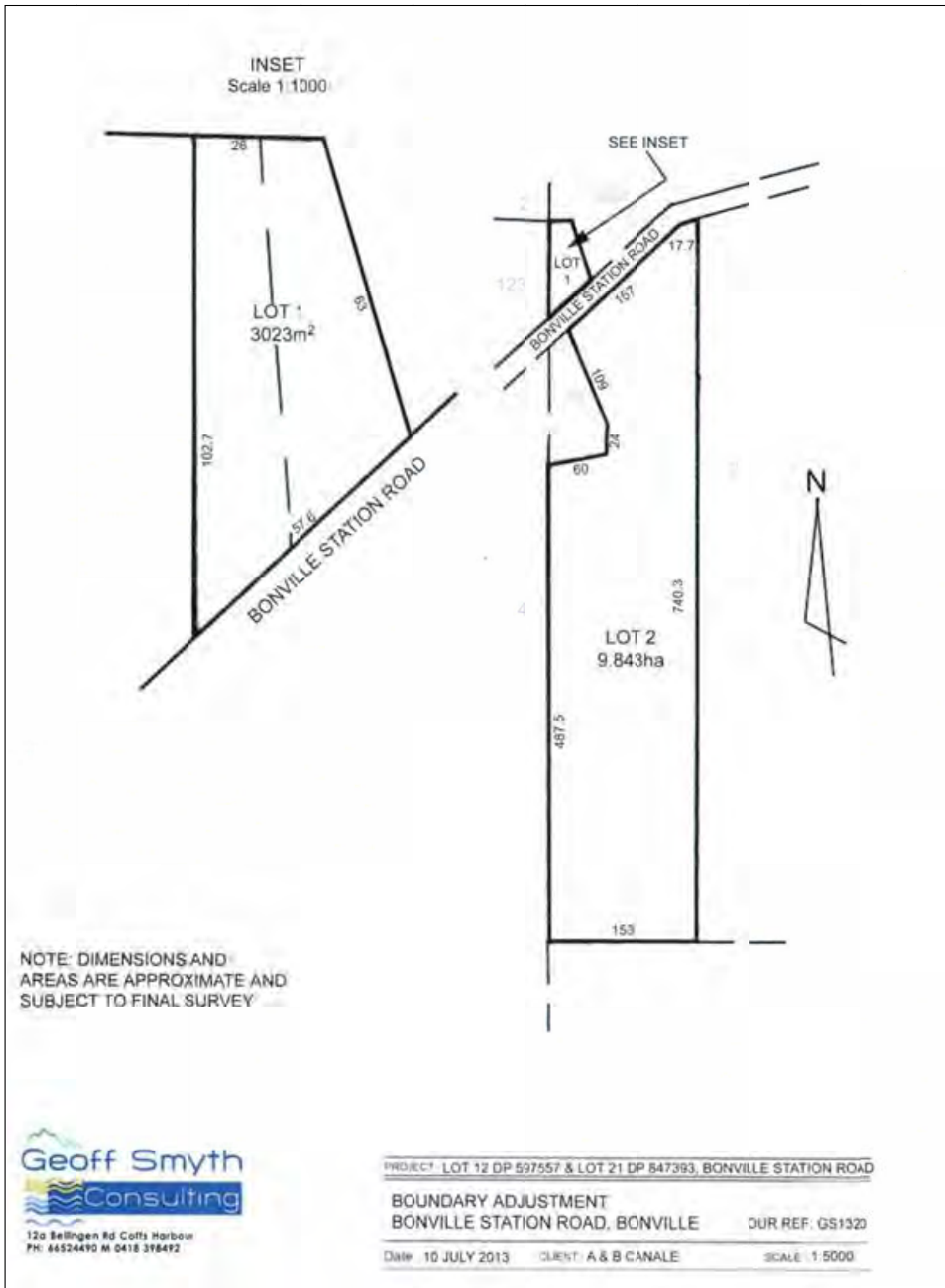
**Attachment 1**

***Boundary Adjustment Policy (Department of Planning)***

The Boundary Adjustment Policy adopted by the Department of Planning and Infrastructure (then Department of Infrastructure, Planning and Natural Resources) aims to facilitate sustainable farm adjustments in rural areas and contains five principles. The proposal satisfies the requirements of the Policy. Specifically, the proposal will not result in a net increase of lots or dwelling entitlements, and the proposal meets the objectives of the Rural 1A Agriculture zone. Further, the proposed adjustment is consistent with character of the surrounding locality, which includes a combination of rural living and agricultural activities. The proposal is not expected to result in any rural land use conflicts.



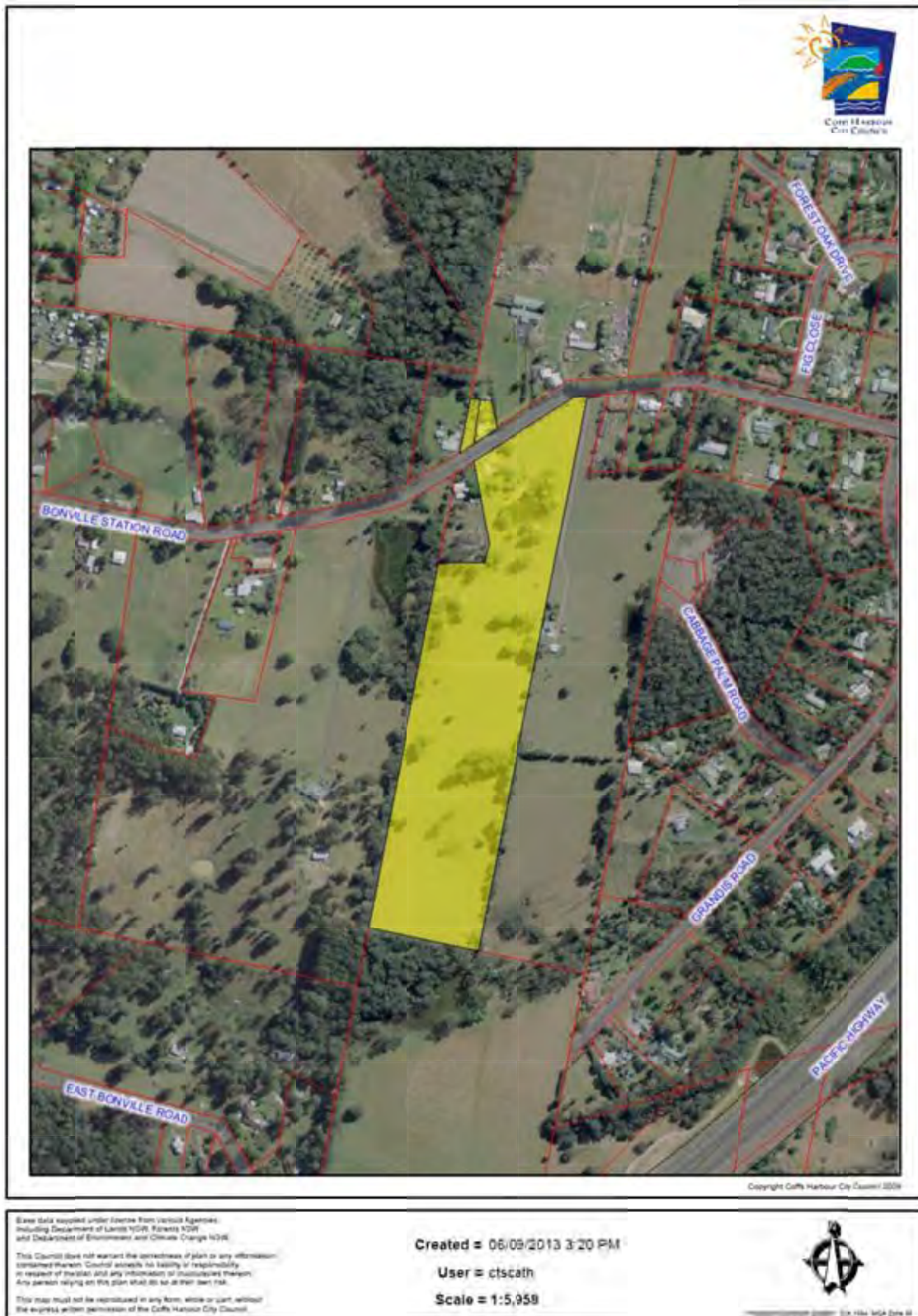
**Proposed Subdivision Configuration  
Development Application 27/14**



NOTE: DIMENSIONS AND AREAS ARE APPROXIMATE AND SUBJECT TO FINAL SURVEY

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 12a Bellingen Rd Cofts Harbour  
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PROJECT: LOT 12 DP 597557 & LOT 21 DP 847393, BONVILLE STATION ROAD  
 BOUNDARY ADJUSTMENT  
 BONVILLE STATION ROAD, BONVILLE      DUR REF: GS1320  
 Date: 10 JULY 2013      CLIENT: A & B CANALE      SCALE: 1:5000



**Proposed Conditions of Development Consent**

**ADMINISTRATIVE CONDITIONS**

**Development Description:**

1. Development consent is granted only to carrying out the development described in detail below:
  - *Subdivision (Boundary Adjustment)*

**Prescribed Conditions:**

2. The proponent shall comply with the prescribed conditions of development approval under Clauses 97A, 98, 98A - E of Environmental Planning and Assessment Regulation 2000 as are of relevance to this development.

**Development is to be in accordance with approved plans:**

3. The development is to be implemented in accordance with the plans and supporting documents set out in the following table except where modified by any conditions of this consent (Development Consent No. 602/12).

<b>Plan No. / Supporting Document(s)</b>	<b>Dated</b>
Plan No. 01, prepared by Blairlanskey Surveys	May 2011

In the event of any inconsistency between conditions of this development consent and the plans/supporting documents referred to above, the conditions of this development consent prevail.

The approved plans and supporting documents endorsed with the Council stamp and authorised signature must be kept on site at all times while work is being undertaken.

**Fire Safety:**

4. At the issue of subdivision certificate and in perpetuity, the land surrounding the existing dwelling(s) on proposed Lots 1 and 2 to a distance of 20m or the property boundary (whichever is the least), shall be maintained as an inner protection area (IPA) as outlined within section 4.1.3 and Appendix 5 of 'Planning for Bush Fire Protection 2006' and the NSW Rural Fire Service's document 'Standards for asset protection zones'.
5. Where modification to the electricity supply is required to be undertaken, due to the proposed subdivision, the work is to comply with section 4.1.3 of 'Planning for Bush Fire Protection 2006'.
6. In recognition that the existing dwellings may be connected to a gas supply, the following requirements are to be complied with:
  - a) Reticulated or bottled gas is to be installed and maintained in accordance with Australian Standard AS/NZS 1596:2008: 'The storage and handling of LP gas' and the requirements of relevant authorities. Metal piping is to be used.

**Attachment 3**

- b) All fixed gas cylinders are kept clear of all flammable materials to a distance of 10 metres and be shielded on the hazard side of the installation.
  - c) Gas cylinders kept close to the building shall have release valves directed away from the building. Connections to and from gas cylinders are to be metal.
  - d) Polymer sheathed flexible gas supply lines to gas meters adjacent to building are not to be used.
7. A fire fighting water supply, complying with section 4.1.3 of 'Planning for Bush Fire Protection 2006', must be available to each of the proposed buildings as a fire fighting supply.

The supply volumes shall be at least 10000 litres for the dwelling on proposed Lot 1 and at least 20000 litres for the dwelling on proposed Lot 2. Existing tank(s) may be able to be used for this purpose.

The fire fighting water supply shall meet the following requirements:

- a) A hardened ground surface for fire fighting truck access is to be constructed up to and within 4 metres of the fire fighting water supply.
  - b) A 65mm metal Storz outlet with a gate or ball valve, shall be fitted to any fire fighting water supply tank(s) and be accessible for a fire fighting truck. The Storz outlet fitting shall not be located facing the hazard or the approved structure.
  - c) The gate or ball valve, pipes and tank penetration are adequate for full 50mm inner diameter water flow through the Storz fitting and are constructed of a metal material.
  - d) All associated fittings to the fire fighting water supply tank(s) shall be non-combustible.
  - e) All water supplies for fire fighting purposes shall be clearly signposted as a fire fighting water supply.
  - f) Fire fighting water supply tank(s) and associated fittings, located within 60 metres of a bushfire hazard and on the hazard side of an approved building, shall be provided with radiant heat shielding to protect the tank from bush fire impacts and maintain safe access to the water supply for fire fighters.
  - g) A minimum 5hp or 3kW petrol or diesel powered pump shall be made available to the water supply.
  - h) A 19mm (internal diameter) fire hose and reel shall be connected to the pump. The length of hose shall be sufficient to reach all external elevations of the building.
  - i) Pumps are to be shielded from the direct impacts of bush fire.
8. Should new tank(s) be installed to provide an adequate fire fighting water supply, they shall meet the following additional requirements:
- a) Any fire fighting water supply tank(s) located below ground shall be clearly delineated to prevent vehicles being driven over the tank.

**Attachment 3**

- b) Below ground fire fighting water supply tank(s) shall have an access hole measuring a minimum 200mm x 200mm to allow fire fighting trucks to access water direct from the tank.
- c) Fire fighting water supply tank(s) shall be located not less than 5 metres and not more than 20 metres from the approved structure.
- d) Above ground fire fighting water supply tank(s) are to be manufactured using non combustible material (concrete, metal, etc).
- e) Non combustible materials (concrete, metal, etc) will only be used to elevate or raise fire fighting water supply tank(s) above the natural ground level.
- f) Any below ground fire fighting water supply tank(s) constructed of combustible polycarbonate, plastic, fiberglass, etc) materials shall be shielded from the impact of radiant heat and direct flame contact.

**Note:** Below ground dedicated fire fighting water supply tank(s) is defined as that no part of the tanks(s) is to be located above natural ground level.

- 9. A Static Water Supply (SWS) sign shall be obtained from the local NSW Rural Fire Service (RFS) and positioned for ease of identification by RFS personnel and other users of the SWS. In this regard:
  - i) Markers must be fixed in a suitable location so as to be highly visible; and
  - ii) Markers should be positioned adjacent to the most appropriate access for the water supply.

**Certification (Subdivision Certificate):**

- 10. The above works (as required by conditions 4 – 9) are to be completed **prior to the issue of Subdivision Certificate**, with certification from a practicing Bushfire Planning Consultant of satisfactory completion of works to accompany the application for Subdivision Certificate.

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## DEVELOPMENT APPLICATION STATISTICS AND PERFORMANCE MONITORING - 2012/13 - UPDATE

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### **Purpose:**

To present Council with a summary report on Development Application statistics and performance monitoring for the financial year ending 30 June 2013.

### **Description of Item:**

All councils in NSW are required to submit an annual performance monitoring report on the volume, value and type of development and Council processing times to the Department of Planning and Infrastructure.

The information is used to provide a comparative statistical analysis between councils and is published annually as *The NSW Local Development Performance Monitoring* report. Notwithstanding that the 2012/13 report has not yet been published, it was considered appropriate that the Council be provided with a summary of the main issues, as well as a general update on the functioning of Development Assessment and Building Services and in particular the progress of E-planning and response to the NSW Planning Reforms discussed in the White Paper.

### **Sustainability Assessment:**

- **Environment**

The report consists of an analysis of statistical data and does not require any environmental consideration or commentary.

- **Social**

The report consists of an analysis of statistical data and does not require any social consideration or commentary.

- **Civic Leadership**

The report consists of an analysis of statistical data and does not require any civic leadership consideration or commentary.

- **Economic**

#### **Broader Economic Implications**

The timely processing of development applications has economic implications associated with investment and development. The NSW Governments monitoring of development applications provides statistical data that assists in comparing and benchmarking the performance of individual councils and the operation of the planning system.

#### **Delivery Program/Operational Plan Implications**

The content of the report is directly relevant to 2013/14 Operational Plan in particular:

- S06.02 Development Assessment and

- S06.03 Development Management and the implementation of E-Planning to facilitate the lodgment and processing of development applications.

**Risk Analysis:**

The report consists of an analysis of statistical data and does not require any risk analysis consideration or commentary.

**Consultation:**

Consultation has occurred with relevant branches in the preparation of the report.

**Related Policy and / or Precedents:**

Council is required to submit annual reports to the Department of Infrastructure and Planning.

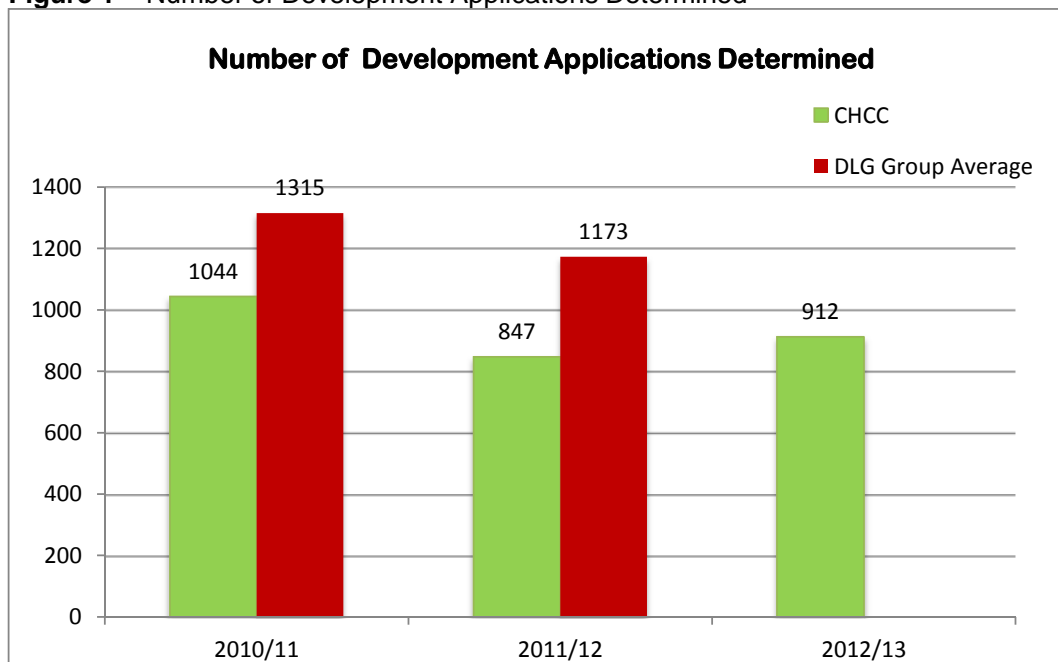
**Statutory Requirements:**

The NSW Planning System and EP&A Regulations provide a framework for development assessment, which includes performance based targets. Each council in NSW has an obligation to provide annual development application statistics reports to the Department of Planning and Infrastructure for the purposes of comparative performance monitoring and to enable a continual review of the operation of the NSW planning system.

**Issues:**

***Development Applications***

**Figure 1 – Number of Development Applications Determined**

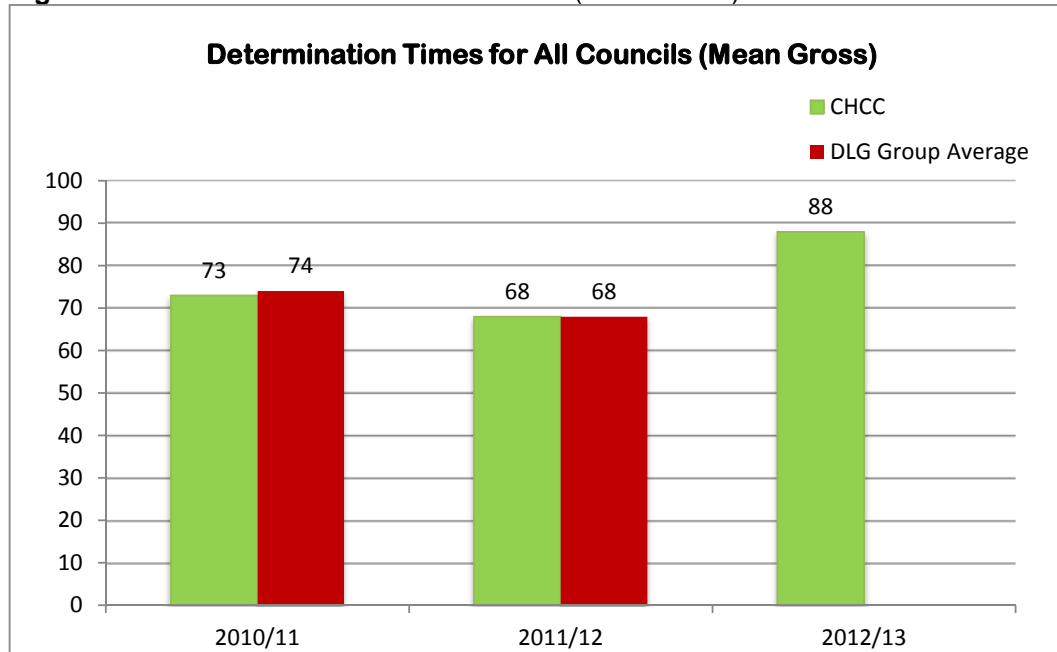


NOTE: The DLG Group Average includes Maitland City Council, Lake Macquarie City Council, Newcastle City Council, Shoalhaven City Council, Wollongong City Council, Coffs Harbour City Council, Port Macquarie-Hastings Council and Tweed Shire Council.



The 2012/13 reporting period saw a 7% increase in the total number of development applications determined by Council shown in Figure 1 and a consequential increase in the total value of approved development, compared with the 2011/12 period. It is notable that the 2011/12 period was the lowest recorded period since reporting began in 2006/07 and the upward trend experienced in 2012/13 represents some renewed development activity, which is reflected in increased building and housing approvals.

**Figure 2 - Determination times for all councils (Mean Gross)**



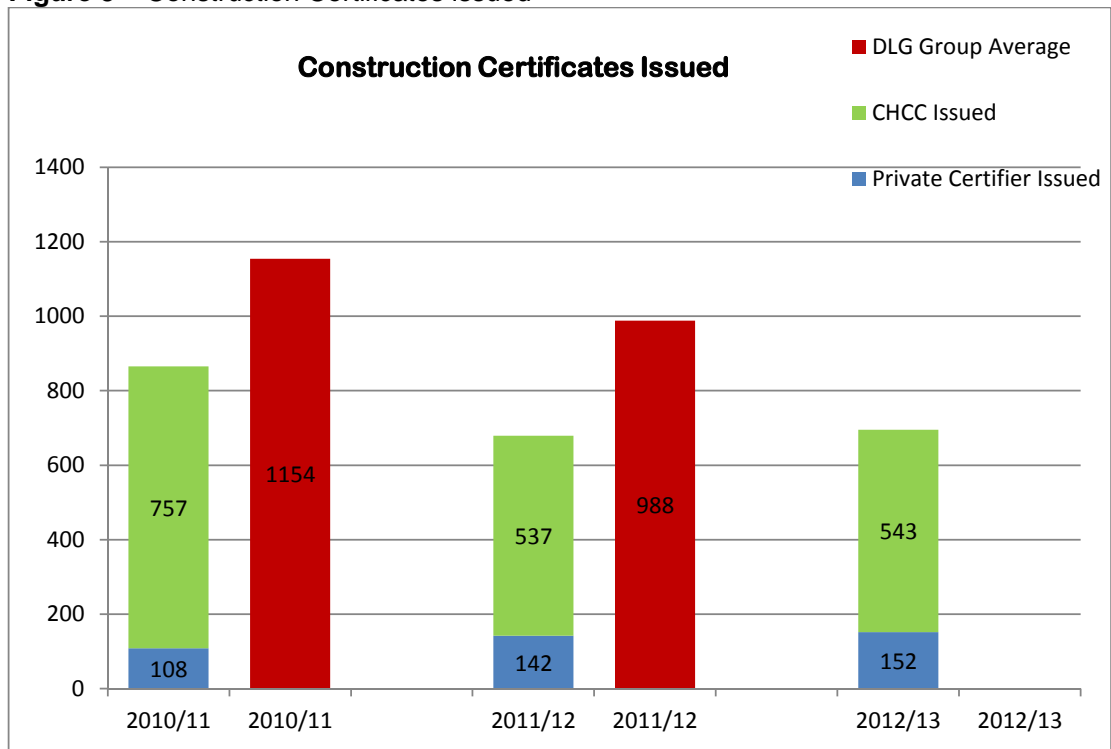
The 2012/13 reporting period experienced an increase in the determination times for Development Applications which is shown in Figure 2. The increase was expected and can be explained as a one year statistical anomaly resulting from the determination of 'historical' applications, which had remained undetermined in excess of 1000 days. During the 2012/13 period, a concerted effort was made to determine these applications and 29 applications in excess of 1000 days were determined, 10 of which were refused, with the remaining applications being approved or withdrawn. It is expected that determination times for 2013/14 will revert back to the for DLG average as these historical applications have now been progressively removed from the system.

Importantly during the 2012/13 period, Council maintained a steady turn-over of current development applications, ensuring that in excess of 80% were determined within the benchmark 40 day period.

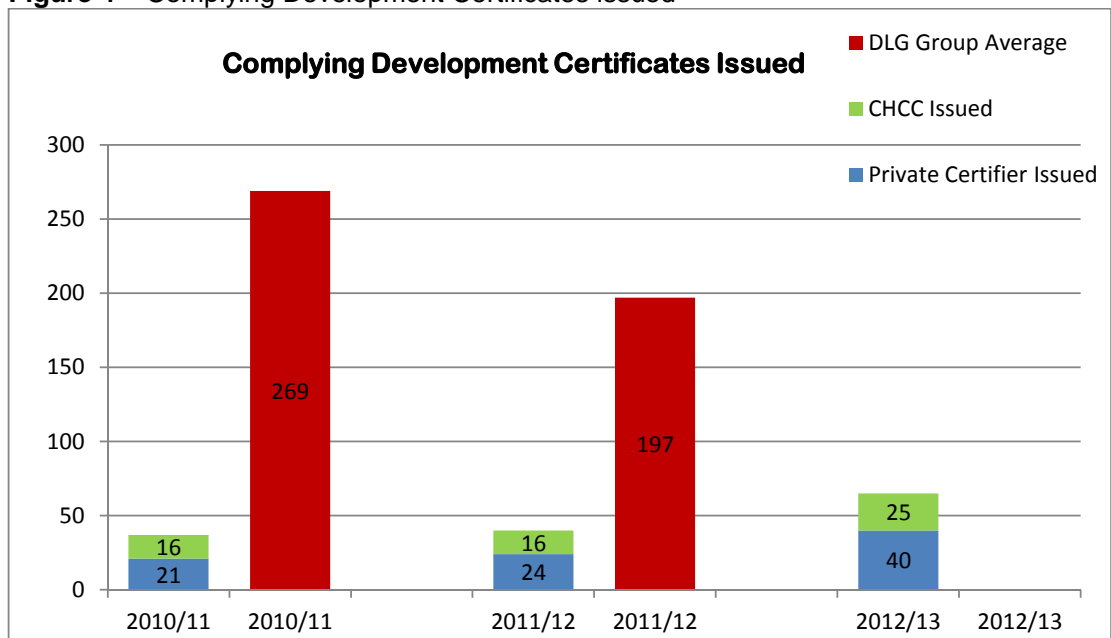
The majority of development applications (in excess of 95%) continue to be determined under delegated authority, which makes a significant contribution to ensuring the decision making process is largely depoliticised and processing times are kept to a minimum. It is reasonable to conclude that the delegations to staff for determining applications is effective and allows the elected Councillors to concentrate on making key strategic decisions. This is consistent with one aspect of the NSW governments reform agenda for the NSW Planning System identified in the White Paper, which seeks to ensure effective use of delegations and where possible, alleviate the elected Councillors from the determination of development applications, by promoting independent expert decision making. Experience from councils that have adopted independent hearing and assessment panels, would suggest that the decision making process can be improved with the use of independent panels and it is proposed that this be explored further in a future report to Council.



**Figure 3 – Construction Certificates issued**



**Figure 4 – Complying Development Certificates issued**



A notable trend in the 2012/13 period is the increased use of complying development and the growth of private certification, which is reflected in Figure 3 and 4. The figures raise some important questions for Council in terms of its ability to respond to code assessable and complying development and remain competitive with private certification. Opening up the regulatory framework to private enterprise was an explicit objective of private certification. In common with all other councils, the challenge is to remain competitive with private certification and to ensure that revenue doesn't decline and affect service delivery.

### ***E-Planning***

One of the main ways that Council is being proactive, is with its E-Planning initiatives. E-Planning refers to the use of technology-based tools and systems to connect business processes, which deliver improved planning and development information services and outcomes.

The E-Planning project currently consists of two sub projects being the Electronic Housing Code Project (EHC) run by the NSW Department of Planning & Infrastructure and the Digital Local Government Program (DLG) run by the Department of Broadband, Communications and the Digital Economy. Both projects have significant funding attached to them and depend on Council resourcing across the organisation. To facilitate the program, Council has appointed a temporary project manager who is responsible for the implementation of the electronic systems and services that make up the E-Planning project.

The EHC project is an electronic system developed and run by the state government to facilitate the end-to-end processing of complying development certificates issued under the Exempt and Complying State Environmental Planning Policy. The system connects a user to the EHC website (via Council's website), enabling them to investigate whether they can undertake their proposed development as exempt or complying development and lodge and have an application determined electronically. Council went live on the EHC system in April this year.

The Digital Local Government Program is a project developed by the federal government, which aims to take advantage of high speed broadband and develop an electronic system for the pre-lodgement, lodgement, tracking and assessment of development and construction certificate applications. It is expected that the online lodgement of applications will commence initially as a trial in late September 2013.

The implementation of electronic services and systems is expected to have significant benefits for the organisation, the development industry and community. For the industry and community, the system will provide for increased and improved on-line access to planning services including planning controls, lodgement and tracking of applications. At an organisation level, the service is expected to have benefits primarily in terms of efficiency gains and consistency of outcomes. Specifically, the online lodgement and electronic assessment of applications would enable a faster more consistent process in relation to applications. It is anticipated that these time savings will be primarily realised through reduced time spent on the administration involved with receiving, copying, scanning, registering, and typing application documents.

### ***White Paper***

As mentioned previously, the NSW government has committed to a major reform of the planning system and one of the main focus areas is improving development assessment.

As faster more reliable Internet services are rolled out, it is expected that the demand for on-line planning and development services will increase and the White Paper has indicated that the new planning system will move away from time consuming manual process and paper based transactions to a one stop electronic service that delivers information and services.

It is generally agreed that the time taken in determining applications is excessive and can be attributed to the complexity of the planning system. As a consequence, a large part of the reform agenda relating to development assessment, focuses on simplifying and streamlining the process with the progressive roll-out of code assessable development and move towards E-Planning.

Council is positioning itself to take advantage of these changes by its commitment to E-Planning and utilising information technology to deliver customer focused planning services. It is expected that these initiatives will deliver ongoing benefits with the implementation of the new planning system.

**Implementation Date / Priority:**

The report is for the information of Council.

**Recommendation:**

**That Council note the report on statistical information for Development, Construction and Complying Development Certificate Applications for the financial year 2012/2013.**

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## CLIMATE CHANGE POLICY

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### **Purpose:**

For Council to adopt the Climate Change Policy.

### **Description of Item:**

This policy has been developed to articulate Coffs Harbour City Council's position on climate change. This position is informed by, and reflects that of, our peak local government representative bodies, including the Australian Local Government Association, Local Government Managers Australia and Local Government NSW.

This position is in line with Council's role in key elements of the *Looking After our Environment* theme within the Coffs Harbour 2030 Plan.

This policy also assists Council to fulfil its charter under the Local Government Act, in particular to:

- Properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development.
- To have regards to the long term and cumulative effects of its decisions.

To engage in long-term strategic planning on behalf of the local community.

### **Sustainability Assessment:**

- **Environment**

This policy includes provisions aimed at the mitigation of the impacts of climate change on the natural and built environment.

- **Social**

Climate change may impact the health and well-being of our community. This policy includes provisions to support community adaption to the effects of climate change.

- **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 *LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour*. This policy includes specific actions that support Council's role as a provider of strategies; *LE2.1 Maintain biodiversity in a changing climate*, *LE2.2 Reduce our carbon footprint*, *LE4.4 Implement programs which aim to make the Coffs Harbour LGA a zero waste community*. Further, it supports Council's role as a facilitator and advocate of *LE4.5 Develop renewable energy systems for the region* and *LE4.6 Promote and adopt energy efficient practices and technologies across the 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.

**Risk Analysis:**

This is not applicable to this report.

**Consultation:**

Internal consultation was conducted in the process of drafting this policy.

**Related Policy and / or Precedents:**

This is not applicable to this report.

**Statutory Requirements:**

This is not applicable to this report.

**Issues:**

The position in this policy reflects those of our peak local government representative bodies and other organisations.

The Australian Local Government Association (ALGA) states that addressing climate change is one of the greatest imperatives that Australia and the world confront as we move further into the 21st century. Local government activities that are likely to be directly impacted by climate change include planning future developments and road infrastructure, which will be affected by sea level and water table rises and storm surges. There will also be impacts on natural resources, health and building regulations and community infrastructure and services.


Local Government NSW states that climate change has the potential to damage council assets, cause serious disruptions to the delivery of council services, generate unbudgeted financial impacts and affect the wellbeing of the community, particularly those vulnerable to weather extremes.

**Implementation Date / Priority:**

Implementation is immediate.

**Recommendation:**

**That Council adopts the Climate Change Policy.**

Locked Bag 155, Coffs Harbour, NSW 2450 ABN 79 126 214 487	<h1 style="margin: 0;">COFFS HARBOUR CITY COUNCIL</h1> <h2 style="margin: 0;">Climate Change Policy</h2>	
<p><b>Policy Statement:</b></p> <p>This document establishes Council's policy on climate change.</p> <p>Council acknowledges the reality of climate change and that climate change will impact on both the current and future way of life of the whole Coffs Harbour community and our natural and built environment. Council confirms its commitment to:</p> <ul style="list-style-type: none"> <li>• Reducing Council's contribution to climate change and supporting the community to reduce their contribution to climate change.</li> <li>• Adapting Council's activities and services to become more resilient to climate change and realise the opportunities it provides.</li> <li>• Working with the community to help build the resilience of our residents and local ecosystems to adapt to the effects of climate change.</li> </ul>		
<p><b>Director or Manager Responsible for Communication, Implementation and Review:</b></p> <p>Director of City Planning</p>		
<p><b>Related Legislation, Division of Local Government Circulars or Guideline:</b></p> <p>Clean Energy Act 2011                  Environmental Protection and Biodiversity Conservation Act 1999                  National Greenhouse and Energy Reporting Act 2007                  Coastal Protection Act 1979 &amp; regulations                  Environmental Planning and Assessment Act 1979 and regulations                  Local Government Act 1993                  Protection of the Environment Operations Act 1997 and regulations                  Threatened Species Conservation Act 1995 and regulations                  Coffs Harbour City Local Environmental Plan (2000)                  Coffs Harbour City Centre Local Environmental Plan (2011)                  Draft Coffs Harbour Local Environmental Plan (2013)                  Relevant State Environmental Planning Policies</p>		
<p><b>Does this document replace an existing policy?</b></p>		<p>No</p>
<p><b>Other Related Council Policy or Procedure:</b></p> <p>Coffs Harbour Community Strategic 2030 Plan                  Coffs Harbour Adopted Sea Level Rise Figure (Council meeting 4 December 2008)                  Coffs Harbour Biodiversity Action Strategy (2012)                  Coffs Harbour Coastal Zone Management Plan (2013)                  Coffs Harbour Environmental Awareness Strategy (2002)                  Coffs Harbour Greenhouse Action Strategy (2002)                  Coffs Harbour Waste Resource Action Strategy (2002)</p>		
<p><b>Application:</b></p> <p>It is mandatory for all staff, councillors and delegates of council to comply with this policy.</p>		
<p><b>Distribution:</b></p> <p>This policy will be provided to all staff, councillors and delegates of council by:</p> <p><input checked="" type="checkbox"/> Internet   <input checked="" type="checkbox"/> Intranet   <input checked="" type="checkbox"/> Email   <input checked="" type="checkbox"/> Noticeboard   <input checked="" type="checkbox"/> ECM</p>		
<p><b>Approved by:</b></p> <p><b>Executive Team [Meeting date]</b>  <b>Council [Meeting date &amp; Resolution No.]</b></p>	<p><b>Signature:</b></p> <p>_____</p> <p><b>General Manager</b></p>	
<p><b>Council Branch Responsible:</b></p>	<p><b>Date of next Review:</b></p>	

**Key Responsibilities**

<b><i>Position</i></b>	<b><i>Directorate</i></b>	<b><i>Responsibility</i></b>
Mayor	Council	To lead Councillors and the community in their understanding of the impacts of climate change and the need to mitigate and adapt to climate change
General Manager	Executive	To lead staff (either directly or through delegated authority) in their understanding of the impacts of climate change and to ensure appropriate organisational strategies and decision-making frameworks are in place to respond to climate change
Directors	All Directorates	To communicate the policy and to ensure that staff have the frameworks and strategies necessary to implement and comply with this policy
Executive and Managers	All Directorates	To ensure that climate change is integrated into planning and decision-making and that staff adhere to the policy
All Council officials	Council	To have an understanding and comply with this policy

## 1. Introduction

This policy has been developed to articulate Coffs Harbour City Council's position on climate change.

This position is informed by, and reflects, our peak local government representative bodies, including the Australian Local Government Association, Local Government Managers Australia and Local Government NSW.

This position is in line with the Coffs Harbour 2030 Plan, in particular the strategies:

LE 2.1 Maintain biodiversity in a changing climate

LE2.2 Reduce our carbon footprint

LE 4.4 Implement programs which aim to make the Coffs Harbour LGA a zero waste community

LE 4.5 Develop renewable energy systems for the region

LE 4.6 Promote and adopt energy efficient practices and technologies across the community

This policy also assists Council to fulfil its charter under the Local Government Act, in particular to:

- Properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development.
- To have regards to the long term and cumulative effects of its decisions.
- To engage in long-term strategic planning on behalf of the local community.

## 2. Definitions

### Climate Change

Climate Change is a change in the average pattern of weather over a long period of time. Greenhouse gases play an important role in determining climate and causing climate change.

### Mitigation

The actions that societies can undertake to reduce the degree of climate change that may occur i.e. reducing greenhouse gas emissions and enhancing sinks and reservoirs.

### Adaptation

The actions that societies can undertake to prepare for the already unavoidable impacts of climate change.



## Emissions

The release of greenhouse gases and/or their precursors into the atmosphere over a specified area and period of time.

## Greenhouse Gases

Those gaseous constituents of the atmosphere, both natural and anthropogenic (caused by humans), that absorb and re-emit infrared radiation.

### 3. Policy content

Council acknowledges:

- The reality of climate change and its predicted impact on the Coffs Harbour region.
- That climate change will impact on both the current and future way of life of the whole Coffs Harbour community and our natural and built environment.
- That climate change will likely impact on a wide range of Council services and operations, including:
  - Planning policy and development assessment
  - Infrastructure
  - Economic Development and Tourism
  - Social and community planning
  - Provision of and use of recreational facilities
  - Maintenance of recreational facilities
  - Health services; Community/workplace health
  - Emergency/bushfire management
  - Agriculture/ biosecurity
  - Natural resource management/ coastal management
  - Weed/ pest management
  - Biodiversity protection
  - Water supply and sewerage services
  - Stormwater drainage and flood management
  - Wastewater
- That the rainforests of Coffs Harbour will provide a nationally significant refuge for plant and animal species migrating from other latitudes and altitudes as the impacts of climate change intensify.
- That the adopted sea level rise benchmark for the Coffs Harbour local government area is a 96cm increase by 2100 (above 1990 mean sea levels).
- That Council has a key role to play in providing leadership and education to assist citizens and business to understand and accept responsibilities to address climate change.
- That Council will need to work with other Councils and government agencies on climate change mitigation and adaptation.

**Council will implement this policy by:**

- Reducing our greenhouse gas emissions through the setting of carbon reduction targets and implementation of a revised Greenhouse Action Strategy.
- Adapting our existing activities and practices to become more resilient to the unavoidable impacts of climate change.
- Adapting our existing activities and practices to realise the opportunities climate change provides.
- Leading, encouraging and working with our community to reduce their greenhouse gas emissions.
- Helping our community to adapt and build their resilience to respond to the impacts of climate change. This includes, but is not limited to:
  - Integrating clear criteria into our decision-making frameworks for strategic planning and development assessment, that consider climate change impacts and are based on the best available evidence.
  - Staying up to date with new scientific and other climate change information and adjusting planning policies and instruments accordingly.
  - Undertaking appropriate community consultation to ensure planning decisions are transparent.
  - Providing property owners with timely and transparent access to information relating to possible impacts climate change will have on their property.
- Working with other land managers to build the resilience of our local ecosystems to respond to the effects of climate change.
- Using the principles of Ecologically Sustainable Development (LG Act 1993) to guide our response to climate change.

**4. Consultation**

Council Managers from all Directorates

**5. References**

Australian Local Government Association (ALGA) website <http://alga.asn.au/?ID=210#> viewed 5/6/13

ALGA (2009) Towards a national planning framework for climate change mitigation and adaptation, unpublished, cited in Pillora, S. (June 2010) 'Australian Local Government and Climate Change', Working Paper no.1, Australian Centre of Excellence for Local Government, University of Technology Sydney

ALGA submission on the Carbon Farming Initiative <http://alga.asn.au/?ID=210> viewed 5/6/13

Baker and McKenzie (2011) 'Local Government Liability in the face of Climate Change- Resolving uncertainties: A Report for the Australian Local Government Association'

Clarence Valley Council Climate Change Policy (2013)

Coffs Harbour City Council recommendation EN53 no. 4, 4 December 2008.

Gero, A. Kuruppu, N. & Mukheibir, P. (2012) 'Cross-Scale Barriers to Climate Change Adaptation in Local Government, Australia – Background Report', [prepared for National Climate Change Adaptation Research Facility] Institute for Sustainable Futures, University of Technology, Sydney

Local Government NSW website <http://www.lgnsw.org.au/policy/climate-change> viewed 5/6/13

NSW Chief Scientist and Engineer, (2012) Assessment of the Science Behind the NSW Government's Sea Level Rise Planning Benchmarks

Ravlic, J, Chief Executive, LGMA National, (2011) *Local Government leaders need to step out of the shadows and embrace climate change*, [http://www.lgma.org.au/default/local\\_government\\_leaders\\_need\\_to\\_step\\_out\\_of\\_the\\_s\\_1](http://www.lgma.org.au/default/local_government_leaders_need_to_step_out_of_the_s_1) viewed 5/6/13

Reside, AE, VanDerWal, J, Phillips, B, Shoo, LP, Rosauer, DF, Anderson, BJ, Welbergen, J, Moritz, C, Ferrier, S, Harwood, TD, Williams, KJ, Mackey, B, Hugh, S, Williams, SE (2013) *Climate change refugia for terrestrial biodiversity: Defining areas that promote species persistence and ecosystem resilience in the face of global climate change*, National Climate Change Adaptation Research Facility

Storey H., Brennan M., Pillora S., Thomas, C. (2012) Local Action for a Low Carbon Future, Australian Centre of Excellence for Local Government, University of Technology, Sydney

Sydney Coastal Councils Group and NSW Environmental Defenders Office, (2008) Coastal Councils and Planning for Climate Change: An assessment of Australian and NSW legislation and government policy provisions relating to climate change relevant to regional and metropolitan coastal councils

The Climate Institute website <http://www.climateinstitute.org.au/explore-climate-change.html> viewed 5/6/13

The Science of Climate Change: Questions and Answers", Australian Academy of Science, Canberra; [www.science.org.au/policy/climatechange2010.html](http://www.science.org.au/policy/climatechange2010.html)

United Nations Framework Convention on Climate Change [http://unfccc.int/essential\\_background/convention/background/items/2536.php](http://unfccc.int/essential_background/convention/background/items/2536.php) viewed 25/6/2013

## 6. Appendices

Coffs Harbour Coastal Processes and Hazards Definition Study (2011)

Coffs Harbour Mitigation and Adaptation Action Plan (2010)

Peak Oil Report and Action Plan (2008)

Sustainable Transport Action Plan (2008)

Coffs Harbour City Council Energy Savings Action Plan (2007)

Draft Floodplain Development and Management Policy (2013)

## 7. Table of Amendments

Amendment	Authorised by	Approval reference	Date

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## STUDY - SEA CONDITIONS IN THE HARBOUR

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### **Purpose:**

Councillor Rodney Degens has asked for the following information:

Regarding the 'swell' study on the swell or sea conditions in the harbour and at the boat ramp; can we have an update as to where the study is at as well as the time line and or process from here?

### **Staff Comment:**

Since the Community forum held at the Deep Sea Fishing Club in 2012, the following actions have been undertaken:

- Formed the Coffs Boat Ramp Working Party which has been meeting quarterly. Members include; representatives from Coffs Harbour Deep Sea Fishing Club, Councillor Arkan and Council Staff
- Council was successful in receiving a grant from the Better Boating Program of \$40,000 (total project cost of \$53,000), for detail design of the boat ramp break wall extension and construction of wave dissipater basin.
- Council has also written to Crown Lands Coastal Infrastructure Department seeking commitment to 'Implement a regular Harbour dredging and sand placement program' and has had discussions regarding the Eastern Breakwater Project in relation to the Boat Ramp works.
- Council, Working Party and RMS Better Boating Program Officers have been working on a consultants brief to develop and validate a design for works for the boat ramp.
- Council has now engaged Water Technology in association with GeoLINK to prepare and validate a detailed design to reduce seiching and ocean swell impacts on the Coffs Harbour Boat Ramp. Consultants will;
  - Conduct a workshop with the members of the Coffs Harbour Boat Ramp Working Party and other stakeholders
  - Establish additional wave monitors and definition of Wave Climate Criteria
  - Undertake additional modelling analysis to incorporate wave climate criteria
  - Complete detailed design drawings for the Boat Ramp works
  - Final report, design and costing by the end of this year.
- Council has re-applied for a grant to undertake all the proposed capital works in the next round of the RMS Better Boating Program.