



# Coffs Harbour City Council

20 November 2013

## ORDINARY MEETING

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

**THURSDAY 28 NOVEMBER 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 – 14 November 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**  
**28 NOVEMBER 2013**

**Contents**

**ITEM            DESCRIPTION**

**RESCISSION MOTION**

RM13/4      CAMPING AT THE JETTY FORESHORES - RESCISSION MOTION

**GENERAL MANAGER'S REPORTS**

GM13/33    COUNCILLOR EXPENSES AND FACILITIES POLICY

GM13/34    COFFS HARBOUR PART DAY RACE DAY PUBLIC HOLIDAY

**CITY INFRASTRUCTURE SERVICES DEPARTMENT REPORTS**

CIS13/58    SUSTAINABLE SERVICE DELIVERY

CIS13/59    FLOOD DATA MANAGEMENT AND MAPPING

CIS13/60    COFFS COAST REGIONAL PARK - STAGE 2 TRANSFER OF CHCC LAND

**CORPORATE BUSINESS DEPARTMENT REPORTS**

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

CB13/74    TENDER: RFT-606-TO, ADVERTISING SERVICES AT COFFS HARBOUR REGIONAL AIRPORT

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.

### **COMMUNITY DEVELOPMENT DEPARTMENT REPORTS**

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

CD13/6      CONTRACT NO. RFT-599-TO: MANAGEMENT OF SPORTZ CENTRAL, BRAY STREET, COFFS HARBOUR

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.

CD13/7      REQUESTING COUNCIL'S SUPPORT OF THE "RACISM. IT STOPS WITH ME" CAMPAIGN LED BY THE AUSTRALIAN HUMAN RIGHTS COMMISSION

CD13/8      CORAMBA COMMUNITY HALL MANAGEMENT COMMITTEE MEMBERSHIP

### **CITY PLANNING DEPARTMENT REPORTS**

CP13/40      HIGH VALUE HABITATS OF COFFS HARBOUR LOCAL GOVERNMENT AREA - ENDANGERED ECOLOGICAL COMMUNITIES AND OVER-CLEARED VEGETATION TYPES

CP13/41      SUSTAINABILITY POLICY

CP13/42      DEVELOPMENT APPLICATION 189/14 – LOT 1, DP 612294 AND LOT 3, DP 826373 NO. 30 BLACKADDER ROAD AND LOT 2, DP 612294 NO. 32 BLACKADDER ROAD, CORINDI BEACH – SUBDIVISION (BOUNDARY ADJUSTMENT)

CP13/43      DEVELOPMENT APPLICATION 141/14 – LOT 4, DP 601611 AND LOT 20, DP 1141168 NO. 68 AND 30 MACCUES ROAD, MOONEE BEACH – SUBDIVISION (BOUNDARY ADJUSTMENT)



## COFFS HARBOUR CITY COUNCIL

### ORDINARY MEETING

**14 NOVEMBER 2013**

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

Staff: General Manager, Director City Infrastructure Services, Director Community Development (Acting), Director Corporate Business (Acting), Manager Environmental Services and Executive Assistant

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

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

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

---

#### DISCLOSURES OF INTEREST

---

The General Manager read the following disclosure of interest to inform the meeting:

Councillor	Item	Type of Interest
General Manager	MM13/5 General Manager's Performance Review 2013	Pecuniary Interest as the subject report relates to the General Manager.
Cr Innes	NOM13/14 Uptown Markets	Non-Pecuniary - Significant Conflict as wife owns a business that competes with 2 businesses in the CBD.

---

**APOLOGY**

---

- 272 RESOLVED** (Arkan/Innes) that leave of absence as requested from Councillor Rhoades be approved.
- 

**PUBLIC FORUM**

---

<b>Time</b>	<b>Speaker</b>	<b>Item</b>
5.00 pm	Lindy Davis	Community Consultation Process for the Jetty4shore Project

---

**PUBLIC ADDRESS**

---

<b>Time</b>	<b>Speaker</b>	<b>Item</b>
<b>Cr Innes left the meeting, the time being 5.11pm.</b>		
5.05 pm	Jim Watts	NOM13/14 – Uptown Markets
5.10 pm	David Doyle - on behalf of CBD Masterplan Committee	NOM13/14 – Uptown Markets
<b>Cr Innes returned to the meeting, the time being 5.40pm.</b>		
5.20 pm	Peter Rake	CB13/69 – Camping at the Jetty Foreshores

**The General Manager left the meeting, the time being 5.50pm. The Director City Infrastructure Services assumed the role of General Manager.**

**MAYORAL MINUTE**

---

**MM13/5 GENERAL MANAGER'S PERFORMANCE REVIEW 2013**

---

To advise Council of the outcome of the General Manager's Performance Review, which was conducted on 2 September 2013.

- 273 RESOLVED** (Knight) that the outcome of the General Manager's Performance Review be noted.

**The General Manager returned to the meeting, the time being 5.52pm.**

---

---

**CONFIRMATION AND ADOPTION OF MINUTES**

---

- 274 RESOLVED** (Arkan/Degens) that the minutes of the Ordinary meeting held on 24 October 2013 be confirmed as a true and correct record of proceedings.

**NOTICES OF MOTION**

**Cr Innes declared an interest in the following item, vacated the chamber and took no part in the discussion or voting, the time being 5.53pm.**

---

**NOM13/14 UPTOWN MARKETS**

---

- 275 RESOLVED** (Cowling/Arkan) that:
1. The Uptown Markets be given a 2 x 2 year licence of the ground floor area known as the Castle Street Car Park that is to include the undercover area and including the parking spaces along the eastern side of the car park but excluding live animals and birdlife stalls.
  2. A provision be made in the licence to allow two (2) weeks notice when the car park is required for a major event on a maximum of four (4) times per annum.

**AMENDMENT**

**MOVED** (Degens/Palmer) that:

1. The Uptown Markets be given a 2 year licence of the ground floor area known as the Castle Street Car Park that is to include the undercover area and including the parking spaces along the eastern side of the car park but excluding live animals and birdlife stalls and that the matter be returned to Council for further determination.
2. A provision be made in the licence to allow two (2) weeks notice when the car park is required for a major event on a maximum of four (4) times per annum.

**Cr Cowling requested that the petition received from the market operator be received and tabled by Council.**

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

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

**Cr Innes returned to the meeting, the time being 6.21pm.**

## CORPORATE BUSINESS DEPARTMENT REPORT

---

### CB13/69 CAMPING AT THE JETTY FORESHORES

---

To provide Council with advice in relation to its resolution of 14 February 2013 and options to address the issue of unregulated camping on foreshore reserves under the control of, or managed by, Council.

**RESOLVED** (Knight/Innes) that:

1. Council note, for the reasons stated in this report, that it is not possible to implement its resolution of 14 February 2013 that:

*"Coffs Harbour City Council allow self-sufficient motor homes and vans to park on Council owned land, east of railway at the jetty or the area of land known as the south wall, for a limit of 48 hours.*

*A permit be purchased from the Visitors Information Centre and be displayed on the vehicles."*

and that no further action is to be taken in that regard.

2. Council, to address the issue of illegal camping on reserves under its control, including the Jetty Foreshores, adopt and implement Option 5 as outlined in the report.
3. Council write to the State Government, and lobby Local Government NSW to do the same, requesting that the State Government show leadership on this issue and put in place clear legislation/regulations that will resolve this issue State-wide.
4. The appropriate industry associations and the media be advised of Council's decision.

### AMENDMENT

**MOVED** (Arkan/Cowling) that

1. The Council approves the adoption and implementation of Option 4, including its tariffs of \$10 per night, in its capacity as the corporate manager of Coffs Coast State Park Trust and publicises the fact in the CMCA magazine, and a report be brought back to Council 3 months before the end of a 12 month trial period.
2. The Council immediately investigate the issue of allowing ten unpowered sites be made available at the area south of the entrance to the Coffs Harbour Deep Sea Fishing Club on Crown Land that is managed by the Coffs Harbour City Council. These sites will be available to self sufficient RVs only after obtaining a permit for a limit of 48 hours at a cost of \$10 per night. The permit to be purchased from either the Visitor Information Centre or the Customer Service Desk at Council Chambers.

The **AMENDMENT** on being put to the meeting resulted in a tied vote. The Mayor used her casting vote and the **AMENDMENT** was declared **LOST**.

**Cont'd**

**CB13/69 Camping at the Jetty Foreshores ...(Cont'd)**

---

**AMENDMENT**

**276 MOVED** (Arkan/Degens) that:

1. The Council approves the adoption and implementation of Option 4, including its tariffs of \$10 per night, in its capacity as the corporate manager of Coffs Coast State Park Trust and publicises the fact in the CMCA magazine, and a report be brought back to Council 3 months before the end of a 12 month trial period.
2. Council, to address the issue of illegal camping on reserves under its control, including the Jetty Foreshores.
3. Council write to the State Government, and lobby Local Government NSW to do the same, requesting that the State Government show leadership on this issue and put in place clear legislation/regulations that will resolve this issue State-wide.
4. The appropriate industry associations and the media be advised of Council's decision.

The **AMENDMENT** on being put to the meeting was declared **CARRIED**, it then became the **MOTION**.

---

**DIVISION**

---

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

**FOR**

Cr Arkan  
Cr Cowling  
Cr Degens  
Cr Sultana  
Cr Townley

**AGAINST**

Cr Knight  
Cr Innes  
Cr Palmer

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

---

**DIVISION**

---

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

**FOR**

Cr Arkan  
Cr Cowling  
Cr Degens  
Cr Sultana  
Cr Townley

**AGAINST**

Cr Knight  
Cr Innes  
Cr Palmer



## ADJOURNMENT OF MEETING

The Mayor requested a motion to adjourn the meeting to allow for a recess.

- 277 **RESOLVED** (Knight/Degens) that the meeting be adjourned, the time being 7.18pm.

## RESUMPTION OF MEETING

- 278 **RESOLVED** (Knight/Degens) that the meeting be resumed, the time being 7.26pm.

## NOTICES OF MOTION

---

### **NOM13/15 MEMBERSHIP TO THE UNITED NATIONS INTERNATIONAL COUNCIL FOR LOCAL ENVIRONMENTAL INITIATIVES (ICLEI)**

---

- 279 **RESOLVED** (Cowling/Townley) that a report be brought back to the Council Meeting on 12 December 2013 detailing what is the cost to Coffs Harbour Council for their membership to the United Nations ICLEI? Please include Annual Membership; Cost of implementation of the policies that are required under this organisation; When is this annual fee due; What requirements are needed to withdraw from this organisation, the ramifications and benefits. Was it a resolution of Council to join this organisation and the year joined?

## GENERAL MANAGER'S REPORT

---

### **GM13/32 TRANSFORMATION TO SUSTAINABILITY**

---

To propose a Council wide project that will establish a framework critical for Council's Transformation to Sustainability (T2S) – a framework to identify opportunities to improve Council operations (productivity and efficiency, increase external revenues), to evaluate these opportunities (including presenting them for Council's consideration where required) and to ensure they are implemented effectively. Together with the current discussion around levels of service and the costs of providing these, the T2S project is an essential component of Council's efforts to achieve a financially sustainable position.

- 280 **RESOLVED** (Palmer/Innes) that:
1. Council endorse the T2S project and proceed with the development of Terms of Reference for the engagement of a suitable consulting firm to conduct an organisational diagnostic and prepare a detailed business case and proposed implementation plan.
  2. Council approve a budget of \$90,000 for this project and that it be funded from the Business Development Fund.

**Cont'd**

## **GM13/32 Transformation to Sustainability ...(Cont'd)**

---

### **AMENDMENT**

**MOVED** (Arkan/Cowling) that Council defer this item for further discussion.

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

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

---

### **DIVISION**

---

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

**FOR**

Cr Arkan  
Cr Degens  
Cr Innes  
Cr Knight  
Cr Palmer  
Cr Sultana  
Cr Townley

**AGAINST**

Cr Cowling

## **CITY PLANNING DEPARTMENT REPORT**

---

### **CP13/39 COFFS JALIIGIRR PROJECT UPDATE**

---

To inform Council of the progress being made in the delivery of the Coffs Jaliigirr Project.

**281 RESOLVED** (Arkan/Degens) that Council note the report regarding the delivery of the Coffs Jaliigirr Project.

**CORPORATE BUSINESS DEPARTMENT REPORTS**

---

**CB13/67 HOLIDAY PARKS TOURIST ACCOMMODATION TARIFFS  
2014/15**

---

To recommend the tourist accommodation tariffs to be charged during the 2014/2015 period for Park Beach Holiday Park, Sawtell Beach Holiday Park, Woolgoolga Beach Holiday Park and Woolgoolga Lakeside Holiday Park.

**282 RESOLVED** (Innes/Palmer) that:

Council, as Corporate Manager of the Coffs Coast State Park Trust and Woolgoolga Beach Reserve Trust, approve the Tariffs within the report for:

1. Park Beach Holiday Park
2. Sawtell Beach Holiday Park
3. Woolgoolga Beach Holiday Park
4. Woolgoolga Lakeside Holiday Park

to be adopted effective 2 March 2014.

---

**CB13/68 COFFS COAST STATE PARK TRUST AND WOOLGOOLGA  
BEACH RESERVE TRUST ANNUAL TRADING REPORT 2012-  
2013 AND ANNUAL AUDIT 2013**

---

To report on the trading performance and Annual Audit of the Coffs Coast State Park Trust and Woolgoolga Beach Reserve Trust operations for the period 1 July 2012 to 30 June 2013.

**283 RESOLVED** (Palmer/Degens) that:

1. Council, as Corporate Manager of the Coffs Coast State Park Trust, note the unadjusted 2012/13 Annual Trading Report for the Coffs Coast State Park Trust and;
2. Council, as Corporate Manager of the Coffs Coast State Park Trust note the Annual Audit for year ended 30 June 2013
3. Council, as Corporate Manager of the Woolgoolga Beach Reserve Trust, note the unadjusted 2012/13 Annual Trading Report for the Woolgoolga Beach Reserve Trust.
4. Council, as Corporate Manager of the Woolgoolga Beach Reserve Trust, note the Annual Audit for year ended 30 June 2013

---

**CB13/70 ENVIRONMENTAL LEVY PROJECTS QUARTERLY REPORT TO 30 SEPTEMBER 2013**

---

To provide Council with a quarterly status report to 30 September 2013 on the projects funded under the Environmental Levy (EL) Program.

**284 RESOLVED** (Townley/Palmer) that:

1. Council notes the status of the Environmental Levy Projects as at 30 September 2013 as outlined in the report.
2. Council continues to monitor the Environmental Levy Program to ensure earliest completion of projects.

---

**CB13/71 QUARTERLY BUDGET REVIEW STATEMENT FOR SEPTEMBER 2013**

---

To provide the quarterly budget review statement and report on the estimated budget position as at 30 September 2013.

**285 RESOLVED** (Palmer/Innes) that:

1. The Quarterly Budget Review Statements be noted.
2. The budget adjustments be approved and the current budget position be noted.

Estimated Budget Position as at 30 September 2013:

	General Account \$	Water Account \$	Sewer Account \$
Original Budget adopted 13 June 2013	426,307 (D)	4,553,442 (D)	3,165,226 (D)
Recommended variations for September 2013	(335,000) (S)	Nil	Nil
Estimated result 2013/14 as at 30 September 2013	<u>91,307 (D)</u>	<u>4,553,442 (D)</u>	<u>3,165,226 (D)</u>

---

**CB13/72      BANK BALANCES AND INVESTMENT FOR SEPTEMBER 2013**

---

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

**286      RESOLVED** (Degens/Innes) that:

1. The bank balances and investments totaling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) one hundred and sixty four million, ninety six thousand and four hundred and ninety four dollars (\$164,096,494) as at 30 September 2013 be noted.
2. The general fund unrestricted cash and investments totaling two hundred and forty two thousand, nine hundred and thirty one dollars (\$242,931) as at 30 September 2013 be noted.

---

**CB13/73      TENDER RFT 602-TO: PROVISION OF AVIATION SECURITY SCREENING SERVICES AT COFFS HARBOUR AIRPORT**

---

To report on tenders received for Contract No RFT-602-TO for the Provision of Aviation Security Screening Services at Coffs Harbour Airport and to gain Council approval to accept a tender.

**287      RESOLVED** (Degens/Palmer) that:

1. Council accept the tender of MSS Security Pty Ltd ABN 29 100 573 966 for the lump sum of \$5,641,388.00 inclusive of GST, on the basis that:
  - 1.1. The tender is the most advantageous tender following the application of Council's Tender Value Selection System
  - 1.2. The Tenderer has the necessary experience in similar works and it's ability and performance are satisfactory
  - 1.3. The Tenderer's financial capacity is acceptable
2. The contract documents be executed under the Seal of Council.

## COMMUNITY DEVELOPMENT DEPARTMENT REPORTS

---

### CD13/5 TOURISM MARKETING MODELS CONSULTATION

---

To recommend that Council in partnership with Tourism Coffs Coast, examine models for Destination Marketing.

**288 RESOLVED** (Palmer/Townley) that:

1. Council agrees in principle to engaging an independent consultant to examine models for leveraging better outcomes in destination marketing.
2. Council acknowledges and accepts a contribution of \$10,000 from Tourism Coffs Coast for the project.
3. An allocation of no more than \$20,000 be made by Council from the 2013/14 Events Marketing budget.
4. Stage briefings be provided for Councillors at key milestones through the project and detailed report be provided to Council at the conclusion of the work.

## CITY INFRASTRUCTURE SERVICES DEPARTMENT REPORTS

---

### CIS13/54 TRAFFIC COMMITTEE REPORT NO. 4/2013

---

To confirm the Minutes of the Traffic Committee Meeting held on Tuesday, 29 October 2013.

**MOVED** (Palmer/Arkan) that:

#### T.45 - Parking Issues – Marina Drive Coffs Harbour (R.511190[3463468])

1. That the No Stopping zone on the southern side of Marina Drive be extended from the existing No Stopping zone sign 75 meters to the west.
2. That 2 new No Stopping signs be installed on the northern side of Marina Drive as per Traffic Instrument T.45 – 2013.
3. That the bollards on the northern side of Marina Drive be moved to the south and realigned so as to remove any parking space.

#### T.46 - Coffs Harbour CBD - Additional Disabled Parking Spaces [3416723]

That no action be taken to convert a parking bay at the north-western end of Harbour Drive, Coffs Harbour, to a standard accessible parking bay.

Cont'd

## **CIS13/54 Traffic Committee Report No. 4/2013 ...(Cont'd)**

---

### T.47 - North Boambee Road Coffs Harbour - Speed Zone Review (R.500270[3496816/3487417])

1. That approval for Council to write to RMS to request a speed zone review of North Boambee Road Coffs Harbour.
2. Council approve the realignment of traffic lanes to allow a left turn lane east of the Bishop Druitt College entrance, as per plan T.47-2013.

### T.48 - Hogbin Drive Coffs Harbour – Speed Zone Line Marking (R.500390[3496816])

That approval be given for enhanced line marking at the intersection of Hogbin Drive and Hi-Tech Drive Toormina as per plan T.48-2013.

### T.49 - Toormina High School, Armstrong Road Toormina – Childrens School Crossing (R502410[3521334])

To review linemarking for children's crossing adjacent Toormina High School in Armstrong Road and upgrade as appropriate.

### T.50 - First Avenue Sawtell - Disabled Parking (R.501520[3528835])

That approval be given for a 2 hour timed accessible parking space (8.30am-6.00pm Monday-Friday and 8.30am-12.30pm Saturday) in Second Avenue Sawtell as per plan T.50-2013.

### T.51 - Sawtell Road Toormina – Speed and Signage Review (R.502390[3522716])

No action pending further investigation of 60km/h speed zones in the Sawtell Road area.

### T.52 - Jetty Area Coffs Harbour – Review of Taxis Zones [3537133]

That approval be given to restrict the Camperdown Street Coffs Harbour taxi zone beside the Pier Hotel, to 6.00am – 8.00pm daily, as per plan T.52-2013.

### T.53 - Gale Street Coramba – Parking Issues (R.506160[3534586])

That no action be taken to install a "No Stopping" Zone in Gale Street Coramba opposite Dorrigo Street intersection, as NSW Road Rule 208(6) applies.

### T.54 - Coffs Harbour Showground - Annual Coffs Harbour Stadium Motorcross 2014 [3516996]

That the Traffic Management Plan for the Annual Coffs Harbour Stadium Motorcross to be held at the Coffs Harbour Show Ground on Saturday 11 January 2014, be approved subject to Police and RMS approvals.

**Cont'd**

### **CIS13/54 Traffic Committee Report No. 4/2013 ...(Cont'd)**

---

#### T.55 - Harbour Drive, Coffs Harbour - Temporary Road Closure - Santa's City Centre Welcome and Lighting of the Christmas Tree [3529805]

That the temporary road closure of Harbour Drive, Coffs Harbour, on Thursday, 5 December 2013, between 4.00pm and 8.30pm for the purpose of Santa's Arrival and the 'Lighting of the Christmas Tree', be advertised and providing no substantive objections are received, the closure be approved, subject to:

- (a) the organisers to liaise with affected traders and obtain traders approval.
- (b) the organisers submit a traffic control plan for approval by council and be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers.
- (c) the organisers be responsible for all costs associated with the temporary closure.

#### T.56 - Jordan Esplanade, Coffs Harbour - Temporary Road Closure - New Year's Eve (R.506100[3554250])

That the temporary road closure of Jordan Esplanade, Coffs Harbour, between Marina Drive and car park entry to Jetty on Tuesday, 31 December 2013 from 6.00pm and reopen Wednesday 12.30am 1 January 2014 for the purpose of New Year's Eve celebrations, be advertised and providing no substantive objections are received, the closure be approved subject to:

- (a) the organisers, March's Amusements, liaise with affected traders and obtain traders approval.
- (b) the organisers be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers, in accordance with the submitted Traffic Management and Traffic Control Plans and police approval in writing.
- (c) traffic Control be in place at the intersection of Jordan Esplanade and Camperdown Street for exiting traffic at the end of the fireworks display.
- (c) the organisers be responsible for all costs associated with the temporary closure and clean up, including advertising.

#### T.57 - Sawtell New Years Day Fun Day – First Avenue, Sawtell -Temporary Road Closure (R.501520[3539048])

That the temporary road closure of First Avenue, Sawtell, between Boronia Street and Second Avenue, from 7.30am to 11.00am on Wednesday, 1 January 2014, for the purpose of conducting the street parade associated with the Sawtell Super Fun Day, be advertised and providing no substantive objections are received, the closure be approved subject to:

- (a) the organisers of the Fun Day liaise with affected traders and obtain traders approval.
- (b) the organisers be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers, in accordance with the Traffic Management Plan.

**Cont'd**



**CIS13/54 Traffic Committee Report No. 4/2013 ...(Cont'd)**

---

- (c) the organisers be responsible for all costs associated with the temporary closure and clean up, including advertising.
- (d) a temporary bus zone be established on the east side of First Avenue, Sawtell, north of Second Avenue to enable buses to continue to operate.

T.58 - Hogbin Drive South/Stadium Drive Coffs Harbour [3528835]

That traffic modelling of key Hogbin Drive roundabout intersections be reviewed and a program of works for Hogbin Drive South road widening and lane duplication projects be developed to cater for future traffic flows.

**AMENDMENT**

**289 MOVED** (Degens/Cowling) that

T.45 - Parking Issues – Marina Drive Coffs Harbour (R.511190[3463468])

That approval be given for the centreline be offset approximately 900mm north near the northern car park in marina Drive, Coffs Harbour, to allow for 2m wide parking on the south side and two 3.0m wide travel lanes, adjusting the "No Stopping" zone and to investigate the possibility of adding one accessible parking space, as per plan T.45-2013.

T.46 - Coffs Harbour CBD - Additional Disabled Parking Spaces [3416723]

That no action be taken to convert a parking bay at the north-western end of Harbour Drive, Coffs Harbour, to a standard accessible parking bay.

T.47 - North Boambee Road Coffs Harbour - Speed Zone Review (R.500270[3496816/3487417])

- 3. That approval for Council to write to RMS to request a speed zone review of North Boambee Road Coffs Harbour.
- 4. Council approve the realignment of traffic lanes to allow a left turn lane east of the Bishop Druitt College entrance, as per plan T.47-2013.

T.48 - Hogbin Drive Coffs Harbour – Speed Zone Line Marking (R.500390[3496816])

That approval be given for enhanced line marking at the intersection of Hogbin Drive and Hi-Tech Drive Toormina as per plan T.48-2013.

T.49 - Toormina High School, Armstrong Road Toormina – Childrens School Crossing (R502410[3521334])

To review linemarking for children's crossing adjacent Toormina High School in Armstrong Road and upgrade as appropriate.

**Cont'd**

## **CIS13/54 Traffic Committee Report No. 4/2013 ...(Cont'd)**

---

### T.50 - First Avenue Sawtell - Disabled Parking (R.501520[3528835])

That approval be given for a 2 hour timed accessible parking space (8.30am-6.00pm Monday-Friday and 8.30am-12.30pm Saturday) in Second Avenue Sawtell as per plan T.50-2013.

### T.51 - Sawtell Road Toormina – Speed and Signage Review (R.502390[3522716])

No action pending further investigation of 60km/h speed zones in the Sawtell Road area.

### T.52 - Jetty Area Coffs Harbour – Review of Taxis Zones [3537133]

That approval be given to restrict the Camperdown Street Coffs Harbour taxi zone beside the Pier Hotel, to 6.00am – 8.00pm daily, as per plan T.52-2013.

### T.53 - Gale Street Coramba – Parking Issues (R.506160[3534586])

That no action be taken to install a “No Stopping” Zone in Gale Street Coramba opposite Dorrigo Street intersection, as NSW Road Rule 208(6) applies.

### T.54 - Coffs Harbour Showground - Annual Coffs Harbour Stadium Motorcross 2014 [3516996]

That the Traffic Management Plan for the Annual Coffs Harbour Stadium Motorcross to be held at the Coffs Harbour Show Ground on Saturday 11 January 2014, be approved subject to Police and RMS approvals.

### T.55 - Harbour Drive, Coffs Harbour - Temporary Road Closure - Santa's City Centre Welcome and Lighting of the Christmas Tree [3529805]

That the temporary road closure of Harbour Drive, Coffs Harbour, on Thursday, 5 December 2013, between 4.00pm and 8.30pm for the purpose of Santa's Arrival and the 'Lighting of the Christmas Tree', be advertised and providing no substantive objections are received, the closure be approved, subject to:

- (a) the organisers to liaise with affected traders and obtain traders approval.
- (b) the organisers submit a traffic control plan for approval by council and be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers.
- (c) the organisers be responsible for all costs associated with the temporary closure.

**Cont'd**

## **CIS13/54 Traffic Committee Report No. 4/2013 ...(Cont'd)**

---

### T.56 - Jordan Esplanade, Coffs Harbour - Temporary Road Closure - New Year's Eve (R.506100[3554250])

That the temporary road closure of Jordan Esplanade, Coffs Harbour, between Marina Drive and car park entry to Jetty on Tuesday, 31 December 2013 from 6.00pm and reopen Wednesday 12.30am 1 January 2014 for the purpose of New Year's Eve celebrations, be advertised and providing no substantive objections are received, the closure be approved subject to:

- (a) the organisers, March's Amusements, liaise with affected traders and obtain traders approval.
- (b) the organisers be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers, in accordance with the submitted Traffic Management and Traffic Control Plans and police approval in writing.
- (c) traffic Control be in place at the intersection of Jordan Esplanade and Camperdown Street for exiting traffic at the end of the fireworks display.
- (c) the organisers be responsible for all costs associated with the temporary closure and clean up, including advertising.

### T.57 - Sawtell New Years Day Fun Day – First Avenue, Sawtell -Temporary Road Closure (R.501520[3539048])

That the temporary road closure of First Avenue, Sawtell, between Boronia Street and Second Avenue, from 7.30am to 11.00am on Wednesday, 1 January 2014, for the purpose of conducting the street parade associated with the Sawtell Super Fun Day, be advertised and providing no substantive objections are received, the closure be approved subject to:

- (a) the organisers of the Fun Day liaise with affected traders and obtain traders approval.
- (b) the organisers be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers, in accordance with the Traffic Management Plan.
- (c) the organisers be responsible for all costs associated with the temporary closure and clean up, including advertising.
- (d) a temporary bus zone be established on the east side of First Avenue, Sawtell, north of Second Avenue to enable buses to continue to operate.

### T.58 - Hogbin Drive South/Stadium Drive Coffs Harbour [3528835]

That traffic modelling of key Hogbin Drive roundabout intersections be reviewed and a program of works for Hogbin Drive South road widening and lane duplication projects be developed to cater for future traffic flows.

The **AMENDMENT** on being put to the meeting was declared **CARRIED**. It then became the **MOTION** and on being put to the meeting was declared **CARRIED**.

---

**CIS13/55 COFFS HARBOUR CITY COUNCIL DRINKING WATER POLICY & DRINKING WATER QUALITY MANAGEMENT SYSTEM**

---

To seek adoption of a Drinking Water Quality Policy by Council which is supported by a Drinking Water Quality Management System for Coffs Harbour Water. These documents address legislative requirements as prescribed by the recently enacted NSW Public Health Regulation 2012.

- 290** **MOVED** (Townley/Degens) that Council place the Coffs Harbour City Council Drinking Water Quality Policy and Drinking Water Quality Management System on public exhibition for a period of 28 days.

---

**CIS13/56 FLOODPLAIN MANAGEMENT PROGRAM**

---

To update Council on the status of the Floodplain Management Program and Flood Mitigation Program.

- 291** **RESOLVED** (Innes/Degens) that:
1. Council continue with the Floodplain Management Program in accordance with the priorities and information provided and that the priorities are reviewed regularly by Council's Floodplain Management Advisory Committee.
  2. The update on the Flood Mitigation Program be noted

---

**CIS13/57 TENDER: CONTRACT NO. RFT-608-TO TIMBER SUPPLY - DAVIES BRIDGE BROOKLANA AND SECOMBS BRIDGE DAIRYVILLE**

---

To report on tenders received for the supply and delivery of timber components for the construction of Davies Bridge Brooklana and Secombs Bridge Dairyville, NSW, and to gain Council's approval to accept a tender.

- 292** **RESOLVED** (Arkan/Palmer) that:
- In accordance with Clause 178(1)(a) of the *Local Government (General) Regulation 2005*, Council accept the tender of Leonard J Williams (Timber) Pty Ltd ABN 40 000 523 982, for Contract No. RFT-608-TO 'Timber Supply - Davies Bridge Brooklana and Secombs Bridge Dairyville' for the lump sum amount of \$245,818.10 inclusive GST on the basis:
- a) The tender is the highest scoring tender following the application of Council's Tender Value Selection System.
  - b) The Tenderer has proven from past experience, that their ability and performance are satisfactory.

---

**REQUESTS FOR LEAVE OF ABSENCE**

---

- 293 RESOLVED** (Arkan/Degens) that Cr Palmer be granted leave of absence from Council for the meeting on 28 November 2013.
- 

**MATTERS OF AN URGENT NATURE**

---

**MUN13/8 Woolgoolga Development Application**

Cr Arkan raised an issue regarding a development application in Woolgoolga.

---

**QUESTIONS ON NOTICE**

---

No questions on notice.

This concluded the business and the meeting closed at 8.39pm.

Confirmed: 28 November 2013

.....  
Denise Knight  
Mayor

---

## CAMPING AT THE JETTY FORESHORES - RESCISSION MOTION

---

### **Purpose:**

Councillors Knight, Innes and Degens have given notice of their intention to move:

That Resolution 276 of Ordinary meeting held on 14 November 2013 regarding item CB13/69 - Camping at the Jetty Foreshores, and reading as follows, **be rescinded**:

**RESOLVED** (Arkan/Degens) that:

1. The Council approves the adoption and implementation of Option 4, including its tariffs of \$10 per night, in its capacity as the corporate manager of Coffs Coast State Park Trust and publicises the fact in the CMCA magazine, and a report be brought back to Council 3 months before the end of a 12 month trial period.
2. Council, to address the issue of illegal camping on reserves under its control, including the Jetty Foreshores.
3. Council write to the State Government, and lobby Local Government NSW to do the same, requesting that the State Government show leadership on this issue and put in place clear legislation/regulations that will resolve this issue Statewide.
4. The appropriate industry associations and the media be advised of Council's decision.

**If the above resolution is rescinded, we intend to move the following:**

1. **That Council approves the adoption and implementation of Option 4, including its tariffs of \$10.00 per night, in its capacity as the corporate manager of Coffs Coast State Park Trust and publicises the fact in the CMCA magazine, and a report be brought back to Council 3 months before the end of a 12 months trial period, noting that:**
  - **The peak tourist periods of Easter, Easter School Holidays and Christmas School Holidays be excluded from the \$10.00 per night tariff and usual rates at these times be applied.**
2. **Council address the issue of illegal camping on reserves under its control, including the Jetty Foreshores and appropriate signs to be posted.**
3. **Council write to the State Government, and lobby Local Government NSW to do the same, requesting that the State Government show leadership on this issue and put in place clear legislation/regulations that will resolve this issue Statewide.**
4. **The appropriate industry associations and the media be advised of Council's decision.**

---

## CAMPING AT THE JETTY FORESHORES

---

### **Purpose:**

To provide Council with advice in relation to its resolution of 14 February 2013 and options to address the issue of unregulated camping on foreshore reserves under the control of, or managed by, Council.

### **Description of Item:**

#### Council Resolution

At its meeting held on 14 February 2013, Council resolved that:

*"Coffs Harbour City Council allow self sufficient motor homes and vans to park on Council owned land, east of railway at the jetty or the area of land known as the south wall, for a limit of 48 hours.*

*A permit be purchased from the Visitors Information Centre and be displayed on the vehicles."*

#### Status of Land at the Jetty Foreshores

The only land that Council owns east of the railway line at the Jetty is public road reserve (Jordan Esplanade). All other lands are owned by the Crown. A majority of these lands are part of the Coffs Coast State Park (CCSP). Under the Crown Lands Act (CLA) Council has been appointed as Corporate Manager of the CCSP Trust, which has responsibility for the care, control and management of the land in accordance with the CLA and the adopted Coffs Harbour Jetty Foreshores Plan of Management (POM).

#### Difference between the Council and the Council as CCSP Trust Manager (TM)

The Council is elected, appointed under, and bound by the provisions of the Local Government Act (LGA).

The TM is appointed under the CLA by the relevant Minister and is bound by the provisions of the CLA in that capacity.

The best way to describe the difference is that Council has two different hats to wear, and needs to be conscious of which hat it is wearing when deciding on certain issues.

Council may recall that resolutions dealing with matters on Crown land that it administers as TM always state the Council is making the resolution as TM.

Some Councils actually convene separate meetings when they are considering Trust matters. It has been the practice of this Council for over 20 years that Trust matters are included in the Ordinary Meeting Agenda for consideration and resolution as TM.

The administration of Crown lands as TM can be complex, and the Department has developed a detailed publication known as the Trust Handbook to assist TM's in carrying out their duties.

#### Interpretation of Council's Resolution

Firstly, this is a resolution of the Council, not of Council as the TM.

Secondly, there is no land owned by Council east of the railway suitable for the intended use.

Thirdly, the land known as the 'south wall' is not specific as to location, but is Crown land and part of the CCSP over which the Council (not acting as TM) has no control. It should be noted that a vast majority of the land that could be caught by the 'south wall' description is now fenced off and will be for another two years during the breakwater refurbishment works.

Fourthly, there is presently no adopted fee or charge for a permit to camp at the Jetty.

In summary, the Council has no authority to resolve to allow camping on land it does not own (be it Crown or private land).

Therefore, the resolution in its present form cannot be implemented.

#### Information Subsequent to Council's Resolution

1. On 19 February 2013, five days after Council's resolution, the Department of Premier and Cabinet (Division of Local Government) issued a Circular titled "Council management of Camping in Public Places" (copy attached).

This Circular sets out the Government's position on this issue and requests councils to ensure there is compliance with the appropriate legislative requirements, particularly in relation to approvals.

2. Our local MP, Andrew Fraser took an interest in the matter and sought advice from the responsible Minister (the Deputy Premier). A copy of the response to Andrew Fraser from the Parliamentary Secretary (Mr Paul Toole) to the Deputy Premier is also attached.

This response confirms that the current resolution cannot be implemented and that approvals are required.

#### Regulatory Requirements

The regulation around camping and caravanning is complex and overlapping and the following are matters to be considered in the current situation:

1. Acts
  - 1.1. Local Government Act – Particularly Sections 68 and 78.
  - 1.2. Crown Lands Act – Particularly in relation to Trust Managers' responsibilities, Plans of Management and Section 155.
  - 1.3. Environmental Planning & Assessment Act – Coffs Harbour LEP 2013 and SEPP 21 Caravan Parks.
2. Regulations
  - 2.1. Local Government (Manufactured Homes Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005.
  - 2.2. Crown Lands (General Reserves) By-law 2006.
  - 2.3. Crown Lands Regulation 2006.



3. Plan of Management

3.1. Coffs Harbour Jetty Foreshores Plan of Management 2008.

4. Government Policy

3.2. Crown Lands Policy 2010: The Use of Crown Reserves for Operating Caravan Parks and Camping Grounds.

3.3. Department of Planning Circular PS10 – D19.

3.4. Department of Premier and Cabinet Circular 13-05 (discussed above).

5. Other

5.1. Waste Service Requirements.

5.2. Fire Fighting Requirements.

Way Forward

Council acknowledge that in its current form the resolution of 14 February 2013 cannot be implemented and no further action be taken in relation to it.

Five options as detailed in the Issues section of this report have been prepared for Council's consideration with a recommendation to adopt Option 5.

**Sustainability Assessment:**

• **Environment**

The effect of unregulated camping on foreshore reserves can have adverse environmental impacts. The degree of impact will depend on the type of camping (eg tent, van or fully self-contained recreational vehicle) and the number of campers. The rules and regulations are designed to minimise such impacts.

• **Social**

The foreshores are there for all to enjoy. The community appears to be divided on whether unregulated camping is a positive or negative social outcome.

• **Civic Leadership**

Council represents the community and needs to demonstrate appropriate leadership on this difficult issue.

• **Economic**

**Broader Economic Implications**

Tourists are obviously very important to our local economy. Each option, or variations of them, will have an economic impact, the amount of which is difficult to quantify.

**Delivery Program/Operational Plan Implications**

Two of the options (2 and 3) would impact on Council's budget and require revenue funding. If either of these options is chosen, a further report will be brought back to Council which would deal with this and other matters associated with them.

**Risk Analysis:**

Each option brings with it its own risks and these have been identified as pros and cons in the Issues section of the report.

Lack of enforcement will see a continuation of unregulated camping. Council risks criticism from competing community interest groups and businesses.

**Consultation:**

The Councillors and senior Council staff have discussed issues surrounding the 14 February 2013 resolution. The State Government has been consulted via the local member, Andrew Fraser.

**Related Policy and / or Precedents:**

The current policy in relation to camping at the Jetty is contained in the Coffs Harbour Jetty Foreshores Plan of Management 2008. The three relevant Government policies are listed earlier in the report. The State Government's position is quite clear, they do not support camping on unserviced public land at the expense of private operators of caravan and camping facilities.

**Statutory Requirements:**

Relevant statutes and regulations are listed earlier in the report.

**Issues:**

Introduction

Council's resolution of 14 February 2013 and discussions since have been in relation to accommodating recreational vehicles that are self-sufficient. The options below have been prepared on this basis and therefore tent campers and non self-sufficient camper vans are excluded from consideration.

No matter which option is chosen, the question arises as to what constitutes a self-sufficient recreational vehicle, and an easy method of identification without the need for an internal inspection. The Campervan and Motor Home Club of Australia (CMCA) has a scheme that identifies self-contained recreational vehicles that have toilets, showers, water and rubbish capacity and the number of days the vehicle is suitable to camp free. These recreational vehicles have a yellow and green triangle sticker on their window and can be easily identified. Therefore, a reference to a self-sufficient recreational vehicle is taken to be a reference to a recreational vehicle that has the appropriate identification sticker issued by the CMCA.

A suitable location must be one that will be acceptable to the target market, which rules out western sites and even the Stadium precinct.

The site needs to be either owned by Council, or under its control. Sites such as the Showground or Racecourse have not been considered.

There needs to be recognition that this is a state wide problem, particularly on the coast, and the Government should be showing leadership in its resolution. The number of self-contained recreational vehicles on the road has increased substantially since the relevant legislation and regulations were enacted.

**Option 1 – Do Nothing**

This option means exactly that. Council would not enforce camping restrictions on coastal reserves under its control and thus allow the continuation of the present free ad hoc and unregulated camping to all and sundry.

- Pros:
- May entice travellers to stop over in Coffs Harbour and spend in the local economy
  - May assist in putting pressure on the State Government to deal with the issue on a state-wide basis
- Cons:
- Strongly against current State Government policy
  - In relation to camping at the Foreshore, not in accordance with Jetty Foreshores Plan of Management 2008
  - May put at risk Council's appointment as Corporate Manager of the Coffs Coast State Park and the revenue streams from the Park Beach and Sawtell Beach Holiday Parks.
  - Does not comply with Competition Policy Guidelines
  - Random overnight parking at coastal locations reflects poorly on the overall look and feel of the Coffs Coast as a tourist destination
  - Difficult to enforce other rules and regulations on reserves if no camping is not enforced.
  - Shows lack of leadership

Overall Comment: Unlikely to be an acceptable option especially at State Government level.

**Option 2 – Provision of Ten Sites on Crown Land under Council's Control**

Under this option the concept would be to set aside and develop an area of Crown land that is under Council's control in a location that would be desirable to travellers for short term stays.

Besides the Jetty Foreshore itself, the following sites have been identified as possible locations:

- (a) Saltwater Park,
- (b) North east corner of Englands Park,
- (c) Car park on the southern boundary of the Park Beach Holiday Park adjacent to the railway line,
- (d) Surf Club car park.

All of these sites are in the State Park (same as the Jetty).

Besides the individual characteristics of each site and cost of development, which would vary considerably, the following are pros and cons that apply to all of the sites.

- Pros:
- Satisfy a demand from travellers wishing to stop over in Coffs Harbour in a desirable location.
  - Assist in stopping ad hoc random overnight parking in various coastal locations.
  - Provides income to the local economy.

- Cons:
- Amendment of the applicable Plan of Management to allow camping following community consultation and the Minister's approval.
  - Subject to the amendment of the Plan of Management other approvals under the Local Government Act, applicable regulations and the Environment Planning and Assessment Act would need to be obtained requiring the land owner's (the Crown) consent.
  - Provision of infrastructure in accordance with approvals.
  - Funding for infrastructure and ongoing management/maintenance.
  - Very long lead time estimated at a minimum of 12 months.
  - No guarantee of obtaining approvals (rated as unlikely).
  - Industry perception as to a level playing field.

Overall Comment: A high risk option due to approval path and lead time. If selected as the preferred option, a further report would need to be brought back to Council on its implementation and funding options.

### ***Option 3 – Provision of Ten Subsidised Sites on Council Owned Land***

The only Council owned site that was identified as a possibility is the north-west corner of York Street Oval. Discussions with the Sports Unit reveal that it is not used for active recreation being outside the current soccer and softball playing surfaces.

The Sports Facility Plan (2010) noted that in the medium term (8-12 years) there would most likely be an increased demand for off-street parking and that it would most likely be located in this corner.

The land is classified as Community land under the Local Government Act and is covered by the Sportsground Plan of Management.

The Plan of Management would be required to be amended to allow the use of part of the site for camping.

As a primitive camping site it could accommodate ten sites. The cost to establish is estimated at \$80,000 (only a preliminary estimate with no design or specification) and annual cost to administer and maintain \$60,000. If the sites were charged out at \$10 per night, maximum two night stay and assuming a 75% occupancy, then gross income would be \$27,375.

Administration could be through the Visitor Information Centre, Park Beach Holiday Park, the Rangers, or a combination of all three. Obviously there would need to be a lot more internal discussion in this regard. The initial capital cost and annual costs would have to be funded from General Revenue.

- Pros:
- Satisfy a demand from travellers wishing to stop over in Coffs Harbour in a desirable location.
  - Assist in stopping ad hoc random overnight parking in various coastal locations.
  - Provides income to the local economy.
  - Good chance of obtaining necessary approvals.
  - Will not affect sporting uses in the short term.

- Cons:
- Amendment of the Sportsground Plan of Management.
  - Approvals under the Local Government Act, applicable regulations and the Environmental Planning and Assessment Act would need to be obtained.
  - Provision of infrastructure in accordance with approvals.
  - Funding for infrastructure and ongoing management/maintenance from general revenue.
  - Long lead time estimated at a minimum of 12 months.
  - May affect sporting uses in the long term.
  - Industry perception as to a level playing field.
  - Income will not cover all costs and therefore sites are being subsidised.

Overall Comment: Being on a Council owned site this option is not as risky as Option 2, but has a similar lead time and cost implications. If selected as the preferred option, a further report would need to be brought back to Council on its implementation and funding options.

#### ***Option 4 – Provision of Ten Subsidised Sites at Park Beach Holiday Park***

That ten unpowered camp sites be offered at Park Beach Holiday Park at a subsidised rate of \$10.00 per night for use by fully self-contained recreational vehicles (RVs) on a 12 month trial basis.

#### ***Rationale***

The option provides an already established location, with current Section 68 approvals in place, which meets some of the criteria for the RV's and self-contained motor homes seeking 'free' camping (eg close to local facilities, shops, beach and public services). A \$10.00 fee would be charged to recoup some of the costs associated with the stay and anecdotal information indicates that self-contained travellers would be willing to pay a small fee for the use of an area.

Once the option is in place, signage could be erected at strategic sites advising of camping prohibitions but also directing 'free' campers to the approved location at Park Beach Holiday Park. This would provide the users with a viable alternative to 'free' camping and add voracity to the enforcement of 'free' camping at non-approved locations within the Local Government Area.

#### **Issues of this Option**

##### ***Site Availability***

The allocation of ten unpowered sites will have an impact of a 20% loss in available unpowered sites for full paying guests. Current occupancy levels for unpowered sites means the park can cater for the loss of these sites on all but 22 days of the year (2013 usage) with all unavailable days falling within the Easter and Christmas holiday period.

##### ***Cost Implications***

The subsidised sites will operate at a loss under a \$10.00 per night scenario. Direct costs associated with the booking will include staff labour for booking in and checking out, accounting costs, electronic payment fees, administration costs and onsite management costs. Based upon a standard booking, these direct costs will not be covered by the subsidised tariff. Once indirect costs are applied to the booking, the site sold will operate at a loss and no profits will be derived from the business. The losses may be ameliorated somewhat if the subsidised sites sale is converted to ongoing patronage at a full tariff rate.

If, in future, the 22 days over Christmas and Easter are let out at the subsidised rate of \$10 per night, the loss of income to the park would be approximately \$10,000. Of course, even if Council chose this option, it could decide not to make the subsidised sites available over Christmas and Easter.

### ***Industry Perceptions***

The issue of Council providing subsidised RV sites will raise some concerns within the Caravan and Camping Industry and may raise questions from local competitors. The industry has had a long held desire to see all businesses within the industry maintain tariffs at sustainable levels. The provision of 'cheap' sites underscores the potential of the industry and creates a negative competitive environment that will stagnate growth and limit the quality of products and services available to the general public. Generally, Council managed holiday parks have had a stigma attached to them as historically, they have been responsible for the provision of lower quality products and services within the industry. Park Beach has operated counter to this trend resulting in the park being the recipient of many major awards including Best Holiday Park Resort in NSW 2013.

If Option 4 is pursued, the Caravan and Camping Industry Association of NSW should be consulted and informed of the rationale behind Council's decision to provide subsidised self-contained RV sites.

### ***Crown Lands Implications***

Without consultation, it is not clear what position Crown Lands will have on the matter. On one hand, the implementation of Option 4 assists Council in complying with Crown concerns over the provision of 'free' camping on Crown Land without the proper approvals in place. On the other hand, questions may be raised by the Crown regarding the unsustainable business practices involved in the provision of subsidised camping.

### ***Customer and Public Perceptions***

The provision of subsidised camping at Park Beach Holiday Park may have a negative impact upon some users of the park. There may be a perception that a full paying guest is themselves subsidising a traveller staying on a discounted site.

Alternately, whilst no rate payer's money is spent within the Holiday Parks, there may be a perception within the community that the rate payers' funds are subsidising holidays within Coffs Harbour. In any event, any loss of profits from the holiday park operations are funds that cannot be used for improvements within the wider State Park, and Council funds will be required to make up any shortfall.

### ***Internal enforcement***

Once inside the park it will be difficult to identify which guests have full access to all facilities and which guests are ostensibly paying a 'site only' fee. This may create some operational issues, particularly if a full paying guest takes exception to subsidised guests accessing park facilities.

**Operational Criteria**

The following items would be included as operational criteria and rules for the 10 unpowered sites set aside for subsidised camping:

- Maximum of ten unpowered sites offered per night;
- Offered at a subsidised rate of \$10.00 per night (standard rates vary between \$30.00 per night to \$47.00 per night dependent upon tariff period);
- Maximum two night stay with a maximum of four nights in any 12 month period;
- Security gate and dump point access provided but no access given to any other park facility or service;
- Vehicle must be 'fully self-contained';
- Once 100% occupancy is achieved on the subsidised sites no further sites will be offered to the market;
- No pre-booking of subsidised sites. Sites will be allocated on a first come first served basis;
- Sites are not available in conjunction with any other discount or offer (includes Top Tourist Card holder discounts);
- Guests choosing to extend their stay must relocate to another site within the park so the subsidised site is available for resale;
- Guest choosing to extend their stay are not eligible for any future 'long stay' rates until they have met the criteria for a full paying guest (eg weekly discount rate commences seven days after moving to a full paying sites);
- Current guests cannot shift to subsidised sites;
- Subsidised guests have no access to internal park promotions such as 'free' Friday BBQ breakfast, kids club or park functions;
- No refunds for early departure;
- Strict 2.00 pm check-in and 10.00 am check-out;
- All standard bonds for items such as boom gate access fobs will be charged as per a standard booking;
- Current 'full price' bookings for subsidised sites, and any future bookings, will be honoured and given priority

- Pros:
- Able to be implemented quickly
  - No additional approvals required
  - No additional infrastructure required
  - Allows time for Council to lobby the State Government to deal with the matter on a State-wide basis
  - Uses an area of the park that is vacant for a majority of the year
  - Satisfy a demand from travellers wishing to stop over in Coffs Harbour in a desirable location
  - Assist in stopping ad hoc random overnight parking in various coastal locations
  - Provides income to the local economy

- Cons:
- Sites are currently not available in peak holiday periods (Easter and Christmas)
  - Industry perception as to a level playing field
  - Suggested tariff will not cover all costs and therefore sites are being subsidised
  - Operational issues for staff in treatment of patrons with different entitlements

Overall Comment: This option can be implemented quickly with the opportunity for Council to lobby the State Government to deal with the issue on a State-wide basis over the suggested 12 months trial period.

If selected as the preferred option, then the motion will need to include the following:

*That Council approves the adoption and implementation of Option 4, including a \$10.00 tariff, in its capacity as Corporate Manager of the Coffs Coast State Park Trust and a report be brought back to Council three months before the end of the 12 months trial period.*

#### **Option 5 – Enforce the Current Statutory Position**

This option is the hard line approach and would require Council's rangers to enforce camping restrictions on reserves under the control of, or managed by Council, that are appropriately sign-posted, and either move people on or fine them.

- Pros:
- Would over a period of time remove illegal campers from coastal reserves under Council's control
  - Comply with State Government Policy
  - Comply with Competition Policy Guidelines
  - Provide a level playing field for those engaged in the accommodation industry
  - Shows strong leadership
- Cons:
- Adverse publicity, attacking Council (and Coffs Harbour in general) as not being tourist/traveller friendly.
  - Possible loss of income to local economy if less travellers stay overnight
  - As Council runs four coastal caravan parks, could be seen as a way of increasing revenue in these parks by forcing travellers to pay to stay.

Overall Comment: Maintains the 'status quo' allowing Council to lobby the State Government for a State-wide resolution of the issue.

#### **Summary**

This is a difficult and complex issue. Staff have tried to assist Council by providing the pros and cons of the various options put forward. Although Option 4 has some good points, particularly in relation to timing, Option 5 is recommended as the best way of dealing with the issue at present.

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

Council's decision will be implemented as soon practical.



**Recommendation:**

1. That Council note, for the reasons stated in this report, that it is not possible to implement its resolution of 14 February 2013 that:

*"Coffs Harbour City Council allow self-sufficient motor homes and vans to park on Council owned land, east of railway at the jetty or the area of land known as the south wall, for a limit of 48 hours.*

*A permit be purchased from the Visitors Information Centre and be displayed on the vehicles."*

and that no further action is to be taken in that regard.

2. That Council, to address the issue of illegal camping on reserves under its control, including the Jetty Foreshores, adopt and implement Option 5 as outlined in the report.
3. That Council write to the State Government, and lobby Local Government NSW to do the same, requesting that the State Government show leadership on this issue and put in place clear legislation/regulations that will resolve this issue State-wide.
4. That the appropriate industry associations and the media be advised of Council's decision.



**Premier & Cabinet**  
Division of Local Government

## Circular to Councils

Circular No. 13-05  
Date 19 February 2013  
Doc ID. A309917

Contact Innovation Team  
02 4428 4172  
[dlg@dlg.nsw.gov.au](mailto:dlg@dlg.nsw.gov.au)

### COUNCIL MANAGEMENT OF CAMPING IN PUBLIC PLACES

#### Purpose

The purpose of this Circular is to remind councils of the legislative obligations and options available to manage illegal camping in public places.

#### Issue

From time to time, the issue of illegal camping arises. It can cause health and safety issues, disturbance to adjoining land users, environmental damage and unfair competition to commercial businesses. There are a range of options available to councils to manage this issue. These include:

- Ensuring camping on council-managed land meets approval requirements.
  - Approval may only be granted when relevant health, safety and amenity requirements are met under the *Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005* (see the Regulation and Department of Planning and Infrastructure Circulars PS 06-001 and PS 10-019 at [www.planning.nsw.gov.au](http://www.planning.nsw.gov.au) for further information).
  - Communicating that camping in roadside rest areas is not permitted. This may be reinforced by signs erected by Roads and Maritime Services.
  - Consulting the relevant legislation and/or administering agency to ensure compliance with legislative obligations particularly where approval exemptions may apply such as under Local Approvals Policies, the Regulation for very low levels of very infrequent camping and other legislation for camping on Crown reserves, in State forests or in National Parks.
- Preventing unfair competition between illegal camping operations and legitimate, approved caravan and camping businesses. The *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* available on the Division's website provides additional guidance.
- Utilising management and enforcement options including:
  - Erecting signs prohibiting camping in unsafe locations, such as local road sides.
  - Issuing Penalty Infringement Notices for unauthorised operation or use of a camping ground under the 2005 Regulation, acting contrary to a sign under the *Local Government Act 1993*, or acting contrary to

Division of Local Government  
5 O'Keefe Avenue NOWRA NSW 2541  
Locked Bag 3015 NOWRA NSW 2541  
T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209  
E [dlg@dlg.nsw.gov.au](mailto:dlg@dlg.nsw.gov.au) W [www.dlg.nsw.gov.au](http://www.dlg.nsw.gov.au) ABN 99 567 863 195

Attachment 1

2

other laws such as the *Protection of the Environment Operations Act 1997*.

- Prosecuting for operating a camping ground without required prior approval under the *Local Government Act 1993*.
- Issuing an Order to cease use of a camping ground for which development consent has not been sought under the *Environmental Planning and Assessment Act 1979*.

**Action**

Councils are encouraged to monitor illegal camping in their areas and to use the range of options available to ensure that health, safety, environmental and other associated risks are well managed.



**Ross Woodward**  
Chief Executive, Local Government  
A Division of the Department of Premier and Cabinet



**Mr Paul Toole MP**  
Parliamentary Secretary to the Deputy Premier  
and for Asia-Pacific Trade

IM13/7939 05 APR 2013

Mr Andrew Fraser MP  
Member for Coffs Harbour  
1/9 Park Avenue  
COFFS HARBOUR NSW 2450

Dear Mr Fraser

I refer to your recent email to the Deputy Premier concerning the decision by Coffs Harbour City Council to permit parking of self-contained motor homes at the Coffs Harbour Jetty. The Deputy Premier has asked me to respond on his behalf.

The subject land is Crown land which is managed by Council in its capacity as the appointed Trust Manager of the Coffs Coast State Park Trust. The Trust has the responsibility for the care, control and management of the land in accordance with the adopted Coffs Harbour Jetty Foreshores Plan of Management.

I confirm that Council does not own any of the land subject to the resolution and accordingly neither the Trust nor NSW Trade & Investment, Crown Lands Division, have any obligation to accede to this motion. I am advised that the proposal is not consistent with the adopted plan of management for the reserve and that any camping will require an approval from Council in accordance with section 68 of the *Local Government Act 1993*.

Any decision with respect to this matter is therefore the responsibility of Council in its capacity as Trust Manager and is subject to an appropriate Trust resolution.

Thank you for your interest in this issue. If you have any further enquiries please contact Mr Tony Broderick by email at [tony.broderick@lands.nsw.gov.au](mailto:tony.broderick@lands.nsw.gov.au) or on 02 6640 3437.

Yours sincerely



Mr Paul Toole MP  
Parliamentary Secretary to the Deputy Premier  
and for Asia-Pacific Trade



---

Level 30, Governor Macquarie Tower, 1 Farrer Place, Sydney NSW 2000  
Phone: (61 2) 9228 5209 Fax: (61 2) 9228 5970 Email: [office@stoner.minister.nsw.gov.au](mailto:office@stoner.minister.nsw.gov.au)

---

## COUNCILLOR EXPENSES AND FACILITIES POLICY

---

### **Purpose:**

In accordance with Section 252 of the Local Government Act 1993, (the Act) Council is required within five months of the end of each financial year to adopt a policy concerning the payment of expenses incurred by, and the provision of facilities to, the Mayor and Councillors in relation to discharging the functions of civil office.

### **Description of Item:**

The purpose of this policy is to ensure that there is accountability and transparency in the reimbursement of expenses incurred by Councillors. The policy also ensures that the facilities provided to assist Councillors to carry out their civic duties are reasonable and meet the expectations of the local community.

### **Sustainability Assessment:**

- **Environment**

This is not applicable to this report.

- **Social**

This is not applicable to this report.

- **Civic Leadership**

The purpose of Council policies is to ensure transparency and accountability in local government. The implementation enables Council to identify and respond to the community. This is consistent with the *Coffs Harbour 2030 Community Strategic Plan strategy LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour.*

- **Economic**

The budget includes allocations to account for the expenses included within the policy. If Council requires any amendments to the Policy relating to payment of expenses, the impact of these changes on the 2013/14 adopted budget will need to be considered.

### **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:**

As per s253 of the *Local Government Act 1993*, and following the Council meeting of 10 October 2013, the draft Councillor Expenses and Facilities Policy was on public exhibition for a period of 28 days. At the conclusion of the exhibition period nil (0) submissions were received.

**Related Policy and / or Precedents:**

This is not applicable to this report.

**Statutory Requirements:**

This policy is made under the *Local Government Act 1993*, in accordance with sections 252 and 253, as well as clause 403 of the Local Government (General) Regulation 2005.

A copy of this policy must be submitted to the Division of Local Government by 30 November each year.

**Issues:**

At the Council meeting of 10 October 2013 the draft policy was amended to retain the requirement for Councillors to report to Council on the outcome of Local Government program sessions.


The absence of submissions indicates that there were no issues with the draft policy.

**Implementation Date / Priority:**

Implementation is immediate.

**Recommendation:**

**That Council adopts the Councillor Expenses and Facilities Policy.**

Locked Bag 155, Coffs Harbour, NSW 2450 ABN 79 126 214 487	<b>COFFS HARBOUR CITY COUNCIL</b>	
<h2 style="margin: 0;">Councillor Expenses and Facilities Policy</h2>		
<p><b>Policy Statement:</b></p> <p>Councillor expenses and facilities policies allow for Councillors to receive adequate and reasonable expenses and facilities to enable them to carry out their civic duties as elected representatives of the residents and ratepayers of the City of Coffs Harbour. All expenses incurred by Councillors are to relate to the performance and carrying out of their civic duties.</p>		
<p><b>Director or Manager Responsible for Communication, Implementation and Review:</b></p>		
<p><b>Related Legislation, Division of Local Government Circulars or Guideline:</b></p> <ul style="list-style-type: none"> <li>• <i>Local Government Act 1993</i></li> <li>• <i>Local Government (General) Regulation 2005</i></li> <li>• DLG 'Guidelines for the payment of expenses and the provision of facilities to mayors and Councillors'. October 2009</li> <li>• Code of Conduct Policy</li> <li>• ICAC publication 'No excuse for Misuse'</li> </ul>		
<p><b>Does this document replace an existing policy?</b></p> <p>Councillors Expenses and Facilities Policy                  As adopted by Council 22 November 2012</p>		<p><b>Yes</b></p>
<p><b>Other Related Council Policy or Procedure:</b></p> <p>Nil</p>		
<p><b>Application:</b></p> <p>It is mandatory for all Councillors to comply with this policy.</p>		
<p><b>Distribution:</b></p> <p>This policy and guidelines are available on Council's website under Council policies. Copies distributed to all Councillors.</p> <p> <input checked="" type="checkbox"/> Internet                       <input checked="" type="checkbox"/> Intranet                       <input type="checkbox"/> Email                       <input type="checkbox"/> Noticeboard                       <input checked="" type="checkbox"/> ECM                 </p>		
<p><b>Approved by:</b></p> <p><b>Executive Team:</b></p> <p><b>Council :</b></p> <p><b>Resolution No:</b></p>	<p><b>Signature:</b></p> <hr style="border: 0; border-top: 1px solid black; margin: 10px 0;"/> <p style="text-align: center;"><b>General Manager</b></p>	
<p><b>Council Branch Responsible:</b>  <b>Governance &amp; Legal Services</b></p>	<p><b>Date of next Review:</b></p>	

**TABLE OF PROVISIONS**

<b>PART 1 - PRELIMINARY</b> .....	<b>3</b>
1. Objective.....	3
2. Introduction.....	3
3. Legislative Provision .....	3
4. Basis of Providing Facilities.....	3
5. Reporting Requirements .....	3
6. Misuse of Council Resources .....	4
7. General Expense Allowances.....	5
8. Approval and Dispute Resolution Processes .....	5
9. Monetary Limits.....	5
10. Private Benefit.....	5
<b>PART 2 - FACILITIES FOR MAYOR AND COUNCILLORS</b> .....	<b>6</b>
11. Councillors .....	6
12. Additional Facilities for the Mayor .....	8
<b>PART 3 - REIMBURSEMENT AND ACQUISITION OF EQUIPMENT</b> .....	<b>9</b>
13. Reimbursement.....	9
14. Acquisition of Equipment.....	10
<b>PART 4 - EXPENSES FOR COUNCILLORS</b> .....	<b>10</b>
15. Payment of expenses for spouses, partners and accompanying persons... ..	10
16. Care Expenses .....	11
<b>PART 5 - TRAVEL COSTS - USE OF COUNCILLORS PRIVATE VEHICLES</b> .....	<b>12</b>
17. Councillors .....	12
<b>PART 6 - CONFERENCES HELD IN AUSTRALIA</b> .....	<b>13</b>
18. Who may attend Conferences:.....	13
19. What Conferences may be Attended:.....	13
20. Councillors' Attendance .....	13
21. Local Government and Shires Association Councillor Professional Development Program and Other Local Government Conference and Seminar Programs .....	13
22. Conference Costs .....	14
23. Conference Costs - Incidental Expenses .....	15
24. Conference Costs - Payment in Advance.....	16
25. Conference Costs - Councillors'/Delegates' Accompanying Person .....	16
26. Attendance at Overseas Conferences .....	17
<b>PART 8 - LEGAL ASSISTANCE FOR COUNCILLORS</b> .....	<b>18</b>
27. Legal and Representation Costs - Enquiries, Investigations, Hearings, etc. .....	18
<b>PART 9 - INSURANCE AND HEALTH MAINTENANCE AND ASSESSMENT PROGRAMS</b> .....	<b>20</b>
28. Insurance - Councillors .....	20
<b>PART 10 - ANNUAL FEES - MAYOR AND COUNCILLORS</b> .....	<b>22</b>
29. Fees Payable to Councillors.....	22
30. Fees Payable to the Mayor .....	22
31. Sacrificing Annual Councillors Fees to Complying Superannuation Funds .....	22



## **PART 1 - PRELIMINARY**

### **1. Objective**

The purpose of this policy is to ensure that there is accountability and transparency in the reimbursement of expenses incurred, or to be incurred by the Mayor and Councillors.

To ensure that the fees paid, civic expenses reimbursed and facilities provided to the Mayor and Councillors are appropriate and reasonable to the importance of the Office.

To ensure that the Mayor and Councillors do not suffer financial hardship by meeting their Civic responsibilities as a member of the governing body of the Council or as an elected person.

### **2. Introduction**

In accordance with the provisions of the Local Government Act 1993, the Council is required to adopt a policy concerning the payment of fees and expenses and the provision of facilities to the Mayor and other Councillors in relation to their roles as elected persons and members of the governing body of the Council.

Councillors, in carrying out their civic responsibilities, are required to attend a variety of functions in their capacity as a representative of Council i.e., Council meetings, Committee meetings, and as delegates.

Councillors will also be expected to attend a variety of functions in a capacity where they may not directly represent Council, but attendance is relevant to their effectiveness as Councillors, i.e., attendance at community functions.

### **3. Legislative Provision**

The *Local Government Act 1993* recognises this obligation and makes provision (Division 5 of Chapter 9) for payment of fees (s.248 and s.249); payment of expenses (s.252) and provision of facilities (s.252).

### **4. Basis of Providing Facilities**

Unless otherwise provided, the facilities which may be provided to the Mayor and Councillors under this policy, shall be provided without reduction of the annual fees payable to the Mayor and Councillors, as determined by the Council, under Section 248-254A inclusive of the Act.

### **5. Reporting Requirements**

Clause 217 of the Local Government (General) Regulation 2005 requires Council to include detailed information in its Annual Report about the payment of expenses and facilities to Councillors.

An annual report is to include the following information:

- Details (including the purpose) of overseas visits undertaken during the year by Councillors, Council staff or other persons while representing the Council (including visits sponsored by other organisations).

## Attachment

- Details of the total cost during the year of the payment of the expenses of, and the provision of facilities to Councillors in relation to their civic functions (as paid by the Council, reimbursed to the Councillor or reconciled with the Councillor), including separate details on the total cost of each of the following:
  - The provision during the year of dedicated office equipment allocated to Councillors on a personal basis, such as iPads and mobile telephones (including equipment and data plan costs but not including call costs).
  - Telephone calls made by Councillors, including calls made from mobile telephones provided by Council and from landline telephones.
  - The attendance of Councillors at conferences and seminars.
  - The training of Councillors and the provision of skill development for Councillors.
  - Interstate visits undertaken during the year by Councillors while representing the Council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses.
  - Overseas visits undertaken during the year by Councillors while representing the Council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses.
  - The expenses of any spouse, partner (whether of the same or the opposite sex) or other person who accompanied a Councillor in the performance of his or her civic functions, being expenses payable in accordance with the *Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW* prepared by the Director-General from time to time.
  - Expenses involved in the provision of care for a child of, or an immediate family member of, a Councillor, to allow the Councillor to undertake his or her civic functions.

Council's Annual Report must also incorporate a copy of this policy.

### 6. Misuse of Council Resources

Councillors should have a clear understanding of their responsibilities in using Council's resources. Councillors must:

- Not use his or her official position to accept or acquire an unauthorised personal profit or financial advantage (other than of a token kind as defined by Coffs Harbour City Council's Adopted Code of Conduct).
- Not use Council resources for private purposes unless such use is lawfully authorised and proper payment is made where appropriate.
- Not convert to his or her own use any property of the Council.
- Not use Council's facilities, equipment and services to produce election material or for any other political purpose.
- Ensure that council property, including intellectual property, official services and facilities are not misused by any other person or body.

Additional guidance can be found in Council's Code of Conduct, the Independent Commission Against Corruption publication "No excuse for misuse - preventing the misuse of council resources" and the Department of Local Government's 'Guideline for the Payment of Expenses and the Provision of facilities to Mayors and Councillors' for Local Councils in NSW.

## 7. General Expense Allowances

In accordance with clause 403 of the Regulation there is no provision for a general expense allowance for Councillors. A general expense allowance is a sum of money paid by council to a Councillor to expend on an item or a service that is not required to be receipted and/or otherwise reconciled according to a set procedure and within a specific timeframe.

## 8. Approval and Dispute Resolution Processes

Approval arrangements for the payment of expenses for Councillor attendance at conferences will be:

- (a) The Council, through resolution duly passed at a Council Meeting;
- (b) The Mayor and General Manager, where such conferences are in accordance with this policy (Part 4, section 5);
- (c) If the Mayor requires approval, this can be done jointly by the Deputy Mayor or another Councillor and the General Manager.

The Mayor, in consultation with the General Manager, is responsible for authorising payment of expenses and the provision of facilities (not relating to attendance at conferences as above) in accordance with this policy.

The Deputy Mayor, or another Councillor, and the General Manager are responsible for authorising payment of expenses and the provision of facilities for the Mayor in accordance with this policy.

Should a dispute arise about the provision of expenses and facilities, or when an expense claim is not approved by the Mayor and General Manager, then the disputed decision is to be reviewed by the external members of the Governance and Audit Committee.

## 9. Monetary Limits

Monetary limits are mentioned throughout this policy. (Appendix A) provides a table listing all monetary limits.

Any expenses incurred in excess of the limits within this policy should be reported to Council and approval obtained, where possible, prior to the expenses being incurred.

## 10. Private Benefit

Councillors (incl Mayor) should not obtain private benefit from the provision of equipment and benefit from the provision of equipment and facilities, nor from travel bonuses such as 'frequent flyer' schemes or any other loyalty programs while on council business. It is acknowledged that incidental use of council equipment and facilities may occur from time to time. Such incidental private use is not subject to a compensatory payment back to council. Anything other than incidental private use should be reimbursed to council at the recognised cost.

## PART 2 - FACILITIES FOR MAYOR AND COUNCILLORS

### 11. Councillors

To assist the Councillors, including the Mayor in carrying out the duties of their office, they are if they request such, entitled to receive the benefits of the following facilities for use in connection with their civic duties, without reduction (unless otherwise stated) of the fees payable under Section 248 of the Act:

- 11.1 A copy of the Electoral Rolls for the whole Council area and access to Council policies, relevant Acts and Regulations.
- 11.2 Access to a Councillors' Room in the Coffs Harbour City Council Administration Building, suitably equipped with access to telephone, computer terminal connection, copying and printing facilities.
- 11.3 Secretarial service including typing, photocopying, printing and postage for the following purposes:
  - 11.3.1 Initiating correspondence to, and answering correspondence received from, residents/ratepayers, Members of Parliament, Government Departments, statutory authorities/bodies, other local authorities, other Councillors, local government related bodies and organisations, the media or the general public in relation to the business of the Council or local government subject to a response to petitions received by Councillors will only be made to the principal person who lodges the petition and not all signatories.
  - 11.3.2 Replying to invitations to attend functions/gatherings received in their capacity as a Councillor;
  - 11.3.3 Communications to Councillors and Council's staff on official business;
 

Provided that under no circumstances will the Council permit the facilities provided to be used for the initiation or issue of circular type letters or election material / letters.
- 11.4 Suitable meals associated with Council and Council Committee meetings, and meetings of Councillors with Parliamentary representatives, visiting dignitaries and other delegations.
- 11.5 Suitable stationery supplies.
  - 11.5.1 Councillor business cards, name badges and Council promotional apparel, e.g., scarf, tie, cuff-links, etc.
  - 11.5.2 Stationery - use of Council letterhead and envelopes for Council business.
  - 11.5.3 Postage - official Councillor correspondence – This is to be directed through the Council's own mail system.

**Attachment**

- 11.6 Access to Information - Councillors can obtain copies of Council information, if the information is required to enable a Councillor to undertake their role as defined under S232 of the Local Government Act 1993.

When seeking information on policy issues and day to day matters, in the exercise of their statutory role as a member of the Council, Councillors must contact the General Manager, Director, or an officer nominated by the Director.

- 11.7 Preparation of media material except material for an election campaign - professional advice and assistance from officers in preparing media material (other than election campaign material) relevant to the Councillor's role subject, in each case, to the approval of the General Manager.

- 11.8 Recognition of Service - Council will provide a plaque and suitable gift as recognition of service to former Councillors and Mayors who have served a minimum of one (1) term.

- 11.9 Access to a suitable vehicle or vehicles (if available) provided by the Council for use on official duties connected with the office of Councillor. If required, Councillors are also issued with a cab charge card. Cab charge cards are for Council business, when a Council vehicle is not reasonably available to provide such transport, or the provision of a vehicle would not be economical in the circumstances.

- 11.10 Provision of four car parking reserved spaces at the Coffs Harbour City Council Administration Building for the specific use of Councillors on Council business during business hours.

- 11.11 The following furniture and/or equipment which shall remain the property of the Council, subject to the conditions specified and subject to the immediate return of such furniture and/or equipment to the Council in good operational order and condition upon ceasing to be an elected member of the Council:

11.11.1 Three (3) drawer filing cabinet if specifically required.

11.11.2 A mobile phone – with blue tooth installed in the Councillor's private vehicle if required.

- An appropriate call plan will be entered into, whereby Council meets the cost of the monthly service and access fees and individual Councillors meet the cost of any additional private calls.
- The Councillor's business mobile phone number is to be made available to the public.
- Council's current telecommunication plan covers Council related calls and includes 1GB of data
- Councillors will receive an email notification when data usage reaches 80% of the allowable.
- The cost (as charged by Council's provider) of personal calls and data in excess of 1GB is to be reimbursed by the Councillor.

**Attachment**

- 11.11.3 An iPad or other form of electronic system and software to enable processing of correspondence and access to Council business papers, minutes, policies and other Council records if such are distributed to Councillors in electronic data form.
- Computer software training - Councillors will be provided with computer software training where necessary to undertake Councillor duties. Course fees and software will be met by Council.
  - Council's current telecommunication plan includes 4GB of data
  - Councillors will receive an email notification when data usage reaches 80% of the allowable.
  - Council's telecommunication plan provider issues warnings to the user advising that usage is approaching data limits.
  - The cost (as charged by Council's provider) of data in excess of 4GB is to be reimbursed by the Councillor.
- 11.11.4 Security Key - Councillors are to be provided with a security key for access to building and a key to access the Councillors Room.
- 11.11.5 Corporate clothing and protective clothing and equipment when required.

**12. Additional Facilities for the Mayor**

The Mayor shall, in carrying out the duties of that office, be entitled to receive the benefit of the following facilities without reduction of the fees payable under Section 248 and/or 249 of the Act:

A similar facility shall be available to the Deputy Mayor at any time he or she is required to act as the Mayor in accordance with Section 231 of the Act.

- 12.1 Suitable furnished office accommodation within the Coffs Harbour City Council Administration Building.
- 12.2 Secretarial services including typing, photocopying, printing, postage, email, facsimile and telephone facilities.
- 12.3 Administrative assistance associated with any Council function, meetings, publications and the like.
- 12.4 Office refreshments for entertainment purposes.
- 12.5 The provision of a suitable and appropriate vehicle fully serviced and maintained for both civic and private use. In the event of the vehicle being used for private use Council shall set any contribution level from time to time. The current contribution rate is nil, subject to the following clause:

**Attachment**

A fuel card is provided for refuelling from Council authorised facilities, however, during periods of private use any refuelling occurring outside a 200km radius from the Council administrative centre, must be paid for by the Mayor.

At any time the Deputy Mayor is required to act as the Mayor, in accordance with Section 231 of the Act. "the provision of a suitable and appropriate vehicle fully serviced and maintained for use for all official, executive and social duties connected with the office shall be made available."

12.6 The provision of an allocated parking space at Council's Administration Building.

12.7 The provision of expenses and facilities for the Mayor and/or partner to attend on behalf of Council in the office of the Mayor on official or legal occasions. As a guide the amounts payable for accommodation and meals will be the maximum reasonable travel and meal expense amounts determined by the Australian Taxation Office (ATO), as stated on the ATO website, currently [TD 2013/16](#)– Table 3.

If the Mayor is attending a conference and accommodation is available at the conference venue, Council will pay for a standard double room at the venue. Council will pay for the night before and/or after the conference where this is necessary because of travel and/or conference timetables.

12.8 Mobile/car communication technology, including charges for rental, calls, etc related to civic duties. Any calls of a personal nature are to be reimbursed to council.

12.9 Stationery, including Mayoral letterhead, envelopes and stationery generally.

12.10 If the Mayor so chooses, provision of a corporate purchase card to be used for official Council business and expenditures provided under the annual allocation for discretionary expenditure for the office of Mayor. The corporate purchase card is to be used in situations where it is not reasonably possible to go through the Council's normal procedures for the ordering and/or payment for goods or services.

12.11 Ceremonial clothing including Mayoral robes and Chain of Office.

**PART 3 - REIMBURSEMENT AND ACQUISITION OF EQUIPMENT**

**13. Reimbursement**

13.1 Councillors will receive a regular copy of their mobile phone account. Calls not used for council business are to be reimbursed to Council.

13.2 Postage of official Councillor correspondence - Councillors will be reimbursed where expenses can be verified and where it is impractical to use the Council's own mail system.

**Attachment**

- 13.3 Councillors seeking reimbursement for sustenance expenses should provide receipts in accordance with Goods and Services Tax (GST) requirements.

**14. Acquisition of Equipment**

Upon ceasing the position of Councillor or Mayor all equipment must be returned to Council or Councillors may purchase equipment at either trade-in-value or the price Council would obtain for its disposal or particular items may be purchased at current written down value.

**PART 4 - EXPENSES FOR COUNCILLORS**

**15. Payment of expenses for spouses, partners and accompanying persons.**

There may be limited instances where certain costs incurred by the Councillor on behalf of their spouse, partner or accompanying person are properly those of the Councillor in the performance of his or her functions (hence they are properly incurred by, and reimbursable to the Councillor). An accompanying person is a person who has a close personal relationship with the Councillor and/ or provides carer support to the Councillor.

As a consequence, meeting the reasonable costs of spouses and partners or an accompanying person for attendance at official council functions that are of a formal and ceremonial nature, is considered appropriate when accompanying Councillors within the local government area. Such functions would be those that a Councillor's spouse, partner or accompanying person could be reasonably expected to attend. Examples could include but not be limited to, Australia Day award ceremonies, Citizenship ceremonies, civic receptions and charitable functions for charities formally supported by council.

Limited expenses of spouses, partners or accompanying persons associated with attendance at the Local Government and Shires Associations' annual conferences could be met by councils. These expenses should be limited to the cost of registration and the official conference dinner. Travel expenses, any additional accommodation expenses, and the cost of partner/ accompanying person tours etc. should be the personal responsibility of individual Councillors.

Consideration should also be given to the payment of expenses for the spouse, partner or accompanying person of a mayor, or a Councillor when they are representing the mayor, when they are called on to attend an official function of council or carry out an official ceremonial duty while accompanying the mayor outside the council's area, but within the State. Examples could include charitable functions to which the mayor has been invited and award ceremonies and other functions to which the mayor is invited to represent the council.

The above circumstances should be distinguished from spouses, partners of accompanying persons who accompany a Councillor at any event or function outside the council area, including interstate and overseas, where the costs and expenses of the spouse or partner or accompanying person should not be paid by council (with the exception of attendance at the Local Government and Shires Associations annual conferences, as noted above).



**Attachment**

The above examples should also be distinguished from circumstances where spouses, partners or accompanying persons accompany Councillors at seminars and conferences and the like. In these situations all costs, including any additional accommodation costs, must be met by the Councillor or the spouse/ partner/ accompanying person.

The payment of expenses for spouses, partners or accompanying persons for attending appropriate functions as permitted above should be confined specifically to the ticket, meal and/ or the direct cost of attending the function. Peripheral expenses incurred by spouses, partners or accompanying persons such as grooming, special clothing and transport are not considered reimbursable expenses.

**16. Care Expenses**

- 16.1 Council will reimburse Councillors for the cost of care services incurred while on authorised Council business. This includes childcare, eldercare, disability care and care of ill or injured relatives when provided by a registered carer. Expense claims for reimbursement are to be accompanied by an itemised receipt and a maximum of \$18.50 per hour per caree applying. This will be paid to a maximum of \$2200 annually.
- 16.2 Council will give consideration to the payment of other related expenses associated with the special requirements of Councillors with disability and access needs, including reasonable transportation provisions for those unable to drive a vehicle, to allow them to perform their normal civic duties and responsibilities. Costs could include accommodation, meals and travel expenses for carers, accompanying a Councillor where required.

## PART 5 - TRAVEL COSTS - USE OF COUNCILLORS PRIVATE VEHICLES

### 17. Councillors

17.1 Councillors, subject to the Councillor's private vehicle being currently registered and covered by Compulsory Third Party Insurance, may claim a kilometre allowance for use of private vehicles when used to travel (including return) between their place of residence and:

17.1.1 Attending Council, Committee or Sub Committee meetings as a Councillor or delegate of the Council, engagements, appointments and attending to the transaction of Council business;

17.1.2 Inspections listed on the Council Meeting Agenda, undertaken in compliance with a resolution of the Council or at the request of a resident;

17.1.3 Attending public meetings and civic functions convened by the Council or other community meetings where a Councillor has been invited to attend;

Any conference as defined in the policy.

17.2 Kilometre rates for such travel will be paid at the rate set by the 'ATO cents per kilometre rates' at the date of travel. Such rate shall be deemed to cover and include any claims for accidental damage or repairs to the Councillor's own vehicle, and any loss of no claim bonus and any excess not covered by insurance.

17.3 Payment is subject to a formal claim on the prescribed voucher form being lodged by the Councillor not later than three (3) months after the travel occurred.

17.4 Costs of traffic or parking fines incurred while travelling in vehicles on Council business are the responsibility of the driver.

**PART 6 - CONFERENCES HELD IN AUSTRALIA**

In this part Conference means conferences, seminars, congresses, forums, workshops, courses, meetings, deputations, information and training sessions, events, etc related to the industry of local government and held within Australia.

**18. Who may attend Conferences:**

- 18.1 Any Councillor may be nominated and authorised to attend conferences.
- 18.2 The Mayor may authorise a substitute Councillor to attend any conference in lieu of the Mayor.

**19. What Conferences may be Attended:**

The conferences to which this policy applies shall generally be confined to:

- Local Government Association (LGA) and Australian Local Government Association (ALGA) Conferences.
- Special "one-off" conferences called or sponsored by or for the LGA and/or ALGA on important issues.
- Annual conferences of the major Professions in Local Government
- Australian Sister Cities Conferences.
- Regional Organisation of Council's Conferences.
- Conferences, which further training and development efforts of the Council and of Councillors, or which relate to or impact upon the Council's functions.
- Any meetings, conferences, organisations or bodies on which a Councillor of the Council may be elected, or appointed to be, a delegate or member of the Council or the LGA.

**20. Councillors' Attendance**

- 20.1 That Councillors attending either conferences or seminars funded by Council be required to attend at least 90% of scheduled sessions.
- 20.2 That, other than in the most exceptional circumstances, where Councillors fail to comply with this policy, they be required to show cause why they should not reimburse any Council costs incurred.

**21. Local Government and Shires Association Councillor Professional Development Program and Other Local Government Conference and Seminar Programs**

- 21.1 That the Mayor and General Manager be delegated the right to approve Councillors' applications to attend any workshop sessions or seminars as part of the Local Government Professional Development Program and other affiliated programs.
- 21.2 That Councillors report in writing within one month of attendance to an open session of Council on the outcome of Local Government program sessions.

**22. Conference Costs**

The following shall apply for Councillors authorised and/or appointed as delegates under this policy to attend Conferences (as defined above):

**22.1 Registration**

The Council will pay all normal registration costs for Councillors/delegates which are charged by organisers, including those relating to official luncheons, dinners and tours/inspections which are relevant to the interests of the Council.

**22.2 Accommodation and Meals**

As a guide the amounts payable for accommodation and meals will be in line with the maximum reasonable travel and meal expense amounts determined by the Australian Taxation Office, as stated on the ATO website, currently [TD 2013/16](#) table 3.

Excerpt taken from table 3 shown below:

	<b>Accommodation and Meals \$</b>
<b>Sydney</b>	<b>265.00</b>
<b>Breakfast</b>	<b>32.00</b>
<b>Lunch</b>	<b>45.25</b>
<b>Dinner</b>	<b>63.40</b>

If accommodation is available at the conference venue, Council will pay for a standard double room at the venue. Council will pay for the night before and/or after the conference where this is necessary because of travel and/or conference timetables.

**22.3 Travel**

22.3.1 All reasonable travel costs for Councillors/delegates to and from the conference location and venue will be met by the Council. Where appropriate, travel will be provided by air (economy class). Depending upon the location or circumstances, it may be more appropriate for travel to be undertaken by car or train.

22.3.2 Where trains are used the Council will provide first class travel, including sleeping berths where available.

22.3.3 Where travel by motor vehicle is used it should be undertaken by Council vehicle where available, or by private vehicle subject to prior approval of the General Manager.

22.3.4 Councillors using private vehicles in accordance with this policy may claim the "kilometre" allowance at the date of travel as per Clause 3.2, but subject to such cost not exceeding economy class air fares to and from the particular destination.

**Attachment**

- 22.3.5 Costs of vehicle hire, taxi fares and parking which are reasonably required and incurred in attending conferences, will be reimbursed by the Council.
- 22.3.6 Costs of traffic or parking fines incurred while travelling in private or Council vehicles on Council business are the responsibility of the driver.

**23. Conference Costs - Incidental Expenses**

- 23.1 So that Councillors, as delegates of the Council attending conferences are not financially disadvantaged, each Councillor attending in pursuance of a Council resolution or Mayoral authority, shall be entitled to reimbursement of incidental expenses.
- 23.2 The amount of the payment under Clause 9.1 shall be equal to reasonable costs substantiated by a tax invoice receipt or statutory declaration to the effect that the expenditure was incurred, subject to daily limits specified in Appendix A.
- 23.3 Such payment shall be made to cover all incidental expenses associated with the conference attendance such as:
  - 23.3.1 All telephone or facsimile calls. Council will meet the cost of telephone calls from the delegate to his/her family and to Council during the period of the conference. Other telephone expenses are to be paid for by the delegate;
  - 23.3.2 Laundry - Council will meet the cost of reasonable laundry or dry cleaning services, if necessary;
  - 23.3.3 Any optional activity in a conference program;
  - 23.3.4 Gifts taken - If it is appropriate that gifts be required for presentations, Council will provide items as determined by the General Manager;
  - 23.3.5 Gifts received - Council's Code of Conduct should be adhered to at all times. Any gifts received should be declared on return.
- 23.4 The following Incidental expenses will not be met by Council:
  - 23.4.1 Bar fridge – Council will not meet the cost of any expenses incurred from the use of the bar fridge provided in the hotel room.
  - 23.4.2 Bar service – Council will not meet the cost of any expenses incurred at the bar located within the hotel other than where special guests have been invited for drinks at the request of the Mayor or leader of the Council's delegation.
- 23.5 A cash payment for incidental expenses under this clause may be paid to a Councillor in advance, subject to any portion being refundable to the Council within seven (7) days of the conclusion of the conference if the actual period of attendance is less than that upon which the allowance was assessed.

**24. Conference Costs - Payment in Advance**

- 24.1 The Council will normally pay registration fees, accommodation costs and airline/train tickets direct to conference organisers/travel agent in advance. Where this is not appropriate or possible a cash allowance or cheque equivalent thereto may be paid in advance to the attendee for payment to the appropriate party.
- 24.2 Any advance payments must be properly accounted for on the prescribed voucher form within one (1) month after such conference.

**25. Conference Costs - Councillors'/Delegates' Accompanying Person**

- 25.1 Where the Councillor is accompanied at a conference all costs for, or incurred by, the accompanying person, including travel, breakfast, meals, registration and/or participation in any conference programs, are to be borne by the Councillor/accompanying person and not by the Council. Accompanying person's registration, or accompanying person's program fees, is to be paid to the conference organiser, etc. and paid at the time of registration. The Council is prepared to receive such registration and payments and to forward them on to the conference organiser, etc with any Council delegates' registration.
- 25.2 Where the Council meets, on account, any expenditure or cost on behalf of an accompanying person attending a conference, such expenditure must be repaid to the Council by the Councillor/accompanying person within seven (7) days of being invoiced for such expenditure following the conclusion of the conference.

Note: Reference should also be made to section 2.14 Payment of Expenses for spouses, partners and accompanying persons.

**PART 7 - CONFERENCES OVERSEAS****26. Attendance at Overseas Conferences**

Proposals for overseas travel by Councillors and staff on Council business will be documented in the annual Operational Plan, outlining the direct and tangible benefits to Council and the community for the proposed trip. The plan will be widely circulated in the community. Community input about the proposed visit can therefore be considered as part of the Operational Plan review and budget finalisation process.

Overseas travel must be approved by a meeting of the full council prior to a Councillor undertaking the trip. Travel must be approved on an individual trip basis. Retrospective reimbursement of overseas travel expenses is not permitted, unless prior authorisation of the travel has been obtained.

Travel proposals should be included in the council business papers. The use of a mayoral minute to obtain council approval for travel is not appropriate as it is not consistent with principles of openness and transparency.

A detailed report should be given in the Annual Report for the year in which the visit took place, outlining how the objectives were met and what quantifiable benefits will flow into the community.

Overseas conferences, seminars and courses - reimbursement of costs associated will be in accordance with the conditions applying for conferences held in Australia except:

- 26.1 The terms "conference" and "delegation" as occurring in this policy include visits of cultural exchange between Council and other Local Government areas as part of Council's Business of Local Government;
- 26.2 Accommodation expenses incurred for conference and/or other travel/delegation etc. will be paid, including for the night prior to and following such conference or delegation, depending upon travel schedules, as expressly authorised by Council prior to such travel being incurred.
- 26.3 Accommodation that may be required in transit to overseas conferences should equate to an Australian 4 star ranking.
  - 26.3.1 Travel costs for both air and ground charges will be met by Council as follows:
  - 26.3.2 Airfares will be at business class standard if flight is more than ten hours
  - 26.3.3 Any travel by train will be first class, including sleeping berths where necessary
  - 26.3.4 Road transport will be by taxi or hire car having regard to distance and the constraints of time.

**PART 8 - LEGAL ASSISTANCE FOR COUNCILLORS**

**27. Legal and Representation Costs - Enquiries, Investigations, Hearings, etc**

That in the event of:

27.1 Any enquiry, investigation or hearing by any of:

- the Independent Commission Against Corruption;
- the Office of the Ombudsman;
- the Department of Local Government;
- the Police;
- the Director of Public Prosecutions; or
- the Local Government Pecuniary Interest Tribunal,

Into the conduct of a Councillor; or

27.2 Legal proceedings being taken against a Councillor, arising out of or in connection with the Councillor's performance of his or her civic duties or exercise of his or her functions as a Councillor, Council shall reimburse such Councillor, at the conclusion of such enquiry, investigation, hearing or proceeding, for all legal expenses properly and reasonably incurred, given the nature of the enquiry, investigation, hearing or proceeding, on a solicitor/client basis, PROVIDED THAT:

27.2.1 The amount of such reimbursement shall be reduced by the amount of any monies that may be or are recouped by the Councillor on any basis;

27.2.2 The Councillor's performance or exercise of the civic duty or function was in the opinion of Council bona fide and/or proper, and the Councillor acted in good faith as required under Section 731 of the Local Government Act.

27.2.3 The amount of such reimbursement shall be limited to the extent that only fees charged at a rate equivalent to the average hourly rate then being charged by Council's Solicitors will be paid, i.e., any portion of the expenses representing any hourly charge rate higher than the hourly charge rate of Council's Solicitor will not be reimbursed;

27.2.4 For proceedings before the Local Government Pecuniary Interest and Disciplinary Tribunal or an investigative body provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the Tribunal or investigative body makes a finding substantially favourable to the Councillor

27.2.5 If a Councillor is defending an action in defamation the statements complained of were made in good faith in the course of exercising a function under the Act

27.2.6 The Council is not the plaintiff in the action; and

27.2.7 The proceedings were not initiated by the Councillor



**Attachment**

- 27.3 Legal advice relating to a pecuniary interest, conflict of interest or matter governed by the Code of Conduct which in the opinion of the General Manager is necessary to clarify the particular Councillor's responsibilities in the performance of his/her duties as a Councillor will be provided and paid for by Council.
- 27.4 Council will not meet the costs of a councillor (or council employee) seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation.
- 27.5 Legal expenses incurred in relation to proceedings arising out of the performance by a councillor of his or her functions under the Act should be distinguished from expenses incurred in relation to proceedings arising merely from something that a councillor has done during his or her term in office. An example of the latter is expenses arising from an investigation as to whether a councillor acted corruptly by using knowledge of a proposed rezoning for private gain. This latter type of expense would not be covered by council.

If there is doubt as to whether the matter was a result of a Councillors duty or function under the Act, the matter would be referred for initial assessment to council's legal or insurance representatives to determine. When this determination is received it should then be reported to Council.

**PART 9 - INSURANCE AND HEALTH MAINTENANCE AND ASSESSMENT PROGRAMS**

**28. Insurance - Councillors**

The Council will insure, or will provide for the insurance of Councillors for:

28.1 Personal Accident and Travel

28.1.1 Personal injury whilst ever engaged in or on any Council activity, worldwide, covering bodily injury caused by accidental, violent, external and visible means up to a sub-limit for death determined by the Council and also covering permanent disablement, temporary total disability and temporary partial disability. The cover does not include medical expenses as medical expenses cannot be included due to the provisions set down in the Health Act. The Council shall determine the distribution of any benefits arising from such insurance to the Councillor or his/her beneficiaries.

28.1.2 Councillors are to receive the benefit of insurance cover for:

Personal Accident and Travel

<b>Benefits</b>	<b>Cover</b>
Death Benefit	Elected Members \$500,000
Weekly Benefits	<ul style="list-style-type: none"> <li>▪ 100% of average weekly income up to a maximum of \$4000 per week</li> <li>▪ Aggregate Period - 156 weeks</li> <li>▪ Temporary Partial Disablement benefits shall be limited to 75% of average weekly income up to a maximum of \$3000 per week, indexed annually by CPI from the date of claim.</li> </ul>
Personal Liability	\$10,000,000
<i>Note: Full details of coverage available on request.</i>	

28.2 Professional Indemnity/Public Liability

28.2.1 Public Liability.

28.2.2 Professional Indemnity - For matters arising out of Councillors' performance of civic duties or exercise of their functions as Councillors provided the performance or exercise of the relevant civic duty or function is in the opinion of Council bona fide and/or proper and is carried out in good faith, as required under section 731 of the Local Government Act, BUT subject to any limitation or conditions set out in the policy of insurance, which is, at the direction of Council, taken out.

28.2.3 Professional Indemnity - For matters arising out of Councillors' performance of civic duties or exercise of their functions as Councillors, carried out in good faith BUT subject to any limitations or conditions set out in the policy of insurance which is, at the direct of Council, taken out.

**Attachment**

28.3 To indemnify each insured person(s) (Councillors) for all costs, charges, expenses and defence costs **but** excluding **fines** and **penalties** incurred in relation to any **prosecution** (criminal or otherwise) of any insured person(s), attendance by any insured person(s) at any official investigation, examination, inquiry or other proceedings ordered or commissioned during the period of insurance by any official body or institution that is empowered to investigate the affairs of the Council by reason of any wrongful act wherever or whenever committed or allegedly committed by the insured person(s) in their capacity as insured person(s), BUT subject to any limitations or conditions set out in the policy of insurance which is, at the direction of the Council.

28.4 Councillors and Officers Liability - Councillors and Officers Liability Insurance provides limited financial protection to Councillors and staff in circumstances where they may be named as an individual to a claim, and the normal protections under the Local Government Act or Council's General and Professional Liability insurance are not available.

The protection provided covers the liability to pay civil damages, the claimants legal costs, and the Councillors or staff member's costs incurred in the claim (policy limit \$1million). The protection extends to the estate and heirs of a deceased Councillor or staff member.

The policy specifically excludes protection for claims brought by a Councillor or staff members against another.

**PART 10 - ANNUAL FEES - MAYOR AND COUNCILLORS**

**29. Fees Payable to Councillors**

Pursuant to Section 248 of the Act, the Council shall, prior to 30th June each year, set by resolution, the annual fees to be paid to a Councillor for the following year commencing 1st July, provided that such fee shall be within the range for the Council determined annually by the Local Government Remuneration Tribunal. Such payment shall be subject to Section 254A of the Regulations and any specific resolution of the Council under Section 254A.

**30. Fees Payable to the Mayor**

Pursuant to Section 249 of the Act, the Council shall, prior to 30th June each year, set by resolution, the annual fee to be paid to the Mayor for the following year commencing 1st July provided that such fee shall be within the range for the Council determined annually by the Local Government Remuneration Tribunal.

**31. Sacrificing Annual Councillors Fees to Complying Superannuation Funds**

In accordance with the Australian Taxation Office Interpretative Decision 2007/205, Council may enter into an arrangement with a Councillor under which the Councillor agrees to forego all or part of their annual fee in exchange for the Council making contributions to a complying superannuation fund on their behalf.

## Appendix A - MONETARY LIMITS FOR EXPENSES

Policy Ref No.	Expense Type	Limit Amount	Comment
Part 6	Attendance at workshops and training Courses	Enrolment fee, including official luncheons, dinners & tours.	
Part 6	Attendance at dinners and other civic related Functions	Cost of service/function	
Part 6 22.2	Accommodation - If accommodation is available at conference or training venue, Council will pay for a standard double room at the venue where the overnight cost exceeds current ATO guideline.	As per ATO guidelines for reasonable travel allowance expenses for current financial year, currently maximum amount (Sydney-\$265 per night)	As per ATO guidelines for current financial year and destination <a href="#">TD 2013/16</a> table 3
Part 6 22.2	Meals	Breakfast \$32.00 Lunch \$45.25 Dinner \$63.40	As per ATO guidelines for reasonable travel allowance expenses for current financial year <a href="#">TD 2013/16</a> table 3
Part 6 23.1	Incidental expenses associated with attendance at seminars and training courses	\$26.05 daily	Actual expense up to current ATO limit daily. Examples: car parking, road tolls.
Part 6 22.3	Air Travel	Actual Fare	
Part 6 22.3	Rail Travel	Actual Fare	
Part 6 22.3	Bus Travel	Actual Fare	
Part 5 17.1 – 17.4	Use of private motor vehicle	Per km allowance as defined by the ATO rates per business km + car parking at venue	Engine capacity Rate per km: Up to 1600cc \$0.63 1601 -2600cc \$0.74 2600cc & over \$0.75
Part 2 11.11.2	Telephone call costs and related expenses	Council's current telecommunications plan	Covers Council related calls and includes 1GB of data per month
Part 2 11.11.3	Internet Access	Council's current telecommunications plan	Up to 4 GB of data per month
Part 4 16	Carer expenses	Up to \$2200 per annum	Hourly rate \$18.50.
Part 2 11.5.3	Postage	Reasonable postage – to be processed through Council's mail system	

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

**Coffs Harbour City Council  
Claim for Reimbursement of Expenses by  
Mayor / Councillors**



Name of Claimant: \_\_\_\_\_

**Travel Costs - Use of private vehicle while on official Council business** Engine capacity: \_\_\_\_\_ cc

Date	Purpose of Travel (e.g. to and from Council meeting)	Distance (km)

Total distance travelled : \_\_\_\_\_ km @ \_\_\_\_\_ cents per km **Total claim \$** \_\_\_\_\_  
(office use) (office use)

**Other Expenses**

(Must be approved by the Mayor and General Manager and relate to your role as a Councillor)

Date	Description of Incurred Expense	Claim amount

**Total claim \$** \_\_\_\_\_  
(office use)

**I attach the relevant receipts and declare that the above expenses were incurred by me and are payable under the provisions of Coffs Harbour City Council's Councillor Expenses and Facilities Policy.**

Signature of Councillor: \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_ Office Use Only \_\_\_\_\_

**Total payable \$** \_\_\_\_\_

Payment Authorised : \_\_\_\_\_ General Manager Date: \_\_\_\_\_

Payment Authorised : \_\_\_\_\_ Mayor (if applicable) Date: \_\_\_\_\_

Title Doc No Version Author Reviewer Approver Approval Date

FRM- 155

---

## COFFS HARBOUR PART DAY RACE DAY PUBLIC HOLIDAY

---

### **Purpose:**

For Council to make a determination on the duration of the Coffs Harbour Race Day local public holiday on the first Thursday every August for the City of Coffs Harbour.

### **Description of Item:**

Coffs Harbour has observed the Half Day Race Day Public Holiday consecutively since 1971. The duration of the half day is from 12 noon until midnight.

Legislative changes, applied to applications for local holidays in 2012 and subsequent years. Council was required to consult with stakeholders and the public to determine whether to apply for a public holiday or an event day from 2012 onwards. Under the *Public Holidays Act 2010* all local public holidays and local event days must be declared by Order of the Minister.

For the holiday in 2012 and 2013, Council's application to the Minister was based on Council's resolution of 9 February 2012 'That as a matter of policy, Council makes application to the Minister in subsequent years for the first Thursday in August to be declared a half day public holiday'.

This resolution followed consultation with the local chambers of commerce, Tourism Association and Coffs Harbour Race Club. Public notice was given and submissions were invited. The benefits of the half day public holiday to the local economy, tourism, hospitality and employment were identified through this consultation process.

The process for applying to the Minister for 2014 holidays includes;

- An expectation that Council will consult with relevant stakeholders, including local schools, banks and chambers of commerce.
- Where it is proposed to request a half/part day local public holiday, consultation with local schools needs to take account of the transportation arrangements for students on the day.
- Applications are to be received by 29 November 2013.

Correspondence was received from the Australian Hotels Association in August 2013 on behalf of their members, requesting consideration of either a local event day or a part day public holiday. The rationale for a part day being that 'it would be sufficient for the event, but without unnecessarily impacting upon hospitality businesses in the LGA through the application of penalty rates up to midnight.'

The current resolution of Council is to apply for a half day public holiday each year, rather than a part day. To consider the option of a part day, consultation was undertaken as per the legislative requirements.

Points to note:

- No correspondence was received from the public indicating dissatisfaction with the public holiday in 2013.
- A part day may be granted to cover the duration of the event. For 2013, Grafton City was granted two part days (from 12 noon til 5PM) for their race days.

In order to gauge the merit of the suggestion of a part day, the stakeholder consultation process required in the application process was utilised.

Council's Road Safety & Transport Officer received feedback from bus companies who are dissatisfied with the current arrangements due to the costs and difficulties in conducting additional services on the day. At the Transport Working Group meeting (August) issues surrounding bus services on the half day holiday, in particular, school services were discussed. A suggestion was made that the solution would be for a full day public holiday or a return to the previous arrangements.

Points to note:

- The option of a full day would be unlikely to have the support of employers, local business and other stakeholders as it would impose further costs to business without increasing the economic benefits of the race meeting.
- An application to the Minister for a full day would be unlikely to succeed as the race meeting is not a full day event. To justify a change from the traditional half day, Council would need to clearly demonstrate the support of all stakeholders following appropriate consultation, including public exhibition.
- As the change in the holiday was as a result of legislative changes, it is not possible to return to the previous arrangements.

#### **Sustainability Assessment:**

- **Environment**

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

- **Social**

There is evidence of community spirit during the week preceding the race day, with shops and businesses dressing up their windows. The race day provides the community with an occasion to meet and reconnect.

- **Civic Leadership**

The nomination of this type of event in consultation with stakeholders is consistent with the 2030 plan strategy - LC 4.41 Develop inclusive community, sporting and recreational activities and also LC 3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour.

- **Economic**

#### **Broader Economic Implications**

There are no broader economic implications as a result of this report to Council. There may be economic implications for the community depending on the decision of Council.



### Delivery Program/Operational Plan Implications

There are no Delivery Program/ Operational Plan implications.

### Risk Analysis:

There are no risks to Council identified as a result of changing from a half day to a part day public holiday.

### Consultation:

As required by the application process, stakeholders and school principals were consulted.

Correspondence was forwarded to the 16 identified stakeholders (banks, local Chambers of Commerce, Tourism Association and Coffs Harbour Race Club). Responses were received from three stakeholders:

This correspondence requested submissions considering the suggestion of a part day rather than a half day public holiday.

Coffs Harbour Chamber of Commerce	Support proposal for part day
Coffs Harbour Racing Club	Support proposal for part day
Tourism Coffs Coast	Support proposal for part day

### Further correspondence was received supporting the part day proposal:

Duration	In support
Commencing at 12.00 pm and concluding between 5.00 pm and 6.00 pm.	AHA NSW, Clubs NSW, Coffs Harbour Liquor Accord, C.ex Group, The Coffs Hotel, Club Coffs on West High, Coffs Harbour Surf Club, Coast Hotel, Latitude 30 and four other licensed premises.

### School principal's responses regarding transport arrangements:

Letter sent to principals of schools in the LGA (28 Primary and seven Secondary). Responses were received from nine schools regarding transport:

School	Summary of response
Joint response 6 schools	No coordinated response from bus companies - different companies requested different information from schools and some requests were difficult to respond to. Preferred arrangement would be bus pick-ups from schools on the day be moved forward to the middle of the day. If this is not possible, bus companies should still provide their regular afternoon service from 3.00 pm.
1 school	Bus pick-ups in the middle of the day would increase school attendance on the day.
1 school	School operates for a full day for reasons that include transport arrangements. Commented on confusion within school community.
1 school	School has a pupil free day/ staff development half day as transport not available for students at noon.

**Related Policy and / or Precedents:**

This is not applicable to this report.

**Statutory Requirements:**

It is a statutory requirement for Councils to apply to the Minister for Finance and Services for the declaration of local public holidays and local event days under the *Public Holidays Act 2010 (NSW)*.

**Issues:**

A part day public holiday rather than a half day would allow the race day celebrations to continue with the benefit of reducing costs to hospitality businesses trading after the race meeting has concluded.

NSW Industrial Relations conduct the application process and were consulted regarding further requirements for an application for a part day public holiday rather than a half day. The advice was that if the proposal for a part day public holiday rather than a half day had stakeholder support, public consultation would not be required. The change would require a resolution of Council.

In regard to the issue of transport for school children on the day, feedback from schools in the LGA indicated that communication of arrangements between schools and bus companies could be improved to ensure all students have a consistent message. This would assist with ensuring that appropriate arrangements were in place on the day. Council's Transport Working Group provides a suitable forum to facilitate these discussions and the group has noted this as an action item in the minutes of their meeting in August 2013.

Applications are to be received by NSW Industrial Relations on 29 November 2013.

**Implementation Date / Priority:**

Immediate.

**Recommendation:**

**That:**

1. **Under the *Public Holidays Act 2010* Council makes application to the Minister for the first Thursday in August 2014 to be declared a part day public holiday (from 12.00 pm to 5.30 pm) for the Coffs Harbour area.**
2. **As a matter of policy, Council makes application to the Minister in subsequent years for the first Thursday in August to be declared a part day public holiday (from 12.00 pm to 5.30 pm).**
3. **Council's Transport Working Group be utilised as a suitable forum for discussion of transport arrangements on the day between schools and bus companies.**

---

## SUSTAINABLE SERVICE DELIVERY

---

### **Purpose:**

To present an analysis of community feedback regarding levels of service options and, based on this feedback, to recommend the preparation of the 2014-2018 Delivery Program for community consultation that maintains current levels of service whilst closing the “gap” to financial sustainability in part by a Special Rate Variation.

### **Description of Item:**

At its meeting of 26 September, Council considered a report proposing a Community Engagement Program seeking feedback on options regarding levels of service that could assist in addressing Council's unsustainable financial position. Council resolved that:

*"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."*

In accordance with the project described in the report, the “Budget Allocator” tool was utilized to gather community feedback on all services funded by the ordinary rate (i.e. excluding water, sewerage and domestic waste which are separately funded as required by legislation).

### Budget Allocator Tool

The tool included a number of Level of Service (LoS) options for each operational service:

1. Increase LoS
2. Maintain current LoS
3. Mid-range decrease to LoS
4. Minimum LoS

Given the need to increase funding for repair and renewal of Council's \$2 billion worth of infrastructure to sustainable levels (as often noted previously, Council must spend an additional \$6.2 million per year just to keep pace with deterioration of infrastructure before it even begins to address the \$77 million backlog currently in need of renewal), only two LoS options were offered for infrastructure:

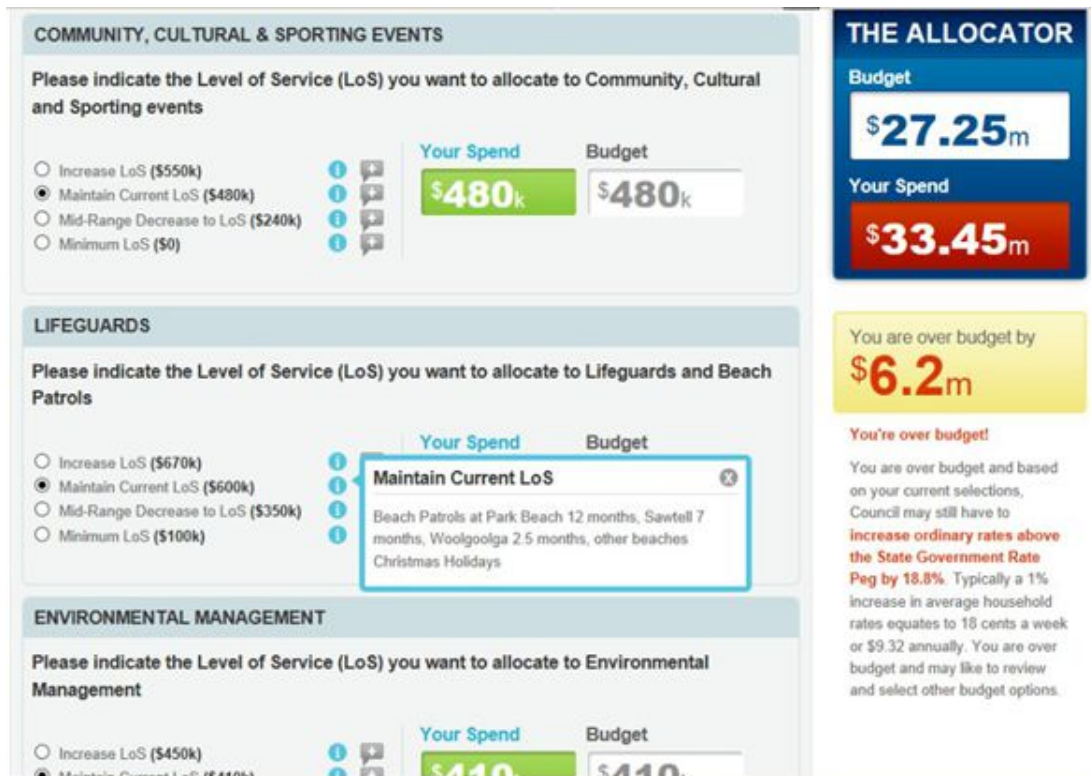
1. Enhanced LoS
2. Sustainable LoS

To enable people to make informed choices, the tool included a description of what each LoS option would actually look like. A full listing of each LoS description is included in the discussion of each service in the “issues” section of this report.

Participants could also provide comments on particular services, service options and the process overall.

The cost of selections, including the impact on the average residential rate, were displayed as they progressed, enabling participants to balance their service priorities against what they were willing to pay for them.

A “screen shot” from the Budget Allocator showing the LoS description (in the box showing the “Maintain Current LoS” for Lifeguards), the options and budgets for several services and the box (on the right hand side) that helped participants track the impact of their choices in terms of the overall budget and also the average household rate.



The Budget Allocator was open for three weeks from the 8<sup>th</sup> to the 29<sup>th</sup> of October.

In total, 282 people completed the survey that was open to the public. The feedback with regards to each service is included in the issues section of this report. A copy of all comments (sorted by service) is provided in the attachment.

Community Reference Panel

In addition to the “open” version of the Budget Allocator (open to all via Council’s website), Council engaged Jetty Research to recruit 500 people who were representative of the local government area in terms of age and where they live.

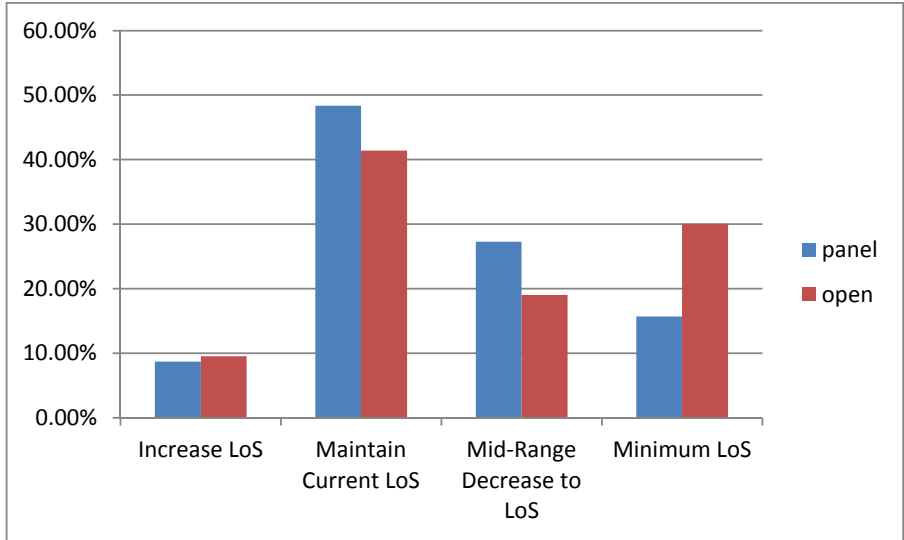
This “community reference panel” was recruited to provide Council with added confidence that the feedback received was representative of the community as a whole.

In total, 522 people agreed to be part of the panel. Of these, 47 people unsubscribed when the first invitation to participate was sent, and a further 8 email addresses were not valid leaving a total of 467 people. 244 people from this group completed the survey (52%).

The feedback with regards to each service is included in the issues section of this report, separately identified from that of the “open” version. A copy of all comments (sorted by service) is again provided in the attachment.

Comparison between “Open” and “Panel” Feedback

When the graphs from the open budget allocator are compared against those of the panel, there is a clear difference between the two, particularly on some services. As an example, the responses for the **Library service** are presented below.



The graph from the reference panel (in blue) is closer to what is often referred to in statistics as a “bell curve”: there is a “majority” opinion (48% want the current LoS maintained), with lesser amounts of people preferring an increased or decreased LoS.

In contrast to this the graph from the open Budget Allocator (in red) suggests that there are two distinct groups who have participated in the “open” version:

- One group who value / use the service (and are willing to pay more for it) and
- A second group who do not value / use the service (and would prefer to avoid a special rate variation).

The Library service was one of the few service areas who “formally” notified its stakeholders of the community engagement process around levels of service via the Library e-newsletter. Given that the library has over 14,000 active members and subscribers to the Library e-newsletter are over 3,000 people, the potential for a “skewed” response is clear given that only 282 people participated in total. That said, only 50 subscribers to the e-newsletter followed the link provided.

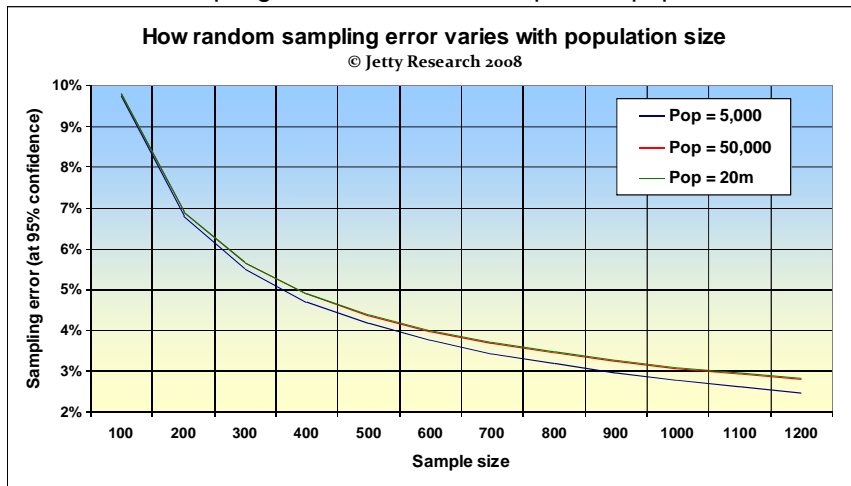
Statistical Validity of the Community Reference Panel

The information below is extracted from the Community Survey from 2012 and, whilst there is an inherent error in the “opt-in” nature of the Budget Allocator, the statistical validity of feedback from the Panel is otherwise similar to that of respondents to the Survey.

Based on the number of Coffs Harbour households, a random sample of 500 adult residents implies a margin for error of +/- 4.3 per cent at the 95 per cent confidence level. This effectively means that if we conducted a similar poll twenty times, results should reflect the views and behaviour of the overall survey population – in this case “the adult population of the Coffs Harbour City Council LGA excluding Councillors and permanent Council employees” - to within a +/- 4.3 per cent margin for error in 19 of those 20 surveys.)

As Table i shows, margin for error falls as sample size rises. Hence cross-tabulations or sub-groups within the overall sample will typically create higher margins for error than the overall sample. For example using the above population sizes, a sample size of 200 exhibits a margin for error of +/- 7.0 per cent (again at the 95 per cent confidence level).

Table i: How sampling error varies with sample and population size



In addition to the random sampling error, above, there may also be some forms of non-random sampling error which may have affected results. These include respondents without fixed line phones, the proportion of non-respondents (refusals, no answers etc.) and/or imperfections in the survey database. However there is no evidence (at least in terms of significant variances between demographic groups within the survey sample) to suggest that such non-random error has affected the integrity of the following data.

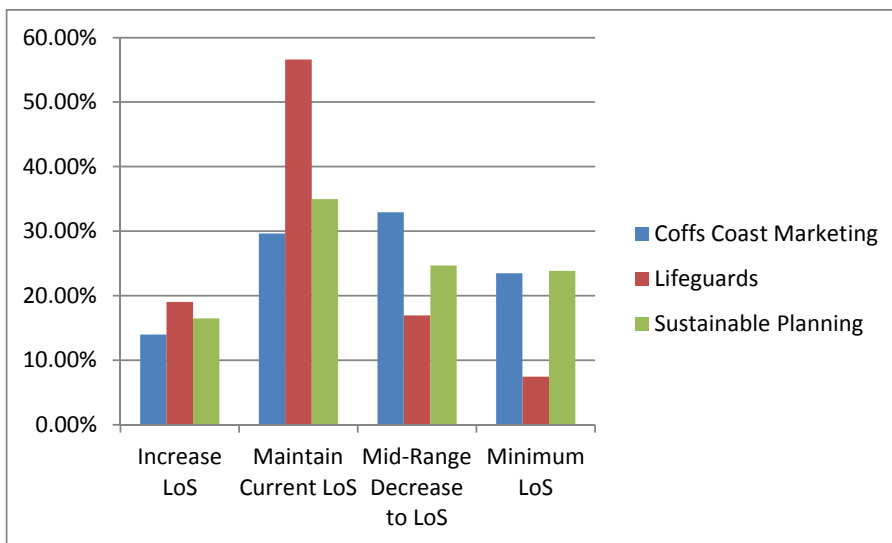
As can be seen from the graph, with our sample size of 244, the margin for error is a little over +/- 6 per cent, against +/- 4.3 per cent for a sample size of 500.

Feedback from the panel is certainly more representative of the general community.

It is important to note that the “Open” results can in no way be considered statistically random (and therefore representative of the general community). Because it is subject to bias by particular interest groups, a sampling error cannot be applied.

Comparison between Services and Consensus on Value

The most basic feature differentiating feedback from the panel *between* services is the shape of the bell curve. Compare, for example, Lifeguards against Coffs Coast Marketing and Sustainable Planning.



The bell curve for Lifeguards is “sharp”: 56% of the community wants the current LoS maintained. There is a strong consensus. Council can be confident that maintaining the current level of service for lifeguards is a priority for the community generally.

In contrast to this, the bell curves for Coffs Coast Marketing and Sustainable Planning services are “round”, demonstrating a low level of consensus.

In the case of Coffs Coast Marketing, the difference between maintaining current LoS and a mid-range decrease is so small it falls within the +/- 6 per cent margin for error. Opinions differ similarly across all options for Sustainable Planning, with half of respondents choosing a decrease in LoS whilst the other half chose to retain or increase it.

Council’s community leadership role in decision-making regarding these services without a clear consensus is discussed below.

General feedback from the “Panel”: changing LoS and willingness to pay

There are no services which the panel gave a strong preference for a reduction in LoS and so, conversely, it appears respondents were willing to pay to maintain current service levels.

Even those services (Coffs Coast Marketing and Economic Development) which did not see the most “votes” for maintaining the current LoS were only marginally so. “Votes” for current LoS was only 2 to 3% lower than a mid-range decrease (within the margin for error). Even if this is the case, Council should not decrease the LoS for these services based on this feedback alone.

A common theme in comments was that these services should be the responsibility of the business community.

Some mention the Chamber of Commerce, which has limited means to increase revenues and therefore deliver more services than it currently does.

It could also be argued (given the rates for land zoned commercial are higher than for residential areas), the business community already does pay for a greater percentage of these services. The strong support for the continuation of the CBD Special Rate is evidence that the business community values Council's business-related services and is willing to pay for them.

Council's leadership role is relevant in the recognition that the business community is not the only beneficiary of these services: greater tourism visitation and stronger businesses create jobs, events, new infrastructure and services, a stronger community, etc.

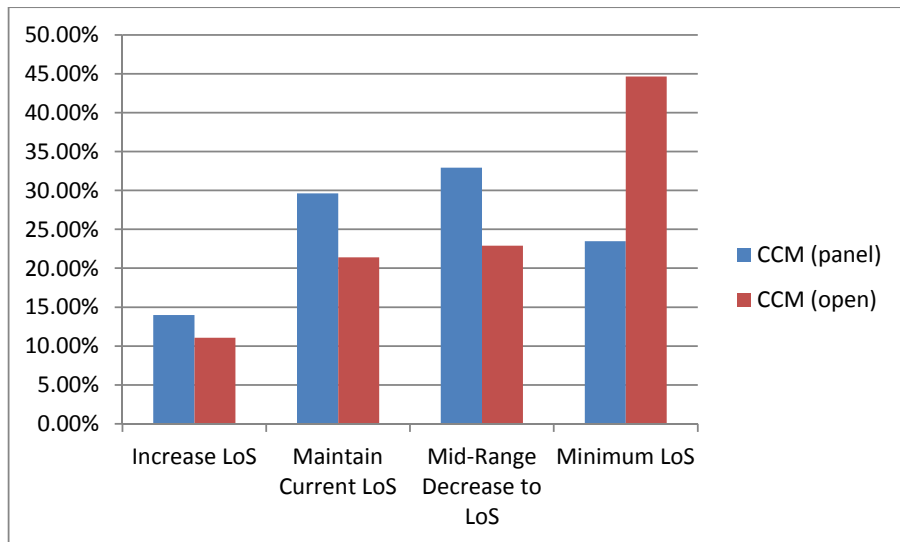
Where consensus is low in the community, Council's leadership role in the community is critical. Arguably, this is a challenge for Council in the future to make the benefits of these services to the broader community clearer.

Specific services will be discussed in due course. For now it is simply observed that, whilst acknowledging there is stronger consensus on some services than others, the majority of the community reference panel is willing to pay for Council to maintain its current levels of service.

General feedback from the "Open" version: changing LoS and willingness to pay

Unsurprisingly, it is those services that indicate a low level of consensus from the panel that received a clear preference for a reduction in LoS to minimum (and thus avoidance of a Special Rate Variation) from the open version of the budget allocator.

As an example, the graph below contrasts the responses for **Coffs Coast Marketing**: there is clearly low consensus amongst the panel (a "round" bell curve), and the open response clearly prefers a minimum level of service to avoid a Special Rate Variation. A similar response was received for Economic Development.





General indications regarding Infrastructure Repair and Renewal

As noted above, the “sustainable” level of service was the minimum that could be selected for infrastructure repair and renewal i.e. participants could not choose to maintain the current *unsustainable* level of service.

The increase in expenditure to provide the “sustainable LoS” over and above current budget totaled \$6.2 million across all classes of infrastructure.

These cost increases could only be “balanced” if respondents chose the “minimum LoS” for all non-infrastructure related services.

A significant number of comments expressed concern and frustration with their inability to avoid a Special Rate Variation. Whilst this is understandable, the tool simply presents Council's financial challenges as they truly are.

Whilst the concerns over the large increases in infrastructure funding that are “locked in” in the sustainable LoS are noted, it is worthwhile noting that the “enhanced LoS” option for a number of infrastructure classes received more “votes” (over 20%) than any other services did for the “increase LOS” option.

Clearly, a significant proportion of the community wants to see Council spend more on infrastructure. Interestingly, this “message” was even clearer in feedback from the “open” version than it was from the “panel”.

In summary, it would appear that Council's efforts to achieve a sustainable position for infrastructure services (i.e. to *maintain* current levels of service, which necessitates increased funding for repair and renewal) is supported by the majority of participants in both the open and panel groups, despite the implications this has in terms of either reductions in levels of service for other services or a Special Rate Variation.

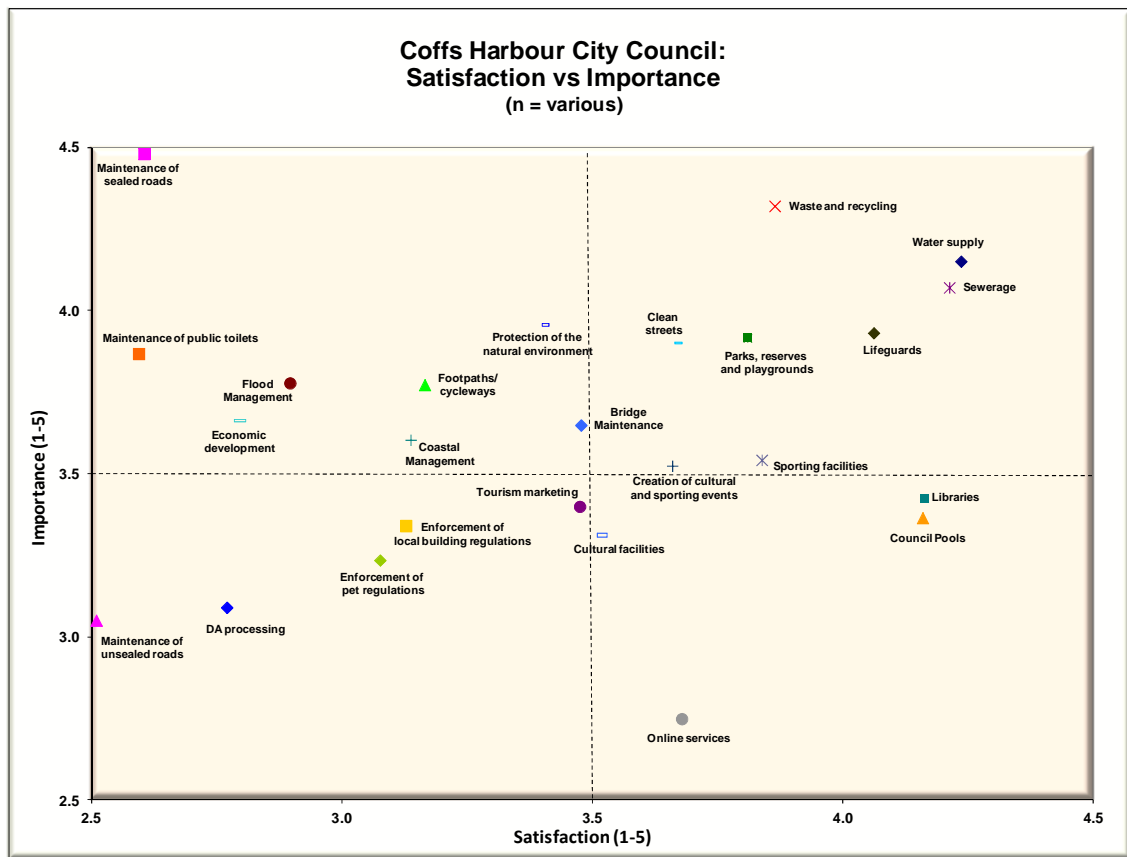
Correlation with 2012 Community Survey

As reported to Council’s 26 July 2012 meeting, Council undertook a random telephone survey regarding the same services considered in the Budget Allocator.

The survey asked respondents to rate each service with regards to the following:

- Importance of the service
- Satisfaction with the current level of service

Unsurprisingly, those services with a high level of consensus in the community (the “sharper” bell curves in feedback from the Budget Allocator) are those that ranked high in importance in the survey.

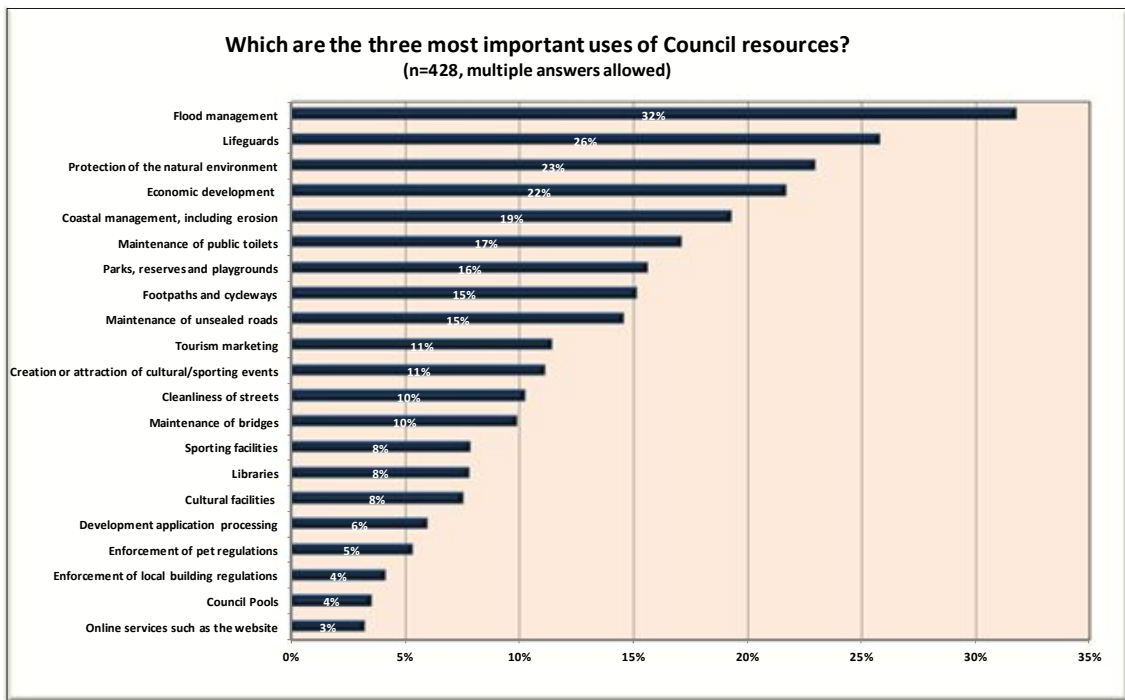


Survey participants were also asked to identify which (if any) services provided by Council were considered critical (noting that “known criticals” of road maintenance and water supply were removed).

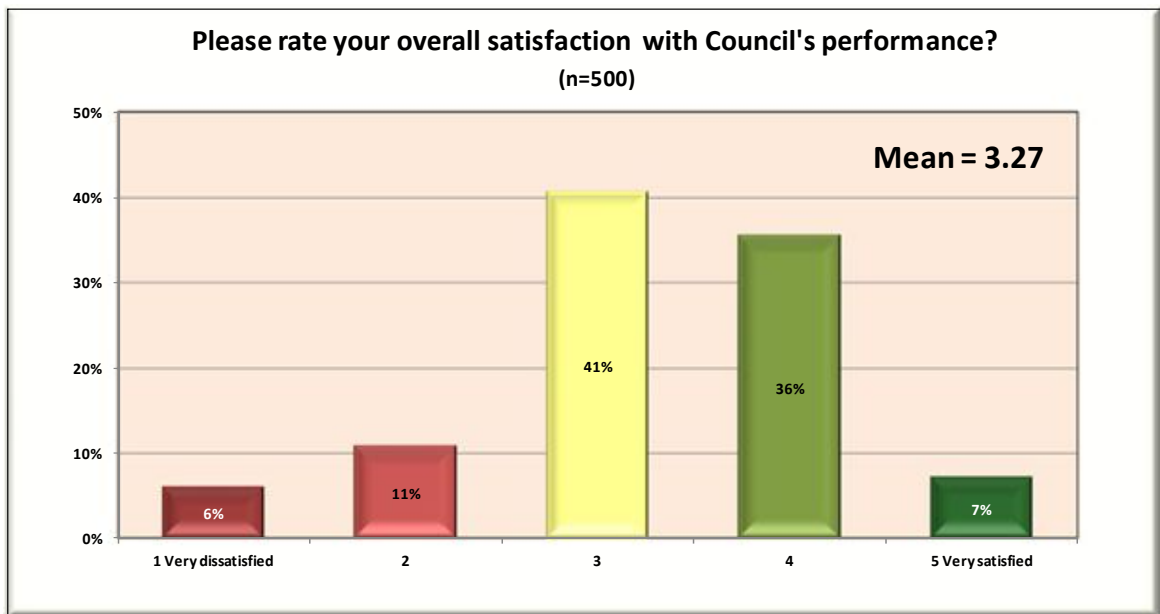
Again, it is the services which demonstrate higher consensus (“sharper” graphs) that score most highly.

It is worthy of note that the 2012 telephone survey was undertaken at a time when we had experienced heavy rain, whilst the weather has been dry now for some time.

There could, of course, be many other factors why the Flood Management service received by far the most “votes” in terms of criticality, however it is worthy of note that such factors will play a role in feedback across all services.



The survey also asked respondents to rate their overall satisfaction with Council. 43% of respondents declared themselves satisfied, 17% dissatisfied, and the balance neither satisfied nor dissatisfied.



This corresponds with what appears to be the most common feedback from participants in the Budget Allocator: most people want to see Council continue to deliver current services.

Council leadership in decision making

It is not suggested that the results of the open budget allocator should be dismissed because they appear to be less representative of the community in general.

Nor is it suggested that Council should simply implement the choices of the majority of participants from the community reference panel without question or consideration of other factors.

The foregoing analysis is simply provided to assist Council in the interpretation of the feedback received.

The feedback from the budget allocator will be one piece – an important piece – of information to assist Council in making difficult decisions about the services we provide into the future and how they are to be funded.

Council's Charter – our "reason for being" – as defined under the NSW Local Government Act, 1993 (which establishes Coffs Harbour City Council as an entity) is presented below under "statutory requirements". It begins with the statement that Council is to provide, after due consultation, adequate, equitable and appropriate services and facilities. This is arguably the starting point for Council's decision making regarding the issues discussed in this report.

The adoption of a sustainable position with regards to infrastructure provision is clearly supported by Council's role as the custodian and trustee of public assets. Fundamental to these roles is looking after what we have been entrusted with.

Council's role in community leadership (noted earlier in relation to those services with low consensus) is specifically mentioned and this is arguably supported by Council's responsibility to have regard to the long term and cumulative effects of its decisions and our role in engaging in long-term strategic planning on behalf of the community.

Other points are relevant in considering particular services. Even if feedback from the Budget Allocator indicated otherwise (not that it does) Council has a responsibility to promote the principles of multiculturalism, the needs of children and the principles of ecologically sustainable development.

These comments are added to provide general context for Council's decision making. Specific issues to consider are included in relation to individual services.

“Breaking New Ground” in Transparency, Accountability and Involvement of the Community

Before progressing to the discussion of individual services, it is worthwhile noting that this is our first real attempt at large-scale, comprehensive consultation regarding all services Council provides. We are breaking new ground.

The process undertaken, the extent of the opportunity for the community to participate – not only in the comprehensive scope of services, but also the level of detail provided in the “LoS descriptions” helping participants make informed decisions – is arguably at the forefront of efforts for any NSW council and beyond, all of whom are grappling with similar challenges.

An important outcome (even beyond an opportunity for the community to participate in decision making) is the increase in transparency and accountability that this framework delivers.

Whilst Council has always complied with statutory requirements for corporate reporting, the complexity of the reports made it difficult for Council to explain “what we do and why we do it” and “what we aim to and have achieved” in a manner that was accessible to the community.

Arguably, Council is beginning to truly realize the objectives of the Integrated Planning and Reporting Framework that were added to the NSW Local Government Act in 2009.

The Service Review project, undertaken by Council in 2011, began by defining a total of 25 external services (covering the full extent of services Council provides direct to the community) and 16 internal services (that support the delivery of these external services).

These services were not defined based on organizational structures or budget items, but rather the services as the community perceives them. These external service definitions form the basis of the services presented in the Budget Allocator.

What Council is arguably now in a position to do more clearly than it has ever done before is to present to the community the full extent of its operations and thus, significant transparency and accountability.

To help demonstrate this achievement, it is worthwhile reviewing the “3Rs” framework that Council utilized in the Service Review. Each service was defined in terms of:

- the **reason** Council delivers the service,
- the **resources** Council expends in delivering it, and
- the **results** has achieved in service delivery.

The “reason” Council delivers services is to achieve the objectives set out in Coffs Harbour 2030, the Community Strategic Plan. Council’s Delivery Program, which was restructured in accordance with the service definitions from the Service Review, links each service back to the objectives in Coffs Harbour 2030.

The “resources” Council expends on service delivery is now far clearer and more understandable given that the Delivery Program (Council’s four year budget) is structured in accordance with the same service definitions. A restructure of Council’s General Ledger (currently commenced and due for completion to coincide with the 2014/15 financial year) will complete this integration, making it even easier to understand what detailed expenditure makes up each service.

The “results” Council has achieved with respect to each service is reported half-yearly in Council’s Operational Plan, each year in Council’s Annual Report and each four years (to the last meeting before the election) in the end of term report. Again, the results achieved can be referenced back to the same services.

The development and maturation of Council's Integrated Planning and Reporting Framework documentation will certainly facilitate greater participation and involvement from the community in Council's activities and, over time with effective engagement strategies, foster stronger ownership of the Community Strategic Plan and greater understanding of Council's role in achieving its vision.

Comments on the level of participation

Whilst it is understood that a 52% response rate from the "panel" is considered reasonable for an on-line survey, addressing the relatively low level of response on the "open" version from the community is certainly something that needs to be a focus in formulating future engagement strategies.

With regards to possible reasons for the low level of response, informal feedback from the community noted a reluctance to submit their email address and name to complete the process. Whilst privacy is obviously a concern, it is difficult to avoid such measures if we are to gain some level of confidence in the feedback we obtain (e.g. in a "worst case", a small group of people submit multiple responses distorting the views of the majority).

As part of future surveys, a notation along the lines of "please note that to protect the confidentiality of your responses, any personal and/or contact details you provide will be separated from your other answers PRIOR to the data being analysed" will be added. It should be noted that this reflects the way this process has been conducted anyway.

Other deterrents for completion of the survey are possibly the amount of information to digest, the difficult nature of the decisions to be made and also the marketing undertaken to make the community aware of the opportunity.

Whilst it is acknowledged that there are opportunities for improvement in future engagement strategies, the process has been successful in generating statistically valid feedback – from the "panel" – that Council can be confident represents the views of the general community.

Council has, at the same time, also provided everyone who wanted to participate in the process with an opportunity to do so on the "open" version, including commenting on specific services.

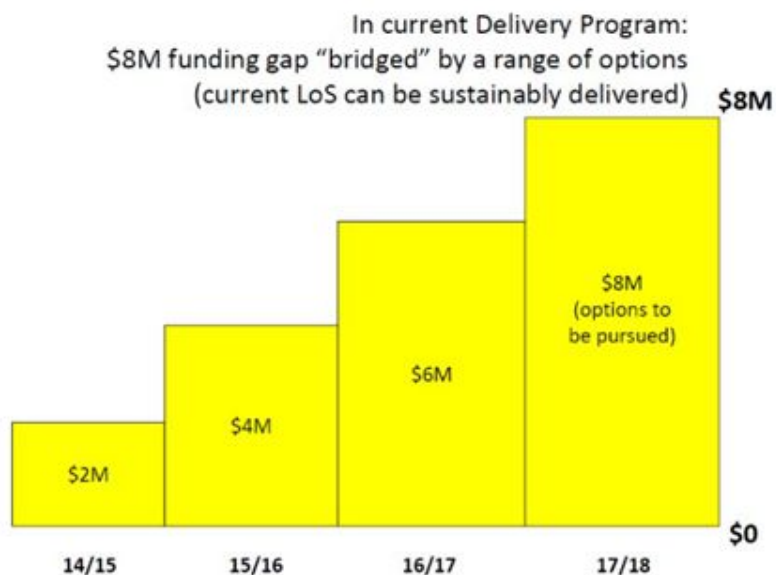
Bridging the remaining gap to Financial Sustainability

As noted in the previous report recommending this engagement process, Council's financial sustainability "gap" to be bridged is \$8 million per year, the majority of this being the additional \$6.2 million per year to fund repair and renewal of infrastructure so as to keep pace with deterioration and thus maintain current service levels.

The remaining \$1.8 million represents the "underlying operating deficit" – the annual short fall in revenues compared to costs of service delivery – that has, based on long-term financial modeling, been determined to be necessary to maintain current service levels generally as a result of the costs of service delivery increasing over time faster than revenues.

Council's 2013-17 Delivery Program (Council's four year budget) assumes that current service levels will be maintained (including infrastructure – i.e. that Council begins funding infrastructure by an additional \$6.2 million per year) and that an additional \$8 million in funding will "bridge the gap".

The closure of the gap is proposed to be staged over four years, at \$2 million per year from 2014/15. This is presented diagrammatically below.



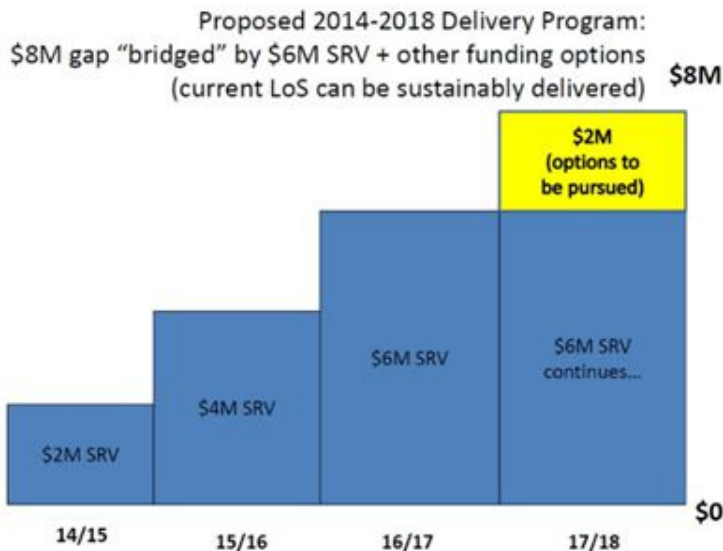
The Delivery Program identifies a number of options to generate this \$8 million including:

- those considered in this report (service level reductions and/or a Special Rate Variation) and
- those proposed to be pursued as part of the Transformation to Sustainability (T2S) project considered by Council at its Ordinary Meeting of 14 November (productivity and efficiency gains, generating external revenues).

It is important to note that even if Council were to adopt the "minimum LoS" option for every service (which is clearly not supported by feedback from the community) the resultant savings would bridge only around \$6 million of the \$8 million annual gap.

For Council to bridge the remaining gap and thus adopt a sustainable financial position, some level of Special Rate Variation will almost certainly be necessary.

Yet given that the T2S project has the potential to generate significant savings, it is recommended that Council does not attempt to “bridge the entire gap” to financial sustainability at this point in time, but rather that it approaches the problem along the lines of the diagram below:



It is recommended that Council acknowledge the significant funding gap. For Council to delay an increase in rates or reduction in service levels will simply make the decisions even harder when they occur.

Yet rather than bridging the entire gap, it is recommended that Council seek a \$6 million Special Rate Variation to be staged at \$2 million per year over the next three years, and pursue the range of funding options in the current Delivery Program for the remainder, namely:

- those considered in this report (service level reductions and/or a Special Rate Variation) and
- those to be pursued as part of the Transformation to Sustainability (T2S) project.

Over the next three years, Council will have an opportunity to pursue measures to “close the gap” and thus make a final decision (including, if necessary, a further Special Rate Variation) in the formulation of the 2017-2021 Delivery Program in late 2016 – early 2017.

By then Council will have captured the benefit of the outcomes of the T2S project (the first stage of the project is to develop an estimate of the potential savings for Council to then consider with regards to implementation) and have several years' benefit from the ongoing framework for continuous improvement that will be established beyond the timeframe of the initial project.

Council will also have the benefit of several years of development work on the finances around asset management and long-term financial planning.

Council's Asset Management Strategy (adopted by Council in May) notes that Council has inadequate information on the condition of our existing infrastructure. Council's recent organisational restructure addresses many of the issues with the previous structure that were identified as a significant impediment to effective asset management. This means a stronger focus of our existing resources which will lead to better asset management outcomes.



Whilst it is unlikely that significant downward revisions in projected funding requirements will occur (beyond keeping pace with deterioration, there remains a substantial backlog of assets requiring renewal anyway), there is certainly potential to “bridge the gap” through improved maintenance and renewal strategies. Examples of such actions were discussed in report CS12/36, 2012-2013 Roads Maintenance Strategy and Budget, considered by Council at its Ordinary Meeting of 25 October 2012.

It is also possible that Council may “close the gap” via a revision of assumptions in our Long Term Financial Plan. Council has only undertaken significant Long Term Financial Planning in recent years. Like Asset Management, projected funding requirements may be revised downwards, although this is again considered unlikely.

Following an analysis of individual services, it will be recommended that Council:

- acknowledge feedback from the community supports the maintenance of current levels of service
- acknowledge the need to spend an additional \$6.2 million on the repair and renewal of infrastructure if current service levels are to be maintained
- acknowledge that long-term financial modeling indicates that a further \$1.8 million is required to address the “underlying operating deficit”, ensuring revenues match projected expenditures and thus achieve a financially sustainable position
- indicate to IPART its intention to seek approval for a \$6 million Special Rate Variation (to be staged over the next three years at \$2 million per year) for infrastructure repair and renewal and also addressing the underlying operating deficit
- seek feedback from the community regarding the proposed Special Rate Variation prior to submitting a formal application to IPART
- include an acknowledgement of the need to pursue options for funding the remaining \$2 million “gap” to financial sustainability in its 2014-18 Delivery Program.

Apart from the fact that Council will have far better information on the size of its “gap” to financial sustainability in three years’ time, perhaps the strongest argument for this course of action is that the decision regarding the need for a Special Rate Variation in 2017/18 and beyond will be preserved for the Council elected in September 2016.

That Council will be responsible for the delivery of services to the community in 2017/18 and beyond and therefore it is appropriate that that Council decide what services it will deliver and how these will be funded at that time.

Significantly, that Council will also be undertaking the next review of the Community Strategic Plan (Coffs Harbour 2030), and so will have an opportunity to seek input from the community about its expectations of Council in delivering the future vision for our City.

What are the impacts for the average ratepayer of this proposal?

The impact of the proposed \$6 million Special Rate Variation (staged over three years) on the typical residential ratepayer is best evaluated by comparing the total annual rate bill with a Special Rate Variation against the total annual rate bill without. Without a Special Rate Variation, Council would be limited to annual ‘rate peg’ increases for Ordinary Rates (usually around 3% per year).

The total rate bill from Council has been used so that the impacts of expected increases of all charges – water, sewerage and domestic waste as well as the services funded by the ordinary residential rate – can be considered.

In summary, the total annual rate bill for the typical residential ratepayer would increase by around 5% per year for the next three years under a proposed Special Rate Variation rather than 3.5% per year without the variation.

The tables below clarify the actual dollar increases under the two scenarios. Full details of the calculations are provided in the table on the following page.

Scenario	Increase in total annual rate bill per annum			Totals
	Year 1	Year 2	Year 3	
Rate peg only (assuming 3% pa)	\$108.61	\$112.98	\$114.84	\$336.43
With Special Rate Variation	\$162.02	\$168.03	\$171.58	\$501.63
<b>Difference</b>	<b>\$53.41</b>	<b>\$55.05</b>	<b>\$56.74</b>	<b>\$165.20</b>

Scenario	Increase in total rate bill per annum (\$ / week)			Totals
	Year 1	Year 2	Year 3	
Rate peg only	\$2.09	\$2.17	\$2.21	\$6.47
With Special Rate Variation	\$3.12	\$3.23	\$3.30	\$9.65
<b>Difference</b>	<b>\$1.03</b>	<b>\$1.06</b>	<b>\$1.09</b>	<b>\$3.18</b>

Put another way, when the full amount of the \$6 million Special Rate Variation is implemented in the third year, residents would be paying \$165.20 per year (\$3.18 per week) more than if Council limits rate increases to the rate peg amount (allowing for a rate peg increase of 3% per annum).

At the end of three years, assuming Council has been able to “bridge the gap” to sustainability in other ways, future ordinary rate increases would be limited to the rate peg amount.

**Model A - Rate Peg Only**

Typical Residential Ratepayer - Including Water Usage  
(Assuming an Annual Rate Peg of 3%)

Based on Land Value of \$183,700

Rates & Charges	CURRENT	PEG Yr 1	Increase Year 1		PEG Yr 2	Increase Year 2		PEG Yr 3	Increase Year 3		3 Year Compound Increases from 2013/2014	
	2013/14	2014/15	Amount (\$)	%	2015/16	Amount (\$)	%	2016/17	Amount (\$)	%	Amount (\$)	%
Residential Ordinary Rate	930.65	959.08	28.44	3.1%	987.89	28.81	3.0%	1,017.50	29.61	3.0%	86.86	9.3%
Environmental Levy	38.31	39.48	1.17	3.1%	40.65	1.17	3.0%	41.88	1.23	3.0%	3.57	9.3%
Sewerage Access Charge	783.00	806.00	23.00	2.9%	831.00	25.00	3.1%	855.00	24.00	2.9%	72.00	9.2%
Water Access Charge	139.00	143.00	4.00	2.9%	147.00	4.00	2.8%	151.00	4.00	2.7%	12.00	8.6%
Water Usage (250 KL pa)	637.50	657.50	20.00	3.1%	677.50	20.00	3.0%	697.50	20.00	3.0%	60.00	9.4%
Domestic Waste Service	534.00	566.00	32.00	6.0%	600.00	34.00	6.0%	636.00	36.00	6.0%	102.00	19.1%
Stormwater Management	25.00	25.00	0.00	0.0%	25.00	0.00	0.0%	25.00	0.00	0.0%	0.00	0.0%
<b>Totals</b>	<b>3,088.86</b>	<b>3,196.06</b>	<b>108.61</b>	<b>3.5%</b>	<b>3,309.04</b>	<b>112.98</b>	<b>3.5%</b>	<b>3,423.88</b>	<b>114.84</b>	<b>3.5%</b>	<b>336.43</b>	<b>10.9%</b>
Increase per week			2.09			2.17			2.21		6.47	

**Model B - Full Special Rate Variation for 3 Years - An additional \$2M per annum (Totalling \$6M)**

Typical Residential Ratepayer - Including Water Usage  
(Assuming a SRV for 3 years – incl. a 3% pa rate peg)

Based on Land Value of \$183,700

Rates & Charges	CURRENT	SRV Yr 1	Increase Year 1		SRV Yr 2	Increase Year 2		SRV Yr 3	Increase Year 3		3 Year Compound Increases from 2013/2014	
	2013/14	2014/15	Amount (\$)	%	2015/16	Amount (\$)	%	2016/17	Amount (\$)	%	Amount (\$)	%
Residential Ordinary Rate	930.65	1,012.49	81.85	8.8%	1,096.35	83.86	8.3%	1,182.71	86.35	7.9%	252.06	27.1%
Environmental Levy	38.31	39.48	1.17	3.1%	40.65	1.17	3.0%	41.88	1.23	3.0%	3.57	9.3%
Sewerage Access Charge	783.00	806.00	23.00	2.9%	831.00	25.00	3.1%	855.00	24.00	2.9%	72.00	9.2%
Water Access Charge	139.00	143.00	4.00	2.9%	147.00	4.00	2.8%	151.00	4.00	2.7%	12.00	8.6%
Water Usage (250 KL pa)	637.50	657.50	20.00	3.1%	677.50	20.00	3.0%	697.50	20.00	3.0%	60.00	9.4%
Domestic Waste Service	534.00	566.00	32.00	6.0%	600.00	34.00	6.0%	636.00	36.00	6.0%	102.00	19.1%
Stormwater Management	25.00	25.00	0.00	0.0%	25.00	0.00	0.0%	25.00	0.00	0.0%	0.00	0.0%
<b>Totals</b>	<b>3,088.86</b>	<b>3,249.47</b>	<b>162.02</b>	<b>5.2%</b>	<b>3,417.50</b>	<b>168.03</b>	<b>5.2%</b>	<b>3,589.09</b>	<b>171.58</b>	<b>5.0%</b>	<b>501.63</b>	<b>16.2%</b>
Increase per Week			3.12			3.23			3.30		9.65	

### **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 financially sustainable Delivery Program that sets out what services it will deliver into the future and how these will be funded. This is the subject of this report.

### **Consultation:**

The matters discussed in this report have been the subject of a number of workshops and briefings with the Councillors.

Community consultation undertaken thus far in this process was discussed above. Community consultation proposed to be undertaken following Council's consideration of this matter is discussed under next steps below.

Staff have been consulted regarding the issues discussed in this report extensively via a range of means and will continue to be engaged in Council's efforts to achieve a financially sustainable position.

### **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:**

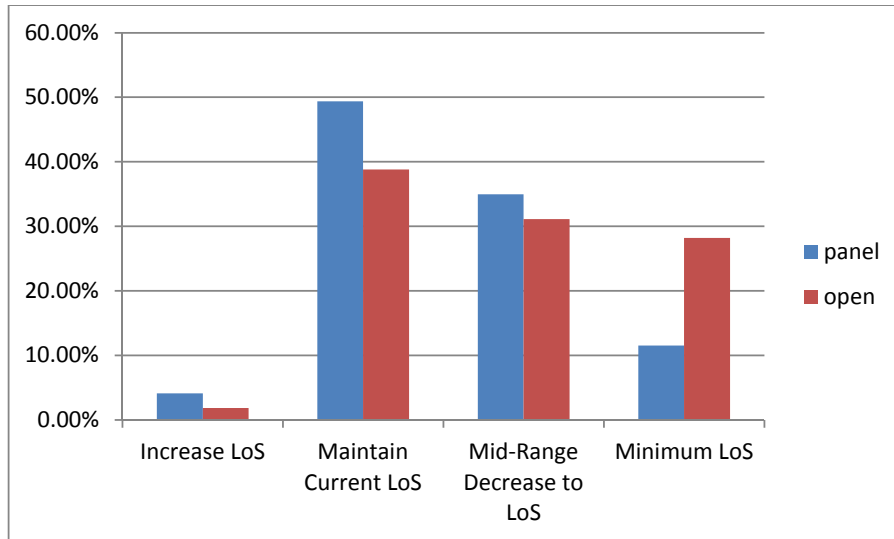
Set out below for each service is:

- a description of the current level of service (LoS) as well as options to increase or decrease the LoS along with the costs of doing so relative to the existing budget
- graphs displaying feedback from the “panel” and “open” budget allocators as to the preferred level of service
- a summary of comments relating to each service (full details of comments are provided in the attachments)
- further information related to the service which may also assist Council in making a decision regarding the preferred level of service.

List of Services

- 1 Customer Service
- 2 Community Services
- 3 Economic Development
- 4 Community Sports and C.ex International Stadium
- 5 Library
- 6 Cultural Facilities: Jetty Memorial Theatre, Regional Gallery, Museum, Bunker
- 7 Coffs Coast Marketing
- 8 Community, Cultural and Sporting Events
- 9 Lifeguards
- 10 Environmental Management
- 11 Parking, Dogs, Buildings and other Regulatory Issues
- 12 Public Health
- 13 Sustainable Planning
- 14 Development Assessment
- 15 Flooding and Coastal Management
- 16 Parks, Reserves and Cemetery
- 17 Public Toilets, Street Cleaning and Litter Bins
- 18 Property leasing
- 19 Swimming Pools Operations
- 20 Jetty, playgrounds and other structures
- 21 Toilets, pools, buildings
- 22 Roads and Bridges
- 23 Footpaths and Cycleways
- 24 Stormwater

**1. Customer Service**



Increase LOS	730000	Provide a budget to fund customer service improvements - technology, hours of operation, training
Maintain LOS	630000	Customers are attended to quickly. No long waits or queues. Customer service improvements now underway are coordinated throughout the organisation.
Mid-range decrease LOS	530000	Reduction in front counter opening hours to 10:00am to 3:00pm - inconvenience to the public - long queues, unanswered phone calls
Decrease LOS to minimum	390000	Reduction in front counter opening hours to 10:00am to 3:00pm - inconvenience to the public - long queues, unanswered phone calls; Eliminate the improved coordination of customer service & technology improvements

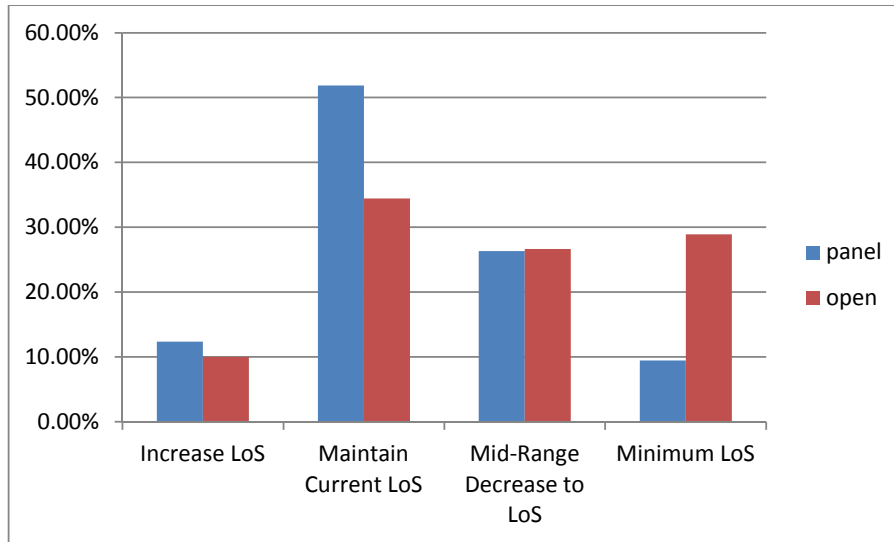
*Summary of comments*

- Support / recognition of importance of function
- Several suggested more on-line customer services to reduce costs

*Further information and comments from staff*

- An opportunity for improvement identified as part of the Service Review project was a reduction in opening hours for front counter from 8am-5pm to 8:30am-4:30pm following an analysis of customer numbers. This saved \$105,000 per year.
- Council's recent review of its organizational structure included the formalization of the customer service function within Corporate Business. In addition to the management of the first contact centre (front counter / reception), the Manager Customer Service will champion the pursuit of initiatives to improve customer service, including e-government, across Council

## 2. Community Services



Increase LOS	1060000	Increased funding to run programs and leverage grant opportunities to assist youth, aged, aboriginal, disabled and multicultural sectors.
Maintain LOS	955000	Strategic Planning, Capacity Building and Programs aimed at helping youth, aged, aboriginal, disabled and multicultural sectors.
Mid-range decrease LOS	600000	Significantly reduced capacity to provide proactive programs helping youth, aged, aboriginal, disabled and multicultural sectors.
Decrease LOS to minimum	300000	Cessation of all proactive programs helping youth, aged, aboriginal, disabled and multicultural sectors. Undertake strategic planning only.

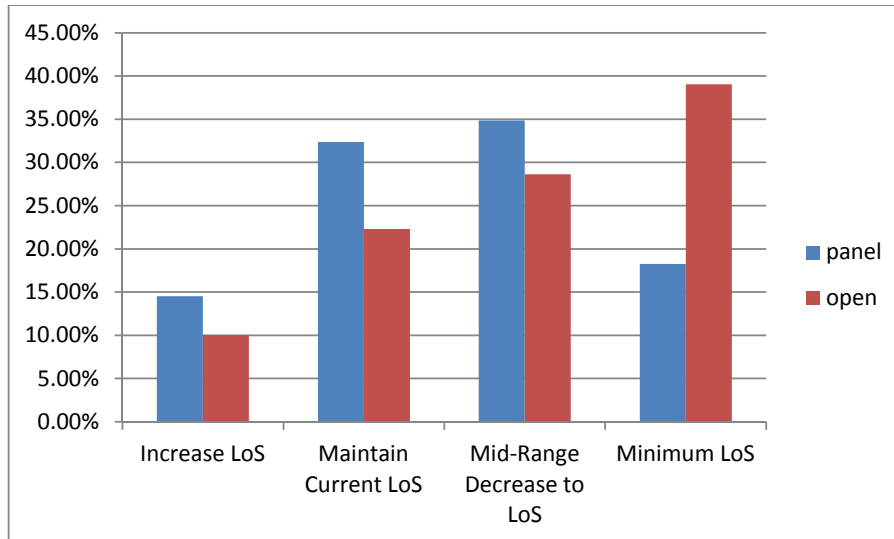
### Summary of comments

- Important to help disadvantaged groups
- Community needs to help itself
- State/Federal governments should carry out this function

### Further information and comments from staff

- Funding agreements already exist with State Government for components of this service. In addition grants and partnership opportunities are proactively sought.
- Key functions include social planning and facilitating community capacity building at both community and sector levels to address identified social needs.
- The service addresses key requirements in the local government charter in relation to the social justice principles of equity, access, participation and rights.

### 3. Economic Development



Increase LOS	780000	Capacity to provide additional programs supporting business and jobs
Maintain LOS	730000	Capacity to facilitate industry action plans to grow business and jobs; provide information and advice to investors, developers, job seekers; promote City Centre
Mid-range decrease LOS	500000	Limited ability to facilitate industry action plans and programs to help business.
Decrease LOS to minimum	250000	Cessation of proactive programs helping business. Capacity to gather and provide statistics and broad information only. Provision of advice to Council only.

#### Summary of comments

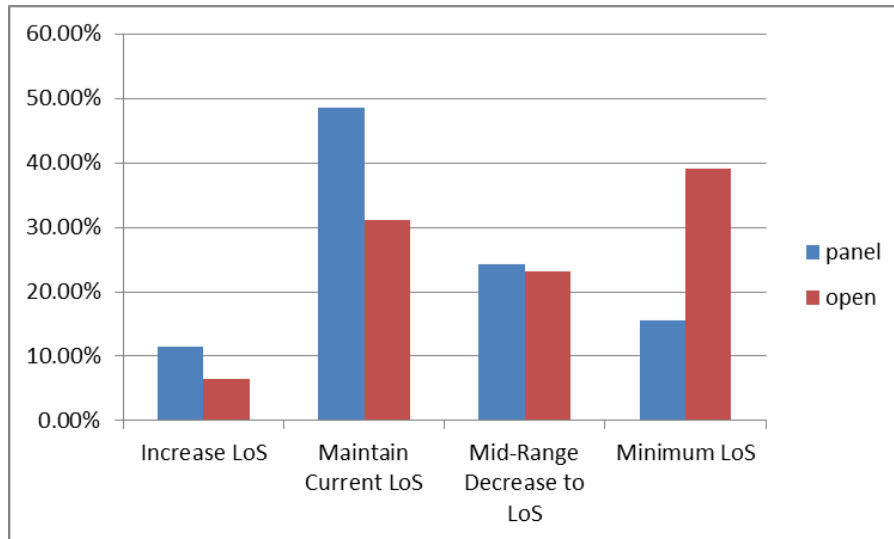
- Recognition and support for initiatives to increase employment, business, investment and development
- Should be the responsibility of the business community / Chamber of Commerce
- All Coffs Harbour to be promoted not just the City Centre.

#### Further information and comments from staff

- The State Government has closed its Coffs Harbour office of Trade and Investment and severely reduced its budget for assistance to business.
- If Council was to reduce the level of service, the Chamber of Commerce / business community could not "fill the void" unless it was able to raise additional revenues
- There is an argument that the business community already pays for this service in that commercial rates are higher than residential
- Adoption of a new Economic Strategy, prepared in consultation with business and wider community, is anticipated following a further workshop with Councillors.
- There is a misconception about Council's role: economic development aims to foster business confidence and an environment in which business can flourish. Examples include advocacy and facilitation of the early roll-out of NBN, establishment of a co-working space and local investment framework supporting entrepreneurs, provision of information and advice, establishment of the digital enterprise centre (with TAFE and ETC), facilitating a tele-health pilot project and the Grower's Market.
- Fundamental to the achievement of objectives set out in the Economic Strategy is Council's role in facilitating industry sector groups to pursue identified objectives.



**4. Sports Ground and Amenities and CeX International Stadium**



Increase LOS	1540000	Increased maintenance of sports grounds and amenities, minor upgrade of some infrastructure (use comments section to tell us where), including C.ex Coffs International Stadium
Maintain LOS	1400000	Continue current levels of maintenance of our sports grounds and amenities; including C.ex Coffs International Stadium (which has an economic impact of over \$8M into the local community in its current form)
Mid-range decrease LOS	1300000	Increase in ground fees, reduction in standards of sports grounds and amenities; reduction in the standard and reputation of C.ex Coffs International Stadium impacting local economy by \$2 -\$4M p.a. as a result of attracting fewer sporting events
Decrease LOS to minimum	1150000	Significant increase in ground fees, which may impact community ability to pay for sport, which would lead to closure of some grounds/amenities; significantly lowering the standard and reputation of C.ex Coffs International Stadium impacting local economy by up to \$8M p.a. as a result of its inability to attract sporting events

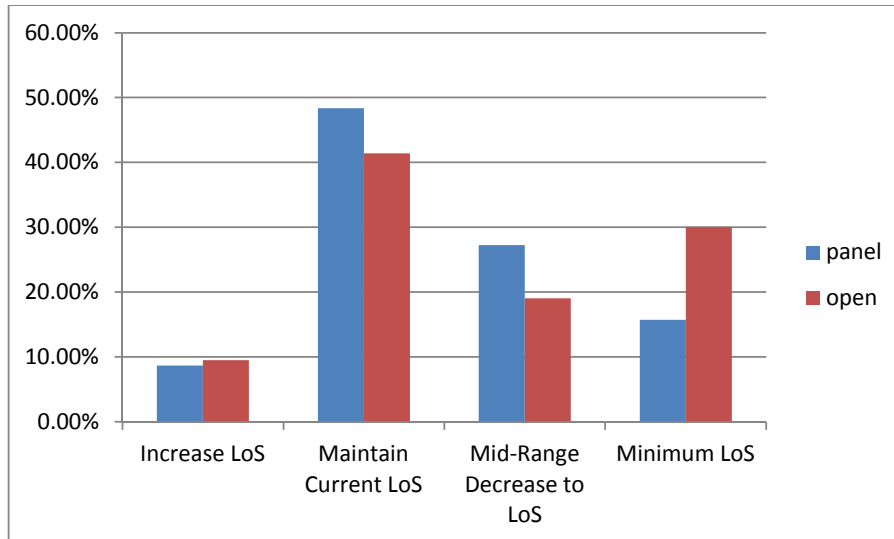
*Summary of comments*

- Maintaining facilities is important to both our sporting community and our economy
- user pays

*Further information and comments from staff*

- Service includes maintenance of Council-managed sport grounds and C.ex Coffs International Stadium
- Local sporting groups contribute where possible to maintaining amenities by organising working bees for some minor improvement projects, abiding by conditions of use which in turn helps maintain the grounds etc. and applying for grants
- Many amenities require repair and renewal (see service # 21)
- Sport is important from a health/social “looking after our community” perspective
- Comparisons of fees undertaken as part of the Service Review indicates that currently we are at higher end relative to neighbouring Councils
- Lots of volunteers mean our dollars go a long way
- Maintaining the Stadium facility ensures that we remain competitive in being able to attract both spectator and competitor events to the City which in turn assist with driving the local economy

## 5. Library



Increase LOS	117300 0	Maintain current opening hours, increase library resources (on-site and digital collections, public computers)
Maintain LOS	158000 0	Maintain current Library services at Coffs Harbour, Toormina and Woolgoolga
Mid-range decrease LOS	138000 0	Closure of Toormina Library (4,390 members, 77,000 visits/year), cessation of library programs and events (e.g. storytime) and major reduction in library resources budget. Significant negative impact on central library in Coffs Harbour with increased overcrowding and lack of resources to meet demand.
Decrease LOS to minimum	119000 0	Closure of Toormina and Woolgoolga Libraries (impacting 8,123 members and 131,000 visits/year), reduce central library hours, cessation of library programs and events (e.g. storytime) and major reduction in library resources budget. Major negative impact on central library in Coffs Harbour with increased overcrowding and lack of resources to meet demand.

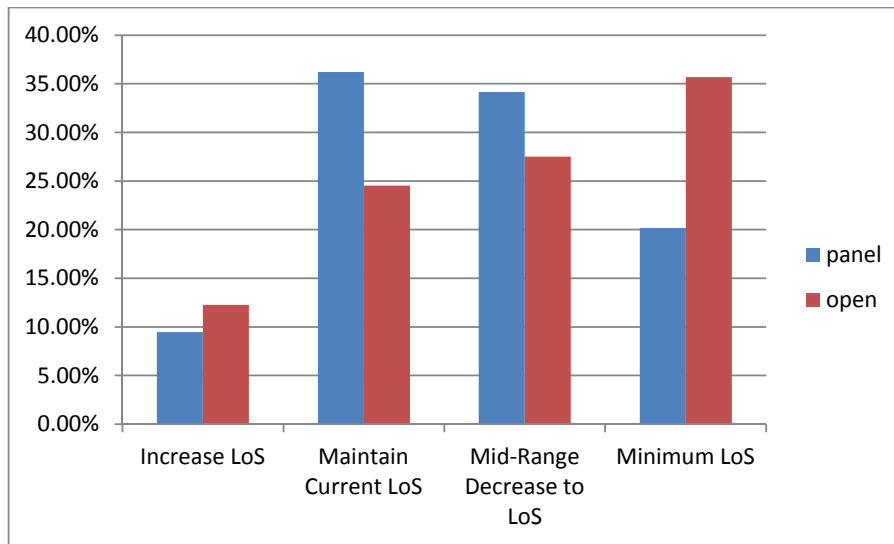
### Summary of comments

- Support / value the service – recognition of youth/elderly usage
- Use volunteers
- Internet replaces it / should replace it

### Further information and comments from staff

- Council's funding for library service is the lowest in the state on a per capita basis according to statistics prepared by State Library
- that said, benchmarking against other NSW councils shows that Council's library service performance and efficiencies are in the top 50% of the state, e.g. turnover of resources, circulation per capita and circulation per staff member
- we have a long history of strong volunteer support and utilisation
- based on population, according to *People Places* guideline prepared by State Library, the minimum recommended floor area for Coffs Central Library is 2,513 m2 (desirable is 3,045 m2) whereas the actual floor area is 986 m2. Obviously, options to increase visitors from Toormina and Woolgoolga would significantly exacerbate this problem
- circulation of physical items remains a core function of the library, with demand for digital/online resources increasing each year. Visitation remains strong, not only to borrow material, but to use public internet/wifi and to attend programs and events
- library is important for students, life-long learners, disadvantaged groups (e.g. migrants, elderly, youth), has an important role in minimising the 'digital divide' and also a cultural role via local history collections and promoting a reading/literary culture

**6. Cultural Facilities, Jetty Memorial Theatre, Regional Gallery, Museum, Bunker Gallery**



Increase LOS	1135000	Extend opening hours, fund more touring productions and exhibitions (use the comments section to tell us where)
Maintain LOS	1220000	Continue existing opening hours and programs
Mid-range decrease LOS	835000	Moderately reduced opening hours; reduced number of touring productions and exhibitions; limited support for community groups using the facilities
Decrease LOS to minimum	450000	Significantly reduced opening hours; no touring productions and exhibitions; no support for community groups using the facilities

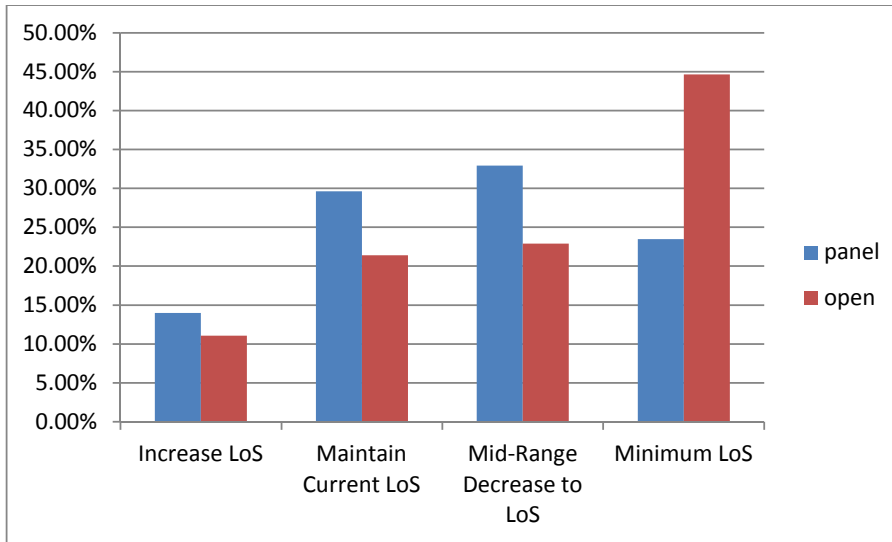
*Summary of comments*

- Support for particular venues
- Decrease in programs at Jetty Memorial Theatre this year was noted
- Should be user pays

*Further information and comments from staff*

- Cultural facilities are recognised to deliver economic benefits as well as community and cultural outcomes in terms of attracting skilled staff and fostering creative industries
- Council, with extensive input from stakeholders, has undertaken the preparation of Business Plans at both the Bunker Gallery and more recently the Jetty Memorial Theatre
- A report will be returned to Council regarding options for the Bunker Gallery
- Implementation of the Business Plan has realised savings in operations at the JMT. Whilst numbers of touring shows have decreased in 2013 in comparison to previous years, 10 touring shows saw 2886 tickets sold in addition to 20 not for profit community events which sold 12,500 tickets.
- Coffs Harbour Museum was flooded in 2009. Work is underway to reopen the museum in a new location at 215A Harbour Drive.

**7. Coffs Coast Marketing**



Increase LOS	1100000	Increase marketing budget closer to competitor destinations, maintain current Visitor Information Centre, attract events and conferences to increase visitation
Maintain LOS	1000000	Marketing of Coffs Coast to attract visitors in the \$480M tourism industry, attraction of events and conferences
Mid-range decrease LOS	700000	Reduced marketing of Coffs Coast, reduced opening hours for Visitor Information Centre, loss of income from bookings through VIC
Decrease LOS to minimum	400000	Closure of Visitor Information Centre (replace with touch-screen information boards) - no direct contact with 70,000 visitors/year, no Marketing budget, maintain website plus some small projects, maintain some events

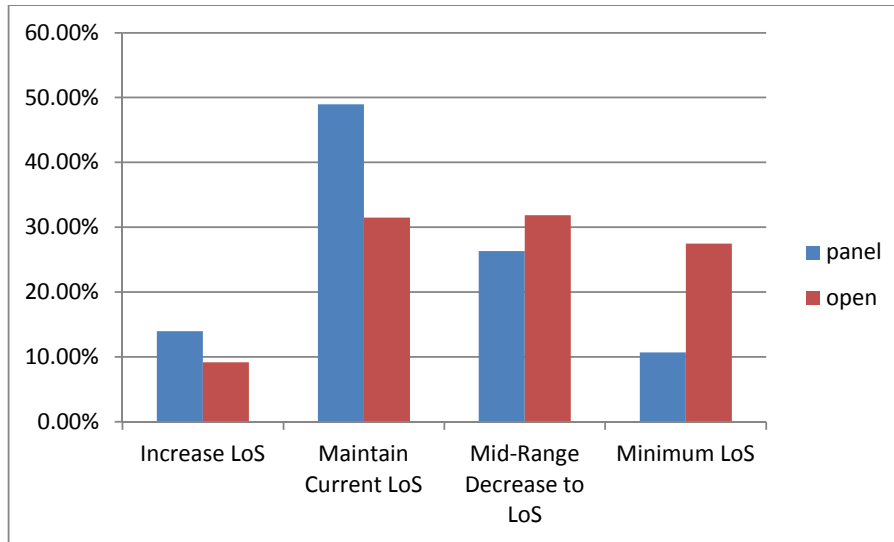
*Summary of comments*

- Tourism important to the economy, events are important
- Should be responsibility of Tourism Association / business community
- User pays

*Further information and comments from staff*

- Council operates Coffs Coast Marketing in partnership with Bellingen Shire Council
- As per Council report to 14 November meeting, an exercise is currently underway to explore alternative models for service provision.
- If Council was to reduce the level of service, the Tourism Association / business community could not “fill the void” unless it was able to raise additional revenues
- There is an argument that the business community already pays for this service in that commercial rates are higher than residential

### 8. Community, Cultural and Sporting Events



Increase LOS	550000	Increased support for staging of sporting, cultural and community events, which would increase the direct economic impact for local economy (currently generates in excess of \$30M p.a.).
Maintain LOS	480000	Support and/or staging of sporting, cultural and community events generating \$25-30M p.a. for local economy.
Mid-range decrease LOS	240000	Significantly reduced support or staging of sporting, cultural and community events. Direct economic impact of \$10-12M for local economy
Decrease LOS to minimum	0	Cease to support or stage sporting, cultural and community events. Direct economic impact of \$25 - \$30M for local economy.

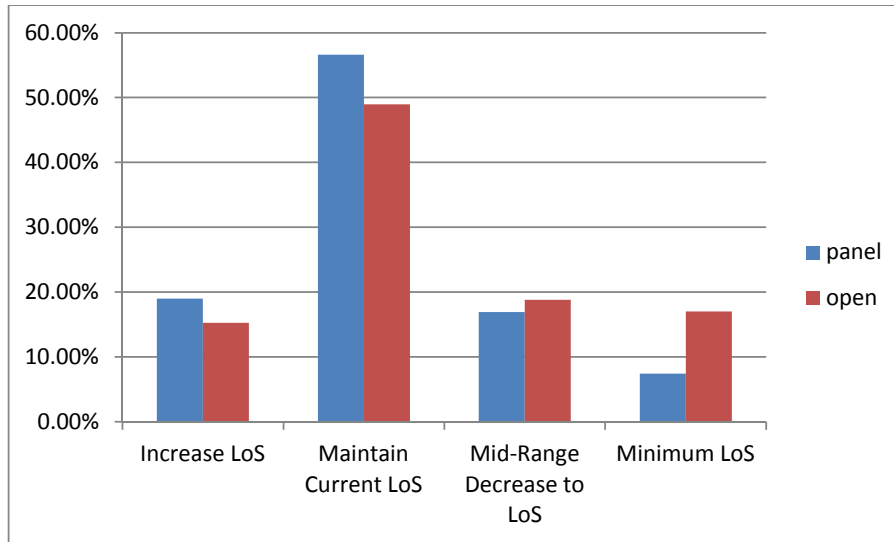
#### Summary of comments

- support more events – important for our Community
- should be responsibility of business, sports &/or community

#### Further information and comments from staff

- Events are identified and resourced as per Events Strategy adopted 2010
- Strategy identifies and tries to balance economic, cultural and community values – each is important
- Following the restructure, all events (apart from Sustainable Living Festival) managed within the Community Development directorate – improving the coordination etc.
- Events are a component of all communities and are an important addition to the already strong Tourism region that we live in
- Council is selective about the events that we pursue and do use criteria set out in the Events Strategy to prioritise event support based on those deemed to be able to deliver the most benefit to the community.

## 9. Lifeguards



Increase LOS	670000	Beach Patrols at Park Beach 12 months, Sawtell and Woolgoolga 7 months, other beaches Christmas Holidays
Maintain LOS	600000	Beach Patrols at Park Beach 12 months, Sawtell 7 months, Woolgoolga 2.5 months, other beaches Christmas Holidays
Mid-range decrease LOS	350000	Beach Patrols at Park Beach and Sawtell 7 months, Woolgoolga 2.5 months, other beaches Christmas Holidays
Decrease LOS to minimum	100000	Beach Patrols at Park Beach, Sawtell, Woolgoolga 2.5 months during school holidays

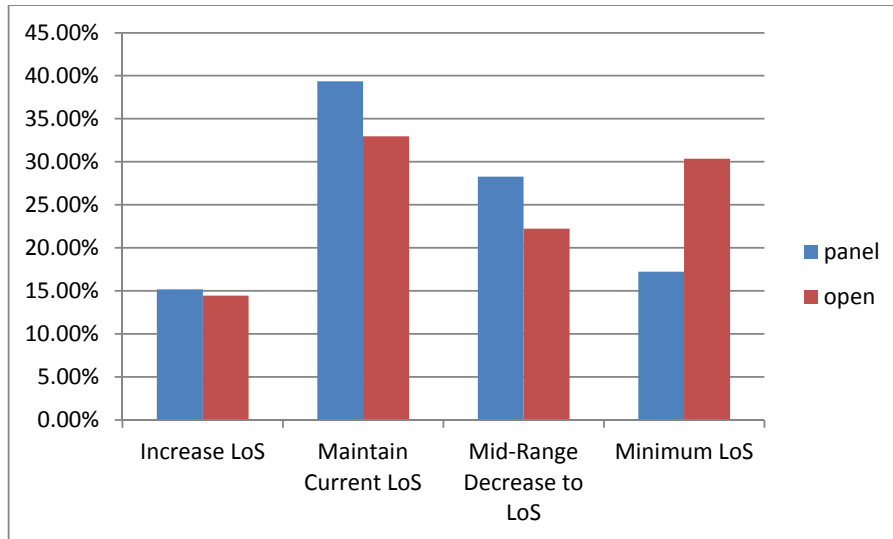
### Summary of comments

- Tourism value
- Safety is a priority
- Should be funded by business or community on a voluntary basis
- Questions about the value of a 12 month service at Park Beach
- Support for increasing patrols at Woolgoolga Beach

### Further information and comments from staff

- Council extended the Lifeguard patrols of Park Beach in 2010 to provide a year round service in recognition of the value of the service to attract tourism
- Council has sought contributions from the business community to fund the service in the past, but with little success. There is an argument that the business community already pays for this service in that commercial rates are higher than residential
- Council's Lifeguard Patrols supplement the voluntary weekend and public holiday patrols by community Surf Life Saving Association members. Some Surf Life Saving Clubs struggle to provide existing voluntary weekend and public holiday patrols
- The 12-month patrols at Park Beach is at minimal cost, managed by the three full-time staff on a rotating 7-day roster under an enterprise agreement
- Council has received a number of requests to extend the provision of patrols at Woolgoolga Beach to match the service provided at Sawtell (7 months / year)

**10. Environmental Management**



Increase LOS	450000	Community sustainability / environmental education programs (Sustainable Living Festival, Coffs Ambassadors), corporate sustainability programs (energy savings, policy development), climate change programs (greenhouse gas / carbon reduction). Maximise available funds from Environmental Levy for community-led projects
Maintain LOS	410000	Limited community sustainability / environmental education programs (Sustainable Living Festival, Coffs Ambassadors), corporate sustainability programs (energy savings, policy development), climate change programs (greenhouse gas / carbon reduction). These programs may depend upon funding from Environmental Levy, reducing funds available for community-led projects
Mid-range decrease LOS	310000	Focus is on meeting statutory obligations only, other programs (community and corporate sustainability) would largely be dependent upon grants or funding from Environmental Levy (thereby reducing funds available for community-led groups)
Decrease LOS to minimum	210000	Focus is on meeting statutory obligations only, other programs (community and corporate sustainability) would wholly be dependent upon grants or funding from Environmental Levy (thereby reducing funds available for community-led groups)

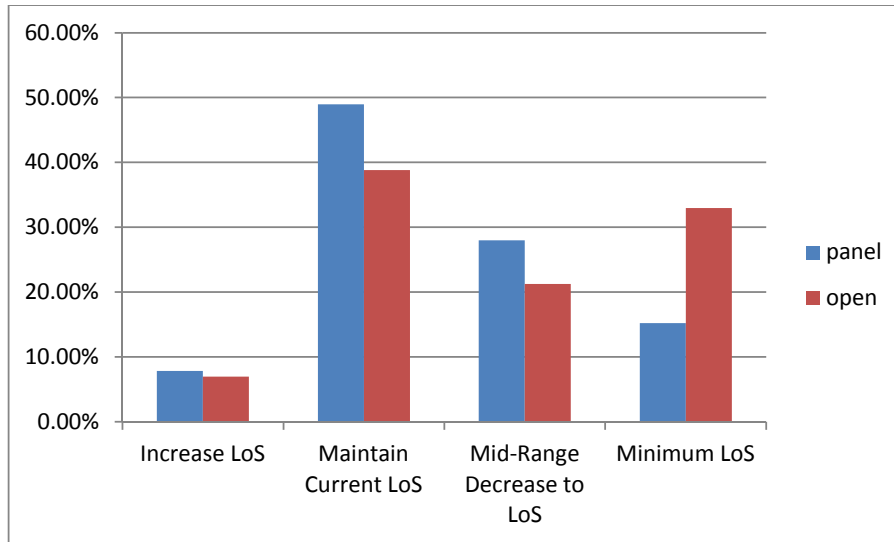
*Summary of comments*

- Need to fund more – recognition of tourism value, returns on sustainability in future
- Need to fund less

*Further information and comments from staff*

- There is general community understanding and support regarding the value of protecting our environment for the benefit of current and future generations
- The Environmental Management service is currently only resourced to provide valuable, but very limited, regulatory and educational support to assist the community.
- Council has historically relied upon state and federal grant funding to undertake regulatory functions and raise educational awareness on matters of environmental significance. These programs have been significantly reduced and are unlikely to be an option for funding the service in the future.
- The Environmental levy funding could be utilised to fund greater involvement with the provision of corporate and community sustainability projects.

**11. Parking, Dogs, Building and Other Regulatory Issues**



Increase LOS	300000	Increased enforcement of parking, dogs, noise, illegal buildings, pools, etc. regulations (use comments section to tell us your priorities)
Maintain LOS	240000	Enforcement of parking, dogs, noise, illegal buildings, pool safety, etc. regulations (use comments section to tell us your priorities)
Mid-range decrease LOS	170000	Reduced enforcement of parking, dogs, noise, illegal buildings, pool safety, etc. regulations and consequent increase in problems in these areas
Decrease LOS to minimum	100000	Significantly reduced enforcement of parking, dogs, noise, illegal buildings, pool safety, etc. regulations and consequent significant increase in problems in these areas

*Summary of comments*

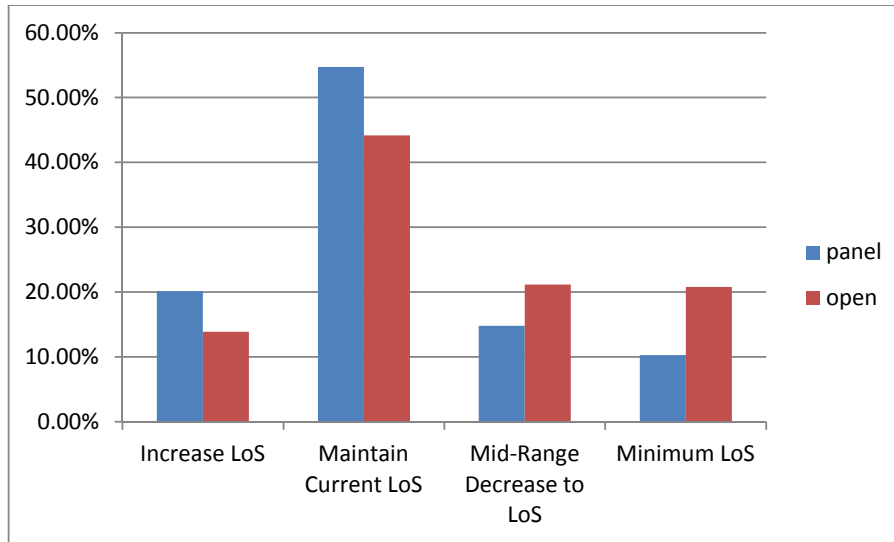
- Need to address particular issues
- Recognition of the value of enforcement – reduced problems, public health and safety
- Too much regulation and red tape
- User pays with application / registration fee and fines providing the revenues

*Further information and comments from staff*

- whilst some areas (e.g. pool inspections) are driven by legislative compliance, much of the function depends on a decision on the level of service the community expects – until there is an impact at a personal level, the service is perhaps not valued as highly
- note that there are significant revenues particularly from parking – makes the service largely self-funding. Further revenues are possible, but need to consider whether “going hard” is acceptable to the community and Council
- No action taken by Council in regards to matters such as unauthorized building work or unregistered dogs undermines the approval and registration requirements.
- The ability of Council to recover costs is limited by prescribed fees and charges, which do not account for the full cost of providing a range of regulatory services.
- Whilst noting the desire for user pays, there is a balance to be struck between fees and compliance. For example, high fees deter people from registering dogs. Fines (which are set by legislation) do not cover all costs. Enforcement of parking arguably has an element of public good – the ability to use spaces without being impacted, safety, etc.



**12. Public Health**



Increase LOS	450000	Undertake more compliance checks and enforcement of regulations for food, skin penetration, A/C cooling towers, onsite sewage management systems to ensure regulations are complied with
Maintain LOS	400000	Continue current compliance checks and enforcement of regulations for food, skin penetration, A/C cooling towers, onsite sewage management systems to ensure regulations are complied with
Mid-range decrease LOS	300000	Reduced compliance checks (prioritised on a risk basis) and enforcement of regulations for food, skin penetration, A/C cooling towers, onsite sewage management systems to ensure regulations are complied with
Decrease LOS to minimum	250000	Significantly reduced (prioritised on a risk basis) compliance checks and enforcement of regulations for food, skin penetration, A/C cooling towers, onsite sewage management systems to ensure regulations are complied with

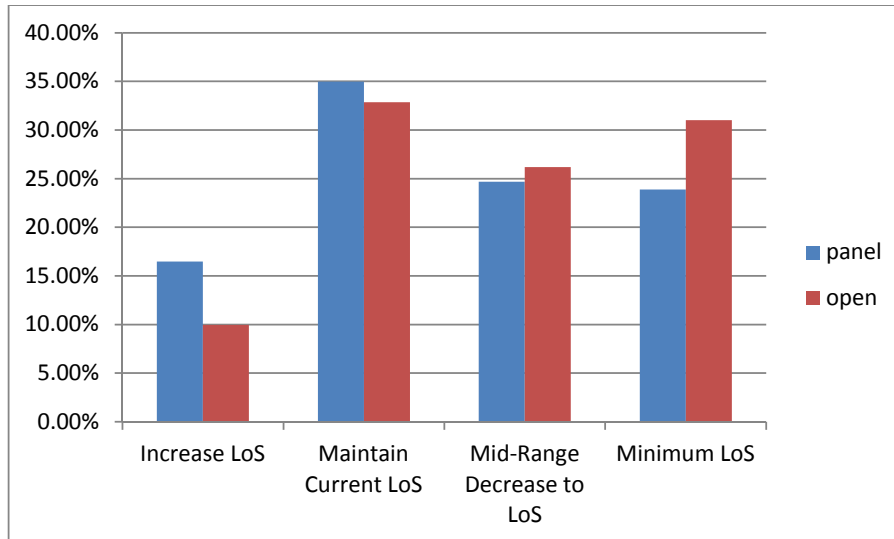
*Summary of comments*

- endorsing the importance of the service
- State government responsibility
- User pays

*Further information and comments from staff*

- Council's Environmental Health Officers conduct a range of inspections in accordance with regulatory requirements and also in response to complaints.
- Council endeavours to apply user pays principles to regulated inspection services where possible.
- A substantial portion of staff time is devoted to investigating complaints, reducing Council's ability to meet its regulatory responsibilities to carry out scheduled inspections.
- There is limited opportunity for fee recovery of complaint based investigation.
- Council's limited resources could be focused on "core" areas of responsibility (required under regulations) by identifying and limiting involvement in responses to complaints, however this needs to be weighed against community expectations.

### 13. Sustainable Planning



Increase LOS	1400000	Improved forward planning so that environmental, social and economic issues associated with growth and development are addressed to a high degree, and well ahead of time to accommodate future growth and address legislative requirements
Maintain LOS	1300000	Moderate forward planning means that whilst environmental, social and economic issues associated with growth and development are addressed, it is not always keeping pace with demand or in sufficient detail to address all objectives to a high degree
Mid-range decrease LOS	1200000	Constrained forward planning means that whilst environmental, social and economic issues associated with growth and development will be addressed, this will not keep pace with demand or be in sufficient detail to address all objectives
Decrease LOS to minimum	1100000	Significantly constrained forward planning means that environmental, social and economic issues associated with growth and development may not be adequately addressed and will not keep pace with demand

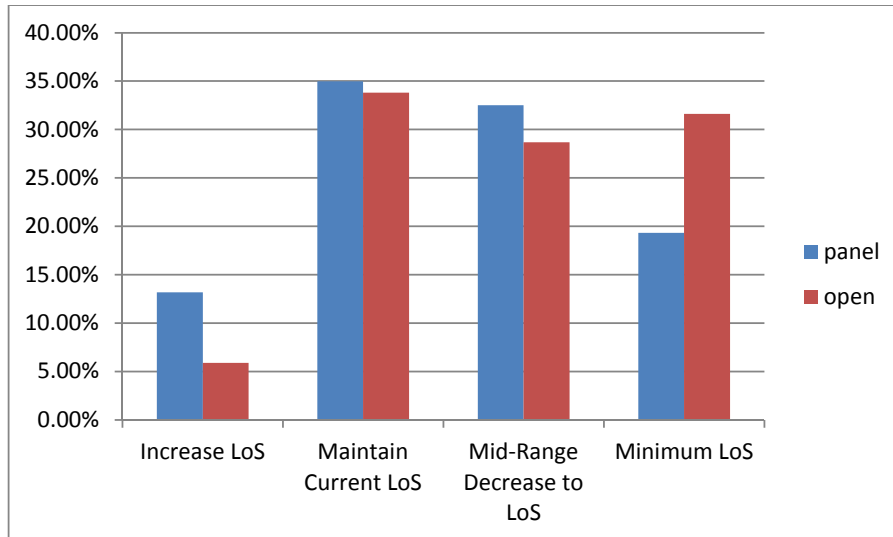
#### Summary of comments

- Recognition of the importance of future planning
- Issues with State Government involvement

#### Further information and comments from staff

- Council works within the prevailing NSW Government Planning System legislation (Act and Regulations)
- Changes are foreshadowed in the Act that will mean extensive resource will be required from Council to implement new systems processes, procedures and policy.
- Council endeavours to apply user pays principles to developer promoted planning proposals that are out of sequence with Council's land release program.
- Council's limited resources could be focused on "core" areas of responsibility (required under regulations/statute) by identifying and limiting involvement in general enquiries and responses to complaints, however this needs to be weighed against community expectations.
- The ePlanning process will hopefully assist in dealing with general enquiries. Council has made a significant investment in developing e-planning to improve community access and participation in development enquiries and the automated production of 149 Zoning Certificates.

**14. Development Assessment**



Increase LOS	1100000	Increased support for applicants in making their applications; increased interaction with other stakeholders in development proposals; improved evaluation of applications against Council planning instruments and relevant legislation
Maintain LOS	1000000	Receipt and assessment of applications for development of sites, construction of buildings, etc. against Council's land use planning framework
Mid-rnge decrease LOS	900000	Moderately reduced capacity for Council to adequately assess development applications in terms of timeliness and potential impacts of the development
Decrease LOS to minimum	800000	Significantly reduced capacity for Council to adequately assess development applications in terms of timeliness and potential impacts of the development

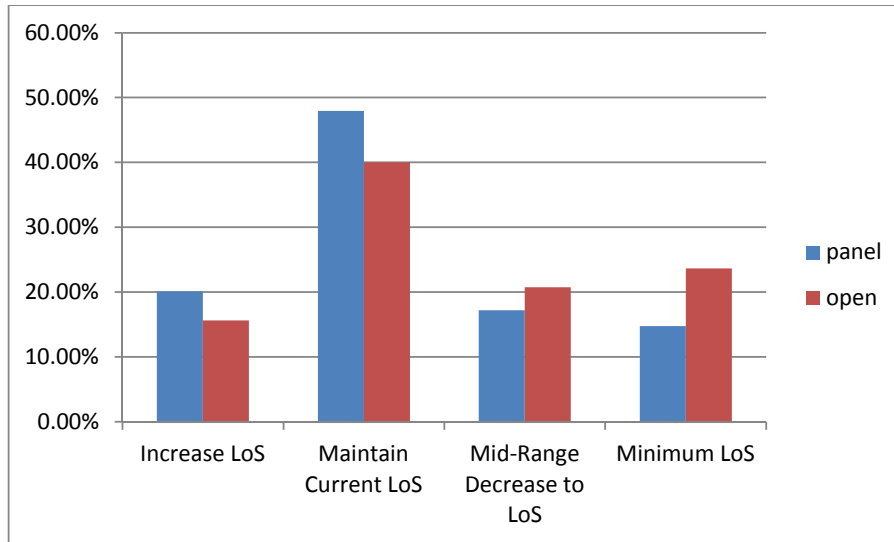
*Summary of comments*

- Service is important: promotes economy, facilitates orderly, sustainable development
- Community expects efficient processing of DAs, wants less red tape
- Recognition of risks of challenge to Council decisions in Land and Environment Court
- Confusion about the relationship with other services (Sustainable Planning)
- User pays / cost recovery

*Further information and comments from staff*

- Council works within the constraints of the NSW Government Planning System.
- NSW Government has proposed reforms to reduce complexity, balance economic development and efficient decision-making with environmental outcomes
- Early signs indicate the new system will require more resourcing by local councils to achieve comparable levels of service delivery
- The potential for challenges to decisions in the Land and Environment Court, and the potential for the Minister to remove Council's planning powers, is an expensive but unavoidable consequence of decision making and highlights the importance of good planning (this is the link with the Sustainable Planning service).
- Council has made a significant investment in developing e-planning to improve community access and participation in development assessment and enable electronic efficiencies in the lodgment, assessment and determination of DAs.
- Council's ability to recover costs is limited by prescribed fees and charges, which do not account for the full cost of providing a development assessment service.

**15. Flooding and Coastal Management**



Increase LOS	350000	Increased development of information on flooding and coastal issues to inform Council's works programs and secure grants to address these (where possible), greater assistance and advice for property owners and other stakeholders.
Maintain LOS	250000	Continued development of information on flooding and coastal issues to inform Council's works programs and secure grants to address these (where possible), continued assistance and advice for property owners and other stakeholders.
Mid-range decrease LOS	200000	Reduced capacity to develop information on flooding and coastal issues to inform Council's works programs and secure grants to address these (where possible), reduced assistance and advice for property owners and other stakeholders.
Decrease LOS to minimum	150000	Significantly reduced capacity to develop information on flooding and coastal issues to inform Council's works programs and secure grants to address these (where possible), significantly reduced assistance and advice for property owners and other stakeholders.

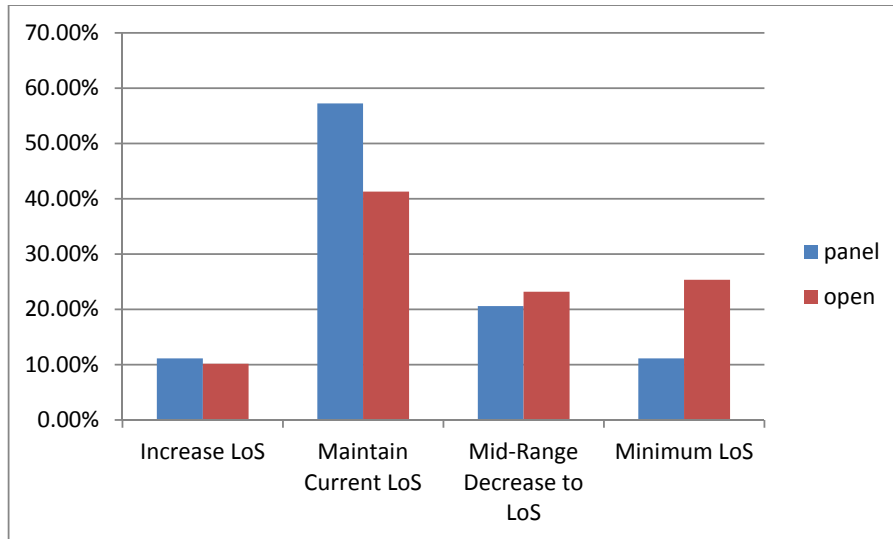
*Summary of comments*

- Those with a flooding issue support increased resourcing.
- Those without a flooding issue view this as a problem for those in flood area or the development industry

*Further information and comments from staff*

- Although this service is largely focused on information provision, capacity to secure grants and effectiveness in prioritizing allocation of funds to undertake work is also increased.
- Current Status of Flood Mitigation Program (funded by a Special Rate Variation and Stormwater Levy) and Flood Studies (generating improved information) reported to Council's 14 November meeting
- Digitisation of flood information (putting it on maps on the web) was funded as part of "e-planning" initiatives, enabling greatly improved access to information (refer report to Council's 28 November meeting)

**16. Parks, Reserves and Cemeteries**



Increase LOS	268000 0	Increase mowing in some parks so LOS is consistent across all Council areas; increase tree maintenance activities in parks, reserves and streets; implement "Friends of the Park" program to enable community groups to maintain their local park; increase maintenance at Karangi cemetery; increase fire trail maintenance; implement program to eliminate long-growing species (better presentation over winter); increase BBQ cleaning, litter collection
Maintain	250000 0	Continue current maintenance of parks, trees, Karangi cemetery, fire trails, BBQ areas
Mid-range decrease LOS	235000 0	Halve mowing operations in 70 parks across Council area (currently 6 times/year, drop to 3 times); reduce funding to maintain trees in parks, reserves and streets; remove half the roundabout flower displays; decrease mowing in State Park (e.g. Jetty); decrease maintenance of Karangi Cemetery; remove some high maintenance areas at Botanic Gardens; decrease BBQ cleaning, litter collection
Decrease LOS to minimum	220000 0	Halve mowing operations in 70 parks across Council area (currently 6 times/year, drop to 3 times); further reduce funding to maintain trees in parks, reserves and streets; remove all roundabout flower displays; decrease mowing in State Park (e.g. Jetty); decrease maintenance of Karangi Cemetery; remove some high maintenance areas at Botanic Gardens; further decrease BBQ cleaning; litter collection

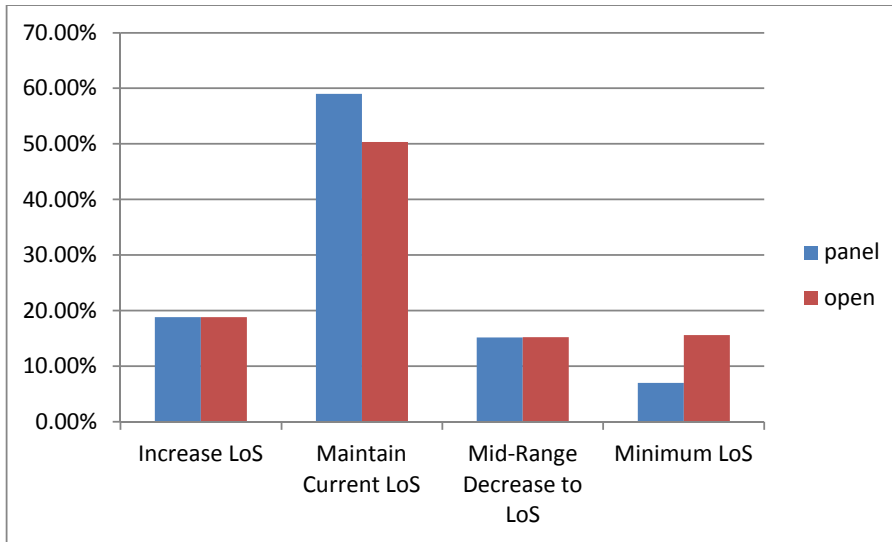
*Summary of comments*

- Increases requested at specific parks and also for fire trail maintenance
- Roundabouts: remove or replace with annuals
- Suggestion that volunteers / other groups could help with maintenance

*Further information and comments from staff (note: all items came from Service Review)*

- Highest complaints for parks are regarding mowing and tree maintenance
- Friends of the Park program has potential to increase LoS within existing resources by using volunteers, but needs investment (a part-time coordinator, \$60k/year) to establish. Other benefits: social capital, ownership, reduced vandalism.
- Opportunity to better utilize equipment as well as revegetate some mown areas was identified, with significantly higher LoS to reserves north of Moonee (current LoS lower than comparable areas south) and high profile areas. Cost \$80k/year
- Replanting roundabouts with perennials would save approx. \$18k/year
- Unsafe trees are addressed on a risk / priority basis within available resources

**17. Public Toilets, Street Cleaning and Litter Bins**



Increase LOS	1300000	High-use toilets cleaned three times daily (more in peak periods), low use toilets cleaned daily, pressure clean all toilets 3 times/year, "attention to detail" clean weekly, annual pressure washing of footpaths in CBD and town centres, add extra litter bins in priority locations (use comments section to tell us your priorities)
Maintain LOS	1200000	High-use toilets cleaned three times daily, low use toilets cleaned once daily, CBD and town centres cleaned of litter and objectionable material, emptying of litter bins in streets and parks
Mid-range decrease LOS	1080000	High-use toilets cleaned three times daily, low use toilets cleaned once every 3 days (currently daily), consider demolition of 3 low-use toilets, reduce cleaning efforts in CBD and town centres increasing litter and objectionable material on streets and paths, reduce number of litter bins (tell us your priorities)
Decrease LOS to minimum	960000	High-use toilets cleaned twice daily (currently 3), low use toilets cleaned once every 3 days (currently daily), 3 low-use toilets demolished, cleaning efforts in CBD and town centres cut by a third, increasing litter and objectionable material on streets and paths, significantly reduce number of litter bins (tell us your priorities)

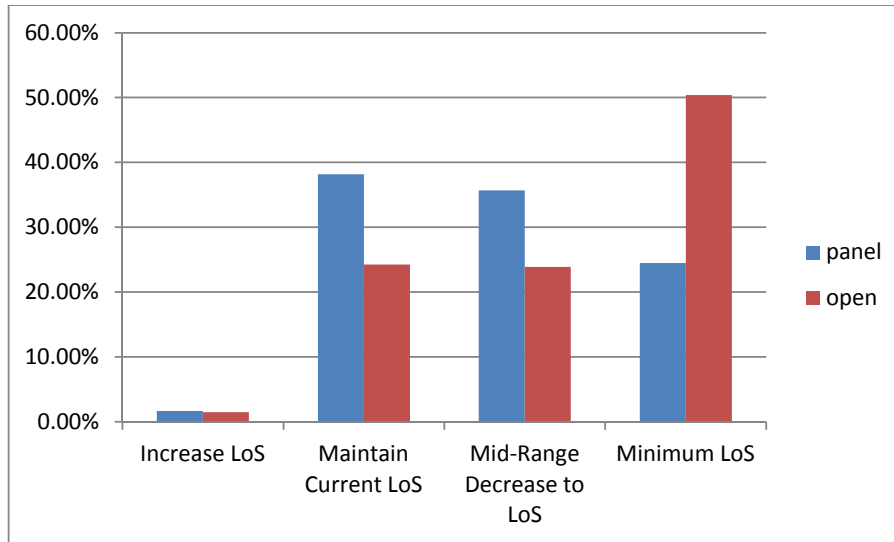
*Summary of comments*

- Support as the service is valued, good for tourism, etc.
- Need to increase prosecution of 'litter bugs'
- Comfortable with demolition of low use toilets

*Further information and comments from staff*

- Aged toilet blocks are difficult to keep clean – strong link to renewals program (see service #22)).
- Service Review identified an opportunity to increase cleaning frequency at high profile locations plus annual pressure clean for \$30k/year.
- There are often requests for additional street bins – and it is acknowledged that this does assist in reducing litter - however resources currently preclude this.
- Street cleaning is best done on a larger scale than individual retailers. Higher commercial rates mean this service is arguably paid for by landowners.

**18. Property Leasing**



Increase LOS	1020000	Increase maintenance of facilities provided by Council on a subsidised basis for community groups &/or increase subsidy
Maintain LOS	970000	Continue current subsidisation of community groups using approximately 100 Council-owned buildings
Mid-range decrease LOS	920000	Reduce subsidisation of community groups using approximately 100 Council-owned buildings
Decrease LOS to minimum	870000	Remove subsidies and implement policy of full cost-recovery for community groups using approximately 100 Council-owned buildings

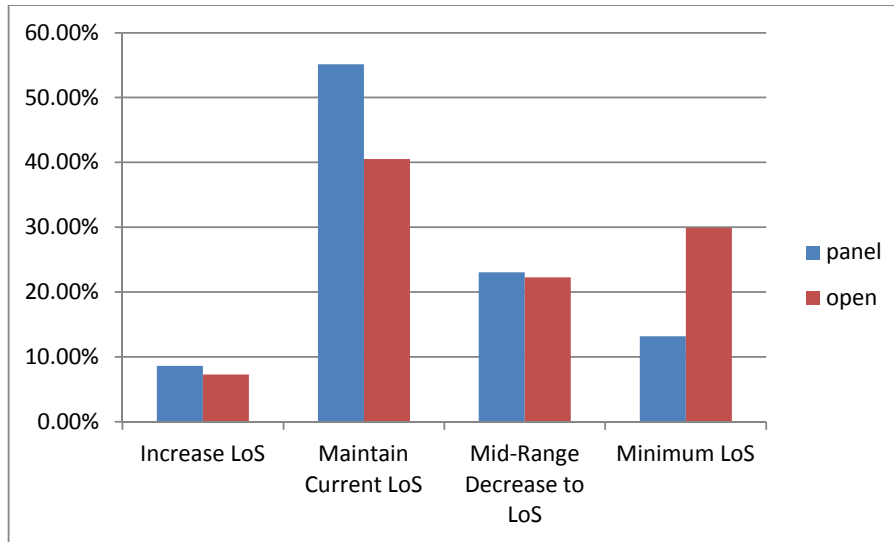
*Summary of comments*

- Some supported continued subsidization of community groups
- Evaluation of the ability to pay more
- Others advocated user pays / full cost recovery
- Need additional information – which groups, how much is the subsidy – to make an informed choice

*Further information and comments from staff*

- The proposed leasing and licensing policy, which will be submitted for public comment, will address the bulk of the issues raised by both the open and panel response.
- The policy will establish a framework within which the true cost of Council providing the building (full cost of provision, maintenance and replacement) is established
- The policy will prescribe varying levels of subsidization based on the nature of the user / value to the community at large.

### 19. Swimming Pools Operations



Increase LOS	700000	Increase subsidisation of entry fees, extend season and/or heating for Coffs, Sawtell, Woolgoolga and Nana Glen Swimming Pools (use comments to tell us your priorities)
Maintain LOS	650000	Maintain current subsidisation of entry fees, opening hours and season for Coffs, Sawtell, Woolgoolga and Nana Glen Swimming Pools
Mid-range decrease LOS	575000	Reduce opening hours and season at Coffs, Sawtell, Woolgoolga and Nana Glen Swimming Pools
Decrease LOS to minimum	450000	Close Nana Glen Swimming Pool, reduce opening hours of Coffs, Sawtell and Woolgoolga Swimming Pools

#### Summary of comments

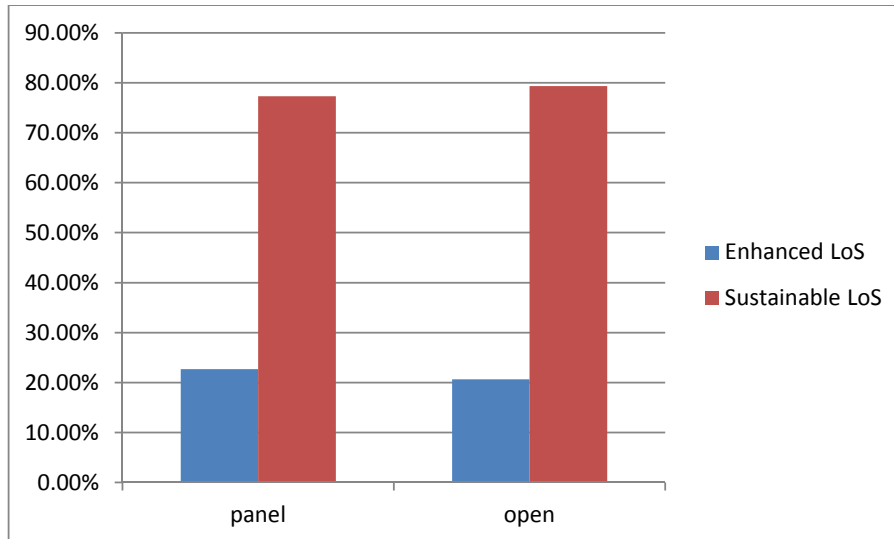
- Heating of pools to allow year round operation
- Increase subsidization to allow entry for families
- Decrease subsidies but consider direct subsidy of patrons that require assistance
- Plenty of alternative places to swim
- User pays

#### Further information and comments from staff

- Council leases all pools to external operators. In doing so, a lease fee is negotiated that takes into account the entry fees they may charge (which Council aims to keep to a “reasonable” level to enable access for all).
- A review of leases and subsidies will be undertaken prior to the expiry of current leases (2017)
- Subsidization of operations varies between pools depending on usage from 80c/person (Coffs Harbour) to \$17/person (Nana Glen).
- An analysis of entry fees relative to neighbouring councils undertaken as part of the Service Review found that entry fees in Coffs Harbour City Council pools were at the higher end of the range. Further increasing entry fees will limit usage (reducing revenues) and make the pools unaffordable to some in the community.
- Capital costs (building and renewing pools) is considered separately (service #21) – there are significant issues at several pools unable to be met by current budgets
- Sawtell, Woolgoolga and Coffs Harbour pools have some level of heating currently.



**20. Jetty Playgrounds and Other Structures**



Enhanced LOS	1110000	In addition to works set out in sustainable LoS, funding would enable renewal of more of the backlog of aged facilities (use comments to tell us your priorities)
Sustainable LOS	1010000	Ongoing replacement of structural members in Jetty structure sufficient to keep up with deterioration, replacement (rather than removal) of ageing / damaged playground equipment in our 55 playgrounds; repair and replacement of BBQs, shelters, tables, fences, etc.
Current Budget	180000	Unsustainable.

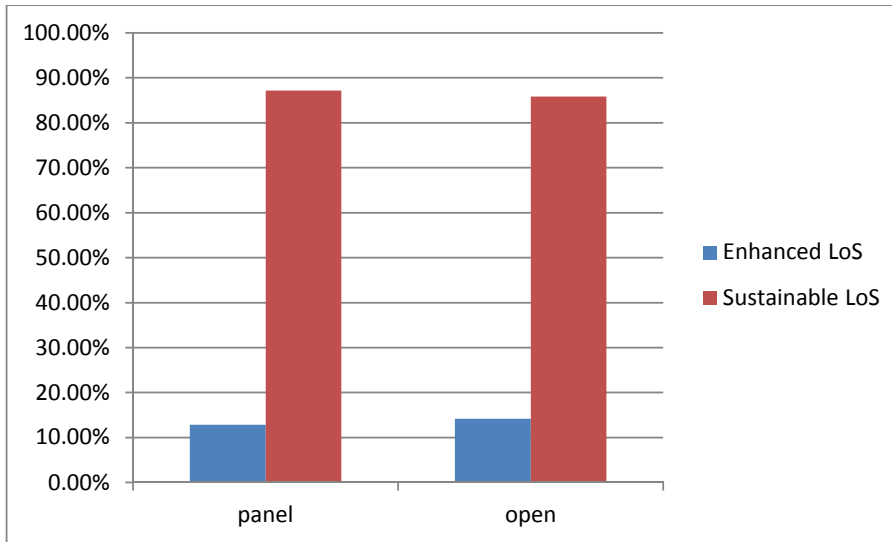
*Summary of comments*

- Confusion as to the link to the (unrelated) Jetty Foreshores redevelopment
- Endorsement of importance of service to local community and also tourists
- Need to rationalize number of parks
- Need to repair not replace equipment

*Further information and comments from staff*

- Council is responsible for the Coffs Harbour Jetty (valued at over \$9M) and extensive infrastructure in parks and reserves (valued at over \$20M).
- Funding for maintenance of Jetty (\$80k/year) is currently inadequate. Result is replacement of timber structure not keeping pace with deterioration. Need to spend at least \$230k/year to ensure that deterioration, particularly with regards to access for maintenance vehicles, is maintained.
- 62% of our playgrounds (we have in excess of 300 items across 55 playgrounds) are in excess of 10 years old, 13% over 20 years which is past the normal life expectancy of such equipment meaning that over the next few years we will have a large portion needing replacement
- Current budgets for replacement of damaged play equipment (\$26k) do not cover the basic need to renew broken / damaged / unsafe equipment. Currently, there is almost \$200,000 worth of items requiring replacement. Items beyond the budget are simply being cordoned off or removed.
- There are extensive amounts of footbridges, retaining walls, BBQs, shelters, tables, fences, bollards, etc. that are beyond existing budgets to repair and renew – again, items are often simply removed rather than renewed.

**21. Toilets, Pools, Buildings**



Enhanced LOS	3570000	In addition to works set out in sustainable LoS, funding would enable renewal of more of the backlog of aged facilities (use comments to tell us your priorities)
Sustainable LOS	3370000	Each year: refurbish 2 & renew 2 of Council's 43 toilet blocks, renew or refurbish 1 of Council's 250 other buildings (neighbourhood and community centres, club houses, bushfire sheds, public halls, libraries, sheds) and undertake major repairs &/or renewal of Sawtell & Woolgoolga Pools (use comments to tell us your priorities)
Current Budget	1300000	Unsustainable

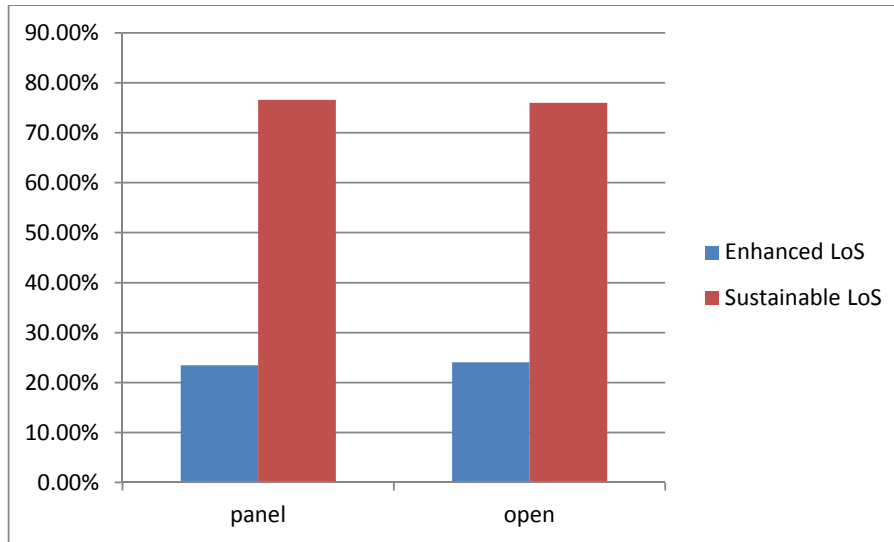
*Summary of comments*

- Toilets are the priority
- Need for a new pool at Woolgoolga
- Significant angst over inability to choose a lower level of service in this budget area
- Suggestions about how to reduce expenditure required – e.g. rationalize buildings, reduce expenditure to basic maintenance

*Further information and comments from staff*

- Council's 250 buildings have a replacement value of around \$110M
- 120 of these buildings are over 30 years old, and more than 50 are over 50 years old
- Current budget is barely sufficient to cover reactive maintenance.
- Lack of proactive maintenance is leading to higher costs because problems are not caught early – e.g. drainage, seals, painting and roofs. The long term cost is higher than if adequate maintenance was undertaken.
- Council commenced a program to renew one public toilet per year in 2011
- Woolgoolga pool requires renewal due to significant leaks that are unable to be repaired. Existing facility is insufficient to meet demand. New facility estimated to cost around \$5 million.
- Nana Glen Pool requires investment to address pool plant deficiencies.
- In establishing the Public Amenities renewal program in 2011 (14 April meeting) Council considered the demolition of two toilets (Bayldon Road and Mick's Retreat, both at Sawtell) however this did not proceed.
- Feedback from public toilets maintenance (service #17) appears to support demolition of low-use toilets.

**22. Roads and Bridges**



Enhanced LOS	11040000	In addition to sustainable LOS, address more of the backlog of outstanding work (failed roads, kerb, carparks, etc.) (use comments to tell us your priorities)
Sustainable LOS	10840000	Each year: renewal of 6-7km of failed road pavements (total road length 820km) and better road maintenance (patching potholes, etc.), replace 2-3 of our 170 bridges, 750m of failed kerb and gutter (total kerb length 540km), replace worn out signs and guardrail, renew 2-3 of our 57 carparks
Current Budget	7630000	Unsustainable

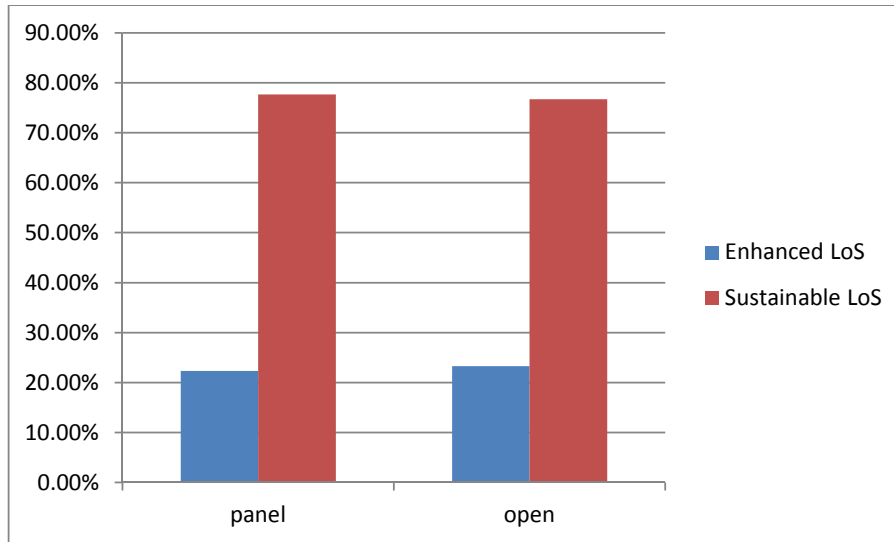
*Summary of comments*

- Safety issue, high priority
- Various areas noted as needing kerb and gutter, footpaths
- Need better maintenance practices, not fix it and come back again
- Lower standards to save money

*Further information and comments from staff*

- Transport assets represent the largest class of infrastructure funded from the General Fund (ordinary rates) at over \$500 Million
- Council’s road network includes 700 km of sealed and 120 km of unsealed roads
- Currently, around 76 km of our road network has been assessed as requiring renewal (estimated cost over \$20 Million)
- Current budget \$0.9 Million per year to fund renewal of road pavements covers around 3 km. This is unsustainable: roads are deteriorating faster than they are being renewed. Within 10 years 180km will need renewal (total cost \$50 Million)
- As roads get older, they cost more to maintain (more potholes). Without additional funding, within 5 years all funds will need to be directed towards maintenance (potholes and patching) to keep roads safe
- Council has around 70 timber and 100 concrete bridges. A previous Special Rate Variation focused on bridges assists the renewal program.
- Council is exploring options to stretch our limited funding further as discussed in the report to Council’s meeting of 25 October 2012 regarding 2012-2013 Roads Maintenance Strategy and Budget.
- In years gone by, Council constructed kerb and guttering where it did not exist. Given Council is responsible for around 540km of kerb and guttering and significant lengths are in need of replacement, this is no longer possible.

**23. Footpaths and Cycleways**



Enhanced LOS	480000	In addition to sustainable LOS, address more of the backlog of outstanding work (damaged footpath) and recommence construction of new footpaths and cycleways in high use / high priority areas (use comments section to make suggestions)
Sustainable LOS	430000	Each year: repair and renewal of 1km of our 150km of footpaths and cycleways
Current Budget	330000	Unsustainable

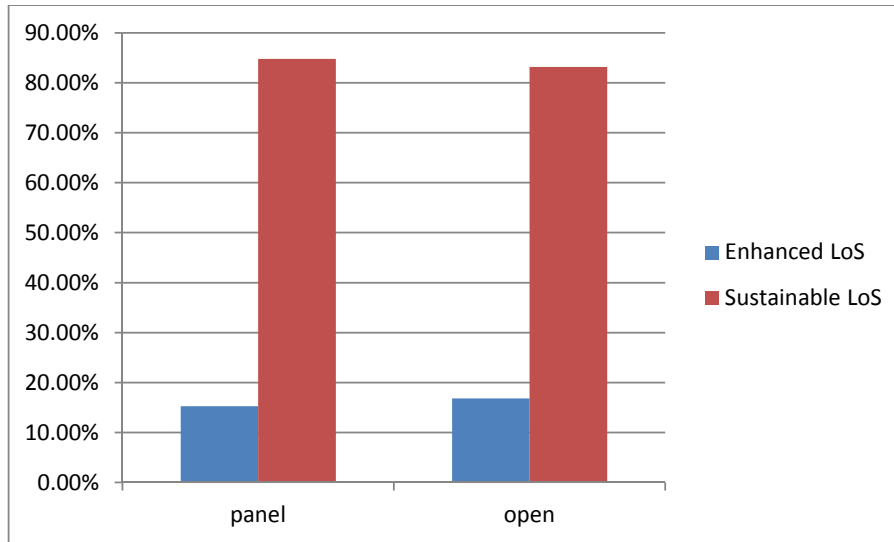
*Summary of comments*

- Safety issue, high priority
- Various areas noted as needing kerb and gutter, footpaths
- Need better maintenance practices, not fix it and come back again
- Lower standards to save money
- Footpaths and cycleways encourage sustainable transport modes and will attract tourists
- There are more options for cyclists but footpaths are important for accessibility for and ageing population

*Further information and comments from staff*

- Council ceased construction of any new footpaths several years ago in recognition that it was unable to maintain and renew the existing network.
- In total, Council is responsible for approximately 150 kilometres of footpaths and cycleways with a replacement cost of almost \$30 Million.
- Current maintenance and renewal expenditure is only sufficient to address the worst of the repairs required.
- There is a high demand for continuous accessible paths of travel, particularly for seniors and people with a disability. High priority areas would be determined using the Pedestrian Access and Mobility Program priority list, consultation with the Access Advisory Committee and a review of customer requests.
- 100% of bus stops are required to be accessible by 2022 to comply with the Disability Discrimination Act
- Shared paths are recommended by RMS (for which we received matched funding on local roads). Wider paths will be required for an increasing number of motorized wheelchairs as well as recreational cyclists and pedestrians.
- Some existing shared paths require line marking and signs to improve safety and way finding.

**24. Stormwater**



Enhanced LOS	340000	In addition to sustainable LOS, additional funding to address more nuisance/problem areas in stormwater drainage
Sustainable LOS	290000	Current funding of repair and renewal of stormwater drainage infrastructure (which includes 230km of pipes and around 8000 pits) is sufficient (separate to the Flood Mitigation Program funded by a Special Rate Variation)
Current Budget	290000	Sustainable

*Summary of comments*

- Essential service
- Specific problem areas identified
- Funding adequate given flood mitigation program

*Further information and comments from staff*

- Council is responsible for around 230 kilometres of pipes, almost 8,000 stormwater pits, lined and unlined channels, detention basins, gross pollutant traps, etc. with a total replacement value of around \$180 Million.
- Most of Council's stormwater infrastructure has a significant remaining life – renewals requirements are minimal at this stage, however Council's Asset Management Strategy identifies a program of systematic inspections of likely problem areas as something to be pursued in future to enable problems to be identified early and future renewal needs better assessed
- Current funds are sufficient to address issues in a reactive manner – unblocking drains, pits and pipes, clearing channels, etc.
- Council adopted a Flood Mitigation Program in 2010. Central to this was the construction of a number of detention basins, clean out of Coffs Creek and addressing a number of local drainage problem areas. Latest update on the program was reported to Council's 14 November Meeting.
- A higher level of service would enable specific problem / nuisance issues to be addressed.

### Summary of Overall Comments

Set out below are the key themes evident in reviewing the comments from both the Community Reference Panel and the Open Budget Allocator, and comments in response.

Issue	Comment / response
Expressing frustration at the "locked in" increases to infrastructure spending that result in spending increases over budget	Understandable – however this is the reality, particularly with regards to the need to spend more on infrastructure to maintain current levels of service
Wanting to see Council pursue efficiency gains rather than increase rates	The Transformation to Sustainability (T2S) Project will identify, evaluate and implement efficiency gains and revenue opportunities yet this will not "bridge the gap" entirely.
Staff reductions rather than increase rates	Reducing staff directly reduces services that they provide.
Households can't afford the increases. Council must live within our means	Alternatives to rate increases such as the T2S project and LoS reductions are being explored. Overall decision to be made about service priorities and willingness to pay.
Other levels of government (State and Federal) should give Council more grants or take over more responsibility	There is a definite shift away from State and Federal governments to service provision by local government (25 functional areas have been shifted on to Council at a total cost of \$4.4M). As an industry, local government is advocating for more funding.
More information is required on individual services	There is a balance between providing too much information (and the survey taking too long) and too little (insufficient information to make a decision). As discussed under "breaking new ground" in transparency and accountability above, further information on each service is available in the budgets and Delivery Program.
Sell off / rationalise assets to reduce infrastructure funding requirements	This is a contentious issue – e.g. in 2010, Council proposed to sell off low-use parks. In 2012 Council considered demolition of two low-use toilet blocks. Both of these options were considered unacceptable. The issue could be revisited.
User pays	Council applies this principle wherever possible, evaluating its fees and charges (many of which are set via legislation) each year. Opportunities were considered as part of the Service Review and will be examined further in the T2S project.
Other groups - community, business, etc. - should pay for or deliver some services	As discussed in the introduction, three considerations are relevant: 1. Business arguably pays for these services via higher rates than residential landowners, 2. Other groups (Chamber of Commerce, Tourism Association) do not have the capacity to generate additional revenues so a transfer of responsibility is arguably a reduction in LoS, 3. The services focused on business / tourism arguably benefit the broader community (when services are approached holistically, they often have broader benefits)
I have no kerb and guttering / park / footpaths: where do my rates go?	Rates are levied, prioritized and spent on a council-wide basis. New kerbing and footpaths should not be built before existing infrastructure is adequately maintained.
Need increased transparency	This process aims to deliver this – refer section "breaking new ground" in transparency and accountability above.

**Conclusion**

Council’s unsustainable financial position has arisen over many years. The adoption of a financially sustainable position – a program for service delivery and how to fund it – will surely be considered one of this Council’s biggest achievements in its term of office. Delaying action to address the problem will only make the decisions more difficult.

Importantly, Council now has the framework in place to ensure that our finances remain on track with the implementation of asset management and long term financial planning requirements embodied in the Integrated Planning and Reporting Framework.

Given the extensive analysis that was undertaken as part of the Service Review and more recently this consultation with the community via the Budget Allocator, it seems something of an anti-climax to propose that Council maintains the services it currently delivers. Yet this is arguably the feedback Council received from the 2012 Community Survey:



This position was reinforced by the responses from the Community Reference Panel – “maintaining the current LoS” received the highest “votes” for all but two services.

Responses for Coffs Coast Marketing and Economic Development were only marginally below the “maintain current LoS” level and, as discussed above, the business community (who values these services most) are arguably paying for these services given commercially zoned land attracts higher rates than residential. In addition, Council needs to weigh up the value that the business community adds to the broader community.

Whilst Council's charter makes clear a “majority vote” must not be the determining factor in the allocation of resources, Council can have confidence that a decision to maintain service levels has the support of the general community. As noted in the opening section of this report, the Community Reference Panel represents a statistically valid sample of the community.

In order to maintain service levels, the total annual rate bill for the typical residential ratepayer would increase by around 5% per year for the next three years under a proposed Special Rate Variation rather than 3.5% per year without the variation. When the full amount of the Variation is implemented in the third year, residents would be paying \$165.20 per year (\$3.18 per week) more than if Council limits rate increases to the rate peg amount.

It is clear from feedback in the open Budget Allocator that a portion of the community wish to avoid a Special Rate Variation, and feel strongly that Council should cut certain services that they either do not value or believe should be the responsibility of others. Council should expect that a decision along the lines of what is recommended will draw criticism from this portion of the community.

Council has now "broken new ground" in establishing a framework with a high degree of transparency and accountability – what Council does with the resources entrusted to it by the community. Council is well placed to defend such criticism where it arises.

Even more importantly, Council is now well placed to involve the community more deeply in decisions about what Council's priorities should be in working towards achieving the community vision embodied in the Coffs Harbour 2030 Plan.

The first step, though, must be the adoption of a financially sustainable position.

### **Next Steps**

As set out in the Community Engagement Strategy for Levels of Service adopted by Council at its meeting of 26 September (attached), the consideration of this report completes "Part 1" of the engagement process.

"Part 2" of the process is presenting the proposed Delivery Program (with current service levels being maintained, funded by a \$6 million Special Rate Variation staged over three years) to the community.

Engagement activities are proposed to include:

- A mail out to 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
- Issuing of relevant media releases & undertaking media events
- Holding online discussion forums for hearing views and clarifying information.

If Council resolves to proceed, feedback from this process will be collated for Council's consideration and presented to Council's Ordinary Meeting of 13 February to enable Council to resolve to make application to IPART for a Special Rate Variation and submit the application by the deadline, 24 February 2014.

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

Given that the preparation of the 2014-2018 Delivery Program and associated documents takes a number of months, Council staff will need to begin preparation of these on the basis of Council's stated intention to enable them to be finalized and submitted to IPART by the 24 February deadline.



**Recommendation:**

**That Council:**

1. **Note feedback from the community regarding levels of service was generally supportive of Council continuing to deliver its current services, acknowledging that to do so requires Council to generate additional revenues**
2. **Note that if Council is to maintain current levels of service for infrastructure, an additional \$6.2 million per year is required to be spent on repair and renewal of infrastructure**
3. **Note that long-term financial modeling indicates that Council requires an additional \$1.8 million per year to fund increases in costs over and above the increases expected to be obtained from increases in the “rate peg” amount**
4. **Notify IPART of its intention to apply for a Special Rate Variation, pursuant to Section 508(A) of the Local Government Act, of six (6) million dollars, to be staged over a period of three years at the rate of two (2) million dollars per year to fund increased expenditure on infrastructure repair and renewal.**
5. **Acknowledge in its 2014-2018 Delivery Program the need to pursue a range of options to close the remainder of the “gap” to financial sustainability including the Transformation to Sustainability Project and continued emphasis on Asset Management.**
6. **Undertake a community engagement process regarding the proposed steps to be taken to adopt a financially sustainable position, including the application for a Special Rate Variation and options to close the remainder of the “gap” to financial sustainability.**

Attachment 1

Comments from the Panel Budget Allocator – Service Specific Comments

Footpaths and Cycleways (service #23)

id	item	comment
1	Enhanced LoS	Like too see a seperation line on our shared paths, as a lot of Councils do.
2	Enhanced LoS	Footpaths and Cycleways help disabled people move around, and keep the population healthy by riding and walking
3	Enhanced LoS	Footpaths in very condition compared to most similar sized towns and jurisdictions. Many streets without footpaths.
4	Enhanced LoS	Certainly need to enhance our cycleways - especially more family-friendly routes
5	Enhanced LoS	As above, these areas that affect safety and health and should receive priority. Plans to link cycle/walking paths from Sawtell to Woolgoolga should be made known to the public and public fund raising/sponsorship should be considered.
6	Enhanced LoS	The budget is 330k ..why cannot I make the selection for 330k ??
7	Enhanced LoS	Lyons road boambee, needs a cycle path for major safety reasons. It is not safe for walker or cyclist to go from highway to toormina road along lyons rd. Footpath also required along Linden avenue , especially from de castella st down the big hill.
8	Enhanced LoS	foot path on Bray street south side manning ave - footpath all roads should have a cycle area that everyone can use to encourage the use of more sustainable transport rather than cars
9	Enhanced LoS	Cycle/Walkway similiar to Hogbin Drive is needed from the Orara Valley to help address the public transport issues which directly impact on unemployment. This highly dangerous road is listed as a recommended cycle route and advertised as such. With the right infrastructure in place, it could become a very popular tourist route attracting more people to the Coffs Coast and surrounds
10	Enhanced LoS	I want a budget of \$330k but you do not offer that option. This survey is deliberately designed for us all to be over budget
11	Sustainable LoS	good footpaths are the number one priority for an aging population
12	Sustainable LoS	We have no footpaths in our area but we have a reduced speed limit so people can walk and cycle but they don't because of dogs.
13	Sustainable LoS	Once again a figure over budget is going to happen while these questions are set up the way they are.
14	Sustainable LoS	Why can't I choose the budget figure?
15	Sustainable LoS	Cut expenditure here, because Australians are too 'get in the car' happy! Our pathways are good enough.
16	Sustainable LoS	It is important to keep these services. More needs to be done when and if money is available.
17	Sustainable LoS	footpaths
18	Sustainable LoS	as above
19	Sustainable LoS	I think this is a typo sustainable mount should be 330k not 430k

Attachment 1

20	Sustainable LoS	I am concerned about the restricted choices in this last section of the budget. My preference is to maintain the present allocation if we don't want to be over budget. It seems that the lack of choice and the high value of these estimates will force everyone who fills out this budget to be over budget in their final calculations. Is this the aim of this survey? Will you then be able to say that the majority wanted an increase in rates to cover this area. I am a little uneasy with the way this survey is heading.
21	Sustainable LoS	I SUPPORT \$330k BUDGET EST.
22	Sustainable LoS	there are areas where footpaths have been installed where the mowed footpath is quite adequate.
23	Sustainable LoS	Is this figure correct as it works out to be \$430 for each metre of footpath or cycleway.
24	Sustainable LoS	more long term neglect
25	Sustainable LoS	Only want to spend current \$330 but you do not offer me that figure
26	Sustainable LoS	This question makes this an INVALID survey .... no option given for same budget or lower ... should be 330K max ...
27	Sustainable LoS	Very few cyclists seem to use the cycle ways and prefer to stay on the road. Since they make no contribution in the way of registration etc. why put more money into improvement.

Jetty Playgrounds and other Structures (service #20)

28	Enhanced LoS	Why has the figure jumped from \$180K to over \$1 million ? The Jetty must be maintained if a larger cost is to be avoided if it is allowed to deteriorate.
29	Enhanced LoS	For the small amount of money I feel this is important to improve BBQ's and play equipment in parks that benefit the Coffs community and tourists. Maintenance & upgrading most important
30	Enhanced LoS	From this point on. Criteria has changed. Now seeing Enhanced and Sustained without any regard to budget and unable to alter... Survey error?
31	Enhanced LoS	Playgrounds in very poor condition compared to other similar sized jurisdictions. Insufficient outdoor space of families.
32	Enhanced LoS	It would be nice if we could increase the budget here as these facilities are used by families all over our community as well as tourists & we are a tourist town.
33	Enhanced LoS	get it done asap
34	Enhanced LoS	aged facilities
35	Enhanced LoS	Jetty Foreshore and Woolgoolga Beach Areas to be addressed
36	Enhanced LoS	These are important areas for locals and visitors and need to be kept in repair and clean and tidy.
37	Sustainable LoS	If this increase is temporary (due) to the foreshores development then ok otherwise if the costs will permanently balloon from 100k to 1mil then cut something.
38	Sustainable LoS	Why no choice here of maintain or a CPI increase ? We would want to see a huge increase in work if this level of increase over budget was granted. It also makes the end survey result look a bit crazy with minimum cut mostly and here we have such large increases
39	Sustainable LoS	I would prefer to retain current budget of \$180k, or a modest increase, not jump to \$1.01m. I don't understand why such a large increase is required, considering jetty foreshores has recently had the sheds erected, and the playground on corner of Earl and Albany Streets has been revamped.

Attachment 1

40	Sustainable LoS	Obviously Council believes this to be a low key item given the small budget allocation
41	Sustainable LoS	Why can't I choose the budget figure?
42	Sustainable LoS	Not that many people sit in parks, or children play in public places - apart from skate-boarding. High living standards here, mean that people have gadgets & play furniture & patios & barbeques in their homes.
43	Sustainable LoS	Sustainable Los to keep wqithin budget.
44	Sustainable LoS	should be a lot less
45	Sustainable LoS	Work on safety issues as a priority.
46	Sustainable LoS	Council need to assess replacement versus ongoing repair on a case by case basis.
47	Sustainable LoS	some work could be performed by volunteers and community groups to save money
48	Sustainable LoS	am given no option to decrease spending
49	Sustainable LoS	This should be reduced by \$0.44M to provide a balanced budget
50	Sustainable LoS	More focus need to be placed on other towns outside of the Coffs city. There are many parks and playgrounds along the coast that need upgrading or more regular maintenance.
51	Sustainable LoS	seems to be a large difference between the budget and LoS options?
52	Sustainable LoS	No option here for maintaining the current budget funding. This ensures that my spending will be over budget
53	Sustainable LoS	Need more information. I can see from the budget figures that Council is estimating a HUGE increase in spending at the Jetty. What about leasing to developers?
54	Sustainable LoS	THERE IS NO OPTION FOR ME TO AGREE WITH COUNCIL'S BUDGET ESTIMATE.
55	Sustainable LoS	It is not possible to do this survey without going over budget as you are restricted in your monetary choices in the Infrastructure section.
56	Sustainable LoS	this is one of those areas where we are going to go over budget no matter what we say or do.  Perhaps a long term approach instead of an IT MUST BE DONE NOW approach. These things have not suddenly appeared they have just been neglected like an ugly brother to economic development
57	Sustainable LoS	Further to previous comments, the total of the sustainable LoS options for Infrastructure Repair & Renewal comes to \$15.93 m, nearly 60% of the total Council budget. This is ridiculous. The community is far greater than its infrastructure and that total should never reach these levels of expenditure.
58	Sustainable LoS	There are three? items that amount to the whole overspend! How does that happen?
59	Sustainable LoS	All the infrastucture repair and renewal are not
60	Sustainable LoS	why was the budget set so low?
61	Sustainable LoS	This question makes this an INVALID survey .... no opion given for same budget or lower ... should be 200K max ... jetty, if truly a business benefit, should be funded totally by peak business body
62	Sustainable LoS	why is there only a budget of \$180k when sustainable is \$1.01m

Attachment 1

Coffs Coast Marketing (service #7)

63	Increase LoS	If maintaining the budget at \$1m means closure of our visitors centre then I would increase the budget to \$1.1m as I think it is important to keep our visitors centre open. We are a tourist town & it is important to have strategies & continue to make our visitors feel welcome & want to come back. Their word of mouth about loving our town is THE best kind of advertising. Also if they love it here they not only spread the word but will also keep coming back for their holidays.
64	Increase LoS	we should expand coffs marketing
65	Increase LoS	Its important to attract tourist to Coffs Harbour. The recent proactive promotion of Coffs has seen an increase in tourists.
66	Increase LoS	Extra marketing of the area will bring more visitors which are potential businesses and residents
67	Maintain Current LoS	Adequate as is
68	Maintain Current LoS	don't think there is enough as it is. more interested in local business than attracting tourism / people to the area - which in turn would help other local business.
69	Maintain Current LoS	Happy with marketing budget as the venues also need to promote themselves to attract confrences
70	Maintain Current LoS	Maintain current level to keep within budget.
71	Maintain Current LoS	Hopefully, improved and more effective marketing can be a way to obviate the need for an increase in funds. Coffs is becoming stale and outmoded as a destination and needs rejuvenation and a new approach, rather than an increase in a marketing budget.
72	Maintain Current LoS	This is essential to keep employment in our community.
73	Maintain Current LoS	Encouraging and supporting major events such as WRC is a boost for our local economy. We need more international exposure to attract tourists to our beautiful region
74	Maintain Current LoS	Recent indications show good results in some areas. Again, this area needs to return
75	Maintain Current LoS	maintain current funding again very important to Coffs and tourism is vitally important to this region.
76	Mid-Range Decrease to LoS	A good website maybe ?
77	Mid-Range Decrease to LoS	Need to look at where spending is made. I wonder how many people actually book through the VC - most people would likely book themselves on-line these days???
78	Mid-Range Decrease to LoS	Touch screen boards have been a proving success in other cities. Some reduction is warranted.
79	Mid-Range Decrease to LoS	Reduce rates and taxes so that tourism businesses can thrive. Also reduce red tape so that entrepreneurs can go ahead.
80	Minimum LoS	Our marketing is disfunctional and needs to stop the waste of funds. We need more sponsorship of events and a team to bring business into the promotion of events. Tourism, Sports, and EDU are not what Council should be involved with.
81	Minimum LoS	Marketing is an area that involves creativity. Consistently research has shown that smaller budgets result in more creative output and more innovative ways to achieve superior outputs. Coffs Harbour needs this approach as I believe this more accurately reflects her spirit.
82	Minimum LoS	Use the money more wisely. Perhaps some of the Tourism businesses could contribute.After all they are the major beneficieries. Yes the whole town benefits but indirectly.

Attachment 1

83	Minimum LoS	Should be \$0 ... should be a business community function, not a council function
----	-------------	---

**Community Services (service #2)**

84	Increase LoS	Important to help youth and other disadvantage groups
85	Maintain Current LoS	These are all important needs of the community so we want to keep costs down & not increase the budget unless necessary but would need to keep up the service to these areas.
86	Maintain Current LoS	A reduction in this area could lead to social problems, such as youth dissatisfaction and alienation. Perhaps an increase in engagement with SCU could allow for more efficient ways to increase these programs without extra costs.
87	Maintain Current LoS	Coffs appears to have a significant proportion of these people who need ongoing support from the community.
88	Maintain Current LoS	i dont think you can go below the level we are at
89	Maintain Current LoS	this service works ok
90	Maintain Current LoS	I think we should maintain the present funding
91	Maintain Current LoS	If this is roads etc then these need to be addressed and maintained. If not just adds to the costs in the future
92	Maintain Current LoS	The need for community services is understood however higher level of government funding is required, not increases from Council.
93	Maintain Current LoS	An area where an increase will benefit a minority and will not benefit the population at large
94	Mid-Range Decrease to LoS	Council should not have to undertake these services. Send a message to Federal and State Governments that they need to take over
95	Mid-Range Decrease to LoS	I consider strongly that Community Services should be the responsibility of both State and Federal Governments.
96	Mid-Range Decrease to LoS	These are important but should be addressed after the budget deficit is addressed.
97	Mid-Range Decrease to LoS	Only introduce programs that are proved to have positive outcomes.
98	Mid-Range Decrease to LoS	Solution in the immediate term only. Suggest \$360k too big as a
99	Mid-Range Decrease to LoS	Using words like significantly reduce is very emotive and clearly designed to provoke a negative response
100	Mid-Range Decrease to LoS	Majority of funding for these groups is not from Council, and majority of the Community Service groups do not see Council as a major financial contributor. Funding received by Council is a bonus, but not relied on.
101	Minimum LoS	Which services would have to go and who makes that decision
102	Minimum LoS	Other Community Services provide programs to these groups. It is not a Council activity.
103	Minimum LoS	should be \$0

Attachment 1

Community, Cultural and Sporting events (service #8)

104	Increase LoS	Organisations such as CHRC needs more funding and venue(s)
105	Increase LoS	Promote Community and cultural events more as at the moment sporting events seem to get priority
106	Increase LoS	I think this is important as it continues to be good for tourism & is good for our community & in turn directly helps our local economy therefore it's money well spent.
107	Increase LoS	I'm not sure why these events can not be profitable for council or at least recoup some costs. Like a small entry fee to these events. Maybe not charge for all but certain ones that are appropriate to do so.
108	Increase LoS	Vital for our economy, we need accessible infrastructure and amenities to make these events more enjoyable
109	Increase LoS	There is currently not enough focus on this. These things help to create a vibrant community. Vibrant communities are satisfied, motivated and functional communities. These types of communities attract investment.
110	Increase LoS	community, cultural and sporting events encourage the economy as the flow on effect by having tourist visit our region impacts a majority of our service related business e.g restaurants, accommodation and local specialty shops etc.
111	Increase LoS	increase but keep a close check on events that are running at a loss.
112	Increase LoS	Should go hand in glove with Council managed sports grounds and amenities
113	Maintain Current LoS	Unless other funding becomes available maintain current funding to keep within budget.
114	Maintain Current LoS	Keep the current budget but rethink the festivals and events. It is time for some entrepreneurship.
115	Maintain Current LoS	again i would not like to see less happening
116	Mid-Range Decrease to LoS	Council needs to liaise with other sponsors to take over some of the responsibility of these events.
117	Mid-Range Decrease to LoS	I have not benefited directly. I only see Motels, Hotels, Cafe, and Small Business obtain increases. This is a normal and human activity. People wanting to create their own events - like Christmas Carols, Fun runs etc.
118	Mid-Range Decrease to LoS	This is a huge cut! - \$300k budget would be more appropriate. Sadly culture falls well below sporting in the present priorities.
119	Mid-Range Decrease to LoS	Who says there will be a direct economic impact. Events will still come to Coffs without the obscene waist from this department. Noses in the trough comes to mind.
120	Minimum LoS	Council does not need to be involved with these events. Clubs and entrepreneurs can easily benefit be being allowed to run these events rather than Council.
121	Minimum LoS	Use unemployed and volunteers to help keep costs down, & give all concerned sultural & social experiences.
122	Minimum LoS	cease support for sporting events, maintain support for cultural events

Attachment 1

**Cultural Facilities including Jetty Memorial Theatre, Regional Gallery, Museum and Bunker Gallery (service #6)**

123	Increase LoS	Regional gallery more touring exhibitions ie: Archibald winners
124	Increase LoS	I feel that roughly the same amount should be spent on Cultural Facilities as Sporting Facilities
125	Increase LoS	Culture lies at the heart of community and hence this is an area that should be nourished above all else. Creating a cultural core that is strong and supported makes for a more resilient community.
126	Maintain Current LoS	I am happy with our facilities. Never visited the Bunker Gallery or museum. The theatre satisfies my needs and I prefer to visit Grafton Regional Gallery.
127	Maintain Current LoS	Very poor that Coffs Harbour does not have a functional regional museum. Many smaller towns with better facilities.
128	Maintain Current LoS	Maintain current level to keep within budget unless other funding becomes available.
129	Maintain Current LoS	i think at the moment things are ok
130	Maintain Current LoS	culturally important to the region.
131	Maintain Current LoS	Rather than increase this los apply it to the next category to provide extra visitation which would generate the appropriate increases required
132	Mid-Range Decrease to LoS	Allow more entrepreneurial uses of the Council facilities and increase entry fees and rentals.
133	Mid-Range Decrease to LoS	This should be proportional to the individual facility - eg: the JMT would attract a lot more patronage than the other facilities, so should not have LOS cut, but the other facilities probably could dependent on current usage figures
134	Mid-Range Decrease to LoS	I would support a reduction, provided more innovative ways could be found to raise funds to cover costs. For example, special refreshments be offered to suit the entertainment and at a price that would make a small profit each time. More emphasis on friends groups and fundraising through raffles at events.
135	Mid-Range Decrease to LoS	Need to reduce costs. Could the Regional Gallery join the Bunker Gallery on the same site?. Increased attendance could assist both and people may be pleasantly surprised.
136	Mid-Range Decrease to LoS	Increase admission costs.
137	Mid-Range Decrease to LoS	Too many staff are allocated to these services. Try to make them more commercial with initiatives that bring in an income. More events for all the facilities, catering to different genres.
138	Mid-Range Decrease to LoS	CHJMT changes in process are a good indicator of what is needed here. Community responsibility/involvement in Cultural events should be encouraged. Many of our community projects should be delegated to willing volunteers under LG delegation provisions. Our community possesses an enormous resource of skilled personell capable of contributing.
139	Mid-Range Decrease to LoS	I have never been to these facilities
140	Mid-Range Decrease to LoS	\$250 k off and only moderate cuts? but the same out of the library budget causes closures. Who does these budgets?
141	Minimum LoS	So much budget for so few.
142	Minimum LoS	These may have to become self funding.
143	Minimum LoS	I do believe there are other areas which need extra.



Attachment 1

144	Minimum LoS	Should be \$0 ... should be a community function, not a council function
-----	-------------	--

Customer Services (service #1)

145	Increase LoS	more work needs to be done
146	Increase LoS	An upfront increase for a few years to improve the level of service will have positive flow on effects throughout the Council.
147	Maintain Current LoS	I think it's important to continue a level of service that meets the needs of the community & that the community has access to council & is able to communicate.
148	Maintain Current LoS	I would be willing to pay the Special Rate to maintain this service. It would be unfair on staff and customers to have fristrated and possibly angry rate payers.
149	Maintain Current LoS	customer services are good at present
150	Maintain Current LoS	Customer service is fine.
151	Maintain Current LoS	customer service is good but there is always room to improve
152	Maintain Current LoS	Sufficient for current needs
153	Maintain Current LoS	As electronic mediums are increasing in popularity, less face to face and more technology will be the norm
154	Mid-Range Decrease to LoS	Replace staff with more efficient employees that can deal with work loads in a timely manner. Create a redundancy package to get rid of the old wood.
155	Mid-Range Decrease to LoS	Modern technology reduces the need for fact to face contact
156	Mid-Range Decrease to LoS	Encourage clients to use online/direct credit payments where possible as well as information searching.
157	Mid-Range Decrease to LoS	or have less staff covering the same opening times
158	Mid-Range Decrease to LoS	Most payments (rates and water rates etc) are made online so don't require large staff on counter
159	Mid-Range Decrease to LoS	Reduction of hours are adequate. Some resistance will be experienced until people get used to the new hours. Publicity will be required
160	Mid-Range Decrease to LoS	Staff could be trained to be more efficient with their time and expenditure.
161	Mid-Range Decrease to LoS	says to me that people in general wont bother unless it's really important.
162	Mid-Range Decrease to LoS	you are certainly good at scare tactics.
163	Mid-Range Decrease to LoS	SO WHATS IS GOING TO CHANG

Attachment 1

164	Mid-Range Decrease to LoS	Maintain Phone lines open 9 - 5 - open Council reception 10 - 3 - Internet info and availability of internet banking surely must cut down on the foot traffic through Council Offices
165	Minimum LoS	Our experience is there is almost no
166	Minimum LoS	Maybe there needs to be some cuts to customer services at least for this coming year. I believe Council need to be very discerning when allocating funds to contractors to achieve services and not jobs for the boys.
167	Minimum LoS	This can be reduced by decreasing times of accessibility. So long as there is consistency the public can adapt to the times of service availability.
168	Minimum LoS	Of all the times I have been in Council reception, I have never seen a line up. As for unanswered calls, I have encountered this, and believe that if an automated system was in place to be able to transfer to the relevant section (ie.. 'for planning press 4') then this could be alleviated

Development Assessment (service #14)

169	Increase LoS	Good planning is vital but if it will blowout our budget then at least maintain the current Los.
170	Increase LoS	Considered and sensible development is much needed
171	Increase LoS	Get going and assess development applications speedily so there are not so many delays.
172	Increase LoS	It has been forecast that development will increase in the Coffs Harbour LGA over the next 10 years. Development Assessment will need to be bolstered to allow this to occur. It needs to also be factored into the costs the possible new Planning Bill and its immediate impacts. These may indeed reduce overw time if the Bill is well drafted.
173	Maintain Current LoS	This area should be totally self funding from cost recovery of owner developers.
174	Maintain Current LoS	Are we doing this in the most efficient manner currently???
175	Maintain Current LoS	Have changed to maintain current Los to keep within budget.
176	Maintain Current LoS	i dont think we can spend less
177	Maintain Current LoS	This is important and should receive greater budget as funds become available.
178	Maintain Current LoS	Doesn't application fees etc cover development assessment and if not why not. The entity making the application and hopefully a profit should pay.
179	Mid-Range Decrease to LoS	Looks like another departmental overlap with sustainable planning and landuse management.
180	Mid-Range Decrease to LoS	Unless statutory requirements necessitate, Council can perform with current resources adequately.
181	Mid-Range Decrease to LoS	There are problems in this area that increased budget alone will not fix
182	Mid-Range Decrease to LoS	Council needs to take all time needed to allocate to development issues. Developers need to be given and timetable of when their development will be assessed.
183	Mid-Range Decrease to LoS	If these assessments take a couple of months longer to process, so be it. We sometimes move too fast.

Attachment 1

184	Mid-Range Decrease to LoS	Few citizens are clear on this process. Policies don't seem to carry the interests of local ratepayers as a first priority. Development seems to occur awkwardly.
185	Minimum LoS	just do your job.
186	Minimum LoS	WHEN WAS THE LAST TIME THE COUNCIL WON A COURT CASE ON SUCH AN ISSUE. FROM MY EXPERIANCE THE ONE WITH THE MOST MONEY WINS,REGARDLESS OF HOW THE COMMUNITY FEELS
187	Minimum LoS	Should be \$0 ... should be a NSW function, not a council function ... State building and development laws and rules should apply

**Economic Development (service #3)**

188	Increase LoS	We need more economical development in this area
189	Increase LoS	we should support bus
190	Increase LoS	coffs community need to have more resources allocated in this area in order to provide sustainable job growth and improve injection of cash into local economy
191	Increase LoS	A lot depends upon the type of businesses we wish to attract and an increase, used correctly, may attract more industry rather than just more tourist or regular commercial style of business
192	Maintain Current LoS	I believe all Coffs should be promoted not just City centre.
193	Maintain Current LoS	The Economic Development of our city decides which path we take our future so it takes careful planning, therefore I don't think it would be wise to cut back here. We would only spend more if it were necessary as we are trying to keep within budget.
194	Maintain Current LoS	again i dont think we can go any less
195	Maintain Current LoS	I agree that local business needs to be supported, but the focus does not need to be on the City Centre and its promotion. Coffs Harbour LGA is much bigger than just Coffs Harbour. Get out of town, and you'll find plenty of opportunity to grow businesses from all sectors and promote tourism.
196	Mid-Range Decrease to LoS	Need to slow up and take stock of where and what to do.
197	Mid-Range Decrease to LoS	Another separate department which could be merged with environmental planning, landuse and development assessmet. Reduce upper management requirements and add more workers.
198	Mid-Range Decrease to LoS	Council should not be in the business of business.  In a free enterprise society, business needs to face reality and undertake their own
199	Mid-Range Decrease to LoS	I believe commercial interests should play a more active role in this promotion. Use of new media may achieve objectives within a lower budget.
200	Mid-Range Decrease to LoS	Need to cut costs to balance budget
201	Mid-Range Decrease to	Until finances increase this may need to be assessed on what is important to the area that will make appropriate advantages of the area,, with out the hidden
202	Mid-Range Decrease to LoS	Economic development should generate funds rather than exist as an major overhead. Managing \$2billion worth of assets for small return is not good stewardship.
203	Mid-Range Decrease to LoS	The current results of spending upon economic development are either poor or poorly reported as I have not seen or read of glowing results. Again the assistance for 'new business' ventures needs to be through other levels of government.
204	Mid-Range Decrease to LoS	private enterprise should be more heavily involved

Attachment 1

205	Mid-Range Decrease to LoS	Lets support and help growth with existing business and development and give support in that area to grow out existing local industry in this economic climite
206	Minimum LoS	I do not believe the Council uses funds for economic development in an efficient manner. Council need to take a much more focussed and surgical approach. I worked for the Australian Trade Commission as Senior Trade Commissioner for 18 years and I could not believe what passes for economic development work in Coffs Harbour
207	Minimum LoS	Business is business. If theycannot existwithout assistance they are in the wrong game
208	Minimum LoS	Just what exactly is Coffs Council doing in this area? The economic development items listed on the website seem to be covered under other issues outlined on this questionnaire. Coffs Harbour is a brilliant location for the film industry because of its resources but I don't see how we need a budget of this size to develop these sorts of things. Again is it a matter of getting staff to learn to think more creatively and more laterally with resources?
209	Minimum LoS	It is not council's job to facilitate business, just cut the red tape and let private enterprise flourish. They do it better than bureaucrats.
210	Minimum LoS	Why is it councils job to facilitate business. I have run businesses in this town for thirty years and have never received any assistance. Is that because I am not in a protected environment like tourism or public service? perhaps if less facilitating had been happening then our roads et. would not now need a Major spend to get them up to standard.
211	Minimum LoS	I FAIL TO SEE WHERE THE COUNCIL HAS HELPED INDUSTRY IN THIS TOWN. THE MAIN PLAYERS IN THIS TOWN GET THERE WORK FROM OUT OF TOWN
212	Minimum LoS	Should be \$0 ... should be a business community function, not a council function

**Environmental Management (service #10)**

213	Increase LoS	Monies spent now will save Council Millions in years to come.
214	Increase LoS	I believe environmental management is important for the overall well being of our city
215	Increase LoS	Include the dredging of Coffs creek on a regular basis to help with flooding and attract additional visitors to the area. Sand could be sold or pumped back to dunes that are being eroded
216	Increase LoS	Sustaining good environmental management is a necessity.
217	Increase LoS	this is important to the education, understanding and distribution of resource to ensure a sustainable future for our region.
218	Maintain Current LoS	Not sure about this one, definitely maintain budget but possibly increase, the deciding factor will be made by the outcome of the budget result, whether or not we can afford to increase it.
219	Mid-Range Decrease to LoS	Would this need to be separate department. Put it with landuse management and developement assessment and hopefully wind back higher cost senior managers and apply funds to workers.
220	Mid-Range Decrease to LoS	Happy at this level
221	Mid-Range Decrease to LoS	Due to a blowout in the budget I would decrease this area & seek funds from elsewhere.

Attachment 1

222	Mid-Range Decrease to LoS	Cuts need to be made. The Community should be aware of environmental issues which are widely published in all aspects of the media on a daily basis.
223	Mid-Range Decrease to LoS	if i had to cut anything it would be this
224	Mid-Range Decrease to LoS	In last 5 years I have seen only 1 benefit - a broken 4 minute shower timer - a waste of our money.
225	Mid-Range Decrease to LoS	I support the principle that we must clean up our own mess - carbon sequestration etc. To pretend we can halt global warming is a nonsense, yet our governments continue this line. Taxing this area is under review and we need to restraint, then respond to changing policies.
226	Minimum LoS	There is information on Environmental issues on a daily basis for all forms of the media. Council cannot afford to be involved in everything.
227	Minimum LoS	Can't some of these departments be combined? Seems overlap in Environmental, Land Use Planning, Flooding and Coastal Management. Hate to think some of our money gets wasted in any courts!!
228	Minimum LoS	Leave the festivals to the professionals. Is it not why we pay council staff to chase grants and funding?
229	Minimum LoS	Should be \$0 ... should be a business community function, not a council function ... funded by a business-only tax if the peak biz group will not fund

**Flooding and Coastal Management (service #15)**

230	Increase LoS	Much needs to be done in this area eg I have a property at Nautilus which floods when there is a extreme high tide or very heavy rain. This has been a very worrying matter for me and the other owners at Nautilus. The matter has become major since the construction of the new highway in this area, when Council has been asked for help with water retention there has been no interest shown to help solve the problem.
231	Increase LoS	If it is possible to increase the Los without a blowout in the budget then it would be wise to do so, otherwise at least maintain the current Los.
232	Increase LoS	Fix Coffs creek by dredging
233	Increase LoS	Clean drains and waterways, widen bridges, dredge the creeks. No building on flood prone land
234	Maintain Current LoS	be very wary of the so called sea level rises attributed to climate change fanatics
235	Maintain Current LoS	as the spending council has done in this are has been very beneficial I am happy to maintain this budget
236	Maintain Current LoS	This is a prime necessity. Cannot be skimped!
237	Maintain Current LoS	Due to blowout in the budget, have changed this to maintain Los.
238	Maintain Current LoS	We live in a known flood area, ongoing flood mitigation is essential.
239	Maintain Current LoS	were doing ok
240	Maintain Current LoS	Flooding issues are of great importance.
241	Mid-Range Decrease to LoS	Property owners who choose to live or build in flood prone areas should cover their own costs not expect council to pay for their folly. I chose to live on higher land knowing that Coffs has a high rainfall why should we all pay for people who develop or build on cheap flood prone or 'attractive' water front land?

Attachment 1

242	Mid-Range Decrease to LoS	This program seems to have peaked. So I suggest that there is enough information available to community re flooding etc. Should be able to drop spending.
243	Minimum LoS	Council already has in place infrastructure, CAD Mapping of sea level rises that no increase is necessary this FY.
244	Minimum LoS	With council planning no new buildings would be built in flood zones. With all the hills around Coffs Harbour it is ridiculous that residential development has been allowed in flood zones. As for the coast do not allow residential development within 500m metres of the shoreline.
245	Minimum LoS	I don't know what this Management is for.
246	Minimum LoS	THE COUNCIL STOPPED THE LAND OWNERS FROM RE,GAINING SOME OF THERE LAND,EVEN WHEN IT WAS AT NO COST TO THE COUNCIL. THE COMMUNITY HAS THE RIGHT TO DEFEND ITS OWN PROPPERTY UNTIL THE COUNCIL COMES ALONG
247	Minimum LoS	Should be \$0 ... should be a NSW function, not a council function ... council has proven in recent flooding results and proposed ocean levels forecasting that it is incompetent and unable to make correct decisions on items so costly to its residents in increased insurance rates and lowering of property values

Library Services (service #5)

248	Increase LoS	This is a great resource & service available to our community. It is wonderful that all local people from all walks of life have access to it. It also services all ages & stages of life, thankyou. The increase in budget is minimal considering the advantages to all, of these resources.
249	Maintain Current LoS	We have a great library service and they do a great job in the resources they have as many could not afford what they provide other wise.
250	Maintain Current LoS	Maintain current Los to keep within budget unless other funding becomes available.
251	Maintain Current LoS	Libraries are vital resources for all ages, particularly the very young and the elderly. Perhaps more innovative programs and use of volunteers could be effective ways to improve services and keep costs under control.
252	Maintain Current LoS	again i dont think we can spend less
253	Maintain Current LoS	Library is fine.
254	Maintain Current LoS	The library is such an essential service- Children and oldies come together in the one space. It is essential to ongoing education, it is the introduction to literacy for children and again is essential to community. Without community there is no point in living in townships. This budget should never be decreased and should be increased as soon as economically viable.
255	Maintain Current LoS	This is an important service
256	Maintain Current LoS	this should still be maintained as it provides support for the community ie. internet services etc.
257	Maintain Current LoS	A lot of the older, less electronic-savvy residents will use the libraries, but this will decrease with time and the emergence of the next generations
258	Mid-Range Decrease to LoS	Use of ebooks and online research can be encouraged.
259	Mid-Range Decrease to LoS	does it really cost this much to maintain the area's libraries? i'm sure a \$200k reduction could be absorbed without closures.
260	Mid-Range Decrease to LoS	Why not reduce hours of Coffs Harbour library as well as reduce not eliminate hours at Woolgoolga

Attachment 1

261	Mid-Range Decrease to LoS	As technology is moving so fast, the need for Library Services will reduce.
262	Mid-Range Decrease to LoS	Ask Community groups to volunteer storytelling and providing transport from Toormina to Coffs library.
263	Mid-Range Decrease to LoS	With the internet a library will be a thing of the past I'm 65yr
264	Mid-Range Decrease to LoS	As an important educational and cultural service I am loath to suggest other than minimal, short term budget constraints.
265	Mid-Range Decrease to LoS	Once again scare tactics. closure of Toormina with a cut of this size. What are you doing with our money. Is it that our council staff are more important than ratepayers?
266	Minimum LoS	Reduce CH Library but keep outlying ones operating ?
267	Minimum LoS	We are spoilt with what we have! Library staff are excellent, and there are enough books! I am an avid customer! I would help voluntarily if I didn't live far away.
268	Minimum LoS	YOU HAVE HEARD OF THE INTERNET. I HAVE NOT BEEN TO THE LIBRARY IN 28 YEARS, BUT I DO HAVE A GOOD BOOK COLLECTION

**Lifeguards and Beach Patrols (service #9)**

269	Increase LoS	As we are a beach tourist city I believe we need to help protect our tourist at the beach. Is there a specific fund for this re :in development applications?
270	Increase LoS	This is a vital service for the safety of all. We are after all a tourist town so our tourists will feel more welcome & willing to visit our town if they feel welcomed & safe. Of course we want our families to be safe. Very necessary.
271	Increase LoS	i think we need to increase spending
272	Increase LoS	Beaches are a major asset and drawcard in the city
273	Increase LoS	More visitors to our beaches requires more patrolled beaches
274	Increase LoS	As Coffs is advertised as a beach holiday location there should be access to patrolled beaches for most of the year.
275	Increase LoS	With tourism being the focus of the area we have to be seen to be providing an appropriate level of service such as this
276	Maintain Current LoS	Cost efficiencies can be achieved by allowing Surf Club Members to work as Life Guards and not have Council employees doing these tasks
277	Maintain Current LoS	in my opinion there is no value for residents or visitors to have a lifeguard at Park Beach 12 months of the year. I walk the beach every day and during winter there is no body swimming, a total waste of money to employ someone for these months.
278	Maintain Current LoS	The current service is adequate, though there is a not enough signage indicating areas prone to rips.
279	Mid-Range Decrease to LoS	Only cutting the 5 months off in winter.
280	Mid-Range Decrease to LoS	Not many people swim at those beaches in colder months, ,most swim at the jetty. The odd international tourist that swims here in winter normally does not swim in the flags anyway.

Attachment 1

281	Mid-Range Decrease to LoS	The reduction in life saver services is adequate.
282	Mid-Range Decrease to LoS	Again, a huge cut in allocation! - suggest \$450k budget. Safety is paramount I know, but the same principle applies as expressed for CHJMT. Surf lifesaving enjoys one of the largest charity supports in Australia - yet their admin costs blow out badly. Where are they in this scenario?
283	Mid-Range Decrease to LoS	According to your info the same levels are applicable even with an increase. This department must be organised better than any other.
284	Minimum LoS	This is what other areas do isn't it.
285	Minimum LoS	Maybe you should check on the lifeguards at Park Beach sometime and see that they only come out of their tower to put the flags up and down and play cards or other distractions all day. They never do any maintenance of the beach eg picking up rubbish (even around their tower), keeping the beach neat and tidy, or enticing people to use the beach. Their use during winter is the biggest waste of money ever. Check out how many people use the beach during winter....don't rely on their figures, as I am sure that they are well inflated to keep their jobs going. Again, go down and see them during a normal day and equate their worth to any of your labourers working all day. This has to be a Jobs For The Boys!
286	Minimum LoS	Should be \$0 ... should be a business community function, not a council function

**Parks, Reserves and Cemeteries (service #16)**

287	Increase LoS	As we are a tourist destination it is most important that our parks are maintained in regards to mowing and rubbish collection and cleaning of same. I think this has been lacking in the holiday periods when there has been high use of these facilities. Maybe increase garbage collection from public reserves in holiday periods.
288	Increase LoS	I would increase the budget here if possible. If though the funds just aren't there then at least maintain the current Los.
289	Increase LoS	Woolgoolga lakeside reserve is neglected and is a disgrace. The road requires resurfacing and sealed parking would eliminate soil erosion in wet weather. All picnic tables require replacement.
290	Increase LoS	Boronia park, sawtell headland and lyons road regularly looks unkempt, especially during peak periods. Showing visitors through the town whilst walking through knee deep grass is nothing short of embarrassing.
291	Increase LoS	Parks and leisure areas need more specialised attention, ie, rubbish pick up, edging and mowing, monitoring of dogs. Less money spent on annual flowerings in roundabouts. Replace with low maintenance plantings.
292	Maintain Current LoS	Can we still look at implementing
293	Maintain Current LoS	Have changed to maintain current Los to keep within budget.
294	Maintain Current LoS	Maintain or increase mowing as this is a fire hazard. However, remove high maintenance flower beds and plant small shrubs or ground covers that need little water or maintenance.
295	Maintain Current LoS	I fear the first half of my message might have been lost, so the second half probably does not make sense. I can't seem to get back to my message to see it
296	Maintain Current LoS	Be changing the type of plants in roundabouts from annuals to perennials and groundcovers would reduce costs.
297	Maintain Current LoS	except for boamby bay where prices are now unacceptable i think we are ok
298	Maintain Current LoS	Do not support community actively involved in mowing etc.



Attachment 1

299	Mid-Range Decrease to LoS	Allow clubs, residents to maintain their own home grounds and local parks. I personally mow a small park, at no cost to Council, and neighbourhoods could be encouraged to take their street beautification on as a community project. Roundabouts could be sponsored & earn income towards their maintenance.
300	Mid-Range Decrease to LoS	What we have is pretty good. If budget is critical we don't need to spend more.
301	Mid-Range Decrease to LoS	Look for increases in efficiencies in all areas. Put higher expectations on time/management skills.
302	Mid-Range Decrease to LoS	A big ticket item with little options to vary. Is there any scope to delegate care to local volunteer committees?
303	Mid-Range Decrease to LoS	SELL OFF HALVE OF THE PARKS, LESS THAN 1% OF THE PUBLIC USE THEM , UNLESS YOU WANT TO STEP ON A NEEDLE SOME JUNKIE LEFT BEHIND
304	Mid-Range Decrease to LoS	The 'information' for these points makes no sense. If 'friends of the park' was implemented, allowing local Communities to take responsibility for their own parks, it would save on Council's budget, not increase it. Cut the red tape, and actually allow local community groups to do these things! Council have the authority to allow these things if they'd actually assess them on an individual basis rather than hiding behind regulations.
305	Minimum LoS	Is this the area of council that have been responsible for what I would say is the eyesore on Sawtell Headland where all the shrubs have been planted haphazardly and for what purpose???
306	Minimum LoS	your funny
307	Minimum LoS	Open to public bids ... remove roundabout gardens, Botanic Gardens to be business funded

**Property Leasing (service #18)**

308	Maintain Current LoS	As a community I feel we need to continue to look after our community groups by providing reasonable rents
309	Maintain Current LoS	Maintain current Los but if there are funds available then increase the budget.
310	Maintain Current LoS	Community Groups are an important part of Coffs life. Their services reduce Council costs in other areas.
311	Maintain Current LoS	Sometimes you just have to do whats right
312	Mid-Range Decrease to LoS	An assessment of the clubs and services having reduced rental of Council property needs to be made as some can afford commercial rentals. Council could also dispose of some property that it currently owns as it no longer needs to have these buildings in its portfolio .
313	Mid-Range Decrease to LoS	Could there be a nominal fee for the use of these premises
314	Minimum LoS	Happy to pay for what I use.
315	Minimum LoS	If Council cannot afford it, it is fair that users of facilities contribute to the cost of provision and maintenance
316	Minimum LoS	Encourage more community participation when possible
317	Minimum LoS	What properties are being leased and why is there a shortfall?
318	Minimum LoS	A contentious area. Support essential services or cultural groups. Singular interest groups should be on a user pays system.

Attachment 1

319	Minimum LoS	USER PAY !!! 2 headcount to manage and operate rental ... 200K max cost in this
-----	-------------	---

**Public Health (service #12)**

320	Increase LoS	Due to ageing population/retirees in region
321	Increase LoS	Support health checks of cooling towers, food preparation (restaurants, cafe etc).
322	Maintain Current LoS	I would have thought there were minimum standard requirements in these areas
323	Maintain Current LoS	It is important to maintain the current Los but would increase it if the need arises. The health of our town is vital so if the current Los is not sufficient please increase the budget so that all the necessary checks are done.
324	Maintain Current LoS	Adverse consequences of not dealing with public health issues can be catastrophic.
325	Maintain Current LoS	we seem to be doing ok
326	Maintain Current LoS	What part of public health is the council responsible for?
327	Maintain Current LoS	Public Health should not be put at risk.
328	Maintain Current LoS	Stricter regulations regarding food outlets.
329	Mid-Range Decrease to LoS	Put in higher fines to cover costs.
330	Mid-Range Decrease to LoS	reduced are you kidding
331	Minimum LoS	Obtain greater cost recovery from businesses and facilities that need these inspections and thus maintain or enhance current inspections
332	Minimum LoS	These functions should not be the responsibility of Council
333	Minimum LoS	Council already charge an onsite sewerage fee annually for inspection that would be lucky to be done every 4 years. Majority of people with onsite septic comply as it directly impacts their own health.

**Public Toilets, Street Cleaning and Litter Bins (service #17)**

334	Increase LoS	Add pay as you enter turn-styles as they do in many other countries such as in Europe. - users pay!
335	Increase LoS	Toilets pressure cleaned monthly, extra bins Jetty areas and collected maybe twice a day in busy times. Our tourists judge us by our facilities. Yes more bins
336	Increase LoS	While all of the increased work sounds good, I have questions over the need to pressure wash footpaths, why? do they get that dirty? who looks at them while walking them and thinks about how dirty they are. Maybe a program of checking them for major issues and cleaning those that need it when necessary.
337	Increase LoS	Some of our facilities are an embarrassment
338	Increase LoS	Up keep of the toilets at Sawtell Surf Club is important, as is the water blasting of the footpath near the Sawtell RSL.
339	Increase LoS	Bike track along highway from englands rd to lyons rd is an eyesore for rubbish. All along the highway there is so much rubbish it detracts from the area for potential tourists, and says that coffs harbour doesn't care for the environment.

Attachment 1

340	Increase LoS	perhaps if we keep up the maintenance of facilities like these we will attract more visitors. How cost effective would that be. The Town centre pressure wash should be the responsibility of the business owners and landlords don't you think?
341	Maintain Current LoS	Could still consider demolition of some of the low use toilets, however would like more information on where these are located.
342	Maintain Current LoS	I would maintain the current level but if possible to increase the budget without taking it from other areas then by all means.
343	Maintain Current LoS	This is a public health issue and can impact on many community aspects.
344	Maintain Current LoS	Reduce some costs - demolition of 1 or 2 low usage toilets would be preferable to keeping toilets and not cleaning them.
345	Maintain Current LoS	Repair toilets and beach showers - leaks.
346	Maintain Current LoS	important for general health of residents and visitors alike.
347	Maintain Current LoS	Hosing toilets out does not constitute cleaning. Some known toilets not cleaned 3 times a day.
348	Mid-Range Decrease to LoS	toilets, pools and buildings- swimming pools- public toilets, street cleaning and litter bins. Departmental overlap?
349	Mid-Range Decrease to LoS	Council needs to tender out functions in this area such as car park cleaning, toilet cleaning, street sweeping. Council staff should be empowered with the powers of rangers to issue on the spot fines for offences.
350	Mid-Range Decrease to LoS	Reduce cleaning of low-use toilets; demolish low-use toilets. Maintain CBD cleaning of rubbish, etc.
351	Mid-Range Decrease to LoS	Why would they remove bins if they are already there ?, it is important they stay. However the public toilets being cleaned 3 times a day is overkill. Allocate the excess funds into another area.
352	Mid-Range Decrease to LoS	Maybe have more enforcement of bylaws and vandalism to cut these costs. Otherwise, all seems OK in this field.
353	Mid-Range Decrease to LoS	Demolish low use toilet facilities in favour of well identifiable major use locations. Low use toilets only harbour undesirable activity.
354	Minimum LoS	Trial this level and see how it goes.
355	Minimum LoS	Should be re-evaluated ... Pub toilets and bins funded ... delete street cleaning ... one car travelling all county roads to pick up any large stuff only

**Regulatory Enforcement and Licensing including Parking, Dogs, Buildings and other Regulatory Issues (service #11)**

356	Increase LoS	Just a further addition,our speed limit was reduced from 70kmh to 50kmh so residents could walk safely (we have no footpaths in our area) but people cannot and will not because of dangerous dogs roaming the area.
357	Increase LoS	as we grow we need to increase spending
358	Increase LoS	Tired of sloppy street parking, caravans on nature strips, dogs etc - about time Council got tough.
359	Increase LoS	Owners of Dog's droppings in public areas should have severe finds.Noise is usually controlled by police
360	Increase LoS	Dog laws need to be enforced.
361	Maintain Current LoS	Council staff can be empowered to act as Rangers. All Council staff need to be using the advances of modern technology to increase efficiency.

Attachment 1

362	Maintain Current LoS	Enforcement of parking, dogs, noise, illegal buildings, pool safety, etc. regulations (use comments section to tell us your priorities) Priorities: 1: Illegal buildings 2: Pool safety 3. Parking 4. Noise 5. Dogs
363	Maintain Current LoS	Priorities: dogs, noise, pool safety
364	Maintain Current LoS	These things are important so the current LoS needs to be maintained & could be increased if funds are available in the budget.
365	Maintain Current LoS	With the new swimming pool regulations it will be difficult to reduce costs in this area. Ongoing response to noise, dogs must be maintained.
366	Mid-Range Decrease to LoS	Do we really want to live in a city where you can't enjoy the options for fear of being fined for going over your parking time? maybe a balance could be struck where parking times could be increased, especially near CBD, short parking times must surely impact on shops as customers are less likely to browse and leisurely enjoy the café's and eateries without scoffing to avoid a fine. Having recently visited Byron Bay, the parking situation is crazy, poor forward planning has resulted in a nightmare parking problem, on the streets everyone is searching for that elusive parking spot, endlessly going up and down streets, finally when one is found you only have 1 hour, hardly enough time to enjoy what the town has to offer. Coffs will end up like this if not careful.
367	Mid-Range Decrease to LoS	It should not be too difficult to continue to enforce licensing on this amount.
368	Mid-Range Decrease to LoS	Australians are over regulated. Most responsible citizens are law abiding. I seek some reduction in policing.
369	Mid-Range Decrease to LoS	so we go from none to none. Again this is a basic council function that in a lot of cases (building etc) is fee based.
370	Minimum LoS	As we see this, it would make no difference.
371	Minimum LoS	We are sick of red tape- being fined and regulations- give us a break. Does the parking inspector really create an income commensurate with his salary?
372	Minimum LoS	Have steeper fines to cover costs
373	Minimum LoS	User should pay for pool inspections, user is already paying for dog registrations and building inspections
374	Minimum LoS	Should be \$0 ... should be an outsourced function, not a council function ... with outsourced company funded by proceeds of fines

**Sustainable Planning including Landuse Planning and Management (service #13)**

375	Increase LoS	Money spent now will be an investment in the future.
376	Increase LoS	If possible to increase the budget here for good planning, it is important but if the budget will be blown out in doing so then maintain the current level at least.
377	Increase LoS	We need to keep moving forward in this area and maintain growth
378	Increase LoS	so long as it is not just planning and something is actually done.
379	Increase LoS	we have to do better
380	Increase LoS	Forward planning on these issues is important.
381	Maintain Current LoS	Maintain current level to keep within budget.

Attachment 1

382	Maintain Current LoS	with the imminent introduction of a new planning bill there will be a need to ensure policies eplanning etc are compliant however there is an expectation that a major part of development will be dealt with externally by private practitioners, leaving time to concentrate on new legislation compliance. Contracting of tasks that could be undertaken within the planning department may indeed be carried out in house if time was made available
383	Mid-Range Decrease to LoS	See my other comments about merging departments.
384	Mid-Range Decrease to LoS	Council needs to work out ways of planning for the future using less funds, perhaps calling on other similar cities for a combined
385	Mid-Range Decrease to LoS	This needs to be streamlined, simplified and just 'do the job' without wasting time and resources.
386	Mid-Range Decrease to LoS	Info. provided constrains our consideration to one of compliance. Is there any cost-recovery method to defray these costs? Our history does not appear to have delivered strong results in this area.
387	Minimum LoS	Spend planning money on things we can do! For example, council has been
388	Minimum LoS	Council should form a group with other cities along the coast who are all doing similar planning and share the costs.
389	Minimum LoS	this must be a new section Forward planning is not Coffs councils strong suit so why spend more
390	Minimum LoS	Should be \$0 ... should be a NSW function, not a council function ... Council has proven itself incompetent in this item

**Swimming Pool Operations (service #19)**

391	Increase LoS	Heating at Coffs Main Pool and then extend the season for swimming and enabling twelve months training.
392	Increase LoS	increase the budget if possible as many people don't get to use these facilities anywhere near as often as they would like to as they can't afford to, especially families with children, this is a shame.
393	Increase LoS	Extend opening times of all pools and progressively provide heating for, or enclosure of, open air pools.
394	Increase LoS	Increase Opening Season. Provide some heating as required in longer season.
395	Increase LoS	Inform disability groups of extended usage times.
396	Increase LoS	Increase funding allocation for Woolgoolga Pool
397	Maintain Current LoS	Extended hours and season for Coffs pool.
398	Maintain Current LoS	do we have an overlap here with the toilets, pools, and buildings. Do we need two different departments?
399	Maintain Current LoS	Would be happy to retain current opening hours/season, but decrease subsidy. Retain subsidy for those in need, eg concession card holders.
400	Maintain Current LoS	Would need to look at usage figures before determining if/which pools could have reduced hours of operation/season.
401	Maintain Current LoS	Have changed this to maintain current level to keep within budget.
402	Maintain Current LoS	i think we should maintain as is
403	Mid-Range Decrease to LoS	I'm not sure what part of pools council is responsible for.
		We don't use this service.

Attachment 1

404	Mid-Range Decrease to LoS	An alternative would be to charge a realistic entry fee
405	Mid-Range Decrease to LoS	All Council pools should be leased to operators and allow them to set hours and prices.
406	Mid-Range Decrease to LoS	Would need to look at usage figures to determine which pools could change hours/season
407	Mid-Range Decrease to LoS	Again ... what we have is excellent. Yet what we really need is more people SWIMMING !! Constant advertising to improve our eating & living habits, hasn't improved people that much - nor will creating more costly 'beautiful' swimming pools!!!
408	Mid-Range Decrease to LoS	There are many areas to swim outside of pools. While the service is important it is not essential.
409	Mid-Range Decrease to LoS	\$75k reduction should not mean reduced anything. perhaps council staff could be better utilised doing some work when in the area instead of special trips etc.
410	Mid-Range Decrease to LoS	Subsidies need reconsideration
411	Minimum LoS	Adopt thru your tendering a user pays. Council does not assist those who have their own pools. With the Jetty and creeks providing an option why be involved
412	Minimum LoS	Could the nana glen pool be sold or subsidised by alternative rather than closure?
413	Minimum LoS	Pool heating only for medical reasons. Examine heating efficiencies and off peak (concessional) electricity tariffs.
414	Minimum LoS	Should be user pay, not subsidized ... manage rental from user pay at gate and rental from group in above question

**Sports Grounds and Amenities (including Cex Coffs International Stadium) (service #4)**

415	Increase LoS	more facilities for senior participants
416	Increase LoS	sawtell
417	Increase LoS	general sports facilities need higher standard of maintainance
418	Increase LoS	because of the sporting that we attract to our city we need to improve our sports grounds and amenities
419	Increase LoS	The level of service in relation to maintenance of our sports grounds and amenities is vital to the tourist industry of Coffs Harbour. I believe by making our facilities the best they can be will attract higher number of national and international events. Again this helps inject money into our economy due to the flow on effect such as accommodation, food and local business this tourist money is spent on.
420	Increase LoS	The stadium in particular should be more widely used as it is a generator of income which, in turn, could then be used to support the more local, grass-roots level of sporting facilities.
421	Maintain Current LoS	Increase fees for use. User pays a bit more so that the general population doesn't have to pay so much.
422	Maintain Current LoS	Could some of the cost for maintaining sporting fields and gardens be by youth employment schemes or work for dole type of situations?

Attachment 1

423	Maintain Current LoS	I think maintaining sports grounds is important as they are used & should be available to all members of our community, all ages & regardless of background or social status. I would keep it as it is. Also our International Stadium is important & can be used for many purposes from school sports carnivals & sports games & events, social events, local & otherwise. We need to keep it well maintained but within the necessary budget.
424	Maintain Current LoS	Council does a great job in maintaining these grounds. I see no need for a increase in this area.
425	Maintain Current LoS	This item could be reviewed and more of the allocation spent on the smaller venues. The Stadium promotion should be reassessed and consideration be given to different ways to attract events. Perhaps at issue is the promotion and packaging of major events needs reconsideration.
426	Maintain Current LoS	Sport is an important social and economic aspect of life in our community. Participation can reduce the need for other financial support from Council
427	Maintain Current LoS	Current LoS is fine for this area
428	Maintain Current LoS	Look further afield for sports grounds and amenities. There are some terrific sports grounds in the council area that are not being utilised or upgraded. The main focus area seems to be in Coffs city rather than other towns in the area.
429	Maintain Current LoS	These amenities are critical to the life of Coffs Harbour and should not be decreased. Apart from the pleasing aesthetics and resultant psychological benefits of having one's landscape punctuated by cared for open space, it provides a salient visual symbol of values that regard health and well-being. Making the invisible good things visible through symbols reinforces positive cultural identity.  Further along this line of thought and reinforced by my observations of locals and tourists, young and old alike are the gardens around the traffic islands. These are just genius! A simple thing, a symbol, that conveys rich, positive, uplifting and life affirming messages. It is great for tourists, great to see flowers and vegies together (a practical lesson in sustainability) and soothes a stressed worker. Aesthetics get attended to when all is good in the world and again this sends a positive message.  By the way, why does council allow the food convener at the stadium to basically sell nothing but junk food to the little kids that come? How does this support child health? It is a bad implicit message that is being conveyed here.
430	Maintain Current LoS	This is an important service
431	Maintain Current LoS	Would like to see the breakdown of income and outgo for particularly, the Stadium.
432	Maintain Current LoS	The existing facilities are in place therefore we need to maintain what we have in place
433	Mid-Range Decrease to LoS	A cut of \$100k equals a possible loss of \$2-4m in benefit ?.
434	Mid-Range Decrease to LoS	It is unfortunate that cuts must be made, focus should be on local sporting rather than inviting international sports groups.
435	Mid-Range Decrease to LoS	Info. provided promotes the stadium as a good investment supporting local business. Using Departmental accounting and
436	Mid-Range Decrease to LoS	really???
437	Mid-Range Decrease to LoS	Cut the red tape for local Communities. If funding was provided directly to local Community groups in outlying areas to alleviate the need for Council staff to travel and float machinery and equipment Council would easily save more than \$100k. Allow special provision for more on-site caretakers of local sporting grounds.

Attachment 1

438	Mid-Range Decrease to LoS	Believe we are over supplied with sporting facilities for area population - International Stadium under utilised
439	Minimum LoS	Council should allow clubs lower ground rental by allowing them to maintain their home grounds and charge admission fees.  Council should be competing with the showgrounds and racecourse for Circuses, Exhibitions, Rock Concerts at the stadium to get income.
440	Minimum LoS	I believe NSW is richly endowed with sporting facilities, parks, library facilities compared to elsewhere worldwide. For maintenance & manual help, volunteers could be used.
441	Minimum LoS	Should be \$0 ... should be a business community function, not a council function

Roads and Bridges (service #22)

442	Enhanced LoS	Council needs to spend more on the roads in the Northern Beaches area. The lack of kerbs and increase in potholes is a disgrace. Also footpaths should be installed in all northern beach suburbs
443	Enhanced LoS	Important priority being maintenance of roads as we have to keep on top of this
444	Enhanced LoS	Ensure rural roads and bridges that are unsafe or badly affected by floods are a priority. Tourist routes and unsafe areas should also receive priority.
445	Enhanced LoS	You do not offer me the option of sticking to the budget. Why?
446	Enhanced LoS	More government assistance may have to be sought but this area is very important for public safety and convenience
447	Sustainable LoS	See above also
448	Sustainable LoS	Council could substantially reduce road repair costs by 'doing it once, doing it right!' We have a road near us that is in constant repair and rebuilding often only a veneer of road surface is applied where it is clear it needs more. Then it rains and they do it all over again. Maybe we should contract the work out or send our road builders on a road building course! It could save a fortune.
449	Sustainable LoS	Once again there is no justification large increase for the budget figures. Council needs to have an audit of all its infrastructure and have a five year plan to spread the cost over that period.
450	Sustainable LoS	I would allocate \$6.56m for this.
451	Sustainable LoS	Why is the budget 7m and sustained 10m... doesn't seem correct?
452	Sustainable LoS	Why can't I choose the budget figure?
453	Sustainable LoS	A sustainable LoS is necessary to keep within budget.
454	Sustainable LoS	The council roads in this area are well maintained compared to other comparable regional areas
455	Sustainable LoS	should be less
456	Sustainable LoS	This is an essential Council service. The road to the Sawtell lookout needs urgent upgrade.
457	Sustainable LoS	spend less on minor roads & more on main roads ,such as sawtell headland
458	Sustainable LoS	as above



Attachment 1

459	Sustainable LoS	My comment on roads is relevant to here - my impression is there is a lot of waste.
460	Sustainable LoS	I don't understand why the budget is small and the sustainable LoS is so much more than the budget. I don't see why I can chose a mid level reduction in the LoS? I would want to see a review of all of the roads to see how to reduce maintenance costs of roads and bridges over the longer term. Serious concerns about road type versus geology and usage patterns.
461	Sustainable LoS	This item could be decreased by \$1m for Toilets, Pools etc and \$0.4M for Footpaths and cycleways
462	Sustainable LoS	Better road maintenance is the key here. Often the same pothole or piece of road is patched and filled many times over the course of a year. High use roads should be properly fixed to last, no bandaid fixing. This should save money in the long run.
463	Sustainable LoS	Spend 10.64 on roads to balance budget.
464	Sustainable LoS	Complete Beach Street resurfacing in front of Woolgoolga Diggers club and motel.
465	Sustainable LoS	Use Council staff rather than Contractors. Contractors cut corners and are not value for money. Repairs often fail within about 2 years. Where are the Council resources?
466	Sustainable LoS	I SUPPORT \$7.63m EST
467	Sustainable LoS	the roads fall apart after years of neglect we better charge more rates so we don't have to get better at managing our resources
468	Sustainable LoS	See previous. All costs over budget come from two items. What's up with that?
469	Sustainable LoS	How can I get to the budget figure when you do not have that figure available
470	Sustainable LoS	my priorities are:refurbish 2 & renew 2 of Council's 43 toilet blocks, renew or refurbish 1 of Council's 250 other buildings (neighbourhood and community centres,, bushfire sheds, and undertake major repairs &/or renewal of Sawtell & Woolgoolga Pools
471	Sustainable LoS	The process of bridge repair needs to be undertaken with a clear game plan. The replacement of decks with concrete is positive but only if the supoerstructure is adequate for many years.
472	Sustainable LoS	This question makes this an INVALID survey .... no opion given for same budget or lower ... should be 7m max ... all jetty area expenditure, if truly a business benefit, should be funded totally by peak business body
473	Sustainable LoS	Up \$3m on budget !!!!

**Stormwater (service #24)**

474	Enhanced LoS	IF THE COUNCIL HAD LOOKED AT THIS PROBLUM 30 YEARS AGO MAIN STREET MAY NOT BE FLOOD PRONE. SYDNEY AREA HAS HAD FLOOD MITAGATION PROBLUMS FOR YEARS. SO EVERY HOUSE OR BUILDING THAT WAS BUILT HAD TO HAVE ITS OWN RETENSION BASON ON THE PROPERTY.BUT IS THERE ANY RETENSION IN THE IALES DRV AREA, THE ANSWER IS NO, SO FLOODING OCCURES DOWN THE HOSPITAL WAY AND DOWN STREAM
475	Enhanced LoS	Address the inadequate drains in Woolgoolga Area
476	Sustainable LoS	Don't see a problem here.
477	Sustainable LoS	Already there has been construction in place, such as retention basins and added drainage. Extra funding can wait for now.

Attachment 1

478	Sustainable LoS	Due to budget blowout, sustainable Los.
479	Sustainable LoS	Only address safety issues at this stage.
480	Sustainable LoS	I think this goes without saying due to amount of flooding we have had in coffs this needs to be sustainable and maintainable

**Toilets, Pools and Buildings (service #21)**

481	Enhanced LoS	Woolgoolga Pool needs to be upgraded to reflect the growth of community. Public toilets need to be updated.
482	Enhanced LoS	As Council has a large number of buildings to replace and maintain I believe this need extra money to try to keep ahead of repairs
483	Enhanced LoS	Council swimming pool substandard compared to other similar sized jurisdictions. Needs major upgrade with greater focus for families.
484	Enhanced LoS	Upgrades to the Sawtell Surf Club toilets and playgrounds in Sawtell
485	Enhanced LoS	Toilets in Jetty area in urgent need of upgrade, including change rooms. Need to be done BEFORE Jetty development plan.
486	Enhanced LoS	Public toilets are a must to be first class
487	Sustainable LoS	In case of Pools, a small increase in user fees will let the users pay a bit to support this.
488	Sustainable LoS	See above
489	Sustainable LoS	Why has the budget jumped also as the increase is too great in just one year ? It is not necessary at this stage to have so much increase without savings in other areas of Council funds. Council has buildings it doesn't need and has made some bad investments decisions. eg. Old Police Station purchase for a Museum.
490	Sustainable LoS	Why spend 3 times more than the budget?
491	Sustainable LoS	Ridiculous spend. Would like to adjust but no opportunity within this survey.
492	Sustainable LoS	Considering budget constraints, I would suggest retaining current budget for next year, and direct funds to this area next year once repair and renewal of other assets has been completed.
493	Sustainable LoS	Your budget must be assuming a run down of facilities
494	Sustainable LoS	Why can't I choose the budget figure?
495	Sustainable LoS	Trying to keep within budget. Maintain current Los.
496	Sustainable LoS	should be less
497	Sustainable LoS	Ensure repairs only. Advise public of lack of funds for renewal.
498	Sustainable LoS	Priorities should be made on a needs basis, with those in most pressing need with highest usage, first.
499	Sustainable LoS	as above
500	Sustainable LoS	This area would be my main concern -
501	Sustainable LoS	I don't understand why the budget is small and the sustainable LoS is so much more than the budget. I don't see why I can choose a mid level reduction in the LoS?

Attachment 1

502	Sustainable LoS	Major repairs and/or renewal of Sawtell and Woolgoolga pools.
503	Sustainable LoS	Happy \$2m
504	Sustainable LoS	Haven't we already had public toilets and pools discussed in previous headings?
505	Sustainable LoS	Again no choice to remain in budget
506	Sustainable LoS	I AGREE WITH 1.3m est.
507	Sustainable LoS	cant see why we need an extra 2 million
508	Sustainable LoS	Again sudden huge budget increase. Another example of No forward planning and No regular maintenance. Tourists are not everything. Councils job is look after the town services not run events.
509	Sustainable LoS	Unclear why sustainable level is so much higher than allocation.
510	Sustainable LoS	why is Sustainable LoS \$3.37m and budget is lower ???
511	Sustainable LoS	A large increase being applied without option
512	Sustainable LoS	This question makes this an INVALID survey .... no option given for same budget or lower ... should be 1m max ... jetty, Pools must be abandoned if no money available in budget
513	Sustainable LoS	Cannot see difference of \$2 m
514	Sustainable LoS	Seems no provision for lower amount from sustainable Would suggest that this be one area for 'pruning'
515	Sustainable LoS	You do not give us the opportunity of keeping to Budget - you only offer 'Enhanced

Comments from the Open Budget Allocator – Comments on Specific Services

Footpaths and Cycleways

id	item	comment
1	Enhanced LoS	More footpaths and cycles ways are needed in the northern beaches.
2	Enhanced LoS	builds community, reduces CO2
3	Enhanced LoS	new footpath
4	Enhanced LoS	More footpaths and pedestrian crossings pleaseeeeeeeeeeeeeee!!! And why is Arthur Street 60. All surrounding streets are 50?
5	Enhanced LoS	It's a disgrace that we don't have foot paths all over town nick paths are not needed just paint paths on the roads and I force them I am a cyclist, what else can I say.
6	Enhanced LoS	From memory the Hogbin Drive cycleway turned 40 this year [ great work Red Scheme ] Best support I can give my generosity is that these amenities attract a better type of tourist and family's are far more desirable than Schoolies and drunken Yobbos.
7	Sustainable LoS	The council does NOTHING to the footpaths in our area. They are all GRASS and maintained by property owners! WHERE IS THE ZERO DOLLARS OPTION FOR THIS BUDGET AREA?
8	Sustainable LoS	leave at budgeted levels
9	Sustainable LoS	This is way too much needs to be reduced
10	Sustainable LoS	I'd like to maintain the footpaths and would probably take the marketing budget for repairs.
11	Sustainable LoS	I wanted to choose less but there was no option
12	Sustainable LoS	No spend on new infrastructure for 112 months
13	Sustainable LoS	AS ABOVE
14	Sustainable LoS	necessary
15	Sustainable LoS	New cycle ways are not a priority, despite self interested cycling groups protestations
16	Sustainable LoS	repair and keep safe
17	Sustainable LoS	Concentrate on Foot paths which are only used by the general public Cycle ways are only used by a small minority of people
18	Sustainable LoS	Your budget is \$330K but all I can select is minimum of \$430k so of course I'm over budget.
19	Sustainable LoS	Budget is fine with me
20	Sustainable LoS	Make it \$380K
21	Sustainable LoS	You may be able to reduce expenditure by rationalising/removing some paths and cycleways.
22	Sustainable LoS	While all very nice, not a priority in this financial state.
23	Sustainable LoS	most footpaths are O.K and there is no button in this survey to maintain the current budget level

Attachment 2

Jetty, Playgrounds and other Structures

24	Enhanced LoS	I wanted to choose less but there was not option
25	Enhanced LoS	Wooden bridges and country roads need improvement
26	Enhanced LoS	Why does this section does give me the chance to allocate the budgeted amount?
27	Enhanced LoS	Focus on playgrounds and BBQ area giving the rate payer and tourist an incentive to stay
28	Enhanced LoS	Playgrounds need updating and replacing. We need to keep youth active in this era of technology. Families and tourists need to enjoy the outdoors in up to date picnic areas.
29	Enhanced LoS	What aged facilities - not listed in your site but would say a high priority given our aging population.
30	Enhanced LoS	Being 71 I am starting to learn all about aged facilities.  Coffs has never been up to speed in the supply of entertainment areas for their young/youth, it is my opinion the more we can break that boredom cycle the less vandalism we will have.
31	Sustainable LoS	This is impossible to reduce, check out your monetary allocation
32	Sustainable LoS	Could we use the playground money for the Museum!
33	Sustainable LoS	This model is flawed. The options should allow for a reduced level of asset renewal - ie removal of assets. I am a parent of small kids, so regularly use the parks. But I would prefer to have less parks with great services, regularly maintained. I feel this would financially responsible and spread funding across service areas
34	Sustainable LoS	Why are the only options available to select 5 times greater than the current budget???
35	Sustainable LoS	There is no ability to set a funding level. My preference for infrastructure repair and renewal would be to allocate midway between current funding LOS and Sustainable LOS. After four years review and raise funding toward sustainable LOS.
36	Sustainable LoS	Why are levels we can choose so much higher than budget?
37	Sustainable LoS	The spending should not be increased to this much, not at the expense of other services. Not to be able to change this to a lower amount makes this survey a farce!
38	Sustainable LoS	Bit limited in choice!
39	Sustainable LoS	This section does not allow me to spend the budgeted amount
40	Sustainable LoS	REPAIR AS NECESSARY AND REPLACE WHEN REPAIR IS NOT ECONOMICAL.
41	Sustainable LoS	This seems a very high figure with no options for reducing tge costs.
42	Sustainable LoS	sustain until jetty project is ratified.
43	Sustainable LoS	Some of this work seems to be covered in other areas of the budget. Why are the 2 options so far above the budget figures??
44	Sustainable LoS	sustainable renewal and repair should have been included in the forward budgeting. The idea that we can get a grant of dollar for dollar to do the project should also allow for the need to maintain it after it is completed! This whole maintenance of infrastructure part of the budget is a shocking example of poor budgeting by council officers, poor governance within Council and poor decisions by Councillors.

Attachment 2

45	Sustainable LoS	repair at every time if able too
46	Sustainable LoS	Why have these 5 loaded questions and why has the format changed.
47	Sustainable LoS	I dont see why the minimum amount here is \$1.01 million when budget is \$180k. If this is for jetty foreshore development do it in stages. Allocate say \$700k this financil year
48	Sustainable LoS	Budget is OK with me
49	Sustainable LoS	Close some playgrounds/BBQs etc.
50	Sustainable LoS	Why is the Council budget so much less than the sustainable level of \$1.01m?
51	Sustainable LoS	You may be able to reduce expenditure by rationalising/removing some facilities.
52	Sustainable LoS	At this point in time sustainability is more important than ant upgrading.

Coffs Coast Marketing

53	Increase LoS	combined with community cultural and sporting events, targeted correctly could increase business oppertunities and revenue
54	Increase LoS	If the Coffs coast is not advertised properly then where will the visitor money come from.  The coasts events needs to be marketed better
55	Maintain Current LoS	Marketing is important but there are no details provided about how the marketing allocation is spent.
56	Maintain Current LoS	Is there a smarter way to spend?
57	Maintain Current LoS	The Busker's carnival has run it's race, and is now an unnecessary liability. Scrap it. The
58	Maintain Current LoS	Again, some more efficient means of promotion, via electronic means and digital marketing need to be explored.
59	Mid-Range Decrease to LoS	VICs should be like the Sawtell version - at an existing location, eg big banana. EDU, Marketing and sports unit should all be merged together, reduce the management and overhead and admin and support costs. Online services need to be priority, reduce admin and staff costs.
60	Mid-Range Decrease to LoS	Bookings should be completely online.
61	Mid-Range Decrease to LoS	yes.
62	Mid-Range Decrease to LoS	Visitor Information Centre is manned by volunteers so why the reduction in hours of operation?
63	Mid-Range Decrease to LoS	The private sector, which is the prime beneficiary, needs to carry more of the load.
64	Mid-Range Decrease to LoS	Some marketing can be done digitally. Might need to look at staffing efficiency
65	Mid-Range Decrease to LoS	I do not believe visitors will forget where CH is for a couple of years. Give it a break while finances are tight.
66	Minimum LoS	We don't need marketing the area sells itself.
67	Minimum LoS	Chamber of Commerce should be carrying out this function

Attachment 2

68	Minimum LoS	Could we use this money for the Museum!
69	Minimum LoS	YES PROMOTION IS NECESSARY, BUT ONLY SPEND WHAT IS REQUIRED TO TELL OTHERS WHERE WE ARE; NOTHING LAVISH.
70	Minimum LoS	This spending has been misdirected for years, put in a surf reef extending from park beach to mutton bird island and people will come even without advertisement
71	Minimum LoS	Leave to private enterprise
72	Minimum LoS	Let industry pay for its promotion. Online provision of any marketing information.
73	Minimum LoS	Again I am setting myself up as a mean bugger but I really can't justify my rate money going to support any private business venture. Back to the user pays principle.

Community Services

74	Increase LoS	level of need due to ageing population and the Abbott government not extending NDIS.
75	Maintain Current LoS	There is not much choice here - maintain current levels or cause inconvenience to the public. If there was more information about how the money is spent it might be possible to identify savings.
76	Mid-Range Decrease to LoS	CONCENTRATE ON THOSE SERVICES THAT ARE ESSENTIAL I.E. A NEED RATHER THAN A WANT.
77	Mid-Range Decrease to LoS	selfhelp introduction
78	Mid-Range Decrease to LoS	Help Co-ordinate community sector to help itself.
79	Mid-Range Decrease to LoS	Although this decision will be unpopular I think one must attend to basic suburban maintenance of infrastructure before the community services listed.
80	Mid-Range Decrease to LoS	Unless one puts pressure on these things, one never generates efficiencies or tests their need.
81	Mid-Range Decrease to LoS	Many of these services are desirable but fall outside Councils core business and should be curtailed under current financial situation.
82	Minimum LoS	We must minimise expenditure here.
83	Minimum LoS	Instead explore partnerships with many of the excellent NFP organisations in our LGA
84	Minimum LoS	Community can help itself
85	Minimum LoS	council has bigger concerns. Let other agencies take some pressure for a while

Attachment 2

Community, Cultural and Sporting events

86	Increase LoS	I'd like to see more events like the recent Harley Davidson ride (not a fan of HD's), where it encouraged people from far away to attend and stay for several days. Similar events that come to mind are Splendor in the grass (Byron Bay) and Floriade (Canberra)
87	Increase LoS	More money should be allocated to events such as the Buskers festival rather than large cost events such as the sponsorship of Souths which do little to attract out of towners. Money has not been donated to the Coffs Harbour Eisteddfod Society in years even though it attracts 16 studios from as far away as the Gold Coast and Sydney which an average of 3000 people needing accommodation, food etc. No further funding should be given to professional sporting events as these should be self funded.
88	Maintain Current LoS	Alter the way in which the funds are spent, with more transparency in the actual costs to ratepayers, not just the supposed benefits to business. In particular the car rally. More consideration should be given to cultural events such as music and theatre rather than the over-emphasis on sport that is not local or community based.
89	Maintain Current LoS	I very much doubt Council's claim of \$25-30 million addition to our economy.
90	Mid-Range Decrease to LoS	Agree with some expenditure, sporting groups, Chamber of Commerce should be managing these functions
91	Mid-Range Decrease to LoS	What are these services? More info required
92	Mid-Range Decrease to LoS	AIM TO MAKE MONEY FROM THESE EVENTS TO OFFSET COSTS, BUT AGAIN WATCH THE 'KITTY'
93	Mid-Range Decrease to LoS	need to look at expenditure over the amount of money brought to the area by events. i.e. The Coffs Rally - tend to bring all of their resources and not use local agencies. e.g. they do not even buy their food as they transport in. This appears counter productive to the cost of holding such events.
94	Mid-Range Decrease to LoS	I oppose Council subsidising large sporting events, as the NRL, AFL and other large sporting codes already have massive budgets and they do not encourage the spectators to be physically active and encourage the consumption of alcohol, soft drinks and junk food. I do not think this allocator should group cultural and community events with sports events, as i do support Council subsidising community events as the community sector is not-for-profit.
95	Mid-Range Decrease to LoS	Here again I will be in hot water but I really don't see it as the ratepayers responsibility to bring money into the city, I am more of the opinion that rate money is for the maintenance and improvement of basic infrastructure.
96	Mid-Range Decrease to LoS	These things need to be viable in their own right.
97	Mid-Range Decrease to LoS	Private partnerships and sponsorships should be sought
98	Minimum LoS	If the budget is so tight then cease funding these activities. Why should ratepayers fund:- sporting events (we don't even like sport !!) buskers (let them pay for themselves to come here) etc etc.... There should be an option for ZERO DOLLARS in this survey. Tough economic times call for tough decisions!
99	Minimum LoS	Could we use this money for the Museum!



Attachment 2

100	Minimum LoS	These must be either cost recovered or funded through sponsorship.
101	Minimum LoS	would like to know how this is allocated before commenting.
102	Minimum LoS	Why no dollar value given this option? The savings in wages alone must be worth something.
103	Minimum LoS	These events do not directly assist rate payers who see no financial return
104	Minimum LoS	Let community and business put on events
105	Minimum LoS	This is not Council business. Various sporting bodies are quite capable of organising their own sports The loss figures you quote are nothing short of scare tactics!

**Cultural Facilities including Jetty Memorial Theatre, Regional Gallery, Museum and Bunker Gallery**

106	Increase LoS	The programme for the Jetty Theatre this year has been substantially reduced in comparison with previous years. Surely it is possible to attract more touring productions without having to subsidise them?
107	Increase LoS	Money should be spent to facilitate the urgent need for a Performing Arts Venue similar to that of Dubbo. Jetty Memorial Theatre needs urgent maintenance. No further money for improvements to Regional Gallery, Museum and Bunker Gallery as they should be by now self funding.
108	Increase LoS	Fund touring productions, new regional theatre, upgrade art gallery
109	Increase LoS	Each of these facilities needs better marketing. In particular the Bunker Gallery needs to be more widely advertised and promoted. And money to use for the development of other cultural facilities is required.
110	Increase LoS	the Jetty Theatre is a unique and fantastic venue and a very valuable asset, and should be promoted with increased expenditure to attract higher profile entertainment which will provide higher levels of patronage and increase returns.
111	Maintain Current LoS	We need a MUSEUM if necessary swap the Department of Housing Land next door to the old police station in North St. with some other council land till they have enough. Every other place has a decent Museum we need one. Save money on the Sport fields, call in the Lions, Rotary and every other club, get this thing off the ground. Even Kempsey has a Museum!
112	Maintain Current LoS	We have so little to begin with - but perhaps the jetty theatre could be leased out (to continue as theatre)
113	Mid-Range Decrease to LoS	I don't think funds should be spent on converting the museum - expense is exorbitant for a heritage building. The service isn't currently offered, so wont be missed.
114	Mid-Range Decrease to LoS	More data on usage of these facilities is needed to make a good judgement on this. Potential to share one site rather than repeated resources for each site?
115	Mid-Range Decrease to LoS	need to get these cultural entities to utilise own funding as well as council assistance.
116	Mid-Range Decrease to LoS	consider privatisation
117	Mid-Range Decrease to LoS	Reduce subsidies, look for private partnerships/funding.

**Attachment 2**

118	Mid-Range Decrease to LoS	There is insufficient info on profitability of Jetty Theatre and as the other venues are staffed largely by volunteers, it is hard to reconcile costs.
119	Minimum LoS	If the budget is so tight then close these facilities. There should be an option for ZERO DOLLARS in this survey. Tough economic times call for tough decisions!
120	Minimum LoS	If these services can't make a profit we don't need them
121	Minimum LoS	We have a neighbouring Council that prides itself on culture, we are the Coffs Coast which includes Bellingen. Support this Council.
122	Minimum LoS	As a priority this should be reduced to \$0.00
123	Minimum LoS	If the council is so short of funds then close these facilities.
124	Minimum LoS	User pays
125	Minimum LoS	AGAIN ONLY SPEND WHAT MONEY YOU HAVE AVAILABLE. WE MUST LIVE WITHIN OUR MEANS.
126	Minimum LoS	If the community is keen to keep them perhaps they should be run by appointed Committees/Boards with the goal of becoming financially independent and sustainable.
127	Minimum LoS	The theatre should never be funded by local government. It's a profit making venture. I strongly object to my rates being used on the theatre
128	Minimum LoS	Make it become self funded
129	Minimum LoS	User Pays. Combine the Museum and Bunker. Put the JMT out to private contractor
130	Minimum LoS	I am a ratepayer and feel absolutely no responsibility to maintain cultural facilities ahead of basic needs like roads, bridges, flood mitigation, water & sewerage and garbage disposal.

**Customer Services**

131	Increase LoS	A difficult decision to increase rates but necessary if we are to continue to upgrade and maintain the city to a level that modern society expects. We must keep in mind when setting new rate levels that Coffs has one of the lowest household incomes in the state.
132	Maintain Current LoS	communication important
133	Maintain Current LoS	Review what services are offered; are they all necessary.
134	Mid-Range Decrease to LoS	Reduce staff not hours.
135	Mid-Range Decrease to LoS	I believe that efficiencies are required in this area. I have observed on many occasions the social chit chat of staff at the front counter as customers wait to be served.
136	Mid-Range Decrease to LoS	prepared to accept this
137	Mid-Range Decrease to LoS	services can also be provided by increasing access on line or with self serve kiosks in office foyer
138	Mid-Range Decrease to LoS	With online facilities for payment etc I don't have a problem with reduced hours of operation.

Attachment 2

139	Mid-Range Decrease to LoS	Work faster, then you'll cover the enquiries,etc
140	Mid-Range Decrease to LoS	I think ways to maximise customer service and make it more efficient and streamlined using electronic means may be able to be found.
141	Mid-Range Decrease to LoS	With increased use of remote payment options, internet and NBN, demand for face to face customer service will decrease.
142	Minimum LoS	I so mine payments on the internet now. I think customer service is important but I know times are tough.
143	Minimum LoS	level is very high now but it seems like we can't afford that level.
144	Minimum LoS	more should be done on line
145	Minimum LoS	IN THIS DAY AND AGE OF TECHNOLOGY, MOST RATEPAYERS SHOULD BE ACCESSING YOUR WEBSITE TO FIND OUT ABOUT SERVICES OFFERED BY CHCC AND HOW TO ENQUIRE ABOUT THEM. MOST PEOPLE SHOULD BE ABLE TO PAY THEIR RATES ONLINE.
146	Minimum LoS	Council workers are the highest paid in the region, everyone else gets \$20 an hour

Development Assessment

147	Increase LoS	Unless I am barking up the wrong tree here, I think we should assist as much as possible D. A's as long as they meet strict environmental requirements and [common sense] council regulations
148	Maintain Current LoS	This is not ideal but obviously there is not enough money to provide a higher level of service.
149	Maintain Current LoS	This appears to be the most inefficient section - takes 4 months or more for approvals Why!!!  get rid of the dead wood - give far less credence to green agendas and get things done!
150	Mid-Range Decrease to LoS	What does this actually mean????
151	Mid-Range Decrease to LoS	CHCC NEEDS TO HAVE A SPEEDY AND EFFICIENT SERVICE AND BE SEEN AS BEING PRO-ACTIVE.
152	Mid-Range Decrease to LoS	more accountability on service delivery
153	Mid-Range Decrease to LoS	Work faster, work smarter
154	Minimum LoS	What is being done now isn't working, look at Sandy Shores, why waste the money
155	Minimum LoS	Could we use this money for the Museum!
156	Minimum LoS	not necessary
157	Minimum LoS	Same applies as Landuse and Management
158	Minimum LoS	let people develop this town and surrounding areas and get rid of all the red tape and bleeding hearts then this town will go ahead

Attachment 2

**Economic Development**

159	Mid-Range Decrease to LoS	WHILST WE NEED TO PROMOTE THE COFFS COAST, WE ALSO NEED TO SPEND WITHIN OUR MEANS.
160	Mid-Range Decrease to LoS	cannot warrant extending when we are moving into a recession.
161	Mid-Range Decrease to LoS	business pay fees
162	Mid-Range Decrease to LoS	Here again I am of the opinion that business viability and employment should not be the responsibility of council.
163	Mid-Range Decrease to LoS	We shouldn't put up obstacles but neither should we subsidise development.
164	Minimum LoS	This function should be given over to the Chambers of Commerce in each area
165	Minimum LoS	Sorry no money for development.
166	Minimum LoS	Nsw govt has programs to support business. Festivals and markets in Coffs are almost self sustaining (harbour side markets, curry festival, chilli fest). Extra services in this area need to be self funding - ie through grants or user pays.
167	Minimum LoS	This is the responsibility of business owners and associations surely. At this time there is very little accurate evidence in statistics provided regarding current activities. As a ratepayer I have seen very little improvement in relation to this expenditure only an increasing burden on the budget.
168	Minimum LoS	I question the validity of this department as it seems to have a very 'city centre' focus.
169	Minimum LoS	acceptable
170	Minimum LoS	This is not a core activity council should be involved in, leave it to business
171	Minimum LoS	Business sector to pay its own way

**Environmental Management**

172	Increase LoS	I'm suprised this is so low, considering tourism is a big part of Coffs Harbour region, visitors would be expecting a healthy, strong environmental plan and management
173	Increase LoS	why can we only increase it by \$40000?
174	Maintain Current LoS	There doesn't seem to be a lot of difference between maintaining the current LoS and a mid range decrease.
175	Maintain Current LoS	ENVIRONMENT IS IMPORTANT TO BOTH OUR CURRENT AND FUTURE GENERATIONS, AS WELL AS PROMOTING PEOPLE TO TAKE UP RESIDENCE ON THE COFFS COAST AS WELL AS THOSE TOURISTS VISITING OUR AREA.
176	Maintain Current LoS	necessary for flood and distaer management for safety of locals.
177	Maintain Current LoS	maintain
178	Maintain Current LoS	Don't want to pay for Ambassadors or festivals, don't let Environmental Levy's get out of control.

**Attachment 2**

		Am about EDUCATION, prevention, sustainable living practices, care of our public areas, proper town planning [ no more creeks blocked by building bridges on the cheap as in Orlando St. causing silting problems in Coffs creek], clearing blocked and polluted waterways, [ legal action against those that do even if they are multi national companies ], correct size drains to expedite flood water extraction. In other words use the common sense approach of do it right the first time rather than be dollar driven.
179	Mid-Range Decrease to LoS	programs to be funded by grants only
180	Mid-Range Decrease to LoS	People are aware of this area and don't need more theory, some practical examples would be nice
181	Minimum LoS	Absolute minimum required under regulations.
182	Minimum LoS	Meet legal obligations - that's enough
183	Minimum LoS	Council seems to always be looking for ways to spend the environmental levy, so where is the problem?

**Flooding and Coastal Management**

184	Increase LoS	One of the priorities for this area.
185	Maintain Current LoS	These issues are of great importance in this Council area and must be maintained.
186	Maintain Current LoS	THIS AREA IS IMPORTANT, BUT COST CONTROL SHOULD BE MAINTAINED.
187	Maintain Current LoS	maintain and increase as increased weather events occur. roll over any funding for those catastrophic events that may come.
188	Maintain Current LoS	A joke. You have allowed a development on the old Pacific Bay site, what happens with rising sea water? I'm not happy for my rates to fix THEIR problem
189	Mid-Range Decrease to LoS	How many times does this area have to be visited unless unwise developments have created another risk
190	Mid-Range Decrease to LoS	Retention basins are in place now except for Bakers Road so a lot of work already completed.
191	Minimum LoS	Perhaps there is overlap with other environmental and planning programs, or flooding could be considered within other related frameworks.
192	Minimum LoS	Let development industry pay for the studies and works.

**Library Services**

193	Maintain Current LoS	Well used Services need maintaining
194	Maintain Current LoS	The Libraries are important community facilities and should be maintained but without information about how the money is spent it is not possible to determine if the current level of funding is adequate or not.
195	Maintain Current LoS	maintain for elderly and for youth services.
196	Maintain Current LoS	definitely not cut
197	Mid-Range Decrease to LoS	consider fees being payer payer_user

**Attachment 2**

198	Mid-Range Decrease to LoS	There is increased online reading. In Sydney I had to travel 10 km to my local library. You can't expect every service on your doorstep.
199	Mid-Range Decrease to LoS	I know I will be criticised for suggesting a reduction in this area but am an advocate of user pays I will admit in a low socioeconomic area such as Coffs library services are relied on by many, I just don't see ratepayers as being responsible for these services.
200	Mid-Range Decrease to LoS	Some more efficient and electronic means may need to be found.
201	Minimum LoS	If the budget is so tight then close the libraries.  There should be an option for ZERO DOLLARS in this survey.  Tough economic times call for tough decisions!
202	Minimum LoS	This budget area should be terminated.  If the council is so short of funds then Libraries are not essential and should be closed down.  THERE SHOULD BE AN OPTION FOR ZERO DOLLARS FOR THIS AREA.
203	Minimum LoS	Prefer to reduce this further
204	Minimum LoS	ENCOURAGE MORE ONLINE ACCESS TO READING AND REFERENCE MATERIALS, FOR A SMALL FEE TO ACCESS THIS LITERATURE. AGAIN ONLY SPEND WHAT YOU HAVE TO SPEND WITH GENERAL MAINTENANCE BEING MAINTAINED.
205	Minimum LoS	I believe this could be a lot lower. School and University Libraries could be better utilised.
206	Minimum LoS	Focus should be online delivery of information

**Lifeguards and Beach Patrols**

207	Increase LoS	Coffs Harbour area is catered for, what about the Northern Beaches. Woolgoolga requires a better service.  This area relates directly to tourism, if people drown, it will be directly effected.
208	Increase LoS	Ah my Achilles Heel as I have and continue to spend at least five hours each week in our beautiful ocean. We locals in the main have a good grasp of the invisible dangers of the Pacific but a huge percentage of our visiting tourists do not so in the interest of saving lives I must concede to an increase, My commitment is such that I would even agree to a rate increase to cover the increased costs in this area.
209	Maintain Current LoS	Ideally all beaches should be patrolled during the holidays and at weekends - not just the major ones. However given the financial implications maintaining the status quo seems to be the only option.
210	Maintain Current LoS	after reading the lifesavers' report from 2011 it appears that there could be a little fudging of beachgoer numbers. The current amount budgeted might be enough to improve the service if properly managed.
211	Maintain Current LoS	THIS IS CONSIDERED AN ESSENTIAL GIVEN THAT PEOPLE COME TO THE COFFS COAST BEACHES AND WANT TO FEEL SAFE WHEN THEY VISIT OUR BEACHES.

Attachment 2

212	Maintain Current LoS	safety safety safety. However Lifesaving Australia need to be convassed to start providing some funding assistance.
213	Maintain Current LoS	maintain
214	Maintain Current LoS	maintain current services increase duties dog surveillance on beaches
215	Maintain Current LoS	This is an important function for any coastal centre.
216	Mid-Range Decrease to LoS	This is sufficient. Beach signage to accompany
217	Mid-Range Decrease to LoS	I walk on Park Beach regularly and get annoyed see one or two swimmers in the water or on the beach in winter. We cannot sustain this cost.
218	Mid-Range Decrease to LoS	Community and business sponsorship may assist here.
219	Minimum LoS	Why are we paying for a service that can be run by volunteers
220	Minimum LoS	Do the beaches over the Christmas school holidays.
221	Minimum LoS	Provide donations to volunteer groups to pick up reduced level of service.
222	Minimum LoS	I think these services should only be offered from October to March.
223	Minimum LoS	Spend the balance of budget building up and supporting the existing surf life saving clubs promoting involment of juniors
224	Minimum LoS	Make it User Beware, leave to SLSC

**Parks, Reserves and Cemeteries**

225	Increase LoS	increase fire trails routine hazard reduction in non danger times culling new growth and smalltrees to make the community safe.
226	Maintain Current LoS	Without knowing what is involved it is not possible to determine if current levels are adequate or if savings could be found.
227	Maintain Current LoS	social responsibilites
228	Maintain Current LoS	A good job done
229	Maintain Current LoS	In my opinion council do a great job of maintaining all our parks, reserves and cemeteries, sometimes I get a little precious about the length of the grass behind my home but it's not a major.  Over the past decade Coffs roundabouts have shown a marvellous improvement and are a credit to the staff, as for the continuous morale draining job of keeping the Jetty Foreshore B.B.Q's and surrounds clean they are to be commended.
230	Mid-Range Decrease to LoS	Roundabouts are excessive - plant low maintance where needed. But in reality reduce visibility so get rid of them.  Also, decorative flags are unnecessary in my view, and require too much staff time and therefore expensive.
231	Mid-Range Decrease to LoS	I would rather have clean BBQ than flowers at roundabouts
232	Mid-Range Decrease to LoS	MORE EFFICIENT USE OF LABOUR NEEDS TO BE LOOKED AT. ENGAGE RESIDENTS TO LOOK AFTER 'THEIR' PARKS AND RESERVES, SIMILAR TO MAINTAINING NATURE STRIPS / VERGES.

Attachment 2

233	Mid-Range Decrease to LoS	The round a bouts with annuals are beautiful but let's see what can be achieved by planting a variety of permanent plantings. Lots of colour can be achieved by planting seasonal colour in the form of ground covers, shrubs and trees that way we can save money here by not using any annuals. NB not sure if my first msg was registered, apology if sent twice.
234	Mid-Range Decrease to LoS	Mowing services need to be on an as needs basis. I have seen many instances where mowing is done when there is nothing to cut. Again better allocation of resources.
235	Minimum LoS	STOP WASTING RATEPAYERS MONEY ON CONTINUALLY DIGGING UP & REPLANTING FLOWER/GARDEN BEDS ! Plant natives ONCE which look after themselves ! Stop wasting money on areas that do not require mowing. The
236	Minimum LoS	Again we should be utilizing work for the dole programs and employment agency programs offered by organisations such as CHESS and Key Employment
237	Minimum LoS	As long as the cemeteries work
238	Minimum LoS	let parks ,reserves etc ground maintance out to private enterprise

Property Leasing

239	Maintain Current LoS	As a premise for the use of the building, community groups to receive any subsidy should have to provide a copy of their accounts and membership rolls. Users should be encouraged to increase membership and fundraising to ensure that they are self funding where possible. Assistance should possibly be given to these groups in relation to government and private grants rather than local government grants
240	Maintain Current LoS	LEASING IN CERTAIN INSTANCES IS BETTER THAN OUTRIGHT OWNERSHIP. AGAIN A NEEDS LIST RATHER THAN A WANT LIST.
241	Maintain Current LoS	Wow that's a lot of buildings, I don't know enough about this one to make an educated comment so I'll stick with the current allocation.
242	Mid-Range Decrease to LoS	It is impossible to answer this question properly without knowing which community groups are involved and what the level of subsidisation is.
243	Mid-Range Decrease to LoS	review of properties leased, purpose of lease, strong negotiations on rents paid and services or utilities included in leases
244	Mid-Range Decrease to LoS	Get a different mix of community/business tenants
245	Mid-Range Decrease to LoS	Efficiency in staffing and electronic processing could cover a decrease in need for property leases.
246	Mid-Range Decrease to LoS	This area needs to be examined on an individual basis depending on the
247	Minimum LoS	My mother always said if you can't afford to buy it you do without. In all I have found it works well.
248	Minimum LoS	Of course they should pay their full costs.
249	Minimum LoS	This should be self sustainable. Seems excessive. If not outsource management. What % is it of the overall lease income - is it comparable to market fees?
250	Minimum LoS	minimalist view needed.



**Attachment 2**

251	Minimum LoS	payers users
252	Minimum LoS	Full cost recovery should be pursued wherever possible.

**Public Health**

253	Increase LoS	we need to canvas Dept of Health to maintain health services in the area. Ageing population and increases in population.
254	Increase LoS	an essential services
255	Maintain Current LoS	Review fluoridation. Have decay rates changed in kids under 12? If no evidence available for significant improvement, seek permission to cease funding.
256	Maintain Current LoS	A HEALTHY ENVIRONMENT IS A HAPPY ENVIRONMENT.
257	Maintain Current LoS	Please can something be done about the parking at the Coffs Harbour Base Hospital! What a nightmare !
258	Maintain Current LoS	Please be clear what this actually covers.
259	Maintain Current LoS	Charge more for what you do.
260	Maintain Current LoS	Is this one of the State Government's hand me down's, what about user pays?  I don't want to have any rate increases to pay for what I consider a business responsibility.
261	Mid-Range Decrease to LoS	yes
262	Mid-Range Decrease to LoS	If council is to continue this role then do it properly and compliant, then re-examine budget, but improvements first
263	Mid-Range Decrease to LoS	Not sure what Council does in this space, but, if it means marketing and promotion , cut it out as that is done by state and federal bodies
264	Minimum LoS	Public Health should be funded by State Government not local councils.
265	Minimum LoS	So use the

**Public Toilets, Street Cleaning and Litter Bins**

266	Increase LoS	All public toilets in the Coffs area are in bad need of REPLACING with sustainable composting toilets.
267	Maintain Current LoS	We want the place to look respectable.
268	Maintain Current LoS	I would encourage the fining of litter bugs and that would make up the shortfall.
269	Maintain Current LoS	social responsibility
270	Maintain Current LoS	an essential service
271	Maintain Current LoS	Some of these services need improvement in works, Not more Money
272	Maintain Current LoS	A necessary evil, the staff do a great job. I would like to see some larger bins around the Yacht Club area as market day things get a bit messy.

**Attachment 2**

273	Mid-Range Decrease to LoS	This service must be maintained to a level that ensures that public health is not endangered. Demolition of three under utilised toilet blocks would however seem to be a saving. However where are they located? How often are they used? Again, there is no specific information provided.
274	Mid-Range Decrease to LoS	Coffs coast has a very good standard in these amenities. It may be possible to have less funding here and lower the standards while still being of good standard
275	Mid-Range Decrease to LoS	CONSIDER STREET CLEANING A LUXURY, BUT WOULD CONTINUE WITH THIS IN COMMERCIAL AREAS. IT'S TIME THAT RESIDENTS / RATEPAYERS SWEEP/MAINTAINED THE GUTTERED AREA IN FRONT OF THEIR HOMES. IT WILL MAKE RESIDENTS SHOW MORE PRIDE IN THEIR PROPERTIES.
276	Mid-Range Decrease to LoS	Utilise work for the dole and Employment agencies.
277	Mid-Range Decrease to LoS	start fining people for littering
278	Mid-Range Decrease to LoS	implement all of the options you describe for mid range decrease
279	Mid-Range Decrease to LoS	Batter not to have amenities if you can't maintain them.
280	Mid-Range Decrease to LoS	I am sure a better roster for cleaning could be arranged on an as needs basis. Maybe the 3
281	Minimum LoS	What

**Regulatory Enforcement including Parking, Dogs, Buildings and other Regulatory Issues**

282	Increase LoS	increased enforcement of dogs & noise important. Council only paying lip service to these matters at the moment.
283	Increase LoS	health inspections to restaurants increase to comply and ensure safety of tourists and locals.
284	Maintain Current LoS	Oversee statutory requirements in relation to these issues then give priority to safety and noise issues.
285	Maintain Current LoS	MAINTAIN EXISTING BUDGET ALLOCATION. WE NEED TO ENSURE EVERYBODY ABIDES BY THE RULES.
286	Maintain Current LoS	more attention to dog owners obeying regulations more fines
287	Maintain Current LoS	Please enforce parking fines for those parked in disability parking who are not disabled and don't have approval.  Ensure that noise from Smiths Engineering does not exceed noise level and that the noise is not out of the hours that is allowed. It is often quite loud and has become noisier late at night in recent times.
288	Maintain Current LoS	Provide a parking regime that promotes tourism, assistance not revenue raising Building services etc are OK
289	Maintain Current LoS	Although I don't think these expenses should fall to the ratepayer unfortunately they do.  The local Council Rangers have a tough job and do it well, I would not like to see the intended fees for backyard pool inspection made into a cash-cow for council but safety of children must be paramount. I do agree that certain types of dogs in the wrong hands can be a deadly problem, pity the animal is almost always held responsible.

Attachment 2

290	Mid-Range Decrease to LoS	Is there data on revenue raised by enforcing these regulations and licences? is the cost of enforcement exceeding the revenue raised by particular regulations or licencing?
291	Mid-Range Decrease to LoS	Council appears unable to enforce many of its bylaws now (dogs on beaches for one). The area does not seem to be descending into chaos. Maybe a better allocation of resources would help.
292	Minimum LoS	Minimise, people need to enjoy the coast, not face regulation.
293	Minimum LoS	Could we use some of this money for the Museum!
294	Minimum LoS	Parkings and dogs are beneficial as they provide income for the shire. Buildings and regulatory tend to be more negatively beneficial.
295	Minimum LoS	Make it all User Pays - Dog owners pay for the privilege. Same for pools etc.

**Sustainable Planning including Landuse Planning and Management**

296	Increase LoS	If more attention to forward planning was provided issues like the Sandy Shores Development may not have arisen in the first place. These sorts of issues will become more common in the future with increasing levels of development and greater power assumed by the State Government planning authorities.
297	Increase LoS	Vitally important for this area.  I don't agree on the policy of packing people into the most popular areas like sardines, it has been to the detriment of the Gold Coast and most of our large cities, don't use infrastructure costs as an excuse we have managed before and should be smart enough to do it again, unless of course you are willing to admit our forefathers were smarter.
298	Maintain Current LoS	What is happening with the new tip - hard decisions need to be made.
299	Maintain Current LoS	PLANNING ALLOWS FOR AN ORDERLY DEVELOPMENT OF THE COFFS LOCAL GOV'T AREA AND ALLOWS INPUT BY THOSE RESIDENTS AFFECTED BY CHANGES OCCURRING IN THEIR LOCALITY.
300	Mid-Range Decrease to LoS	There is no point in spending more money on forward planning, while the State Govt. is the final arbiter, and the Council Elections are conducted as they are. We get Councillors without a name, what's the point in voting?
301	Mid-Range Decrease to LoS	contract services on need
302	Mid-Range Decrease to LoS	Work faster, work smarter
303	Minimum LoS	A little less building while the rest of the services catch up with what is here.
304	Minimum LoS	As developers can go to the State Minister regardless of planning need I say more. Also to date there has been very little evidence that there has been any successful forwarding planning in relation to growth.
305	Minimum LoS	maintenance period, as business will not increase due to government cutbacks.
306	Minimum LoS	What a joke does council know what it means?
307	Minimum LoS	Most decisions are made by Land & Environment or the State Government

**Attachment 2**

308	Minimum LoS	let developers develop Coffs Harbour and stop standing in there way then Coffs will get back on the place to go map
-----	-------------	---

**Swimming Pool Operations**

309	Increase LoS	Increase season for Sawtell pool
310	Increase LoS	stop woolgoolga pool from leaking.
311	Maintain Current LoS	CONTINUE WITH CURRENT BUDGETING, BUT WHY NOT HIRE OUT THE POOLS FOR PARTY FUNCTIONS TO RAISE REVENUE TO OFFSET COSTS.
312	Maintain Current LoS	needed for social assistance and support.
313	Maintain Current LoS	a very important service
314	Maintain Current LoS	I very rarely use the pool and as a kid I swam in Coffs creek [ it was cleaner in 1952 ] and now swim in the Jetty but there are many who love to use it so am sticking with the current funding as I think a city of this size has to cater for all.
315	Maintain Current LoS	keep pools open for longer season
316	Maintain Current LoS	This is an important function and is value for money.
317	Mid-Range Decrease to LoS	we have beaches!
318	Mid-Range Decrease to LoS	and increase fees
319	Mid-Range Decrease to LoS	A small percentage of the overall population use the pool so can we justify any additional expense.
320	Mid-Range Decrease to LoS	Is their opportunity to reduce costs through engagement of private sector?
321	Minimum LoS	User pays
322	Minimum LoS	This should be put to private management on a user pays system.
323	Minimum LoS	No point throwing good money after bad.

**Maintenance of Sports Grounds and Amenities including C.ex Coffs International Stadium)**

		Would like to see Brelford Park's main gates returned (complete with founding date) and white fence back around oval.
324	Increase LoS	A cricket game in the middle of town, the children's park & tennis courts in full-flight give our community a visible pumping heart.
325	Increase LoS	The Stadium should not have any future improvements. The additional lighting purchased for telecasting was a waste of money. We need to urgently facilitate the building or a Performing Arts/Conference building similar to Dubbo. As the Velodrome is virtually used for any events and when used only by a small number of people, no further improvements should occur on this facility.
326	Increase LoS	We had an incidence where human fesces was found in the sand at a local playground (brelford park), increasae to maintenance to ensure this is cleaned before kids get there would be good (if possible).
327	Increase LoS	current budget is hardly covering general maintenance let alone any improvements and growth.

Attachment 2

328	Maintain Current LoS	It is really impossible to answer this question without having details of what maintenance is provided.
329	Maintain Current LoS	needs maintaining to give social activity stability.
330	Maintain Current LoS	The C.ex currently claims to spend heaps on Community. Call on the Club to spend some of their ill-gotten gains on the C.ex International Stadium, thereby justifying their naming rights to the stadium.
331	Maintain Current LoS	I think we have a responsibility where possible to supply sports fields and amenities as these items help mould responsible citizens of the future and also add to the liveability of the city. Unfortunately these areas are prone to attack by vandals and therefore appropriate security surveillance should be considered in the initial cost to avoid as much as possible ongoing maintenance expense.
332	Mid-Range Decrease to LoS	I see a lot of empty feilds and sports emenaties. I'm sure they get used but perhaps better time management of fewer resources would be cheaper without effecting local sport or event requirements for a needed resource.
333	Mid-Range Decrease to LoS	Make users and clubs pay for their own maintenance etc.
334	Mid-Range Decrease to LoS	How much does Cex contribute for naming rights? Surely this should offset costs for the Stadium. Again all these things are great IF we can afford them.
335	Minimum LoS	Leasing of some of these facilities should be considered
336	Minimum LoS	I know this keeps young people out of trouble but its time it paid for itself until other areas are built up to the level our sport are catered to now.
337	Minimum LoS	Use cost recovery.
338	Minimum LoS	These facilities should be sold off to private investors to operate them.  Sport is a LEISURE activity and should not form part of the core business of a local council which is short of money.  THERE SHOULD BE A ZERO DOLLARS OPTION FOR THIS BUDGET AREA.
339	Minimum LoS	GENERAL MAINTENANCE NEEDS TO BE CARRIED OUT AND 'WISH LIST' ITEMS NEED TO BE BUDGETED FOR. THAT WAY WE CAN HAVE A BALANCED BUDGET.
340	Minimum LoS	I also think that this could be reduced even further by utilising the assistance of local employment agencies such as CHESS and Key Employment and work for the dole schemes.
341	Minimum LoS	Please allow users of sports fields and stadiums etc. to bear their own costs.
342	Minimum LoS	This information on the stadium is unbalanced when compared to the previous service information- there was no mention in community services or economic development of the income that those services bring to the city. If community services had more funding we might have a cultural centre that could bring even more spending to the area than the stadium currently does.
343	Minimum LoS	payer_user
344	Minimum LoS	Sell Stadium. User pays okay for sport.
345	Minimum LoS	council staff spend alot of time driving to sports fields , Try contracting out some grounds north and south of the city, then if you save money you can look at all sports fields

Attachment 2

Roads and Bridges

346	Enhanced LoS	Roads should be a top priority.
347	Enhanced LoS	Allocate more money for roads and footpaths in the northern beaches - Woolgoolga, Sandy Beach and Emerald Beach in particular.
348	Enhanced LoS	Stay the same as the budget
349	Enhanced LoS	Wooden bridges and country roads require much better maintenance
350	Enhanced LoS	Footpath
351	Enhanced LoS	So many of the local roads are being destroyed by heavy trucks using them. The companies involved should be paying a levie towards repair. Trucks are speeding through town and local roads churning them up. Also when a road is repaired do it right the first time cheap patch ups cost more in the long run.
352	Enhanced LoS	Kerb and guttering which is non-existent with a few kilometres of the CBD eg Loaders Lane, June Street etc.
353	Enhanced LoS	That was sneaky, you brought two of my favourites in at the end so there goes my budget.  Rural people do it tough so good roads and bridges are of paramount importance to them then there is the safety issue to consider, so I've run over budget and am about to go further into debt with this next question.
354	Sustainable LoS	There are savings to be made in reducing bitumen on low use roads, turning bridges into culverts etc. This then reduces expense and ongoing maintenance costs. Again, an option should be to reduce assets
355	Sustainable LoS	I wanted to choose less but there was no option
356	Sustainable LoS	Same comment - why are only levels we can choose so much higher than budget?
357	Sustainable LoS	Not my spend, your spend. I had no choice!
358	Sustainable LoS	AS PER ABOVE
359	Sustainable LoS	necessary for transport support and emergency response.
360	Sustainable LoS	continue to keep them at a safe standard
361	Sustainable LoS	Same as above regarding discrepancy between budget and sustainable los
362	Sustainable LoS	Budget is fine with me,
363	Sustainable LoS	If the NSW Government won't pay more, cut back the quality of the roads
364	Sustainable LoS	Roads and bridges are the a priority. Many areas have been living without kerbing and foot paths for years and I am sure are not that desperate to have them now!
365	Sustainable LoS	Looking at some of the local roads I didn't think they where all maintained overly well. Some are a lot better than others

Attachment 2

Stormwater

366	Enhanced LoS	I'm way over budget but this is a must, mind you if we could clean out the creeks and give the multi nationals back half of their trolley fleet with a hefty fine that could go somewhat toward paying for Stormwater dispersal.
367	Sustainable LoS	What a joke!  Only recently we were forced to spend THOUSANDS OF DOLLARS OF OUR OWN MONEY, by the council, to install our own storm water disposal system for our residential property that was built in the 1980s.  Any NORMAL council would have provided a storm water connection to residential properties at the time of being constructed !  DISGRACEFUL !!
368	Sustainable LoS	I wanted to choose less but no option to do so.
369	Sustainable LoS	AS ABOVE
370	Sustainable LoS	essential service.
371	Sustainable LoS	keep a workable service
372	Sustainable LoS	Developers to may more for drainage

Toilets, Pools and Buildings

373	Enhanced LoS	Stay the same as the budget
374	Enhanced LoS	Why does this section does give me the chance to allocate the budgeted amount?
375	Sustainable LoS	Toilets, pools and buildings need to be maintained.
376	Sustainable LoS	I wanted to choose less but there was no option
377	Sustainable LoS	Why are only levels we can choose so much higher than budget?
378	Sustainable LoS	Reduce to basic maintenance and defer any major upgrades. Place \$500,000 into a annual contingency account and use only if absolutely necessary.
379	Sustainable LoS	The spending should not be increased to this much, not at the expense of other services. Not to be able to change this to a lower amount makes this survey a farce!
380	Sustainable LoS	these have been covered previously
381	Sustainable LoS	Again limited in choice. It would appear you are over budget not me.
382	Sustainable LoS	Why does this section does give me the chance to allocate the budgeted amount?
383	Sustainable LoS	AS PER ABOVE
384	Sustainable LoS	Why are these listed separately from the Jetty above?
385	Sustainable LoS	These items are covered in other areas. Why such a huge increase in expenditure planned here ??

Attachment 2

386	Sustainable LoS	your site does not allow for option selected in error in this segment to be to be altered. In fact I prefer council's current budget to be implemented
387	Sustainable LoS	Survey the community to prioritise what gets done first. Stop letting councilers decided due to them have a special interest
388	Sustainable LoS	toilets pools
389	Sustainable LoS	Is there a pool in Sawtell ? Based on declared values for the up grade of the Tiolet blocks in the city these were excessively over priced, better work on value for money needs to be implemented
390	Sustainable LoS	Again I dont see why there is such a discrepancy between the budget and the minimum
391	Sustainable LoS	Budget is fine with me
392	Sustainable LoS	Make this \$2.85M = Balanced budget. No rate rise
393	Sustainable LoS	I know it would be nice to renew and build more facilities and that a town is sometimes judged on it's free amenities but these things have to be considered a constant budget drain and so funding for maintenance and replace old plant is all I would agree to.
394	Sustainable LoS	why is there such a huge back log of community buildings needing repairs or replacement?
395	Sustainable LoS	You may be able to reduce expenditure by rationalising/removing some of the toilet blocks and other buildings.
396	Sustainable LoS	Same applies as above. Upgrades are great when they are affordable.



Attachment 3

Comments from the Panel Budget Allocator – Overall Comments

Id	Comment
1	I am not able to determine the build up of costs in some of my more expensive choices. The build up of costs could modify some of my choices. I am not a fan of paying consultants huge fees for providing grand plans that never get implemented. The expenditure on planning must translate into action. If it doesn't, then the expenditure is simply a waste. There seems to have been a lot of this pointless expenditure on endless reviews, seemingly intended only to stall taking action, in recent years and I find this extremely vexing.
2	I feel as though this survey is geared to an outcome of councils choosing. The later choices for spend only give options beyond the current allocation, and therefore "my spend" will always be above the budget. The preamble to this survey is tainted in favour of council and their desired outcome. I am happy to participate in these surveys if they have real meaning, but not as some propaganda tool for council that can only give an outcome to justify a rate increase. Where are the options for costs of operations to be cut. Cuts to costs do not always mean cuts to services... My annual rates exceed \$3000 per year and I have no kerb and guttering. In my area there are next to no council parks and facilities...so where does my money go?? Are there enough households contributing to rates?? Have the incomes been correctly managed and invested.
3	Some questions (e.g. Jetty, Playgrounds and other Structures) do not allow sufficient spending option choices. This can show THE ALLOCATOR necessarily over budget whereas further options could bring the Spend within Budget. In other words, the given options tend to force The Spend above Budget. I hope this survey is not going to be used as an excuse to request a rate increase above the State Government Rate Peg?
4	To maintain adequate services rates may need to be increased
5	To my knowledge Council is holding 100's of millions of dollars in land assets and I think you really need to sell off some of these assets to balance the budget. A rate increase of 12.1% would not be acceptable to most of the rate payers in Coffs Harbour as the inflation rate is around 2%. Most employees (unless you are a politician whereby a 35% pay increase is allowed) in Australia only receive less than a 3% pay increase per annum less income tax and Council must keep the budget within these limits or sell off some of the assets. One of the major problems with Coffs Harbour is the ever increasing number of heavy vehicles going through the city every day. If I had my way I would place a toll on every heavy vehicle going through the city to assist with the cost of road repairs as these roads are not built to accommodate heavy vehicle traffic. These heavy vehicles cause enormous health problems and unacceptable noise pollution to most residents of Coffs Harbour and the noise levels far exceed the allowable decibel limit and no one is prepared to do anything about it.
6	whilst you have allocated \$180k in your budget for jetty, playgrounds etc, as a survey participant, I can only allocate a figure 5 times that amount. This occurred with other items and it is impossible to balance this budget with the figures you supplied. Also a little more detail on the service each item provides, ie what does public health cover, what are the community services that are offered?
7	Hello, I feel that the state government collects enough taxes from drivers licenses, fines, petrol taxes etc, to pay for the upkeep of all
8	I may have made a mistake with the jetty and playground spend, I want the upgrade that we have been talking about for years to go ahead and embellish a very neglected area.
9	The substantial increase in costs for Roads and Bridges, Jetty Playgrounds and structures, Toilets Pools and Buildings must be looked at carefully. I presume they are manpower intensive areas, so salaries, staffing levels and management must be held in check.
10	I hope this is not just another way of Council saying we have to increase your rates ,if I was sure Council was spending all of this money wisely then I would feel happier about the Budget but I don't know enough about the overall wastage the Council might be able to scale back on to improve their side of the budget .Maybe I am not the best person to comment because the street where I live has open drains and lots of rubbish, no footpath and we have to walk on the road to get access to the Woolgoolga shops.
11	Add \$5.0m to the current road and bridge maintenance

Attachment 3

12	<p>Some cuts obviously have to be made to the budget to give a small increase in the overall spend. What evidence does Council have that ratepayers have had a 14% increase in their incomes. If the average householders have to reduce their spend because their income has either dropped or remained the same it is only fair that Council adopt the same practice. Governments can not continue to increase taxes simply because they want to spend more money. The ratepayer HAS to live with his/her budget and it is only fair &amp; reasonable to ask Governments of all levels to do the same. You cant continue to dip into the well just because you want to spend more. Saying this I have still factored in a 14.9% increase WELL over CPI and any wage rises your average ratepayer has received. You not only have to justify this but also show the ratepayers (YOUR major fund providers) that you are taking steps to minimise your expenditure increases.</p>
13	<p>How can councils complain about Rate Pegging, on one component of the notice only, when for more than a decade, our net rates have increased by more than double CPI.....&gt; 6.5%, year in year out It's like pegging the rise on one tyre of a car but increasing the other three :)</p>
14	<p>This survey is flawed as it only allows respondents to answer within the frame work of the figures in the questions. It is always going to result in an over budget figure due to the large increases on page two items. There can be savings made in many areas of Council that will reduce its overheads and on going costs. It has assets that can be sold and should be. Council can increase its income through smart uses of its assets.. I expect surveys to be honest and not loaded to achieve a result desired by the commissioning body. I believe Council is setting out to have a rate increase justified by loading the questions with figures to increase its budget, not decrease.</p>
15	<p>I've never hoped to have so much money to spend! I don't know what one of the earlier questions regarding Economic Development related to so didn't allocate anything. Had planned to go back but couldn't so I'm still over budget. Can't see how to get it down.</p>
16	<p>The survey is badly set up. It could easily be condemned for being tilted to achieve a desired result by extremely restricting choice options, especially in the big budget areas. I would imagine that a large percentage of results would indicate that participants want a budget over-run. This is because they are absolutely denied the option of modest increases in major budget items. The survey could be described as stupid at best. To me it is described best as designed to misrepresent ratepayer opinion.</p>
17	<p>I feel that we need to cut upgrading sporting facilities - in particular the Stadium. I feel that the community cannot afford higher rates due to jobs losses in our area.</p>
18	<p>I would like to have put in amounts besides the 2 options for some of the alternatives like Roads and Bridges maintenance. I have made a comment in this item</p>
19	<p>whilst realising that my budget has blown out I think to receive the services most of us want we have to pay for it</p>
20	<p>The number of employees in the Official areas of Council appears to have grown without due gains to the community. This brings up the efficiency concerns of the management of the council staff and their productivity, eg. requests to council staff take too long to be processed and then no action occurs that the community can see in response to these requests, planning in particular.</p>
21	<p>I feel this is partly a waste of time given the \$6m hole is achieved / fixed by re-considering the Infrastructure budgets that are considerably higher than the existing budgets (yet we don't have the option to input a figure of our own choice between the existing budget and the lesser of the two options). More careful consideration, tendering and getting value in council projects could save a fortune, without impacting too heavily on the other area's. I haven't checked but selecting the lowest option on the early area's still may not be enough to bridge the \$6m hole given the infrastructure budgets are not really changeable yet higher than current. We are all having to re-look at budgets and cut costs. CHCC should be doing the same with over staffed departments &amp;/or steam lining them / merging them and getting staff to do more than they used to.</p>

Attachment 3

22	<p>Why are you asking residents to comment on allocations that are far more in dollar value than your budget, surely you can't spend more than your budget or if you are counting on Grants than that money should be included in your allocations.</p> <p>I'm not over budget you are over budget in your planned spends or wants!</p> <p>This little exercise does not make sense to me. It's seems your are using this to justify increasing rates to fit YOUR spend, I could be wrong. I'm not saying what you have planned in the way of refurbishments and improvements isn't worthwhile but we need to be realistic with the costings against the current spends.</p>
23	<p>Hard times mean hard decisions and basics need to be a priority. Interest groups may have to fund their own initiatives for the good of all.</p>
24	<p>Although I am well over budget I feel that maintenance has to be increased as we as a city will fall behind and then it will be more expensive to replace in the long run. Coffs like other growing councils suffers by having large infrastructure expenses.</p> <p>.I feel that we do need to increase our ordinary rates. I do not agree with increasing rates of one area only ie: city centre levy as I feel that it benefits all the City of Coffs Harbour other wise the city would continually have rate payers that did not wish to pay for certain things as it wasn't at their back door.</p> <p>We as a city are providing facilities for more that just our population as we take into account the tourist numbers that we accommodate at peak times.To keep the tourists coming to our city we need well maintained and up to date facilities.</p>
25	<p>The survey needs explanation. I'd like to change 4 figures showing in red but can't.. Not sure if this survey is helpful in the manner presented.</p>
26	<p>It is hard to know where to allocate the funding that is needed most.</p> <p>I believe that some of the older areas of Coffs Harbour and surrounding communities need to be upgraded with roads and kerb guttering.</p>
27	<p>You don't seem to want to give the people your surveying a choice in funding nor do you show a real operating cost of council that includes all remunerations to directors and thesalaries and wages to staff that would be nice. I would also like to see the funding allocated for the changes needed to provide for the future when the town of Coffs Harbour will be bi-passed.</p>
28	<p>I think a rate increase of say under \$100 annually would be acceptable to ratepayers. I don't understand why there is such a huge increase just to remain sustainable in the 'Jetty, playgrounds and other structures' sector.</p>
29	<p>Needs work. Difficulty in changing budgets to make appropriate (options)</p>
30	<p>Overall infrastructure particularly for families is substandard compared to similar jurisdictions and holiday destinations eg Byron Bay, Port Stephens, Sunshine Coast, Gold Coast.</p> <p>I would suggest more spend into improving and updating infrastructure such as playgrounds, parks, cycle ways, recreation grounds even if a rates rise is required.</p>
31	<p>Increased expenditure on infrastructure assets will be considerably higher than the current spend. It is apparent Council consider rightly that this is a priority as without this expenditure the budget would be in surplus/.</p>
32	<p>As our major industry is tourism we must continue to spend on facilities that will bring more visitors, locals will also enjoy these facilities. The Jetty Foreshores must be improved as a matter of urgency as done correctly as I believe the current plans are this area could be the "engine room" that drives our economy and employment.</p>
33	<p>I was on track until the 'Infrastructure, Repair &amp; Renewal' section where reductions were not possible.</p>
34	<p>My choice to increase the budget levels in some areas is influenced by need to increase Coffs Harbour as a coastal destination for tourists and the additional income this would provide to the Coffs Harbour area. I do not have any association with the tourism sector but after recently returning from Cairns FNQ and it struck me how much more capable they are at attracting the tourist dollar and promoting their area. They highlight the areas of natural beauty, The marina and esplanade, promote and show these off well and the additional income supports other areas of community need. The reef is their major drawback but surely we are more accessible to the worn out Syneysider or QLD surfer that is looking for a natural retreat. "The perfect drive holiday"</p> <p>While I have decreased the budget for some areas I believe these areas may warrant review of policy and procedure to see if LOS is able to be provided by and alternative method or process.</p>

Attachment 3

35	Please give an indication of anticipated time to complete each future survey, and closing date for survey to be completed, so we can determine when is the best time to complete it (amongst busy family life).
36	Maybe you could give a more concise explanation of the works involved in each of the items so that one can make a better informed opinion of the funding for each item
37	The loss from the lease of the top floor of Rigby House in rent, will also have an impact on the budget. Also the roundabouts needs only ground cover, get rid of all that foliage and save on maintenance and water.
38	Obviously i'm not great with a budget! haha
39	I didnt really see much point to this survey. There were very large increases in budget from previous year that i had no control over one went from approx 800 to several million. this meant no other increases were viable.
40	The rates go up every year anyway so this year should be no different.
41	Being an ordinary citizen & retired, I am not too clear what most of the different departments listed above entail in detail, so I cannot give a very informed opinion or cost. Generally, I feel the Coffs Harbour area is lovely: interesting shopping (too much though), multicultural, many excellent activities & clubs, and excellent cultural events in relation to the population. But people are generally 'spoilt', and still too many youth are ungrateful & aggressive, and therefore should be put to do volunteering work (= less vandalism & less alcohol intake) ... and less financial cost for the CHCC !!! It's not extra or more beautiful amenities that will make us happier, healthier & wealthier ... but people with better attitudes and being pro-active!
42	Thankyou for the opportunity of input via this survey & I have been pleased that our council do listen to the community & it's wishes. You only have to look around our town to see the regular upkeep being done all the time by council, keep up the good work.
43	you must take a back to basics approach endless borrowings are unsustainable
44	The options available are unrealistic, how can something go from 180k to 1m. With no option in between it appears that this survey is set to allow a rate increase regardless of how much you cut from other areas. A rate increase is ok but where do these costing estimates come from ?.
45	A "Budget ' choice should be available for all items and or some way to prioritise
46	Reign in your expenses on Parks , ovals etc. floods and drainage, museums, and overseas junkets.
47	I would be happy with a rise in rates to cover my or Council's budget choices.
48	I am unable to reduce the spend amounts on the last few options and I feel as though I do not have enough information to make informed decisions about how finances should be allocated .I feel that the entire survey is skewed towards an outcome which will provide evidence of a need to increase rates . As I reduce amounts spent in some areas the allocator did not seem to change. It is possible to reduce costs in some areas by improving efficiency which is the message I was trying to convey in my rather lengthy response which seems to have gone missing. Cost cutting m Doesn't have to mean provide a lesser service I am not sure how valid your survey results will be given that I didn't fully understand what I was doing. I. Went back to try to reduce expenditure in some ares but the totals seemed to remain the same ! Sorry!
49	The Council will be judged in the main by managing the budget and keeping rate increases to a minimum. Ongoing Community information on the allocation of funds needs to be given to ratepayers on a regular basis. This is especially important where cut backs are required. Over the years Councils have increasing become involved in a lot of issues which belong to the business/sporting/environment and welfare groups.A gradual reversal of this is required to Councils can keep up financially with the BASICS.

Attachment 3

50	Thank you for the opportunity to consider these issues. To me it seems obvious that council knows that an increase in rates is inevitable and this program just highlights it even more. It has educated me on the considerations council has to make in allocating funds for various projects. I do believe that the rate paying community is mature enough to understand that to maintain the city as well as grow, more money is needed and it has to come from somewhere. Even though I personally don't like the thought of paying more rates and I am sure I am not alone in this, I do enjoy living here and have raised a family here, I like to be able to take my kids to a safe clean park, swim in a safe beach, not be mauled by stray dogs, not find syringes in the urinals, etc. etc. so I understand this all costs money. I think budget transparency is very important and think that if people could say; go to a council website and actually look at how money is being allocated as well as the costs in running things, much like the budget allocator, then I think we would all be better educated and informed, we could all see where money might be getting wasted as well as what good it is doing, we should all have the ability to comment on these allocations as well in an ongoing forum perhaps online like the budget allocators comment sections.
51	Revenues could be increased by adopting a user-pay principle especially for parking. Coffs is a rare city where parking is free all over town. Some energy deployed to keep our round about beautiful could probably be deployed in other areas by choosing lower maintenance round about gardens
52	With Toilets pools buildings there was too big difference in the amount to allocate.
53	While my comments are over budget, on several items I was not given an option of maintaining or decreasing the costs . Only increases were allowed
54	A very difficult survey with insufficient "in betweens" in the last section. This covers a skew or bias. What do you mean by economic development. Culture, sport and one other item should not be pumped in together. Sport in Coffs has always been given more than a fair share. Culture is neglected. Does this this survey have a hidden agenda in aiming to increase rates yet again.???
55	The public obviously don't know the management practices of the council and each department. We have to assume that best practice is observed constantly and our rates are not being wasted. We see beautiful roundabouts that I feel leave a lasting good impression but maintaining of roads has been terrible. The Jetty area and in particular the road to the fishing club has been a disgrace for too long. I despair though when I see the bollards that have been used on the edge of this road - such a poor choice for fencing - no need in my opinion for any if that is the best that can be done. Other cities seem to choose much neater products and have a much more sophisticated finish. It will be a great day when the general parkland at the jetty is finally given the makeover that it deserves and we have a view to the water over grassland and through selected trees as is the case in so many other towns - Townville, Bribie Is, Gold Coast, Port Macquarie to name a few.
56	Unfortunately your options were over budget in many cases - i.e. the sustainable level of service cost suggested was way in excess of what your budget indicated, making for a guaranteed cost blow-out even if I indicated reduced services all-round .
57	I went over budget by nearly 7 million dollars!!! But I feel quite passionate about the things I went over on. Golly I thought doing my weekly budget was a struggle! I really feel for you guys who are doing your best to budget for a community. Whilst I truly believe this is the responsibility of the state government, I am realistic enough to know that won't happen! On a positive note... An increase in rates by my calculations on my submission is approx \$200 a year .. I don't think that's a huge amount if you want to live in a great place!
58	I am not in favour of increasing the rates by keeping them at a reasonable price, I feel that people are more happy to pay and less likely to default on payments which in turn costs more money. I am in favour of cutting waste and keeping a tight eye on all costs.
59	I don't undersand why in the second section, there were only two choices and the budget amount was so much different from the amount we could choose. This has a detrimental effect on our budget targets and make a balanced budget virtually impossible. I feel council wants to "demonstrate" a need to increase rates using the outcomes of these surveys.

Attachment 3

60	<p>This is a useful way of demonstrating the challenges faced by council in balancing the budget. I don't think though that playing with such small amounts as it relates to the whole council budget and external funds available vs state funding vs federal funding is clear enough to make any appreciable choices.</p> <p>If you choose sustainable LoS for Roads and other infrastructure type stuff which results in almost half the budget allocated here you have to cut other back to come close to budget. I don't believe it is that simple.</p> <p>I want to understand what 550 odd council employees actually do? Are they all needed? Also if you cut back some sectors they result in economic impacts from revenue raising - which can become revenue for council to deliver more services...this needs to be factored into the whole equation as well. I did find this exercise valuable in demonstrating that so much of the budget is fixed in maintenance and very little is discretionary. Perhaps more user pays systems are necessary to keep a level of service but require those who want it to pay for it.</p>
61	<p>I would like to see an end to the sister city arrangements, and no more junkets by councillors or staff such as so-called "study tours". All the information is easily available through the internet etc. No need for expensive overseas trips. This would go some ways to balancing 'my' council budget.</p>
62	<p>As a town, holiday destination, and regional centre it is a very expensive place to visit and live already. With no 'real' or apparent view to building any kind of sustainable industry or centre of excellence that attracts a different type of revenue it is hard to see how the allocations preset are sustainable long term anyway.</p> <p>An increase in rates (or any activity) that continues to take from the people in the town is shortsighted and doomed and necessarily reflects an unimaginative long term view.</p>
63	<p>I think that this series of questions and answers is weighted. I have chosen not to answer some due to the ambiguity it would have on the overall outcome.</p>
64	<p>I understand the difficulty Council has in prioritising budget spending in uncertain economic times where it has to do more with less because of both Federal and State Governments reducing funding to GDP for Councils on a seemingly yearly basis.</p> <p>Ratepayers and all residents should be made more aware on the above to enable them to vent their anger where the blame should be directed.</p>
65	<p>think stormwater and flooding is more important at this stage than footpaths. at least in this budget.</p>
66	<p>I think:          CHCC needs to do more to attract businesses to the area so that they can contribute more to Council's revenue.</p> <p>The decision to NOT allow the Pacific Highway to by-pass the city has a negative effect on the decision for people to stay longer in holiday accommodation.</p> <p>Lobby both Federal and State Governments for a bigger share of funds. I acknowledge that with all the disaster relief that has had to be paid, that funds are short so extra funds have to be found somehow.</p> <p>A lot has been said about the cost and availability of 'free' or 'cheap' parking for overnight grey nomads etc. They can bring a lot of extra money into the area and so increase the ability of businesses to be more profitable. Maybe the showground can be made very cheap for one or two nights only and also make Coffs an 'RV Friendly Town'</p> <p>The hard thing for me to assess is what is involved in each of the broad headings such as Customer Services and Community Services etc.'</p> <p>The \$9.32 annually equates to \$51.26 quarterly or \$17.00 per month on the figures quoted.</p>
67	<p>I appreciate Council has difficult decisions to make but I feel less or 'break-even' spending on 'central admin' is one way to go.</p> <p>The opportunity to participate in this survey is appreciated and I hope my suggestions are useful.</p>
68	<p>As you cannot choose lesser amounts for the Jetty Foreshores and Roads budgets my comments in those items should be noted as they would result in a balanced budget</p> <p>Note: unable to read the allocator comment on the right hand side of the screen as it scrolls up with the main screen. Not sure what it says after "typically a 1% increase in average household" .....</p>
69	<p>Suggest rate peg all areas BACK down even further to realign budget ....to remove my over budget of 2.88m</p> <p>Regards</p>

Attachment 3

70	I really can't see that the council can do any more reduction in costs to most of these areas . With the ever increasing cost of essential services (Energy costs in particular) there really is no quick solution to the problem of keeping costs down . The only way out of the situation I think is for more funding from State and Federal levels of Government , by way of a greater share of the GST income being returned to the local councils .
71	
72	It seems rather difficult to remain within budget, when a lot of the LoS choices are well above the current spending. I think we need a 'Razor Gang' to come through and slash, where practicable, unnecessary spending. It wouldn't be that drastic.
73	Obviously we would all like an increase in service and facilities in many areas but are restricted by the budget allocation. I am happy with the overall levels of service and facilities across the city area considering the lack of additional funds. I am concerned about the last few budget items in the survey which force participants to select items which force them to overspend. Please see the comment in the final budget area.
74	I am just tracking down the original reason for my comment as referred to in my contacts #18922 and (#18922) Maybe you OR someone can see why my comment arrived with you and where somebody stuffed up.... The url for the web site with the questionnaire I am responding to is ; <a href="http://chccpanel.budgetallocator.com/budget/confirm">http://chccpanel.budgetallocator.com/budget/confirm</a> Regards
75	Some services are very well maintained but there are many that seem to lack attention.I assumed our rates paid for normal infrastructure work and maintenance. Sawtell seems to fall behind with much of this work.
76	Council is currently over budget. My plan has reduced this by about 1.3m. However, I have not advocated for decreases in all areas. Rather judicious increases in certain areas will I expect result in increased community prosperity. Understanding what is important to a community is important to making these decisions. There is notable body of research available on this topic. Research that looks at community has identified that things such as a sense of belonging, a sense of contributing to something that is bigger than one's self and sense of ability to express one's self are critical to community well-being for young and old. I think that Coffs Harbour has capacity to be innovative but we have hardly tapped into this yet. For example, competitions for original innovative signage would help to create a unique feel for our business district. Understanding the psychology of visual aesthetics would allow a better understanding of how this can change mood- signage that has texture and natural materials creates a radically different environmental message to signage that is a generic flat plastic surface- which is all we currently have. A simple thing that is a symbol of so much. This sets a culture of sustainability for the town and sends a powerful message to visitors. Coffs is located half way between Brisbane and Sydney- again a brilliant opportunity to attract international performers and hence visitors if only we had the cultural facilities. Also we have an amazing multicultural community that gives Coffs an international flavour. Why are there not financial incentives to get some of these people working in our central business district? Their absence behind counters is conspicuous.
77	There are many areas on which I do not feel competent to comment. These I have left as satisfactory in current spending. There are areas where I feel the council is neglectful, typically the Coffs Harbour Eisteddfod which aids literally thousands of children and adults many of whom spend the June long weekend in CH with their families, and yet has no support from council. With studies coming out every day about the importance of music in education and well being, it is time for a levy so that Coffs Harbour is not bypassed in favour of Grafton and Port Macquarie when bodies like the Sydney Symphony orchestra go on tour. There is a wealth of talent in this city, but development of this is only available to those who can pay for it. An arts Festival would go towards balancing the economically beneficial but culturally bleak events like rally drives. NB Comment from one of the out of town organisers to the question "Why is this event held in Coffs Harbour"? Answer "Because Coffs Harbour is full of bogans".

Attachment 3

	<p>I am offended when this is the perception of the city I love, but the lack of real support for the arts underlines it.                  One does not have to choose between fixing the toilet and sending the kids to school. Both are equally important.                  If a small increase in rates is necessary, then it is necessary.</p>
78	<p>There are many areas where council can save money by increasing productivity. Council should consider contracting experts in this field to investigate all areas of the councils operation.                  I believe we are currently not receiving value for money and council facilities are in decline especially in Woolgoolga where I live.</p>
79	<p>Buskers and World Rally do not benefit the Council. These events fill up Motels but are a drain on the City and the Community. How much do we spend?                  If these events are programmed to generate profits, then let businesses run them.                  A perfect example is the Coffs Car Market - there was a need, and an ability to make a profit - all run by private business and lease of council land. Council wins, and business wins.</p>
80	<p>Upgrade the council work ethic by raising standards of efficiencies to get results and achievements and have fewer conferences and less talking.                  Employ 'can do 'people, who get results without wasting time. Managers should be very strict and expect high standards of work ethics and results.                  Workers should feel it is a privilege to work for council and to respect their position and be well aware of their outcomes.                  Increase fines heavily for food and dog issues.</p>
81	<p>It is my wish to endorse the last five (5) Council estimated spends, but the program does not allow me to do so on four (4) of the questions.                  If permitted to endorse those five estimates by Council, a net reduction of \$2.2m should be my budget estimate outcome.</p>
82	<p>Its one thing to promote our city as clean,friendly and a great place to visit but if it doesnt match expectations people don't feel like they got the full package. The entry to Coffs Harbour from the south of Englands Rd is a disgrace. As a first impression it fails miserably. Rubbish lines the highway and bike track, and it is getting worse, despite my repeated requests to both council and RTA, and my attempts to collect the rubbish. As insignificant this request may be, i see it as my personal priority.</p>
83	<p>The challenges are many and the resources few. This budget allocatore only allows for limited choices in the latter items/areas of; Jetty Playground, toilets, pools; roads and bridges etc. It is obvious that this is so as to highlight the needs and challenges we all face to maintain current levels of service, let alone to enhance them.                  It is assumed that the amounts listed do not include opportunities for CHCC to secure grants/funding from State and Commonwealth Governments and that all monies need to be locally sourced ? If so, then strategy should be developed with the aim of tripartate government contributions towards some of these projects.</p>
84	<p>The above Financial Statement does not indicate any State or Federal Funding that the Council may receive, or any Grants which Council may apply for.</p>
85	<p>I agree to a rate increase to fund these selections.</p>
86	<p>The questions in Infrastructure section were disappointing in being unable to allocate our own \$ value, so of course you would go over budget.                  I feel more needs to be spent on local facilities and roads.                  I suppose I am a little biased as I live in Woolgoolga which seems to be left out a lot whereas Coffs Harbour seems to get the lions share all the time.                  There are streets in Woolgoolga that have never had curb and guttering and I grew up here.                  The signage to Woolgoolga needs improving as we'll.                  Kind regards</p>
87	<p>Difficult to provide a realistic budget without more detail.</p>
88	<p>This is a no win situation. There must be other budget items not listed as I did not see any salaries and wages, stipends, etc mentioned.</p>



Attachment 3

89	<p>The survey was compiled very well. I think with Cex taking over the stadium they should be responsible for the complex. They seem to put a lot of their funds into gambling facilities at the Vernon St. Coffs club.</p>
90	<p>I believe that all services should be at least maintained at current LoS, but as services and responsibilities increase for Council, then budgets need to be increased, or grants sought from State or Federal levels.</p> <p>I would NOT be in agreement to a rates increase, as we homeowners seem to be always the ones who have to foot the bills all the time. Coffs Harbour City Council rates are among the most expensive on the North Coast.</p> <p>Perhaps investigation needs to be undertaken with other local councils around the country to see how they operate, in an effort to find a way to increase efficiency in the way things are done, and cut down on the bureaucracy. (work smarter, not harder)</p> <p>Perhaps consultations with large private businesses, to get some input and/or recommendations.</p>
91	<p>I would not like to see an increase of 19.3% above the State Government Rate Peg, which I believe is about 8%. Surely this can't be the only option available. Considering the amount of wastage, some excessive, concentrating on greater due diligence and accountability would rein in excess spending and make better use of what funds are available. Applying for grants wherever possible would assist too. It is like a family budget, the greater the income the more is spent and the more one wants rather than needs.</p> <p>Other coastal councils charge less in rates with a higher level of service and have given rate decreases where the land value has decreased.</p>
92	<p>Some areas I would have increased but not as much as allowed and decreased some less but unable to with the setting.</p>
93	<p>I felt trapped by your alarmist info. There seems no way that we could balance the budget without either reducing services or increasing rates. I am sure that both of these alternatives will be used to achieve a balanced budget.</p> <p>My overall comment is that council should stick to looking after the town and maintaining services. Leave promotion, development etc to the business professionals. There has been a lot of self promotion over the years by certain parties who it seems where empire building.</p> <p>More importantly look after the infrastructure that we have by regular maintenance instead of neglecting it and then throwing your hands in the air and declaring a disaster. Previous councils have done this so you are on the right track in looking to the future.</p> <p>Good Luck.</p>
	<p>(1) The failure to allow respondents to consider options for lower levels of expenditure on Infrastructure Renewal &amp; Repair than the "Sustainable LoS" option provided for us, makes it impossible for me to provide a balanced budget. If it were an option I would reduce expenditure on Infrastructure Renewal &amp; Repair within all options, and would consider the strategic closure or degradation of some infrastructure. Also refer to the attached three comments made in response to the first of the options under Infrastructure Renewal &amp; Repair. Makes the overall response to the survey potentially invalid. I would balance the budget I worked on if I had been given a full range of options.</p> <p>(2) Why is there no mid-range increase option for the budget choices in all areas.</p> <p>(3) The combination of Community and Culture with Sporting should be revised, with all sporting expenditure identified separately. It seems to me that the bulk of any expenditure within this falls to sport rather than community and cultural events, but I may be proved wrong. The major sports are essentially big business and do not need or deserve support from Council in the light of the need to reduce expenditure. They also receive significant State and federal government support to encourage grass roots participation. I am fully supportive of encouraging sporting participation by the Coffs Coast communities, but there are ways and there are ways.</p> <p>(4) All major sports events are business events (e.g. Shield cricket matches, AFL/NRL practice matches, World Rally, etc.) should be treated solely as business issues. They are sports in name and action only, and an entertainment option for citizens.</p>
95	<p>Although I am under budget, I would like to spend the remaining amount on roads and bridges.</p>

Attachment 3

96	<p>My understanding is that rate increases are pegged to CPI, so I don't understand the introductory statement reference to "have not kept pace". Actually, in the few years I've been in Coffs my rates have increased an average of &gt;5% p.a., i.e. well above CPI</p> <p>Generally I think that we need to be VERY careful about large increases in rates because of effect on people who are on fixed incomes, etc such as retirees, welfare recipients, etc.</p> <p>The sustainable LoS levels for infrastructure are set at values which mean that most of us will be "over budget". E.g. perhaps Footpaths could be funded at \$400k, not \$430k, still a 21% increase. I am unclear about exactly what some of the categories mean, e.g. "Environmental Management" so it's hard to be too definite.</p> <p>Are there other options that should be part of the mix such as funding from outside sources, increasing charges to users of some services, reducing administration costs, innovative ways of providing services, etc?</p> <p>Thank you.</p>
97	<p>Woolgoolga needs road repairs ASP near the RSL units &amp; some kerbing &amp; guttering wouldn't go astray near the main parts of town. We all need to get back to basics, forget football teams, cultural centres &amp; pies in the sky. Our parents aren't hung up about missing out on all that is supplied today, they got by. Our consumer society expects too much in pleasure &amp; facilities, they need to concentrate on raising decent kids that don't affect the budget with their vandalism &amp; binge drinking. More action needs to be taken on dogs that bite, they should automatically be put down no questions asked. Stop trying to please everyone &amp; get back to the bottom line.</p>
98	<p>overall chcc priorities are weighted towards sporting events leaving infrastructure as a lesser weighting. also no mention of the large amount of funds raised with the environmental levy which when allocated to community to be expended in a financial year and is not expended for various reasons should be returned to CHCC and re allocated.</p>
99	<p>I was very surprised to find how hard it was to remain within budget guidelines and still provide the level of services most would like.</p>
100	<p>IT:S NOT JUST THE COUNCIL THAT IS HAVING A HARD TIME MAKING ENDS MEET.BUT YOU CAN:T MAKE A LIVING IN THIS TOWN WITHOUT INDUSTRY, NOT EVERYONE CAN WORK IN THE TOURIST TRADE, YOU MUST HAVE AN INDUSTRY THAT CAN EMPLOYE AND TRAIN PEOPLE. IF YOU DON:T HAVE A JOB IT MAKES IT HARD TO PAY YOUR BILLS, SO IF THE PEOPLE HAVE TO MANAGE THERE MONEY SO TO DOES THE COUNCIL,AFTER ALL ITS THERE TAXES THAT PAY YOU</p>
101	<p>3 big items appear to cost more than all the rest. Get more money from Sydney.</p> <p>There are thousands of more people living in the area since I got here in 2001. Has their tax input been fully felt by the economy? Will there be thousands more?</p> <p>Maybe council let out too much land for development. Corindi Beach is now a nondescript, ordinary suburb now. Too much was developed. Way too much.</p>
102	<p>please explain why the infrastructure repair and renewal section did not give the option of maintaining LISTED CURRENT SPEND but only gave two higher value options (in the case of roads and bridges a minimum increase option of 42%, and in the case of toilets pool etc an minimum increase option of 159%!!!!). All other parts of the questionnaire offered options to maintain existing spending, increase or decrease - here you only give the option to increase, and quite dramatically at that in some cases, without explanation - of course I'm over budget. Assume the increase in Jetty, playgrounds etc from 180K to 1.1M is for the foreshore redevelopment (although not stated). In case you actually care, if based on your current figures I allow an INCREASE in spending of 25% for the repair renewal categories, I AM UNDER BUDGET. Please take more care in drafting your next survey.</p>
103	<p>More emphasis should be placed on estuary management - ie implementing Estuary Management Plans</p>
104	<p>This survey is deliberately designed for me to go over budget as in some of the allocation areas I was not offered the option of staying on budget. This the wrongly gives the impression that all people doing this survey want Council to spend more money. WE HAVE NOT BEE GIVEN THE OPPORTUNITY TO STAY IN BUDGET ON A NUMBER OF ITEMS</p>

Attachment 3

105	<p>Hi, I do not want to spend \$1.01 million on the Jetty etc, the system will not let me change my choice. I wanted to sustain the budget amount. I am not wanted 'cuts' to the services as such, I want the people who are spending my money to create new ways of maintaining Coffs Harbour using new technology hence costing less. Council to think smarter, staff to be on the ball, positive, energetic and thoughtful of the taxpayers money. Ask staff to advise how to save money or how to do something 'smarter', no one knows another persons job like the person doing the job ! thank you</p>
106	<p>There we a number of areas where the only options were far greater than the set budget making it basically impossible to have a balanced outcome</p>
107	<p>Council if possible needs to promote businesses other than franchise based, to bring individuality to Coffs Harbour rather than the same we see in all other coastal areas.</p>
108	<p>It's difficult to imagine how we can accept less services for the area when the growth rate is so high. It looks as if the allocator is geared up for cuts in services. Maybe smarter thinking is required, eg, more online services...</p>
109	<p>Jetty, playground and other structures: not sure why big increase in allowable expenditure. Also, how does the proposed Jetty development impact on this figure if and when funding becomes available.</p>
110	<p>I believe the council needs to focus more on benefiting the community and less on fixing the undamaged footpaths and such</p>
111	<p>With an ever growing population, I hope that with assessment and consultation that we are looking at the big picture and not just 5 years down the road.- no pun intended</p>
112	<p>This was a particularly difficult exercise and I don't believe I was able to give something to the council that is of real value. The selection of issues that require funds are all important to the our community and way of life. I believe we need to look at other options to assist with issues such as maintenance of facilities such as mowing karangi cemetery etc. Whether it is to conduct locally run courses on grounds management and have community members currently unemployed (do work experience and gain a qualification/certification in process). I have found this exercise interesting and confronting and was surprised how many times I went back and reduced expenditure and yet still I find I am over budget.</p>
113	<p>The information identified with each of the options seems to be negatively biased when considering the projected outcome. The more negative the response may in fact may impact upon the assessment being undertaken by the surveyed person. Some options appear to have been identified with a much higher monetary value than others; such as - roads and bridges.</p>
114	<p>I just saved you \$10.13m. For future works or community projects. Kind Regards.</p>
115	<p>may need to increase budget as everything is important</p>
116	<p>I am aware that the type of response you get from this survey will give council ammunition to apply for an increase in rates that will probably hurt the average resident and I am not all that pleased to be a pawn in a calculated strategy such as this. I think it is blatantly obvious what the results of this survey will be and I think the whole thing is cleverly constructed. None of the respondents are qualified to comment on the budget, it becomes a wish list. I'm sure that there are many ways the council could cut wastage and expenditure but the opportunity for us to comment on that is not forthcoming. Nor would we be any more qualified to comment on that as we are on what we have been presented.</p>
117	<p>it is obvious that maintaining roads, bridges, the Jetty, playgrounds and toilets are where some of the big costs lie. Have all possible grants, subsidies etc from State &amp; Federal Government been explored? The Coffs Coast has suffered an unusual amount of flooding since early 2009 that led to damage of public facilities and roads beyond what would be normally expected. Surely there is an obligation for the State Government to assist in the circumstances. The Coffs Coast is known to have a lower average income than many other areas of the state which compounds the problem. Just as low income schools get extra help, shouldn't also low income area councils.</p>

Attachment 3

118	<p>You have LOADED the survey to give an outcome that you want ... the survey is not valid. If you would like the survey to be valid, treat all line items the same, with options to maintain or decrease each line item. The way it is now, with the last group of questions having reduced options (to two instead of 4), each with over-the-top increases, bastardizes the whole process. Do you really want our opinions? ... or were you 'stacking the deck' so you would be able to say that "all of the panel that responded recommended an increase in the budget" ... if that is the case, the PRESS will hear from members of the panel.</p>
119	<p>I would be prepared to advocate for, and pay, additional rates to fund the Council's services. But significant pressure should firstly be applied to the local federal and state MPs, both of whom are now in government.</p>
120	<p>I find it difficult to give accurate figures as either State or Federal money is available for some of these items. and in some cases the facilities are duplicated by either State or Federal Governments. There is a difference of \$3m on one particular item against budget !! The majority of ratepayers know that there has to be an increase each year, but by what amount is the issue. No one wants to see waste.</p>
121	<p>AS Member of the General Community, and a rate payer for 47 years I would suggest that from my position one cannot have the necessary information or Council Staff input to make definite decision. My personal view is that Council should have a Policy for moderate increases every year in accord with CPI rather than substantial one off increase. During my time as rate payer Council has preformed quite well. Whilst my budget is over Staff should evaluate and make appropriate sdjustments so that it would need a modest increase. Personal view reduce Roads and Bridges by 50% and Toilets and Pools by 50%</p>
122	<p>more attention to detail on public areas on Northern beaches &amp; tree management/lopping where possible injury can occur</p>
123	<p>I am only over budget because 4 of the last 5 answers are grossly increased. I would definitely not support a 5-fold increase in "Jetty, Playgrounds and other Structures". Nor would I support a \$2 million increase in "Toilets, Pools and Buildings" or a \$3 million increase in "Roads and Bridges". House holds, just like councils, have budgets. We can't assume our bosses or businesses we may be involved in are cash cows. Sometimes we need to make hard decisions, based on our limited income, what our priorities are and what we can afford now and what will have to wait till more funds are available. The same holds true for councils in general. Sometimes you need to take a step back and take a good look at what the council can afford and what needs to wait. Take those last issues back to last years spend and your budget would be in surplus. My observation is based strictly on the information received.</p>
124	<p>Firstly - in some ways this form was well written, in that it gave an indication of what the higher (or lower) amount would mean. However it could be refined; it was exasperating that you could not 'save' the form and continue later; I tried that and lost all the answers I had put in. Also, for some reason if you wanted to go back and look at your comments, they had either been wiped, or stored where you could not see them. Frustrating ! Under "Infrastructure Repair and Renewal. Items which require sustainable level of service are causing the budget over-runs. Presumably this is the accumulation of a backlog of maintenance over many years. Do we have to make good all that in one year ? Maybe some things could be allowed to run on for another year or so. Anyway the sooner we start a catch up, the better, even if Rates have to be increased. Money doesn't grow on trees ! Thanks for the opportunity to consider, and comment on the budget.</p>
125	<p>wow! it is very hard to determine what is the most important for the future for coffs harbour but keep the occupants happy for now as well. i did realize the budget had to stretch so far!</p>

Attachment 3

126	<p>I prepared a Budget and was reasonably satisfied THAT was before I realised that I could not put in my figures. Oh!No! I was confined to limited choices and Shock!! Horror!! When I reached Infrastructure ,Repairs ,Removal--absolutely no Flexibility as well as an enormous "hike" in costing in to the RED and ditto for the next three items. Obviously I am not happy with this end result. I minimalised (VERY RELUCTANTLY) in all areas. There is no way I will minimise further on Public Health or Sustainable Planning. I would remove \$\$ from Infrastructure,Repairs/Toilets, Pools,Buildings/ Roads &amp; and Bridges to balance this Budget if I could.</p> <p>I am very concerned at having been forced to be a "slasher" in areas that I am quite passionate about. Any comments I put into the boxes in each section kept "jumping out" so I've had to comment here. Also I am unable to print off the Budget on to paper to work on it. Very Difficult!!</p>
127	<p>The Allocator should allow for direct entry of a spend amount with reasons. E.G. the spend on Roads and Bridges. I suspect this is going to be used as a public justification for an increased rate.</p>
128	<p>I think it's important to maintain the cleanliness and up keep of parks ,toilets, BBQ areas and all other main areas that are used by the public .This will not only encourage residents to enjoy there community but promote return tourism. Bringing much needed funds into the community.I also think based on past events that storm water and beach loss prevention is high on the priority list.</p>
129	<p>Three of the last four selections I could not allocate the amount council allowed for budget, thus am overbudget.</p>

Attachment 4

Comments from the Open Budget Allocator – Overall Comments

1	as i am on an aged pension you will realise that to spend money that you do not have is making things worse, so do as I do and live within your means that way you can make a little go a long way, and find ways to economise in all departments, it's tough out there but with a little bit of brain power and determination all things are possible, just think of people in the great depression, they had to make do and so should you.
2	why is infrastructure repair and renewal at \$1105 k????Surely you have forgotten a decimal point, that will totally skew your figures!!!
3	Council wastes too much money on community and sporting events. The stadium is a white elephant we don't need it is too big for most sports. The Jetty is fine the way it is why waste money on something that doesn't need fixing. I am prepared to go without to maintain the rates at the level they are.
4	We acknowledge that some services require adjustment, however Council is providing some services that other organisations should be able to carry out.  We also acknowledge that funding is tight and a significant rate rise is required. I believe that the majority of people would support any rise if they could see the benefits.
5	This survey is skewed towards getting approval for a rate rise and as this council already has one of the highest rates in the area it should be possible with more judicial allocation of funds to stay within budget.
6	Our city runs from the beach/coast back. People do not come to Coffs Harbour for a cultural experience, they come for our coast line lets improve that. Start with not letting people die on our beaches, clean the toilet blocks up and allow some selected development near the beach to make people come to our lovely town. Scaring sporting events off like the billabong junior series or things of this nature does not help anyone. The council should be spending money to encourage sporting events and things of this nature to come to coffs then spend money to keep them here
7	Finalise the closure of Sawtell sewerage treatment plant as soon as possible Increase pool seasons not all residents are able to go to the beach to swim for exercise
8	Don't take money from the roundabouts or the Botanic Gardens, perhaps the residents could maintain their lane (crown) land verges, if asked, so they do not need mowing by council staff. Replace the palms that need their dead fronds removing, by council staff, to plants not requiring such high care. Have sports clubs mow their lawns, not council staff, as happened in the past. Instead of council clean ups people take their stuff to playing fields twice a year where everyone can pick through the stuff and take home what they want, to see if we can reduce the amount going into land fill. The R.V.'s don't need to stay near the harbour I have stayed at Cemeteries, in parks, on the side of roads, people in R.V's stay longer and spent (at least \$100 to fill the fuel tank) on food if given a place they can use to sleep the night while they explore the town of a day. It doesn't have to be near the harbour, I would prefer the parking lot of the Botanic Gardens or Hardacre Street on the tafe side where they would have to move each morning for the tafe students to take the parking spots. My R.V. is worth over \$110,000.00 and has a toilet, shower, solar power and I like to stay overnight close to the places I intend visiting the next day (family history means a lot of cemeteries). Why not list on the internet the services you will be unable to provide and see if the service clubs can take any of them up as projects. In the past the people had to do a lot of work in the community such as maintaining its sporting areas, and if the funding if not there it may have to do it again even if it is not at a top notch level of care. If Urunga can afford a Museum why not Coffs! Give a list of the needs of the Museum to a sitting of the service clubs and see if they can help, they have helped get the gardens off the ground. Do we need a friends of the Museum with a good organiser to get it off the ground.
9	I think that public health and lifeguarding beaches should be an upmost priority in the budget as it actively prevents and saves lives on the Coffs coast.

Attachment 4

10	<p>The allocator and process is flawed.                  The ILOS can be reduced, but there is no option to reduce the number/type of assets that require maintenance - see previous comments.                  Eg reduce the. Number of parks for kids with play equipment, thereby having a sustainable model and reduced expenditure on maintenance. Identify high use public toilets and get rid of low use public toilets, that are often locked and unable to be used. If you remove play equipment from a park, the toilet could also be removed. I think that by trying to reduce the levels of service (staff services) In isolation, without reviewing all assets and making a decision about them, it isn't going to solve the fundamental problem of asset renewal backlog.</p>
11	<p>This did not allow me to alter the level of service for the items listed for renewal - other than increase the spend. As such i suggest that the existing spend could be increased but not to the full sustainable increase amount suggested as this would otherwise blow the budget out. I question the value to Council for services such as Economic Development as this to me appears to benefit the business community. I suggest that the Chambers of Commerceshould provide most of the services that Council EDU currently provide, but Council could retain an officer in an EDU role to supplement the Chambers objectives - rather than Council provide EDU for the business community as a whole.                  Jetty, Playgrounds and other Structures (Please indicate your level of service priority) - suggest \$1.1m                  Current Spend \$180k                  Toilets, Pools and Buildings (Please indicate your level of service priority) - suggest \$1.3                  Current Spend - \$1.3m                  Roads and Bridges (Please indicate your level of service priority) - suggest \$10.0m                  current spend \$7.63m                  Footpaths and Cycleways (Please indicate your level of service priority) - suggest - \$600k                  Current Spend - \$330k                  Stormwater (Please indicate your level of service priority) Sustainable LoS                  Your Spend \$290k                  Current Spend \$290k</p>
12	<p>Thanks for highlighting the budget difficulties so effectively. Time for an increase in rates!</p>
13	<p>To some extent this is a ridiculous exercise! Was there any way for someone to complete this budget allocator keeping under budget?? This seems like a sneaky way for council to convince residents there needs to be a rate rise. Of course there needs to be a rate increase, we're currently running at a defecit and are not maintaining the city, and don't even get me started on the fact that our libraries are so far below standard it is embarrassing - but I just think this was a bit sneaky and you'll have people becoming frustrated trying to stay under budget when that is just not an option!!</p>
14	<p>There is nothing wrong with borrowing money for investment or maintenance of future assets</p>
15	<p>Only focus on "bread and butter" issues. Everything else should be cost recovered or privately sponsored. The arts etc should be fully cost recovered.</p>
16	<p>Thanks for the opportunity to participate in this survey.                  My budget is over income and this appears to just maintain services.                  I appreciate the difficulty CHCC has in balancing the books and mauin taining the services the ratepayers expect.                  Thank you.</p>
17	<p>I would be happy to pay slightly higher rates. Rates should be increased in line with CPI. I'm not sure why this survey allows you to select a decrease in spending on services but when it comes to assets it only allows you to select increase ('enhanced') or maintain current spending ('sustainable Los'). Where is the option to decrease spending on certain assets?</p>

Attachment 4

18	<p>Totally unrealistic from "Jetty, Playgrounds and other Structures" on; up till then I could choose to increase, decrease or maintain status quo; from these options on there is extremely limited options.</p> <p>For this one my minimum choice is a nearly 6 fold increase in current expenditure; more importantly once entered it is impossible to remove it.</p> <p>I have added some by default but could not remove them or modify them to a realistic option.</p> <p>If you want a realistic suggestion please make it possible to enter it.</p> <p>If you need to discuss the other options please contact me by email &amp; I would love to give you some other alternatives.</p>
19	<p>Happy to pay high rates above rate pegging to see higher level of service. More footpaths are needed particularly in Korora and increased level of street cleaning. Parks and gardens are well maintained. Increase road maintenance / resealing required to sustain existing road infrastructure. Council does a good job in promoting the region. Upgrade of the jetty precinct would greatly enhance Coffs as a destination, don't bow to the vocal minority.</p>
20	<p>This Coffs Harbour Council Budget Allocator will not properly reflect a true recording of public input into the budget process as it requires the end user to select every minimum total provided and still brings you in over budget. If this tool provided real budgeting options and not designed with very limited and pre-selected multiple choice total and included additional budget options, e.g., staffing, cleaning, travel, rent, fringe benefits, functions and catering, consultants, vehicles, etc we would all see a very different outcome.</p>
21	<p>Your budget allocator has one major flaw, if you accidentally click on a choice and then decide that you don't want to spend any money on that choice you cannot remove the click. Also there are a lot of areas within Council that have not been included in this budget allocator. Residents should be given more details of what customer service (for example) includes. There did not appear to be any budget allocation for corporate business or staffing levels etc.</p>
22	<p>Happy to pay a small increase in the rates to keep up the appearance and quality of Coffs Coast public facilities along with an increase in very important public services such as public health and the lifeguards to keep us safe.</p>
23	<p>The public havenot got the extra money.In two areas there no choice to stay in budget this survey is just a con.If you have a buget figure then that is it .</p>
24	<p>Obviously a lot of these items are not needed. Have recently been through the development process and it's easy to see there are too many staff and too many standards to meet keeping a lot of people employed for no real community gain. It is needed but atm it is way over the top. There is no use having regulatory services. As a beach user I have seen the Council fail to stop camping at most beaches everyday, or illegal parking and dogs. Libraries should really be heading towards a room full of computers and being cut back greatly. Should be lifeguards at park beach and that is it. By the time the 4 or 5 surf schools take out a beach each and the lifeguards take up 4 or 5 there is not much room left in the water. Council should focus on Road infrastructure, water/sewer and engineering and try and cut back all the costs that hold back these projects. Although water/sewer and roads seem in good condition to me.</p>
25	<p>Increasing expenditure to improve our city is vital for sustainability, especially with regards to economic development. As this has the obvious potential to increase business opportunities which has a flow on effect for everyone</p>
26	<p>Clearly their is much to discuss for each budget sector that cannot be comprehensively encapsulated in the format used here. The format is useful to elucidate some of the crucial challenges facing Council. The penultimate four items (excepting footpaths etc) provide massive infrastructure cost for sustainability that are significantly underfunded at present and 'blow the budget out of the water' regardless of trimming in other areas. I assume Councils objective in this exercise is to help ratepayers understand the underfunding difficulties Council faces whilst providing an insight into the wide range of services and responsibilities under Council's jurisdiction. On a slightly conspiratorial note the budget exercise has only one solution, as I'm sure Council is only too painfully aware, that being a rate increase. This is a creative public relations initiative by Council that facilitates inclusivity and education for rate payers and may take some of the pain out of the forthcoming inevitable rate increase. Well done.</p>



Attachment 4

27	<p>Great one Coffs Council.. give us a budget and don't even give you the chance to meet it even if you reduce the LoS of each service listed.... HA HA HA just another typical joke from your guys.                  What are you trying to justify a rate increase by providing rate payers a tool to "HAVE THIER SAY"???</p> <p>Don't even know why I wasted my time</p>
28	<p>Descriptions on each area we are budgeting for would have been useful, to know what items were covered by each area. Generally I support spending on cultural activities, community support and parks/open space beautification and maintenance.</p> <p>Red tape reduction and staffing cuts might go some way to reducing expenditure too!</p>
29	<p>Infrastructure and development are a priority with the increase of people coming to our city and region especially the semi retired and younger professionals having children that rely on safely maintained footpaths and development of opportunities all around for future jobs and environmental issue that will arise. Maintaining the existing is important but not at the cost of other services, so have suggested our sporting and cultural venues etc are adequate but further infrastructural granting of funds may be necessary in the future, and, increasing other services especially community services as the need is high in coffs harbour for provide services all round including the size and provision of our hospital services for the mid north coast as a retire destination and of course car parking facilities in shade as well. Hope this is sufficient feedback....Oh one more thing we desperately need a cycle and walking path from the big banana to Woolgoolga alongside the existing hwy....where increased population will happen.....and their is danger in walking on the side of the highway, one day someone will be hurt and sue for neglect....Sawtell to Jetty has one....complete the job! Thankyou.</p>
30	<p>would have preferred to give monetary values not sustainable etc</p>
31	<p>I wish to point out that the CHCC Lifeguard Service is one service department that constantly receives complementary feedback from locals and visitors.                  The practical surf education programs attract participants from as far west as Bourke, as far south as Camden and north to Grafton. These surf education courses target Primary schools, Secondary schools, International University students and more recently various refugee groups.                  There is a need to extend the lifeguard service hours at Woolgoolga to accommodate the rapid population growth of the Northern beaches as well as the influx of refugees and backpackers to this area.                  Coffs Coast looks at tourism as a key industry. The beaches are a major asset. Therefore we need to ensure tourism is supported with an adequate lifeguard service.</p>
32	<p>There is a design fault in the survey.                  Selecting all the lowest cost options results in a budget overspend of \$0.01m .                  Work for the dole labour should be explored for some areas to save money.                  The council should stop wasting scarce ratepayer funds on continually digging up and replanting flowers/garden beds in roundabouts and beside roads. Native plants should be used which require minimal maintenance and watering.                  Some areas of budget expenditure should be completely defunded.                  How much is it costing ratepayers for the Coffs Harbour City council to be a member of the anti human United Nations ICLEI which promotes this communist AGENDA21 :-  <a href="http://www.iclei.org/our-members/iclei-members.html?memberlistUID=158739">http://www.iclei.org/our-members/iclei-members.html?memberlistUID=158739</a></p>
33	<p>There is insufficient information provided to allow this survey to be filled out usefully. It is also impossible to come in on budget because the enhanced and sustainable loss options are all greater than the current allocation so it is somewhat biased to start with.</p>
34	<p>We must increase Lifeguard Services - this is LIFE SAVING                  Woolgoolga needs assistance</p>
35	<p>In light of councils need to consider any cuts in spending I believe the cuts should be borne fairly evenly accross all areas of operations and that a small increase in average household rates is preferable to deeper cuts in spending</p>
36	<p>This survey is by no way unbiased forcing he person to go over budget in the sustainable maintenance section.</p>

Attachment 4

37	<p>There is little point reducing program budgets if staff numbers remain the same. Staff freeze/reductions should be considered or budget cuts are not worth doing. As mentioned under infrastructure, increases in expenditure need to be phased in gradually. It is not possible politically to achieve this in one hit. Expenditure at Jetty is high and things like additional boardwalks are expensive to maintain. Do we really need these when there are kilometres of under-utilised walk opportunities already? Consider freeze and review on new asset building at jetty and across city. We can not maintain what we have.</p>
38	<p>To the CHCC, I find this survey to be biased. There should be the ability for the surveyee to reduce the level of spend on infrastructure. As a person who has managed budgets magnitudes larger than the budgets of CHCC I find it condescending that we would have as little a choice. Companies manipulate capital spending (including sustaining capital) on a year by year basis to ensure both the budget and company needs are met. This simple survey does not do this.</p>
39	<p>The silent majority do not want cultural/entertainment centers,we would like council to get right back to basics. No more erections and water features that nobody looks at or understands that have high initial cost,maintenance or removal costs. We would like the option of window shopping or simply just waking around the cbd or foreshore late in the evening without being verbally or physically abused by alcohol/drug addicts or out of control children whose parents don,t know were they are. The Jetty foreshore does not need upmarket or trendy cafes or coffee shops it simply needs more shelter, more clean eating and cooking areas,toilets,better pathways and the removal and replacement of the current plants and trees to open up the veiw to the harbour and the need for a sensible retaining wall. We do not need high profile sporting bodies that cost the ratepayers large amounts of money for very little return The counsellors need to talk and listen to the average person/ ratepayer not the vocal minority or the so called "A" list remembering that members of chambers of commerce only have their own narrow interests at heart.</p>
40	<p>I want to reduce the level of services council are involved in and peg it back to the basics. Leave economic development and tourism to state and other bodies. Council is over lapping and its costing more than it should.</p>
41	<p>If we do not at least maintain our current level of services, Coffs Harbour will cease to be an attractive place to live and will struggle to attract/retain our residents. While I do not necessarily agree with running deficit budgets (I prefer user pays), I believe there can be a case to fund ongoing improvements to area such as sporting facilities, airports, tourism promotion to ensure we are seen as progressive and welcoming.</p>
42	<p>This is not a survey. When every minimum option is chosen, as in this example, it is still over budget. This tool is designed to prepare us for rates increases and has nothing to do with our expectations of Council. Thanks for wasting my time. PS these results bear no relationship to my actual wishes which revolve around less office staff, more outdoor staff, better cycle ways, paths and parks/ recreation facilities and more events eg triathlon, cycle challenge, half marathon etc that actually bring people to town rather than wasting money on generic, pointless advertising. Let's be the healthy Coffs Coast by actions, not words.</p>
43	<p>you may find that a lot of people are not completing this survey due to lack of explanation over the massive budget increases for certain services.</p>
44	<p>I question the million for marketing and the million for development of the jetty foreshores there is two million saved and the budget balanced with no need for any rate increase. I believe that there are other income generating possibilities such as rating religious premises like churches and schools currently exempt. Extracting higher developer contributions will cause them to whinge but not stop developing so do that as well. Too much assistance goes to business which after all is supposedly free enterprise and only sustainable if self funded.</p>
45	<p>Wages for staff at council need to reviewed. Why pay council Sydney wages ? When the region can't sustain them</p>

Attachment 4

46	I do think that council need to stimulate the local economy and provide more job opportunities to make Coffs Harbour sustainable. At the moment a bunch of people on the dole and in public housing is just not going to cut it and leads to social degradation. So does denigrating professional people pushed to the point of having to move back to the cities to find work. The city should be welcoming people with established skill bases and intergrating them into the community rather that forming an evidence base against them or creating imbalances in power.
47	The idea that the users of sporting facilities wouldn't pay for their maintenance is ludicrous; the council doesn't subsidise private gyms, yet they flourish. "Economic development" is the dinner bell for scam artists. Coffs Coast Marketing is one of the most egregious of these scam artists, and should be disbanded. The elephant in the room is that the council has spent the last couple of decades rubber stamping unprecedented urban sprawl, and the resulting social catastrophe from the deliberate construction of one of the most inequitable and unsustainable urban environments in the country will soon make every item on this list look trivial.
48	The spending on toilets, the jetty, playgrounds etc. should not be increased to the levels available, not at the expense of other services.  Not to be able to change these to a lower amount makes this survey a farce!
49	many of these items listed i do not think council should be spending ratepayers money on at all ,but due to the setup of this questionnaire i am forced into voting for something i do not believe we should be funding. this is not a fair way of gathering information.
50	Overall the standards of Coffs harbour are very good, it is a clean and healthy place to live. There does seem to be a missed oportunity where services aimed at business are focused on maintaining existing, ageing business models. I'm hoping the foreshore will attract newer styles of business and Coffs can be promoted in hosting these new ideas and be a hib for the regoin (similar to the gateway government office, which attracts high wage earners to the area).
51	Another way to do this would be to have a big pie diagram, and people adjust sliders to say what they think is important proportionately. There is very little flexibility in the maintenance costs above- ie no chance to reduce, which pretty much guarantees being over budget. I'm not opposed to necessary rate rises though.
52	Surely the cost of each budget can be reduced without affecting services - otherwise the Council aren't very good economic managers.
53	There was no choice to keep the same as the budget for the toilets and the roads and bridges. Also it is a waste of money having lifeguards patrol Park Beach over the winter months.
54	Generally pleased with current spending level and established balance across all areas and the parks staff servicing current coastal open space are doing a great job that provides quality visitor experiences. However I believe that economic benefits to business (return business) and visitor satisfaction can be enhanced with strengthening of some service areas such as an incremental expansion of the beach lifeguard service levels over the next 5 years. For example the Woolgoolga community should have at least a 7-8 months Council lifeguard service for the benefit of northern beaches residents/visitors to at least have the equivalent service level enjoyed by Sawtell residents/visitors. Significantly increased beach lifeguard levels at Woolgoolga would enable Council lifeguards to respond to the drowning hotspots of Sandy Beach and Safety Beach as well as Woolgoolga. The drowning statistics of recent years on the northern beaches points towards a need on the basis of community safety and as well will enhance Woolgoolga business/visitor return rates. With the already announced opening up of more public space on the Woolgoolga main beach and reports already put to Council over a number of years as well as a petition from Woolgoolga residents already filed as well, it is definitely time for CHCC to increase the lifeguard service level at Woolgoolga above the existing allocated 10 weeks.
55	As a resident we all need to get this right. Have one piece of pain for a long term gain.
56	This is a stacked questionnaire. I have just wasted 30 minutes on this rediculous exercise. I have felt the same about every council workshop and questionnaire I've participated in. Please stop these games & stop the rot.

Attachment 4

57	<p>There needs to be a more accountable approach to user pays. Less should be spent on attracting so-called Sporting events to Coffs Harbour ie trial matches which do little to add to our income with very few out of towners actually staying the night.</p> <p>It is imperative that accurate figures need to be provided before funding is provided to any of the current events receiving significant funding including the World Car Rally as I've certainly heard the horror stories from businesses regarding their losses pertaining to these particular events.</p> <p>The average ratepayer gains little from these events are in the Football it still costs them to attend. If accommodation houses and businesses wish to share the proceeds of having these events in Coffs Harbour then they can put their hands in their own pockets to support them.</p>
58	<p>Roads and footpaths, public toilets are all of major importance. I'd be happy to pay to use the toilet if it was clean and safe and well kept.</p>
59	<p>Council has not mentioned staffing levels and productivity. My observation is that these need to be realistically reviewed with a view to finding efficiencies by contracting as many of its services to the private sector as possible.</p>
60	<p>Any pressure to reduce spending on Parks/gardens should be resisted.</p> <p>Our gardens and parks are an excellent advert. for our City. I believe they reduce the spend needed to promote us as a desination.</p>
61	<p>As indicated in the notes in some areas you had already decided the spend. I could easily balance the budget if more choices were allowed.</p>
62	<p>This allocator is a complete waste of time. It is set up to fail!!</p> <p>Where is the budget allocation for salary and wages [and wasteage]??</p> <p>Why does the bottom section not give me the chance to allocate the budgeted amount?? The choices may as well be - do you want to be shot or hanged - this particular section ensures that the budget goes into deficit if a choice is made.</p> <p>If you are genuine about feedback - then ask genuine questions and allow the public to comment on the TOTAL budget AND give genuine choices!!!</p>
63	<p>I live on Mount Browne Road, Upper Orara. I would like Council to undertake a complete re-sealing of the road. It is well overdue. The road has been a constant patch job for many years and with logging trucks using the road, it has deteriorated substantially. I would also put to Council that the speed limit should be reduced, it is currently 80 k/ph and with the condition of the road being uneven everywhere and the winding road, I think that the traffic should be slowed to 60 k/ph.</p>
64	<p>This survey is obviously biased in the way you want things to go..e.g. roads and toilets, buildings etc...you haven't got a lower choice of \$ , you don't even mention the fact that with some incentive private money through joint development could achieve better results than when you keep increasing rates to pay for your program. You need to start looking outside the square to achieve the outcome you desire. Move more delivery systems to the private sector rather than keep them in-house.</p>
65	<p>No point in marketing the area if the parks and gardens and facilities are in poor repair or quality - as there will be no repeat visitation. Maintain the natural beauty (that is left!), fix up areas we are failing in like bike paths and cultural centre and make it a destination that requires minimum marketing due to strong word of mouth and repeat visitors.</p>
66	<p>LIKE MY FAMILY, COUNCIL MUST LEARN TO LIVE WITHIN ITS MEANS. CHCC MUST ONLY PROVIDE ESSENTIAL SERVICES, RATHER THAN PROVIDE LUXERIES E.G. BIKES BEING PROVIDED TO COUNCIL PERSONNEL. ALSO COUNCIL SHOULD ENGAGE WITH RESIDENTS ABOUT PROPOSED WORKS IN THEIR AREA; DON'T RESEAL ROADS THAT DON'T NEED RESEALING. LET'S HAVE LESS WORKERS LEANING ON SHOVELS; MORE PRODUCTIVITY. EMPLOY WORKERS WHO ARE FOCUSED ON THEIR WORK RATHER THAN JUST WANTING THE PAY CHEQUE EACH WEEK. ALLOW RESIDENTS TO BE PROUD OF WHAT THEIR COUNCIL WORKERS HAVE DONE.</p>
67	<p>Because this survey allows us no option but to select a minimum sustainable LoS for a number of options, results are always going to show that ratepayers want services that greatly exceed budget and thus warrant large increases in rates. Is this part of Council's plan to "justify" future applications to exceed the State Govt imposed rate pegging?</p>

Attachment 4

68	<p>Unfortunately, this budget calculator does not have an option to cut the wide variety of staff at Council who are unnecessary, incompetent, or only employed to administer needless regulations and rules. How about slashing development controls to allow the city to move forward? This would have the double benefit of allowing Council to sack the staff currently employed to police these rules which are holding out city back. How about standing up to the unions and making council staff work 10 day fortnights like everyone else? How about outsourcing much of Council's roadwork and maintenance to get earthmoving equipment and plant off the balance sheet? Run Council like a business, not a charity. Scrap support for events with dubious benefits like CoastOut and the Busker's Festival.</p>
69	<p>I appreciate that balancing a budget to meet the needs of the Coffs Coast region is challenging. However, there appears to be some overlap of various budget categories listed here, and without knowing what each of these expenses entails specifically it is difficult to decide on how much they should be decreased by. As a rate payer, I would prefer it if savings could be made wherever possible rather than increasing the rates as suggested.</p>
70	<p>Having worked in the public sector I understand how state &amp; federal govt are happy to make their bottom line look good. However at the local and community level it is important that buildings and facilities are looked after. Coffs has improved since I moved here over ten years ago and certainly since several visits in the late seventies. Very few businesses run on budget these days. It's time to invest in the future of this town.</p>
71	<p>This exercise is just a publicity stunt and is not worth conducting. It is certainly not democratic and no conclusion as to the public will can be derived from it.          For it to be a valid exercise there would need to be across the board agreement that council is totally efficient, and also ALL cost saving options and all financing options would need to be considered.          Council efficiency - recent newspaper debate about smokos, how many iterations before we get a Jetty Plan, how many PHACS attempts, what happened to the Boambe Creek Study in 2011? I doubt anyone seriously believes council is efficient.          All cost savings - where to begin? Economic development unit, should council be putting any money into events like the rally, should we be contemplating major development at the Jetty, to name but a few.          I am glad that rate rises are controlled.          If council and/or the executive are serious about not being able to balance the books, maybe they should consider standing aside and calling in an administrator or at the least get external auditors to give us their views. You could even look to the community for help - there will be members of the community who are suitably qualified such as accountants etc who would be willing to help give a balanced view of what goes on and what to do, provided they are given free and unfettered access to information.</p>
72	<p>You've trapped us into going over budget by not allowing alternative infrastructure spending. This makes a bit of a farce of the process.</p>
73	<p>Would really like like see public toilet facilities in Coffs Harbour upgraded and more dirt roads in close proximity to town sealed ie. Keoghs Road, Bonville.</p>
74	<p>These items are important and need to be funded, which is why beatification projects such as the Jetty foreshores should be a low priority item in the current fiscal environment.</p>
75	<p>Just my opinion of 30 years of working in medical, health, community and social and emergency services for 30years.</p>
76	<p>This is crazy, too much money is spent on consultants, committies and red tape, and whilst working for the council is the highest paid work and most sought after work in the region, get the balance right</p>

Attachment 4

77	<p>Hi,          I believe this exercise is at best an interesting way to spend 15 minutes.          This allocator is geared towards the participate blowing the budget regardless of the choices made.          To prove the point I selected the "maintain current level" in most instances and in some areas I selected moderate decrease. With the exception of the last 4-5 allocations which gave no option but to increase spending. It was impossible to not go over budget.          This was obviously an exercise in getting the point across about how hard we councilors have it.          It would have been nice to also include the spending areas of the councilors themselves. Like when it is deemed worthy to send a councilor to another city to "research" other municipalities like issues or spending on entertaining and accommodating dignitaries when they roll into town. Can we have the option to cut these spending area's as well?          Thanks.</p>
78	<p>I know that on the whole CHCC staff, management and councillors have the community's best interests at heart, however no business can afford to run at a loss and I applaud this initiative. The survey itself I found to be a bit to general as I believe that there opportunities to save money and create efficiencies in many other ways.</p>
79	<p>Needs to be more funding toward planning and investigating future development. An audit of current department of planning needs to occur due to my own experience of members failing to carry out the roll of there position.</p>
80	<p>Four of the last 5 questions only have an option to increase spending. The budget increase is explained by cost shifting and rising maintenance. I would suggest some savings have to be considered as well. We could stop fluoridating the water as others are doing. Those who want fluoride have many options separate from asking the community to pay. Besides have you ever seen a study suggesting fluorite benefits the kidneys, liver, digestion, bone density, brain function, eye sight or tourism.          Cheers</p>
81	<p>We all try to live within ourbudget          Often a completely fresh look, through different eyes, can make an amazing difference</p>
82	<p>Having relocated to Coffs from the UK, 6 years ago, I can see CHCC do a wonderful job in keeping the city ticking over. I believe a 49c weekly rate rise would be acceptable to most households, and more use of private contractors could stem some cost increases.</p>
83	<p>Looks like Council might need to apply for special increase in ordinary rates..... &amp; look at every opportunity to chase grant funding. regarding the cost of promoting &amp; marketing the Coffs Coast, those who benefit should bear the majority of the costs - ie businesses / Chamber of Commerce, how does this make \$ for the council?          Sustainable planning, environmental management, stormwater management &amp; coastal flooding / erosion are the key issues for Coffs at the moment.</p>
84	<p>I don't understand why the huge increases (nearly \$3m )in the 'sustainable level' for the 'jetty foreshore and other structures' and 'toilets,pools and buildings'</p>
85	<p>It is obvious where the blowouts are happening.          There is no way anyone using this planner can be at or under budget due to lack of choice where it matters.          That is where you have allocated budget options far in excess of existing expenditure.!</p>
86	<p>To come into budget I would seriously consider taking more money from 4 of the final 5 in the survey.          I feel a little more information per each choice would of helped if you want more community input.</p>
87	<p>Substantial savings possible by not planting and maintaining elaborate plantings of annuals in traffic roundabouts!          Rationalise waste collection into two bins only. Ratepayers who want bulk waste pick up should pay extra.          Put serious effort into developing the jetty foreshore as a first priority. Take a look at Port Macquarie, for instance.</p>

Attachment 4

	Introduce paid parking in city streets. Review rate exemptions to special groups.
88	i have witnessed of mowing of sporting fields that didnt need it and purchase of vw dual cab 4wds you could by cheaper base model japanese or korean chinese vehicles ,i know what you are doing by enhancing the looks of the town it will put land values up by valuer generals office which will in turn will put up rates while wages are stagnated people cant afford these constant rate hike niether can business owners , they will move out of the town to cheaper places to operate example big business gone to china korea, cars in the usa look at detroit city ,dont get sucked in to the agenda 21 trap.
89	Great to see the foreshores get voted through, please start ASAP
90	Given a close look at the administrative budget, I suspect that the current gap could be bridged.
91	I cannot see the sense of slashing essential services (or the morality, for that matter) whilst the Council is borrowing MORE to revamp the foreshores, much as I too would like to see that work done. I can't do it in my budget, how can you? And why should you? Quite simply - if you haven't got the money you can't afford it. Lets get out of the poo before we start adding to it. Whereabouts in the exercise did it indicate if or how staff cuts in council offices were a consideration, along with entitlements and whether or not executive salaries be reviewed. Thank you for this opportunity.
92	Council should also look at management & general staff levels. It seems that each time a general manager moves to a larger council he leaves behind an increased number of departments/special projects with con comitant costs . The incoming CEO then proceeds to continue this process so that the bureaucracy in council continually grows. Could this have any connection to CEO's in local government seeking to achieve higher gradings by increasing the size of the coucil staff & functions they control.? Too often, it seems to me,CEO's take the easy option of recommending rate increases/special levies etc. that never seem to disappear after the initial problem has been adressed . Curb internal costs first!
93	Jetty playgrounds, toilets, pools, roads, bridges. Only allows a higher allocation selection. Why?
94	Great tool that gives the ratepayer some insight into the budget
95	Local government & the services provided to the community cannot & should not be run as a company business. A company is run to make profit, local government provided social services & facilites across all sectors of the community. Council should be allowed to have & manage some debt.
96	Would be nice to have an overview of where money is spent in each of the categories, without having to go elsewhere to find the information
97	Sustainability! Food - transport - living. More bike/walking paths for transport to get cars off the roads hence lowering maintenance costs of the roads and improving safety, mental and physical health and creating less environmental issues. Link smaller towns and CBDs together to remove the need for car trips. Continue with the festivals and cultural events which is great for tourism and a sense of community. Encourage growers markets. Support live music venues.
98	We cannot adjust the Your spend amount, this is very cheeky and most people will be over budget. How about councillors pays?
99	Thank God I'm not handling the Council Budget I'd FIRE MYSELF. Good Luck

Attachment 4

100	<p>The current budget crisis is as much to do with the ineptitude of council over many years as anything else (rate pegging etc.)</p> <p>I recall the Senate Select Committee on Woodchipping sitting in Coffs Harbour asking the Shire President and Shire Clerk, as they were called at that time, if they had allowed extra costs in the budget for repairs to roads and bridges that would be incurred by the huge number of trucks required to freight the woodchips to the Jetty.</p> <p>They had only given consideration to revenue side of the industry and were as surprised by the question then as the current Council is by the present costs of infrastructure maintenance/repair.</p> <p>I also recall the feeling of 'A New Start for Coffs' that was around when the decision to create a mall in High Street was made. There is a large element of this 'we must do something now' approach involved in the Jetty Foreshore Project decision making.</p> <p>The presence of a solid experienced investor such as the people behind Coffs Central has done much for the future of Coffs. The Council needs to ensure more investors like them see potential for growth in Coffs. These investors respect a Council that is thorough in its processes and avoids making decisions on the run with no clear policy or strategy to guide them (such as inserting last minute conditions on a development approval after a two year plus process, and then removing them 7 months later).</p> <p>The current preference system of voting for Council should be reconsidered as the process has now been shown to be capable manipulation. As Council is supposed to be local representation, it may be time to return to the system of ridings. At least under that system the people, of say Sawtell, would vote for and elect a person from a group that was known and available to them. The same for Woolgoolga etc..</p>
101	<p>With over 50% of our rates going to pay council staff wages, I don't feel this survey in any way reflects the the real reason why our budget is under pressure. If I ran my small business on these wage percentages, I would not be in business. We already pay some of the highest rates anywhere in NSW. Internal waste is a real concern for any business, and this needs to be addressed constantly.</p> <p>We live in a low socio economic area, and with a slow economy, there are already pressures on everyone's personal budgets, without the added pressure of a rate rise. We are not a bottomless pit of funds.</p> <p>Council employs a management team. If you are asking the rate payers how we should spend the budget, why do we employ them? They need to think and be smarter with what they have.</p>
102	<p>Coffs needs more employment for young people, increased tourism will mean more holiday jobs for uni students. Please start the foreshores and get some more jobs</p>
103	<p>Sell bottled water with Council brand at half the price of competitors with free water refill stations in all busy districts.</p> <p>Change leases on the Pools and get good Coffee shop / Restaurants running, especially the town pool that is surrounded by office workers. New income stream might provide pool maintenance self funding.</p>
104	<p>It is obvious from this survey that the last questions are there only to raise the amount of money the council would spend, If the council looked at efficiencies instead of wasting money they could realise a surplus budget that worked</p>
105	<p>Coffs Harbour needs more industry and employment, we need to attract investment and growth. Festivals and events are also needed for locals and visitors, keeping up a high profile and bringing more people to town will achieve growth and our economy.</p>
106	<p>I think that more needs to be spent on tourism promotion of our area. Councils record on facilitating tourism in Coffs Harbour is terrible and needs to be approved. Also council needs to stop wasting money by councilors not listening to and disagreeing with their own staff. For example if council planning recommends a development be approved then council vote against it, this will likely end up in the land end environment court. How much money is council willing to spend to fight against there own staff recommendations in legal costs on a case they will surely loose. This is a terrible practice and one that wastes a lot of our money, this is a terrible thing to be happening within council and has to stop.</p>



Attachment 4

107	<p>The council needs to stop addressing minority groups start working towards the majority of the community.                  If we want to truly move forward suspend local council put in place an administrator for at least 1 term and see the difference. Look to port Macquarie it's our nearest rural community that is decades ahead of coffs.</p>
108	<p>Rates are so expensive now, especially for pensioners. How can we keep paying higher rates when our pension hardly rises each year?</p>
109	<p>Dear all                  we are all limited in our budgets and need to live / spend within our budget, weather it be in the home or in business.                  As a council you can not keep asking for residents to keep digging in their pockets to make up the missing amount. My budget allocator is 620k over budget. I would suggest that council hold back on the jetty foreshore work (tree lining a walkway costing 1.44) until council revenue is positive. The jetty foreshore work is "beautification" and not essential.</p>
110	<p>I think we need to suck it up and create something worth marketing before we spend \$ on selling Coffs to the tourists. Perhaps existing residents and workers being friendly and welcoming to our visitors will create word of mouth and bring them back in droves...something for job networks to focus on?</p>
111	<p>At a time when the economy is tenuous, it isn't the time to ask your ratepayers to put their hands deeper into their pockets yet again. Like most households, it isn't SUSTAINABLE to keep asking us to do this when our incomes/returns are significantly less than they were. Like Council, we have to do the same or more with less, and it's something the council and its staff will also have to get used to. Working smarter, cleverer and finding new and innovative ways to achieve results is what we're all about, not just asking for the almighty dollar. Sorry but this "calculator" seems a little trumped up - why are there only 2 choices towards the end of the scenario, yet there are 4 choices for all the services preamble? I'm sure, like our household, you will continue to need to find innovative ways to save money - scrapping your funding for the loss-making Busker's Festival would be a start. It is run by a private entrepreneur who is making a living out of it - as a self-employed person who funds himself, I suggest he do the same. And if our tourism is booming as you say, where are all the additional funds this has brought to the region, and how are they being spent? Could not some of this tourism numbers be simply due to the influx of people working on the highway upgrade - they're living in motels you know!                  Most people don't respond to thing like this because politics (and yes that's what Council is!) is so one-way these days - everyone out for themself, with little accountability to the constituents. Please don't take this personally, but it is a fair summation of politics Australia wide, at every level! If there was a paragraph asking if we would like less government, I think we all agree that could be a huge saving to the public purse. Guess there wasn't time to ask that question!</p>
112	<p>While it is regrettable to suggest the reduction in spending in any areas of Council service provisions, the current rate of expenditure is, as stated, unsustainable.                  As long as Council income is limited to the current levels, it would appear to be sensible to concentrate on the provision of basic services - the so called "essentials". These would include roads and bridges, cleaning and maintaining sustainable development. Funding of luxuries such as sporting events (first grade rugby league matches) which only benefit a few local ratepayers, and are extremely costly to the ratepayer, should be discontinued until budget can be dragged back into the black.                  I would not support an increase in rate levels until I considered that more emphasis was being placed on the provision of these essential services.</p>
113	<p>this survey at a glance looks like a piece of subterfuge to get us to agree to rate increase. how can any spectator judge any of these numbers? you tell us that this or that service cost so many k but what do we know about it? our responses are mere guess based on what we personally think is important. If there are 50,000 ratepayers in this shire there will be 50,000 different opinions about that.</p>

Attachment 4

114	<p>I think the local community will understand the need for change if given sufficient information and opportunities to be involved. The local community ought to embrace the chance to become more community minded and be able to offer creative and flexible ways of doing things with less 'red tape'.</p> <p>We have entered an era requiring more 'user-pay' systems and one which requires people to live within their means. This need not mean a reduction in living standards although it does mean that people will need to become more willing to contribute their time and resources to the things that are important to them.</p>
115	<p>This is a democracy so we have choices. Mostly we chose only to answer easy questions, not these ones.</p> <p>It is also partly a set up because you can only get zero rate increase by cutting everything to the bone. You need to look at dropping off some of your functions completely. We all need to recognise that we have been living beyond our means and only some hard ACTIONS will make that register to ordinary ratepayers. Talk is useless.</p>
116	<p>I think public toilets need to be an area fixed. Ours are disgusting!</p> <p>I think the main high way strip needs to be tidied up and made to be more appealing to tourists passing through so that they may want to explore our town (the big windmill hill is disgusting as is the shops on the highway).</p> <p>Better park facilities and walkways.</p>
117	<p>Please look at staffing - we know a number of council employees who flaunt their low work ethic while continuing to draw a council wage. Also, at Sandy Beach we rarely see any benefit in "cultural" spending and can't even get a decent footpath or dust seal parking near the shop. Our "services" from council are minimal. Why should we contribute to the beautification of the jetty, skate parks or art promotions when we can't even get curb and guttering to many of our streets? For the past few years council has been granted permission to raise rates over the pegged allocation, yet services for Sandy Beach have not improved.</p>
118	<p>Thank you for the opportunity to have my say.</p>
119	<p>This whole exercise is rubbish, it is designed to give the council the result that they want. There is no way to reduce the budget in this set of choices which is simply designed to reduce the options of the respondents. You could make a good start by concreting all roundabouts so that drivers can anticipate traffic and become efficient traffic controllers. That would allow all the people who spend their lives planting and watering roundabouts to get real jobs in the private sector instead of wasting my rates money. Also the council should keep it's nose out of the entertainment industry. That Rally thing that closed down half of the town for days was completely wrong and only caused inconvenience for ratepayers who the council should be serving. The city and it's surrounds including the harbour foreshores are not yours to rent out to third parties for their exclusive use at the expense of public access, they belong to the inhabitants of this area. The council could recover a bit of cash if they sold their high priced blocks of concrete at each end of town, they cost a small fortune and are now completely worthless except as an example of how far out of touch with reality this bunch of clowns are. Fix the roads and maintain essential services and stop throwing my money at politically correct left wing touchy feely crap. Look after the interests of the rate payers and not your friends with vested interest or loud mouthed special interest groups.</p>
120	<p>ITS A JOKE, How are you suppose to come in on budget when 2 OR 3 off the questions budget selections, have a huge variation to councils budget</p>
121	<p>I can see no other way but an increase in rates.</p>
122	<p>You are obviously not spending money on quality assessment as the infrastructure and management of basic town appearance (including the ridiculous amount of old style signage on our main streets) and it reflects in the "half done" appearance of Coffs. The Jetty languishes behind in development because of a half bake dune care group. The best cafes and hotels should be in this area. The quarry begs for development. What an eyesore! Port Macquarie is leaving us behind and it was once a home for pensioners. Start thinking about everyone and not your own businesses.</p>

Attachment 4

	<p>Council needs to wake up to a few facts:</p> <ol style="list-style-type: none"> <li>1. we don't want a "Nanny State" which is now turning Totalitarian State. Rangers, law enforcement etc is now very overdone, when in reality detracts value, identity, sense of freedom from our society. Eg fining visitors for sleeping in their cars, when they cause no harm, spend money in our city and add vibrance to our community. Instead for a fraction of current enforcement officeres, their cars and admin staff, simply add a few more bins and have them emptied daily! Or A tourist driving through and welcomed by a police officer writing them a ticket will unlikely stay in town after that experience. We now have so many police around vistors a calling us "Cops Harbour". The current system does not work were it's required. Eg; try getting anyone out for noisy machinery due roadworks.</li> <li>2. Efficiency.Staff appear to have an attitude that council "owes" them! Ratepayers pay them to do a job and if they don't they shouldn't be paid. Some only are available to take calls for a few hours??!!</li> <li>3. Ratepayers expect value for money. Currently there is little evidence this is happening.</li> <li>4. As a ratepayer I would like council staff to be on 3 year contracts max. After which they cannot renew until they have worked in private sector for 3 years. Then only 1 more 3 year stint. This ensures no "dead wood" accumulates. On the other hand, there are a few exemplary staff that probably carry the rest. Too many have been there for too long. We can drastically cut the budget by cutting back on unnecessary staff. A simply core staff outfit is all that is required with casuals from agencies called in during busy times.</li> <li>5. People will come to visit our city and stay longer if they are welcomed and the place has the facilities. Eg: more clean toilets, (hot solar) showers and nice place to park should they choose not to use a caravan park or motel.Many backpackers simply bypass Coffs As it's "unwelcoming". We are losing hundreds of millions.</li> <li>6. We need to look at Public transport. Urgently. A great starting point would be 8-10 mini busses running 24/7. A system of 2 on a route. Eg Woolgoolga to town - 1 leaves Woolgooga whilst the other leaves town. Same for Jetty/Park beach to town and others south and west. say a \$2 fixed fare. this would eliminate the supposed "drink driving" issue. This can easily be funded by cutting back the overstaffed police in this town whose only focus is driving related offences. We could re-employ them as drivers at half the cost. the busses could be obtained by just the cost of a police car or two.</li> <li>7. If we do not encourage entertainment by pubs clubs to stay open late we are losing valuable tourist dollars. Worse, our youth leave for big cities, and without the next generation establishing themselves here we loose our future. Young people want to go out be entertained, stay out until late then have reasonably priced transport to get home. Too many people see the potential, move to Coffs only to sell up and move away out of frustration.</li> </ol>
123	
124	<p>On completion I am dissapointed, and should have known better this survey is not designed to gain genuine opinions, but to gain approval for what is proposed, this is evident by the lack of a "unchanged" selection or freedom to nominate a value instead it records a NIL value.</p>
125	<p>What good does it do the ratepayer to encourage visitors etc to Coffs Harbour. We don't make anything out of it only certain businesses do. However it does cost us money. Too much money is spent on sport and not enough on cultural pursuits. Local bus services are not up to standard.</p>
126	<p>POUNDAABOUTS A TRAFFIC CONTROL DEVICE instead of turning them into botanical gardens and a traffic hazard let the RTA look after them , they gouge enough money out of us. it looks to me that you are spending an enormous amount of money on them. I think a saving of \$1.85m can be made and come in on budget.</p>
127	<p>Clearly my budget doesn't allow for building more infrastructure and I need to pay higher rates. Both are fine.</p>
128	<p>The base services are what we pay council to deliver. Maintianing current LoS means a reduction in funding in real terms anyway. Council could consider review of its fees and consider a fee-for service model. We all have to look at our budgets in a service delivery environment and make hard choices abut what we can deliver.</p>

Attachment 4

129	The focus needs to be on preserving the natural environment with employment focused on maintaining the natural beauty of this area.
130	Our current facilities at Toormina Oval are inadequate. The building is too small and the toilets are not used by anyone as they are in a very poor state. We share this facility with two other sporting clubs, soccer and cricket and combined this caters for around 800 or more registered sportspeople a year. This infrastructure needs upgrading urgently. Our conversations with Coffsac have indicated that there is no council money available for this. A working party needs to be established to address this issue as it is symptomatic of many sporting clubs and facilities in Coffs Harbour. We would gladly donate our time to resolve this but need some leadership from Council to move this forward.
131	Focus on weed eradication, native plants and trees to preserve the natural environment. Encourage small village lifestyle.
132	Advertising should raised in order to pay for sporting and cultural events. If the Companies don't wish to advertise it shows no value....I thank you for giving us an opportunity.
133	This is sham - over budget by design. I do not want rate increases because I am locked into over budget. What about other methods of saving funds- use staff instead of consultants ,prune staff,reduce legal costs by making better decisions. Why all the new staff in recent weeks.
134	I feel some of the questions are flawed e.g. Footpaths and Cycleways - current spend \$330k, my spend \$430k but there was no option to reduce. I'm only using that one as an example.
135	I feel that a lot of money is wasted on vegetation on roundabouts and median strips. If these were planted with very low growing plants, council crews would not have to keep pruning them. Also the roundabouts would be safer to use as drivers would be able to see the indicators of vehicles approaching.
136	A little bit more information for us lay man on what some of the allocations mean ,they aren't all self explanatory. thank you
137	I would like the increases to rates to be minimal, if services are maintained at basic level I am okay with this approach.
138	I believe that Council have taken on to many responsibilities, Roads, bridges, Cemeteries, Libraries, Foot paths, Stormwater playing fields ect are all council areas that cost money. The other areas that Council have are Water, Sewer, Airport, (all showing good profits) any other service that Council provide should be handed back to the relative Government either State or Federal, we just do not have the resources(Rich rate Base) in fact we are down below St Marys and Blacktown, so please give away all the other current responsibilities that you have and go back to what a council is suppose to do, We are spending well above our means, and we cannot afford this, so if anything I certainly do NOT want a rate increase, I would much prefer a rate Decrease, and I am willing to take a step back in what council does to achieve this. IE Drop all other services except what Councils were actually set up to do all those years ago.
139	Coffs Harbour stands out because of it parks and gardens, especially the roundabouts and street trees. All over NSW this has been cut back and many towns and cities look ugly because of these cut backs. I'm happy to pay a bit extra if this means I get to enjoy the beauty along with the visitors. Lets not forget Rome was not built in a day what is planted today, becomes the shade, beauty and shelter for tomorrow. A lot is spent of sporting fields but most do not play sport nor visit the venue, yet we all benefit from the trees. Council should look into full cost recovery (or greater contribution) for dog and cat control from owners, this should not have a subsidy from non cat/dog owners. Thankyou
140	I guess, like everything, we all have to bite the bullet and pay for the things we want.
141	With respect, the survey is loaded in order to demonstrate what you already know. Infrastructure has been let run down over many years, and there are insufficient funds to manage it sustainably. Additionally infrastructure such as road facilities is still less than satisfactory in many areas. There should be a detailed review of all programs, with lots of transparency and public input to better establish priorities for programs and to seek more efficient ways of delivering them.

Attachment 4

142	<p>The council has developed into a huge unsustainable bureaucracy. Council needs to bight the bullet and examine staffing, particularly in middle management with a view to drastically reducing staff numbers, but while keeping front-line workers on the job.</p> <p>It must also stop doing useless activities under ridiculous "green" pressures. As an example, the 3 solar lights,60 km speed limit and Koala crossing on Pine Creek Way near the butterfly farm. None of the lights work, and locals in their 90's have never seen a koala crossing at this point! A total waste of money!</p> <p>Examine the agendas of your development staff and discover why building approvals are taking so long. Stop looking for green reasons to increase cost of building, increase cost of rural sewerage and drainage etc. And, NO, I am not a builder or a developer, just a ratepayer who sees unnecessary spending and unwarranted council over-regulation.</p>
143	<p>Doing the survey as a test of the process - reading all the options and leaving a comment for all choices. Approaching it from the view of a "No Rate Rise at any cost" respondent.</p> <p>If I was that person, I wouldn't be happy that I couldn't shave money off the infrastructure budgets - if we haven't established the community's LOS priorities for CHCC Services, why is Sustainable LOS the default for these areas?</p> <p>When I go back to Edit My Choices, I can't see my original comment.</p> <p>Survey started at 10.45 Finished at 11.29.</p>
144	<p>You could save money by sticking to core processes and getting rid of wasteful extras like football teams and electric bicycles</p>
145	<p>All remuneration packages also need to be reviewed</p>
146	<p>Council is responsible for providing community services at an acceptable level. Money spent on "non-core" activities is only justified if there is sufficient revenue. Some areas currently funded by council could just as easily be funded by business or private funding, freeing up public money for essential services.</p>
147	<p>So I blew it by almost 16% you had better hit me with a rate rise.</p> <p>Oh and you didn't include a \$10k concrete ramp and rail to get me off the southern end of the Jetty Beach, I'm getting too old to scramble up that man made bank three times a week.</p> <p>Thanks' for the opportunity to add my two bobs worth. I know you'll get it to balance, that's why they pay you the big bucks.</p> <p>Cheers.</p>
148	<p>Road works: There always seems to be a lot of people standing around, perhaps this is an area that could be cut back on. It appears that the person driving the truck only does this job surely he or she could multi task and help in other areas, of course this is only one example where money could be saved.</p> <p>When the garbage collector comes around , he never gets out of the truck to clean up the rubbish that he has dropped while lifting the bin. Also if residents put the correct items into the bins this would then save time and money when it is sorted.</p>
149	<p>The 3 items near the end of this survey (e.g. 1) Jetty, Playground, etc, 2) Roads and bridges etc 3) Footpaths and cycleways etc are the items that make up the majority of the \$5 million deficit yet we are not permitted to vary the amount spent.</p> <p>This whole exercise is designed to justify your rate increase. It is a sham and you have completely lost my confidence in your ability to manage the money given to you.</p>
150	<p>Do a audit on council surplace land and buildings. Then sell off some which is not needed but is costing council in upkeep.</p>
151	<p>To much money is wasted on amenities for only a few people ( new skate park being built, bridge club building, lighting for the stadium and the spending on bringing NRL games etc to the stadium that no one attends )</p> <p>Spend the money on amenities that people use, for example Sawtell bmx track, used daily by the public, unfortunately the club doesn't have the funds to maintain and repair the damage incurred from motor bikes and cars etc, council input to help maintain the area " ZERO ". every other council in not only NSW but also QLD donate significant amounts to bmx clubs because they realise it brings people to the area for open race meetings which in turn utilises accommodation houses, eateries etc ( economy boost ) and there are plenty of other clubs and facilities in our area in the same boat. ( SHAME COFFS HARBOUR COUNCIL SHAME )</p>

Attachment 4

152	<p>What a great idea. This should make us all more aware of the problems that face Councils. Shame we can't get rid of State Government and put the money into Local Gov't. We could make huge savings there!</p> <p>My only complaint with this survey is that it isn't detailed enough but I can understand the reasons for that.</p> <p>I am one of those few people that would be in favour of a rate rise provided that it went into programs that I had a say in prioritising. I think its lovely to have wonderful gardens and roundabouts but can we afford that when our basic services are run down and in need of major works.</p>
153	<p>Our rates are already over \$2,700 p.a. for a quarter acre block. This is way too much for no curbs, no footpath, unsightly and open drains (almost always full of stagnant water), and appalling road surfaces. Don't even THINK of spending our rates money on an entertainment centre!</p>
154	<p>Hard job the council has in budgeting for the best for Coffs Coast.</p>
155	<p>This seems to be a very clever idea to ok the council increasing our rates. For there to be such a back log on maintenance seems to show gross mismanagement. Most of the public want basic utilities/ facilities such as safe roads, curbing, guttering and footpaths, water, sewerage, garbage collection, libraries, parks, pools, lifeguards etc</p>
156	<p>Because there are only two options in the asset maintenance section, there is no provision to develop a more balance budget by nominating less expenditure (less than a "sustainable" level of service) in some sectors. It may be necessary to strictly rationalise some assets so that a sustainable level of service can be provided at a lower level of expenditure.</p>
157	<p>Thank you for this opportunity. It makes it very clear where money has to be allocated and the problems Council has with balancing a budget vs community expectations, including mine! I do believe it is possible to identify efficiency in processing and staffing levels using electronic means however.</p>
158	<p>There is insufficient information in most areas to make well informed choices. There are many low income ratepayers in the area and without rate pegging could well be forced out. Rates constitute 14% of my income. We do not have the luxury of passing on increased costs and must live within our income. It is up to Council to do the same.</p>
159	<p>I think the state government should chip in a bit more. This is a safe liberal seat ( at the moment ) and they should put a bit of money into it.</p> <p>This survey doesn't give enough info on each of the parts of the survey to truly do it properly eg: I don't care about the flowers around a roundabout but I want clean park at the current level. As for roads and bridges what is the RTA doing? Also I have no idea about the "Property Leasing" if your leasing property shouldn't that be an income ?</p> <p>I'm not going to go on about all the areas of the survey but all the questions need a bit more info.</p>
160	<p>Thank you for setting up this information, however living out of town much of the above has little impact on my use of Coffs Harbour.</p> <p>Unfortunately Coffs presents a poor face to those passing through, and of course presents one of very few towns without a Town Hall.</p> <p>Coffs has many attractions but they are mainly hidden away and require previous knowledge to attract.</p> <p>I feel that the showgrounds is basically an eyesore, and if I were to spend any money in Coffs I would re arrange the whole face and use of the ground.</p> <p>I would take all buildings back into the grounds and create an inviting stop for travellers, and highlight the fact that the city centre is but a short walk over the foot bridge, do away with that ugly wire fence and create easy access and parking for the grey nomads.</p>
161	<p>Its a great place to live. Worth a bit more in rates - they are a trifle compared to income tax and we get a lot more for them!</p>

Attachment 4

162	<p>I do not agree with the overall approach which presents some expenditure in infrastructure renewal and replacement as non negotiable. This is a limited and simplistic approach- where is consideration of developer contributions ? The limited options presented in infrastructure renewal which do not allow reductions in expenditure in these items . Reductions should be achieved in these areas - especially reduced spending on state owned land to achieve a balanced budget or to make budget savings . Other levels of government are reducing expenditure and local government should share in this process.</p> <p>i would like the opportunity to trim my expenditure on infrastructure replacement and renewal to cachieve a balanced budget.</p>
163	<p>This is such a manipulative survey with few selection options. Some of these issues could be completely cut not just the minimum option. No wonder you have had such a poor response from locals. Don't spend what you don't have. How hard is that!</p>
164	<p>Don't mind paying the extra couple hundred a year for the increases as indicated in my choices.</p>
165	<p>Here is an idea. How much money was spent making this page?                  What a waste of money.                  This web page just proves to me how out of touch the Coffs City Council is.                  If the people employed by the council to make a budget, cant make one, then that would be a good place to start.</p>
166	<p>The council shuold get back to basics and spend rate payer money on the core services.                  I believe if your keep the area neat and tidy, with lower crime. Growth of the local economy will happen naturally.</p>
167	<p>Some categories did not allow to remain on budget, therefore my choices are only an indication of where I think budget should be changed and in what direction.</p>
168	<p>I notice that for infra structure, your current is spending is less than given for sustainable LoS with no option for us to select your current figure and these are the biggest items on the agenda!</p>
169	<p>Love the concept. Hopefully makes me more aware of where ratepayers money is spent. I worked out based on your information to the right that we would be up for an extra \$136.00 approx. in the next years rates, I think I got it right. We could support this increase financially and morally. Good luck with it all.</p>
170	<p>The available choices were not appropriate. There would be capacity to provide maintenance that did not fit with your level of service. There is also insufficient detail to make informed decisions on the budget. I know there is a lot of money spent for junkets for Councillors and staff that are unnecessary - appropriate information can be obtained by telephone mostly. An audit of staff capacity and method of prioritising works programs would be helpful. Contract works are mostly unnecessary - staff can do most design and planning. I have seen some works included in the budget that can easily be left for the next year - if you do not have the money, then limit your borrowing needs! Most ratepayers do not have the capacity to pay increased rate costs! Use common sense! User pays!</p>

Proposed Special Rate Variation Application 2014/15

---



## **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

---

### Proposed Special Rate Variation Application 2014/15

---

## 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>

---

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


---

## **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**

---

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

---

## **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.

---

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

---

**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.

---

## FLOOD DATA MANAGEMENT AND MAPPING

---

### **Purpose:**

To inform Council of the revised processes involved in flood data management and mapping and to amend the relevant Component of Development Control Plan 2013.

### **Description of Item:**

The Coffs Local Government Area (LGA) has over 13 coastal catchments with significant residential development plus rural catchments such as the Orara River and Bucca Bucca Creek. Council has collated flood information over the years from various sources and of various quality. Sources include flood studies undertaken by Council following the NSW Governments 'Floodplain Development Manual', Development Applications, Local Environment Plans or other agencies such as the Roads and Maritime Services (RMS). There are also large areas of the LGA that do not have flood studies the majority of these are rural.

The current flood information exists in a variety of forms from flood studies that are only available in hard copy to the latest 2D flood studies with fully digital flood results and maps. To make this large source of data more readily available for use by Council and available to the public a 'data cleansing' exercise has been undertaken.

The trigger to undertake this data cleansing has been the ePlanning project. Council is currently investigating various eBusiness/eGovernment opportunities, noting that significant benefits can be gained across the organisation through the better use of electronic business procedures.

As part of the ePlanning project Council intends to deliver an online development enquiry service that will involve providing people with the ability to undertake enquiries relating to the relevant planning controls and affectations applying to a property. The project will also include the automated generation of flood notation for 149 zoning certificates.

The successful operation of this service relies on Council undertaking various 'data cleansing' activities to ensure that accurate information, in terms of land based constraints or affectations, can be provided to people using the service at a land parcel level. These data cleansing activities were commenced in late June 2012 and will be ongoing.

### **Sustainability Assessment:**

- **Environment**

Flood events, large and small, are natural occurrences. Development of the floodplain needs to be controlled with appropriate measures based on the level of risk with controls integrated into the planning system.

- **Social**

Large flood events can have a huge impact on the local community and on individuals affected by flooding. The integration of flood planning controls into Council planning and strategic processes is very important so that the community is informed of possible flood risk and that appropriate controls are placed on development.

- **Civic Leadership**

Under the NSW Flood Prone Land policy the management of flood prone land is, primarily, the responsibility of councils. The Coffs Harbour 2030 Plan, Places for Living, strategy PL 1.2. Provide infrastructure that supports sustainable living and is resilient to climatic events. Having flood data and information integrated into the ePlanning process helps facilitate the strategy.

- **Economic**

**Broader Economic Implications**

The 1996 flood event in Coffs Harbour had an estimated damages bill of over \$30 million and state wide flooding causes the most damage annually of all the natural disasters. Thus locally and regionally flooding can have a very large impact on the local economy with many varied economic implications. Having sound flood planning processes is part of the frame work for controlling flood impacts on the community.

**Delivery Program/Operational Plan Implications**

Grant funding through the ePlanning project was obtained to undertake the data cleansing of flood information. On-going maintenance of the flood data and mapping will be absorbed in Councils normal operational budget.

**Risk Analysis:**

Council receives indemnity, in relation to flood advice given and actions done, under the provisions of Section 733 of the Local Government Act, 1993 provided it has followed the guidelines of the State Government's Manual in developing, adopting and implementing the Floodplain Risk Management Plans and has acted in good faith. Council's Floodplain Risk Management Plans have been prepared following the guidelines.

**Consultation:**

Councils 'City Infrastructure Services – Engineering Services' staff have worked closely with the planning staff to facilitate the data cleansing and mapping of flood information making sure it is suitable to facilitate ePlanning. 'Corporate Business – Corporate Information' have also been consulted in the process.

**Related Policy and / or Precedents:**

Component D3 of the Coffs Harbour Development Controls Plan 2013 addresses Flooding and Coastal Hazards. It applies to proposed development on any land that is potentially flood prone. Development of flood prone lands is to be undertaken in accordance with Council's Floodplain Development and Management policy.

Council's 'Floodplain Development and Management' policy has the following aims:

- To minimise risk, both physical and economic, due to mainstream flooding;
- To minimise the effects of development on flooding in natural watercourses;
- To give developers clear guidelines for the requirements of particular developments on flood liable land.



### **Statutory Requirements:**

Coffs Local Environment Plan 2013 (LEP 2013) has recently been gazetted. Section '7.3 Flood Planning' is an 'Additional Local Provision' in part 7 of the LEP. This clause applies to land at or below the flood planning level with the flood planning level being the 1:100 ARI (Average Recurrence Interval) flood event plus 0.5m freeboard.

LEP 2013 has not been adopted across the whole of the LGA with some areas deferred. These areas are still assessed under the Local Environment Plan 2000, Clause 23A Development of Flood Prone Land. This clause applies to land shown as flood prone on the flood prone land map. The flood prone land map depicts the 1:100 ARI flood event.

The mapping prepared in this process is to be integrated into Council's policy framework by amending the existing adopted DCP 2013 – in particular component D3 – Flooding and Coastal Hazards.

The DCP needs to be amended to say:

#### *D3.1.2 Controls*

*Development of flood prone lands (as identified as the Flood Planning Area and Indicative Flood Areas in Council's Flood Mapping GIS dataset) is to be undertaken in accordance with Coffs Harbour City Council's Floodplain Development and Management Policy, as well as flood controls in Floodplain Risk Management Studies and Plans developed for individual catchments such as the Coffs Creek Floodplain Risk Management Study (where appropriate).*

Section 79C of the Environmental Planning and Assessment Act 1979 (EP&A Act) relates to matters of consideration that in determining a development application, a consent authority is to take into consideration. Flood related development controls are not defined but would include any development standards relating to flooding applying to land under consideration.

Under Section 149 of the EP&A Act a person may apply to Council for a certificate with respect to any land within the area of Council. The Environmental Planning and Assessment Regulation 2000, Schedule 4 Planning Certificates provides regulations on the information that Councils are required to provide. Clause '7A Flood related development control information' provides details on flood information required.

Council's property information system will include a spatial layer including the flood prone land dataset, this will be based on "Council's adopted flood mapping" at the time of the inquiry. The spatial layer will be linked into Council's property information system enabling it to be automatically accessed in the generation of 149 Certificates. This Flood Mapping GIS dataset will need to be regularly updated and thereby regularly reported to Council as new information is provided or available to Council.

### **Issues:**

ePlanning requires flood data to be in an electronic format suitable to interact with other Council systems to facilitate online enquiries and automatically generate flood data relating to properties. The best method available is to provide flood data in Geographic Information System (GIS) format. This is a relatively new format of presenting flood information with the most recent flood studies using the GIS format and tools to present flood maps and results. However, much of Councils flood data is held in older flood studies with hard copy maps created prior to GIS usage.

As part of the flood data cleansing process Council reviewed available flood data in terms of the methodologies used and quality of the flood study. The assessment was based around the various criteria and flood data was assigned a confidence level.

Also as part of the process Council engaged consultants to undertake a '1st Pass' flood assessment of the entire LGA. The consultant used the TUFLOW flood modelling software to produce a flood extents map indicating potentially flood prone land. The 1<sup>st</sup> Pass flood modelling is a preliminary assessment of flooding it is not a detailed flood study and does not represent the 1% AEP (Annual Exceedance Probability or 1 in 100 year) flood. The modelling included various filtering of results to provide a practical flood extents map, removing small steep gullies with small flows associated with 1<sup>st</sup> and 2<sup>nd</sup> order streams. The 1<sup>st</sup> Pass flood extent mapping will be used for areas that do not have detailed flood studies. It provides Council with a high level of confidence that flooding is an issue in these areas and if development or rezoning is proposed then further detailed flood assessment would be required. The areas identified under the 1<sup>st</sup> Pass flood assessment will be referred to as 'Indicative Flood Areas'.

For the flood data cleansing project consultants were provided with Councils flood information and they undertook the following steps:

- Assign a confidence level for the flood data based on the original flood study quality and methodology;
- Convert Council's flood data to GIS format;
- Align the flood data with Council ALS (Airborne Laser Scanning) ground level data;
- Consolidate the flood layers into a GIS data base;
- Provide GIS meta data for the information.

This process has provided Council with a dataset within GIS. This dataset is a spatial representation of possible flood extents for the LGA, it is not necessarily comprehensive or definitive and should be viewed as evolving. For detailed flood information one has to refer to the flood study from where the information has been obtained and interpret the flood data in the context of the flood study.

This dataset will be used for the issuing of Section 149(2) planning certificates in the ePlanning process. The data cleansing undertaken will provide better mapping of flood affected properties resulting in more accurate assignment of flood notations. Adjustments to flood notation will be made with properties gaining or losing notations as required.

Essentially the Flood Dataset Maps are evolving as new data comes available. Council needs to manage and regulate development on flood prone land in a structured, consistent and transparent manner, in accordance with best practice and State provisions. The new dataset is required in order to more comprehensively implement a management framework within the planning and development process of Coffs Harbour City Council.

The dataset is triggered for development assessment by provisions within the Development Control Plan 2013.

In undertaking the data cleansing process Council has developed criteria for the quality or confidence level of flood data and has updated and / or converted existing flood data into a form suitable to implement ePlanning while satisfying statutory requirements and facilitating implementation of councils LEP, DCP and policy flood related controls. Flood data changes or new data becomes available regularly and council needs to be able to maintain an up to date GIS database of the best available flood information. Council staff need to be able to maintain flood information and the data cleansing process has provided a criteria and methodology to do so. Any changes to the dataset will be reported to council.

**Implementation Date / Priority:**

The GIS flood dataset and process for maintaining it will be incorporated into Council's systems following adoption of this report.

**Recommendation:**

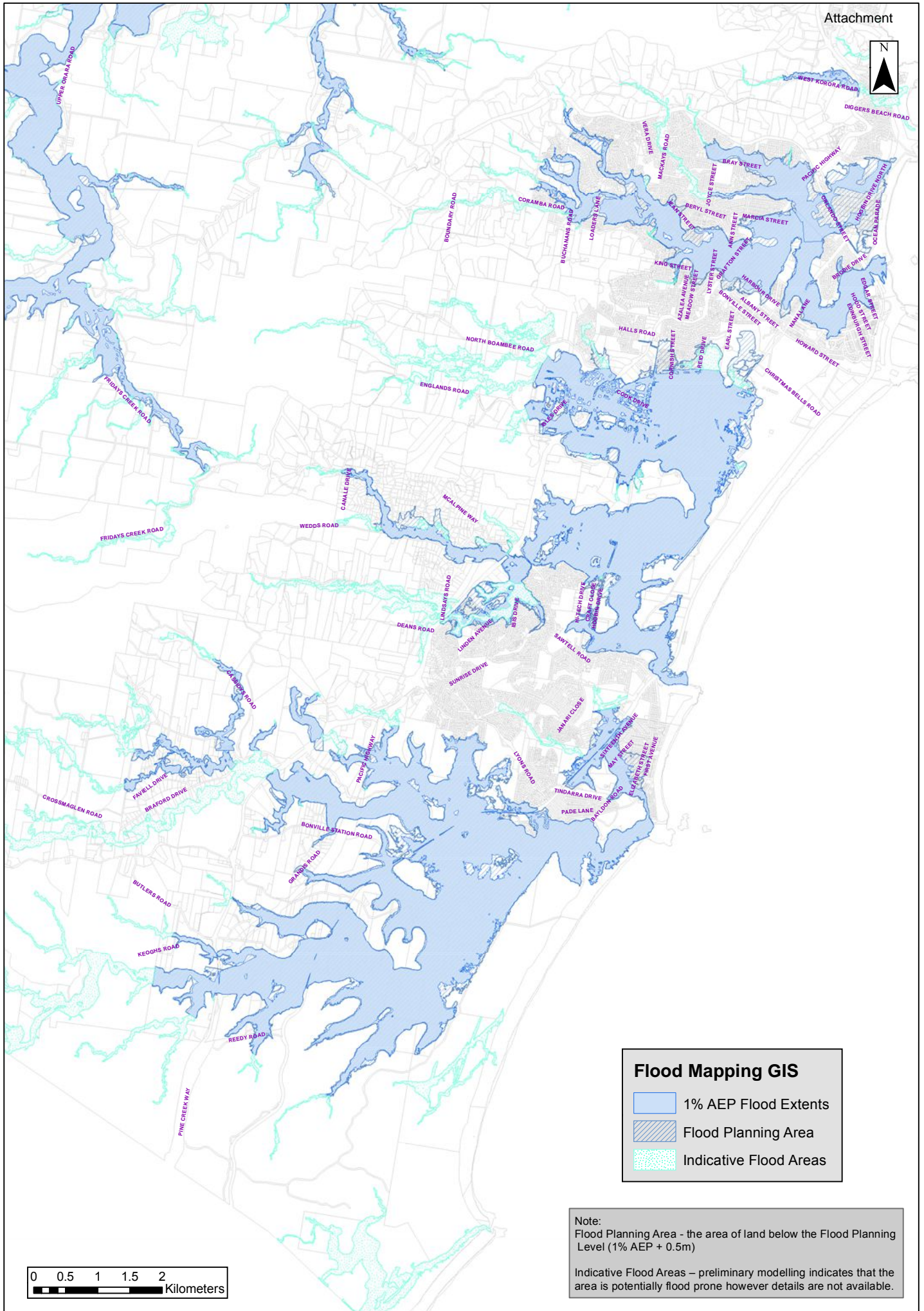
**That Council adopts the following:**

1. That Council adopts the Flood Mapping GIS dataset (Version 1.0) as detailed in Attachment 1.
2. That the Flood Mapping GIS dataset be made available to the public.
3. That Section 149(2) hazard notations for flooding risk include both the Flood Planning Area and Indicative Flood Areas as detailed in the Flood Mapping GIS dataset.
4. That Council adopt the following amendment to Development Control Plan (DCP) 2013 – Component D3 – Flooding and Coastal Hazards.

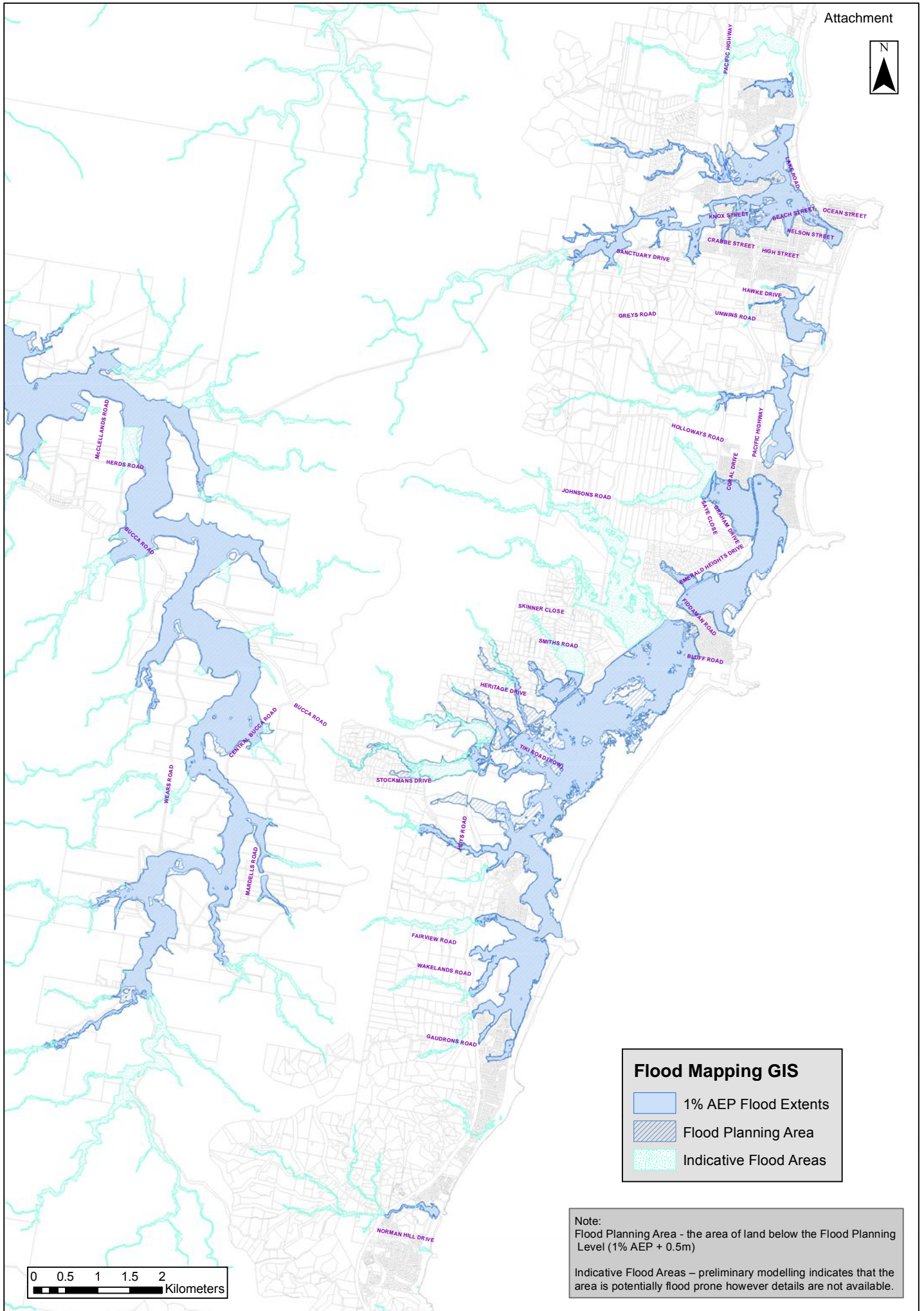
***D3.1.2 Controls***

*Development of flood prone lands (as identified as the Flood Planning Area and Indicative Flood Areas in Council's Flood Mapping GIS dataset) is to be undertaken in accordance with Coffs Harbour City Council's Floodplain Development and Management Policy, as well as flood controls in Floodplain Risk Management Studies and Plans developed for individual catchments such as the Coffs Creek Floodplain Risk Management Study (where appropriate).*

5. That, in accordance with the provision of the Environmental Planning and Assessment, Council place on public exhibition the amended DCP.
6. In recognising the evolving nature of the Flood Mapping GIS dataset, that further reports will be referred to Council when there is updated flood information affecting individual lots within the local government area.



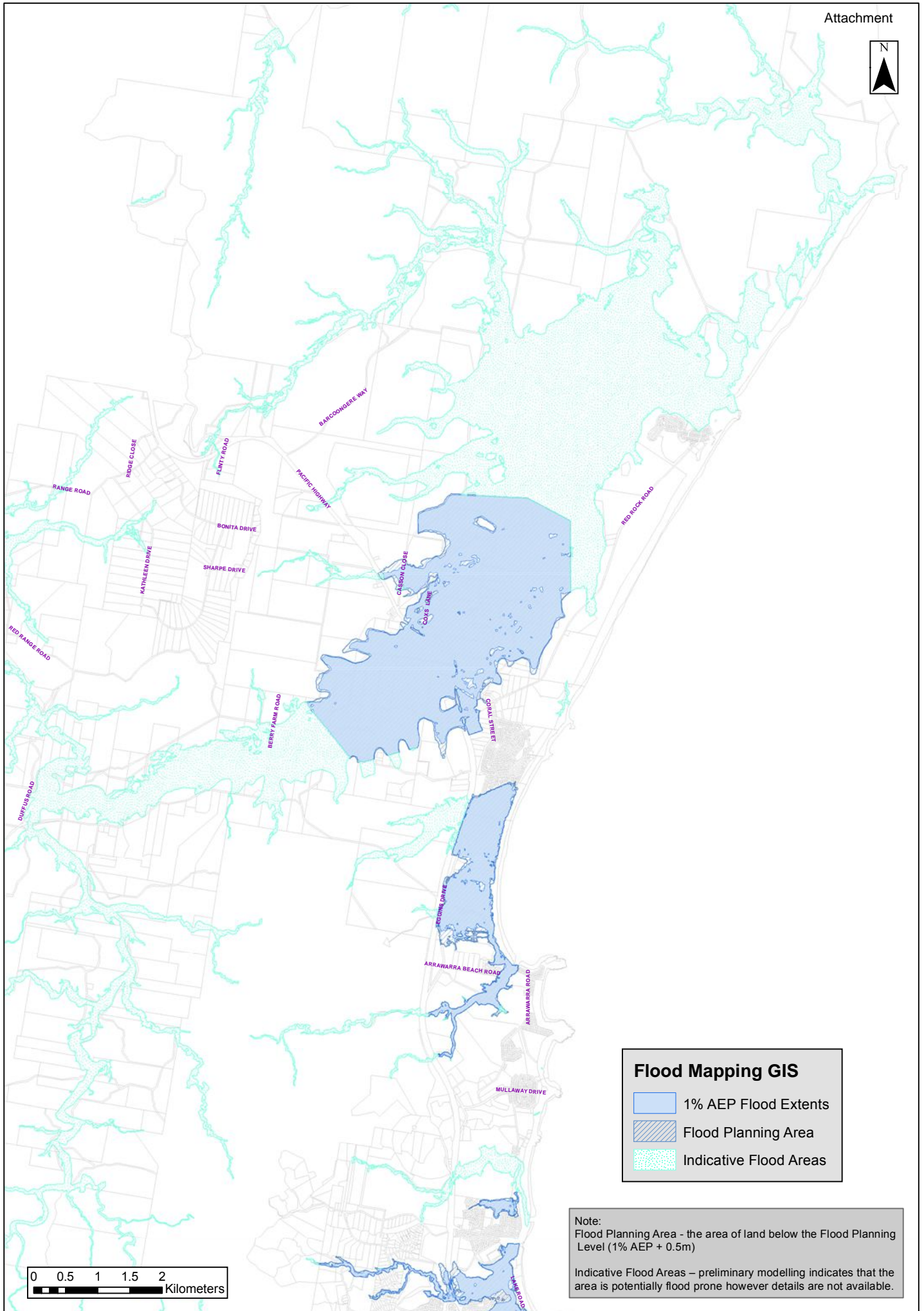




**Flood Mapping GIS**

- 1% AEP Flood Extents
- Flood Planning Area
- Indicative Flood Areas

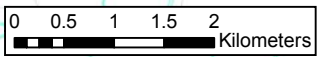
Note:  
 Flood Planning Area - the area of land below the Flood Planning Level (1% AEP + 0.5m)  
 Indicative Flood Areas – preliminary modelling indicates that the area is potentially flood prone however details are not available.



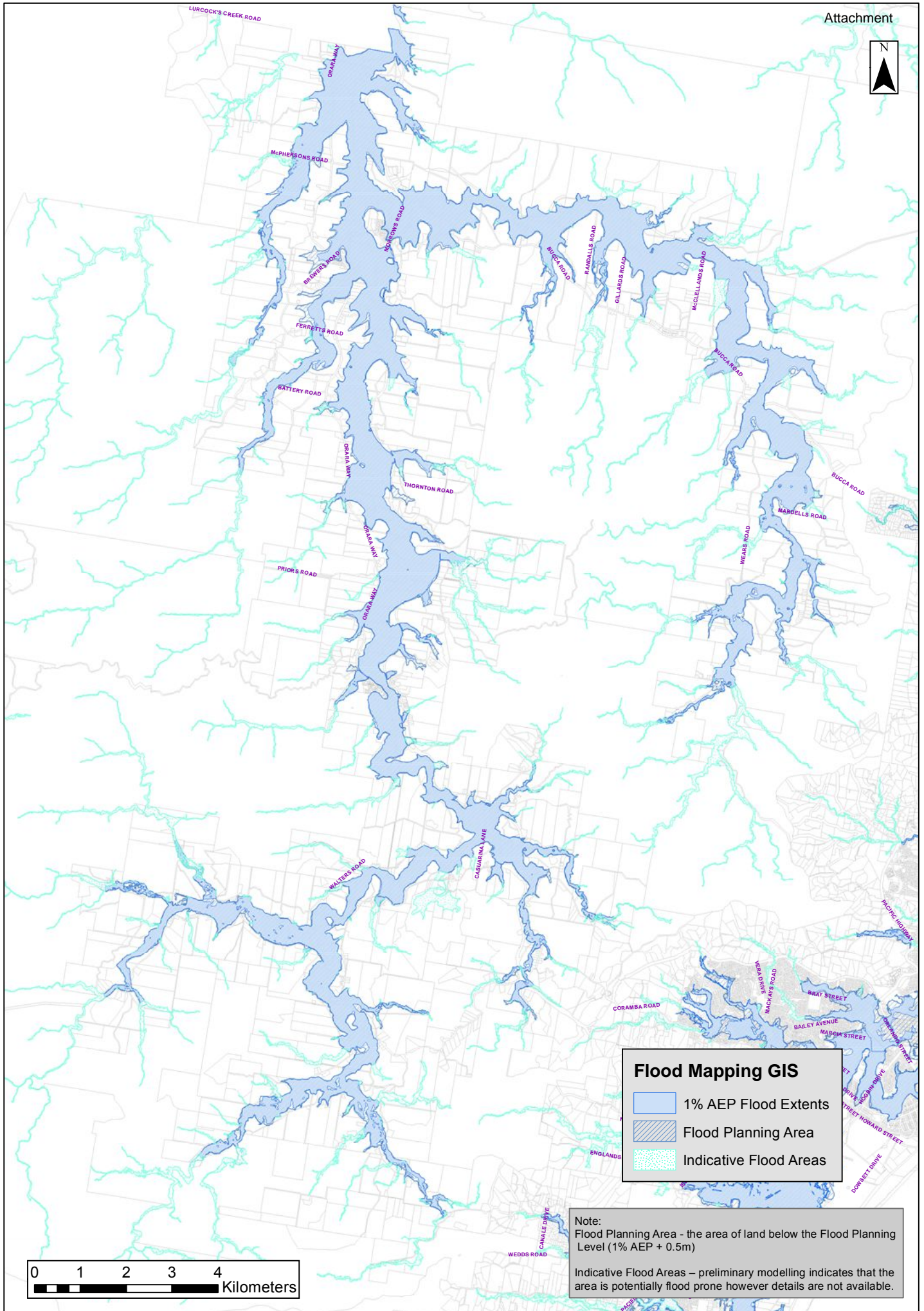
**Flood Mapping GIS**

- 1% AEP Flood Extents
- Flood Planning Area
- Indicative Flood Areas

Note:  
 Flood Planning Area - the area of land below the Flood Planning Level (1% AEP + 0.5m)  
 Indicative Flood Areas – preliminary modelling indicates that the area is potentially flood prone however details are not available.







**Flood Mapping GIS**

- 1% AEP Flood Extents
- Flood Planning Area
- Indicative Flood Areas

Note:  
 Flood Planning Area - the area of land below the Flood Planning Level (1% AEP + 0.5m)

Indicative Flood Areas – preliminary modelling indicates that the area is potentially flood prone however details are not available.



---

## **COFFS COAST REGIONAL PARK - STAGE 2 TRANSFER OF COFFS HARBOUR CITY COUNCIL LAND**

---

### **Purpose:**

Report seeking Council approval to execute a transfer and other required documents under seal to facilitate the disposal of Part Lot 91 DP 24666 at The Boulevard, Mullaway.

### **Description of Item:**

Council resolved on 23 June 2011 to transfer part of Lot 91 DP 24666 to the Coffs Coast Regional Park which is jointly managed by the Office of Environment & Heritage (OEH) and Council.

The land to be transferred comprises the section of the lot which is located to the north of Mullaway Drive. The plan attached to this report identifies the land to be transferred.

This report simply seeks the approval to execute the required documents under seal by Council. All other issues related to the transfer were considered by Council in the report of 23 June 2011.

### **Sustainability Assessment:**

- **Environment**

There are no issues related to this matter as it is simply procedural.

- **Civic Leadership**

There are no issues related to this matter as it is simply procedural.

- **Economic**

#### **Broader Economic Implications**

There are no issues related to this matter as it is simply procedural.

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

There are no ramifications to Council as all costs associated with the matter are to be borne by the Coffs Coast Regional Park Trust Board.

### **Risk Analysis:**

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

### **Related Policy and / or Precedents:**

Council is required to execute legal transfer documents under seal.



**Statutory Requirements:**

The seal of Council is required to be affixed to legal documents in compliance with Section 400 of the Local Government (General) Regulations 2005. This section requires a formal resolution of Council.

**Issues:**

There are no major issues related to this matter as the disposal has already been approved by Council and this report is required only for the purpose of attending to the legal requirements of the transfer.

**Implementation Date / Priority:**

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

**Recommendation:**

**That Council execute under seal the required documents to enable transfer of that part of Lot 91 DP 24666 described in this report to the Coffs Coast Regional Park in accordance with Council's resolution number 120 of 23 June 2011.**



---

**TENDER: RFT-606-TO, ADVERTISING SERVICES AT COFFS HARBOUR REGIONAL AIRPORT**

---

**Purpose:**

To report on tenders received for Contract No RFT-606-TO for the Provision of Advertising Services at Coffs Harbour Regional Airport and to gain Council approval to accept a tender.

**Description of Item:**

The Coffs Harbour Regional Airport is achieving significant growth with a projected 425,000 passengers in the 2013/14 financial year. As such the airport offers a unique venue to maximise advertising exposure and create an additional income stream for the airport business.

Tenders were called in local and capital city newspapers and in Council's Tenderlink portal. Tenders closed at 3.30pm on Tuesday, 29 October 2013.

Tenders were evaluated on the following criteria:

- Tender income value.
- Experience in similar airport advertising projects.
- Performance and reliability in airport advertising.
- Staffing and equipment
- Safety systems.

Two tenders were received from:

1. Interspace Airport Advertising Australia Pty Ltd (New Zealand with registered office in Brisbane), and
2. Tourism Coffs Coast (Coffs Harbour).

**Sustainability Assessment:**

- **Environment**

This operation will have no adverse effect on the external environment. All signage will be within the terminal precinct.

- **Social**

The overall social benefit is the enhancement of non-aviation income for the airport which contributes to the long term sustainability of the airport.

The airport provides high frequency flights at competitive prices for the convenience of the local community and visitors to the Coffs Coast alike.



- **Civic Leadership**

As the airport owner it is Council's responsibility to support continued growth of the airport business.

In addition to the airport's role as a transport hub for the Coffs Coast, it is also a significant economic driver for the city and is consistent with the objectives of Council's 2030 Strategic Plan.

- **Economic**

**Broader Economic Implications**

The continued operation and growth of the airport has a significant economic impact on the local economy.

The airport provides a vital service to the business and tourism sectors, and its level of services puts Coffs Harbour in a strong competitive position in both sectors.

**Delivery Program/Operational Plan Implications**

This will provide an additional source of income to the airport.

There are no negative impacts on the delivery program/operational plan.

**Risk Analysis:**

There would be no additional risk exposure to Council as this is already a function of the current airport operation.

**Consultation:**

No consultation was required.

**Related Policy and / or Precedents:**

Tendering procedures were carried out in accordance with Council 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:**

The most distinguishing factor between the two tenders received was the difference between the extensive experience in airport advertising of the recommended tenderer and lack of similar experience of the second tenderer. The tender income amounts were only \$166 apart over five years and the recommended tenderer was ahead on all other selection criteria.

**Implementation Date / Priority:**

If approved, the tender will commence on 1 January 2014 for a period of five years.

**Recommendation:**

**That Council considers tenders received for Provision of Advertising Services at Coffs Harbour Regional Airport, Contract No RFT-606-TO, and resolve as detailed in the confidential attachment.**

---

**CONTRACT NO. RFT-599-TO: MANAGEMENT OF SPORTZ CENTRAL, BRAY STREET, COFFS HARBOUR**

---

**Purpose:**

To report to Council on tenders received for the Management of Sportz Central Bray Street, Coffs Harbour - Contract No RFT-599-TO.

**Description of Item:**

Council has to date delegated the care, control and management of Sportz Central to a Section 355/377 Management Committee and operated the facility under a four year management agreement with an external contractor who is currently Sportsrite Pty Ltd.

Council advertised for tenders in April 2012 for the management of Sportz Central as a management agreement facilitated through the 355 Committee and no tenders were received in the advertised period. Consequently this resulted in an internal review process being undertaken.

Following this review Council was then presented with reports on 27 March 2013 and 24 April 2013 which provided relevant information to enable the matter to be considered in terms of accepted industry practices, key challenges for the future of the facility, relevant legislation and suggested processes to enable Council to assess the most appropriate models for the management of the facility.

At the 24 April 2013 Council meeting it was resolved that Council seek fresh tenders for the management of Sportz Central based on the previously advertised conditions but also invite alternative proposals.

The tender was advertised in local and capital city papers and via Tenderlink closing on 10 September 2013. Tenderers were invited to make offers based on two distinct models, which were a management agreement under the supervision of a Section 355 Management Committee (as has been in place previously) or an alternative Management Model. The request for tenders including the following terms;

As a Management Agreement;

- Management Fee: \$140,000 per annum, plus GST, subject to annual CPI.
- Term: 5 years & six months commencing 1/1/14 with option of extension
- Management Commission: 25% of net profit per annum
- Contractor retains kiosk rights and total gross profits
- Council contribution of \$30,000 per annum for internal maintenance
- Council contribution of \$25,000 per annum toward operating expenses for cleaning
- Management agreement supervised by the Section 355 committee

As an Alternative Model:

- Management Fee: to be specified by tenderer
- Term: same as above
- Retention of Net Profits: to be specified by tenderer
- Contractor retains kiosk rights and total gross profits
- Council contributions: to be specified by tenderer
- Retain an advisory or equivalent body

As a result two tenders were received from:

1. PCYC NSW Ltd of Sydney
2. YMCA of Sydney

The tender process took into consideration the following priority areas which were of equal importance;

- Economic sustainability of the facility
- Fair, equitable and diverse community access and service delivery &
- Facility planning and development

The tenders were then evaluated using Council's Tender Value Selection System by an assessment panel comprising Council staff and committee representatives using the following criteria;

- Staff and professional development
- Service Delivery
- Financial Management
- Marketing
- Service to Management/Advisory Committee
- Governance

#### **Sustainability Assessment:**

- **Environment**

No environmental issues are considered relevant

- **Social**

This proposal aims to provide for the continuation of effective management of a highly used and valuable community facility which results in significant health and social benefit to a broad range of community members.

- **Civic Leadership**

The proposal supports the themes of the Coffs Harbour 2030 Strategic Plan specifically "Places for Living" and "Looking After our Community" by addressing the specific priorities of; "our built environment connects us and supports us in living sustainably and our community is healthy, informed and engaged".

- **Economic**

**Broader Economic Implications**

The economic implications of broadening the management models invited under the tender process may enhance the potential opportunities for service delivery and cost efficiency.

**Delivery Program/ Operational Plan Implications**

Implications in terms of the Delivery Program/Operational Plan are dependent on how Council resolves to proceed and under what management model the facility operates.

**Risk Analysis:**

The risks in relation to this matter include the ongoing financial exposure of Council, the continued access and affordability by the broader community and the maintenance of this valuable asset.

**Consultation:**

Consultation and discussion has occurred with relevant sections of Council staff, the Section 355 Management Committee and the existing contractor.

Throughout the tender assessment process, discussion has also occurred with the two tenderers PCYC and YMCA and both organisations attended face to face interviews with the assessment panel.

**Related Policy and / or Precedents:**

Tendering procedures were carried out in accordance with Council Policy.

**Statutory Requirements:**

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

**Issues:**

As mentioned the tender attracted two submissions being from PCYC and YMCA.

An assessment panel of both Sportz Central Management Committee members and Council staff assessed the tenders with the following details of note;

- Both tenders received were offering to operate under an alternative management model.

YMCA

- Requested to operate Sportz Central for a twelve month trial period and Council to pay YMCA a fee for service during this time.

PCYC

- Have indicated, during interviews, a clear preference to operate under a lease arrangement, lease fee to be paid to Council, term to be negotiated, PCYC local committee advisory committee would provide input and staffing of Sportz Central to be coordinated across the two venues.



- Both tenderers provided unclear information in Schedule T which specifies the alternate management model conditions and further face to face interviews were held with the panel to clarify the proposals received.

Consequently the tender assessment panel decided to recommend to Council not to accept either of the tenders. The panel agreed that the tender process failed to yield an acceptable tender due to the YMCA proposal not being of a feasible time frame and the PCYC requesting a lease arrangement which requires a different management model than the one in the tender documents. Both proposals had the potential to have significant cost implications.

It should be noted that this is the second time this tender has been advertised in the market with no tenders received in the first tender period and now two tenders offering alternative management models being submitted. Both times no tenders were received from the current contractor.

The response to the tender processes to date would appear to indicate a limited interest from the marketplace in the management models and conditions as presented.

Options examined to date are:

- Management under a Section 355 Committee however no tenders have been offered under this model during the last two tender processes.
- Alternative Management Models were called for with only two tenders received and this process indicating a preference for a leasing arrangement.

Previous reports presented to Council have discussed that the direct management by Council was not a financially feasible option.

During the tender assessment process an interest was expressed by the PCYC for a lease arrangement and the panel resolved that investigations into a leasing arrangement be explored further.

Consultation has occurred with Council's Property Branch on this matter and it was suggested that an appropriate instrument and tenure for the operation of the facility be investigated.

It is therefore intended, subject to resolution of Council, to seek advice on this matter with the view of developing an appropriate mechanism for the management of Sportz Central. At this point in time it is not intended to enter into negotiations with tenderers or other parties until this is clarified.

Under Section 47 of the Local Government Act (1993) it is also a requirement that any lease on community land be subject to an EOI process which would be publicly advertised.

**Implementation Date / Priority:**

Negotiations have occurred with the existing contractor who has agreed to extend his current contract with Council until 30 June 2014.

Pending Council approval, investigations into options will be undertaken and a report will be brought back to Council prior to 30 June 2014 providing information on the outcomes of these investigations and further details on how it is proposed the facility be managed after this time.

**Recommendation:**

- 1. That Council not accept any of the tenders received for Contract No. RFT-599-TO Management of Sportz Central Bray Street, Coffs Harbour.**
- 2. That a report be brought back to Council prior to 30 June 2014 providing further information and recommendations regarding investigations into options for the ongoing management of the facility.**

---

## REQUESTING COUNCIL'S SUPPORT OF THE "RACISM. IT STOPS WITH ME" CAMPAIGN LED BY THE AUSTRALIAN HUMAN RIGHTS COMMISSION

---

### **Purpose:**

To request Council's support of the "Racism. It Stops With Me" initiative led by the Australian Human Rights Commission.

### **Description of Item:**

The national anti-racism campaign "*Racism. It Stops with Me*" led by the Australian Human Rights Commission is being rolled out across Australia and organisations, including Councils are being asked to support the initiative by signing the Supporter's Agreement "Racism. It Stops with Me".

### **What Does Signing Up Involve?**

Organisations can become formal supporters by signing the Supporter Agreement. This means that you agree to:

- **Endorse** the campaign
- **Promote** the campaign through your communications channels
- **Identify** specific activities that your organisation can undertake over the next three years to support your stance against racism.

### **Sustainability Assessment:**

- **Environment**

There are no environmental impacts.

- **Social**

Racism has serious consequences for individuals and local communities. It can affect people's physical and mental health, undermine their ability to work, study or participate in community life. It can also increase social isolation when people avoid public spaces where racism occurs.

- **Civic Leadership**

Councils have a vital leadership role in driving action at the local level and for this reason are being asked to support the campaign to ensure that it translates into effective community action.

- **Economic**

#### **Broader Economic Implications**

The campaign asks for a formal commitment to anti-racism, but doesn't direct organisations on how they should implement or resource the program. It is intended that Council's participation would be facilitated within existing resources.

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

#### **Should Council sign up, the organisation is obligated to:**

- Featuring the campaign logo on our website
- Provide our logo for use on the campaign website/promotional materials
- Promote campaign activities through the usual communications channels, such as our website, newsletter or social media
- Where possible implement anti-racism activities over the three year campaign period.

#### **Risk Analysis:**

Council is bound by the various anti-discrimination acts legislation. Support of the "Racism. It Stops With Me" Agreement demonstrates Council's support of the initiative and these legislative frameworks.

#### **Consultation:**

Both Council's Multicultural Reference Group (link to the community) and the regional Multicultural Network Interagency support the "Racism. It Stops With Me" initiative. Additionally, Council's Access Committee support the program.

Nationally, the National Anti-Racism Partnership, led by the Australian Human Rights Commission, includes the Attorney-General's Department, Department of Families, Housing, Community Services and Indigenous Affairs (FAHCSIA), Department of Immigration and Citizenship, Australian Multicultural Council, National Congress of Australia's First Peoples and Federation of Ethnic Communities' Councils of Australia, working together, have opened a national conversation about racism, and encouraging constructive discussions about what individuals can do about it in their everyday lives.

Council's Web Administrator has also been consulted regarding the campaign.

#### **Related Policy and / or Precedents:**

Multicultural Policies and Services Program Policy 2010-2014.  
Multicultural Action Plan 2010-2014.  
EEO Policy and Procedures.

#### **Statutory Requirements:**

There are no statutory requirements for Council to participate in this campaign.

#### **Issues:**

Over 150 organisations have already committed their support. The "Racism. It Stops with Me" initiative aims to:

- Ensure more Australians recognise that racism is unacceptable in our community
- Give more Australians the tools & resources to take practical action against racism
- Empower individuals & organisations to prevent & respond effectively to racism.

Council would contribute to achieving these objectives by implementing the "Racism. It Stops With Me" initiatives into our existing programs or activities.

For example, inclusion in community events, educational programs, policies and procedures or employment strategies as feasible.

**Implementation Date / Priority:**

Immediately following the signing of the Agreement the initiative will be rolled out across all areas of Council's services and programs where applicable.

Pending approval to participate in the program, information would be distributed to the Leadership Team with implementation to be facilitated by Section Managers.

**Recommendation:**

**That Council support the national "*Racism. It Stops with Me*" campaign and the General Manager and Mayor sign the Support Agreement provided by the Australian Humans Rights Commission.**

---

## CORAMBA COMMUNITY HALL MANAGEMENT COMMITTEE MEMBERSHIP

---

### **Purpose:**

To recommend to Council appointment of community members to the Coramba Community Hall Management Committee.

### **Description of Item:**

This report seeks approval from Council for appointments to the following committee:

- Coramba Community Hall 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 members have expressed interest in participating on the below committee. The nominations have been approved for recommendation to Council at the relevant committee meeting:

- Coramba Community Hall Management Committee.  
Mr Barry Mannall  
Mr Donald Henderson

**Implementation Date / Priority:**

The relevant committee and prospective members will be notified immediately following Council's decision.

**Recommendation:**

**That Mr Barry Mannall and Mr Donald Henderson be appointed to the Coramba Community Hall Management Committee.**

---

## HIGH VALUE HABITATS OF COFFS HARBOUR LOCAL GOVERNMENT AREA - ENDANGERED ECOLOGICAL COMMUNITIES AND OVER-CLEARED VEGETATION TYPES

---

### **Purpose:**

To recommend that Council adopt the Endangered Ecological Communities and Over-cleared Vegetation types mapping and accompanying report for the Coffs Harbour Local Government Area.

### **Description of Item:**

Council, at its meeting of 26 September 2013, considered a report in relation to Draft Endangered Ecological Communities (EECs) and Over-cleared Vegetation Types (OCVT's) mapping and accompanying report for the Coffs Harbour Local Government Area.

At that meeting, Council resolved:

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.*

This report informs Council of the public exhibition process, comments on the nine submissions received and seeks adoption of the mapped EECs and OCVT's.

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 mapped 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).

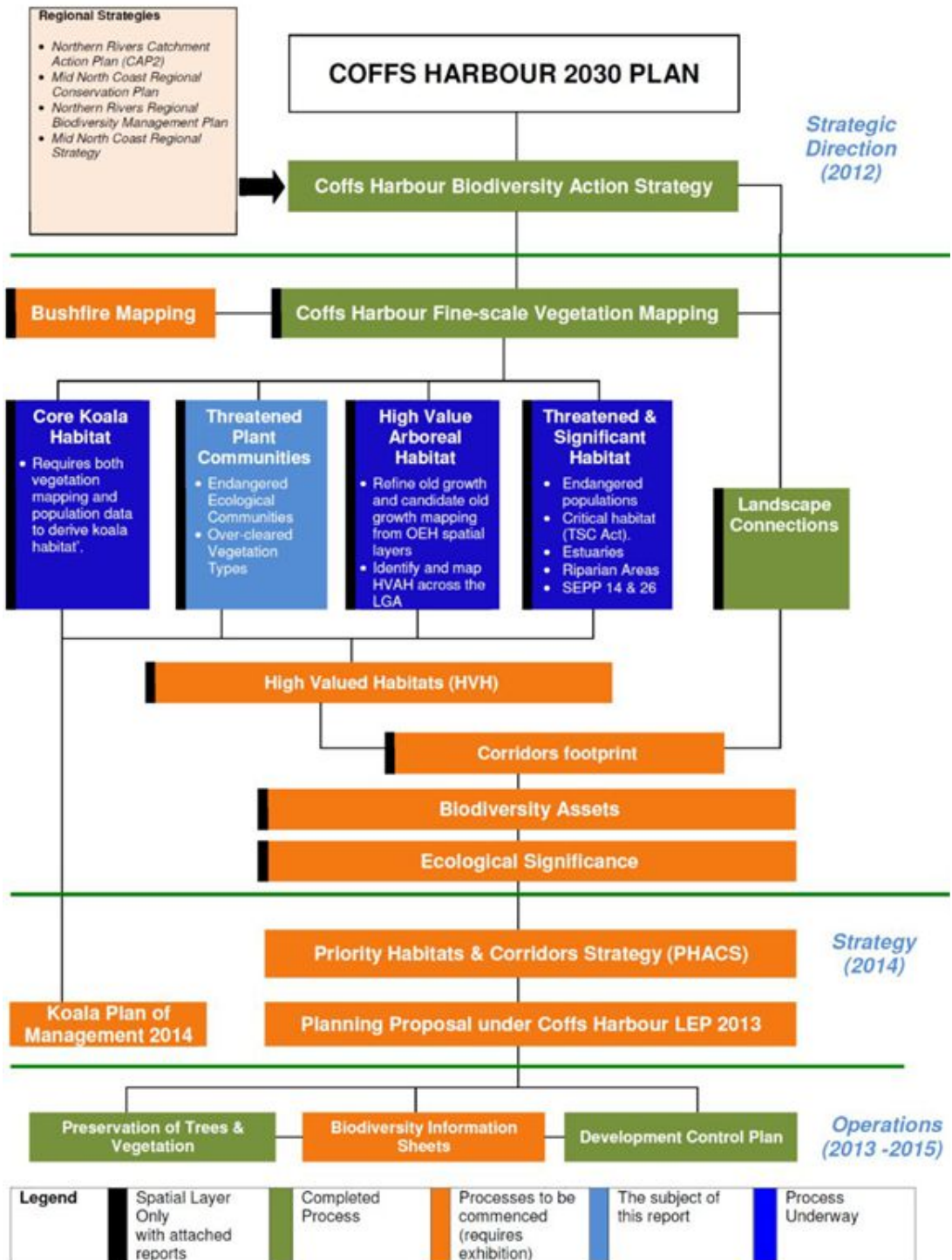
Development of this mapping layer is in accordance with Council's adopted Coffs Harbour Biodiversity Action Strategy 2012-2030 and endorsed Biodiversity Assets Stakeholder Engagement Plan 2013 -14.

Figure 1 'Biodiversity Assets - Strategic Planning (modified from Council's Biodiversity Action Strategy 2012-2030)' details the adopted sequence of studies being undertaken to assist the development of a draft Priority Habitats and Corridors Strategy (PHACS) which will ultimately inform a planning proposal under the Coffs Harbour Local Environmental Plan 2013.



No land use or land management decisions will be made by Council in the development of the science-based Biodiversity Assets layers. These mapping products assist Council to identify where land parcels have a specific set of unique environmental values. The Council-endorsed Coffs Harbour fine-scale vegetation mapping forms the basis for delineation of EECs and OCVTs which are recognised as High Value Habitats requiring mapping and protection across the LGA.

Figure 1 Biodiversity Assets - Strategic Planning



The timeframes associated with the delivery of environmental strategic outputs is detailed in Table 1 below.

**Table 1 Biodiversity Assets Delivery Schedule**

Exhibition	Type	Planning framework
<b>SCIENCE</b>		
<i>*by Nov 2013</i>	<i>Science</i>	<i>(a) Endangered Ecological Communities and Over-cleared Forest Types</i>
by Dec 2013	Science	(b) High Value Arboreal Habitat
by Feb 2013	Science	(c) Koala Habitat
by Feb 2013	Composite Science Layer	(d) High Value Habitats
by March 2014	Science	(e) Corridors Footprint
by April 2014	Science	(f) Biodiversity Assets
by May 2014	Science Ranking	(g) Ecological Significance of Environmental Attributes
<b>STRATEGY</b>		
by July 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 2013

\* 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 OCVT’s of the Coffs Harbour LGA (in accordance with the Biometric terrestrial biodiversity tool developed by Local Land Services) has been mapped and reported on.

**Sustainability Assessment:**

- **Environment**

The adoption and integration of the EECs and OCVT’s mapping will assist in the sustainable management of native vegetation across the LGA. These ecological communities and vegetation types are recognized 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, draft 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’s mapping at the LGA level are multi-faceted and include:

- Increased certainty regarding the location of EECs and OCVTs in the LGA.
- Contribution to assist 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 OCVT's are a component, reflects the Coffs Harbour community's desire to see their natural environment protected and conserved for future generations. Key objectives within the Coffs Harbour 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 EEC and OCVT's 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's mapping is based upon the Council endorsed Fine-scale Vegetation Mapping which represents the best available science in this regard.

- **Economic**

**Broader Economic Implications**

The EEC and OCVT's 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 OCVT's 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's 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's mapping will be integrated with further High Value Habitats and Biodiversity Assets mapping for the development of a draft PHACS.

The EEC and OCVT mapping layers have been funded through Council's Environmental Levy program and Waste and Sustainability Improvement Program (WASiP). Costs associated with exhibition and consultation have been funded through WASiP.

### **Risk Analysis:**

The EECs and OCVT's have effectively been identified utilising Council's adopted Coffs Harbour Fine-scale Vegetation Mapping layers.

Overall, the risk analysis of consequences at both a strategic and operational level are considered minor with negligible impact on Council's function.

### **Consultation:**

The mapped EECs and OCVT's and accompanying reports were placed on public exhibition for a period of 30 days, 4 October to 2 November 2013.

An advertisement appeared in the Public Notice section of the local paper and a display was erected in the main foyer of Council's Administration building showing the mapped layers and a copy of the accompanying report provided. The maps were also available on Council's website during the exhibition period as were the reports.

There were nine submissions received during the public exhibition period. Of these, eight submissions expressed general support for the mapping and process in order to achieve sustainable planning in the LGA. One submission expressed concern regarding the accuracy of mapped vegetation extent adjoining their property which was unrelated to either the draft EEC or OCVT mapping on exhibition.

A full copy of the submissions are a confidential attachment to this report (Attachment 2). It is a confidential attachment as it contains personal and private information that is not appropriate to be fully disclosed under the Privacy and Personal Information Protection Act.

### **Related Policy and / or Precedents:**

The EEC and OCVT's mapping is almost exclusively based on Council's adopted Fine-scale Vegetation mapping. These new layers provide the opportunity to develop a comprehensive, accurate and up to date High Value Habitats and Biodiversity Assets layer 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 a draft PHACS which in turn will be used to inform a future planning proposal under the Coffs Harbour LEP 2013.

**Statutory Requirements:**

The principles and actions associated with EECs and OCTV's are broadly set out in the Mid North Coast Regional Conservation Plan and Mid North Coast Regional Strategy.

The EEC and OCTV's mapping layers are integral to the development of a draft PHACS and the body of information required to progress a planning proposal.

This will allow Council to meet its primary statutory obligations under the *Environmental Planning and Assessment Act 1979*, *Threatened Species Conservation Act 1995* 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.

The EEC mapping provides a tool to assist in the identification of these community types in the Coffs Harbour LGA that has been developed in accordance with the NSW Scientific Committee's final determinations for EECs under the Threatened Species Conservation Act 1995. Any uncertainty in the identification of floodplain EECs will require proponents to validate the status of the vegetation by provision of an appropriate soils report.

**Implementation Date / Priority:**

The EEC and OCTV's maps and accompanying report will be adopted following resolution of Council.

**Recommendation:**

**1. That Council adopt the following digital layers and report:**

***Data Layer:***

**1.1 Coffs Harbour Endangered Ecological Communities mapping (Version EEC 1.0)**

**1.2 Coffs Harbour Over-cleared Vegetation Types mapping (Version OCTV 1.0)**

***Report:***

**Endangered Ecological Communities and Over-cleared Vegetation Types of the Coffs Harbour Local Government Area**

**2. That all people who made submissions to the public exhibition process be informed, in writing, of Councils resolution.**



# Endangered Ecological Communities and Over-cleared Vegetation Types of the Coffs Harbour Local Government Area

November 2013

## Introduction

Coffs Harbour 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 Coffs Harbour Local Environmental Plan 2013.

The 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, and adopted by Council in 2009 (CHCC 2009). The 2030 Plan is driven by the Community Vision 2030 (CHCC 2008). Key strategies within the 2030 Plan that relate to the mapping of High Value Habitats and Biodiversity Assets include:

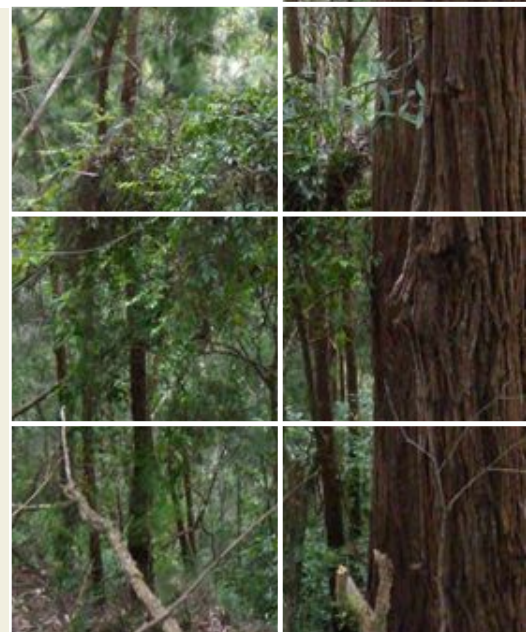
- Identify and promote the region's unique environmental values;
- Build ecosystem resilience through a system of local and regional habitat corridors.

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

### 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 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.





**Endangered Ecological Communities & Over-cleared Vegetation Types**

# 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.

## Endangered Ecological Communities in the Coffs Harbour LGA

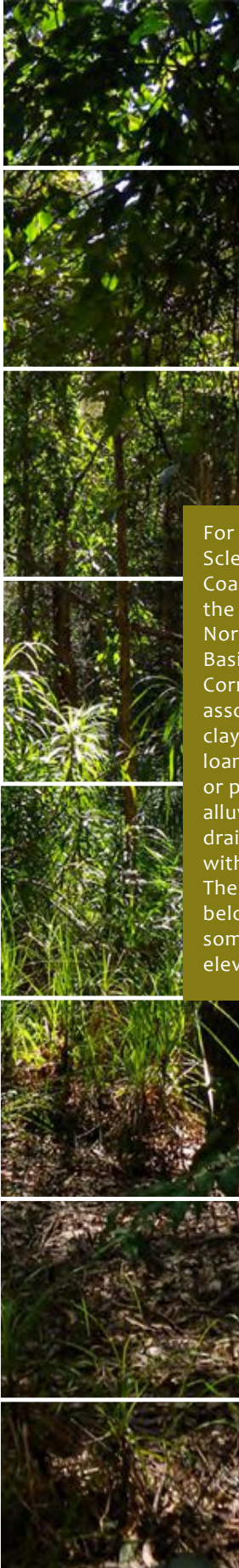
The finalisation of fine-scale vegetation mapping (OEH 2012a & b) provides the best basis to date for the delineation and mapping of EECs across the Coffs Harbour LGA. Ten (10) EECs are known to occur within the Coffs Harbour LGA and a number of the classified vegetation communities are considered to 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.

Table 1. Vegetation communities of the Coffs Harbour Local Government Area likely to contain Endangered Ecological Communities (reproduced from OEH)

Coastal Saltmarsh in the NSW North Coast, Sydney Basin and South East Corner Bioregions		
CH_SW02	Estuarine Twig Rush Saltmarsh	47
CH_sw03	Coastal Dune Sedgeland Soak	11
CH_SW04	Coastal Dune Prickly Couch Grasslands	.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>
Freshwater Wetlands on Coastal Floodplains of the NSW North Coast, Sydney Basin and South East Corner Bioregions		
CH_FW07	Coastal Jointed Twig-rush Freshwater Wetland	27
CH_FW08	Coastal Spike Rush Cumbungi Freshwater Wetland	Un/A
		<b>27</b>
Littoral Rainforests in the NSW North Coast, Sydney Basin and South East Corner Bioregions		
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>
Lowland Rainforest in the NSW North Coast, Sydney Basin and South East Corner Bioregions		
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>



## Endangered Ecological Communities & Over-cleared Vegetation Types

Table 1. Vegetation communities of the Coffs Harbour Local Government Area likely to contain Endangered Ecological Communities (reproduced from OEH) ... cont

Lowland Rainforest on Floodplain in the NSW North Coast Bioregion		
CH_FrWo7	River Oak Riparian Forest of the Orara Valley	189
CH_RF09	Hinterland White Booyong Floodplain Rainforest	44
		233
Subtropical Coastal Floodplain Forest of the NSW North Coast Bioregion		
CH_DOF06	Lowlands Swamp Paperbark Red Gum Forest	2,013
		2,013
Swamp Oak Floodplain Forest of the NSW North Coast, Sydney Basin and South East Corner Bioregions		
CH_FRW10	Estuarine Swamp Oak Forest	202
		202
Swamp Sclerophyll Forest on Coastal Floodplains of the NSW North Coast, Sydney Basin and South East Corner Bioregions		
CH_FrWo1	Coastal paperbark Swamp oak Floodplain Forest	944
CH_FrWo2	Coastal Swamp Mahogany Forest	180
CH_FrWo3	Coastal Paperbark Bottlebrush Channel Forest	80
CH_FrWo4	Coastal Paperbark Sedgeland Dominated Forest	529
CH_FrW11	Estuarine Paperbark – Twig Rush Forest	87
		1,820
Themeda Grassland on Seacliffs and Coastal Headlands in the NSW North Coast, Sydney Basin and South East Corner Bioregions		
CH_H03	Kangaroo Grass Headland Grasslands	46
CH_H06	Coastal Headland Banksia	46
		92
White Gum Moist Forest in the NSW North Coast Bioregion EEC		
CH_WSF13	Dunn's White Gum Forest	128
		128
<b>Total</b>		<b>11,744</b>

### Key

\* Vegetation community CH\_FWo8 (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.

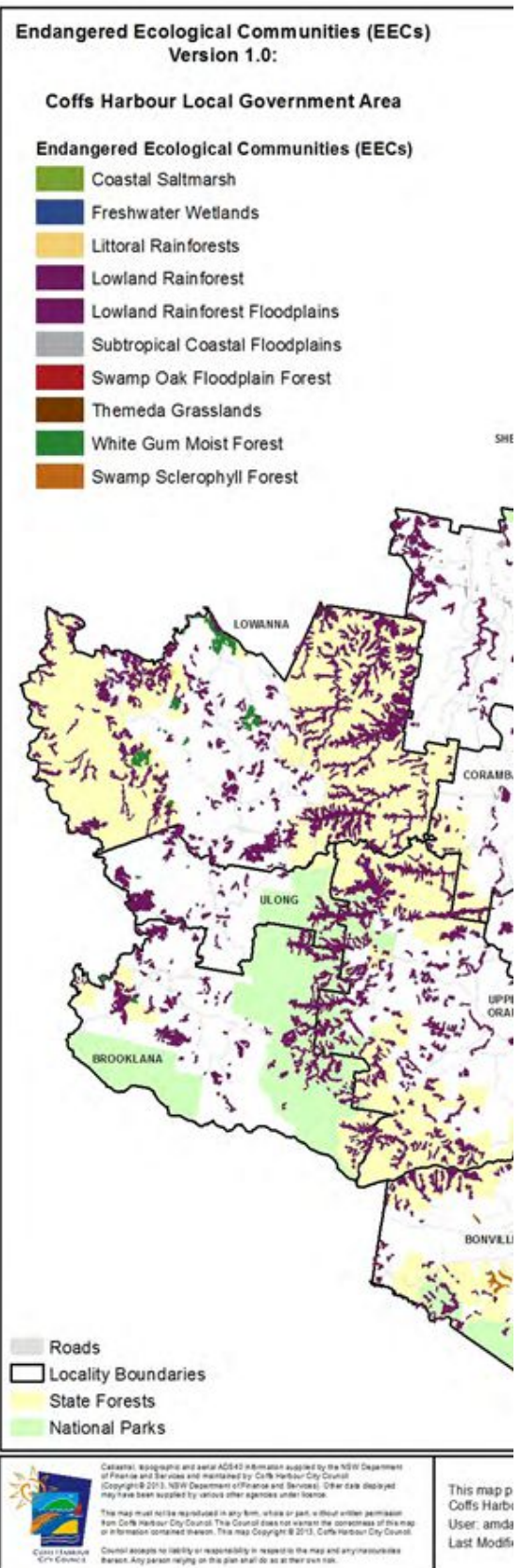


Figure 2. Endangered Ecological Communities of the Coffs Harbour LGA



## 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)

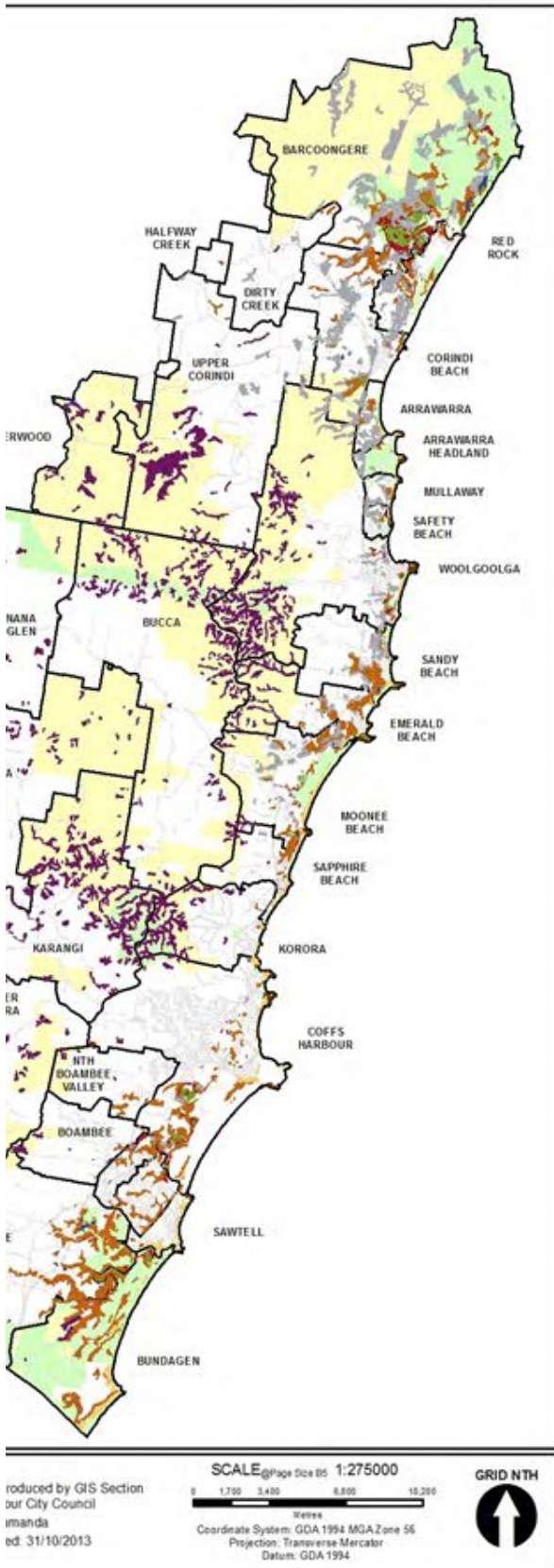
Over-cleared vegetation types (OCVTs) are Biometric vegetation types which have had more than 70% of their former extent removed. Over-cleared vegetation types are not formally listed under the Threatened Species Conservation Act 1995 but they receive special recognition and protection due to their rare 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 Fine-scale 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.





## Endangered Ecological Communities & Over-cleared Vegetation Types

### 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 Fine-scale 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 Fine-scale Vegetation mapping. Polygons were not assigned EEC status where the identified vegetation community was assigned to MUCODE2 in the Class 5 Vegetation Mapping.

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

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).

Biometric Vegetation type		
Coffs Harbour Vegetation Community		EEC Status
Black Booyong - Rosewood - Yellow Carabeen subtropical rainforests, NSW North Coast		
CH_RF11	Escarpment and Lowland Bangalow - Carabeen - Black Booyong - Palm Gully Rainforest	Yes
Coastal floodplain sedgeland, rushlands and forlands		
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
Mangrove - Grey Mangrove low closed forest of the NSW coastal bioregions & Mangrove - River Mangrove low closed forest of the NSW coastal bioregions		
CH_SW01	Estuarine Mangrove Forest	No
Paperbark swamp forest of the coastal lowlands of the North Coast		
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
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

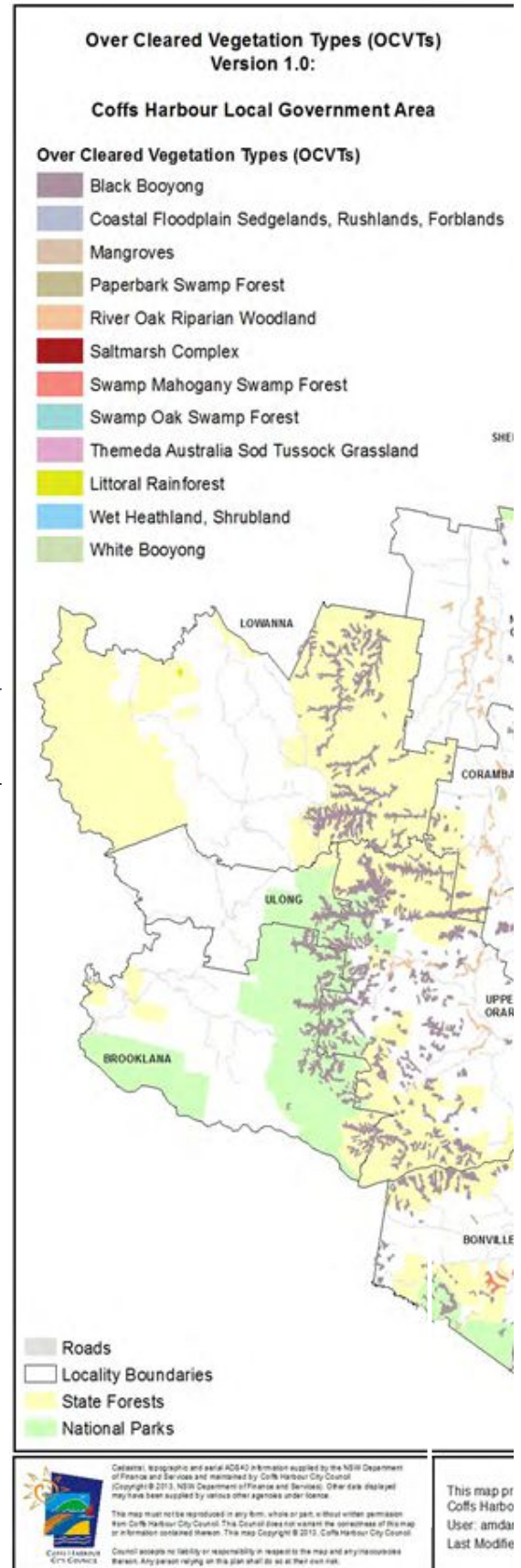


Figure 3. Over-cleared Vegetation Communities of the Coffs Harbour LGA

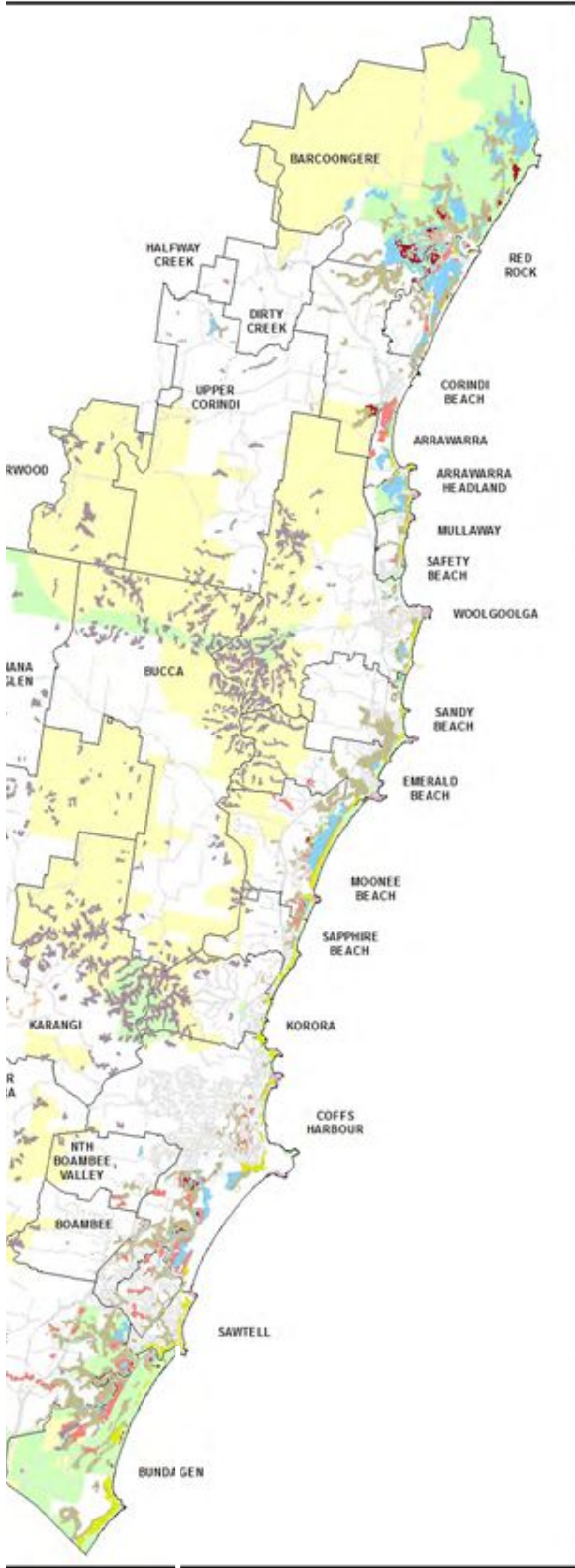


Table 2. Vegetation communities of the Coffs Harbour Local Government Area likely to be Over-cleared Vegetation Types as assigned in the Biometric database (DECCW 2009).....cont

Biometric Vegetation type		
Coffs Harbour Vegetation Community		EEC Status
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
Themeda australis sod tussock grassland of coastal areas of the North Coast		
CH_H03	Kangaroo Grass Headland Grasslands	Yes
Tuckeroo - Riberry - Yellow Tulipwood littoral rainforest of the North Coast		
CH_RF07	Coastal Exposed Dune Littoral rainforest	Yes
CHRF08	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

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.



Produced by GIS Section  
 for City Council  
 under the Information  
 Access Act  
 Date: 31/10/2013

SCALE @Page Size B5 1:275000  
 0 1,700 3,400 6,800 10,200  
 Metres  
 Coordinate System: GDA 1994 MGA Zone 56  
 Projection: Transverse Mercator  
 Datum: GDA 1994

GRID NTH





## 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.

---

## SUSTAINABILITY POLICY

---

### **Purpose:**

For Council to adopt the Sustainability Policy.

### **Description of Item:**

Council acknowledges that it has a responsibility to implement sustainability measures across the organisation and a significant role in leading and supporting the community in their sustainability endeavours.

This policy has been developed to:

- ensure sustainability is integrated in all decision-making processes within Council;
- show Council's commitment to operating in a sustainable manner including limiting Council's exposure to increasing resource costs and managing financial risk;
- show leadership to the community in guiding Coffs Harbour towards a sustainable future as articulated by the community in Vision 2030.

### **Sustainability Assessment:**

- **Environment**

This policy includes provisions aimed at protecting the environment for current and future generations.

- **Social**

This policy includes provisions aimed at social sustainability including community livability, health and well-being and equity.

- **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;

- *LP4.1 Promote sustainability programs and policies,*
- *LE2.1 Maintain biodiversity in a changing climate,*
- *LE2.2 Reduce our carbon footprint,*
- *LE3.1 Manage land use to conserve the region's unique environmental and biodiversity values,*

- *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**

This policy includes provisions aimed at economic sustainability.

**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:**

There are no risk management issues foreseen as a consequence of adopting this Policy.

**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:**

Sustainability or sustainable development is key to the continued health and well-being of current and future generations. This policy supports the delivery of the Coffs Harbour 2030 Community Strategic Plan, which maps the community's vision for a sustainable future, as captured in Coffs Harbour Vision 2030. Local Government has been identified as one of the most critical sectors in the provision of leadership and the initiation of action towards sustainability both locally and globally.

**Implementation Date / Priority:**

Implementation is immediate.

**Recommendation:**

**That Council adopts the Sustainability Policy.**

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

# COFFS HARBOUR CITY COUNCIL



## Sustainability Policy

### Policy Statement:

This policy outlines Council's commitment to progressing towards sustainability and to the principles of sustainability under which Council conducts its activities.

Council will implement this policy by:

- integrating sustainability across the organisation's daily practices,
- considering sustainability in all decision-making processes, and
- supporting and guiding the community in their endeavours to work towards a sustainable future.

Council recognises the need to alter current practices based on growing evidence that business as usual is not sustainable. It also recognises the need to provide leadership in sustainability to the local and broader community.

By integrating the intent of this policy into everything we do, Council will:

- minimise Council's exposure to increasing resource costs,
- demonstrate corporate leadership, and
- satisfy Council's statutory obligations.

The Policy complements the delivery of the Coffs Harbour 2030 Vision and Plan, being the community's vision for a sustainable future for Coffs Harbour.

### Director or Manager Responsible for Communication, Implementation and Review:

Director, City Planning

### Related Legislation, Division of Local Government Circulars or Guideline:

- |   |  |
|---|--|
| • Environment Protection and Biodiversity Conservation Act 1999     | • Threatened Species Conservation Act 1995 and Regulations                           |
| • Coastal Protection Act 1979 and Regulations                       | • Water Management Act 2000  |
| • Environmental Planning and Assessment Act and Regulations         | • Relevant State Environmental Planning Policies                                     |
| • Fisheries Management Act 1994                                     | • Coffs Harbour City Local Environmental Plan 2000                                   |
| • Local Government Act 1993   | • Coffs Harbour City Centre Local Environmental Plan (2011)                          |
| • National Parks and Wildlife Act 1974                              | • Draft Coffs Harbour Local Environmental Plan (2013)                                |
| • Native Vegetation Act 2003 and Regulations                        | • NSW Ecologically Sustainable Development (ESD) Information Guide for Councils 2002 |
| • Noxious Weeds Act 1993  |  |
| • Protection of the Environment Operations Act 1997 and Regulations |  |

Does this document replace an existing policy?

No

### Other Related Council Policy or Procedure:

- |   |  |
|---|--|
| • Coffs Harbour 2030 Plan and Vision                      | • Greenhouse Action Strategy (2002)          |
| • Biodiversity Action Strategy (2012)                     | • Local Environment Plan (2000)              |
| • Coastal Zone Management Plan (2013)                     | • Waste Action Resource Strategy (2002)      |
| • Drinking Water Supply Risk Management Plan (Draft 2013) | • Community Engagement Policy                |
| • Environmental Awareness Strategy (2002)                 | • Coffs Harbour Climate Change Policy (2013) |

### Application:

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

### Distribution:

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

Internet  Intranet  Email  Noticeboard  ECM

Approved by:

Executive Team [Meeting date]

Council [Meeting date & Resolution No.]

Signature:

General Manager

Council Branch Responsible:

Date of next Review:



**Key Responsibilities**

<i>Position</i>	<i>Directorate</i>	<i>Responsibility</i>
Mayor	Council	To lead sustainability outcomes across the community, driven by the Coffs Harbour Vision and Plan 2030.
General Manager	Executive	To lead the integration of sustainability principles in all of council's decision-making.
Directors	All Directorates	To communicate the sustainability principles and ensure that staff have access to any training necessary to effectively implement the policy.
Executive and Managers	All Directorates	To ensure sustainability is integrated into workplace practices and that staff undertake any necessary training to adhere to the policy.
All Council officials	Council	To ensure that the sustainability principles are integrated into the workplace and the policy is adhered to

**1. Introduction**

Council acknowledges that it has a responsibility to implement sustainability measures across the organisation and a significant role in leading and supporting the community in their sustainability endeavours.

This policy has been developed to:

- ensure sustainability is integrated in all decision-making processes within Council;
- show Council's commitment to operating in a sustainable manner including limiting Council's exposure to increasing resource costs and managing financial risk;
- show leadership to the community in guiding Coffs Harbour towards a sustainable future as articulated by the community in Vision 2030.

This policy 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;
- have regard to the long term and cumulative effects of its decisions;
- engage in long-term strategic planning on behalf of the local community.

## 2. Definitions

### ***Sustainability/Sustainable Development/Ecologically Sustainable Development***

Sustainability has many definitions and the terms above are used interchangeably. There is no simple definition of 'sustainability'. Sustainability is essentially about enjoying a high quality of life within our fair share of the earth's resources or more simply - enough for everyone, for ever.

Most definitions include:

- living within the limits of what the environment can provide;
- understanding the many interconnections between economy, society and the environment;
- the equal distribution of resources and opportunities.

The most commonly accepted definition of sustainable development is found in the "Brundtland Report", the 1987 Report of the World Commission on Environment and Development. It defines sustainable development as: *Development that meets the needs of the present, without compromising the ability of future generations to meet their own needs.*

Australia uses the term 'ecologically sustainable development (ESD) which is defined in the 1992 National Strategy for ESD as: *Development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends.*

### ***Development***

Development in the context of Sustainable Development has a different meaning to development in the local government sense of development applications (DAs) or Development Control Plans (DCPs). The term refers to development in the broader societal context. Partly because of the different connotations around the term development, the term sustainability has increasingly been favoured.

### ***Quadruple Bottom Line (QBL)***

Triple bottom line (TBL) accounting expanded the traditional reporting framework to take into account social and environmental performance in addition to financial performance. It is an approach to decision-making that applies economic, environmental and social criteria to decisions across council activities. The Quadruple Bottom Line (QBL) expands this further to include governance systems.

## 3. Policy content

### ***The Key Principles of Sustainability***

Council commits to the key principles of sustainability, as outlined in the Local Government Act. These are:

#### ***3.1 Integrated decision-making***

Integrate both long and short-term economic, environmental, community and ethical considerations when making decisions. Decisions need to consider the linkages between economic, environmental and community dimensions, and take account of impacts that may occur over many years.

### 3.2 *Provide for equity within and between generations*

The present generation should ensure that the health, diversity and productivity of the environment is maintained and enhanced for future generations. We should ensure that everyone has enough for a decent life and opportunities to seek improvements. We should strive for equity in our decisions.

### 3.3 *Conservation of biological diversity and ecological integrity*

Conservation of biological diversity and ecological integrity should be a fundamental consideration. Natural systems, and the plants and animals that inhabit them, have important benefits to the community. We need to build a relationship between people and the environment that will maintain the long-term integrity of these systems.

### 3.4 *Act cautiously when there is a risk of serious or irreversible impacts on the environment or the community*

This is known as the 'precautionary principle', namely if there is a threat of serious or permanent environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation.

### 3.5 *Recognise dimensions beyond our border while concentrating on issues we can influence*

This means 'think global, act local'. Environment and development issues operate on a global scale. Our local actions should connect with and support regional, national and global scale activities and directions.

### 3.6 *Provide for broad public involvement on issues that affect the community*

We need to engage individuals, communities, stakeholders and businesses and adopt open deliberations to build an understanding of sustainability and promote collective responsibility.

## 4. **Focus areas for sustainability**

Council will focus its sustainability efforts in the following key areas, based on the ten principles of One Planet Living:

**Carbon Reduction** - Making buildings and activities more energy efficient and delivering all energy with renewable technologies, aiming at zero carbon

**Waste Reduction** - Reducing waste, reusing and recycling wherever possible, ultimately aiming at zero waste to landfill

**Sustainable Transport** - Encouraging low carbon modes of transport to reduce emissions and looking at ways to reduce the need to travel

**Local and Sustainable Materials** - Using sustainable healthy products, with low embodied energy, sourced locally and made from renewable or recovered resources. Minimising packaging wherever possible.

**Local and Sustainable Food** - Choosing low impact, local, seasonal and organic catering and reducing food waste

**Sustainable Water** - Reducing water consumption by using water more efficiently in buildings and considering water usage in the products we buy

## Attachment 1

**Land Use and biodiversity** - Protecting and restoring biodiversity and natural habitats through appropriate land use management and planning

**Health and Happiness** - Encouraging active, sociable and meaningful lives to promote good health and well being

**Equity and Local Economy** - Supporting a local economy that supports fair employment, inclusive communities and international fair trade

**Culture and Community** - Supporting local culture and respecting and acknowledging local knowledge and wisdom.

Decisions made within these focus areas will be based on a QBL approach and within existing legislative and policy frameworks.

### 5. Council will implement this policy by:

- Applying the principles and focus areas outlined in this policy to its decision-making frameworks using a QBL approach.
- Applying the principles and focus areas outlined in this policy to its operational activities.
- Ensuring all staff understand their role in applying sustainability to their daily work.
- Showing leadership to the community as a good corporate citizen by continually improving its sustainability performance.
- Setting its own sustainability targets and regularly monitoring and reporting on this sustainability performance to the community.
- Supporting the efforts of the wider community in the transition to a low carbon community by fostering greater awareness of sustainability issues.
- Recognising that investing in sustainability initiatives provides long-term social, economic and environmental outcomes/ benefits.

### 6. Policy Limitations:

The 10 principles listed within the Focus areas of Sustainability represent aspirational goals that Council will strive to achieve. It is recognised that our ability to achieve these goals has to be set against relevant consideration of QBL principles that in themselves may limit our ability to meet our desired goal, for example:

The ability to achieve zero waste to landfill may be unachievable if there are no alternatives to recycle or reuse specific products such as asbestos.

### 7. Consultation

All managers and relevant staff.

### 8. References

Dictionary to the Local Government Act (1993)

<http://www.legislation.nsw.gov.au/maintop/view/inforce/act+30+1993+cd+0+N>

The Ten Principles of One Planet Living <http://www.oneplanetliving.net/what-is-one-planet-living/the-ten-principles/>

**9. 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)

**10. Table of Amendments**

Amendment	Authorised by	Approval reference	Date

DRAFT

**DEVELOPMENT APPLICATION 189/14 – LOT 1, DP 612294 AND LOT 3, DP 826373 NO. 30 BLACKADDER ROAD AND LOT 2, DP 612294 NO. 32 BLACKADDER ROAD, CORINDI BEACH – SUBDIVISION (BOUNDARY ADJUSTMENT)**

**Purpose:**

The purpose of this report is to present Development Application 189/14 for Council's consideration, which is an application for a boundary adjustment.

The application is reported to Council for determination as required by the Department of Planning Circular PS 08-014 of 14 November 2008 "Reporting Variations to Development Standards".

The land subject to the proposed development is described as Lot 1 DP 612294 and Lot 3 DP 826373 No. 30 Blackadder Road, and Lot 2 DP 612294 No. 32 Blackadder Road, Corindi Beach. Conditional approval of the development application is recommended. The following map illustrates the existing lot configuration.



### **Description of Item:**

The subject lots are located between the Pacific Highway and Redbank River, Corindi.

Lot 1 has an area of 974.5m<sup>2</sup> with frontage to Blackadder Road and supports a vacant single dwelling house which is listed as a heritage item of local significance under the Coffs Harbour City Local Environmental Plan (LEP) 2013.

Lot 2 has an area of 1000m<sup>2</sup> with frontage to Blackadder Road and supports an occupied single dwelling house. Lot 3 has an area of 32.21 ha with frontage to Blackadder Road and Cox Lane. The lot is currently vacant and supports an existing shed used for agricultural purposes. A dwelling is permissible on the lot.

The boundary adjustment has been proposed to address existing issues with non-complying on-site sewerage management systems within lots 1 and 2. The allotments do not currently have sufficient area to provide for the disposal of effluent in accordance with Council Policy.

The proposal will result in lot 1 being increased in area to 2.27 ha; lot 2 being increased in area to 1.9 ha; and lot 3 being reduced in area to 28.23ha.

No additional allotments or housing entitlements will result from the boundary adjustment and the existing agricultural use of Lot 3 is unlikely to be compromised.

A copy of the proposed subdivision is included in this report as Attachment 2.

### **Sustainability Assessment:**

- **Environment**

The surrounding environment comprises a mix of rural and semi-rural land uses. Lots 1 and 2 are devoid of high conservation values and Lot 3 contains large stands of wet and dry Sclerophyll forest of conservation significance.

The subject land is constrained via existing groundwater wells, a listed heritage item of local significance, potential acid sulfate soils, flood hazard, and bush fire hazard.

The proposal will assist in the long term management of high conservation value land on and adjoining the subject site through improved water quality by the replacement of inefficient on-site sewerage management systems.

The boundary adjustment will also assist in extending the life and aid in the wellbeing of the listed heritage item within lot 1 by enabling its continued use.

The Section 79C Evaluation undertaken for the proposed development concludes that the proposal is not likely to result in any significant environmental impacts (refer to Attachment 1).

- **Social**

The Section 79C Evaluation undertaken for the proposed development concludes that the proposal is not likely to result in any significant adverse social or economic impacts in the locality (refer to Attachment 1).

- **Civic Leadership**

The proposed boundary adjustment has been assessed in accordance with the provisions of the *Environmental Planning and Assessment Act 1979* and relevant Council Policy.

- **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 development application has not been advertised or notified to adjoining landowners given that the enjoyment of land adjoining the development is unlikely to be detrimentally affected by the proposal. In this regard, no submissions have been made in relation to the proposed development.

The development application has been referred to the NSW Rural Fire Service for general terms of approval in accordance with Section 100B of the *Rural Fires Act 1997*. Conditional general terms of approval have been issued for the proposal. The recommended conditions of development consent reflect the terms of this approval.

**Related Policy and / or Precedents:**

The application is reported to Council for determination as required by the Department of Planning and Infrastructure Circular PS 08-014 of 14 November 2008 "Reporting Variations to Development Standards".

**Statutory Requirements:**

- **Planning Circular PS 08-014 – Reporting Variations to Development Standards**

Planning Circular PS 08-014 outlines 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)* or under clause 4.6 of the Standard Instrument.

Development applications comprising variations greater than 10% in standards are required to be reported to Council for determination.

Subclause 18(5A)(c) of the Coffs Harbour City 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 will result in the creation of two allotments that are below 10 ha.



Council may assume concurrence on such variation given that the proposal satisfies the conditions of additional assumed concurrence arrangements issued by the Department of Planning and Infrastructure August 1991 specifically for boundary adjustments. In this regard, no additional allotments will be created, no additional housing entitlements will be created; and it is unlikely that the existing agricultural use of lot 3 will be compromised as a result of the boundary adjustment.

- **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 (refer to Attachment 1).

- **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;
- Coffs Harbour City Council Rural Lands Development Control Plan;
- Coffs Harbour City Council Subdivision Development Control Plan; and
- Coffs Harbour City Council Notification Development Control Plan.

Each of the relevant statutory instruments are considered in detail in the Section 79C assessment appended to this report.

**Issues:**

This application proposes a variation to a development standard for boundary adjustments. Notwithstanding this, the proposal will not result in any additional allotments or housing entitlements. Further, the proposal meets the objectives of the Rural 1A Agriculture zone and will support agricultural pursuits in the area. The allotments proposed to be created via the boundary adjustment are compatible with a rural locality and the surrounding environment.

The proposal also meets the objectives of the Environmental Protection 7A Habitat and Catchment zone and is unlikely to adversely impact on high conservation value habitat or the water quality within receiving waterways.

**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 of *State Environmental Planning Policy No. 1 - Development Standards* for the variation to the minimum allotment size under Clause 18(5A)(c) of the Coffs Harbour City Local Environmental Plan 2000 be supported in this particular case.
2. That Development Application 189/14 for a Boundary Adjustment at Lot 1 DP 612294 and Lot 3 DP 826373 No. 30 Blackadder Road, and Lot 2 DP 612294 No. 32 Blackadder Road, Corindi Beach be approved subject to conditions appended to this report (Attachment 3).

**Development Application No. 189/14  
Section 79C Assessment**

a. the provisions of,

i. any environmental planning instrument, and

- ***North Coast Regional Environmental Plan (deemed State Environmental Planning Policy)***

*Aims and Objectives*

The proposed development is not inconsistent with the aims of the Plan that relate to the control of development in the North Coast region.

*Division 2 Catchment Management, Clause 13 – Objectives*

The proposed development is not inconsistent with the objectives of this Division which relate to the preservation and enhancement of fishery habitats and associated catchments, and to promote the sustainable use of natural resources.

*Clause 12 – Impact of development on agricultural activities*

The proposed development is unlikely to impact on the use of adjoining or adjacent agricultural land or result in a loss of prime crop or pasture land.

The proposed subdivision layout is in keeping with the constraints of the land and the existing subdivision pattern of the locality which is characterised by a mix of small agricultural allotments.

*Clause 15 Development Control – wetlands or fisheries habitats*

The matters specified by Clause 15 have been considered as part of the assessment of the proposed development. The controls of this Clause have been satisfied.

The proposal will assist in the long term management of riparian land adjoining the subject site through improved water quality by the replacement of inefficient on-site sewerage management systems.

*Clause 36 – Development Control, heritage item, generally*

The matters specified in subclause 36(2) have been considered in the assessment of the application. The application has been reviewed by Council's Sustainable Planning Branch for comment in relation to this matter.

It has been advised that the proposed boundary adjustment is not likely to impact on a listed heritage item of local significance located within Lot 1 and may in fact assist in extending the life and aid in the wellbeing of the item.

*Clause 81 Development Control – development adjacent to the ocean or a waterway*

The proposed boundary adjustment does not contravene the controls of this Clause. The proposal is unlikely to detract from the amenity of the waterway adjoining the eastern boundary of the site.

Attachment 1

No buildings are to be erected. There is no relevant foreshore plan of management applicable to the land.

- **State Environmental Planning Policy No.1 – Development Standards**

Council is satisfied that the objection is well founded and is of the opinion that granting of consent to the development application is consistent with the aims of this Policy.

Pursuant to Clause 6 of SEPP No. 1 the application is supported by a written objection that compliance with Clause 18(5A)(c) is unreasonable and unnecessary, and includes details of the grounds of the objection.

Council may assume concurrence given that the existing allotments are already below the minimum allotment size for the zone; and that no additional allotments or housing entitlements will be created; and it is unlikely that the existing agricultural use of lot 3 will be compromised by the boundary adjustment.

Clause 8 of the policy provides two matters that require consideration in deciding whether concurrence should be granted; 1) whether non-compliance with the development standard raises any matter of significance for State or regional environmental planning; and 2) the public benefit of maintaining the planning controls adopted by the environmental planning instrument.

*Whether non-compliance with the development standard raises any matter of significance for State or regional environmental planning*

Noncompliance with subclause 18(5A)(c) of LEP 2000 does not raise any matter of significance for State or regional environmental planning. The proposal does not contravene the intent of the Mid North Coast Regional Strategy.

*The public benefit of maintaining the planning controls adopted by the environmental planning instrument*

The public interest is unlikely to be impacted as a result of a departure to subclause 18(5A)(c) of LEP 2000. The aim of the Environmental Protection 7A Habitat and Catchment zone is to ensure that land with high conservation values is protected for future generations, whilst the aim of the Rural 1A zone is to provide for the preservation of exiting potentially productive agricultural land.

The proposal is unlikely to result in further fragmentation of 7A and 1A land and/or impact on the future use and preservation of the values of such land.

- **State Environmental Planning Policy – Rural Lands**

The proposal is not inconsistent with the rural subdivision principles specified in the Policy.

The matters specified in subclause 10(3) of *SEPP (Rural Lands) 2008* have been taken into consideration.

The existing uses and approved uses of land in the vicinity of the subject site are similar in nature to the proposal. The proposal is unlikely to have a significant impact on existing and preferred land uses in the vicinity of the site. The subject site does not adjoin rural residential zoned land and is therefore unlikely to result in incompatible land uses.

- ***Coffs Harbour City Local Environmental Plan (LEP) 2000 (repealed)***

*Aims and Objectives*

The proposed development is not inconsistent with the relevant aims and objectives of this Plan.

*Part 2 – Zoning Controls and Objectives*

The subject land was previously zoned Rural 1A Agriculture and Environmental Protection 7A Habitat and Catchment under the recently repealed LEP 2000 and is now zoned RU2 Rural Landscape and E2 Environmental Conservation under Coffs Harbour LEP 2013. Subdivision of land is permissible with development consent within each of the relevant land use zones.

It is unlikely that the proposal will contravene the aims and objectives of the applicable land use zones. The proposal is for a boundary adjustment between three existing rural allotments, upon which a dwelling is permissible.

The proposal will assist in the long term management of high conservation value land through improved water quality by the replacement of inefficient on-site sewerage management systems.

*Clause 11 – Tree Preservation*

The proposal does not comprise the removal of any vegetation to which Council's Tree Preservation Order applies. The controls of this Clause are not relevant to the proposal.

*Clause 12 – Koala Habitat*

The Coffs Harbour City Koala Plan of Management (KPOM) applies to all land within the Coffs Harbour Local Government Area.

Given that the proposal is for a boundary adjustment between three existing allotments and given that the proposal does not comprise any physical works that would impact koala habitat, the proposal does not contravene the provisions of the KPOM.

*Clause 14 – Services*

The recommended conditions of development consent will ensure that facilities for the removal of sewerage are available to proposed lots 4 and 5.

Facilities for the removal of sewerage are not required for proposed lot 6 as this land is currently vacant.

*Clause 18 – Subdivision*

The application is made in accordance with subclause 18(5A) of LEP 2000 which enables consent to be granted to the subdivision of land that comprises a boundary adjustment provided that the matters specified by subclause 18(5A)(a) to (d) are satisfied.

**Attachment 1**

In this regard, the proposed boundary adjustment satisfies the provisions of this Clause 18(5A), save the provisions of subclause 18(5A)(c) which requires each allotment to comprise an area of at least 10 ha. Two of the proposed allotments will be less than 10 ha.

The application is supported by a written objection that compliance with Clause 18(5A)(c) is unreasonable and unnecessary, and includes details of the grounds of the objection. The objection is well founded and the granting of consent to the development application is consistent with the aims of this Policy.

*Clause 21 – Heritage*

A listed heritage item of local significance is contained within Lot 1 DP 612294. The item is a dwelling that is one of a few remnant historic period houses.

The issue of development consent will ensure that the provisions of subclause 21(1) are satisfied.

Given that the proposal is for a boundary adjustment and does not comprise the erection of a building the provisions of subclause 21(2) are not relevant to the proposal.

The application has been referred to Council's Sustainable Planning Branch for comment in relation to this matter.

It has been advised that the proposed boundary adjustment is not likely to impact on the heritage significance or setting of the heritage item located within Lot 1 and may assist in extending the life and aid in the wellbeing of the item. The provisions of subclause 21(4) to (7A) are not relevant to the proposal.

*Clause 23 – Potential Acid Sulfate Soils*

The proposal does not comprise the carrying out of works beyond 2m below the natural ground surface or works that are likely to lower the watertable beyond 1m below natural ground surface. In this regard, the provisions of Clause 23 are not relevant to the proposal.

*Clause 23A – Development on Flood Prone Land*

The issue of development consent will ensure that the provisions of subclause 23A(3) have been satisfied. The matters specified by subclause 23A(4) have been considered in the assessment of the application.

In this regard, the application has been referred to Council's Engineering Services for comment in relation to flood hazard. No issues have been raised. The provisions of this Clause have been satisfied.

**ii. any draft environmental planning instrument, and**

Coffs Harbour Local Environmental Plan 2013

Similar to the previous discussion provided in relation to the aims and objectives of LEP 2000, the proposed development is not inconsistent with the aims of this Plan.

Coffs Harbour LEP 2013 commenced on the 27 September 2013. The development application was, however, lodged prior to the commencement of this Plan therefore the provisions of Clause 1.8A of LEP 2013 are relevant.

**Attachment 1**

The application is therefore to be determined as if LEP 2013 had not commenced. However as evidenced by recent case law, consideration must be given to LEP 2013.

The proposed development is not inconsistent with the objectives of the relevant zones.

Notwithstanding the proposed development is a permissible land use in the RU2 zone and meets the provisions of clause 4.2D of Coffs Harbour LEP 2013 pertaining to boundary adjustments.

The proposed development is not inconsistent with the provisions of the remaining relevant Clauses within LEP 2013.

**iii. any Development Control Plan (DCP), and**

*Coffs Harbour City Council Rural Lands DCP*

The proposal satisfies the objectives of the DCP and relevant controls in relation to boundary adjustments.

*Coffs Harbour City Council Subdivision DCP*

The proposed development satisfies the objectives of the DCP. Given that the application is made pursuant to subclause 18(5A) of LEP 2000 for a boundary adjustment, there are no development controls of relevance to the proposal.

*Coffs Harbour City Council Notification Development Control Plan*

In accordance with Council's Notification DCP, the development application has not been advertised or notified to adjoining landowners given that it is unlikely that the enjoyment of the land adjoining the development would be detrimentally affected by the proposal.

**iv. any planning agreement, and**

The land is not subject to any planning agreements and no such agreements are proposed for this development.

**v. any coastal zone management plan, and**

Council at its meeting of 14 February 2013 adopted the Coffs Harbour Coastal Zone Management Plan (CZMP). The plan provides the basis for future management and strategic land use planning of the Coffs Harbour coastal zone.

The subject land is within the study area to which the CZMP applies, therefore the provisions of this Plan are relevant to the proposed development.

The Coffs Harbour Coastal Processes and Hazard Definition Study 2010 (Hazard Study) informs the CZMP and identifies the likelihood of hazards occurring, such as beach erosion, coastal inundation and the impacts of sea level rise on these hazards by 2100.

The Hazard Study identifies minor inundation hazard for land within proposed lot 6 where it adjoins Red Bank River. Such impacts are of minimal impact to the proposed boundary adjustment. The proposed development is not inconsistent with the relevant provisions of the Coffs Harbour CZMP.

**vi. 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,**

The regulations do not prescribe any matters of relevance to the proposed development.

**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. natural and built environment**

The proposed boundary adjustment is not likely to result in any significant environmental impacts. The proposal will assist in the long term management of high conservation value land through improved water quality by the replacement of inefficient on-site sewerage management systems.

**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,**

Site constraints relating to bushfire hazard are minor in nature and are expected to be adequately managed via the recommended conditions of development consent. No issues have been raised by Council's Engineering Services in relation to flood hazard.

Impacts on the use of the land for agricultural production are unlikely to result given that the subject allotments are currently below the minimum standard for the applicable zones. In this regard, the site is considered suitable for the proposed boundary adjustment.

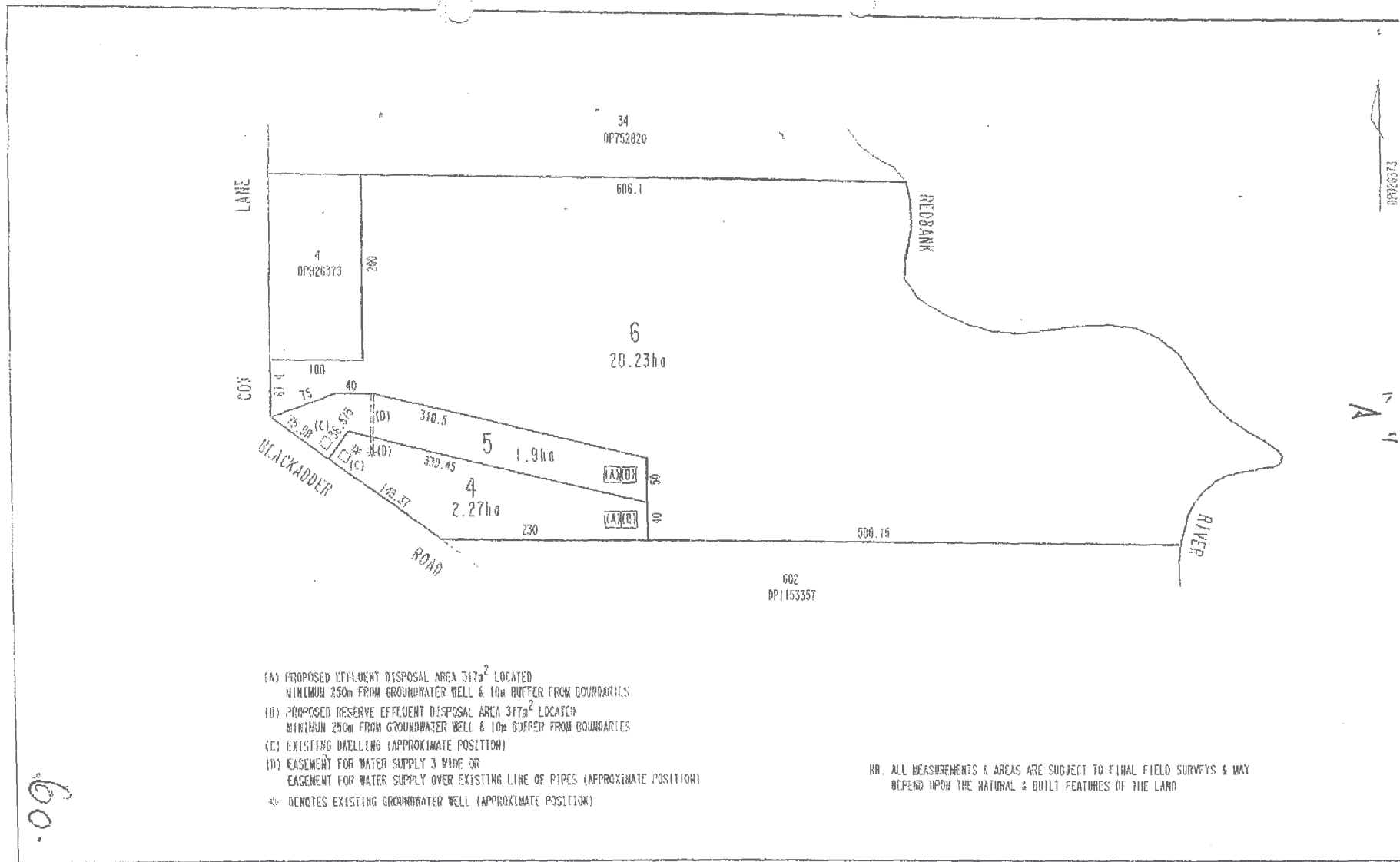
**d. any submissions made in accordance with this Act or the regulations,**

The application has not been advertised or notified therefore no submissions have been made (refer to previous discussion in relation to this matter).

**e. the public interest:**

The proposed development does not present any issues that are contrary to the public interest. There have been no public meetings and/or hearings in relation to this application.





- (A) PROPOSED EFFLUENT DISPOSAL AREA 317m<sup>2</sup> LOCATED MINIMUM 250m FROM GROUNDWATER WELL & 10m BUFFER FROM BOUNDARIES
- (B) PROPOSED RESERVE EFFLUENT DISPOSAL AREA 317m<sup>2</sup> LOCATED MINIMUM 250m FROM GROUNDWATER WELL & 10m BUFFER FROM BOUNDARIES
- (C) EXISTING DWELLING (APPROXIMATE POSITION)
- (D) EASEMENT FOR WATER SUPPLY 3 WIRE OR EASEMENT FOR WATER SUPPLY OVER EXISTING LINE OF PIPES (APPROXIMATE POSITION)
- \* DENOTES EXISTING GROUNDWATER WELL (APPROXIMATE POSITION)

NOTE: ALL MEASUREMENTS & AREAS ARE SUBJECT TO FINAL FIELD SURVEYS & MAY DEPEND UPON THE NATURAL & BUILT FEATURES OF THE LAND

**BOTHAMLEY & O'DONOHUE PTY LIMITED**  
 LAND & ENGINEERING SURVEYORS  
 'THE PROPERTY CENTRE'  
 12 PRINCE STREET  
 P.O. BOX 1034  
 ABR 17 002 718 105

**PLAN OF THE PROPOSED SUBDIVISION**  
 (BOUNDARY ADJUSTMENT) OF LOTS 1 & 2  
 IN DP612296 & INT 2 IN DP624277

LOCALITY: CORINDI BEACH  
 LGA: COFFS HARBOUR  
 PARISH: CORINDI  
 COUNTY: FITZROY  
 DATUM: NA

Attachment 2

-  Property House Numbers
-  Land Parcels
-  Road Names
-  Roads
-  Creeks
-  State Forest
-  National Parks
-  2009 50cm



Copyright Coffs Harbour City Council 2009

Base data supplied under licence from various Agencies including Department of Lands NSW, Forests NSW and Department of Environment and Climate Change NSW.

This Council does not warrant the correctness of plan or any information contained thereon. Council accepts no liability or responsibility in respect of the plan and any information or inaccuracies thereon. Any person relying on this plan shall do so at their own risk.

This map must not be reproduced in any form, whole or part, without the express written permission of the Coffs Harbour City Council.

Created = 21/11/2013 2:19 PM

User = ctscath

Scale = 1:9,741



Projected Coordinate System- GDA 1994, MGA Zone 56



## Proposed Conditions Development Application No. 189/14

---

### ADMINISTRATIVE CONDITIONS

#### Development Description:

1. Development consent is granted only to carrying out the development described in detail below:
  - **Subdivision of land (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 set out in the following table except where modified by any conditions of this consent (Development Consent No. 189/14).

Plan No.	Prepared By	Dated
Plan of Proposed Subdivision (Boundary Adjustment) of Lots 1 & 2 DP 612294 and Lot 3 DP 826373	Bothamley & O'Donohue Pty Ltd	13 March 2013

In the event of any inconsistency between conditions of this development consent and the plans referred to above, the conditions of this development consent prevail.

The approved plans endorsed with the Council stamp and authorised signature must be kept on site at all times while work is being undertaken.

### PRIOR TO ISSUE OF SUBDIVISION CERTIFICATE

#### On Site Sewerage Management:

4. An application to install an on-site sewerage disposal system **and undertake sanitary plumbing and drainage work** on proposed lots 4 and 5 is to be submitted and approved by Council **prior to issue of any Subdivision Certificate**. Such application shall include full details of the proposed system and the location of the drainfield area.

### INTEGRATED TERMS OF APPROVAL

#### Asset Protection Zones:

5. At the issue of Subdivision Certificate and then in perpetuity, the property around the existing dwellings (located on proposed Lots 4 and 5), for the following specified distances, 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";

- 2 -

**Development Application No. 189/14**

---

**Dwelling located on proposed Lot 4:**

- *North and East – 50m or to the boundary (whichever is closest); and*
- *South and West – to the boundary.*

**Dwelling located on proposed Lot 5:**

- *North, South, East and West – 50m or to the boundary (whichever is closest).*

**Water and Utilities:**

6. Any works associated with the electricity supply, required to be undertaken due to the proposed subdivision, are to comply with Section 4.1.3 of *“Planning for Bush Fire Protection 2006”*.
7. Water and gas are to comply with Section 4.1.3 of *“Planning for Bush Fire Protection 2006”*.

\*\*\*\*\*

**DEVELOPMENT APPLICATION 141/14 – LOT 4, DP 601611 AND LOT 20, DP 1141168 NO. 68 AND 30 MACCUES ROAD, MOONEE BEACH – SUBDIVISION (BOUNDARY ADJUSTMENT)**

**Purpose:**

The purpose of this report is to present Development Application No. 141/14 for Council's consideration, which is an application for a boundary adjustment.

The application is reported to Council for determination as required by the Department of Planning Circular PS 08-014 of 14 November 2008 "Reporting Variations to Development Standards".

The land subject to the proposed development is identified as Lot 4, DP 601611, No. 68 Maccues Road and Lot 20, DP 1141168, No. 30 Maccues Road, Moonee Beach. Conditional approval of the application is recommended. The following map illustrates the existing lot configuration.



**Description of Item:**

The subject lots are located on Maccues Road, Moonee Beach. Lot 4 DP 601611 contains an existing dwelling and Lot 20 DP 114168 also contains an existing dwelling and a dwelling currently being constructed under Development Consent No. 1267/10. Lot 4 is currently used for agricultural purposes (blueberries), while Lot 20 is primarily a rural living allotment.

Lots 4 and 20 are currently 4.047ha and 15.01ha in size respectively and adjoin small rural holdings primarily used for rural living or agricultural purposes. The proposed boundary adjustment will result in Lot 4 having an area of 8ha and Lot 20 an area of 11.057ha.

The purpose of the development is to adjust lot boundaries between neighbouring properties, to achieve an increased buffer distance between any increase in existing blueberry plantation and a dwelling as well as increase the useable area of land available for agricultural purposes. The boundary adjustment achieves both these desired outcomes.

Both lots will continue to gain access via existing arrangements from Maccues Road.

A copy of the proposed subdivision is included in this report as Attachment 2.

**Sustainability Assessment:**

- **Environment**

Both lots have mapped areas of Secondary and Tertiary Koala Habitat, primarily located within the northern portion of existing Lot 20. The area of land to be transferred under the boundary adjustment, although mapped as being koala habitat, is largely clear of vegetation. The applicant has advised that the proposed boundary adjustment 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 not notified to adjoining landowners as it was considered that the development would not result in any loss of enjoyment of land to adjoining properties, or create 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.

**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 of 8 and 11.057 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. It is considered that the proposal and accompanying objection satisfy the requirements of SEPP No.1 and 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.

- **Section 79C Evaluation**

Section 79C of the Environmental Planning and Assessment Act 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 (refer to Attachment 1).

- **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;
- Notification 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, satisfies the objectives of the rural 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 141/14 for Boundary Adjustment at Lot 4, DP 601611, No. 68 Maccues Road and Lot 20, DP 1141168, No. 30 Maccues Road, Moonee Beach be approved subject to conditions appended to this report (Attachment 3).



**Development Application No. 141/14  
Section 79C Assessment**

a. the provisions of,

i. any environmental planning instrument, and

- ***North Coast Regional Environmental Plan (deemed State Environmental Planning Policy)***

The North Coast Regional Environmental Plan is a deemed State Environmental Planning Policy. The relevant provisions of the Plan include:

*Aims and Objectives*

The proposal is considered to be consistent with the aims and objectives of the Plan.

*Clause 12 – Impact of development on agricultural activities*

The purpose of the boundary adjustment is to facilitate a land transfer for agricultural purposes as well as provide a buffer between agriculture and rural living. The proposed boundary adjustment will provide existing Lot 4 DP 601611, with additional land which is already used for blueberry farming. Transfer of land from one of these allotments to the other will improve agricultural activity occurring in the area. The proposed boundary adjustment will not result in a loss of prime crop or pasture land and will not have an adverse impact on the use of adjoining and adjacent agricultural land.

- ***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) (b) and (c) of the Coffs Harbour Local Environmental Plan (LEP) 2000, pursuant to SEPP No.1. Clause 18 (5A) (b) specifies that each proposed allotment contain only one of the existing dwelling-houses or attached dual occupancies while clause 18(5A) (c) of the LEP specifies that consent may be granted to a boundary adjustment where each proposed allotment comprises an area of at least 10 hectares. The proposed boundary adjustment will result in proposed Lot 2 having a detached dual occupancy (one dwelling under construction) while proposed Lot 1 will be 8 hectares in size.

**Attachment 1**

In support of the proposal the applicant contends that the proposed boundary adjustment will not alter the number or location of existing approved dwellings within each lot. In respect to lot size the objection contends that maintaining the 10 hectare standard is unreasonable as both lots are already well below the 40 hectare standard for the 1A Rural Agriculture Zone and that strict adherence to the 10 hectare standard will not achieve the objective of clause 18 of LEP 2000 –“to allow the subdivision of land in accordance with the land’s environmental capacity and zone objectives”.

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) Council may assume concurrence for variations under SEPP No.1 where both lots are already below the development standard, subject to the following: no additional allotments are created; no additional dwelling entitlements are created; and Council is satisfied that any existing or potential agricultural use of the land will not be compromised. The proposal satisfies these requirements and it is considered that Council can assume concurrence for the proposed variation.

- ***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.

- ***State Environmental Planning Policy – Rural Lands***

The proposal is considered to be consistent with the aims and planning principles outlined in the Policy. As outlined above, the proposed boundary adjustment will result in an increased buffer distance between any increase in existing blueberry plantation and a dwelling as well as increase the useable area of land available for agricultural purposes.

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.

- ***State Environmental Planning Policy 55 – Remediation of Land***

The land which is the subject of the development application is ex–banana growing land and therefore subject to potential contamination. However, in accordance with clause 7 of the policy, the land is considered suitable for the proposed development given the location of the existing approved dwellings and that no additional dwelling entitlements will be created as a result of the boundary adjustment.

- ***Coffs Harbour City Local Environmental Plan (LEP) 2000 (Repealed)***

*Zoning*

The subject lots were previously zoned Rural 1A Agriculture under the recently repealed Coffs Harbour LEP 2000 and are now zoned RU2 Rural Landscape under Coffs Harbour LEP 2013. The proposed development is defined as 'subdivision of land', which is identified as permissible with consent in the 1A zone.

*Clause 11 – Tree Preservation Order*

Council's Tree Preservation Order applies to the subject land. No vegetation removal is required or proposed.

*Clause 12 - Koala Habitat*

Both lots have mapped areas of Secondary and Tertiary Koala Habitat, primarily located within the northern portion of existing Lot 20. The area of land to be transferred under the boundary adjustment, although mapped as being koala habitat, is largely clear of vegetation. The proposed development does not require the removal or disturbance of any vegetation. The applicant has advised that no vegetation removal is proposed. 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 Secondary and Tertiary 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 and the subject land is not comprised of a 7A Environmental Protection Zone or equivalent E2 Environmental Conservation Zone.

*Clause 23 – Environmental Hazards*

**Bushfire Prone Land**

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.

**Attachment 1**

Potential Acid Sulfate Soils

Both lots have mapped areas of class 5 acid sulfate soils, however the proposed boundary adjustment does not propose any excavation and will therefore have no impact in relation to acid sulfate soils.

Development on Flood Prone Land

The subject site is mapped as being flood prone land. The proposed boundary adjustment will have no impact in relation to flooding considerations.

**ii. The provisions of any draft environmental planning instrument**

The development application was submitted prior to the gazettal of Coffs Harbour LEP 2013 and has therefore been assessed under LEP 2000, utilising the relevant savings provisions.

Notwithstanding the proposed development is a permissible land use in the RU2 zone and meets the provisions of clause 4.2D of Coffs Harbour LEP 2013 pertaining to boundary adjustments.

**iii. any Development Control Plan (DCP)**

• **Subdivision DCP**

The proposed boundary adjustment is considered to be consistent with the provisions of the Plan and compatible with the rural character of the locality.

• **Rural Lands DCP**

The proposal is considered to be consistent with the provisions of the Plan.

• **Notification DCP**

In accordance with Council's Notification DCP the proposed development did not require notification or advertising as it was considered that there would be no loss of enjoyment of land to adjoining properties as a result of the development.

**iv. any planning agreement, and**

The land is not subject to any planning agreements and no such agreements are proposed for this development.

**v. any coastal zone management plan, and**

Council at its meeting of 14 February 2013 adopted the Coffs Harbour Coastal Zone Management Plan (CZMP). The plan provides the basis for future management and strategic land use planning of the Coffs Harbour coastal zone.

The subject land is within the study area to which the CZMP applies, therefore the provisions of this Plan are relevant to the proposed development.

The Coffs Harbour Coastal Processes and Hazard Definition Study 2010 (Hazard Study) informs the CZMP and identifies the likelihood of hazards occurring, such as beach erosion, coastal inundation and the impacts of sea level rise on these hazards by 2100.

**Attachment 1**

The Hazard Study does not identify any coast processes that would impact on the subject land.

**vi. 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,**

The regulations do not prescribe any matters of relevance to the proposed development.

**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**

All matters relating to the natural environment that require detailed consideration have been assessed and it has been determined that the proposed boundary adjustment 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,**

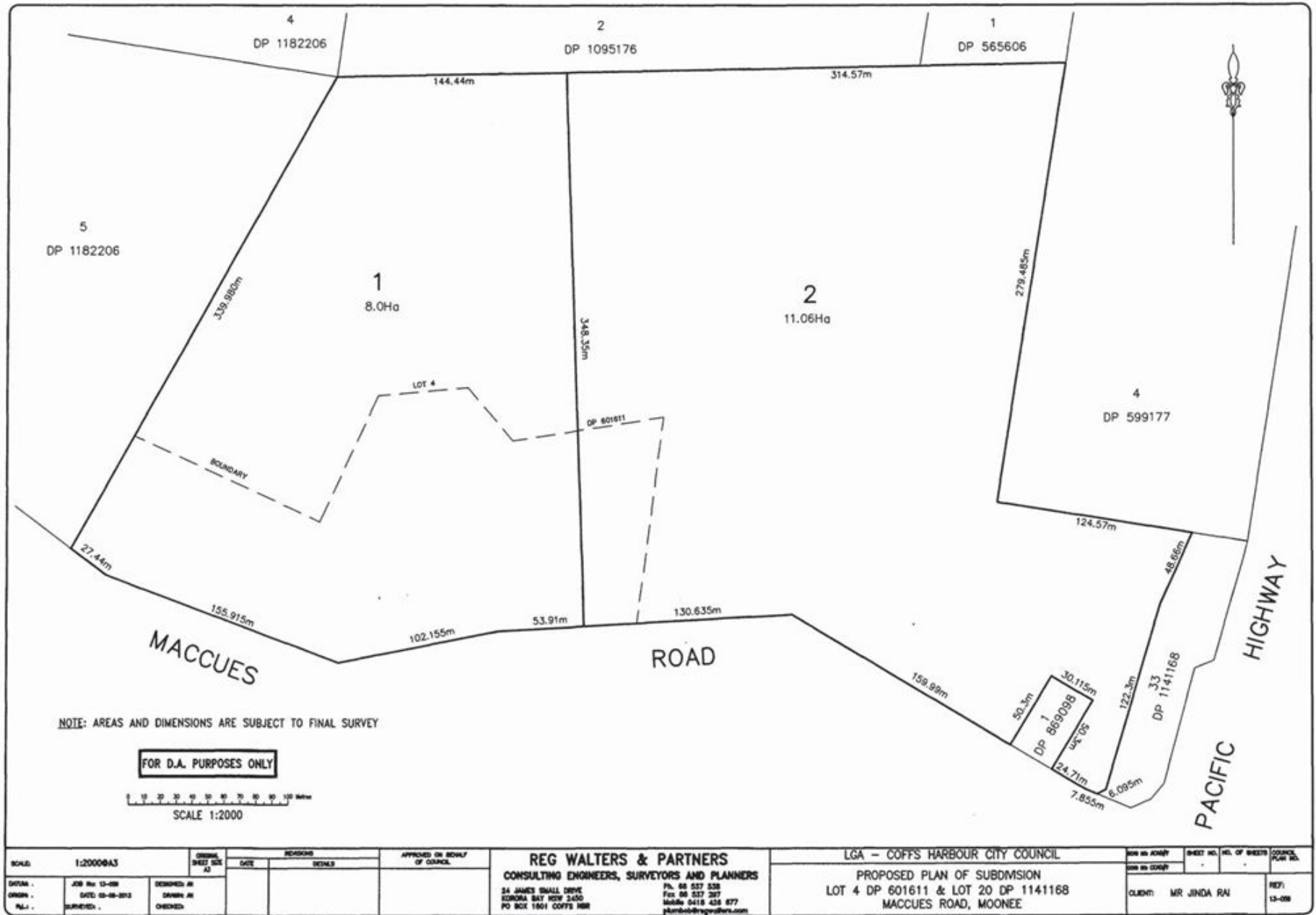
It is considered that the attributes of the site are conducive to the proposed development. The proposed boundary adjustment will provide a more functional arrangement of lot boundaries for the existing uses.

**d. any submissions made in accordance with this Act or the regulations,**

The application was reviewed by the NSW Rural Fire Service (RFS) and a conditional Bushfire Safety Authority has been issued.

**e. the public interest:**

The proposed development does not present any issues that are contrary to the public interest.



SCALE: 1:2000@A3		DATE	REVISIONS	APPROVED ON BEHALF OF COUNCIL	<b>REG WALTERS &amp; PARTNERS</b> CONSULTING ENGINEERS, SURVEYORS AND PLANNERS 24 JAMES SMALL DRIVE GEORGINA SAIT NEW 2450 PO BOX 1801 COFFS HARBOUR	LGA - COFFS HARBOUR CITY COUNCIL PROPOSED PLAN OF SUBDIVISION LOT 4 DP 601611 & LOT 20 DP 1141168 MACCUES ROAD, MOONEE	DATE IN ADAPT	SHEET NO.	TOTAL NO. OF SHEETS	COUNCIL PLAN NO.
DATE	JOB NO. 13-008	DESIGNED BY	DATE	REVISIONS			DATE IN CONFR			
ORIGIN	DATE: 03-08-2013	DRAWN BY					CLIENT: MR JINDA RAI			
PLANNED		CHECKED								



Attachment 2

-  Property House Numbers
-  Land Parcels
-  Road Names
-  Roads
-  Creeks
-  State Forest
-  National Parks
- 2009 50cm



Copyright Coffs Harbour City Council 2009

Base data supplied under licence from various Agencies including Department of Lands NSW, Forests NSW and Department of Environment and Climate Change NSW.

This Council does not warrant the correctness of plan or any information contained therein. Council accepts no liability or responsibility in respect of the plan and any information or inaccuracies thereon. Any person relying on this plan shall do so at their own risk.

This map must not be reproduced in any form, whole or part, without the express written permission of the Coffs Harbour City Council.

Created = 07/11/2013 3:12 PM

User = ctscath

Scale = 1:7,710



Projected Coordinate System- GDA 1994, MGA Zone 56



**Proposed Conditions Development Application No. 141/14**

**Schedule of Conditions**

---

**ADMINISTRATIVE CONDITIONS**

**Development Description:**

1. Development consent is granted only to carrying out the development described in detail below:
  - ***Subdivision of Land (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 set out in the following table except where modified by any conditions of this consent (Development Consent No. 141/14).

<b>Plan Title</b>	<b>Prepared by</b>	<b>Dated</b>
Proposed Plan of Subdivision Lot 4, DP 601611 and Lot 20, DP 1141168, Maccues Road, Moonee Beach	Reg Walters and Partners	2 August 2013

In the event of any inconsistency between conditions of this development consent and the plans 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.

**Development in Accordance with Documents:**

4. The development shall be undertaken in accordance with the following documents:

**Planning Documentation:**

- Statement of Environmental Effects, prepared by Keiley Hunter Town Planning and dated August 2013.

**Inconsistency between Documents:**

5. In the event of any inconsistency between:
  - The conditions of this approval and the drawings/documents referred to in conditions 3 and 4, the conditions of this approval prevail.



- 2 -

**Development Application No. 141/14****Schedule of Conditions**

---

**INTEGRATED TERMS OF APPROVAL CONDITIONS****Bushfire Safety:**

6. At the issue of the Subdivision Certificate and in perpetuity, the land south of the dwelling and garage/shed on proposed Lot 1 and the eastern most dwelling and garage/shed on proposed Lot 2 to the boundary 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 Services document *"Standards for Asset Protection Zones"*.
7. In recognition that the 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.
  - 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 buildings are not to be used.
8. Where the existing dwellings (on proposed Lots 1 and 2) are not within a 70m coverage of a reticulated water supply hydrant, a 20,000L fire fighting water supply must be available for each dwelling. 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.

/3

**Development Application No. 141/14**

**Schedule of Conditions**

---

- 9. 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.
  - 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.

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.

- 10. Bushfire safety requirements as outlined in condition numbers 6 – 9 above are to be completed with certification of compliance from a bushfire consultant being provided to Council **prior to the issue of the Subdivision Certificate.**

\*\*\*\*\*