
JETTY MEMORIAL THEATRE STRATEGIC PLAN

Purpose:

To recommend that Council adopt the *Jetty Memorial Theatre Strategic Plan 2013-18*.

Description of Item:

Council has operated the Jetty Memorial Theatre (JMT) since extensive refurbishment of the facility was completed in 2003. Council's management of the venue, includes its day to day operations, building maintenance and repair, programming and promotion and ongoing development. It is an intimate boutique style performance space with a 250 seat capacity.

The JMT program includes local community theatre groups, other community organisations, local businesses, touring theatre companies and performing arts organisations. The 2012 JMT season to date has seen:

- 19 touring bookings (45 shows) with 4,924 seats sold,
- 16 community bookings (106 shows) with 9,588 seats sold, and
- 2 commercial bookings (2 shows) with 238 seats sold.

The development of a strategic and business plan for JMT has been undertaken to clarify the vision and role of the theatre, to engage key stakeholders in the process and to develop a sustainable and equitable business model for the venue's operations.

Council engaged a consultant, R&S Muller Enterprise Pty Ltd, in September 2012 to develop the strategic and business plan in consultation with staff and relevant stakeholders.

The consultant will develop the following documents:

- A strategic plan – setting out the agreed vision, values and goals of JMT (the subject of this report); and
- A business plan – to implement the strategic plan; including service delivery, marketing, organisational, operational, implementation and financial plans (the draft business plan should be delivered to Council in January 2013).

Sustainability Assessment:

- **Environment**

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

- **Social**

JMT provides the Coffs Harbour region with a significant cultural asset for the performing arts sector, with a long history of community involvement and support.

- **Civic Leadership**

The JMT strategic plan contributes to the following strategies in the Coffs Harbour 2030 community strategic plan:

LC3.1.1 Promote local artistic and cultural expression

LC3.1.2 Build a diverse range of opportunities for artistic and cultural growth

LC3.1.3 Promote artistic and cultural entertainment opportunities

LC3.3.1 Develop inclusive community, sporting and recreational activities

Due to the local iconic nature of JMT and its important role in supporting the performing arts, Council has a critical role in developing a strategic plan for this cultural facility.

- **Economic**

Broader Economic Implications

The operation of the theatre and the range of activities and events undertaken at the venue have positive economic outcomes, including the attraction of audiences from a wide region, who contribute to the local economy during their visit.

Delivery Program/Operational Plan Implications

While the JMT Strategic Plan does not have any significant implications for Council's Delivery Program and Operation Plan, the subsequent Business Plan will, as it aims to reduce the net cost to Council via sustainable service delivery and place a cap on overall expenditure.

Consultation:

The consultant engaged to develop the JMT strategic plan has undertaken the following consultative activities:

- Meetings with the Mayor, Director of City Services, Executive Manager – Cultural and Community Development and JMT management.
- Workshops, meetings and correspondence with community theatre groups and other major users of the facility.

Related Policy and / or Precedents:

There are no related policies or precedents in relation to this report.

Statutory Requirements:

There are no related statutory requirements in relation to this report.

Issues:

For the last five years, the net cost of operating the JMT has continued to increase, with a net loss of \$492,374 experienced in 2011/12.

The financial performance of JMT combined with staff turnover at the facility and issues raised by major users of the facility have highlighted the need for a strategic and business plan for JMT.

The JMT Strategic Plan outlines Council's role in the performing arts and provides a summary of JMT's history, including the contribution made by local community groups.

A critical aspect of the strategic planning process was engagement with the major users of the facility to ensure a shared vision, values and goals as a foundation for moving forward.

Feedback from those involved in the process to date has been very positive with wide acceptance of the draft strategic plan from local community theatre groups.

The JMT strategic plan proposes the following strategic framework:

- **Vision:**
The Jetty Memorial Theatre is an intimate venue in Coffs Harbour where the community celebrate the presentation, promotion and nurturing of excellence in the performing arts
- **Values:**
*Passion for the Performing Arts
Honesty, Fairness and Respect
Teamwork
Community and Customers
Safety*
- **Goals:**
 1. *Foster and promote a vibrant performing arts culture*
 2. *Engage, inspire and entertain audiences*
 3. *Maximise financial opportunities to deliver our performing arts ambitions at a sustainable level*

Each goal has a range of supporting strategies and corresponding key performance indicators, to assist in ongoing evaluation and performance monitoring.

Key themes within the document include; sustainable business management with capped costs and increased and diversified income, equitable and standardised service delivery, greater collaboration, improved marketing and business analysis/reporting, and increased use and involvement of volunteers.

This strategic framework provides the foundation to develop and implement the subsequent business plan which will be presented to Council in February 2013.

Implementation Date / Priority:

The JMT strategic plan will be adopted following resolution by Council.

Council will make the JMT strategic plan available on its website.

Recommendation:

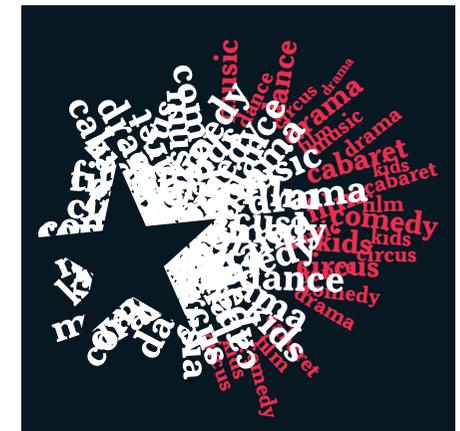
That Council adopts the *Jetty Memorial Theatre Strategic Plan 2013-18* as appended.

Coffs Harbour City Council

Jetty Memorial Theatre

Strategic Plan

2013 – 2018



Acknowledgements

R&S Muller Enterprise Pty Ltd would like to thank the following Jetty Memorial Theatre Stakeholders for their significant input throughout the Strategic Planning process:

- Association of Coffs Community Theatre Societies Inc
- Bootlace Productions Inc
- Coffs Harbour Arts Council Inc
- CHATS Productions Inc
- Coffs Harbour Musical Comedy Company Inc
- Coffs Harbour Regional Conservatorium Inc
- CurtainsUp Pty Ltd
- Coffs Harbour & District Eisteddfod Society Inc
- Seacrest Inc

In addition, we would like to acknowledge the information and support provided by the following Coffs Harbour City Council (CHCC) representatives:

1. Mayor, Denise Knight
2. Ben Lawson
3. Enzo Accadia
4. Jenni Eakins
5. David Brammah



The images throughout this document have been sourced from the following:



Jetty Memorial Theatre - <http://www.karinasmithphotography.com>



Hips for Hire <http://hipsforhire.com>



Jetty Memorial Theatre - <http://www.karinasmithphotography.com>



Cyberpaddock <http://www.cyberpaddock.net.au>

The Jetty Memorial Theatre, as its name suggests is a 'theatre'. However, Council refers to the JMT and other assets like it, under the broader category of performing arts.

The Oxford dictionary defines the performing arts as:

"forms of creative activity that are performed in front of an audience, such as drama, music, and dance".

A name change for the JMT is not recommended, however when describing its function, performing arts is the recommended terminology.



Role of Council in the Performing Arts

Coffs Harbour has a diverse cultural history and Council plays a key leadership role in providing cultural services; as advocate, facilitator and/or provider.

Adopted in 2008, *The Coffs Harbour 2030 Plan* (the 2030 Plan), outlines the key steps to allow the community to achieve its goal for quality of life of current and future residents. The 2030 Plan recognises that many organisations and people will need to work together to achieve the best results for Coffs Harbour. This is no more true, than for the cultural aspirations for the community.

As with all Councils across NSW, there are financial constraints for the scope of services and infrastructure that the community aspire to have. Balancing these aspirations in a financially sustainable and responsible manner is imperative and requires prioritisation and planning.

In terms of the performing arts, there are a large number of events, festivals, theatrical performances, workshops and courses offered in Coffs Harbour. The JMT is a key performing arts asset, evidenced during the 2011 season when there were 141 community and professional performances, either theatre, music, film or dance at the JMT. In terms of audience attendance, 18,000 tickets were issued during that same season.

Over the past five financial years, there has been an ever expanding cost associated with operating the JMT, whilst the income has maintained a steady, almost flat trajectory. The result has been a year on year increasing net loss for rate payers.

In the same timeframe, there has been a significant turnover in JMT staff and this has complicated the situation for CHCC, and has negatively impacted the financial bottom line of the JMT (in terms of direct and opportunity costs).

Council remains committed to the performing arts in Coffs Harbour, and to the JMT. Its financial contribution over the past five years has been significant at \$1,541,796, (the shortfall between income and costs).

Despite recent upgrades to the JMT, there remains ongoing challenges and limitations of the facility. This will require careful and considered planning and investment in the coming years. This investment can not come from the rate payers of Coffs Harbour alone. A new strategy, and a new commitment must come from all who use the JMT. That is, to realise improvements will require capital from sources other than CHCC.

The need to cap operational expenditure and find new and innovative ways to diversify income and maximise occupancy, and in turn income for the JMT, is both urgent and critical.

The local theatre and musical theatre companies continue to produce quality performances and new groups are emerging to add to the diversity of the work available at the JMT, and these amateur theatre groups must continue to be supported into the future.

A cost benefit analysis of hosting professional tours also needs urgent attention, and this must be an area for immediate refinement and refocus.

It is time for careful consideration of the appropriate role(s) for Council in the future operation of the JMT.



The Story So Far

The JMT was built in 1929 as a Memorial Hall for the returned soldiers and sailors and also to commemorate the war dead. Land was purchased and the building constructed with monies raised by many community charity groups between the years of 1919 - 1927 (when construction started).

In those early days, the JMT was used as a dance hall and also as a movie theatre (cinema).

In 1935, thanks to more community fund raising efforts, the Memorial Hall was extended to include a stage and supper room. The first reference to a play being presented in the Hall was in July 1952, when the Arts Council Drama Group presented "Tons of Money". In 1956 a Musical Society was formed and presented "The Pirates of Penzance".

In 1964 there was a changed governance structure and Coffs Harbour City Council was appointed trustee. A management committee was appointed and this group oversaw and managed the operation of the theatre until early 2000.

In the 1990's the Coffs Harbour Vietnam Veterans contributed time and money for refurbishment's of the theatre.

In 2002-2004 a major refurbishment occurred to the value \$1.29million dollars with funding contributions from federal, state and local government.

With the renovation came a new and more formal management model. Coffs Harbour City Council appointed a Theatre Manager for the operational management of the JMT and later additional support staff.

The transition was not without pain for both the stakeholders and Council. Fees were increased, and new compliance rules were introduced and enforced. The relationship between the long term users and Council deteriorated to the point where users staged a boycott of the venue for some 12-18 months.



Association of Coffs Community Theatre Societies (ACCTS) was

formed to unite the voice of the community user groups, and to ensure past community contributions were acknowledged and valued. Negotiations between Council and ACCTS saw the return of the community users to the JMT.

For the past six years, a diverse range of amateur, pro-am, and professional productions have been staged at the JMT, with varying degrees of financial success and attendance.

The cost for the rate payers of Coffs Harbour for operating the JMT, has been increasing year on year, and peaked in the financial year of 2011-12 at \$492,374.

It is clear, that the journey of change since the refurbishment of the JMT has been difficult for all parties and has lead ultimately to the development of this Strategic Plan.

This Strategic Plan unites the past, present and future through the identified vision, values and goals. They are the keystones to success and will underpin and drive decisions and operational strategies for the JMT for the next five years.





Audiences

JMT recognises the diversity of its community and considers that its target audience comprises people of all ages and walks of life, in Coffs Harbour and the greater mid north coast region. Based in a tourism destination, JMT will welcome audiences from much further afield whilst they are visiting our region.

Council

As the custodian and landlord of the JMT, Council is responsible for the financial and operational management on behalf of the ratepayers of Coffs Harbour.

In a broader sense, Council is the source of cultural leadership through both its elected representatives and its staff, including those employed to provide cultural services.

JMT Employees

Employees and volunteers working at the JMT, or working to support the JMT from other locations e.g. Council offices.

Education Community

Primary and secondary schools, colleges, universities, TAFEs and other teaching organisations in the Coffs Harbour region wishing to use JMT to support their curriculum, make up an important section of our audience.

Major users

There are a number of community theatre groups who have been associated with the JMT for decades. Past contributions included fund-raising, volunteering, and managing the operations of the JMT. Details of these user groups are provided overleaf.

Performing Artists

Performing artists, companies and groups throughout Australia, will be actively targeted to tour into JMT as part of its programming footprint. The artistic community in the Coffs Harbour region comprising professional and amateur, individuals and groups will be part of the complex matrix of work available at JMT.

Suppliers and Contractors

Local companies that provide a range of services across facility maintenance, catering and marketing.



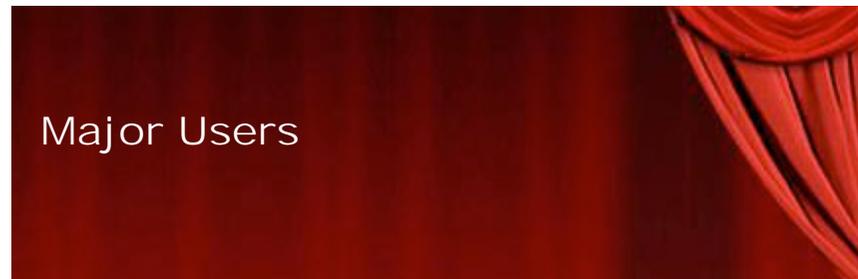


Association of Coffs Community Theatre Societies Inc (ACCTS)
 ACCTS is an incorporated organisation representing a number of community (not-for-profit) theatrical groups in the Coffs Harbour region.

Bootlace Productions Inc
 Bootlace Productions Inc is a small devoted not-for-profit community theatre group formed in 1984, as an alternative ensemble company, aiming to present quality theatre that is educational as well as entertaining. Bootlace has presented a variety of productions at JMT, including contemporary Australian plays, international classics, musicals and stage adaptations. Professional directions from metropolitan theatre companies have also been imported as Directors in Residence to enhance the experience of Bootlace members.

Coffs Harbour Arts Council Inc (CHAC)
 Coffs Harbour Arts Council formed in the 1940's and are the first group on record to stage a play "July 1952", A Musical Society was formed in 1956. CHAC Drama Group later became the Harbour Players and then CHATS (1973). CHAC also ran the Spring On Stage Festival for 21 years bringing in many touring shows. Incorporated in 1990, now operates as a not-for-profit cultural development and auspicing agency.

CHATS Productions Inc (CHATS)
 CHATS (est 1973) has been regularly performing at the JMT since 1981, producing on average, three shows per year. Its season of shows typically includes an Australian piece, a serious or experimental work, and a musical or comedy. One of its premier objectives is to provide all members with the means to develop their theatrical skills in all aspects of theatre through involvement in a variety of quality productions, workshops and readings.



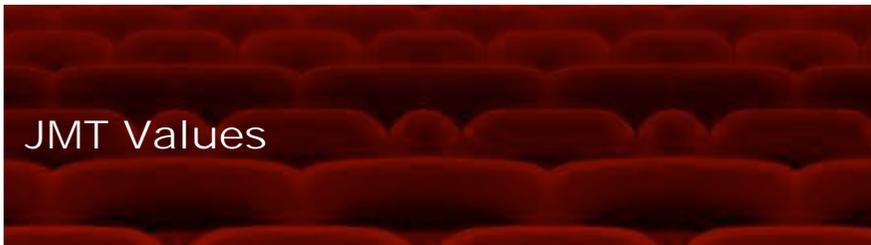
Coffs Harbour Musical Comedy Company Inc (CHMCC)
 The CHMCC is one of the longest-running arts associations in the Coffs Harbour region, having originally been founded in 1978. The original founding membership of 15 has grown to over 150. This company's main priority is to fund various productions to showcase talent of all 150 members, and talent within the Coffs Harbour region. CHMCC has been presenting large scale musicals since 1980 at the JMT.

Coffs Harbour Regional Conservatorium Inc (CHRC)
 Coffs Harbour Regional Conservatorium is a not-for-profit, community-based organisation with a vision "to enrich the cultural life of the Coffs Harbour community through the provision of quality music education, accessible to all". The Conservatorium offers broad training opportunities across a range of musical styles and instruments, for all ages. It is a presenter of music events and regular user of the JMT.

Coffs Harbour & District Eisteddfod Society Inc (CHDES)
 The Coffs Harbour & District Eisteddfod Society Inc is a not-for-profit organisation run by volunteers and supported by sponsorships from the local community and businesses. The CHDES has been operating this way for over 40 years. They have hired the JMT in previous years to conduct their solo dance competition and Gala Concert which run for a week every June.

Seacrest Inc
 Seacrest Productions is a boutique, local theatre company, established in 2006. A burgeoning, amateur not-for-profit performance group, Seacrest is a collective of like minded individuals, passionate about contributing to the cultural fabric of our region by creating small scale, quality theatrical productions and short films for local audiences.





Passion for the Performing Arts

- Encourage and support volunteers to learn and deliver diverse roles in all aspects of the operation of the JMT
- Encourage and support community theatre groups and performing artists to achieve their goals and aspirations
- Foster and encourage collaborative performance and participation
- Strive for quality performances and experiences for the audience
- Embrace self reflection to analyse and improve artistic output
- Nurture new and emerging practitioners and participants

Honesty, Fairness and Respect

- Make and report decisions in an open and accountable manner
- Accept and work within CHCC's Code of Conduct
- Ensure services are delivered fairly and equitably
- Acknowledge the validity of the values and beliefs of all members of the community



Teamwork

- Commit at all times to open and honest communication, based on mutual respect and trust
- Take the view of others into account when making decisions
- Foster and participate in negotiations that will achieve win-win solutions

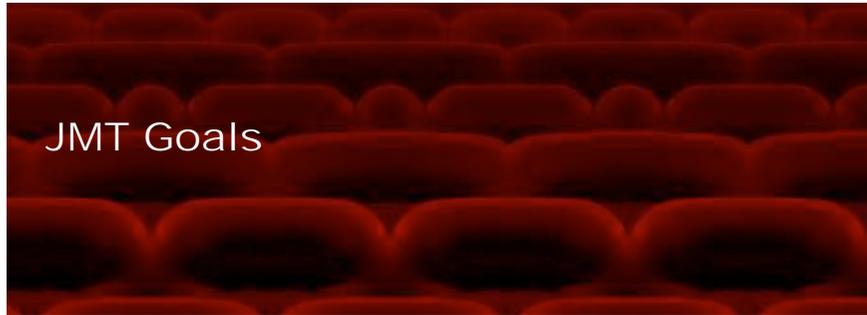
Community and Customers

- Continue to improve the customer experience
- Seek opportunities to adopt new ideas and practices to improve service delivery
- Manage the JMT in a sustainable and equitable manner

Safety

- Foster and create a safe, secure and welcoming environment





Over the next five years, efforts will be focussed on achieving the following three goals at the JMT:

Goal 1

Foster and promote a vibrant performing arts culture

Goal 2

Engage, inspire and entertain audiences

Goal 3

Maximise financial opportunities to deliver our performing arts ambitions at a sustainable level

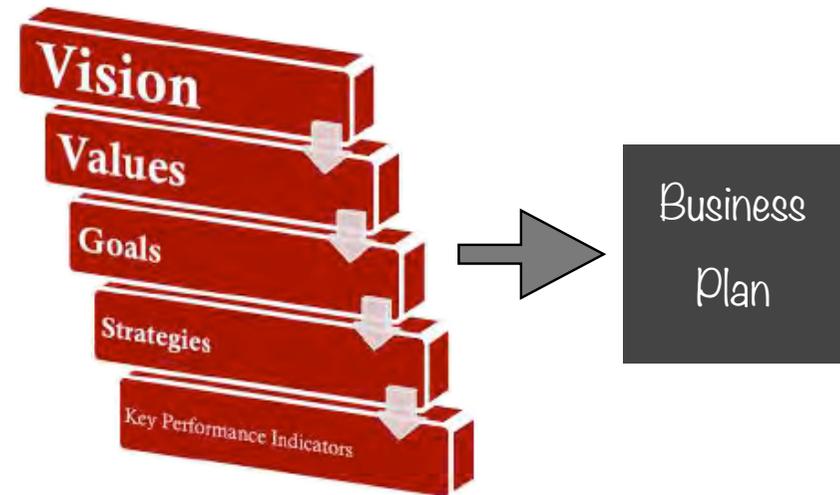


Planning and Measuring Outcomes

With the vision and values identified that will guide our principles and standards of behaviour, the JMT will achieve three goals over the next five years.

How these goals will be achieved; are the strategies, and the measurement of our success; the key performance indicators. These are outlined in the final section of this plan.

It is the combination of these strategic aspects that will drive the development and implementation of the business plan.



JMT Strategies

Outlined below are the key strategies to be used to achieve the three strategic goals for the JMT over the next five years.

Goal 1

Foster and promote a vibrant performing arts culture

- Implement best practice facility management, to allow efficient and effective service provision to the customers and users of the JMT
- Standardise fees and charges for all service offerings
- Ensure non-profit groups have access at standardised reduced rates, set for a three year period
- Host a JMT patrons, members and volunteers thank you event
- Create opportunities for cultural tourism with regional tourism bodies, consider supporting organisations in the MICE (meetings, incentives, conference, events) market
- Work collaboratively with other cultural organisations in terms of programming and promotion
- Participate in regional promotional activities
- Promote the benefits of both amateur and professional productions
- Seek funding opportunities to access skill development programs in all operating areas of the JMT
- Host an annual event for people working professionally in the performing arts, in collaboration with regional organisations
- Reinstate a JMT young performers strategy



JMT Strategies

Goal 2

Engage, inspire and entertain audiences

- Develop a customer service charter for staff, volunteers and users of the JMT
- Standardise ticketing procedures for all JMT productions
- Develop and promote an annual program for the JMT for all users
- Develop a collaborative marketing strategy, and standard marketing participation for all users of the JMT
- Bundle, promote and sell JMT product in new and innovative ways. Consider collaboration with other cultural and non cultural offerings
- Expand and target programming to increase audiences, particularly new residents and visitors.
- Set quotas for community productions, touring productions and co-productions
- Standardise a customer feedback strategy for all activity at the JMT
- Expand the JMT program to include film and screen culture
- Increase cafe access opportunities for the community
- Develop a member and patron strategy



JMT Strategies

Goal 3

Maximise financial opportunities to deliver our performing arts ambitions at a sustainable level

- Develop and run the JMT on a business model that will cap costs; increase and diversify income.
- Build reserves for capital expenditure, and pool these reserves with the existing Trust funds
- Build a shared commitment to financial targets with user groups
- Establish a maintenance protocol with corresponding fund raising strategy (and budget)
- Formally involve the community in the strategic management of the JMT
- Report quarterly and annual financial performance
- Set a quota for commercial use of the JMT
- Value-add existing and expanding JMT services
- Reduce all fixed costs, and move to contracted services with preferred suppliers to replace staff costs where possible
- Maximise the use of volunteers
- Develop and implement an innovative IT strategy that will increase efficiencies for the management, operation and financial performance of the JMT
- Develop and implement a sponsorship strategy



Key Performance Indicators

Goal 1.

- Total attendance
- Number of events/performances
- Occupancy rates
- User group satisfaction
- Number of members, patrons and volunteers
- Sponsorship, fundraising and grant income
- Number of skill development programs delivered
- Marketing coverage and reach
- Number of youth involved in programs

Goal 2.

- Customer satisfaction
- Number of responses to customer survey
- Number of new names on the customer database
- On-line access
- Level of participation in marketing initiatives



- Customer satisfaction level of the annual program
- Bundle sales figures
- Attendance level of new residents and visitors
- Number of film and screen productions
- Cafe sales
- Level of non-profit income against quota

Goal 3.

- End of year financial result
- Level of commercial income against quota
- Delivery of asset maintenance plan
- Number of new business processes developed
- Financial reserve level
- Reduced complaints from users about costs
- Number of value-add services on offer and sold
- Level of fixed costs
- Number and hours of volunteer contribution
- Number of online sales and systems





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VILLAGE SPORTS - BCU COFFS TRIATHLON ON 2 & 3 MARCH 2013

Purpose:

To seek approval for a request from Village Sports to conduct two days of triathlons on the first weekend of March 2013 around the Jetty Foreshores, Harbour Drive, Hogbin Drive and Sawtell Road.

Background:

In August 2012 the local traffic committee considered the request from Village Sports to conduct the triathlon over two days, detailed plans were provided, and have now been approved by Roads and Maritime Services and NSW Police.

Description of Item:

Village Sports are proposing to have various road closures in Coffs Harbour and Toormina as part of the BCU Coffs Triathlon on Saturday 2 March for a junior and enticer event and Sunday 3 March 2013 for the Olympic distance event. The proposed road closures are as follows:

Saturday 2 March 2013

- 7.00am – 6.30pm - Jordan Esplanade, Marina Drive to Camperdown Street
- 2.00pm – 2.30pm - Jordan Esplanade, Camperdown Street to Quarry
15min road open to let traffic through.
- 2.45pm – 3.30pm - Jordan Esplanade, Camperdown Street to Quarry

- 4.30pm – 5.45pm - Jordan Esplanade, Marina Drive to Camperdown Street
- Marina Drive, Jordan Esplanade to Orlando Street/Harbour Drive
- Orlando Street/Harbour Drive, Collingwood Street to Hogbin Drive
- Hogbin Drive, Harbour Drive to Stadium Drive

Sunday 3 March 2013

- 5.00am – 1.00pm - Jordan Esplanade, Marina Drive to Camperdown Street.

- 7.30am - 11.00am - Jordan Esplanade, Marina Drive to Camperdown Street
- Marina Drive, Jordan Esplanade to Orlando Street/Harbour Drive
- Orlando Street/Harbour Drive, Collingwood Street to Hogbin Drive
(- Camperdown Street, Nile Street to Harbour Drive.)
(- Hood Street, Gilbey Lane to Harbour Drive)
- Hogbin Drive, Harbour Drive to Sawtell Road
- Sawtell Road., Hogbin Drive to Noomba Street

Sustainability Assessment:

- **Environment**

There are no specific environmental issues.

- **Social**

Triathlons are becoming more popular each year not only because there is the challenge of completing three disciplines, but because there is such a social aspect and camaraderie amongst competitors and spectators.

The organisers encourage community wide participation in their events. The inclusion of a junior section in particular is important to foster life long physical activity. The social benefits are well documented: they include lower rates of chronic disease and lifestyle illnesses, more productivity and less absenteeism from work. Physical activity also lowers depression and stress levels and improves general well-being.

The event requires a number of road closures. Actions to minimise impacts arising from these are discussed in the issues section below.

- **Civic Leadership**

Sporting activities are a major objective in the "Looking after our Community" section of the Coffs Harbour 2030 Community Plan.

LC3.3 - We enjoy life together through a range of community events and recreational opportunities.

LC3.3.1 - Develop inclusive community, sporting and recreational activities.

- **Economic**

Broader Economic Implications

This event will be run by Village Sports, Coffs Harbour. The race director was the instigator of the Coffs Ocean Swims which has raised \$212,000 over the last 14 years with proceeds from the swims benefiting three local Surf Life Saving Clubs and local children's charities.

Village Sports also run the Coffs Harbour Running Festival which had over 1,300 competitors participating on 23rd September and raised over \$35,000 from the event for local charities.

Village Sports Coffs Harbour will be introducing the BCU Coffs Triathlon on Saturday 2 March 2013 and Sunday 3 March 2013 with all funds raised donated to Life Education, Camp Quality, Coffs Early Childhood Intervention, Coffs Coast Autism, Coffs and Sawtell SLSC, St John's Ambulance and the Coffs Harbour and Corindi SES groups.

They anticipate 400 children in the junior events along with 250 competitors to participate in the Enticer Triathlon which will be held on Saturday 2 March.

On Sunday 3 March they anticipate 500 individuals along with 180 team members to participate in the Olympic Distance Triathlon.

There will be 160 volunteers for the Saturday events and on Sunday they have approximately 200 volunteers helping make the weekend of triathlons a success for Coffs Harbour.

Based on Destination NSW (NSW Government Tourism) expenditure estimates for Coffs Harbour, the anticipated amount of competitors will input \$282,000 into the local economy over the two days in the first year, with numbers expected to increase as its reputation grows.

The establishment of a regular sports events calendar promotes the growth of Coffs Harbour as an events destination. Events can be staged during off-peak periods of the year benefiting the hospitality and retail sectors of the city. Participants will return as tourists or possibly residents, accompanied by family and friends.

Delivery Program/Operational Plan Implications

The event organiser is responsible for all costs associated with running the event. A request for assistance has been received in relation to support for traffic control and fencing. This will be referred to Council if required.

Consultation:

As the proposed cycle course will impact on local traffic, the following measures will be taken to minimize disruption.

The cycle course will be a closed road with only local traffic allowed to cross the course at designated crossings. Local residents will be able to use the parking lanes to exit their homes under SES supervision to get to the cross over points. The course will be under the control of accredited traffic controllers at major intersections and cross over points.

Message boards will be erected in various sections of the course at least 7 days prior to advertise the event on March 2nd and 3rd that there will be changed traffic conditions. All residents on the course will be informed via mail two weeks prior to the event of their particular disruptions. All businesses on the course will be reminded via mail two weeks prior to the event of their particular disruptions.

ARTC, Coffs Harbour Regional Airport, Coffs Taxis, Busways and Sawtell Coaches have all been informed and have committed their support towards the event.

Related Policy and / or Precedents:

- Guide to Traffic and Transport Management for Special Events.
- Coffs Harbour 2030 Plan.
- Coffs Harbour 2030 Community Ideas Booklet:
 - LC1.2 - We lead healthy lives supported by comprehensive health care services.
 - Educate and involve children in healthy eating and sporting activities.
 - Encourage active lifestyle for all ages through education, promoting events, sports etc.

Statutory Requirements:

Traffic management - to be dealt with in accordance with traffic management plan in accordance with Guide to Traffic and Transport Management for Special Events.

Issues:

The main issues will be the impact on traffic from the part closures of Harbour Drive, Hogbin Drive and Sawtell Road.

- Harbour Drive
Residents will be able to access Harbour Drive on the outside lanes to be able to cross Harbour Drive under traffic control at Edinburgh Street. Access to the Marina will be via Orlando Street under traffic control. Access to the boat ramp and fishing club will be via Nile Street and Camperdown Street.

- Hogbin Drive
Airport Access - Traffic will be able to access the airport via Albany Street with two outside lanes open to traffic on Hogbin Drive between Howard Street and Christmas Bells Road under traffic control, then via Aviation Drive.

University Access – Via Stadium Drive under traffic control.

Hi-Tech Drive access – under traffic control via north bound lane from Sawtell Road.

Barcoo Court access – Left out and right in only under traffic control.

- Sawtell Road
Detours will be in place between Toormina Road intersection and Noomba Steet. The road will be open to local traffic only under traffic control for residents to be able to access their properties.

The event will be widely advertised and organizers will consult with all affected members of the community and business owners to inform them of the closures. The main event is on the Sunday morning when traffic volumes are generally lighter.

Implementation Date / Priority:

2 & 3 March 2013

Recommendation:

1. That Council approve the running of the inaugural BCU Coffs Triathlon to be held on 2 and 3 March 2013 including the closure of roads as specified in the report.
2. That Council notes that the organisers be responsible for all costs associated with the event.

PARK BEACH MASTER PLAN LIGHTING & OTHER IMPROVEMENTS

Purpose:

To report on works completed under the Park Beach Master Plan and consider additional works to improve security and public amenity.

Description of Item:

In 2009 and 2010 Council undertook extensive consultation with business owners and traders in Ocean Parade to revise the priorities in the plan. The priorities endorsed by Council in November 2009 and reviewed in 2010 were:

Lighting of Reserve between the Park Beach Hotel Motel and Park Beach Bowling Club.

*This work has been completed with inclusion of fencing (see further information below) **Total cost \$50,000***

Extension of the Ocean Parade footpath to Macaulays Headland Carpark.

*Designed and programmed for construction this financial year. **Budget \$80,000***

Fencing of laneways

*Completed: **Total cost \$3,000***

Beach Front Reserve Improvements **Budget \$32,000.**

This work is in progress and is part of contribution funding for Park Beach Surf Club community facilities grant.

Lighting of the Reserve south of the Bowling Club.

Designed: not funded see Figure 1 and further information below.

Additional Street lighting in Ocean Parade and at strategic locations in Boulwood, Vincent and Prince Streets.

A review of street lighting in Ocean Parade south of Park Beach Road has been completed and no additional street lighting is required. Boulwood, Vincent and Prince have been placed on Council's new street lighting priority list.

Clearing of low and medium shrubs at the western end of cul-de-sac in Vincent Street and additional lighting.

Removal of shrubs completed. Lighting unfunded.

Sustainability Assessment:

- **Environment**

The lighting selection considers the environmental setting, capital cost and operational costs. The lighting consultant has prepared an assessment of solar power versus connection to mains power and has not recommended photovoltaic systems due to the small number of lights needed, the proximity to

mains power, and the year round shadowing by trees and future buildings. An additional \$46,000 would be required to install a photovoltaic system which would take an estimated 31 years to recoup.

Selection of lighting has also considered migratory paths of the mutton birds and shrouds to cast light downwards have been selected.

The impact of the works on dunal and rainforest vegetation was considered in design selection. Proposed fencing of the dunal areas recommended by the Police improves the stability of the dune by restricting public access.

- **Social**

Community safety and wellbeing have been improved by the proposals. Both the local residents and visitors to the area benefit from improved safety in the area. In addition the sense of well being and community pride will be enhanced by the improvements. Access paths to Macauleys Headland and at the main Park Beach will increase participation in healthy exercise. The footpath works will also provide traffic calming measures which will be of benefit to the Park Beach residents and users of the facility.

- **Civic Leadership**

The works proposed have great benefit to the local community and demonstrate Council's commitment to providing quality services for the community. The works also reflect the communities and other stakeholders agreed priorities for improvements to the Park Beach area.

- **Economic**

Broader Economic Implications

In terms of capital cost the works have a relatively high cost/benefit ratio given the security and accessibility improvements for the community.

Delivery Program/Operational Plan Implications

Operational costs for the lighting and fencing works have been incorporated into Council's Delivery Program.

No additional funding is available from Park Beach Masterplan or Section 94.

Consultation:

Previous extensive consultation has occurred with the community via meetings and surveys. The priorities are consistent with the Park Beach Masterplan, the Park Beach DCP and community consultation. NSW Police Coffs Local Area Crime Prevention Unit have also been consulted.

Related Policy and / or Precedents:

Objectives and proposals are consistent with the Park Beach Masterplan and Development Control Plan.

Statutory Requirements:

Lighting designs comply with Australian Lighting Standards. Footpath and pedestrian crossings will comply with Australian Standards.

Issues:

Council has been working regularly with the Coffs Harbour Crime Prevention Officer to assist police in addressing anti social behaviour.

To date there have been several evening and daytime inspections with the Crime Prevention Officer. As part of the works to install lighting at the reserve between the Park Beach Hotel Motel and the Park Beach Bowling Club an evening inspection occurred with Council staff, police, and a lighting consultant. At that meeting it was identified that police had issues with offenders hiding in the bushes of the dune. The dunal vegetation is rainforest protected under the provisions of State Environmental Planning Policy No. 26 and performs an important function in stabilising the dune.

The new lighting, tree pruning and mesh dune protection fencing has improved safety in this area. In addition Recreation Services Operations have agreed to prioritise additional tree lifting and small tree removal in the reserve within existing budgets.

The remainder of the reserve, south of the Park Beach Bowling Club, has also been inspected and a lighting plan prepared. The shared path is located in clear grass with generally clear trunked established trees, and generally able to be viewed from the road, however in sections the footpath leaves the road view and is comes close to the dune area. This area is unfenced in sections and dark at night. In addition there is a section of approximately 15 metres where the road is lower due to general landform and the path totally unavailable to view from passing vehicles.

The total reserve shared path is 740 metres long. The lighting consultant has recommended continuation of light standard used in the first stage of reserve lighting i.e. poles located at 10 - 15 metre spacing.

Continuation of the timber post and weld mesh fencing along the dune would also be beneficial to avoid offenders hiding in the dunal vegetation.

Estimates to light the main path and to install new dune protection fencing are as follows:

Section 1 - from Park Beach Bowling Club to central carpark viewing deck area opposite the caravan park - 208m.
\$100,000 for lighting, fencing \$25,000

Section 2 - from carpark to surf club entrance 330m
\$165,000 for lighting, fencing \$40,000

Section 3 - from surf club entrance to Orlando Street bridge 200m.
\$100,000 for lighting, fencing not required.

Total Lighting Estimate \$365,000 - note solar lighting not supported by consultant due to upfront cost and also extensive shade canopy by trees.

Total Dune Protection Fencing Estimate \$65,000.

Attachment 1 - Lighting design for reserve south of Park Beach Bowling Club, Section 1.

Raising public domain standards

Increasing the standard of the public domain and encouraging greater public activity in the area will reduce crime. The works at Park Beach surf club reserve will assist to raise the overall standards in the Park Beach area.

Increasing positive night time activity on the frontages of properties along Ocean Parade will have a positive effect on anti social behaviour. There have been several Development Approvals approved by Council along Ocean Parade which have cafes and restaurants with areas overlooking the public streetscape, however many have not yet been constructed. In addition an expression of interest is being prepared by the Manager State Park for potential restaurants/cafes on the southern section of Park Beach Reserve.

Implementation Date / Priority:

Footpath construction works at the northern end of Ocean Parade are scheduled to commence in early 2013. These works have taken some time to complete design and environmental approvals due to site constraints.

Funding for the additional lighting and fencing work will be sought through grant programs and future operational plans.

Recommendation:

1. **That priorities for future Park Beach Master Plan works are:**
 - 1.1 **Continued liaison with NSW Police Crime Prevention Office.**
 - 1.2 **Dune protection fencing - \$65,000.**
 - 1.3 **Lighting of shared path in the reserve in stages as budget permits - \$365,000.**
2. **That funding for future Park Beach Master Plan works be sought through grant programs and considered in future operational plans.**

TENDER: PIPE BRIDGE OVER BOAMBEE CREEK (TENDER RFT-557-TO)

Purpose:

To report on tenders received for contract RFT-557-TO for the construction and installation of a 75m long pipe bridge over Boambee Creek, Sawtell and to gain Council approval to accept a tender.

Description of Item:

The works form part of the Coffs Harbour Sewerage Strategy which includes decommissioning of the Sawtell Sewage Treatment Plant (STP) and transferring all effluent to the newly upgraded Coffs Harbour Water Reclamation Plant (CHWRP): To this end, a 600mm diameter rising main and a 250mm diameter reclaimed water main will be constructed from the proposed Sawtell Main Pumping Station to the CHWRP.

A major component of the mains construction is the crossing of Boambee Creek. Council investigated several options for the crossing including open excavation, jet trenching, horizontal directional drilling, microtunneling, a new stand alone pipe bridge, and construction of a pipe bridge on the existing Australian Rail Track Corporation (ARTC) bridge piers. All alternatives had issues, but evaluation resulted in the pipe bridge on the ARTC bridge piers as the most economic, as well as the most socially and environmentally acceptable option. Other options were more than twice the cost, would be very disruptive to Boambee Reserve, and would have a high risk of causing adverse environmental issues. The other options also had higher risk of failure during construction.

Specialist consultants were engaged to design the bridge with input from Council staff. The bridge design resulted in a three span arrangement that will carry the pipes and a maintenance platform.

Attachment 1 shows the locality of the pipe bridge

Attachment 2 an isometric view of pipe bridge

For fabrication and installation of the bridge, open tenders were called for a Lump Sum contract in local and capital city newspapers and via Council's electronic Tenderlink portal. The deadline for submission of tenders was 3:30pm on Tuesday 20 November 2012.

Tenders were evaluated on the following criteria:

- Financial capacity
- Tender price
- Experience in similar work
- Details and logic of program
- Time required to complete the works
- OH & S management systems and safety management performance

Eight tenders were received. All were conforming offers.

- a) HF Hand Pty Ltd
- b) Wardrope & Carroll Pty Ltd
- c) Civil Team Engineering Pty Ltd
- d) Waeger Group Pty Ltd
- e) Bridge & Civil Pty Ltd
- f) Uptime Services Pty Ltd
- g) Kerroc Constructions Pty Ltd
- h) Chess Engineering Pty Ltd

Sustainability Assessment:

- **Environment**

The installation of a bridge to carry pipes over Boambee Creek, utilising spare space on the ARTC rail bridge is the most environmentally acceptable option available. Underboring, in this instance, is fraught with environmental danger due to very difficult and complex geological formations. So much so that the investigation indicated that it may not be possible to underbore using conventional techniques. Open excavation or jet trenching posed even higher environmental risks. A stand alone pipe bridge would cause adverse impacts with excavation necessary within the creek and on the banks.

The proposed pipe bridge on the ARTC piers eliminates the environmental risks associated with the other options. It does not necessitate excavation in sensitive areas, and with correct construction methods will not cause any adverse issues with the creek.

A Part 5 Environmental Assessment was carried out. This identified that approximately 4 trees will have to be removed (by CHCC tree maintenance crew) to allow access from Sawtell Road to the Boambee Creek Reserve for semi-trailers, construction vehicles and a heavy lift crane. It is proposed to provide advanced tree stock to the Reserve operators to offset the loss of these trees.

The whole project of decommissioning the Sawtell STP results in positive environmental outcomes including, closing the effluent shoreline discharge at Boambee Headland, odour reduction, increased treatment quality, reduced energy usage, and reducing the chances of environmental sewage overflow.

- **Social**

Social aspects impacted directly by the bridge construction involve the disruption to the Boambee Creek Reserve during assembly and installation of the structure. The duration of site works after fabrication are expected to only be about three weeks. A section of the Reserve will be inaccessible during assembly, and the footway under the existing bridge will be closed during installation, expected to be up to three days. The disruption to the Reserve is much less than would have occurred had another option been selected.

The bridge will not detract from the aesthetics of the area, in fact the new painted steel pipe bridge will block out the existing deteriorated and rusty ARTC bridge. Paint colours will be selected in consultation with Council's Landscape Architect and the Reserve managers.

Social benefits of the Sawtell STP decommissioning include the reduction of odour at the residential area adjacent to the plant, the elimination of the shoreline discharge adjacent to a swimming beach and the future rehabilitation of the plant site for community use.

- **Civic Leadership**

As Council is the provider of sewerage infrastructure for the community, this work is consistent with Council's 2030 Strategic Plan as it will construct necessary infrastructure for present and future communities.

- **Economic**

Broader Economic Implications

As mentioned previously, alternate methods of crossing Boambee Creek have been investigated, and the most viable alternative (underboring) is estimated to cost at least twice the cost of the proposed pipe bridge. Other options, although less viable, are still estimated to cost more than the pipe bridge.

Delivery Program/Operational Plan Implications

Council has Stage 2 funding approval for the overall project from the NSW Office of Water (NoW) under the NSW Country Towns Water Supply and Sewerage Program. Under NoW guidelines, a Stage 3 (and final) funding application for this section was not possible until after the closing of Tenders. This application has been made and is awaiting approval from the Minister for Primary Industries and Small Business. The subsidy is 12.1% of the total cost.

Provision for the remainder of the costs for these works, has been made in Council's 2012/2013 Sewer Fund Budget.

The Tender prices includes GST and is not the net cost to Council.

Consultation:

Extensive consultation has been carried out with both Australian Rail Track Corporation Ltd (as owners of the rail bridge piers on which the new pipe bridge will sit) and with the Trustees of the Boambee Creek Reserve (which operates the recreational facility).

ARTC has given a License to Council to install the new bridge.

The Trustees, through the operators of the facility, have expressed concern that there will be significant disruption to the public during the bridge installation phase. It has been agreed that as far as is possible Council will endeavor to delay assembly and installation until late April/early May 2013. After this date usage of the reserve reduces markedly.

Related Policy and / or Precedents:

Tender procedures and analysis were carried out in accordance with Council policy, in particular the 'Tender Value Selection System'.

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 recommended tenderer submitted the lowest price.

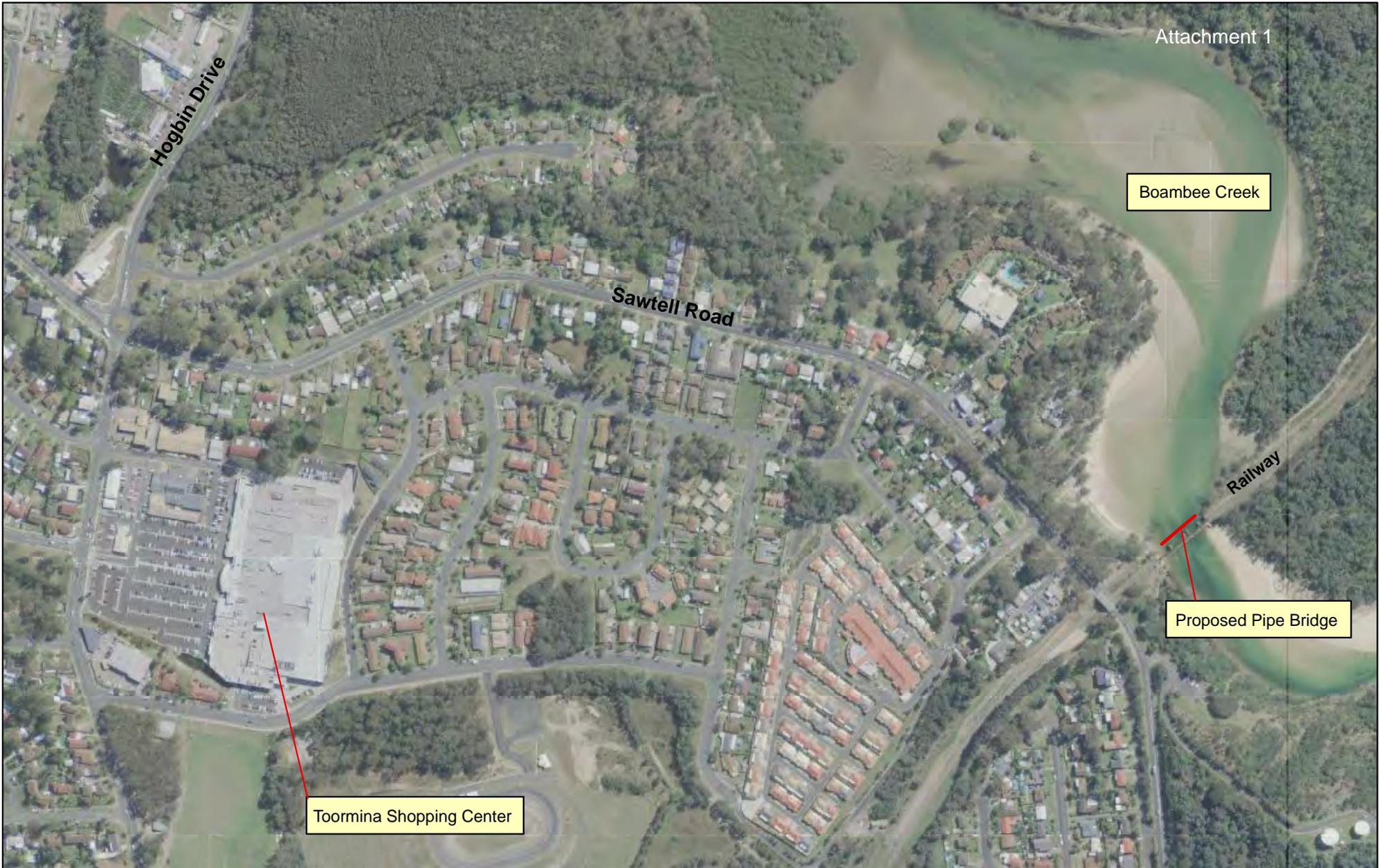
Implementation Date / Priority:

A contract can be awarded upon Council's resolution to accept a tender.

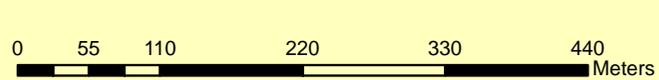
If Council resolves to award the contract, then it will be awarded upon receipt of the Minister's funding approval. Completion time for the contract is 16 working weeks. Assuming contract commencement of mid-January 2013 gives a forecast completion date of approximately late May 2013. This date is consistent with the preferred installation dates requested by the Reserve operators

Recommendation:

That Council considers tenders received for the construction and installation of a pipe Bridge over Boambee Creek - Contract No. RFT-557-TO - and move the motion as detailed in the confidential attachment.



Pipe Bridge Locality Plan





TENDER: TIMBER SUPPLY, HARTLEYS BRIDGE, KARANGI (TENDER RFT-561-TO)

Purpose:

To report on tenders received for the supply and delivery of timber components for the construction of Hartleys Bridge on Hartleys Road, Karangi, NSW, and to gain Council's approval to accept a tender.

Description of Item:

Hartleys Bridge is a 47m single lane, six span timber structure which has had a 20T load limit imposed for the previous seven years.

As a result of the regular inspections of Council's bridge assets, Hartleys Bridge has been identified as being in very poor condition.

The project consists of the replacement of the existing 47m, six span timber bridge, with a 66m timber bridge, located adjacent to the existing bridge over the Orara River.

Open tenders were called for the supply and delivery of all the required timber, advertising in local and capital city newspapers and on Council's Tenderlink portal. Tenders closed 3:30pm on Tuesday, 27 November 2012. Two tenders were received as follows:

1. Coffs Harbour Hardwoods Pty Ltd
2. Leonard J Williams Pty Ltd

The proposed bridge is 66m in length and extends past the existing 47m bridge on the northern side, effectively increasing the existing waterway area. The height of the proposed bridge will be raised approximately 1m than the existing bridge, and will be located immediately upstream of the existing bridge. Bridge construction will be carried out by Coffs Harbour City Council day labour staff.

The proposed bridge has been designed to minimise the amount of flood related damage to Council's road approaches. The existing bridge was built out into the natural waterway area to reduce its length, and subsequently, the road approaches are repeatedly scoured and washed away during flood events. The new proposed bridge will be 19m longer and extend out of the natural waterway.

Sustainability Assessment:

- **Environment**

During timber bridge replacement works appropriate environmental assessments are undertaken and environmental controls carried out for the duration of the project to ensure that environmental effects are minimal.

The waterway will be increased, due to the proposed longer length and the higher deck levels.

The existing bridge is frequently inundated during flood events, and can take 1-2 days for flood water to recede below the bridge deck level. The new higher bridge level will reduce the occurrence of the bridge being inundated, and reduce the duration also. The bridge could not be built to a height that would eliminate inundation, due to the significant costs that would be involved to construct the necessary foundations.

During normal flow, the river is only 7m wide. One of new bridge spans (12m) will clear span the river, resulting in no piling works required in the river.

- **Social**

The community's expectation is that access for all types of vehicles, heavy loads included, should be available to the front gate. Equity in access is a concern to residents when load limits are placed on deteriorated timber bridges and inconvenience is suffered during repairs.

Hartleys Bridge is currently the only access to approximately 9 properties. Accessibility to these properties across the Bridge is limited, due to the 20T load limit. Access to these properties is cut off during flood events.

The replacement of this deteriorating timber bridge will remove the existing 20T load limit, increase the kerb to kerb width and will benefit the community through improvements to safety, accessibility and longevity.

The proposed bridge will be constructed adjacent to the existing bridge, therefore allowing the existing bridge to remain open to traffic throughout the construction phase.

- **Economic**

Broader Economic Implications

Council maintains almost 70 timber bridges, a number of which are coming to the end of their useful life.

Whilst the costs of building a concrete bridge may be double that of a timber structure, it is a good long-term investment in that it virtually eliminates maintenance and substantially increases the life of the structure. A timber bridge might last 40 to 60 years, whereas a concrete bridge will last around 100 years.

Unfortunately, given Council's limited budgets, it is necessary to renew Hartley's bridge in timber so that sufficient funds are available for other priority bridge replacements.

Delivery Program/Operational Plan Implications

Funding has already been allocated within the 2012/13 Program, as part of Council's Bridge Program.

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. Council's Policy is that the tenderer 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 (the Regulations).

Implementation Date / Priority:

It is anticipated that onsite works will commence early March 2013 and be completed by late May 2013 barring unforeseen delays.

Recommendation:

That Council consider tenders received for the supply and delivery of timber for Hartleys Bridge, Contract No. RFT-561-TO, and move the motion as detailed in the confidential attachment.

TENDER: SLOPE REMEDIATION WORKS AT VARIOUS SITES, EASTERN DORRIGO WAY, COFFS HARBOUR (TENDER RFT-564-TO)

Purpose:

To report on tenders received for the supply and installation of soil nails and other slope remediation works on Eastern Dorrigo Way, Coffs Harbour, NSW, and to gain Council's approval to accept a tender.

Description of Item:

Eastern Dorrigo Way suffered extensive flood damage in various locations during the Natural Disaster event that occurred in January 2012. Due to the severity of the damage, one of the travelling lanes was closed for a small section (approximately 200m), and remains under single lane, two way traffic until the necessary repairs are carried out.

Damage to the road includes down slope instability and scour caused by excessive rainfall run off sheeting across the road and over the downhill embankment. The project consists of stabilising these sections of road using techniques such as soil nailing into unstable batters to prevent landslips and scouring, concrete retaining walls to retain the road, and rehabilitation of road pavements where water has caused failures.

Open tenders were called for the supply and installation of the remediation works, advertising in local and capital city newspapers and on Council's Tenderlink portal. Tenders closed 3:30pm on Tuesday 27 November 2012. Four tenders were received as follows:

1. Austract Civil Pty Ltd
2. Specialised Geo Pty Ltd
3. Sporting Services Pty Ltd T/as Pan Civil
4. United Shotcrete Australia Pty Ltd

Sustainability Assessment:

- **Environment**

Council is in the process of completing the environment assessments required for the works. The contractor will be working under their own environmental management plan, however, as a condition of contract, it must include all the recommendations and conditions set forth in Councils environmental assessment.

- **Social**

The works will be conducted within the travelling lane that is currently closed, therefore keeping the existing travel arrangements in place. It is expected that only minor disruptions to traffic will occur during the construction work. Following the completion of the remediation works, the road will be re-opened to two lanes.

It is estimated that the work will take eight to twelve weeks to complete.

Following the remediation works, the local community will have more reliable access, and the risk of road failure will be decreased.

- **Economic**

Broader Economic Implications

Council has been successful in receiving a Natural Disaster relief funding grant for this particular section of road. The grant will cover all costs to remediate the road at the various locations required. The Natural Disaster relief grant is administered by the Roads and Maritime Services (RMS).

Council has utilised a number local suppliers and consultants to achieve all the pre-construction activities, investigations and designs etc. Due to the specialised nature of the soil nail installation process, only contractors from outside of Coffs Harbour have tendered for the work, however it is likely that the successful contractor will also supplement their onsite staff with local resources.

Delivery Program/Operational Plan Implications

These remediation works will have negligible effect on Council's Operation Plan. Council resources will be used to complete smaller portions of the work, however the majority of the remediation works will be completed under this contract.

Consultation:

Initial consultation with the RMS (including onsite visits) was conducted to ascertain the eligibility of the damage for grant funding. Council received funding approval in principle, with the amount of funding subject to engineering assessments, ground condition investigations, finalised designs and estimates. Council has carried out the required assessments and designs and these form an integral part of this contract. Council has consulted with the RMS during the tender assessment phase, with agreement reached to proceed with the works.

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

Statutory Requirements:

The calling, receiving and reviewing of tenders was carried out in accordance with Section 55 of the Local Government Act (the Act) and Part 7 Tendering of the Local Government (General) Regulations 2005, (the Regulations).

Implementation Date / Priority:

It is anticipated that onsite works will commence January 2013 and be completed in April 2013 barring unforeseen delays.

Recommendation:

That Council considers tenders received for the Slope Remediation Works at Various Sites, Eastern Dorrigo Way, Coffs Harbour Contract No. RFT-564-TO, and move the motion as detailed in the confidential attachment.

TENDER: SUPPLY OF PIPES AND FITTINGS, BOAMBEE CREEK TO SAWTELL TREATMENT PLANT (TENDER RFT-566-TO)

Purpose:

To report on tenders received for Contract RFT-566-TO, for the supply of ductile iron pipes and fittings for Stage 2 of the Sawtell Rising Main and Reclaimed Water Main, between Boambee Creek and Sawtell Treatment Plant, and to gain Council approval to accept a tender.

Description of Item:

The works form part of the Coffs Harbour Sewerage Strategy which includes decommissioning of the Sawtell Sewage Treatment Plant (STP) and transferring all effluent to the newly upgraded Coffs Harbour Water Reclamation Plant: The pipe supply is for the second and final stage of the rising main and reclaimed water main from Boambee Creek to the proposed Sawtell Main Pumping Station.

The supply consists of

- 2050m of 600 diameter ductile iron cement lined (DICL) pipe.
- 192m of 300 diameter DICL.
- 944m of 250 diameter DICL.
- Sundry valves and fittings.

Tenders were called in local and capital city newspapers and in Council's Tenderlink portal. Tenders closed at 3:30pm on 13 November 2012.

Tenders were evaluated on the following criteria:

- Tenderer's financial capacity and tender conformity. These criteria are hurdles and are not scored. Only conforming Tenders and Tenderers with sufficient financial capacity will be considered further.
- Tender Price
- Delivery Times
- Experience, record of performance in similar works
- Referees
- Quality assurance
- Customer service

Three conforming tenders were received from:

- a) Tyco Water P/L
- b) Iplex Pipelines P/L
- c) Vinidex P/L

A tender from Promains (NSW) P/L was received, but was non conforming as it did not offer supply of the pipes that were specified in the tender documents. This submission was not considered further.

An alternative tender was also received from Iplex Pipelines. This tender offered pipe materials that also differed from those specified, and due to technical reasons was not considered further.

Sustainability Assessment:

- **Environment**

The project for which the pipe supply contract relates is part of the Coffs Harbour Sewer Strategy, for which an Environmental Impact Statement was completed in the year 2000. Since that time, the project has had additional environmental assessments on its specific scope. Recommendations of those assessments will be employed during the construction and operation of the pipelines.

The pipeline is Stage 2 of the Sawtell to Coffs Harbour Sewer Rising Main and Reclaimed Main. These mains will eventually enable the decommissioning of the Sawtell STP and the pumping of sewage to the Coffs Harbour WRP. The main environmental benefit of the decommissioning is the closing of the effluent shoreline discharge at Boambee Headland. Other benefits include odour reduction, increased treatment quality, reduced energy usage, and reducing the chances of environmental sewage overflow.

- **Social**

Social benefits of the Sawtell STP decommissioning include the reduction of odour at the residential area adjacent to the plant, the elimination of the shoreline discharge adjacent to a swimming beach and the future rehabilitation of the plant site for community use.

- **Civic Leadership**

The project for which the pipe supply relates is consistent with Council's 2030 Strategic Plan, as it will construct necessary infrastructure for present and future communities. The project is seen to be 'Best Practice' for wastewater management, and will enhance Coffs Harbour's advanced wastewater system.

- **Economic**

Broader Economic Implications

Economic analysis has been undertaken on the different scenarios for upgrading versus decommissioning the Sawtell STP. Decommissioning the plant has been deemed the most economically advantageous option for Council, both in the short and long term.

Delivery Program/Operational Plan Implications

Council has Stage 2 funding approval for the overall project from the NSW Office of Water (NoW) under the NSW Country Towns Water Supply and Sewerage Program. Under NoW guidelines, a Stage 3 (and final) funding application for this section was not possible until after the closing of Tenders. This application has been made and is awaiting approval from the Minister for Primary Industries and Small Business. The subsidy is 12.1% of the total cost which includes pipes supply and construction.

Provision for the remainder of the costs for these works, has been made in Council's 2012/2013 Sewer Fund Budget.

The Tender prices includes GST and is not the net cost to Council.

Consultation:

No consultation was undertaken for the pipe supply tender

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.

The modification of tenders (discussed below) was undertaken in accordance with s176 of the Regulations

Issues:

As mentioned previously, one tender was non conforming, and one company offered an alternative tender. Both these tenders offered pipe materials that did not meet Council's specification, and neither were considered.

After the closing of tenders, an error was discovered in the tender documentation. All conforming tenders were requested to modify their tender to correct this anomaly. The tenders were evaluated on the modified tender

Implementation Date / Priority:

If Council resolves to award the contract, the supply contract will be awarded upon receipt of the Minister's funding approval. Failing any unforeseen delays it is expected that the pipe delivery will begin in February 2013

Recommendation:

That Council consider tenders received for tender RFT-566-TO for the supply of pipes and miscellaneous fittings and move the motion as detailed in the confidential attachment.

TENDER: LINING AND CLEANING OF SEWER PIPES (TENDER RFT-567-TO)

Purpose:

To report on tenders received for Contract RFT-567-TO for the cleaning and internal lining of various sewer pipes and to gain Council approval to accept a tender.

Description of Item:

Sections of Council's sewer system have deteriorated to a point which is creating operational issues, service disruption and, in some cases, failure. This situation is shared by all water authorities. Industry best practice is to repair such sewers by less disruptive, non-excavation methods such as internal lining.

Council has prioritised sewer infrastructure that is in need of urgent rehabilitation and has included them in the scope of work for this contract.

The work comprises:

- The internal lining of various size sewer pipes (150, 225, 300,450 and 675 diameters)
- The lining of approximately 1.9 km of damaged or deteriorated pipes
- The repair of damaged connections (laterals) to the sewer main

Open tenders were called for a combined Lump Sum and Schedule of Rates contract in local and capital city newspapers and via Council's electronic Tenderlink portal. The deadline for submission of tenders was 3:30pm on Tuesday 13 November 2012.

Tenders were evaluated on the following criteria:

- Financial capacity
- Tender price
- Experience in similar work
- Construction period – as nominated by the tenderer
- OH & S management systems and safety management performance
- Technical details of the systems offered

Five tenders were received. All were conforming offers.

- a) Insituform Pacific Pty Ltd
- b) Interflow Pty Ltd
- c) Kembla Watertech Pty Ltd
- d) Underground Asset Services Pty Ltd
- e) Veolia Water Network Services Pty Ltd

Sustainability Assessment:

- **Environment**

By installing internal lining to damaged and deteriorated sewer pipes the efficiency of the sewer system will be improved and will minimise, if not eliminate, the infiltration of groundwater and tree root infiltration. Some of the subject sewers have very difficult access, and any failure would be difficult to repair in a timely manner. The 1.9 km of pipe work system that will be lined, represents only 0.3% of the 502 km of gravity sewer pipes that Council owns. Priority has been given to sections that are the most critical, in the worst condition and/or with a history of problems.

Lining will also eliminate the failure of the deteriorated sewer system which, if not repaired, would result in service interruption and adverse environmental effects.

Pipe lining will also reduce the amount of groundwater infiltration into the sewer system. This in turn will reduce the load on the Water Reclamation Plant, reducing the volume of treated effluent discharged to the environment.

- **Social**

Lining of the sewer pipes will eliminate periodic blockages that can cause sewage overflows at residential and business properties. These overflows are often quite distressing for the property owners involved.

- **Civic Leadership**

As Council is the provider of sewage infrastructure for the community, this work is consistent with Council's 2030 Strategic Plan.

- **Economic**

Broader Economic Implications

Pipe lining will significantly reduce the number of sewer blockages and failures that Council has to deal with, often on a daily basis. This will allow other sewer maintenance activities to be done.

Lining of sewers is the most economic method of rehabilitation. Industry experience has shown that preventative rehabilitation is more economical than emergency repair.

Delivery program/Operational Plan Implications

Expenditure for this work is accounted for in the Sewer Rehabilitation Capital Budget for the current financial year. The Tender price includes GST and is not the net cost to Council.

Consultation:

No consultation has occurred with the community as there will be very little, if any, disruption. However, where properties have to be entered to allow pipe lining activity then property owners will be informed, in writing, several days before access is required.

Related Policy and / or Precedents:

Tender procedures and analysis were carried out in accordance with Council policy, in particular the 'Tender Value Selection System'.

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 recommended tenderer did not submit the lowest price.

Implementation Date / Priority:

A contract can be awarded upon Council's resolution to accept a tender. Completion time for the contract is 14 working weeks. Assuming contract commencement of mid-January 2013, a forecast completion date of approximately late April 2013 is expected.

Recommendation:

That Council considers tenders received for the internal lining and cleaning of various sewer pipes - Contract No. RFT-567-TO - and move the motion as detailed in the confidential attachment.