



COFFS HARBOUR CITY COUNCIL
ORDINARY MEETING
COUNCIL CHAMBERS
COUNCIL ADMINISTRATION BUILDING
COFF AND CASTLE STREETS, COFFS HARBOUR
28 JUNE 2012

Contents

ITEM	DESCRIPTION	PAGE
	RESCISSION MOTION	3
RM12/1	ENVIRONMENTAL LEVY QUARTERLY REPORT - 31 MARCH 2012	3
	GENERAL MANAGER'S REPORT	5
GM12/20	2012/2016 DELIVERY PROGRAM AND 2012/2013 OPERATIONAL PLAN	5
	CITY SERVICES DEPARTMENT REPORTS	8
CS12/23	ECONOMIC DEVELOPMENT STRATEGY	8
	CONFIDENTIAL ITEM	47
	The following items either in whole or in part may be considered in Closed Meeting for the reasons stated.	
CS12/24	TENDER - PLANT AND TRUCK HIRE 2012/2013 - CONTRACT NO. 12/13-543-TO	47
	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.	

LAND USE HEALTH & DEVELOPMENT DEPARTMENT REPORT	52
L12/19 ENFORCEMENT OF PARKING RESTRICTIONS POLICY	52
CORPORATE BUSINESS DEPARTMENT REPORTS	62
CB12/49 NORTH COFFS DEVELOPER CONTRIBUTIONS PLAN 2012	62
CB12/50 BANK BALANCES AND INVESTMENTS FOR APRIL 2012	88
CB12/51 PAYING ON-SITE SEWER MANAGEMENT ADMINISTRATION FEE BY INSTALMENTS	100
CB12/52 GRANTING OF VOLUNTARY PENSION REBATES	102
CB12/53 MAKING OF RATES AND CHARGES FOR 2012-2013	104
CB12/54 WORKPLACE SURVEILLANCE POLICY	114
CONFIDENTIAL ITEM	126
<p>The following items either in whole or in part may be considered in Closed Meeting for the reasons stated.</p>	
CB12/55 PROPOSED ACQUISITION OF LAND - HOYS ROAD MOONEE	126
<p>A portion of this report is confidential for the reason of Section 10A (2):</p> <p>(a) personnel matters concerning particular individuals (other than councilors),</p> <p>(c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,</p> <p>(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,</p> <p>and in accordance with Section 10A (1) the meeting may be closed to the public.</p>	
QUESTION ON NOTICE	142
QON12/8 COUNCIL'S USAGE OF LIQUID FUELS	142



COFFS HARBOUR CITY COUNCIL

ORDINARY MEETING

28 JUNE 2012

Mayor and Councillors

RESCISSION MOTION

RM12/1 ENVIRONMENTAL LEVY QUARTERLY REPORT - 31 MARCH 2012

Purpose:

Councillors Rhoades, Palmer and Bonfield have given notice of their intention to move:

That Resolution No.: 142 (Recommendations No. 1 to 4) of CB12/46 Ordinary meeting held on 14 June 2012 and reading as follows, **be rescinded**:

1. Council notes the status of the Environmental Levy Projects as at 31 March 2012 as outlined in the report.
2. The balance from the following projects be returned to the Environmental Levy Reserves Pool for future funding:
\$ 152.96 Vegetation Mapping Project - Ground Truth Component;
\$ 52.30 On-ground Control of the Indian Myna Bird; and
\$21,518.75 Matching Grant Funding Pool
3. Council continues to monitor the Environmental Levy Program to ensure earliest completion of projects.
4. That \$50,000 be made available from the Matching Grant Pool for a study on the potential of rail, both passenger and freight, including the harbour and shipping, subject to matching funding.

If the above rescission motion is successful, we intend to move the following:

Motion:

1. Council notes the status of the Environmental Levy Projects as at 31 March 2012 as outlined in the report.

2. The balance from the following projects be returned to the Environmental Levy Reserves Pool for future funding:
 - \$ 152.96 Vegetation Mapping Project - Ground Truth Component;
 - \$ 52.30 On-ground Control of the Indian Myna Bird; and
 - \$21,518.75 Matching Grant Funding Pool
3. Council continues to monitor the Environmental Levy Program to ensure earliest completion of projects.

Comments:

1. The balance of funds in the EL Matching Grant Funding Pool \$111,974 included revotes of \$60,455 after the 30 June 2011 report to Council. These funds have been transferred to the EL Reserve Pool as per the Council Resolution No 24 of CB12/4 Ordinary Meeting held on 9 February 2012 and subsequently allocated in the 2012/13 Environmental Levy Program.
2. This leaves \$51,518.75 in the EL Matching Grant Funding Pool. Recommendation 2 of the Notice of Rescission Motion transferred \$21,518 of this to the EL Reserve leaving \$30,000.
3. Of the \$30,000 the EL Working Group supported \$6,000 for a grant application earlier this week, which the moving Councillor of the above motions supported, so that only leaves \$24,000 available in the EL Matching Grant Funding Pool.
4. Council has an Environmental Levy Working Group appointed to consider and make recommendations on allocations of EL funds. It is considered the Working Group should be consulted with any application of funding.
5. In the recent allocation of EL Matching Grant Funding Pool funds the applicant identified and prepared the grant application prior to seeking Matching Grant Funding Pool funds. The application was then forwarded to the EL Working Group to consider and recommend whether to support the application.

GENERAL MANAGER'S REPORT

GM12/20 2012/2016 DELIVERY PROGRAM AND 2012/2013 OPERATIONAL PLAN

Purpose:

To confirm the 2012/2013 budget strategy to be implemented in support of the 2012/2016 Delivery Program and 2012/2013 Operational Plan.

Description of Item:

At the Ordinary Meeting of 24 May 2012, Council considered the adoption of the 2012/2016 Delivery Program and 2012/2013 Operational Plan (and associated budget documents). Council was required to adopt these plans by 1 June 2012.

It was noted at that time that the Independent Pricing and Regulatory Tribunal (IPART) had yet to announce its determination on Council's Application for a Special Variation to General Income for 2012/2013. The proposal – for a ten-year extension of the CBD Special Rate - was an important feature in the development, exhibition and review of the Draft Delivery Program and Draft Operational Plan.

Council resolved to adopt the Delivery Program and Draft Operational Plan incorporating two budget scenarios (a first option including the special rate variation; a second option without the special rate variation). Council further resolved to meet to rescind whichever budget option had been ruled out once IPART's determination was known.

On 4 June 2012, IPART advised that it had approved the continuation of the CBD Special Rate for the 2012/2013 financial year only.

This report recommends that Council now rescind the budget option without the special rate variation. It is further recommended that Council prepare an application – for the long-term continuation of the CBD Special Rate – as part of the development of the 2013/2014 Delivery Program.

Sustainability Assessment:

This report and recommendation represent a procedural step to enable the full implementation of the 2012/2016 Delivery Program and 2012/2013 Operational Plan. Sustainability impacts associated with the Delivery Program and Operational Plan were addressed in the General Manager's Report GM 12/16 of 24 May 2012.

Consultation:

The recommendation is in line with Resolution No.119 from the Council meeting of 24 May 2012.

Related Policy and / or Precedents:

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

Statutory Requirements:

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

Additional requirements for the Operational Plan are set out in Local Government (General) Regulation 2005 – Clause 201 (relating to the content of Council's annual statement of revenue policy) and Clause 203 (relating to reporting requirements for budget review statements and estimates revisions).

Issues:

In developing the 2012/2016 Delivery Program and 2012/2013 Operational Plan (and associated budget documents, Council applied to the Independent Pricing and Regulatory Tribunal (IPART) for a ten-year extension of the CBD Special Rate to fund the ongoing revitalisation of Coffs Harbour's City Centre.

Resolution No.119 reads as follows:

That Council:

- 1. Adopt the 2012/2016 Delivery Program, 2012/2013 Operational Plan, Program Budgets 2012/2016 and Fees and Charges 2012/2013.*
- 2. Note that the documents are adopted with two budget scenarios in place (one including the CBD Special Rate and one without) and that, following IPART's determination of the special variation application, Council meet as soon as practicable to rescind the redundant scenario.*
- 3. Note that the adopted 2012/2013 Budget is based on a projected deficit of \$308,365 with an undertaking by Council to work to deliver a balanced result by the end of the period.*
- 4. Respond to all who made community submissions, advising them of the outcome of their requests and thanking them for their input.*

Council received advice from IPART on 4 June 2012 that a Special Variation to General Income – namely the continuation of the CBD Special Rate - had been approved for the 2012/2013 financial year only.

While this falls short of the outcome that Council was seeking, it provides a platform for the community engagement and planning required to support an application for the long-term continuation of the CBD Special Rate.

It enables Council to proceed in 2012/2013 with the development of a City Centre Masterplan in conjunction with a CBD Masterplan committee. This Masterplan will develop a program of works to be funded with the proposed CBD Special Rate.

Outcomes from Council's business community consultation process have identified the following key priorities that will become part of the brief for the development of the Masterplan works:

- Improvement of car parking facilities in the City Centre.
- Improvement of pedestrian and traffic flow in the City Centre.
- Streetscape improvements within the City Centre.

The fact there is not a pre-determined works program has been considered, by relevant stakeholders, as an opportunity to bring 'fresh eyes' to works which have been undertaken as a result of the previously mandated Special Rate and to develop, by committee consensus, a second stage of appropriate works.

It is anticipated that the preparation of a detailed schedule of works – developed in collaboration with affected ratepayers – will contribute significantly to the success of any future application to extend the CBD Special Rate.

To proceed, it is appropriate for Council to now rescind *the budget option without the special rate variation* as foreshadowed in point 2 of the above resolution.

Implementation Date / Priority:

With Council's approval, the implementation of the budget option including the CBD Special Rate will allow strategies associated with the rate variation to commence immediately.

Recommendation:

That Council:

- 1. Note the Independent Pricing and Regulatory Tribunal's advice of 4 June 2012, approving Coffs Harbour City Council's Application for a Special Variation to General Income of 5.64% in 2012/2013.**
- 2. Rescind the second budget option (without the CBD Special Rate) adopted on 24 May 2012 in the 2012/2016 Delivery Program and 2012/2013 Operational Plan.**
- 3. Note that the IPART determination enables Council to proceed in 2012/2013 with the development of a City Centre Masterplan in conjunction with a CBD Masterplan committee.**
- 4. Confirm its intention to develop an application for the long-term continuation of the CBD Special Rate as part of the preparation of the 2013/2017 Delivery Program.**

**Steve McGrath
General Manager**

CITY SERVICES DEPARTMENT REPORTS

CS12/23 ECONOMIC DEVELOPMENT STRATEGY

Purpose:

To review the outcomes of Council's Economic Development activities over recent years and, building on the successes to date and learning from previous efforts, to propose a methodology for the development of a new Economic Development Strategy for the City.

Description of Item:

The Community Forum Series presented by Council in partnership with Southern Cross University and Coffs Coast Advocate included a "growing jobs and business" working group. The short term priority identified by this group was:

To understand the needs of the Coffs Harbour business community by undertaking the inclusive development of a new Economic Development Plan for the Coffs Harbour LGA.

While not in Council's Operational Plan, it is noted that this task is in the Performance Agreements of both the General Manager and Director City Services. In essence the preparation of the Economic Development Strategy has been the subject of ongoing deliberations since mid 2011. The Community Forum simply reinforced the need to commence the process.

At Council's Ordinary Meeting of 12 April 2012, Council allocated \$20,000 for this task as part of its Monthly Budget Review.

At Council's Ordinary Meeting of 24 May 2012, Councillor Hines asked a question (QON12/3) regarding the Economic Development Strategy and related issues, raising a number of concerns. An interim reply was provided, noting that the comprehensive nature of the questions would take some time to prepare a detailed response.

This report serves to discuss the proposed project scope for the preparation of an Economic Development Strategy and to provide a detailed response to the questions raised by Councillor Hines.

Sustainability Assessment:

- **Environment**

A healthy environment has an influence on the economy from a number of perspectives including attraction and retention of skilled people and opportunities for developing environment-related industries. Economic and ecological sustainability go hand in hand.

- **Social**

A healthy social environment has a similar influence: cultural and social opportunities are vital to the attraction and retention of skilled people; creative industries, education and health all have significant social outcomes and are important parts of our economy. Conversely, economic problems inevitably create social problems. Social issues are an important consideration in economic development strategies.

- **Civic Leadership**

While everything Council does influences the economy, it can do little to improve the economy on its own but rather will only achieve real, positive outcomes in collaboration with the broader community.

Further, to achieve real, positive outcomes for the economy the interaction between economic, environmental and social factors must be acknowledged and addressed in the strategies that are developed.

As such, the preparation of the new Economic Development Strategy for the City is in many ways a subset of the Community Strategic Plan (Coffs Harbour 2030).

Many of the same issues with the development of the 2005 Economic Development Plan have arisen with Coffs Harbour 2030 (prepared in 2008 and 2009) and as such, the lessons to be learned are the same.

So the tools and techniques proposed to be used for the development of the new Economic Development Strategy are an important 'pilot project' for the development of the new Community Strategic Plan, arguably what underpins Council's civil leadership responsibilities, which the incoming Council has a legislative responsibility to adopt by 30 June 2013.

- **Economic**

This report is fundamentally about how Council can work together with the community to achieve positive economic outcomes.

Consultation:

Consultation and engagement, both internally (within Council) and externally (among the broader community) are key issues discussed in this report.

With regards to information presented in this report regarding Tourism and Sport, the Managers responsible for these functional areas were consulted.

Introduction

This report has a number of components discussed under the following broad headings:

1. Answers to Councillor Hines' questions
2. Outcomes of Council's Economic Development (ED) activities
3. Lessons to be learned from the previous ED Plan
4. Project Plan for a new ED Strategy.

1. Answers to Questions on Notice

The detailed responses that follow provide further information, but in summary:

1. *Why hasn't there been a long term economic development strategy in place over the past five years?*

The ED Plan adopted by Council 15 December 2005 (Attachment 1) provided a five year plan for economic growth. Attachment 2 demonstrates that most outcomes of that Plan are complete.

In 2008, Council commenced work on the Coffs Harbour 2030 Plan which sets out development objectives across the community as a whole, including the economy. Adopted by Council in 2009, the Plan nominates Council as the 'provider' and thus responsible for achieving the objectives, many of which have been fulfilled by EDU.

When Coffs Harbour was announced as a second-stage rollout site for the NBN in July 2010, work commenced (with partners such as Southern Cross University) on strategies and a vision of a 'switched on' community maximising our competitive advantage from our early place in the NBN-enabled digital economy. This resulted in the adoption of the *Switched on Coffs* Digital Strategy by Council in November 2011.

Tools and underlying principles developed as part of *Switched on Coffs* will be valuable in developing the new ED Strategy that is proposed to commence following consideration of this report by Council.

2. *What has been the return on Councils funding for the EDU over the past 5 years? I believe we have spent approximately \$1M per year in this area over the past 5 or more years? What has been achieved?*

Section 2.1 discusses ED achievements by particular sectors, section 2.2 covers broader outcomes. Last financial year Council spent \$1.9M on 'economic development' activities including EDU, Tourism and Sports Tourism. Of this, the nett cost of the EDU to Council was around \$774,000.

3. *Who is responsible for the attraction of investment in infrastructure, events, tourism development, business etc at Council? What has been the outcomes over the last 5 years? What are their key performance indicators? What plans have they been working to, and what plans do they have for the future?*

Attraction of investment in infrastructure, events, tourism development, business etc. will all be important components of the new ED Strategy.

An effective Service Delivery Framework (aligning staff resources with community priorities, clear functional responsibility in the structure, clear objectives, measurement and reporting) is vital if Council is to translate strategy into action.

Part 3 of this report (the lessons learned) acknowledges a lack of clarity in this regard has been a fundamental impediment with both the ED Strategy and more recently the 2030 Plan.

To answer the question, under the current Service Delivery Framework responsibility is as follows:

- Public 'engineering' infrastructure: relevant branches in City Services. Settlement Strategy informs Asset Management Plans. Provision of much major infrastructure (e.g. Water and Sewer, Hogbin Drive) completed.
- Public 'property' infrastructure: Property branch in Corporate Business.
 - CBD: City Centre Strategic Plan, in future: CBD masterplan.
 - Coffs Harbour Jetty Foreshores: Plan of Management (2008) currently being updated.
- Private 'property' infrastructure: EDU, but CBD and Jetty Foreshores now championed by Property branch. KPIs: see 5.6 in Attachment 2.
- Events: Tourism, Sports (BCU International Stadium) and historically EDU. Events Strategy informs and identifies criteria to assess value (see question 4 and 5.5 in Attachment 2).
- Tourism: Coffs Coast Marketing produce an annual marketing plan but infrastructure is outside scope.
- Business: EDU. KPIs see 5.6 in Attachment 2.

4. Why is Council still supporting events that are not self-sufficient after five years?

Councils Events Strategy (adopted December 2009) recognises the value of events in terms of 'direct economic impact' measured by estimating visitors and expenditure as well as the value of events in terms of offering social, cultural and sporting opportunities and helping to create vibrancy in particular locations such as the CBD (an objective of the 2030 Plan). The Strategy acknowledges that many events need ongoing support funding to enable them to happen.

5. Is council concerned about the increasing number of frustrated business owners and ratepayers forming splinter groups designed expressly to stimulate economic activity in our area?

A willingness for people to participate in efforts to stimulate economic activity is a positive provided that some of the lessons in section 3 are addressed.

6. What local businesses have been developed and helped in the past 5 years? What statistics can be provided that shows the growth of their businesses etc and how this has been helped by the role of the EDU?

Assistance for individual businesses is generally a NSW Government role. It is noted that this service delivery is more difficult with the recent closure of the Office of NSW Trade and Investment in Coffs Harbour. The need for such services is certainly an issue to consider as part of the ED Strategy.

2. Outcomes of Council's Economic Development (ED) activities

Attachment 3 provides context for the local economy – generally, economic indicators are positive.

2.1 ED Outcomes by Sector

Set out below are details of ED activities and outcomes by industry sector.

Health

- EDU developed Health and Wellbeing Strategy (2007). Two pronged approach addressing doctor shortage and the availability of consulting spaces by overcoming barriers to development and creation of Coffs Coast Health website.
Situation now much improved with a good supply of consulting rooms available and website assisting in attraction of new health professionals (over 5,500 unique visits till 2011, 95% of which were from outside the region).
- EDU currently partnering with applicants for the NBN Telehealth Pilot Programs and also establishing the Coffs Telehealth Network to support health professionals in transition to telehealth, ensuring maximum benefits for practices and clients.

Retail and City Centre Marketing

- EDU undertake City Centre Marketing, manage Growers Markets and support/stage Events in the CBD, all contributing to vibrancy and life.
Low vacancy rates in the CBD and high patronage to Markets are good indicators.
- EDU secured funding and commissioned Marketing Plans at Sawtell, Woolgoolga and Jetty in 2011 (Jetty Business Group formed as an outcome).
- EDU funding installation of wireless internet in the City Centre to attract more visitors, add vibrancy, encourage teleworking, address social inclusion issues.
- Digital economy initiatives will equip retailers to integrate online with 'bricks and mortar' rather than seeing the channels as competing.

Manufacturing

- EDU provides secretariat for Manufacture Coffs Coast and has established a *vTeam* on the *Engage Central* site to enable online collaboration.
- EDU staff work with a range of businesses regarding development plans.

Tourism / Events

- Tourism Unit: events include World Rally Championship \$16.9M direct economic impact (DEI), Coast-Out Festival (\$2M DEI), Wintersun Rock and Roll Nostalgia Event (\$8-10M DEI), NSW Surfing Titles (\$1.5M DEI) plus conferences generating annual profits in excess of \$200,000 p.a. for Council.
- Sports Unit (BCU International Stadium): last two years events total around 60,000 visitor nights over 130 event days per year generating \$8.8M DEI.

- EDU: Buskers Festival (\$2M DEI) adds vibrancy to the City Centre. EDU provides assistance to other Council branches (Sky High Youth Event, Sesquicentenary, Sustainability Festival) and community (Chilli Festival)
- *Switched on Coffs.tv*, though aimed at the local community and those looking to relocate, will be useful for tourism marketing from a lifestyle perspective

Education

- 2007 Education & Training Economic Development Plan developed collaboratively.
- EDU facilitated Education, Training and Business (ETAB) Group from 2008 to 2011 with representatives from all sector and many support agencies. Initiatives investigated and supported included international student attraction and retention, skills development for the NBN, customer service skills program and centre for sustainable farming.

Coffs Coast Grower's Markets and Local Food

- 36 stalls (up from 25 in 2009) and 4875 visitors per week contribute \$3.2M p.a. (at the Market itself) and \$5.8M (in additional services for City Centre retailers) according to 2011 assessment by Coffs Coast Food Alliance.
- EDU management (important to ensure quality and credibility) paid for by surplus from markets (\$35,000 per year) which covers staff costs and contributes funding to marketing of the City Centre.
- Markets support objectives of Rural Lands Strategy (2002), Local Food Framework (2010) and 2030 Plan objectives to create a vibrant City Centre and promote sustainability and healthy eating, etc.

2.2 Broader ED Activities

The following ED activities contribute to a broader range of industry sectors.

Economic Information

- EDU produces monthly business e-news (with 720 subscribers), quarterly Economic Update and biennial Economic Profile

Jobs

- Coffs Coast Jobs website, maintained by EDU, has been used by over 170 local employers (100 of whom are currently registered). Over 4750 individuals have registered on the site with over 2500 contacts made between local employers and potential employees since it was established in 2007.

Investment Attraction

- *Switched on Coffs.tv* launched, and now provides a strong marketing campaign for the City in terms of business community and culture.
- Over 100 business relocation inquiries addressed by EDU over last 5 years.

- Relationships built with 22 property developers, particularly those potentially interested in the CBD.
- Support provided to business regarding development plans.
- Expos (Property and Investment, Retirement & Lifestyle, Country Week, Re-Invent Your Career) attended, working with local partners.

Grants Officer

- Management of application process for successful grants totalling \$6.7M.

Souths Cares and the Aboriginal Community

- Souths Cares program (in partnership with ETC, Novotel Pacific Bay and Country Energy) involved players providing inspiration to our local aboriginal youth via visiting local primary schools and Acmena Juvenile Justice Centre, as well as supporting the wider community in the Grace Roberts Community Service Awards and profile of the NAIDOC week event.

The importance of the Souths Cares program was recognised through the Local Government Aboriginal Network Award (awarded to the then Aboriginal Community Development Officer, Rob Waters) and Premier's Excellence Award in Aboriginal Communities.

Sponsorship

- EDU secure a significant amount of sponsorship for a range of programs and other areas of Council.

Digital Economy

- 2009 EDU staff gained support of councils between Foster and Tweed for a proposal to make this entire footprint an early rollout site in recognition of the potential benefit to the region. EDU staff then prepared a business case presented to Senator Stephen Conroy by Southern Cross University.
- July 2010 NBN Co announced Coffs Harbour as one of 19 locations for the next stage of its rollout on the mainland. These second release sites comprised 14 new locations and five sites adjacent to the existing test release sites. This early rollout placed us second in line after Tasmania and the 15,000 premises in the five test sites, meaning Coffs Harbour will be connected to the NBN ahead of around 95% of Australia.
- Once NBN rollout announcement made, EDU researched best practice around the world and early on secured Dr Tim Williams, a recognised industry leader in the opportunities arising from the NBN who is now CEO of the Committee for Sydney, a think-tank focused on transforming Sydney (which boasts influential leaders from diverse sectors e.g. KPMG, Clayton Utz, Nationwide News, Macquarie Bank, AECOM).

Dr Williams facilitated a series of collaborative workshops with community groups (creative and cultural, business, health sector, education sectors and the general community) in order to develop the *Switched on Coffs* Digital Strategy (adopted by Council November 2011).

- The strategy and our partnerships (particularly Southern Cross University) have positioned Coffs Harbour as a leader in our readiness to exploit the opportunities offered by NBN. This has been recognised at the Federal level by Senator Conroy, the NSW Government Taskforce on the Digital Economy and other LGAs (e.g. Victorian councils joint strategy).
- The recognition of our readiness, EDUs relationship building with NBN Co. and leading Council with a 'can do' approach to the rollout has helped deliver one of the earliest, most comprehensive rollouts in Australia (93% of LGA).
- EDU has identified and secured best practice tools, developed expertise and content, and now launched *Engage Central* incorporating *Switched on Coffs.tv* and *Engage Central vTeams* that will be invaluable in future marketing, information sharing, networking and collaboration for the City.
- Relationships cultivated with key industry players such as Huawei, CISCO and Australian Centre for Broadband Innovation (ACBI) as well as neighbouring LGAs and industry groups.

3. Lessons Learned

The development of the new ED Strategy will be an important 'pilot' for the new 2030 Plan which must be adopted by the incoming Council by 30 June 2013. Most if not all of the same tools and techniques will be relevant.

Given that almost everything Council does impacts on the economy, and that positive growth requires business and the broader community to work together with Council, many of the lessons to be learned from the ED Plan are also apparent in the development and implementation of Coffs Harbour 2030. These are set out below.

Inclusive Aspirational Strategies

Lessons learned:

- The vision in the strategy must be a shared vision.
- All relevant stakeholders must be identified in order to *foster ownership*. This includes other Council departments.
- Language is important: *language that appears to commit resources is inappropriate* (an aspirational plan is distinct from a work plan).

Community Engagement Framework

Aligning the resources of Council and the community is essential to collaboration and this must happen in an ongoing way: an emphasis on the *journey* rather than the destination.

Lessons learned:

- Generally, community-led groups have a better chance of maintaining momentum than Council-led groups.

It is important not to restrict collaboration to one group.

Momentum will not be maintained without an ongoing forum for collaboration.

- Ideally the 'potential contributors' will be part of strategy development, but if not we need to *go out to them*, talk about the objectives in the strategy items identified in action plans and foster their ownership. This includes other departments of Council.
- Actual outcomes must be tracked: this can only be done if there is some kind of ongoing relationship / communication, and someone responsible for monitoring and reporting on progress.

Service Delivery Framework

While the delivery of services is an operational issue, it is important to acknowledge that some of the fundamental concerns arising from the ED Plan are the result of issues with Council's Service Delivery Framework – how strategy is translated into action, and results reported back to Council and the community.

The Service Review Project was focused on identifying these issues and a process of improvement is underway including:

- creating clear alignment between priorities identified in strategic plans and the objectives of staff.
- realigning Council structure to improve coordination between related functions and also generate economies of scale.
- defining clear responsibility for actions and better measurement and reporting of outcomes.

The Service Review project will continue to improve on these issues while the external ED Strategy project is underway.

4. Project Scope for a new ED Strategy

With reference to the 'lessons learned' the following basic project scope is proposed.

An initial event to launch the project led by someone of suitable credibility is to be held in late July or early August, drawing on some of the funding allocated by Council and possibly contributions from sponsors.

The *Engage Central* site launched at T.H.E. Exchange, incorporating *Switched on Coffs.tv*, will provide a "central" point for marketing the "journey" the City is on and fostering ownership in the plan from a variety of perspectives: business, lifestyle, community events, youth and creative industries.

In addition to focused face-to-face working groups, *Engage Central vTeams*, a secure system for networking, consultation and collaboration will help maintain momentum on the journey. This platform is established for Manufacture Coffs Coast and is almost complete for the Coffs TeleHealth Network.

Develop Aspirational Strategy (*developing vision and strategy*)

1. Identify stakeholders, invite to the launch of the ED Strategy project:
 - Overview of Project Plan
 - SWOT analysis (establishes context and informs broad objectives)
 - Formation of initial Steering Committee (for step 2)
 - Formation of Industry Sector groups
2. Industry Sector groups
 - Identify all relevant stakeholders / potential contributors and invite
 - SWOT at industry sector level
 - Establish *vTeam* on *Engage Central*.
 - Develop a global, national and local snapshot of the industry
 - Develop a list of priority actions to be taken to achieve objectives and potential contributors (the Action Plan)
 - Finalise Industry Sector Economic Development Plans
 - Industry Sector group to nominate a representative to the Economic Development Reference Group.
3. Economic Development Reference Group (inclusive of all industry sectors) compiles Coffs Harbour Economic Development Strategy including:
 - Vision
 - High level SWOT
 - Snapshots of industries
 - High-level action plan for the City drawing on Action Plans from Industry Sector Economic Development Plans
 - Establish monitoring / reporting arrangements with Industry Sector groups and review mechanism for the Strategy.

Community Engagement Framework (*community and Council on the journey*)

1. Launch of Economic Development Strategy.
2. Industry Sector groups coordinate 'the journey' (progress on Action Plans) via *vTeams* and other means, as well as sharing information and networking.
3. EDU Staff monitor progress with action plans and report progress quarterly.

Timescales

It is suggested that the timescale for the Coffs Harbour Economic Development Strategy be aligned with the Community Strategic Plan (i.e. horizon of 2030) and that Industry Sector Economic Development Plans mirror Council's Delivery Program (i.e. four years).

Recommendation:

That:

- 1. The information contained in the report is noted.**
- 2. The project scope for the new Economic Development Strategy is noted.**
- 3. Councillors be kept informed as the project progresses.**

Attachments:

ATTACHMENT 1 - ED PLAN



COFFS HARBOUR ECONOMIC DEVELOPMENT PLAN 2005
COFFS HARBOUR LEADING THE WORLD



Acknowledgements:

The Coffs Harbour 2005 Economic Development Plan was prepared by Coffs Harbour City Council's Economic Development Unit with assistance from the Coffs Harbour Future Development Board

For More Information:

**Coffs Harbour City Council
Economic Development Unit**
Locked Bag 155 Coffs Harbour NSW 2450
Phone: 02 6648 4082 Fax: 02 6648 4085
E-mail: megan.dixon@chcc.nsw.gov.au
Web: www.coffsharbour.nsw.gov.au

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Table of Contents:

1	Introduction:.....	3
2	Background	4
3	Coffs Harbour Snapshot - February 2005	5
4	Vision for the City - February 2010.....	7
5	Themes	9
5.1	Leadership –	9
5.2	Infrastructure facilitation –	10
5.3	Industry development –	11
5.4	Business development.....	12
5.5	Liveability –	13
5.6	Investment Attraction –	14
6	Implementation.....	15
6.1	Environmental Scan:.....	15
6.2	Economic Development Plan:.....	15
6.3	Action Plans:.....	15



1 Introduction:

Coffs Harbour City Council is committed to growing business opportunities in the local government area.

The Economic Development Unit (EDU) has a strategic role, facilitating the growth and establishment of innovative, sustainable industry and business community.

The EDU works in conjunction with key stakeholders – within the Council, business and wider community to create a 'hub' of activity that will result in recognition of Coffs Harbour as *the* regional economic hub and investment destination of choice in regional NSW.

Major stakeholders are the Economic Development Committees: Coffs Harbour Future Development Board (Futures) which is the principle organisation for economic development of Coffs Harbour, the 5 Place Committees responsible for Community Economic Development and the Department of State and Regional Development.

This document provides a formal Economic Development Plan (EDP) for Coffs Harbour City Council and lays a foundation for achieving the Council's vision for Coffs Harbour Economic Development, which is:

"Coffs Harbour – the North Coast Centre of NSW, offering a dynamic economic setting and attractive lifestyle – as a business and innovation hub for development, creativity and cultural experience".

The EDP aims to put in place a series of initiatives that will

- Increase prosperity by encouraging a strong local economy and healthy environment
- Encourage major infrastructure projects that attract or stimulate investment
- Increase employment opportunities by growing sustainable businesses in targeted industry sectors
- Result in Coffs Harbour being recognised as business and innovation hub for development, creativity and cultural experience.

The EDP is intended to provide a guide for economic development activities, and recognises that there are limits to what the Council can achieve on its own. The plan aims to identify areas of critical need and future opportunity for the city, and focuses on the opportunity for collaboration with key stakeholders in the future development of the city.

The Council's commitment to the EDP is demonstrated by the consolidation of the Economic Development Unit, in the last twelve months, along with a continued commitment for the operation of the Coffs Harbour Future Development Board and the 5 place committees whose primary mission is to lead change in economic development in the City of Coffs Harbour.

The plan is underpinned by the principle of sustainability – we not only want to achieve economic growth, but also to improve the liveability of the city, whilst enhancing our natural, social and cultural assets.



2 Background

In developing an Economic Development Plan the Council had to take into account a number of issues. Critically, that the Plan was achievable, focused on areas that could be influenced, capitalised on strengths and pursued identified opportunities. It also needed to clearly state our priorities.

The EDP to reflects the following values: leadership, sustainability, partnerships, alliances, networks, 'think BIG-focus local'.

It also includes: city strengths, investment growth, employment opportunities and prosperity for all.

The EDP is structured so that performance is measurable, accountable and founded on a sound review of economic development themes, including:

- Leadership
- Investment Attraction
- Business development
- Industry development
- Infrastructure facilitation and
- Liveability (Community Economic Development)

Importantly, the Economic Development Plan needed to be considered alongside Council's core, ongoing 'generic' economic development activities, which includes providing -

- Strategic planning for growth
- Advice and referrals
- Project management and co-ordination
- Promotions and marketing
- Statistical and general information
- Planning assistance and advocacy

Fundamentally, the EDP is also based on a review of Strengths, Weaknesses, Opportunities and Threats, analysis of available statistical data as well as an assessment of the existing infrastructure¹.

To inform our decisions, the development of the EDP also included a review of local, regional, national and international trends that may affect the Coffs Harbour economy in the short and longer term.

This information all formed a comprehensive body of information, which is available by contacting the Council's Economic Development Unit.

¹ An economic profile of Coffs Harbour is available from the Council's website, www.coffsharbour.nsw.gov.au.



3 Coffs Harbour Snapshot - 2005

Coffs Harbour is a coastal city on the NSW North Coast that enjoys a superb local environment created by the proximity of the Great Dividing Range to the ocean.

In the United Nations' sponsored LivCom Awards, Coffs Harbour was judged to be the Most Liveable City in the World for a population up to 75,000. In 2004, it beat 47 cities around the world to win the prestigious Enhancement of the Landscape Award in the same global competition.

Positioned mid way between Sydney and Brisbane, the city is serviced by road, rail and air. Its quality infrastructure is enhanced by the coastal or mountain lifestyles on offer. It also enjoys a ready workforce plus a wide range of health and educational facilities, making it a high profile – and rapidly growing - regional city.

These competitive advantages offer much to those who seek a better balance and greater quality of business and home life without losing large city conveniences and services.

Added to which is the local government support available for those considering re-locating their business base or manufacturing operations. Coffs Harbour is able to offer some reduced costs and improved employee attitude and well-being created by the lack of the stresses caused by large city urban living.

The Coffs Harbour City Local Government Area (LGA) is bounded to the north by the new Clarence Valley Council and the south by Bellingen Shire Council. It is roughly triangular in shape, encompassing 1,174 square kilometres, with a coastline of approximately 63 kilometres.

The LGA includes the regional city hub of Coffs Harbour, the smaller townships of Sawtell/Toomina and Woolgoolga as well as a series of attractive seaside and inland villages. The area is a patchwork of rural lands and almost untouched National Parks and State Forests.

Coffs Harbour is one of the fastest growing and most dynamic areas of regional NSW. It is also one of Australia's most recognised visitor destinations. Current ABS data (June 2004) estimates a population of 66,529 residents and visitors, the majority of which are under 40.

The Gross Regional Product (GRP) of Coffs Harbour is estimated at \$1.69 billion. Of that, Manufacturing and Construction contribute \$257.2 million, or over 15%, although manufacturing had declined significantly over the previous ten years. Health and Community Services contribute over \$151.5 million - an increase of 53% over ten years.

The population in the Coffs Harbour LGA is expected to reach 100,000 by around 2030, reflecting an annual average growth rate of around 1.8%, which is in keeping with national trends.

A total of 22% of the Coffs Harbour LGA population is aged 14 years and under, 62% is of working age (15-64) and 16% is of retiring age (65+). This compares with the general MNC statistics of 21%, 66% and 13%. The area has continued to lose people in their mid 20s to late 30s, however, it has retained more people in the 15-19 age bracket. Interestingly, trends indicate the return of people in the 40+ age group wishing to raise their children in Coffs Harbour. Fifty percent of the Coffs Harbour population is below 40, compared to 48% for the Mid North Coast Statistical Division and 56% for NSW.

The significant growth (53%) in the age group 45-60 years over the last ten years is occurring as more and more people look to coastal areas such as Coffs Harbour in search of a better lifestyle, part time work and/or self-employment. This follows the trend along the Mid North Coast's (MNC) coastal fringe, which continues to attract "baby boomers".

The implementation of the Future of Ageing: Coffs Coast strategy encouraging the development of the aged care sector from a community and business perspective has been recognised as a desirable model at a national and state level.



The city has the advantage of hosting a number of education institutions including a campus of Southern Cross University campus, and a significant TAFE presence through the North Coast Institute of TAFE. There are also seventeen public and five private primary schools, five public and three private secondary schools. The Coffs Harbour Education Campus (CHEC) a partnership between SCU, North Coast Institute of TAFE and the Coffs Harbour Senior College, has received national recognition as a centre of excellence in education and training.

The promotion of Coffs Harbour as a desirable location for health professionals continues to attract specialists and GPs to the region. Coffs Harbour boasts a wide range of medical, community and welfare services, including the Coffs Harbour Health Campus with its Rural School of Medicine plus the Base and Baringa Private Hospitals. A regional Radiotherapy Clinic is in the process of construction at the Health Campus.

Coffs Harbour City Council prides itself on the implementation of clean air and energy efficiency initiatives becoming, in 2004, the first local authority in Australia to roll out energy-efficient street lighting. It is also a Council that has a historical commitment to Economic Development, and is recognised nationally for its innovative approach to economic development activities.

In short, Coffs Harbour is poised on the threshold of further development and significant growth as a regional centre.



4 Vision for the City - February 2010

Coffs Harbour's reputation and reality as a regional centre offering an attractive lifestyle in a vibrant economic, and social setting has continued to grow.

The City of Coffs Harbour now has a population of 76,000 people, fifty percent of whom are under the age of forty. Its residents have the infrastructure advantages of a metropolitan city, but in a premier coastal location. They enjoy an excellent balance of work and leisure with social amenities matching the needs of the community.

Many people in Sydney regard Coffs Harbour as the "Capital of the North". This is reflected in the attitudes and opinions of the local community, who display a strong community spirit for Coffs Harbour and its status as the major regional City. They are its best ambassadors, having done much over the past five years to broadcast wide appreciation of the liveability of a city that is as well known as a destination for families as it is for its economic profile.

Stage two of the five stages of the multi-million Harbourside Project has been completed which is transforming the look of one of the city's iconic areas. The Project has attracted strong investment interest and is well supported by the community and State Government. Regular dredging has opened the harbour to the prosperous large yacht leisure market, which has seen Coffs Harbour established as the major port of call between Sydney and Queensland.

In addition to the yachting fraternity, Coffs Harbour now welcomes an increased number of international visitors keen to experience its outstanding natural features. The city of Coffs Harbour has achieved recognition as one of the seven best diving spots in the world with regular interest from international media. Increased numbers of visitors looking for dive and whale watching experiences are a direct outcome of the city's profile, which has also been reinforced by the growing reputation of the world-renowned Marine Science Centre.

The development of the Harbourside Precinct has led to the growth of new tourism businesses in the area which have leveraged off the improved Pet Porpoise Pool and other attractions within the zone. The linking of the city with the harbour is already paying dividends in terms of increased prosperity and improved social amenity.

The increase in visitor numbers has been aided in no small way by the thriving airport, which has seen the completion of an extended runway and facilities up-grade. The number of daily flights has increased since 2005 with an extra four daily flights to Sydney and two daily services to Melbourne.

International flights to Coffs Harbour are also on the agenda, including regular Trans Tasman services, as convention organisers from around Australia and overseas are attracted to the city's excellent Convention facilities.

Over the past four years Coffs Harbour has registered over 50 new medium to large business operations that provide products and services for the state, national and overseas export. Much of this has been attributed to the direct targeting and selling approach and strong commercial strategic marketing position undertaken by Coffs Harbour City Council's Economic Development Unit in 2005.

The owners of these new businesses have been attracted by Coffs Harbour's mid-point location between Sydney and Brisbane, the strength of its transport systems and its status as a freight hub.

Knowledge based industry is well-established as a major export income earner and Coffs Harbour is known for its niche manufacturing. Hydroponics and organics have also been established as niche markets and the agricultural and fishing industries have created and are exploring new product opportunities.

This is reflected in a GRP that has grown to \$1.6 billion.

Significant infrastructure spending over the past five years has seen Park Beach upgraded into a popular tourist precinct and the completion of the Hogbin Drive extension, which has eased congestion and increased public safety on the Pacific Highway in the city.



The Innovation Centre, now a Technology Park, is fully developed. The University has expanded to double its population since 2005 and the Coffs Coast Sport and Leisure Park is completed. The city is also duly proud of its internet infrastructure, with ADSL virtually "all over the city".

The regionally popular Cultural Precinct and City Park was completed in 2009.

Coffs Harbour has continued to build on its reputation as a key, regional sporting destination. Its established role as the Wallabies' host city has seen it attract valuable sporting events and world-class teams. In addition it boasts a variety of signature sports events, which attract keen visitor interest from throughout Australia as well as overseas.

Aesthetically, Coffs Harbour retains the beauty of its green backdrop while the Pacific Highway Entry Statements, introduced in 2006, have attracted considerable positive comment and served to reinforce the city's identity.

Works to improve the Pacific Highway intersections on the Northern Beaches are on-going.

In the Coffs Harbour hinterland, a sealed, Eastern Dorrigo road access has now been built, providing an alternative, all-weather route to Dorrigo. In Glenreagh the historic trains are now a major tourist attraction and the Waterfall Way "walk" is a popular attraction.

Despite the growth of recent years, local government recognises that certain issues need to be aggressively addressed.

These include:

- Jobs for youth
- Tackling unemployment, which is now no higher than the national average
- The needs of the ageing population

Coffs Harbour is clearly identified as a regional centre for health since the Radiotherapy Clinic became fully operational and underpinned the city's status.

Industrial land continues to shrink, impacting on development opportunities. Similarly, traffic congestion has an adverse impact on the community at large, including visitors, at peak periods.

However continuing infrastructure improvements has ensured Coffs Harbour's recognition in 2010 as the 'World's Most Liveable City'.

Already completed, the visionary Sewerage Strategy has given the city a clean and sustainable water supply, which, once completed, will satisfy both industry and a projected population of 100,000 by 2030.

Not surprisingly, Coffs Harbour City Council is ranked in the top five local authorities for 'best practice' in its approach to development and the city has become the north coast regional base for Government departments.

Equally Coffs Harbours "Futures" is recognised as a peak organisation for economic development and the Board continues to be optimistic about even greater consolidation of Coffs Harbour's economic and social status over the next five years and more.

Sustainability is still the city's guiding principle.



5 Themes

This Plan identifies six (6) key themes that will play a major role in the long-term future of the City. They are critical to the City's economic performance, but also relate to the key stakeholders in the City.

The key themes include:

5.1 LEADERSHIP –

promoting a shared vision of the city's future and establishing a co-ordinated approach to economic development involving all key stakeholders by undertaking consultation, collaboration and community and economic planning that focuses on strengthening our economy and our community .

Priorities:

- 5.1.1 CHFDB recognised as the peak organisation for economic development in Coffs Harbour
- 5.1.2 Recognition and business use of the Coffs Harbour City Council Economic Development Unit as a high quality source of economic information for the City
- 5.1.3 Work collaboratively with the NSW Government and other key stakeholders in areas such as investment attraction, regional marketing and the provision of infrastructure for the City
- 5.1.4 Value and encourage the contribution of community towards City development
- 5.1.5 Develop a strong understanding within the community and industry of the importance of economic development and the need for successful regions to be proactive and entrepreneurial in creating prosperity and employment
- 5.1.6 Engage the community through the Place Management Consultative Structure

Indicators:

- Distribution of Coffs Harbour Economic Profile
- Distribution and reader satisfaction of *futurenews*, a newsletter for business
- Currency of Website
- Research projects conducted and disseminated
- Number of partnerships
- Recognition within the community of the role of CHFDB and the CHCC Economic Development Unit
- Community support for economic development initiatives
- Development and implementation a bi-annual Place Management Plan
- Level of community participation in Place Management Committees
- Awards for Economic Development initiatives



5.2 INFRASTRUCTURE FACILITATION –

ensuring appropriate infrastructure (land, telecommunications, labour, transport linkages, support facilities) are in place that encourage and support the economic growth of the City, which aids our ability to attract the two essentials for growth: investment and population

Priorities:

- 5.2.1 Take a leadership role in the facilitation of major projects that will attract and or stimulate new investment in the economy
- 5.2.2 Coordinate the provision of hard and soft infrastructure that supports economic growth
- 5.2.3 Support and provide business leadership in the development of an integrated transport strategy for the City
- 5.2.4 Investigate opportunities to fund priority infrastructure projects including private investment and public private partnerships
- 5.2.5 Support the growth of the Coffs Harbour Regional Airport
- 5.2.6 Develop facilities and services that benefit young families and make the city family-friendly
- 5.2.7 Develop smart city strategy incorporating best available technology

Indicators:

- Final Harbourside Precinct Masterplan Plan for exhibition: March 2006
- Council adoption: June 2006
- Develop detailed plans
- Secure funding

- Feasibility study for a convention and exhibition centre completed by December 2005

- Implement partnership with DSRD to investigate the development of a regional freight facility

- Availability of suitable child care facilities

- Recognition for the reputation and diversity of local schools

- Effectiveness of communications infrastructure

- Growth in knowledge based industries

- Council recognised as a technology leader

- Review the provision of industrial-zoned land by June 2007



5.3 INDUSTRY DEVELOPMENT –

sector wide approaches such as clustering and networking that support growth by focus on key emerging or developing industry sectors. Key sectors include health, tourism, education, manufacturing, agribusiness, and communications and technology.

Priorities:

- 5.3.1 Undertake sector based initiatives aimed at accelerating growth in targeted industries
- 5.3.2 Promote the benefits of cooperation and networks at an industry level to firms
- 5.3.3 Facilitate and support the establishment of active industry clusters, focused on improving the competitive performance of the sectors
- 5.3.4 Ensure the integration and optimisation of the city's health services
- 5.3.5 Encourage and facilitate a broad range of cooperative industry activities including marketing, research, technology development and knowledge exchange

Indicators:

- Number of active clusters supported by EDU
- Health Industry Development Plan completed by Dec 2007
- Number of GP's/Specialists
- Improvement in facilities and services
- Establishment of a medical cluster
- Tourism – level of investment in new product
- Technology – Knowledge industry plan developed by June 2006
- Sustainable expansion of the Technology Park/ Innovation centre
- Number of referrals
- Assistance provided to Technology Park/Innovation Centre
- Sport – incorporated into Events strategy
- Education – availability of training opportunities and university places appropriate to industry development goals
- Establishment of an education cluster
- Manufacturing – participation in Manufacture Coffs Coast
- Growth of the manufacturing sector (employment & output)



5.4 BUSINESS DEVELOPMENT

helping existing businesses to grow, attracting new businesses and promoting business start-ups through seminars, workshops and one on one client management

Priorities:

- 5.4.1 Provide all local businesses with access to current and up to date relevant information that encourages confidence
- 5.4.2 Facilitate local business expansion and development by supporting businesses with training, recruitment, and market access
- 5.4.3 Support business viability in the City Centre by the implementation of a City Centre Marketing Program

Indicators:

- Currency of economic data
- Demand for *futurenews*
- Continuation of the Coffs Coast Business Skills Development Program – participation in training
- Dissemination of the annual Coffs Harbour Business Confidence Survey
- Development and implementation of a City Centre Marketing program
 - participation in city centre events
 - partnership support with initiatives
- Develop and implement Retail Strategy 2005 - 2006



5.5 LIVEABILITY –

the term liveability describes the combination of social, economic, service levels, environment, recreation, cultural, built and climatic characteristics that make a City "liveable". Coffs Harbour achieved international recognition for its liveability, but has a number of challenges ahead, as the city continues to grow.

Priorities:

- 5.5.1 Maintain the City's position as the Worlds Most Liveable City
- 5.5.2 Champion the creation of an leading urban environment that values our environment and fosters pride in our "place" and in our community
- 5.5.3 Ensure that the City has the appropriate level of services and recreational opportunities that support a variety of lifestyles
- 5.5.3 Facilitate an environment that is responsive to the changing trends in our community – including home based business, activity centres and residential choice
- 5.5.4 Apply best practice to the attraction, planning and management of a broad range of events that enhance the City for both residents and visitors, to maximise economic benefits
- 5.5.5. Facilitate, promote and encourage the development of the "creative and cultural" sectors within the community
- 5.5.6. Develop a place management framework to improve social, economic and physical environment

Indicators:

- Availability of suitable child care facilities
- Recognition for the reputation and diversity of local schools
- Establish a home-based business network (2006 - 07)
- Develop and implement annual Place Committee Action Plans
- Develop an employment strategy that addresses the city's productivity and population mix
- Develop an employment strategy for our youth
- Reduction in the unemployment rate
- Increase 0 – 40 aged group as a percentage of the population of Coffs Harbour
- Finalisation and implementation of the Art and Cultural Development Strategy
- Identify and facilitate opportunities to establish government agencies and services in the City as a regional centre
- Frequency and variety of events and participation levels
- Event Strategy developed by December 2006



5.6 INVESTMENT ATTRACTION –

promotion and facilitation of new investment into the City to create additional productive capacity that reflects the competitive advantages of the City in key emerging and developing industry sectors

Priorities:

- 5.6.1 Develop and implement a Coffs Harbour Investment Attraction Strategy
- 5.6.2 Undertake marketing focussed on building recognition of Coffs Harbour as a serious place to do business and promote the capability of local firms
- 5.6.3 Develop and implement coordinated and responsive client management systems that result in "investment" conversions, including best practice in compliance costs and charges
- 5.6.4 Develop a consist presentation for Coffs Harbour investment attraction material, ensuring that it complements Coffs Coast marketing collateral
- 5.6.5 Support and encourage all members of the community to become Coffs Harbour ambassadors

Indicators:

- Development applications lodged
- Minimum population growth of 1.6% maintained
- Number of enquiries
- Number of new businesses established
- Currency of information kits
- Sponsorship and community participation in Investment Attraction activities
- Attend two promotional Expo's per annum



6 Implementation

Coffs Harbour Economic Development Plan conveys the Council's aspirations for the long term economic development of the City of Coffs Harbour.

The Plan is a high level strategy document, which is accompanied by an action plan that is aligned to the Council's Management Plan. The Plan will also be supported by a number of subsidiary strategies for specific projects, industries and areas, which will be developed on an as needs basis.

The process for formal adoption of this strategy has been:

6.1 ENVIRONMENTAL SCAN:

Prepare a Key Issues for Economic Performance Paper (January 2005)
Initial consideration by CHFDB (February 2005)
Selective stakeholder consultation (September 2004 – June 2005)
Coffs Harbour City Council Draft Management Plan (April 2005)
Report on Coffs Harbour Business confidence and issues survey (June 2005)

6.2 ECONOMIC DEVELOPMENT PLAN:

Preparation of a draft Economic Development Plan (March 2005)
Initial consideration by CHFDB (April 2005)
Revised draft considered by CHFDB (June 2005)
Final draft considered by CHCC (October 2005)

6.3 ACTION PLANS:

Coffs Harbour City Council Draft Operation Plan (May 2005)
Revised draft finalised (October 2005)

The Council is committed to achieving long term sustainability based on continued investment, driven by our resources and our people.

In this next phase, we are committed to regional integration and coordination of activities across the City – by building community commitment to the *Economic Development Plan*. Continued consultation with the community, to align the action plans to achieve tangible outcomes for Coffs Harbour and our community will occur on an on-going basis.

The Council's Economic Development Unit will have principal responsibility for implementing many of the initiatives described in the document, however, it is assumed that components of this plan will be incorporated into the directions of other planning and operational documents produced by the Council as well as by other agencies and stakeholders external to the Council.

ATTACHMENT 2 – OUTCOMES FROM ED PLAN

5.1 LEADERSHIP	INDICATORS	OUTCOMES
<p>5.1.1. CHFDB recognised as the peak organisation for economic development in Coffs Harbour</p> <p>5.1.2 Recognition and business use of the Coffs Harbour City Council Economic Development Unit as a high quality source of economic information for the City</p> <p>5.1.3 Work collaboratively with the NSW Government and other key stakeholders in areas such as investment attraction, regional marketing and the provision of infrastructure for the City</p>	<p>Distribution of Coffs Harbour Economic Profile</p>	<p>The Economic Profile is produced, distributed widely and placed on the CHCC website every 2 years. Quarterly economic updates are produced by EDU and are available on the CHCC website as well as being distributed on requested to existing and new business, developers and investors. Business Enews and social media.</p>
<p>5.1.4 Value and encourage the contribution of community towards City development</p>	<p>Distribution and reader satisfaction of <i>futurenews</i>, a newsletter for business</p>	<p><i>futurenews</i> was a hard copy newsletter that was moderately successful. It has been replaced by the <i>e-business</i> newsletter it has a current member base of over 720 subscribers and continues to grow.</p>
<p>5.1.5 Develop a strong understanding within the community and industry of the importance of economic development and the need for successful regions to be proactive and entrepreneurial in creating prosperity and employment</p>	<p>Currency of website</p>	<p>The website is up to date. Currently the EDU is working on additional new and dynamic ways of communicating and collaborating with business and industry (e.g. Facebook, twitter, vTeams, Switched on Coffs TV) Council website has also been upgraded recently.</p>
<p>5.1.6 Engage the community through the Place Management Consultative Structure</p>	<p>Research projects conducted and disseminated</p>	<p>Several research projects have been conducted since 2005 with the results disseminated such as: Convention Centre, Convention Bureau, Freight Terminal, NBN early rollout submission, Australian Surf Lifesaving Championships.</p>
	<p>Number of partnerships</p>	<p>EDU has built a large number of partnerships within the public and private sectors and continues to do so. Chambers of Commerce, ETC, SCU, TAFE, Huawei, CISCO, Delonghi, Castella Wines, Tooheys IBES, DBCDE, NBN Co, RDAMNC, T & I, DEEWR, Carlton, Palms Shopping, ACBI, NICTA, to name a few. These partnerships include sponsorship of projects and events.</p>

5.1 LEADERSHIP CONT	INDICATORS	OUTCOMES
	Recognition within the community of the role of CHFDB and the CHCC Economic Development Unit	Coffs Harbour Future Development Board was disbanded by previous General Manager in 2008. The EDU maintains its profile in the community by participation in ETC Business leaders, Chambers of Commerce, Manufacture Coffs Coast, supporting Business Awards, Buskers Festival, e-business newsletter and many other activities.
	Community support for economic development initiatives	The EDU facilitated Place Committees for a number of years first as Streets Ahead and then under the banner of Community Economic Development. The EDU no longer facilitates these groups as each area chose to convene their own local group however the EDU still assists those groups with activities and project assistance.
	Development and Implementation of a bi-annual Place Management Plan	This practice continued until 2010 when communities elected to take ownership of their own committee. Assistance is still given on request. EDU did facilitate Marketing Plans for Woolgoolga, Sawtell and Jetty Area. The Chambers of Commerce and Jetty Business Group have ownership of these plans and EDU assistance is provided upon request.
	Level of Community participation in Place Management Committees	The level of participation in Place Committees was always good but, as with any community committee, attendance fluctuated as projects attracted interest or not. All are still active.
	Awards for Economic Development initiatives	EDU has not applied for any awards. EDU was awarded the best Regional EDU in 2010 by the NSW Department of Trade & Investment.

5.2 INFRASTRUCTURE FACILITATION	INDICATORS	OUTCOMES
5.2.1 Take a leadership role in the facilitation of major projects that will attract and or stimulate new investment in the economy	Final Harbourside Precinct Masterplan Plan for exhibition: March 2006	Completed. NSW Department of Lands called for tenders for this project and awarded the tender to current lessee of the Coffs Harbour International Marina.
5.2.2. Coordinate the provision of hard and soft infrastructure that supports economic growth	Council adoption: June 2006 Develop detailed plans Secure funding	Completed in 2005 and adopted by council.
5.2.3 Support and provide business leadership in the development of an integrated transport strategy for the City	Feasibility study for a convention and exhibition centre	A study was done on this and it proved to be unviable at the time. The EDU has again begun looking into the possibility of a facility.
5.2.4 Investigate opportunities to fund priority infrastructure projects including private investment and public private partnerships	Implement partnership with DSRD to investigate the development of a regional freight facility	No work has been undertaken in this area as it is not a role of EDU – however assistance has been given to private sector.
5.2.5 Support the growth of the Coffs Harbour Regional Airport	Availability of suitable childcare facilities	Not a role for the EDU. However discussions have taken place at Education forums.
5.2.6 Develop facilities and services that benefit young families and make the city family-friendly	Recognition for the reputation and diversity of local schools	In 2010 a submission was written by EDU and SCU to attract the early rollout of the NBN. This has been successful as 93% of the City will be high speed broadband connected by 2014.
5.2.7 Develop smart city strategy incorporating best available technology	Effectiveness of communication infrastructure	There are a growing number of these industries and more are expected with the NBN rollout. EDU is preparing to market to this sector.
	Growth in knowledge based industries	Development and adoption of <i>Switched on Coffs Digital Strategy 2011</i> . Council <i>e-government</i> strategy being implemented across council. Council is also recognised by all levels of government and in large private sectors as a leader in taking advantage of the NBN rollout.
	Council recognised as a technology leader	Industrial and Employment Lands Strategies by completed LUHD. EDU assisted with these. Development of the Airport Lands is considered critical.
	Review the provision of industrial-zoned land by June 2007	

5.3 INDUSTRY DEVELOPMENT	INDICATORS	OUTCOMES
<p>5.3.1 Undertake sector based initiatives aimed at accelerating growth in targeted industries</p> <p>5.3.2 Promote the benefits of cooperation and networks at an industry level to firms</p> <p>5.3.3 Facilitate and support the establishment of active industry clusters, focused on improving the competitive performance of the sectors</p>	<p>Number of active clusters supported by EDU</p>	<p>Manufacturing Coffs Coast – current.</p> <p>Creative Industries – current.</p> <p>Health cluster 2007-2009. Being reformed.</p> <p>Education (ETAB) 2007-2010. Being reformed on vTeam.</p> <p>IT Cluster 2005 – 2007. Will be reformed as part of Switched on Coffs</p>
<p>5.3.4 Ensure the integration and optimisation of the city's health services</p>	<p>Health Industry Development Plan completed by December 2007</p>	<p>Adopted by Council August 2007.</p>
<p>5.3.5 Encourage and facilitate a broad range of cooperative industry activities including marketing, research, technology development and knowledge exchange</p>	<p>Number of GP's / Specialists</p>	<p>GP / population ratios have increased. Park Beach Plaza Medical Centre completed. \$7 million GP Super clinic being constructed, Baringa Hospital expansion. CH Medical Centre renovation \$800,000. Specialists have now relocated to Coffs Harbour permanently. New \$20 million Specialist Medical Centre constructed on Coffs Harbour Health Campus.</p> <p>www.coffscoasthealth.net.au this web site was developed by EDU in co-operation with health industry group numbers of unique visits from across the globe are over 5500 till 2011.</p>
	<p>Improvement in facilities and services</p>	<p>EDU worked successfully with health industry to establish new health facility within the City</p>
	<p>Establishment of a medical cluster</p>	<p>This was established and many great projects were implemented including health web site www.coffscoasthealth.net.au</p> <p>Currently this network is being re-established on vTeam.</p>
	<p>Tourism – level of investment in new product</p>	<p>Little investment in recent years. Zipline adventures at Bruxner Park and Wydam Estate Village at Pacific Bay Resort.</p>
	<p>Technology – Knowledge industry plan developed by June 2006</p>	<p>This plan was commenced however industry was not ready to 'network' and / or work together. This industry sector is likely to benefit most from the NBN rollout and has been growing steadily EDU are to form the network on vTeams.</p>

5.3 INDUSTRY DEVELOPMENT	INDICATORS	OUTCOMES
	Sustainable expansion of the Technology Park / Innovation Centre	Funding for Technology Park has not been successful. The Innovation Centre is now under the management of ETC and is moving towards an industry standard model.
	Number of referrals	New 'innovative' businesses are referred to ETC Business Advisory Service for advice / assistance. Generally the centre has had full occupancy.
	Assistance provided to Technology Park / Innovation Centre	EDU assisted with Marketing Plan and provide information when requested. The General Manager sits on this board. Council (a part owner) provides \$10,000 per year through EDU budget to Innovation Centre.
	Sport – incorporated into Events Strategy	Event Strategy completed and adopted by Council December 2009.
	Education – availability of training opportunities and university places appropriate to industry development goals	This is an on going process by EDU partners SCU, TAFE and others. Ways in which this could be progressed has been discussed at ETAB and will continue to be a priority and incorporated into network action plans.
	Establishment of an education cluster	Established 2007-2009. Cluster available when needed. Being re-established in a vTeam.
	Manufacturing – participation in Manufacture Coffs Coast	On going. EDU and other member councils looking to link into broader regional network – Taree to Woolgoolga. EDU now provide Secretariat.
	Growth of the manufacturing sector (employment and output)	Skills shortage a problem. In the years 2006/7 to 2010/11 the sector grew a total of 17% (4.2% p.a.)

5.4 BUSINESS DEVELOPMENT	INDICATORS	
5.4.1 Provide all local businesses with access to current and up to date relevant information that encourages confidence	Currency of economic data	Data currently based on 2006 Census. Awaiting 2011 Census data later this year.
5.4.2 Facilitate local business expansion and development by supporting businesses with training, recruitment, and market access	Demand for <i>futurenews</i>	<i>Futurenews</i> has been superseded by e-business newsletter. Current membership of over 720 from the business community and growing.
5.4.3 Support business viability in the City Centre by the implementation of a City Centre Marketing Program	Continuation of the Coffs Coast Business Skills Development Program – participation in training	Business Skills Development Program being implemented by ETC.
	Dissemination of the annual Coffs Harbour Business Confidence Survey	This survey was done by EDU for a number of years but did not create a demand by the business community. This project was evaluated and considered not worth the Return on Investment for EDU. Coffs Harbour Chamber of Commerce are now champions of this project.
	Development and implementation of a City Centre Marketing Program - participation in city centre events - partnership support with initiatives	This is done each year by City Centre co-ordinator in consultations with Palms. City Centre events are done in partnership with Palms and other organisations in the community such as Dept Health, Library, Cancer council and many more.
	Develop and implement Retail Strategy 2005-2006	Strategy completed by AEC in 2005 but deemed inadequate. Final document not adopted by council. Discussions are on going with Chambers of Commerce on ways to assist this sector. Marketing Plans commissioned by EDU who secured funding, were produced for Sawtell, Woolgoolga and Jetty were produced for Sawtell, Woolgoolga and Jetty.

5.5 LIVEABILITY	INDICATORS	
5.5.1 Maintain the City's position as the Worlds Most Liveable City	Availability of suitable childcare facilities	Not an EDU function. However assistance is given to private sector if required.
5.5.2 Champion the creation of an leading urban environment that values our environment and fosters pride in our "place" and in our community	Recognition for the reputation and diversity of local schools	Not considered a function of EDU
5.5.3 Ensure that the City has the appropriate level of services and recreational opportunities that support a variety of lifestyles	Establish a home-based business network	Not completed. This sector will have more significance with the rollout of NBN and will be enabled by vTeams.
5.5.3 Facilitate an environment that is responsive to the changing trends in our community – including work from home, activity centres and residential choice	Develop and implement annual Place Committee Action Plans	Developed and implemented until the Place Committees convened their own committees or Chambers of Commence assumed the responsibilities /projects in 2010. Assistance still given as required.
5.5.4 Apply best practice to the attraction, planning and management of a broad range of events that enhance the City for both residents and visitors, to maximise economic benefits	Develop an employment strategy that addresses the city's productivity and population mix	This was included in the Education Strategy.
5.5.5. Facilitate, promote and encourage the development of the "creative and cultural" sectors within the community	Develop an employment strategy for our youth	This was included in the Education Strategy.
5.5.5. Facilitate, promote and encourage the development of the "creative and cultural" sectors within the community	Reduction in the unemployment rate	Unemployment rate in 2005 9.6% December 2011 6.3%
5.5.6 Develop a place management framework to improve social, economic and physical environment	Increase in 0-40 aged group as a percentage of the population of Coffs Harbour	On going marketing to achieve this. New figure available from 2011 census available later in 2012.
5.5.6 Develop a place management framework to improve social, economic and physical environment	Finalisation and Implementation of the Art and Cultural Development Strategy	Completed and a new plan is underway by Community Development branch.
5.5.6 Develop a place management framework to improve social, economic and physical environment	Identify and facilitate opportunities to establish government agencies and services in the City as a regional centre	This has been an on going project that has met with little success as Government policy dictates however it will be an ongoing project of the EDU.
5.5.6 Develop a place management framework to improve social, economic and physical environment	Frequency and variety of events and participation levels Event Strategy developed by Dec 2006	Events Strategy (adopted by Council December 2009) recommended giving several EDU events to community – Food & Wine, Business Awards and Carols by Candlelight but keeping Buskers as a 'flagship' for the City. EDU provides support to both other branches of Council as well as community groups in staging events, but is pulling back from direct involvement.

5.6 INVESTMENT ATTRACTION	INDICATORS	OUTCOMES
5.6.1 Develop and implement a Coffs Harbour Investment Attraction Strategy	Development applications lodged	See graph Attachment 3.
5.6.2 Undertake marketing focussed on building recognition of Coffs Harbour as a serious place to do business and promote the capability of local firms	Minimum population growth of 1.6% maintained	Continuing at around this percentage.
	Number of business relocation enquiries	109 (2007 – 2011)
5.6.3 Develop and implement coordinated and responsive client management systems that result in “investment” conversions, including best practice in compliance costs and charges	Number of local businesses assisted	213 (2007 – 2011)
	Number of property developers canvassed	22 (2007 – 2011)
5.6.4 Develop a consist presentation for Coffs Harbour investment attraction material, ensuring that it complements Coffs Coast marketing collateral	Number of new businesses established	17 (2007 – 2011) Enquires referred to ETC Business Advisor Service
	Currency of information kits	Investment Attraction – New Residents
5.6.5 Support and encourage all members of the community to become Coffs Harbour ambassadors	Sponsorship and community participation in investment attraction activities	ETC, Advocate, Independent and some Real Estate Agents all participated at some expo’s EDU attended.
	Attend two promotional Expo’s per annum	EDU attends Regional living Expo (formerly Country Week) bi-annually, but arguably not a good return on investment. Targeted approach through Switched on Coffs TV and social media has now been launched.

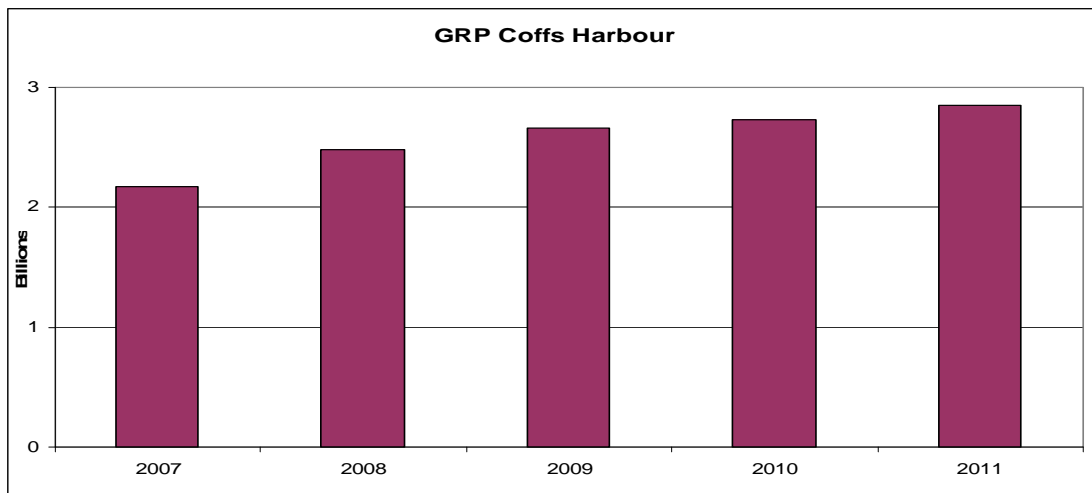
ATTACHMENT 3 – LOCAL ECONOMIC INDICATORS

The following discussion is somewhat disjointed owing to differing source data. EDUs primary source of this information is the Quarterly Economic Update is produced by Lawrence Consulting. Unless otherwise noted, data is from this source. The primary other data source, particularly for figures for year ended 30 June 2011 is taken from RDA Mid North Coast Economic Profile (produced by Remplan). Differing interpretations of economic data are reflected in the variances in Gross Regional Product (GRP) produced by the two consultants.

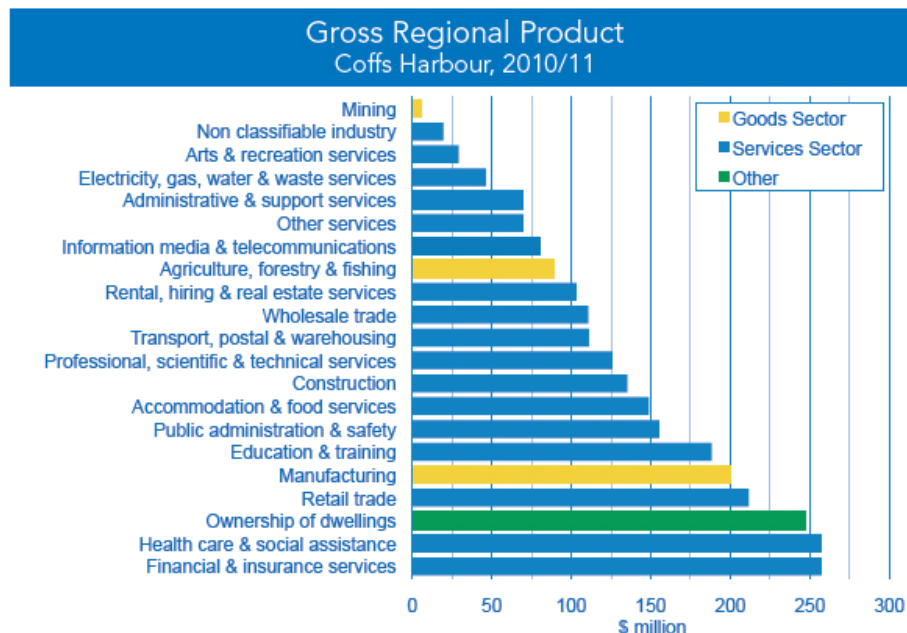
The most recent economic data reflects the difficult economic conditions around the globe. That said, NSW is the only state that has shown negative growth in the first two months of the year for 2012.

Gross Regional Product (GRP) is the key measure of economic output. The GRP of Coffs Harbour increased by \$197M to \$3.152B in 2011, a real increase of 6.7% over 2010. In comparison, the economy of Port Macquarie grew by only \$165M over the same period to \$3.258M (an increase of 5.3%). The result compares favourably with GRP growth at the State (7.7%) and Mid North Coast (6.3%) over the same period.

The following chart presents Coffs Harbour’s GRP over the past five years



Contribution to GRP by industry sector is presented in the following chart:



The following table ranks these **industries by growth rate** over the last four year period.

	2006/07	2007/08	2008/09	2009/10	2010/11	4 year Growth
Communication Services	\$34.4	\$39.6	\$68.6	\$78.6	\$80.6	134.6%
Finance & Insurance	\$123.3	\$139.2	\$220.7	\$229.5	\$257.4	108.8%
Transport & Storage	\$64.8	\$70.7	\$95.7	\$98.8	\$111.2	71.6%
Personal & Other Services	\$43.5	\$46.5	\$62.4	\$68.5	\$70.0	60.8%
Govt Admin & Defence	\$101.7	\$102.6	\$139.6	\$145.3	\$155.3	52.7%
Health & Community Services	\$173.2	\$188.5	\$216.8	\$225.3	\$257.2	48.5%
Accomm, Cafes & Restaurants	\$104.1	\$106.9	\$138.8	\$135.4	\$148.7	42.9%
Education	\$134.5	\$131.7	\$176.7	\$179.1	\$188.1	39.8%
Electricity, Gas & Water Supply	\$34.9	\$38.1	\$43.5	\$46.9	\$46.3	32.5%
Non Classifiable Industry	\$15.1	\$16.2	\$17.8	\$18.1	\$19.6	30.0%
Property & Business Services	\$239.2	\$266.7	\$279.0	\$292.9	\$298.5	24.8%
Construction	\$115.0	\$131.2	\$125.4	\$134.7	\$135.3	17.6%
Manufacturing	\$170.8	\$181.0	\$182.7	\$182.7	\$199.6	16.9%
Retail Trade	\$194.6	\$195.0	\$209.1	\$209.7	\$211.5	8.7%
Wholesale Trade	\$115.6	\$129.6	\$106.3	\$100.9	\$110.7	-4.2%
Cultural & Recreational Services	\$44.0	\$47.1	\$24.1	\$26.4	\$29.2	-33.6%
Agriculture, Forestry & Fishing	\$41.4	\$45.7	\$61.3	\$51.1	\$89.5	116.3%
Mining	\$8.5	\$10.1	\$6.7	\$5.3	\$6.0	-29.3%

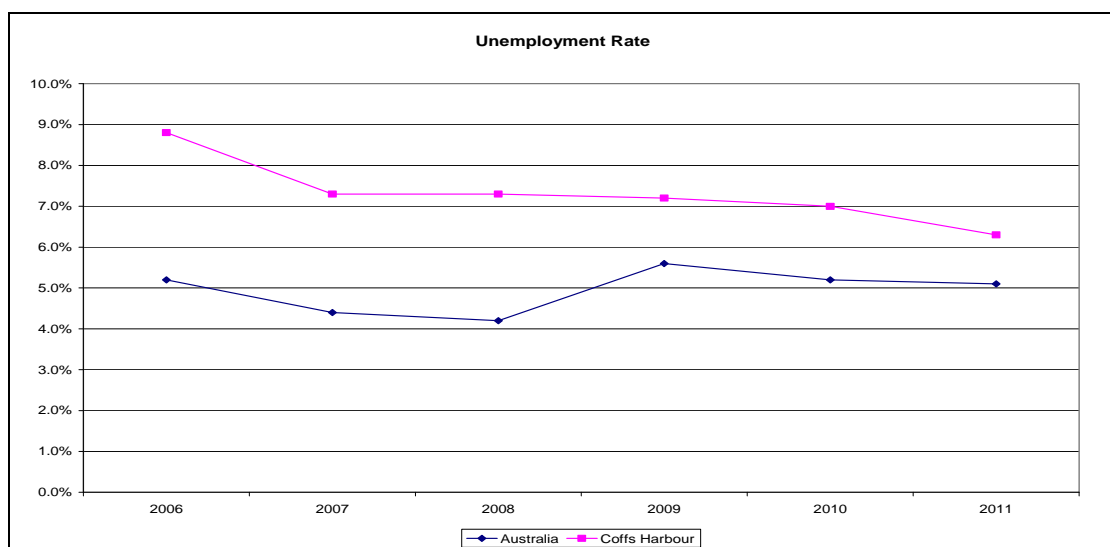
*now broken down into rental hiring and real estate services (2010/11 \$103.2M) and professional, scientific and technical services (\$125.9M)

#excluded from growth rank because of spike (North Qld. Cyclone).

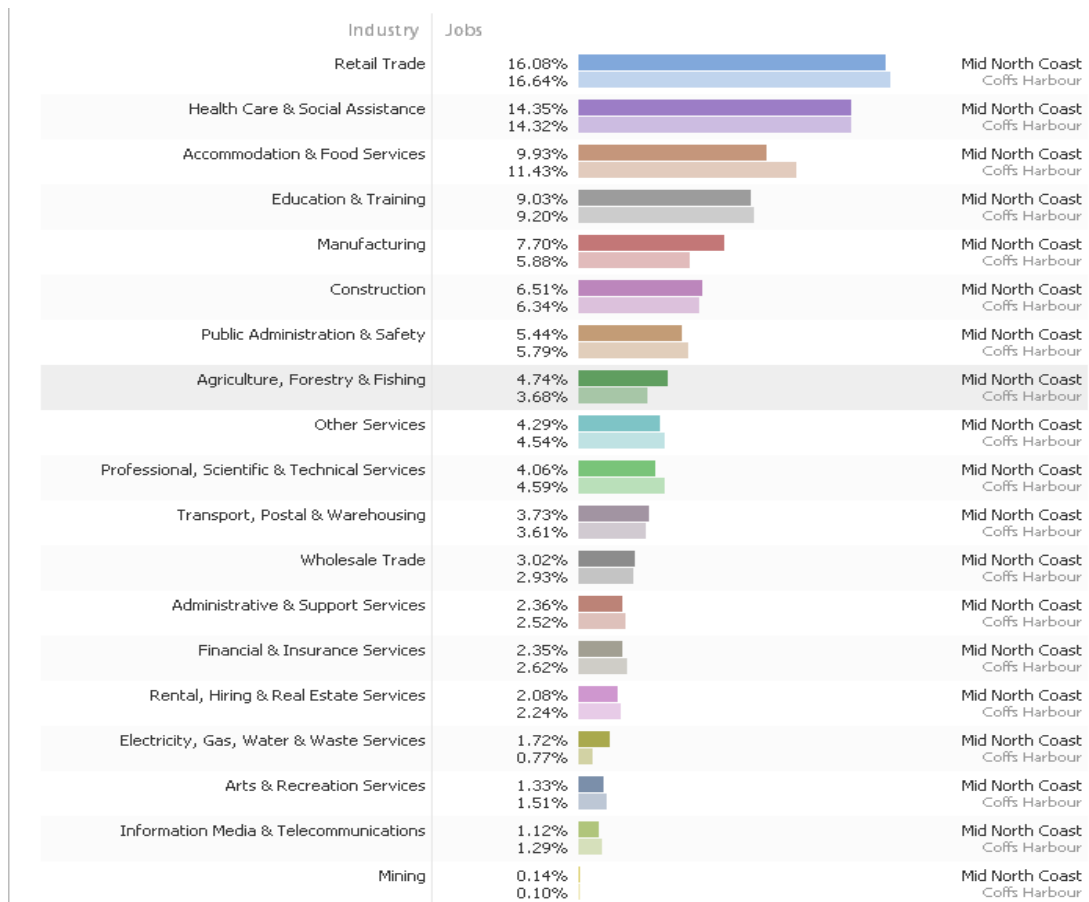
Tourism is not one of the ANZSIC classifications, but according to RDA Mid North Coast figures, Coffs Harbour has the largest tourism sector in the region (making up 39% of total output). It generated \$375M in 2011, making up around 12% of our gross regional product.

While there is clearly a struggle, the local tourism industry, with growth of 0.8%, outperformed both the region (0.1% growth) and the state (2% decline).

Unemployment in Coffs Harbour similarly shows positive trends over the past five years, beginning with an unemployment rate approaching double the national average, and ending in 2011 at a rate only a little over 1% higher as shown in the chart.



In terms of employment numbers...



Source: Australian Bureau of Statistics 2006 Census of Population and Housing, [REMPLAN](#).

Development and construction appear to be recovering after bottoming out in 2010 due to the Global Financial Crisis. Significant investment is happening across most industry sectors, with the notable exception of tourism which has been low for a number of years. Recently completed and forthcoming projects include:

Health

- \$20M Specialist Medical Centre (5041m2 over 3 levels with 200 car spaces)
- \$7M Coffs Harbour GP Super Clinic scheduled to open in mid 2013 on Stadium Drive.
- \$0.8M upgrade of Coffs Harbour Medical Centre
- Baringa Private Hospital is also expanding.

Retail

- \$25M Coles freestanding CBD retail complex
- \$43M Park Beach Plaza's current 15,000m2 expansion
- Bunnings soon to commence new warehouse
- Gowing Bros. multi million dollar proposed refurbishment of Palms Centre
- Woolgoolga's proposed freestanding Coles Supermarket building
- Toormina's proposed freestanding Aldi Supermarket building

Education

- Southern Cross University's (SCU) \$10 million upgrade at its Coffs Harbour campus

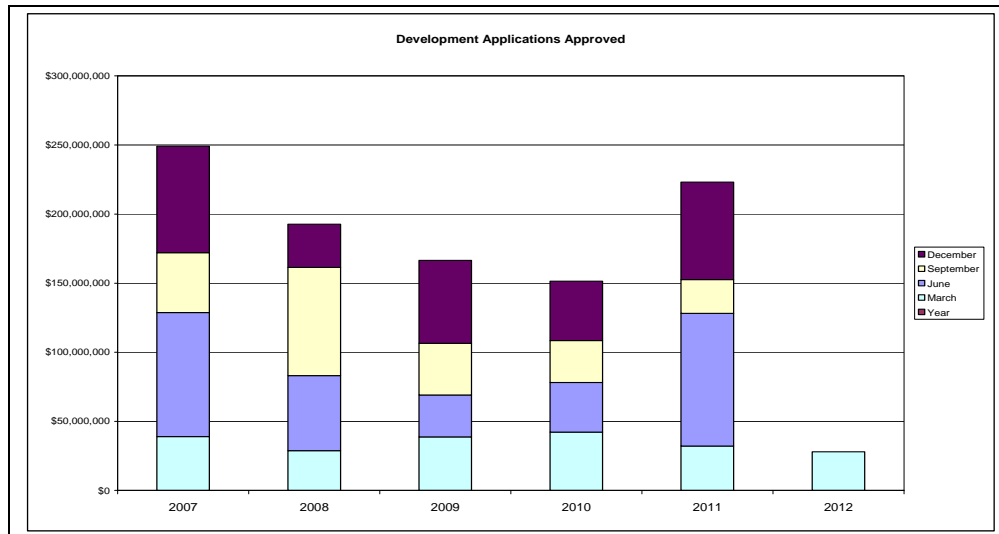
Commercial

- \$6M Westpac Centre in the CBD completed
- \$10M Isles Industrial Park Complex for Country Energy completed
- Leighton Precast facility proposed expansion (60 new jobs, 130 total on site) increasing production from 29,500 tonnes/year to 55,000 tonnes/year.

Public Sector

- \$60M CBD fringe Court House and \$40M Police Station approved
- \$5M Coffs Harbour War Memorial Pool
- \$1M Jetty Foreshores Stage 1
- \$25M Eastern Breakwall rebuild at the Harbour.

The total value of non-residential portion of building approvals in Coffs Harbour was approximately \$82.7M in 2011. Figures for the last five years are presented below.



Source: CHCC.

CONFIDENTIAL ITEM

CS12/24 TENDER - PLANT AND TRUCK HIRE 2012/2013 - CONTRACT NO. 12/13-543-TO

Purpose:

To obtain Council approval to accept tenders for inclusion in a panel contract for the hire of plant and equipment to Council for the 2012/2013 financial year.

Background:

In order for Council to undertake its maintenance and major capital works programmes it is necessary to compliment Council's plant fleet with specific contract plant as required. The majority of the plant hired through plant contractors is commonly available within the Coffs Harbour local government area such as heavy earthmoving plant, trucks etc. Several major projects are scheduled for 2012/2013 which makes it necessary for Council operations to be able to hire contract plant at competitive market rates to ensure the economical delivery of the works.

Description of Item:

Tenders were called and closed on 12 June 2012 to establish a panel of contractors for the hire of equipment, plant and trucks for works undertaken by Coffs Harbour City Council during the 2012/2013 financial year.

In the previous financial year, 2011/2012, Council spent approximately \$3.1M on the hire of external plant. In the main this expenditure was with locally based plant hire contractors.

Tenderers were given two options; to supply Council with plant including an operator or to supply plant only, excluding an operator. Tenderers were required to submit tendered rates for items of plant and in addition any attachments that can be utilised with the specific plant item. Contractors are also required to be registered and accredited with BNG Contractor Services Pty Ltd. Registration with BNG is an online service, where accreditation is based on a set of validation criteria such as business licenses, registrations as well as employee qualifications, licenses, trade certificates, insurances and WHS documentation.

To achieve best value for Council all contract plant is assessed in accordance with RMS guidelines and rated in order that the most suitable and cost effective item of plant is engaged. This procedure provides transparency ensuring that probity issues are addressed.

Thirty one (31) submissions were received as listed below, each tendering on various items of plant, trucks and equipment.

1. A&K McIntyre	16. KBS Mackay P/L
2. AMW Transport P/L	17. Lartell P/L
3. Ausco Modular P/L	18. Malin Excavations P/L
4. Australian Grader Hire P/L	19. Mal Keough Earthmoving P/L
5. Brycker Hire	20. McIntyre Tippers P/L
6. Coffs City Cranes and Rigging	21. McKinnon Family Enterprises P/L
7. Conplant P/L	22. Orara Valley Water Cartage P/L
8. Crampos Tippers P/L	23. Peter Rowan Earthmoving P/L
9. Dubb Earthmoving P/L	24. PL & CV McNickle P/L (Custom Clearing)
10. DJ & CA Atkinson P/L	25. RJ & CM Tate P/L
11. EB & DE Bunts P/L	26. Sherrin Rentals P/L
12. Emerald Earthworks	27. S&P Jackson P/L (Nth Coast Cranes)
13. Ernie Burnett Plumbing P/L	28. Stocks for Hire P/L
14. Espedan P/L	29. Terrawork P/L
15. John Lacey Earthmoving P/L	30. Troy O'Doherty P/L
	31. Tutt Bryant Hire

Two (2) submissions that have provided an offer on plant that was not requested in the tender documentation were received, as follows:

Aqua Assets
Accurate Asphalt & Road Repairs

These offers will be noted and filed for possible future reference

Sustainability Assessment:

- **Environment**

Tendered plant items are assessed to ensure that they comply with RMS Specifications G21 and G22. This compliance addresses adverse environmental issues with the plant such as oil leaks, excessive emissions and noise. Once engaged all plant is required to operate under Coffs Harbour City Council's site rules and in accordance with environmental assessments undertaken on specific projects.

- **Social**

By Council undertaking capital and maintenance works, the community benefits from updated and well maintained assets that contribute to the overall amenity of the Coffs Coast.

- **Civic Leadership**

By utilising local external contractors Council engages businesses that otherwise may have found it difficult to secure the volume of work that is available to them through Council's operations. In frequently engaging plant contractors Council has become a provider within the community supporting a number of businesses and general employment within the local government area.

- **Economic**

Broader Economic Implications

The benefits of engaging contract plant flows on to the community and assists in supporting local businesses. All plant engagements are funded through capital and maintenance programmes approved in the 2012/2013 Operational Plan.

Related Policy and / or Precedents:

The tendering process has been carried out in accordance with Council's Purchasing and Procurement Policy.

Statutory Requirements:

The calling, receiving, opening and reviewing of tenders were carried out in accordance with the Local Government (General) Regulations 2005.

Issues:

To date several contractors have not provided all the information required to enable Council to engage their business. It is expected that Council will receive the information shortly and their inclusion in the panel contract is imminent. Point 2 of the recommendation recommends that upon completion of their submission Council includes these contractors in the panel contract.

Sherrin Rentals Pty Ltd have included their own conditions of contract to the returnable document. This is a non conforming tender which can not be accepted with the conditions attached. It is anticipated that Sherrin Rentals will remove these conditions thus allowing Council to accept their offer. Point 3 of the recommendation refers to Sherrin Rentals once the conditions are removed.

Implementation Date / Priority:

The annual external plant hire contract should be awarded at the earliest opportunity as Coffs CityWorks has begun planning for its programmed maintenance and capital projects.

Recommendation:

That Council considers tenders received for the hire of plant and trucks, 2012/13 Contract No. – 12/13-543-TO and move the motion as detailed in the confidential attachment.

**Ben Lawson
Director, City Services**

L12/19 ENFORCEMENT OF PARKING RESTRICTIONS POLICY

Purpose:

For Council to adopt the Enforcement of Parking Restrictions Policy.

Description of Item:

Council has an existing Enforcement Policy that establishes Council's management approach with respect to the assessment and determination of a broad spectrum of regulatory enforcement actions.

The Enforcement of Parking Restrictions Policy seeks to further refine and detail Council objectives in respect to monitoring parking restrictions, responses to parking breaches, Penalty Infringement Notice reviews, probity and conflict of interest for parking officers.

The policy will establish parameters for Council's assessment and determination of requests received from time to time that seek the extension of Council parking patrols to encompass privately owned car parks.

Council resolved at its meeting on 26 April 2012 to give public notice of its intention to adopt the Enforcement of Parking Restrictions Policy, placing it on public exhibition for a period of 28 days to invite submissions. This report is the outcome of that resolution.

Sustainability Assessment:

- **Environment**

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

- **Social**

The Policy seeks to provide clear parameters associated with Council's Parking Enforcement responsibilities and assist with the provision of fair and equitable parking access to all users.

- **Civic Leadership**

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

- **Economic**

Parking patrols of private car parks would only be undertaken on the basis of no costs being incurred by Council. It is anticipated that penalty infringement revenue will render the service cost neutral, however, a service levy may be applied where required to offset operational cost. The imposition of a service levy fee would be assessed and applied on an individual basis as deemed appropriate to maintain a no cost to Council service.

Broader Economic Implications

The provision of a regulated management parking response will enhance public safety and assist the business community with ensuring the proper use of parking areas within time regulated zones.

Delivery Program/Operational Plan Implications

The extension of parking patrols to encompass private parking areas could impact upon existing parking patrol resources without considered application. It is initially proposed to limit parking patrols of private parking areas to the Coffs Harbour CBD and the immediate surrounding areas including the Jetty Precinct. It is considered that an extension to the existing parking patrols within the above defined area can be undertaken utilising existing resources with minimal impact upon current patrols. Extension of the service to encompass private car parks outside the defined area would be considered at a future date and would be subject to any resourcing limitations.

Consultation:

An advertisement was placed in the local newspaper and notice placed on the Coffs Harbour City Council Website inviting public submissions. At the conclusion of the exhibition period one (1) submission was received.

Related Policy and / or Precedents:

The policy is to be read in conjunction with Council adopted Enforcement Policy.

Statutory Requirements:

Council has statutory authority to undertake policing of public roads and public car parks as authorised class 12 officers, under Schedule 2 of the Road Transport (General) Regulation 2005.

Council has statutory authority to enter into private parking service agreements by virtue of the *Local Government Act 1993* section 650 (6) & (7) which states:

- (6) *The owner of any private land may enter into an agreement with the council under which the land, or any part of the land, is set aside for use as a free parking area.*
- (7) *It is the duty of the Director-General to establish guidelines to be followed by councils in relation to agreements of the kind referred to in subsection (6), including guidelines as to:*
 - (a) *the circumstances in which a council may enter into such an agreement, and*
 - (b) *the matters for which such an agreement must or must not make provision, and*
 - (c) *the exercise by a council of any functions conferred on it by such an agreement.*

Issues:

Submission:

We believe the presence of signage showing parking restrictions enforceable by fines will deter those abusing the car park. We have spoken to council representatives about this and are in support of this move by council.

Council presently has an allocation of 1.4 full time dedicated parking patrol officers and 3 multi function Rangers who conduct random patrols when normal daily duties permit. Parking patrols are generally undertaken within the Coffs Harbour central business district on a daily basis with regular patrols also undertaken within the Woolgoolga, Sawtell and Toormina business areas. Regular patrols are also undertaken of school parking zones and Council's time restricted free off street public car parking areas.

It is considered that the existing dedicated parking patrol officers can extend their patrol area to encompass the Coffs Harbour CBD and the immediate surrounding areas including the Jetty Precinct with minimal impact upon the current service. It is envisaged that an extension of the service beyond the defined area will require additional staff resources. Any increase in staff resources would need to be considered subject to the ability to provide full cost recovery via penalty infringement revenue or imposition of a service fee or combination of both. Any requests for extension of the service would be considered on this basis.

Implementation Date / Priority:

Implementation is immediate.

Recommendation:

That Council adopts the attached Enforcement of Parking Restrictions Policy dated 20 June 2012.

**Chris Chapman
Director
Land Use, Health & Development**

Attachments:

Locked Bag 156, Coffs Harbour, NSW 2450 ABN 79 126 214 487		COFFS HARBOUR CITY COUNCIL			
<h2 style="margin: 0;">Enforcement of Parking Restrictions Policy</h2>					
<p>Policy Statement</p> <p>This policy aims to provide a consistent and transparent approach to parking restriction enforcement action which follows the principles of natural justice and procedural fairness.</p> <p>To provide parameters for the consideration of applications for Private Parking policing service agreements.</p>					
<p>Related Legislation, Circulars or Guidelines (as amended)</p> <ul style="list-style-type: none"> • <i>Roads Act 1993</i> • <i>Australian Road Rules 2008</i> • <i>Road Transport Act 2005</i> • <i>Local Government Act 1993</i> Section 650 • Guidelines to assist Councils to assess application from private landowners for creation of free parking areas on private land as published by DLG August 1998. 					
<p>Does this Document Replace an Existing Policy, Procedure or Plan?</p>					<p>No</p>
<p>Related Council Policy or Procedure</p>				<p>Enforcement Policy</p>	
<p>Application and Distribution</p> <p>It is mandatory for all Council officials to comply with this Policy. This Policy and Guideline is available on Council's website under Council Policies.</p>					
<p>Approved by: Executive Team:</p> <p>Council [Meeting date & Resolution No.]</p>			<p>Signature:</p> <hr style="width: 100%;"/> <p><i>General Manager</i></p>		
<p>Council Branch Responsible:</p>			<p>Date of Next Review:</p>		

RESPONSIBILITIES

Position	Directorate	Responsibility
General Manger	Executive	To lead staff, (either directly or through delegated authority) in their understanding of, and compliance with, this policy and any related procedures. To approve resources to develop, implement and review this policy.
Director	Land Use Health & Development	To communicate, implement and comply with this policy and any related procedures.
Executive & Managers	All Directorates	To communicate, implement and comply with this policy and any related procedures. To lead staff in their understanding of, and compliance with, this policy.
Manager Land Use Management	Land Use Health & Development	To communicate, implement and comply with this policy and any related procedures. To lead staff in their understanding of and compliance with this policy
Legal & Governance	General Manager	To provide legal and governance review and oversight of contract agreement
Team Leader Rangers, Senior Ranger, Multi Function Ranger, Single Function Ranger	Land Use Health & Development	To comply with this policy and implement related procedures.
All Council officials	All Directorates	To comply with this policy and any related procedures.

CONTENTS

1. OBJECTIVE	4
2. THE POLICY	4
3. INTENT	5
4. GUIDELINES FOR PRIVATE FREE PARKING AREA AGREEMENTS	5
5. IMPARTIAL ENFORCEMENT OF PARKING RESTRICTIONS	5
6. MONITORING RESTRICTED PARKING COMPLIANCE.....	5
7. RESPONSE TO IDENTIFIED BREACHES OF RESTRICTED PARKING REQUIREMENTS	6
8. ADMINISTRATION AND COLLECTION OF PENALTY INFRINGEMENT AMOUNTS	6
9. REQUESTS FOR A REVIEW OF AN INFRINGEMENT NOTICE.....	6
10. PROBITY AND CONFLICT OF INTEREST	7

1. OBJECTIVE

The objective of this policy is to ensure that the Council's function of enforcing restrictions which apply to street parking, Council free car parking areas, private free parking area under a policing agreement and other road related areas is conducted in a manner which is fair, consistent, impartial and transparent.

2. THE POLICY

Definitions

- **Emergency Vehicle**

Carries the same meaning as defined within the Australian Road Rules 2005 and means any vehicle driven by a person who is:

- (a) an emergency worker, and
- (b) driving the vehicle in the course of his or her duties as an emergency worker.

- **Emergency Worker**

Carries the same meaning as defined within the Australian Road Rules 2005 and means:

- (a) a member of the Ambulance Service rendering or providing transport for sick or injured persons, or
- (b) a member of a fire brigade, rural fire brigade or the State Emergency Service providing transport in the course of an emergency, or
- (c) a person (or a person belong to a class of persons) approved by the Road Authority.

- **Parking Restrictions**

Means any restriction which is lawfully imposed on a parking area within a Council or Private Free car park or any other lawfully imposed parking restriction which may apply to a public road or road related area as defined within the Australian Road Rules 2008. This may include (but is not limited to) time limitations on the duration of stay within the park; restrictions which limit the use of parking spaces to particular vehicles or purposes; or restrictions which limit the use of parking spaces to people with a disability.

- **Penalty Infringement Notices (PINS)**

Means a notice issued by Council requiring the payment of an amount of money for breaching a lawful parking restriction. The power to issue a PIN and the amount of the penalty are both established by legislation.

- **Private Free Parking Area**

Means a parcel of land which is privately owned and used primarily as a car park. Where the said owner has entered into a contractual agreement with this Council, utilising section 650 (6) of the Local Government Act making such area a Free Public Car Park under the regulatory control of Council.

3. INTENT

Council will enforce restrictions on parking within the Council area in a manner which is fair, impartial and transparent. This policy will be achieved by performing the enforcement of parking restrictions in accordance with the details in this policy.

4. GUIDELINES FOR PRIVATE FREE PARKING AREA AGREEMENTS

Subject to workloads and availability of relevant staff, Council may provide services in relation to policing of Private Car Parking areas subject to the follow conditions:

- The owners of the private property or the owner's agent have requested, in writing, Council's assistance in policing parking within their property. That any such request satisfy that there is a genuine need, from the public perspective to assist the land owner in policing parking.
- The property to be the subject of an agreement shall be located within Coffs Harbour CBD or within a radius of 1km from the centre of the CBD and shall include the Jetty shopping precinct.
- The Private Free Parking area be not less than 20 parking spaces available for public use and at least one bay being for disabled parking.
- That Council incur no cost in the setting up of any agreement and that such cost be paid by the requesting owner.
- That Council incur no cost in respect to signage, line marking and maintenance of any such area.
- That Council **may** charge a fee for service as set from time to time within Council Fees and Charges Policy document.

Upon the landowner having met the above conditions, Council may enter into a contractual agreement the terms of which shall be agreed upon by Council's General Manager, who shall be Council's signatory to the agreement.

5. IMPARTIAL ENFORCEMENT OF PARKING RESTRICTIONS

Council must enforce restricted parking requirements in a manner which is impartial. In particular, no person, group, class or people or business or workplace shall be excluded from the enforcement of parking restriction requirements unless that exclusion is authorised by law or is in the public interest. For example, it is in the public interest that parking restrictions will not be enforced in relation to emergency vehicles utilised by emergency workers attending the scene of an incident in the course of their emergency function.

6. MONITORING RESTRICTED PARKING COMPLIANCE

Council will monitor compliance with restricted parking requirements by:

- a) Routinely patrolling Council's Free Car Parking Areas.
- b) Routinely patrolling Coffs Harbour's public roads and road related areas.
- c) Routinely patrolling Private Free Car Parking as resources permit.
- d) Responding to complaints concerning illegally parked vehicles.
- e) Conducting targeted programs, such as school zones to address and heighten awareness of systemic non-compliance of parking restrictions in these areas.

7. RESPONSE TO IDENTIFIED BREACHES OF RESTRICTED PARKING REQUIREMENTS

Council Officers will have discretion to respond to identified breaches of restricted parking requirements in the following manner:-

- a) In the ordinary course, a penalty infringement notice will be issued in response to a breach of a lawful restricted parking requirement.
- b) Each instance of a breach of a restricted parking requirement shall be taken on a case by case basis and the Council Officer shall have discretion not to issue a penalty infringement notice when it is fair and appropriate in the circumstance.
- c) Council Officers authorised to issue penalty infringement notices must receive training to ensure a consistent approach to the issue or non issue of a parking infringement notice.
- d) In determining whether a penalty infringement notice is to be issued or not, Council Officers must exercise their discretion impartially.
- e) A decision by a Council Officer to issue a penalty infringement notice may be reviewed at the request of the person responsible for paying the infringement notice, within 21 days of the date of issue.

8. ADMINISTRATION AND COLLECTION OF PENALTY INFRINGEMENT AMOUNTS

Council has contracted the administration of penalty infringement notices, including penalty amount collection, to the State Debt Recovery Office (here after referred to as SDRO). Pursuant to the contract, the SDRO is responsible for collecting the payment of amounts required by the penalty notice and also for determining any request for the cancellation of a penalty infringement notice by the recipient.

9. REQUESTS FOR A REVIEW OF AN INFRINGEMENT NOTICE

A person who receives a penalty infringement notice may make representations in regards to any mitigating circumstances in respect to the offence and/or feel the infringement has been incorrectly issued.

All requests for a review must be in writing and forwarded to the State Debt Recovery Office Representations Unit for determination. Any representations received by Council directly will be forwarded to the SDRO within five working days of receipt of the request. The person requesting the review will be notified by mail of this action within five working days of posting. It should be noted that Council views the SDRO's decision on requests for a review as final.

However, in extraordinary circumstances, a further and final appeal may be made to Council's review panel at the discretion of Council's General Manager.

Once a penalty infringement notice has been issued, the notice must not be cancelled by the issuing officer.

Council may only authorise the cancellation of a penalty infringement notice after it has been issued if at least two of the following officers review the circumstances of the matter and unanimously authorise the cancellation of the notice.

- General Manager
- Director, Land Use, Health and Development
- Manager, Land Use Management
- Compliance Unit Team Leader
- Senior Ranger

Collectively, the people performing these positions for Council are referred to as the Review Panel. There is no requirement for all members of the review panel to review every penalty infringement notice following a request and regardless of how many members of the Review Panel review a request, the decision to authorise the cancellation of the penalty infringement notice must be unanimous.

In the event that a unanimous decision cannot be reached, then the decision of the SDRO review will stand.

If the cancellation of a penalty infringement notice is authorised by Council, a full and complete record must be made which identifies, as a minimum, the following details:

- a) The registration details of the vehicle which was parked in breach of the parking restrictions and, when known, the identity of the person responsible for the breach.
- b) Who made the request for cancellation, which must be in writing signed by the applicant.
- c) The reasons which support the cancellation being authorised.
- d) The names of the review panel members who determined the request for the PIN to be cancelled.

Council will not consider a request to cancel a penalty infringement notice unless that request is made in writing and is received within a period of no more than 40 days from the date of the infringement notice.

The SDRO may determine requests for cancellation of a penalty infringement notice without reference to Council. In some circumstances the SDRO may request Council's input in relation to representations seeking cancellation of a penalty notice. When such a request is made by the SDRO, Council's response must be authorised by at least two members of the Review Panel and a detailed record of Council's response should be retained.

Nothing in this policy prevents the Review Panel considering and authorising the cancellation of a penalty infringement notice at the instigation of Council Officers and in the absence of a request from a member of the public. An example of such a circumstance is where an infringement notice has been issued where no offence has occurred; i.e. issued in error.

If a penalty infringement notice is cancelled at the instigation of a Council Officer then a written record of that cancellation must be made which includes the details noted earlier in this policy.

10. PROBITY AND CONFLICT OF INTEREST

Coffs Harbour City Council's Code of Conduct and the Local Government Act 1993, provides guidance to assist Council Officers to determine if they have a conflict of interest in relation to a particular parking restriction enforcement matter.

Further assistance may also be obtained from Council's Public Officer at the request of any Council Officer if the Officer has concerns about any potential probity or conflict of interest matter in connection with the enforcement of parking restrictions.

CORPORATE BUSINESS DEPARTMENT REPORTS

CB12/49 NORTH COFFS DEVELOPER CONTRIBUTIONS PLAN 2012

Purpose:

The purpose of this report is to inform Council of the outcome of the exhibition of draft North Coffs Developer Contributions Plan.

This report recommends that Council adopt the Developer Contributions Plan. The North Coffs Developer Contributions Plan, as exhibited, is attached to this report, as are maps of the land to which the Plan applies.

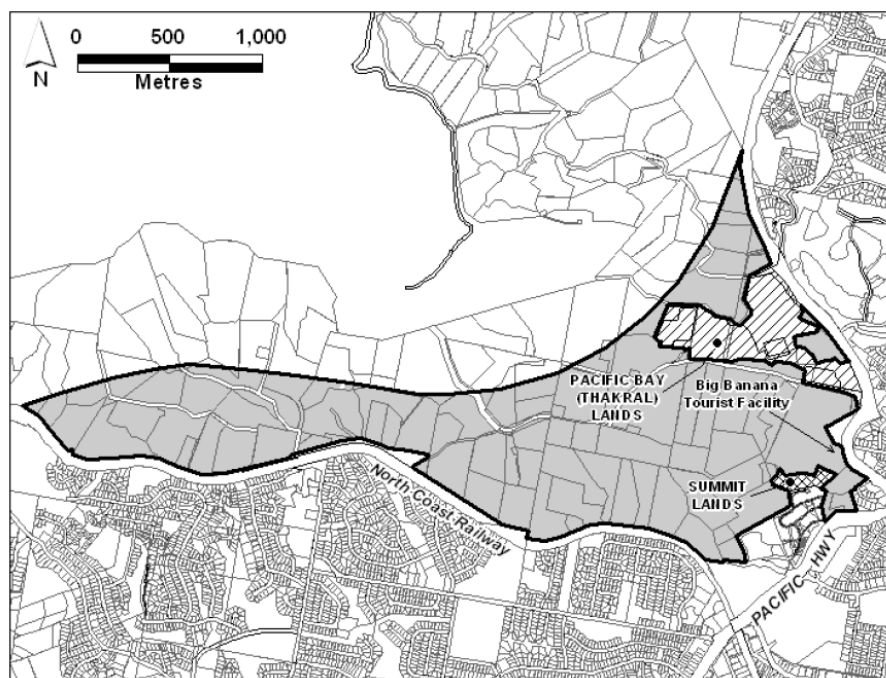
Description of Item:

Council resolved to place the draft Plan on public exhibition on 9 February 2012. On the same date, Council adopted:

- Coffs Harbour City LEP 2000 Amendment No. 34 (North Coffs); and
- North Coffs Development Control Plan (DCP).

The draft North Coffs Developer Contributions Plan also applies to the lands known as Pacific Bay West (Thakral Lands in North Coffs). Council adopted LEP 2000 Amendment No. 38, which is relevant to this land, also on 9 February 2012.

The draft North Coffs Developer Contributions Plan was exhibited between 1 March and 30 March 2012. The Plan applies to land zoned for Urban Residential and Residential Tourist purposes within the North Coffs Urban Investigation area (shown on the map below).



NORTH COFFS URBAN INVESTIGATION AREA

Sustainability Assessment:

- **Environment**

The North Coffs Developer Contributions Plan applies to lands which are zoned for residential purposes. Although there is no provision in this Plan for proposed environmental works development applications submitted need to address potential impacts.

There are therefore no environmental impacts which are relevant to the North Coffs Developer Contributions Plan.

- **Social**

The North Coffs Developer Contributions Plan includes funding for improvements and construction of a road network that will provide access to any new development and improve access to services.

- **Civic Leadership**

The Coffs Harbour 2030 Plan provides for a strategy to “create facilities and services that allow the community to reach its full development potential” (LC2.3.2).

It also provides for a strategy to “facilitate safe traffic and pedestrian flow in and around the City’s facilities and services” (MA3.1.2). Provision of traffic and transport services, funded by this Contributions Plan, will assist to achieve these strategic objectives consistent with the Coffs Harbour 2030 Plan.

- **Economic**

Broader Economic Implications

The North Coffs Developer Contributions Plan for the North Coffs Release Area provides funding for infrastructure and demands placed upon services and resources by development of this release area. The North Coffs Release Area contribution rate is based on an expected population of 1,903 persons, in Catchment A (Big Banana and adjacent lands) and Catchment B (Pacific Bay West (Thakral) Lands). A summary of the expected costs (by land use) is as follows:

Public Facility	Total Cost	Net Cost to be Levied
	\$	\$
Catchment A and B		
Transport and Traffic	4,845,744.00	4,845,744.00
Planning Studies	229,765.00	172,482.00

There are deferred areas (discussed later in this report) which will be subject to developer contributions. The North Coffs Developer Contributions Plan will have to be reviewed after the deferred areas are resolved.

Delivery Program/Operational Plan Implications

There are no immediate impacts on Council’s Delivery Plan/Operational Plan.

Consultation:

The draft North Coffs Developer Contributions Plan was advertised, under the provisions of the Environmental Planning and Assessment (EP&A) Act 1979, from 1 March to 30 March 2012.

There were no submissions made to the draft North Coffs Developer Contributions Plan during the public exhibition period.

Related Policy and / or Precedents:

The North Coffs Developer Contributions Plan was prepared with regard to:

- Coffs Harbour City LEP 2000;
- Our Living City Settlement Strategy 2008;
- Mid North Coast Regional Strategy and Growth Area Maps;
- EP&A Act 1979 and Regulations; and
- Coffs Harbour 2030 Plan.

Statutory Requirements:

Section 94 of the EP&A Act 1979 allows Council, as a consent authority, to place a condition of consent on relevant development consents requiring the payment of a monetary contribution towards the provision of public amenities and services. Clause 26 of the EP&A Regulation 2000 requires Council to exhibit the draft plans for a minimum of 28 days.

Issues:

- **Status of LEP Amendments**

- **LEP Amendment No. 34 (North Coffs)**

This Amendment was made by the Minister for Planning and published on the NSW Government Legislation website on Friday, 15 June 2012. The making of this Amendment also means that the North Coffs DCP is now in force, as is the draft North Coffs Developer Contributions Plan should Council resolve to adopt it.

- **LEP Amendment No. 38 (Thakral Lands in North Coffs)**

This Amendment was made by the Minister for Planning and published on the NSW Government Legislation website on Friday, 1 June 2012. The making of this Amendment also means that the North Coffs DCP is now in force, as is the draft North Coffs Developer Contributions Plan should Council resolve to adopt it.

- **Deferred Area in LEP Amendment No. 34 (North Coffs)**

The attached map of this LEP Amendment shows that three areas have been deferred. The intention, as exhibited with this LEP Amendment, is to finalise the residential potential of these areas in terms of the required road network, open space and urban capability.

It is important that a Developer Contributions Plan is ready to be implemented when these Amendments are made, in order to be applied to any development applications lodged. Adoption of the North Coffs Developer Contributions Plan will reduce the financial risk involved from Council. Maps showing these LEP Amendments are attached to this report.

- **Contribution Plan Inclusions**

The Draft North Coffs Developer Contributions Plan has been amended to include clear procedures required should a developer, or any party entitled to act on a consent, request to undertake works in kind for items included in the Contributions Plan, or provide a material public benefit for works not included in the Contributions Plan.

Implementation Date / Priority:

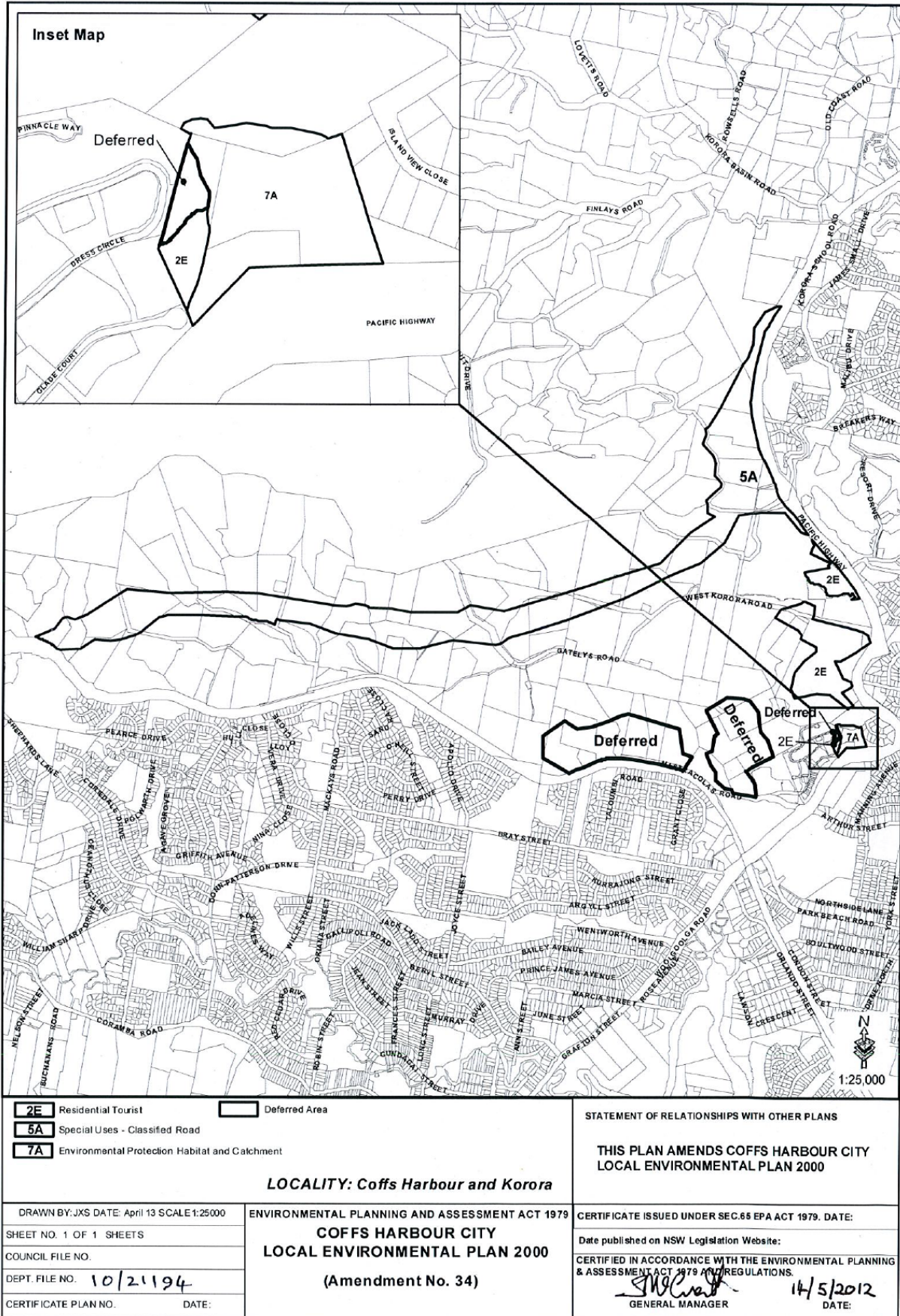
If Council resolves to adopt the North Coffs Developer Contributions Plan it will come into force upon advertisement of a notice stating the Plan has been adopted.

Recommendation:

That Council adopts the North Coffs Developer Contributions Plan 2012, as attached to this report.

Attachments:

Maps of the Land to which the Plan Applies



- 2E Residential Tourist
- 5A Special Uses - Classified Road
- 7A Environmental Protection Habitat and Catchment
- Deferred Area

STATEMENT OF RELATIONSHIPS WITH OTHER PLANS

THIS PLAN AMENDS COFFS HARBOUR CITY LOCAL ENVIRONMENTAL PLAN 2000

LOCALITY: Coffs Harbour and Korora

DRAWN BY: JXS DATE: April 13 SCALE: 1:25000

SHEET NO. 1 OF 1 SHEETS

COUNCIL FILE NO.

DEPT. FILE NO. **10/21194**

CERTIFICATE PLAN NO. DATE:

ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

COFFS HARBOUR CITY LOCAL ENVIRONMENTAL PLAN 2000

(Amendment No. 34)

CERTIFICATE ISSUED UNDER SEC.65 EPA ACT 1979. DATE:

Date published on NSW Legislation Website:

CERTIFIED IN ACCORDANCE WITH THE ENVIRONMENTAL PLANNING & ASSESSMENT ACT 1979 AND REGULATIONS.




[Signature] **14/5/2012**

GENERAL MANAGER DATE:




<p>2A Residential (Low Density) 6C Open Space (Private Recreation)</p> <p>5A Special Uses (Classified Road)</p> <p>7A Environmental Protection (Habitat and Catchment)</p>	<p>LOCALITY: Coffs Harbour</p>	<p>STATEMENT OF RELATIONSHIPS WITH OTHER PLANS</p> <p>THIS PLAN AMENDS COFFS HARBOUR CITY LOCAL ENVIRONMENTAL PLAN 2000</p>
<p>DRAWN BY: JXS DATE: April 23 SCALE: 1:6000</p> <p>SHEET NO. 1 OF 1 SHEETS</p> <p>COUNCIL FILE NO.</p> <p>DEPT. FILE NO. 10/01001</p> <p>CERTIFICATE PLAN NO. DATE:</p>	<p>ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979</p> <p>COFFS HARBOUR CITY</p> <p>LOCAL ENVIRONMENTAL PLAN 2000</p> <p>(Amendment No. 38)</p>	<p>CERTIFICATE ISSUED UNDER SEC.65 EPA ACT 1979. DATE:</p> <p>Date published on NSW Legislation Website:</p> <p>CERTIFIED IN ACCORDANCE WITH THE ENVIRONMENTAL PLANNING & ASSESSMENT ACT 1979 AND REGULATIONS.</p> <p>GENERAL MANAGER DATE:</p>

C O F F S H A R B O U R C I T Y C O U N C I L



North Coffs

Developer Contributions Plan 2012



ABN 79 126 214 487

TABLE OF CONTENTS

PART 1 - SUMMARY SCHEDULES

Executive Summary.....	1
Summary of Contribution Rates.....	2
Date of Commencement of the Plan	2

PART 2 - ADMINISTRATION AND ACCOUNTING

Name of the Plan	4
Purpose of the Plan.....	4
The Area to which the Plan Applies.....	4
Relationship to other Plans and Policies.....	4
How the Plan Operates	4
Formula for Determining Contributions.....	6
Timing of Payment of Contributions.....	6
Deferred or Periodic Payment.....	6
Pooling of Funds	8
Exemptions.....	8
Indexing of Contribution Rates	8

PART 3 - STRATEGY PLANS

Relationship between Expected Development and Demand for Additional Public Facilities	9
Existing and Future Development in North Coffs	9
Projected Dwelling Yield	10
Population Profile	11
Proposed Public Facilities	11
Open Space and Recreation	11
Transport and Traffic Management.....	12
Planning Reports.....	15

TABLES

Table 1: Summary Cost by Land Use	3
Table 2: Summary of Contributions.....	3
Table 3: Population Projection.....	9
Table 4: Population Profile	10

ILLUSTRATIONS

Map 1: North Coffs Release Area	5
Map 2: Traffic and Transport Strategy	13

APPENDICES

A	Indices
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PART 1 - SUMMARY SCHEDULES

EXECUTIVE SUMMARY

This contributions plan enables Coffs Harbour City Council to levy contributions under Section 94 of the Environmental Planning and Assessment Act 1979 where the anticipated development will or is likely to increase the demand for public facilities.

The North Coffs Development Control Plan (DCP) makes provision for further residential expansion for a minimum of 732 additional lots accommodating a minimum of 1903 people. These figures include the Big Banana and adjacent lands, the deferred R1 and R2 Precincts and the Pacific Bay West Lands as identified in the North Coffs DCP.

As a consequence of this anticipated development and having regard to the level of facilities currently available, it will be necessary to provide:

- transport and traffic facilities; and
- planning studies.

The North Coffs Release Area has been divided into two catchments based on the need for the above facilities and services. These are classified as:

- Catchment A (Big Banana and adjacent lands); and
- Catchment B (Pacific Bay West Lands - Southern).

The Pacific Bay West Lands – Northern Catchment is a standalone catchment area which is able to provide all of its own necessary infrastructure requirements. Consequently no contributions are required to be levied on this land.

The Big Banana Lands and the Pacific Bay West Lands – Southern Catchment will also be able to provide much of its own infrastructure.

This infrastructure will be provided by the developers of this land as part of any future

Development Application and in accordance with the North Coffs DCP.

Also of importance is the fact that the Big Banana Land has been zoned to accommodate expansion needs of the Big Banana Tourist Facility. This area will accommodate a significant demand for facilities and services. Most of these services will be provided for by the developer as part of the future development of this land.

It should be noted that the proposed expansion will require the upgrade of West Korora Road and its intersection with the Pacific Highway. Council will not be forward funding these works.

This contribution plan provides Council with the authority to levy contributions on other lands within the catchment that will benefit from these works. These contributions will then be reimbursed to the party that funds West Korora Road and intersection works. This is considered to be the most fair and equitable outcome for all property owners involved.

A further two catchments (identified as Precincts R1 and R2 in the North Coffs DCP) are deferred pending further investigation. This Developer Contribution Plan will be required to be amended once this further investigation has been completed to incorporate these lands.

SUMMARY OF CONTRIBUTION RATES

Table 1 summarises the costs of the identified public facilities required as a result of the future development of the North Coffs Release Area.

Table 2 summarises the contribution rates applying to the different catchments within the North Coffs Release Area.

DATE OF COMMENCEMENT OF THE PLAN

This contributions plan came into operation on 2012

Table 1 - Summary Cost by Land Use

Public Facility	Total Cost	Net Cost to be Levied
	\$	\$
Catchment A and B		
Transport and Traffic	4,845,744.00	4,845,744.00
Planning Studies	229,765.00	172,481.83

Table 2 - Summary of Contributions

Service/Facility	Net Cost to be Levied \$	Per Person \$	Per Lot / large dwelling \$	Per Small Dwelling \$
Catchment A (Big Banana and adjacent lands)				
Transport and Traffic	4,845,744.00	3,407.70	8,860.02	6,133.83
Planning Studies	172,173.13	124.47	323.62	220.05
Catchment B (Pacific Bay West Lands - Southern)				
Transport and Traffic	4,845,744.00	3,407.22	8,858.76	6,133.83
Planning Studies	225.99	7.92	20.59	14.26

Notes:

- 1. In addition to the above the relevant contribution rates for Regional, District and Neighbourhood open space and community facilities, Surf Rescue Equipment, the Coffs Harbour Road Network, and the Coffs Harbour Water Supply and Wastewater Development Services Plans will also apply.**
- 2. Contribution rates will be applied as follows:**
 - the first lot in a residential subdivision is exempt from contributions;**
 - the first dwelling on a residential lot is exempt from contributions; and**
 - the contribution rate for a dual occupancy, villa, townhouse or residential flat development is the number of dwellings multiplied by the appropriate dwelling rate minus one lot rate.**
- 3. A small dwelling is deemed to be any dwelling with a floor area less than 100 square metres (excluding garages and balcony areas).**
- 4. The lot rate/large dwelling rate applies to all types of dwelling with a floor area equal to or exceeding 100 square metres (excluding garages and balcony areas).**
- 5. SEPP Seniors Living occupancy rates of 1.5 persons per dwelling refers to developments approved under the State Environmental Planning Policy (Seniors Living) 2004**

PART 2

ADMINISTRATION AND ACCOUNTING

NAME OF THE PLAN

This contributions plan has been prepared in accordance with the provisions of Section 94 of the Environmental Planning and Assessment Act, 1979 and may be referred to as the **North Coffs Developer Contributions Plan 2012**.

PURPOSE OF THE PLAN

The primary purpose of this plan is to satisfy the requirements of the Environmental Planning and Assessment Act, 1979 to enable Council to require a contribution towards the provision, extension or augmentation of public facilities and services. These facilities and services are required as a consequence of development in the area or have been provided in anticipation of or to facilitate such development.

Other purposes of the plan are to:

- (i) ensure that an adequate level of public infrastructure is provided in North Coffs as development occurs.
- (ii) enable Council to recoup funds that it has spent in the provision of public facilities in anticipation of likely future development.
- (iii) ensure that the existing community is not burdened by the provision of public facilities required as a result of future development.
- (iv) provide a detailed strategy for the assessment, collection, expenditure, accounting and review of development contributions on an equitable basis throughout North Coffs.

THE AREA TO WHICH THE PLAN APPLIES

The plan applies to all land within North Coffs as described on Map 1. As can be identified in Map 1 the North Coffs Release Area has been divided into two catchments based on the demand for the required facilities and services. These are classified as:

- Catchment A (Big Banana and adjacent lands); and
- Catchment B (Pacific Bay West Lands - Southern).

RELATIONSHIP TO OTHER PLANS AND POLICIES

This plan supplements the Coffs Harbour City Local Environmental Plan 2000 and the Development Control Plan applying to North Coffs. This plan should be read in conjunction with the Regional, District and Neighbourhood Facilities Developer Contributions Plan 2008, the Coffs Harbour Road Network Contributions Plan 2008, the Surf Rescue Equipment Contributions Plan 2008, and other contributions plans that may apply to the area.

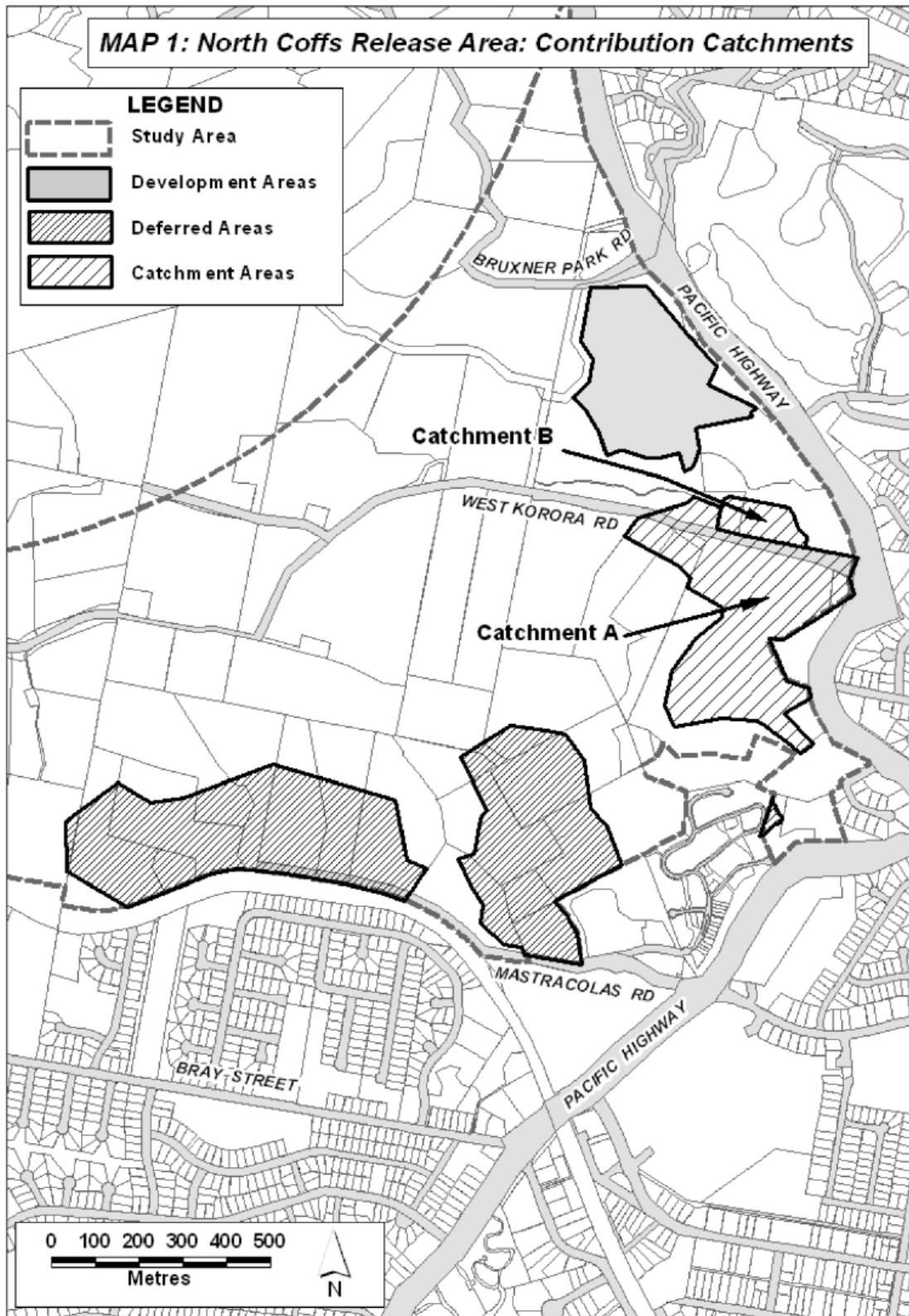
This plan does not include contributions under Section 27 of the Water Supply Authorities Act 1987 for water and sewerage services. Please consult Council in relation to these contributions.

This contributions plan provides a means for implementing some of the planning and community development strategies adopted by Council.

HOW THE PLAN OPERATES

In determining a development application, Council may impose a condition requiring the payment of a monetary contribution and/or the dedication of land in accordance with the provisions of this plan.

MAP 1 NORTH COFFS RELEASE AREA



FORMULA FOR DETERMINING CONTRIBUTIONS

The formula to be used for the calculation of contributions under Section 94 of the Environmental Planning and Assessment Act is as set out below.

$$\text{Contribution per person} = \frac{C}{P}$$

Where:

C = total cost of works to provide the desired facility or service including land acquisition, survey and design and construction costs, but less any grant or other funds received

P = future population of catchment

TIMING OF PAYMENT OF CONTRIBUTIONS

Payment of financial contributions should be finalised at the following stages:

- **development consents involving subdivisions** – prior to the release of the subdivision certificate;
- **development consents involving building work** - prior to the release of the construction certificate; and
- **development consents where no construction certificate is required** – at the time of issue of the notification of consent, or prior to the commencement of approved development as may be determined by Council.

DEFERRED OR PERIODIC PAYMENTS

Where the applicant can demonstrate that the settlement of the contribution, in terms of the above, is unreasonable in the circumstances of the case, the Council may accept deferred or periodic settlement. In such a case, the applicant needs to make a written request and satisfy Council in accordance with the following:

- there are valid reasons for deferred or periodic payment;
- no prejudice will be caused to the community deriving benefits from the public facilities required by the proposed development;
- no prejudice will be caused to the operations of this plan; and
- the provision of the public facility or service in accordance with the adopted works schedule will not be adversely affected.

Applications for deferment of payments will be subject to the following conditions:

- the deferment will be for a fixed period not exceeding six months from the date the contribution becomes due;
- the applicant must agree to pay the Council interest on contributions or on so much thereof as shall remain outstanding at the **appropriate rate of interest**;
- payment of the contributions and the interest must be secured by delivery to the Council of a guarantee in writing issued by an **appropriate institution**; and
- deferments will not be granted based on progressive sales of land.
- For the purposes of this provision, "**appropriate rate of interest**" means the seven year local government interest borrowing rate applicable from time to time, and "**appropriate institution**" means a licensed bank or other institution where securities comprise authorised investments under the Trustee Act 1925.

WORKS IN KIND

Council may accept an applicant's offer to make a contribution by way of a works in kind contribution (WIK) (for an item included on the works schedule) or a material public benefit (MPB) (for an item not included on the works schedule) as referred to in Section 94(5b) of the Environmental Planning and Assessment Act.

Written Application

Any application for the provision of a WIK or other MPB must be made in writing prior to commencement of works associated with the development consent and should contain the following information (where relevant):

- The works proposed to be undertaken and whether the works are contained within the works schedule of the relevant contributions plan.
- Whether such works are intended to be full or partial completion of the project;
- The estimated value of the works – identifying variations, if any, between the cost identified in the Plan and the estimated cost of works;
- The differentiation of components of the works that are in accordance with the plan and those that are not;
- The time frame within which the works are proposed to commence and be completed.
- Written consent to carry out the work from all owners of land affected by the proposal

Where the value of the WIK or other MPB is less than the value of the required contribution, the applicant will be required to settle the balance of the contribution by way of a monetary contribution and/or land dedication

Council Assessment

The acceptance of an offer for a Works in Kind or other Material Public Benefit is at the sole discretion of Council.

WIK/MPB contracts will normally only be negotiated on those works detailed in the relevant contributions plan. Applications for a MPB will require approval by way of a Council resolution.

In considering an application for a WIK or MPB Council must be satisfied that:

- (a) payment of the contributions in accordance with the provisions of the plan is unreasonable or unnecessary in the circumstances of the case, and
- (b) the in kind contribution will not prejudice the timing or the manner of the provision of the public facility for which the contribution was required, and
- (c) the value of the works to be undertaken are at least equal to the value of the contribution assessed in accordance with the relevant contributions plan, and
- (d) the proposed works are of a suitable standard for Council to eventually accept

Council may review the valuation of works or land to be dedicated, and may seek the services of an independent person to verify their value. In such cases, all costs and expenses borne by the Council in determining the value of the works or land will be paid for by the applicant
No WIK or MPB contracts will be negotiated retrospectively.

Completion of Agreement

If a WIK or other MPB agreement has been reached, a legal contract shall be prepared by Council's legal representatives covering:

- The proposed works
- The cost of such works
- The applicants rights and responsibilities
- Council's rights and responsibilities
- Clear agreement as to any variation to the amount of contributions payable in accordance with the relevant development consent as a result of the MPB / WIK contract.

Costs associated with preparation of the contract shall be paid by the applicant Where an application is not approved by Council, the monetary contribution, as per the Consent remains applicable.

Previous index is the Consumer Price index as listed in **Appendix A** or applicable at the time of issue of the consent.

The Council may also review the works schedule, the estimate of costs of the facilities, or other aspects relating to the contributions plan.

POOLING OF FUNDS

This plan expressly authorises monetary S94 contributions paid for different purposes to be pooled and applied (progressively or otherwise) for those purposes.

EXEMPTIONS

Council may consider exempting developments, or components of developments from the requirement for a contribution for developments that include aged care accommodation where the residents require in house care, and developments that are specifically exempted under directions that may be made from time to time by the NSW Minister for Planning.

INDEXING OF CONTRIBUTION RATES

Council will review the contribution rates to ensure that the monetary contributions reflect the costs associated with the provision of the public facility.

The contribution rates will be reviewed on the basis of movements in the Consumer Price Index, All Groups Sydney, as published by the Australian Bureau of Statistics in accordance with the following formula:

$$RC = \frac{C \times \text{Current index}}{\text{Previous index}}$$

where

RC = Revised contribution rate per ET applicable at the time of payment

C = Previous contribution rate

Current index is the Consumer Price Index at the date of review of the contribution

PART 3 – STRATEGY PLANS

RELATIONSHIP BETWEEN EXPECTED DEVELOPMENT AND DEMAND FOR ADDITIONAL PUBLIC FACILITIES

The following documents provide the basis for establishing the relationship between the expected types of development in the area and the demand for additional facilities to meet that development.

The Coffs Harbour “Our Living City Settlement Strategy” identifies the preferred location and expected type of future urban expansion within the City, and the associated requirements for public facilities. The North Coffs Release Area has been identified in the strategy as an Investigation Area for Residential Purposes’ and given Priority 1 – Short Term (2006-2011) status.

Coffs Harbour City Council Social and Community Strategic Plan 2006 identifies existing community facilities and services and highlights a range of community facilities and services required for the existing and future population.

The North Coffs DCP sets out detailed guidelines for development within the North Coffs Release Area. It provides for a range of residential densities, although it is expected that the dominant form of development will be detached or semi detached dwellings.

PROVISION

The anticipated increase in population in North Coffs will place greater demands on existing public facilities and require the provision of new public facilities which are not currently available in the area.

Table 1 in this plan lists the public facilities to be provided in North Coffs.

The Coffs Harbour Regional, District and Neighbourhood Facilities Developer Contributions Plan 2008 lists the public facilities provided for the benefit of future population in North Coffs together with future population in other catchments.

LOCATION

The location of facilities has been determined having regard to the area of increased demand, accessibility to the identified public facilities and the manner in which such needs may be satisfied.

TIMING

The public facilities will be provided in a timely manner to benefit those who contributed towards them.

EXISTING AND FUTURE DEVELOPMENT IN NORTH COFFS

North Coffs is a new release area which has a minimal existing population due to the area previously being zoned Rural 1(A). The future permanent population for the release area is estimated to be a minimum of 1903 people. This includes the Big Banana and adjacent lands, the deferred R1 and R2 Precincts and the Pacific Bay West Lands as identified in the North Coffs DCP.

PROJECTED DWELLING YIELD

Housing policy, prevailing market conditions and environmental constraints will together influence dwelling yield. The forecast population is based on the potential dwelling yields. These yields are derived from balancing existing urban patterns with changing demands for a wider choice of housing and endeavour to promote efficient and sustainable urban environments.

The housing policy promoted for the development of North Coffs is to provide for a variety of housing types which encourage a heterogeneous population. It should be noted that environmental constraints and prevailing market conditions may create a demand for low density housing forms and conventional allotments of 500-700m² within the study area. This, coupled with the fact that the likely future development of Catchment A will be unconventional development associated with the existing Big Banana Development, makes it very difficult to project an accurate future yield for catchment A.

For the purposes of this plan, the yield for the North Coffs Release area has been calculated based on Structure Plans prepared for each catchment which have taken into consideration the proposed zoning, site constraints and anticipated development patterns. A minimum lot yield approach has been adopted in preparing these structure plans.

In determining lot yield for the Big Banana Lands, the figures provided in the Traffic Assessment Report in the North Coffs Local Environmental Study have been utilised along with some assumptions based on environmental constraints.

Given the location and the site constraints of the Release Area, it is considered likely that larger lots will predominantly dominate the development pattern outside of the Big Banana expansion area. Accordingly the yields for the release area have been calculated on Large Lot/Dwelling rates with an occupancy rate of 2.6 persons per dwelling.

The total projected population of the North Coffs Coffs Release Area has been based on these occupancy rates, projected dwelling yields and assumptions and are shown in Table 3.

Table 3 - Population Projection

Service/ Facility	Occupancy Rate	Min Lot Yield/ Equivalent Tenements	Population/ Equivalent Population
Catchment A (Big Banana and adjacent lands)			
Conventional	2.6	532	1,383.20
Catchment B (Pacific Bay West Lands - Southern)			
Conventional	2.6	15	39.00
Total		547	1,422.20

POPULATION PROFILE

The social infrastructure needs are based on an anticipated population of 1903 persons.

The population profile of North Coffs is initially anticipated to reflect a "developing" population model. This developing population, is expected to have the following age characteristics:

Table 4 - Population

Age	New	%
0-9	367	19.3
10-19	320	16.8
20-29	236	12.4
30-39	316	16.6
40-49	268	14.1
50-59	143	7.5
60+	253	13.3
Total	1,903	100

The population is expected to have a high proportion of young families with persons of pre-school age (0-4 years), school age (5-19 years) and young to middle age adults (30-49 years).

PROPOSED PUBLIC FACILITIES

There are no community facilities proposed for North Coffs as the expected population for the area is not sufficient enough to support any new facilities. People in North Coffs will have access to the Community Facilities that exist in and around Park Beach.

There is a significant retail/commercial precinct in proximity to the Release Area and the 2A and 2E Zones allow for establishment of a general store if demand dictates a need for such a use.

The population will contribute proportionally to the demands for certain regional facilities that could not be sustained by the North Coffs Release Area in its own right.

The Coffs Harbour Regional District and Neighbourhood Facilities Contributions Plan 2008 identifies the contribution rate for regional community facilities. The Coffs Harbour Road Network and Surf Rescue Equipment Contributions Plans also apply to the release area.

OPEN SPACE AND RECREATION

EXISTING FACILITIES

Existing formal open space and recreation facilities are provided at Park Beach and at Bray Street which are located to the east and south of the release area.

Informal recreation opportunities are provided with the nearby beaches, Coffs Creek and various bushland and reserve corridors.

IDENTIFIED NEEDS

The initial population of North Coffs is expected to reflect a developing population model with the proportion of the population under 19 years of age and in the 30-39 year age group being well above the NSW average. The lower than average proportion of the projected population in the over 60 years age group is a further indicator of the developing nature of the population.

On the basis of this population model, it is anticipated that a preference for structured sporting facilities and neighbourhood parks/playgrounds will exist. Open space facilities can be considered at a regional, district and local level.

Regional

Regional open space caters for users prepared to travel to significant distances from within and outside the Coffs Harbour local government area. These lands generally form part of a vast network of open space facilities and provide a regional resource for passive and active recreational pursuits, and nature conservation.

Regional open space areas in the vicinity of North Coffs include the Coffs Coast Sport and Leisure Park and Solitary Islands Coastal Walkway.

Note:
Contributions for Regional Open Space are considered under a separate plan.

District

District open space is land used primarily for district sporting events and generally comprises playing fields and district sporting facilities. The primary use of these lands will be for organised recreation by residents of North Coffs. Council's Open Space Strategy provides standards for the provision of district sporting facilities. These standards provide a benchmark for provision of district facilities within North Coffs.

Since the expected minimum population of North Coffs is only approximately 1900 people, it is not necessary to provide a centralised complex with all these facilities. Residents of North Coffs can utilize a number of the district facilities available throughout the Coffs Harbour urban area. Recreation areas located on coastal reserves are also classified as district open space. A range of facilities are provided in these locations to complement the attraction of the coastline and beach.

Note:
Contributions for District Open Space are considered under a separate plan.

Local

Local open space is land used primarily for localised recreational purposes. These lands comprise neighbourhood parks, children's playground areas, passive reserves and drainage reserves.

Given that local open space generally serves young children, this space should be provided within a reasonable walking distance. A reasonable walking distance to a neighbourhood park or playground is considered to be 500m which represents, on average, a seven-minute walk.

The North Coffs DCP indicates the proposed location of a neighbourhood park site which is considered to be centrally located to best meet the demands of the future population. Parks and recreation areas are to be provided by developers of land in accordance with the DCP. Consequently no developer contributions for parks and recreation facilities are levied under this plan.

TRANSPORT AND TRAFFIC MANAGEMENT

INTRODUCTION

The strategy for the movement of people within and through North Coffs recognizes the dependence on the motorcar, yet provides for an efficient and convenient network of pedestrian and bicycle routes. The strategy also provides the infrastructure needed for a bus service.

EXISTING FACILITIES

Access to both catchments (which are subject to this contribution plan) is to be obtained from the Pacific Highway at the West Korora Road.

IDENTIFIED NEEDS

The transport demands within North Coffs can be categorised in terms of the road network, public transport and pedestrian/bicycle network.

Road Network

Map 2 identifies the works required to accommodate the proposed development within the North Coffs Release Area. These works include:

- upgrade of the West Korora/Pacific Highway intersection;
- upgrade of part of West Korora Road;
- Pedestrian and bike path facilities.

These works are likely to be funded and build as part of the Big Banana Development with this contribution plan levying development that will benefit from these works.

Local roads will be at the expense of the developer.

This plan also provides for street tree planting along the upgraded section of West Korora Road.

Public Transport

The provision of a good public transport system will reduce car dependency, provide for energy efficiency and enable residents without a private vehicle to maintain reasonable mobility, particularly the elderly and those less than 17 years of age. Opportunities for public transport within North Coffs are limited to the provision of a possible bus service.

To provide for a safe, comfortable and efficient bus service, certain basic facilities are required, including bus shelters and seats. It is proposed to provide bus shelters/seats along West Korora Road. A total of two shelters will be provided.

Pedestrian and Bicycle Ways

The provision of pedestrian and bicycle facilities in residential areas can provide an important alternative transport route for both recreation and functional journeys.

Pedestrian and cycle routes are to be provided by the developer in the form of on-road footpaths/cycleways on low order local roads and off-road footpaths/cycleways on the collector road and do not form part of this plan.

The proposed route is identified in Map 2 and has been designed to relate to the need for access to the Council's existing pedestrian route.

PROPOSED FACILITIES

The following schedule summarizes the traffic and transport facilities, which will be funded via Section 94 contributions for catchments A and B (excludes areas R1 & R2)

Upgrade to West Korora Road

Upgrade of intersection at Pacific Highway	\$2,000,000
Upgrade of West Korora Road (including:	\$1,350,000
• 2 Bus Shelters @ \$12,500 each	
• Street tree planting \$8,200	
• Route lighting 500m @ \$100 per metre \$50,000)	

Traffic Management

Cycle & pedestrian paths	\$377,496
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Additionally

15% design and supervision	\$559,124
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15% contingencies	\$559,124
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TOTAL	\$4,845,744
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CALCULATION OF CONTRIBUTION RATE

The contribution rate is calculated as follows:

C = Cost of Transport and Traffic facilities

P = Expected population

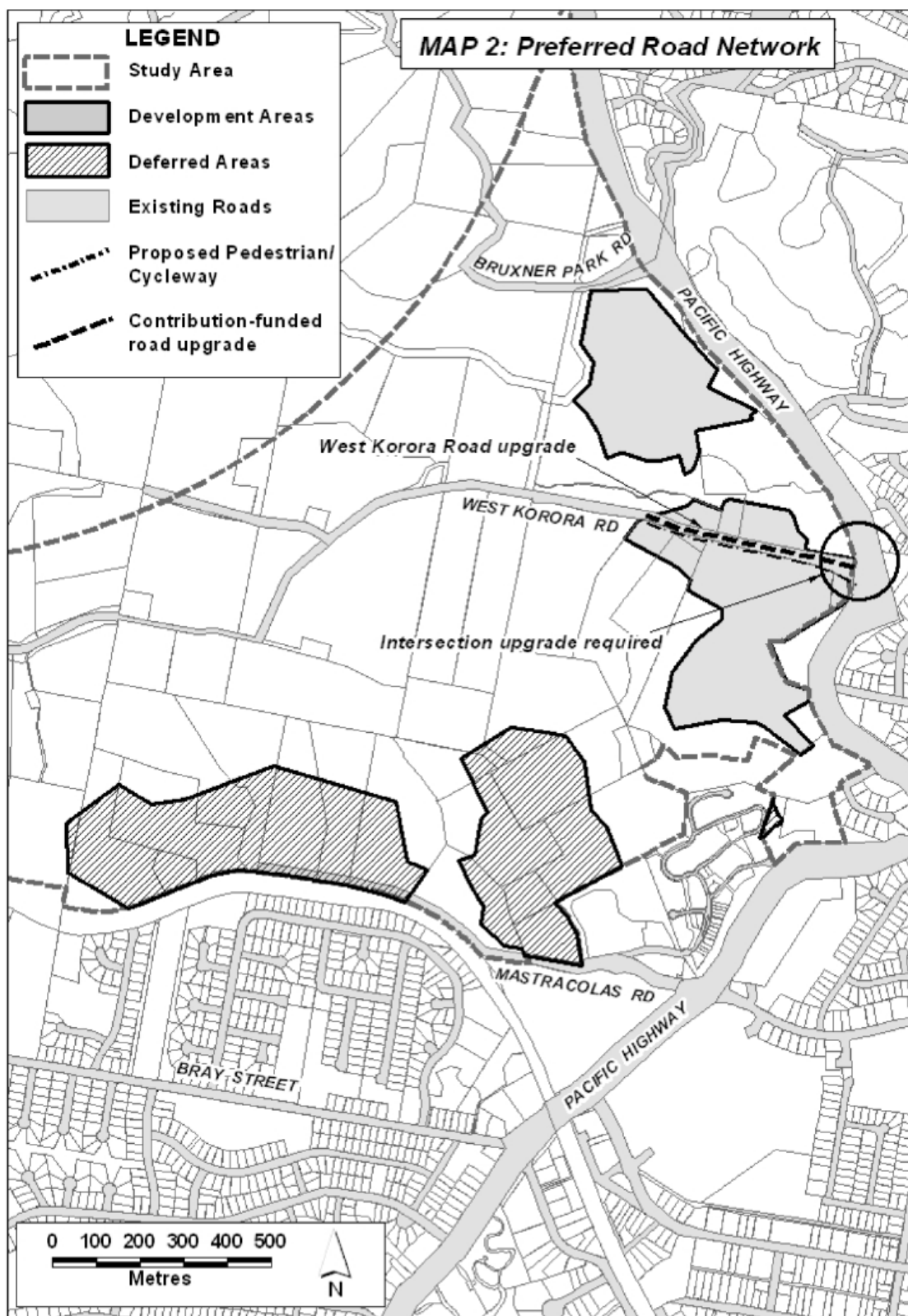
C = \$4,845,744

P = 1422

= $\frac{\$4,845,744}{1422}$

= **\$3,407.70 per person**

MAP 2 TRAFFIC & TRANSPORT STRATEGY



PLANNING REPORTS

INTRODUCTION

As part of the rezoning of the North Coffs Release Area, Council engaged the services of a consultant to prepare the required Local Environmental Study (LES), Development Control Plan and Developer Contributions Plan.

Pursuant to the provisions of the Environmental Planning and Assessment Act 1979 provides Council the ability to levy expenses it has incurred for planning studies undertaken to initiate the rezoning of land for development.

STUDIES UNDERTAKEN AND COSTS

The studies undertaken and costs incurred are outlined below.

Table 6 – Cost of Studies

Planning Study	\$
Local Environmental Study	195,665
Development Control Plan	19,200
Developer Contribution Plan	14,900
Total	229,765

APPORTIONMENT

All three of the above planning studies applied to land in Catchment A and the deferred areas of R1 and R2 Lands (refer North Coffs DCP). The Developer Contribution Plan also applies to Catchment B. None of the studies applied to the Pacific Bay West Lands – Northern Catchment.

The cost of the Local Environmental Study and the Development Control Plan will be levied against lots within Catchment A and the Deferred R1 and R2 lands (when further investigations are undertaken). The cost of the Developer Contributions Plan will be levied

against Catchments A and B and the Deferred and R1 and R2 lands (when further investigations are undertaken).

CALCULATION OF CONTRIBUTION RATE

The contribution rate is calculated as follows:

C = Cost of Relevant Planning Studies

P = Expected population

Catchment A

C = \$172,173.13

P = 1,383.20

$$= \frac{\$172,173.13}{1,383}$$

= **\$124.04 per person**

Catchment B

C = \$308.70

P = 39

$$= \frac{\$308.70}{39}$$

= **\$7.92 per person**

APPENDIX A - INDICES

CONTRIBUTION TYPE	INDEXATION BASIS	DATE APPLIED	INDEX
Roads/Traffic Management	Consumer Price Index – All Groups (A) for Sydney	December 2011	178.7
Planning Studies	Consumer Price Index – All Groups (A) for Sydney	December 2011	178.7

Notes:

- *Indices are issued by Australian Bureau of Statistics*

**Coffs Harbour City Council
Cnr Coff and Castle Streets
(Locked Bag 155)
COFFS HARBOUR NSW 2450**

**Telephone: (02) 6648 4000
Website: www.coffsharbour.nsw.gov.au**

Purpose:

To list Council's Bank Balances and Investments as at 30 April 2012.

Description of Item:

A copy of the state of Bank Balances and Investments as at 30 April 2012 are attached.

It should be noted that Council is required to account for investments in accordance with the Australian International Financial Reporting Standards. As such the ledger balances at the end of each month reflect market value movements which would be inclusive of accrued interest.

Interest when paid, say quarterly, would result in reductions in the market value of the investments.

The Investment Report reflects the above requirements and reflects the interest earned (or accrued) on each investment, based on the acquisition price.

A monthly commentary provided by CPG Research & Advisory Pty Ltd (Council's investment portfolio advisors) which examines economic and financial markets data for April 2012 is attached.

The portfolio has performed above benchmark for the period ended 30 April 2012 having generated an annualised return of 6.22% which is 166 bps (or 1.66%) above the UBS 90 day bank bill index (the required performance benchmark) of 4.56% as at 30 April 2012.

Sustainability Assessment:

- **Environment**

There are no perceived current or future environmental impacts.

- **Social**

There are no perceived current or future social impacts.

- **Civic Leadership**

Council invests surplus funds to maximize investment income and preserve capital to assist with funding requirements for projects listed under the Coffs Harbour 2030 Community Strategic Plan.

- **Economic**

Broader Economic Implications

Council's investments are held according to the requirements stated within Council's investments policy and the returns are acceptable in relation thereto. In the long term earnings from investments can vary due to economic conditions and financial markets. Council constructs its investment portfolio with consideration of current conditions and to comply with the DLG investment policy guidelines.

Delivery Program/Operational Plan Implications

For April 2012 it is noted that after deducting, from the total bank and investment balances of \$164,145,695 the estimated restricted General, Trust, Water and Sewerage cash and investments (\$163,342,116), the Unrestricted Cash is \$803,579.

Further details are provided as a note on the attachment.

Recommendation:

- 1. That the bank balances and investments totaling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) one hundred and sixty four million, one hundred and forty five thousand, six hundred and ninety five dollars (\$164,145,695) as at 30 April 2012 be noted.**
- 2. That the general fund unrestricted cash and investments totaling eight hundred and three thousand, five hundred and seventy nine dollars (\$803,579) as at 30 April 2012 be noted.**

INVESTMENTS REPORT - 30/06/12																	
PRINCIPAL BALANCE INTEREST EARNED																	
Credit Rating at Issue Date	Credit Rating at 30/06/12	Acquisition Date	Legal Maturity	Acquisition Price \$	Market Value as at 1/1/12 \$	Market Value as at 30/06/12 \$	Monthly Movement in Market Value			Financial Year to Date Movement in Market Value			Amortised Monthly (Funds) / Current Coupon	Risk of Capital Not Being Returned			
							Increment/Decrease in Capital Value	Interest/Dividends Received	Acquisition/ Redemption	Increment/Decrease in Capital Value	Interest/ Dividends Received	Acquisition/ Redemption			Income Earned From 1/1/12 to 30/06/12 \$	Income Earned From 1/1/12 to 30/06/12 \$	Capital Price Variation Due
FRM (Excluding Bank Notes) Accounts for Share Accounting - movements through equity Sub Total																	
AA	AA	06/12/08	30/06/13	601,170	477,654	477,654	61,519	10,243	16,272	-	10,243	16,272	1,093	27,565	30/06/12	5.48	Low
AA	AA	02/05/11	21/06/18	1,007,900	893,741	893,741	114,159	6,983	33,855	-	6,983	33,855	(7,393)	39,235	30/06/12	6.80	Low
AA	AA	26/05/08	21/02/17	1,881,000	1,385,460	1,385,460	495,540	7,749	1,007,900	-	7,749	1,007,900	1,007,900	94,507	30/06/12	6.21	Low
AA	AA	14/05/08	14/05/18	2,000,000	2,008,160	2,008,160	(8,160)	(1,149)	60,807	-	(1,149)	60,807	13,459	14,362	30/06/12	6.83	Low
AA	AA	18/03/14	18/03/14	601,745	485,495	485,495	116,250	2,314	24,540	-	2,314	24,540	3,084	19,455	30/06/12	6.83	Low
AA	AA	18/03/14	18/03/14	1,400,000	1,400,000	1,400,000	-	5,988	71,658	-	5,988	71,658	5,735	2,133	30/06/12	6.83	Low
AA	AA	18/03/14	18/03/14	1,400,000	1,400,000	1,400,000	-	5,988	71,658	-	5,988	71,658	5,735	2,133	30/06/12	6.83	Low
AA	AA	18/03/14	18/03/14	1,400,000	1,400,000	1,400,000	-	5,988	71,658	-	5,988	71,658	5,735	2,133	30/06/12	6.83	Low
BBB+	BBB+	11/11/10	11/11/13	7,000,000	2,013,533	2,013,533	4,986,467	7,331	1,000,000	-	7,331	1,000,000	16,314	184,569	30/06/12	6.47	Low
BBB+	BBB+	11/11/10	11/11/13	7,000,000	2,013,533	2,013,533	4,986,467	7,331	1,000,000	-	7,331	1,000,000	16,314	184,569	30/06/12	6.47	Low
AA	AA	21/06/10	21/06/13	1,500,000	1,500,000	1,500,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
BBB+	BBB+	17/03/14	17/03/14	1,000,000	4,800,708	4,800,708	3,800,708	6,014	64,820	-	6,014	64,820	12,545	52,296	30/06/12	6.47	Low
AA	AA	02/05/11	02/05/16	1,500,000	1,500,000	1,500,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	24/05/11	24/05/11	10,200,000	10,200,000	10,200,000	-	82,760	299,185	-	82,760	299,185	177,592	192,874	30/06/12	6.28	Low
AA	AA	14/11/10	14/11/10	2,000,000	2,000,000	2,000,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	14/11/10	14/11/10	2,000,000	2,000,000	2,000,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	29/05/12	29/05/16	2,500,000	2,500,000	2,500,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	30/05/12	30/05/16	5,000,000	5,000,000	5,000,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	30/05/12	30/05/16	5,000,000	5,000,000	5,000,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	15/03/12	15/03/16	5,000,000	5,000,000	5,000,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-	1,300	51,465	-	1,300	51,465	7,485	57,233	30/06/12	6.69	Low
AA	AA	17/11/08	17/11/13	600,000	600,000	600,000	-										

Code	Rating at Issue Date	Credit Rating at 3/31/12	Acquisition Date	Legal Maturity	Acquisition Price	Monthly Movement in Market Value		Financial Year to Date Movement in Market Value		Income Earned to Date - April 2012	Income Earned to Date - April 2011	Capital Gain/Loss to Date	Annualized Monthly (Managed Fees) / Coupon	Risk of Capital Loss / Interest
						Market Value as of 1/31/12	Market Value as of 3/31/12	Market Value as of 1/31/12	Market Value as of 3/31/12					
CPPI Notes (Constant Portfolio Protection) - Investments through equity:														
AA-			2/20/2006	2/20/2013	1,000,000	843,000	843,000	68,900	68,900	6,650	6,650	50,400	0.60	Low
AA-			2/21/2008	2/21/2012	1,000,000	875,000	881,000	45,000	45,000	5,400	5,400	50,400	0.60	Low
AA-			1/17/2008	1/17/2012	2,000,000	1,835,000	1,940,000	85,000	85,000	2,000	2,000	82,000	0.40	Low
AAA			1/18/2008	1/18/2013	1,250,000	1,425,000	1,425,000	73,500	73,500	9,150	9,150	78,500	0.60	Low
AAA			2/20/2008	2/20/2013	8,500,000	6,728,165	6,728,165	353,040	353,040	23,300	23,300	333,040	0.60	Low
Fair Value through Profit & Loss Accounting - Investments through profits & loss:														
AA			5/17/2007	5/17/2014	3,000,000	2,895,000	2,895,000	57,000	57,000	33,000	33,000	322,000	0.00	Low
AA			1/18/2007	1/18/2014	1,000,000	950,000	950,000	40,000	40,000	5,000	5,000	45,000	0.00	Low
AA-			1/30/2007	1/30/2012	300,000	300,000	300,000	-	-	-	-	-	0.00	High
AA-			1/30/2007	1/30/2009	500,000	500,000	500,000	-	-	-	-	-	0.00	High
AA-			1/30/2007	1/30/2009	4,000,000	3,271,000	3,271,000	369,000	369,000	-	-	369,000	0.00	High
Total														
					11,300,000	9,800,165	9,800,165	685,240	685,240	61,650	61,650	689,540		

Investment Description	Credit Rating at Issue Date	Acquisition Date	Legal Maturity	Acquisition Price	Market Value at 3/31/12	Monthly Movement in Market Value		Financial Year to Date Movement in Market Value		Income Earned (Loss) on Capital Gains	Income Earned (Loss) on Dividends	Income Earned (Loss) on Fees - April 2012	Capital Price Volatility Index	Annualized Monthly (Weighted) Return
						Increases (Decreases) to Capital Value	Decreases (Increases) to Capital Value	Increases (Decreases) to Capital Value	Decreases (Increases) to Capital Value					
Fixed Rate Transferable Certificates of Deposit														
ANZ 28707015	AA	28/10/2011	14/05/2012	500,000	507,405	895	2,544	7,315	15,077	500,000	3,035	22,352	3,154,021	6.48
Total				500,000	507,405	895	2,544	7,315	15,077	500,000	3,035	22,352	3,154,021	6.48
Fixed Rate Term Deposits														
Westpac	AA	08/02/10	30/06/13	2,000,000	2,006,636	492	492	-	8,076	-	492	8,076	3,004,012	6.38
NAB Fixed Deposit	AA	10/02/10	10/02/13	2,000,000	2,012,933	8,111	8,111	-	34,752	-	8,111	34,752	3,004,012	6.38
Total				4,000,000	4,019,569	8,503	8,603	-	43,828	-	8,603	43,828	3,004,012	6.38
Regulated Certificates of Deposit														
Bentley & Adelaide Bank & Adelaide Bank	BBB+	18/02/10	14/05/2012	2,000,000	2,118,459	10,862	10,862	-	11,021	-	10,862	11,021	3,004,012	6.38
Total				2,000,000	2,118,459	10,862	10,862	-	11,021	-	10,862	11,021	3,004,012	6.38
Fixed Coupon Bonds														
Lloyds TSB	A	10/02/11	11/02/14	2,000,000	2,113,455	(26,850)	26,850	6,300	19,679	-	(3,665)	15,029	3,004,012	7.26
RBS	A	23/02/10	27/02/13	1,000,000	1,011,105	13,090	9,895	8,500	84,650	-	13,085	90,300	3,004,012	7.26
Total				3,000,000	3,124,560	(13,760)	36,745	14,800	104,329	-	26,170	103,329	3,004,012	7.26
Fixed Rate Covered Bonds														
CSA	AAA	20/01/2012	20/01/17	2,000,000	2,017,300	(2,440)	10,332	47,200	32,022	2,000,000	7,852	70,222	3,004,012	6.88
Total				2,000,000	2,017,300	(2,440)	10,332	47,200	32,022	2,000,000	7,852	70,222	3,004,012	6.88
Structured No Longer Held (including Managed Funds)														
Accumulated to March 2012														
Shawbrook	AA	05/12/10	05/12/12	2,000,000	2,050,636	-	3,989	846,548	1,285,109	(8,133,917)	375,609	2,160,247	3,004,012	6.85
Shawbrook	AA	05/12/10	05/12/12	2,000,000	2,050,636	-	3,989	846,548	1,285,109	(8,133,917)	375,609	2,160,247	3,004,012	6.85
Bank of Queensland 13M/12 TD	BBB+	13/04/12	13/04/12	1,000,000	1,059,712	-	17,938	-	14,589	-	(17,753)	14,589	3,004,012	6.00
Bank of Queensland 18M/12 TD	BBB+	18/04/12	18/04/12	2,000,000	2,054,658	-	5,593	-	23,818	-	5,260	29,916	3,004,012	6.00
Rabo Direct 12M/12	AAA	20/02/12	20/02/12	1,000,000	1,054,152	-	1,989	-	17,055	-	1,899	17,165	3,004,012	6.99
Bank of Montreal TRM	A	13/02/10	13/02/12	1,000,000	1,058,208	(240)	688	131,080	141,122	(15,867,183)	376,127	3,345,230	3,004,012	6.92
Total				17,000,000	17,168,416	(30,271)	932,888	1,024,651	6,038,637	(15,867,183)	1,285,814	6,852,213	3,004,012	6.88
Grand Total (before Fees)														
Group TOTAL				171,659,416	171,659,416	(30,271)	932,888	1,024,651	6,038,637	(15,867,183)	1,285,814	6,852,213	3,004,012	6.88
Less Portfolio Fees (Advice & Share)														
Group TOTAL				171,659,416	171,659,416	(30,271)	932,888	1,024,651	6,038,637	(15,867,183)	1,285,814	6,852,213	3,004,012	6.88
Less Estimated Restricted Equity for Water & Sewer Funds														
Water Fund														
Sewer Fund														
Total														
GENERAL FUND CASH & INVESTMENTS														
LESS TRUST FUND BALANCES AS AT 30 APRIL 2012														
LESS ESTIMATED RESTRICTED EQUITY FOR GENERAL FUND (debt/equity contributions, grants, reserves etc)														
ESTIMATED GENERAL FUND UNRESTRICTED CASH & INVESTMENTS AS AT 30 APRIL 2012														
Unrestricted Cash & Investments as at 30 June 2011														
Annual Unrestricted Cash & Investments as at 30 June 2011														
2011/2012 Forecast Budget Surplus (Budget Review - 30 April 2011 - to be adopted 24 May 2012)														
Estimated Unrestricted Cash as at 30 April 2012														
Deduct:														
Add:														

THE PAIN IN SPAIN IS MAINLY IN THE BOND MARKET AGAIN

Make me austere – but not yet. (St Augustine, 371 A.D.)

Last month, Greece defaulted on its privately-held bonds, all-but wiping out bonds, hedge funds and other holders entirely (whether or not voluntary participants in the bond restructure). The remaining value, including replacement bonds issued not by Greece but by the EFSF, was less than 20%. Credit default swaps, for a gross value of around \$40bn, were triggered and paid 81% of face value insured.

Still, the financial system didn't end with the first developed market default in decades. Counterparties met their obligations under CDS contracts; no banks were rendered insolvent (at least, not any more insolvent than they already were); Greece did not reinstate the drachma and exit the Eurozone. The world moved on, as it did when Ecuador defaulted a few years ago.

Global stockmarkets are now up around 20% from the depths of October last year. Many of the strongest performers are in the middle of the Eurozone crisis – for example Germany. Many of the weakest markets are those further away – Shanghai, Australia, Hong Kong.

But after just a month of celebration, the doubts are back again.

- Greece's debt (now almost entirely owned by the ECB, IMF etc) remains at unsustainable levels. Indeed, it has been pointed out that the budget is in deficit even before paying interest, so even €1.00 of debt is not supportable – let alone 120% of GDP. Redefault is far more than a theoretical possibility.
- Italian and Spanish bond yields are again closing in on crisis levels. 6% is unsustainable; if they were to hit 7% than a request for bailout is likely
- Portugal and Spain are both in deep recession, with catastrophic unemployment above 20%, and banking systems crippled by the collapse of immense property bubbles. Bubbles that started when interest rates plunged overnight from emerging market levels to German levels with Eurozone ascension. UBS recently estimated over \$A200bn required just to recapitalise Spain's banks, in an economy similar in size to Australia's.
- There are admissions that budget targets will not be met, and that Spain has guaranteed massive "off-balance sheet" public sector debt in addition to officially reported debt – eerily similar to China's Local Government Financing Vehicles.
- Austerity programmes appear to be not just economic suicide, but also political – the Dutch government becoming the latest to fall as the Coalition broke up over budget targets. At time of writing, Sarkozy may lose the French presidential election. The Greens have taken state elections in Germany. Italy saw a change in president. Even Australia faces an unprecedented austerity campaign starting July 1st.

The ECB's massive LTRO provided liquidity to banks – NOT solvency. The strong suspicion is that too much capital has been lost and banks will need further capital. With little hope of private investor demand, that implies another huge bailout programme will be needed at public expense. This is likely to remain a major theme and market driver throughout 2012, and beyond.

At Home

Australia, by contrast, is embracing austerity. The current deficit is on the order of 3% of GDP (with the year not quite complete the exact figure is not known yet). It is proposed, two months from now, to run this at a breakeven or small surplus.

Normally fiscal policy is an irrelevant circus – policy tweaks are rarely more than a fraction of a % of GDP, and surpluses or deficits largely a function of the economic cycle and commodity prices. In good times, the debate is about how to return fiscal drag to the most deserving – in bad, either “deferring” some promises.

But these are not normal times. 3% of GDP is the difference between 2009/10 and 2008/09 – which to made almost 2000 points difference to the ASX200. Fiscal policy has attracted a lot of hyperbole, and we analyse some implications:

- “*Spending averted recession in 2008*” (Swan, Gillard). Size of stimulus was uncorrelated to depth of recession, anywhere! In Australia, it was spent well after the GFC ended. We averted recession by having solvent banks (as did countries including Poland) – what stimulus did was facilitate a quicker V-shaped recovery.
- “*It’s the right thing to do*” (Gillard, Wong). It is. Balanced budgets have lots of advantages. Much of the spending has crowded out other investment. (Engineers employed on public sector infrastructure are unavailable for mining infrastructure etc.)
- “*It will result in lower interest rates*” (Gillard, Swan). Absolutely true. The RBA’s shock 50bp cut will not be officially linked to fiscal policy, just as all but Warwick McKibbin have maintained a polite silence about the reasons for 2009-10’s increases. But from January 2009, RBA policy has explicitly taken into account fiscal policy.
- “*Revenue has collapsed / there are no longer rivers of gold*” (Swan / Gillard). No – commodity prices made new all-time highs in 2010/11. CGT receipts are dramatically lower, with the stockmarket and property prices. Overall taxes are at mid-cycle.
- “*It’s the right time*” (Swan). The right time was the end of 2009.
- “*It’s the Liberals’ fault*” (Milne). No, the government looks to have come to this conclusion all by themselves.
- “*It will be done with smoke and mirrors*” (Robb). No. There will certainly be a lot of smoke and mirrors. But even if \$20bn is from not paying bills in June 2013 and other fiddles, that still leaves an immense fiscal tightening last tried after WWII.
- “*It is an economic imperative*” (Swan again). No. A \$10bn deficit would have no ill effects. While a balanced budget had merit, rapid policy changes always have transitional strains – we saw that when policy was suddenly loosened too. The three levels of government (and hence the more relevant Public Sector Borrowing Requirement) will likely remain in deficit for some time.
- “*It is essential to protect the AAA rating*” (Swan again). Somewhat true. The rating agencies, especially Fitch (the previous holdout on the AAA rating), worry about the size of Australian banks and reliance on offshore borrowings. Countries with much worse budgets and debt positions hold AAA ratings. Keating talked a lot about “twin deficits” – a budget surplus should help the shocking deterioration in the balance of trade. But the big threat remains household / private debt.

Our economic view remains gloomy – recessionary conditions are easier to find than booms. Retail sales, housing approvals, property prices and manufacturing conditions all resemble 2008 or even 1991.

So why tight policy (besides politics)? Policymakers regard the depressed sectors (retail, housing) as “low quality” economic output. The RBA has welcomed higher savings, falling personal debt, fewer imported consumer goods, export-generating investment. This leads to tolerance and even encouragement of low headline growth, for low rates and low \$A.

International

The Dow Jones and S&P 500 Index closed up 0.01% and down 0.75% respectively in April. UK's FTSE 100 Index was down 0.53%, France's CAC 40 declined 6.16% on Sarkozy's likely election loss (which would trigger the end of budget austerity measures) while Germany's DAX was down 2.67%.

Ireland's Index (ISEQ) dropped 0.93% as Spain's stock Index (IBEX) fell 12.45% as data confirmed a recession and another spike in unemployment, while Spanish bonds again came under selling pressure.

In Hong Kong, the Hang Seng rose 2.62% and China's Shanghai Composite Index recovered 5.90%. Japan's Nikkei Index closed down 5.58% lower.

The MSCI World Index ex-Australia, a broad measure of global stocks, declined 1.50% in local currency terms.

US 10 year bonds hovered around the 2% level through the month, before closing at 1.95%.

Other highlights:

US unemployment was 8.2% in March, down from a high of 10.0%, recorded in October 2009. +120,000 jobs were added, half that of February, with wages up +2.1%.

The Consumer Price Index (CPI) moved up 0.3% in March after a 0.4% gain in February. The CPI has risen 2.7% in the last 12 months, easing from February's +2.9%, still affected by oil and gas prices.

The Purchasing Managers' Index (PMI) of the US rose to 53.4 in March from 52.4 in the prior month.

Housing starts fell 5.8% to an annual rate of 654,000 in March, after a 2.8% drop in February. The March decline is the fourth in the last six months.

Real GDP of the U.S economy slow to an annualised rate of 2.2% in Q1, after a 3.0% increase in Q4 2011.

The Fed's policy statement contained several minor but important modifications which suggest a marginal upgrade of the U.S. economic outlook.

Despite some signs of improvement, housing sector still remains depressed.

The Federal Reserve sees US growth picking up and unemployment falling by the end of the year, as it stuck fast to existing stimulus policies despite some short-term economic headwinds.

The Chinese economy grew at an 8.1% annual rate in the March quarter (consensus 8.4%) down from 8.9% in the previous quarter. It was the slowest annual growth rate in 2½ years.

Domestic

Domestic headline CPI was just +0.1% in Q1, well below consensus +0.6%. The annual rate was 1.6% in Q1 2012 compared to 3.1% in the final quarter of 2011.

The RBA's underlying CPI measure was +0.4% in Q1, +2.2% over the year - at the bottom end of the RBA's 2-3% inflation target range.

Fuel, rent and health care were the main contributors to the index rise, while prices fell for imported goods such as clothes and overseas travel, held lower by the strong Australian dollar. Households notice fuel and rent more than the relative cost of overseas travel - consumer confidence is very weak.

Final stage producer prices fell by 0.3% in the first quarter of 2012; +1.4% for the year and down from 2.9% in Q4. Employment surged by +44,000 in March after falling by 15,400 in February. The unemployment rate remained at 5.2%.

Currency & Commodities

A falling US dollar pushed the Australian dollar higher, closing at \$1.0453.

There is dissent within the Fed about keeping interest rates through to 2014 - the Richmond Fed dissenting in a 9-1 vote.

Oil prices fell at the end of April amid fears over economic gloom in the Eurozone and the United States (and potentially still China).

Gold futures edged lower on stronger-than-expected manufacturing data from the US.

KEY FINANCIAL MARKET DATA – As At 30 APRIL 2012 (UNLESS SPECIFIED)**Interest Rate Markets**

Index Performance	1 month	3 months	6 months	1 year	2 year	3 year
					p.a.	p.a.
UBS Aust. Bank Bill Index	0.38%	1.11%	2.31%	4.87%	4.90%	4.47%

Key Rates	Apr-12	Mar-12	Apr-11
Australian Cash Rate	4.25%	4.25%	4.75%
90 day BBSW	4.05%	4.34%	4.92%
3 Yr Commonwealth Bonds	3.05%	3.48%	5.08%
10 Yr Commonwealth Bonds	3.67%	4.08%	5.43%
iTraxx Australia 5 Yr CDS	155bp	148bp	103bp
US Fed Funds Rate	0-0.25%	0-0.25%	0-0.25%
CDX North American 5 Yr CDS	95bp	91bp	88bp

Equity Markets

Domestic	1 month	3 months	6 months	1 year	2 year	3 year
					p.a.	p.a.
S&P/ASX 200 Acc. Index	1.43%	4.63%	4.69%	-4.44%	-0.03%	9.78%
A-REIT 200 Acc. Index	5.49%	7.09%	12.80%	6.93%	4.13%	14.22%

International	1 month	3 months	6 months	1 year	2 year	3 year
					p.a.	p.a.
US: S&P 500 (\$US)	-0.75%	6.51%	11.54%	2.52%	8.54%	17.00%
US: NASDAQ (\$US)	-1.46%	8.26%	13.48%	6.01%	11.25%	21.05%
MSCI World Acc. (Local Currency)	-1.53%	4.94%	8.71%	-2.32%	4.16%	12.97%
MSCI World Acc. (AUD)	-1.62%	7.22%	9.60%	0.25%	0.42%	2.93%
FTSE (£)	-0.53%	0.99%	3.49%	-5.47%	1.65%	10.58%
MSCI Emerging Markets Acc. (\$US)	-1.48%	0.65%	3.06%	-14.78%	0.29%	15.68%

Fixed Interest Markets

Bonds	1 month	3 months	6 months	1 year	2 year	3 year
					p.a.	p.a.
BarCap Global Agg Acc.	0.96%	1.85%	4.96%	11.60%	9.69%	9.96%
UBSA Composite Bond Acc.	1.59%	2.25%	4.98%	11.22%	8.98%	7.05%

Data*	Current Period		Previous Period	
<i>Employment Data</i>				
Employment Growth	Mar	11,491	Feb	11,444
Unemployment Rate	Mar	5.20%	Feb	5.20%
Participation Rate	Mar	65.40%	Feb	65.20%
<i>Lending Finance</i>				
Housing Finance	Feb	-4.00%	Jan	0.10%
Personal Finance	Feb	-3.80%	Jan	4.30%
Commercial Finance	Feb	-8.40%	Jan	-1.10%
Lease Finance	Feb	4.10%	Jan	9.40%
<i>Other</i>				
Balance on goods and services	Feb	(480m)	Jan	(673m)
Retail Sales	Feb	0.20%	Jan	0.30%
Building Approvals	Feb	-7.80%	Jan	0.90%

*All data is seasonally-adjusted.

Median Fund Manager Returns (Morningstar)	1 month	3 month	6 month	1 year	2 year p.a.	3 year p.a.
Australian Equity Large Cap	1.15%	4.60%	4.50%	-5.32%	-1.16%	8.76%
Australian Equity Small Cap	-0.48%	9.42%	8.10%	-2.20%	6.88%	19.58%
Global Equity Large Cap	-1.73%	6.86%	8.89%	-0.77%	-0.39%	2.39%
Global Equity Small Cap	-1.20%	7.40%	9.83%	-5.91%	0.51%	5.48%
Australian Fixed Income	0.63%	1.90%	3.84%	5.86%	6.63%	7.09%
Global Fixed Income	0.50%	0.95%	2.98%	3.93%	4.10%	6.01%
Australian Listed Property	5.45%	7.03%	12.57%	6.19%	3.57%	13.44%
Conservative ¹	0.83%	2.11%	3.93%	5.60%	5.20%	7.14%
Moderate ²	0.67%	2.78%	4.50%	4.34%	4.84%	7.30%
Balanced ³	0.53%	3.44%	5.05%	2.42%	4.03%	7.62%
Growth ⁴	0.39%	4.24%	5.82%	0.42%	2.45%	7.92%
Aggressive ⁵	-0.01%	5.08%	6.54%	-1.77%	1.85%	9.24%

¹ Growth Assets 0% - 20%

² Growth Assets 20% - 40%

³ Growth Assets 40% - 60%

⁴ Growth Assets 60% - 80%

⁵ Growth Assets 80% - 100%

For further information, please contact:

Name	Title	Phone	Email
Andrew Vallner	Managing Director	(02) 8246 8805	andrew.vallner@cpgadvisory.com.au
Michael Chandra	Advisor – Fixed Interest	(02) 8246 8812	michael.chandra@cpgadvisory.com.au

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CB12/51 PAYING ON-SITE SEWER MANAGEMENT ADMINISTRATION FEE BY INSTALMENTS

Purpose:

To enable on-site sewer management administration fees (included on Council's rates and charges notice) to be paid by instalments.

Description of Item:

For the last eleven years Council has been raising a charge on properties with on-site sewage systems to cover the costs of administering the management and licensing of them. Initially the Department (now the Division) of Local Government would not allow these charges to be on the annual rate notice and separate accounts were sent out.

However, from 2003/2004 these charges were permitted to be an annual charge under Section 501 of the *Local Government Act 1993* (the Act) and as such were incorporated on the annual rates and charges notice.

The Division has since determined that these are not to be classified as a charge but a fee. Accordingly Council sets this type of fee under Section 608 of the Act. The annual fees for on-site sewage systems vary depending on the considered level of monitoring required to maintain safe and efficient operation.

Section 562 of the Act states that annual rates and charges may be paid by instalments. It does not refer to fees. It would therefore seem prudent for Council to resolve for this fee to be paid by four instalments as with any other rate or charge. This can then mean all future rates and charges (plus this fee) will be added together in order to determine quarterly instalment amounts.

Not allowing for this would mean that the whole of the fee would be added and payable with the first instalment. This would lead to many unnecessary customer enquiries as to why instalment amounts vary.

Sustainability Assessment:

- **Environment**

There are no environmental impacts.

- **Social**

This provides the affected ratepayer with equal, and therefore logical, instalments for all charges shown on their annual rate notice.

- **Economic**

There are no significant economic impacts.

Related Policy and / or Precedents:

Ratepayers with on-site sewage systems have been able to pay the fee by instalments for the last nine years. This recommendation allows this to continue into the future.

Statutory Requirements:

Section 562 (1) states: "Annual rates and charges may be paid in a single instalment or by quarterly instalments." Sub-sections (2) and (3) describe the method of calculating the instalments and the due dates of each instalment.

Issues:

This recommendation overcomes a technicality in order to allow a pre-existing and commonsense payment methodology to continue into the future.

Implementation Date / Priority:

The recommendation will be incorporated into all future rate notices.

Recommendation:

That any fee for On-site Sewage Management Administration may be paid in a single instalment or by quarterly instalments as if it were a rate or a charge.

CB12/52 GRANTING OF VOLUNTARY PENSION REBATES

Purpose:

To confirm the granting of voluntary pension rebates for Domestic Waste Charges for 2012/2013 and extend the voluntary rebate to apply to the Environmental Special Rate for 2012/2013.

Description of Item:

The *Local Government Act 1993*, (the Act) provides that the Council must grant a mandatory rebate to eligible pensioners for rates and charges. Council is then reimbursed by subsidy payment for a proportion of the amount rebated. Section 582 of the Act provides that Council may grant an additional voluntary rebate.

The mandatory rebate for Ordinary Rates, Domestic Waste and the Environmental Special Rate is 50% (to a maximum of \$250.00) of the sum of those three components.

In most instances this would result in pensioners not receiving any rebate on Domestic Waste charges and / or on the Environmental Special Rate (where the Ordinary Rate alone is \$500.00 or more for example).

Sustainability Assessment:

- **Environment**

There are no environmental impacts.

- **Social**

The voluntary rebate on the Domestic Waste Charge provides, on average, a reduction in the amount payable by eligible pensioners of about \$87.50 per annum.

The voluntary rebate on the Environmental Special Rate provides, on average, a reduction in the amount payable by eligible pensioners of about \$19 per annum.

Cessation of these benefits would obviously create a significant financial burden to these ratepayers.

- **Civic Leadership**

The granting of voluntary pensioner rebates supports a number of objectives that have been identified within the *Coffs Harbour 2030* Community Strategic Plan and is directly connected to the theme "Looking after our Community" within the plan.

Relevant strategies include:

LC2.1.2 - Create community structures which capitalise on intergenerational knowledge, experience and capacity.

LC3.3.2 - Create opportunities for enhancement of the community's sense of well being.

- **Economic**

The total cost of the voluntary rebates is built into the Operational Plan at approximately \$600,000 (\$500,000 for Domestic Waste and \$100,000 for Environmental Levy). The fees and charges structure for 2012/2013 has been set to take this into account.

Any cessation of these voluntary rebates, or any reduction in the level of the benefit, only reduces the costs to Domestic Waste or the Environmental Levy, both of which virtually operate as their own funds. The reduction cannot be diverted to any general purpose area.

Council must also provide mandatory rebates in 2012/2013 for Ordinary Rates (\$1,495,000), Water charges (\$445,000) and Sewer charges (\$435,000); a total of approximately \$2.375M.

The State Government provides a grant equivalent to 55% of the mandatory rebates. This will leave Council bearing a cost of approximately \$1,068,750 for them. When added to the cost of voluntary rebates the total cost for 2012/2013 will be approximately \$1,668,750.

Related Policy and / or Precedents:

The Council's current policy (adopted by resolution on 18 June 2002) is to grant a voluntary rebate on Domestic Waste charges, where applicable, to a maximum of \$87.50. It is considered appropriate to continue this policy. Council has previously indicated that it wished to provide for a 50% rebate on the Environmental Levy (Special Rate).

Statutory Requirements:

The original application to the Minister for the Special Rate Variation for the Environmental Levy stated that a rebate would apply. A voluntary rebate under Section 582 of the *Local Government Act* is the appropriate mechanism to achieve this.

Implementation Date / Priority:

The resolution will be applied to rates and charges applicable for 2012/2013.

Recommendation:

1. **That Council grants a voluntary rebate under Section 582 of the Local Government Act in 2012/2013 to eligible pensioners in respect of the Environmental Special Rate and Domestic Waste charges. The level of rebate to be:**
 - **In the case of the Environmental Special Rate – the amount that is the difference between 50% of the ad valorem rate and 50% of the Base Amount and the Mandatory Rebate to be applied under Section 575 of the Local Government Act.**
 - **In the case of the Domestic Waste Charge – the amount that is the difference between \$87.50 and the Mandatory Rebate to be applied under Section 575 of the Local Government Act.**
2. **That it be noted that Council provides an amount over and above the Government subsidy of approximately \$1,668,750 in its 2012/2013 budget to meet the cost of providing pension rebates of which approximately \$600,000 is provided on a voluntary basis.**

Purpose:

Fixing of the rates, annual charges, user charges and interest charges for 2012/2013.

Description of Item:

The rates and annual charges for 2012/2013 have to be formally 'made' under Section 535 of the *Local Government Act 1993*, by Council resolution. The rates and charges are required to be made by 1 August each year.

Council's 2012/2013 Operational Plan allows for the implementation of a 5.64% increase in 'General Income' (income from ordinary and special rates), which includes both the 3.6% rate peg increase announced for 2012/2013 and the approved continuation of the CBD special rate for 2012/2013 (representing a 2.04% increase to General Income).

The following rates and charges are to be 'made' for 2012/2013:

1. Ordinary Rates

- Residential – 0.32925 cents in the dollar with a Base Amount of \$295.00.
- Business – 0.76697 cents in the dollar with a minimum of \$500.00.
- Business (City Centre Business) – 1.05813 cents in the dollar with a minimum of \$485.00
- Farmland – 0.32925 cents in the dollar with a Base Amount of \$295.00.

2. Environmental (Special) Rate

Environmental – 0.00983 cents in the dollar, Base Amount \$19.00.

3. Waste Management Charges:

- Domestic Waste – Occupied - \$460.00 per service
- Domestic Waste – Subsidiary General Waste Charge - \$200.00 per service
- Domestic Waste – Subsidiary Recycling Charge - \$80.00 per service
- Domestic Waste – Subsidiary Recycling Upgrade Charge - \$30.00 per upgrade
- Domestic Waste – Subsidiary Organic Waste Charge - \$125.00 per service
- Domestic Waste – Vacant Land - \$80.00 per assessment
- Non-Domestic Waste – Occupied - \$460.00 per service
- Non-Domestic Waste – Subsidiary General Waste Charge - \$200.00 per service
- Non-Domestic Waste – Subsidiary Recycling Charge - \$80.00 per service
- Non-Domestic Waste – Subsidiary Recycling Upgrade Charge - \$30.00 per upgrade
- Non-Domestic Waste – Subsidiary Organic Waste Charge - \$125.00 per service
- Non-Domestic Waste – Vacant Land - \$80.00 per assessment
- Domestic Waste – Non-Rateable - \$460.00 per service.

4. Sewerage Access Charges:

- Residential Properties - \$760.00 per occupation
- Non-Residential Properties - Calculated using the formula: $SDF \times MF \times AC$ (with a minimum charge of \$524.00)

Where: SDF = Sewer Discharge Factor
MF = Meter Factor (*refer to table 1 within recommendations*)
AC Factor = Access Charge = \$744.00

5. Sewerage Access Charges – Vacant Properties:

- Residential Vacant - \$524.00 per assessment
- Non-Residential Vacant - \$524.00 per assessment

6. Onsite Sewage Administration Fee:

- \$25.00 per system (low risk)
- \$50.00 per system (medium risk)
- \$150.00 per system (high risk)

7. Water Access Charges:

- Residential Properties - \$135.00 per occupation
- Non-Residential Properties - \$135.00 per meter factor (MF)
- Water Backflow Charge - \$18.50 per testable backflow device

8. Water Access Charges – Vacant Properties:

- Residential Vacant - \$135.00 per assessment
- Non-Residential Vacant - \$135.00 per assessment

9. Water Usage Charges – Residential / Non-Rateable (residential nature):

- Tier 1 (up to 1KL per day, averaged over reading period) - \$2.48 per kilolitre
- Tier 2 (over 1KL per day) - \$3.72 per kilolitre

10. Water Usage Charges – Non-Residential / Non-Rateable:

\$2.48 per kilolitre for all water used

11. Water Usage Charges – Fire Service:

\$7.44 per kilolitre for all water used (except for usage, supported by evidence, related to fire fighting)

12. Water Usage Charges – Raw Water Supply:

- Tier 1 (up to 1KL per day, averaged over reading period) - \$1.24 per kilolitre
- Tier 2 (over 1KL per day) - \$1.86 per kilolitre

13. Sewer Usage Charges – Non-Residential:

Sewer Discharge Factor (SDF) x \$1.94 per kilolitre (based on water usage)

14. Sullage (Effluent) Collection Charge:

\$440.00 per service

15. Effluent Charge (Special):

\$760.00 per service

16. Trade Waste Annual Charge: (based on number of trade waste generators)

- 1 generator - \$180.00
- 2 to 4 generators - \$360.00
- 5 to 9 generators - \$720.00
- 10 to 15 generators - \$1,350.00
- More than 15 generators - \$1,800.00

17. Trade Waste Usage Charges – Non-Residential:

Compliant trade waste discharge for Charge Category 2 generators

Trade Waste Discharge Factor (TWDF) x \$1.53 per KL (based on water usage)

Non-Compliant trade waste discharge for Charge Category 2 generators

Trade Waste Discharge Factor (TWDF) x \$14.10 per KL (based on water usage)

Non-Compliant trade waste discharge for Charge Category 1 generators

Trade Waste Discharge Factor (TWDF) x \$1.53 per KL (based on water usage)

18. Stormwater Service Charges:

- Residential Properties (except strata units) - \$25.00 per property
- Residential Strata Units - \$12.50 per property
- Business Properties – per property (amounts based on land area @ \$25.00 per 350 sq m)
- Business Strata Units (mixed development with residential units) - \$12.50 per property
- Business Strata Units (in a complex having business units only) – per property (amounts based on land area and unit entitlement) – Minimum charge of \$5.00 applies to each unit.

19. Interest on overdue rates and charges:

Council will apply an interest rate of 10% (as determined by the Minister for Local Government) calculated daily on a simple basis, on overdue rates and charges.

Sustainability Assessment:

• **Environment**

No environmental implications for Council.

• **Social**

No social implications for Council.

• **Civic Leadership**

Rates and Charges are an essential component of Council's revenue platform which funds works and services aimed at achieving the objectives of the *Coffs Harbour 2030* Community Strategic Plan. This is consistent with the 2030 Plan strategy LC2.2.1: *Enable and support all levels of government to serve the local community.*

- **Economic**

Broader Economic Implications

The rates and annual charges have to be adopted by Council so that rate notices and usage accounts can be issued in 2012/2013. Failure to issue such accounts would detrimentally affect Council's ability to fund expenditure.

Delivery Program/Operational Plan Implications

The rates and charges included in this report are in accordance with the related income yields in the 2012/2013 Operational Plan.

Consultation:

The rates and charges in this report have been considered as part of the preparation and adoption of Council's 2012/2013 Operational Plan.

Related Policy and / or Precedents:

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

Statutory Requirements:

Section 535 of the Local Government Act requires Council to "make" (adopt) its rates and charges each year.

Issues:

The report seeks adoption of rates and charges which are required to achieve income yields as stipulated in Council's 2012/2013 Operational Plan.

Implementation Date / Priority:

The rates and charges will apply to the 2012/2013 financial year.

Recommendation:

1. **Make an Ordinary Rate - Residential, pursuant to Section 494 of the Local Government Act, for 2012/2013 of (0.32925 cents) in the dollar with a Base Amount of \$295.00 for all rateable land in the City categorised as 'Residential'.**
2. **Make an Ordinary Rate – Business, pursuant to Section 494 of the Local Government Act, for 2012/2013 of (0.76697 cents) in the dollar with a minimum rate of \$500.00 for all rateable land in the City categorised as 'Business' EXCEPT land under the sub-category of Business named 'City Centre Business'.**
3. **Make an Ordinary Rate – City Centre Business, pursuant to Section 494 of the Local Government Act, for 2012/2013 of (1.05813 cents) in the dollar with a minimum rate of \$485.00 for all rateable land in the City sub-categorised as 'City Centre Business'.**

4. **Make an Ordinary Rate – Farmland, pursuant to Section 494 of the Local Government Act, for 2012/2013 of (0.32925 cents) in the dollar and a Base Amount of \$295.00 for all rateable land in the City categorised as ‘Farmland’.**
5. **Make a Special Rate – Environmental, pursuant to Section 495 of the Local Government Act, for 2012/2013 on all rateable land in the City of (0.00983 cents) in the dollar with a Base Amount of (\$19.00).**
6. **Make an Annual Charge for Domestic Waste Service – Occupied, pursuant to Section 496 of the Local Government Act, for 2012/2013 on all occupied rateable land in the City, categorised Residential or Farmland, to which a domestic waste service is (or able to be) provided.**

**The amount of the annual charge will be the amount derived by applying the formula:
 $C = S \times UD$**

Where “C” equals the annual charge, “S” equals the number of general waste bins provided to the parcel of land or lot in a strata plan for collection or the number of separate occupations, or one (1), whichever is the greater, and “UD” (Unit Price Domestic Waste) is \$460.00.

Subsidiary (or extra) Domestic Waste Services pursuant to Section 501 of the Local Government Act, for 2012/2013 will incur the following annual charges per service:

- I. **Domestic General Waste Service - \$200.00**
- II. **Domestic Recycling Service - \$80.00**
- III. **Domestic Recycle Upgrade Service - \$30.00**
- IV. **Domestic Organic Waste Service - \$125.00**

7. **Make an Annual Charge for Non-Rateable Domestic Waste Service, pursuant to Section 496 of the Local Government Act, for 2012/2013 on all occupied non-rateable properties in the City to which a waste collection service is provided.**

The amount of the annual charge will be the amount derived by applying the formula $C = S \times UN$, where “C” equals the annual charge, “S” equals the number of general waste bins provided for collection or the number of separate occupations, or one (1) whichever is the greater and “UN” (Unit Price Non-Rateable) is \$460.00.

Subsidiary (or extra) Non-Rateable Domestic Waste Services pursuant to Section 501 of the Local Government Act, for 2012/2013 will incur the following annual charges per service:

- I. **Domestic General Waste Service - \$200.00**
- II. **Domestic Recycling Service - \$80.00**
- III. **Domestic Recycle Upgrade Service - \$30.00**
- IV. **Domestic Organic Waste Service - \$125.00**

8. **Make an Annual Charge for Domestic Waste – Vacant Land, pursuant to Section 496 of the Local Government Act, for 2012/2013 of \$80.00, on all vacant rateable land in the City categorised Residential and Farmland, to which a domestic waste service is available.**

9. **Make an Annual Charge for Non-Domestic Waste – Occupied, pursuant to Section 501 of the Local Government Act for 2012/2013 on all occupied rateable land in the City, categorised Business or sub-categorised City Centre Business, to which a waste collection service is provided (or is able to be provided).**

The amount of the annual charge will be the amount derived by applying the formula $C = S \times UB$, where “C” equals the annual charge, “S” equals the number of general waste bins provided to the parcel of land or lot in a strata plan for collection or the number of separate occupations, or one (1) whichever is the greater and “UB” (Unit Price - Non Domestic) is \$460.00.

Subsidiary (or extra) Non-Domestic Waste Services pursuant to Section 501 of the Local Government Act, for 2012/2013 will incur the following annual charges per service:

- I. **Non-Domestic General Waste Service - \$200.00**
 - II. **Non-Domestic Recycling Service - \$80.00**
 - III. **Non-Domestic Recycle Upgrade Service - \$30.00**
 - IV. **Non-Domestic Organic Waste Service - \$125.00**
10. **Make an Annual Charge for Non-Domestic Waste – Vacant Land, pursuant to Section 501 of the Local Government Act, for 2012/2013 of \$80.00, on all vacant rateable land in the City categorised Business or sub-categorised City Centre Business to which a non domestic waste service is available.**
11. **Make an Annual Charge – Sewerage Access Charge, pursuant to Section 501 of the Local Government Act, for 2012/2013 on all rateable land in the City categorised Residential or Farmland, EXCEPT land prescribed under Section 552(3) (a) and (b) of the Local Government Act.**

The amount of the annual charge will be \$760.00 per occupation or \$524.00 for vacant land.

12. **Make an Annual Charge – Sewerage Access Charge, pursuant to Section 502 of the Local Government Act, for 2012/2013 on all rateable land in the City categorised Business or within the Business subcategory ‘City Centre Business’ EXCEPT land prescribed under Section 552(3)(a) and (b) of the Local Government Act.**

The amount of the annual charge will be: -

For vacant land - \$524.00.

For occupied land the charge will be calculated using the formula:

SDF x MF x AC factor

Where: **SDF** = Sewer Discharge Factor
MF = Meter Factor (refer to table 1 below)
AC factor = \$744.00 (charge for 2012/2013)

Where no water service is installed on an occupied property (and able to be connected to the sewerage system) a Meter Factor (MF) equal to one (1) and a Sewer Discharge Factor (SDF) equal to 95% will be assumed for the calculation of the annual sewer access charge (i.e. $1 \times 95\% \times \$744.00 = \706.80)

Table 1 - Meter factors for Annual Sewer Access Charge (Business)

Meter Size (in mm)	Charge Factor	Meter Size (in mm)	Charge Factor	Meter Size (in mm)	Charge Factor
15	1.00	40	4.00	100	25.00
20	1.00	50	6.30	150	56.30
25	1.60	65	10.60	200	100.00
32	2.60	80	16.00	Fire Service (any size)	Nil

13. **Make an Annual Fee for On-site Sewage Administration (low risk systems), pursuant to Section 608 of the Local Government Act for 2012/2013 on each property on which an on-site sewage management system(s) is installed.**

The amount of the fee will be the amount derived by applying the formula $C = OS \times UPL$ where "C" equals the annual fee, "OS" equals the number of on-site sewage management systems and "UPL" (Unit Price) is \$25.00 for low risk on-site sewage systems.

14. **Make an Annual Fee for On-site Sewage Administration (medium risk systems), pursuant to Section 608 of the Local Government Act for 2012/2013 on each property on which an on-site sewage management system is installed.**

The amount of the fee will be the amount derived by applying the formula $C = OS \times UPM$ where "C" equals the annual fee, "OS" equals the number of on-site sewage management systems and "UPM" (Unit Price) is \$50.00 for medium risk on-site sewage systems.

15. **Make an Annual Fee for On-site Sewage Administration (high risk systems), pursuant to Section 608 of the Local Government Act for 2012/2013 on each property on which an on-site sewage management system is installed.**

The amount of the fee will be the amount derived by applying the formula $C = OS \times UPH$ where "C" equals the annual fee, "OS" equals the number of on-site sewage management systems and "UPH" (Unit Price) is \$150.00 for high risk on-site sewage systems.

16. **Make an Annual Charge – Water Access Charge, pursuant to Section 501 of the Local Government Act, for 2012/2013 on all rateable land in the City categorised Residential or Farmland EXCEPT:**

- Land prescribed under Section 552(2) of the Local Government Act (or)
- Farmland rated properties using water for a commercial farming purpose.

The amounts of the annual charge will be:

- I. For vacant land or land comprising a single residential dwelling or a lot within a strata plan - \$135.00.
- II. For land on which is erected a building or buildings adapted for two or more separate occupations, including (but not limited to) a dual occupancy or residential flat building(s) not being part of a strata plan, the amount derived by applying the formula $AC = T \times \$135.00$ where "AC" equals the Annual Charge, "T" equals the number of separate occupations.

17. Make an Annual Charge – Water Access Charges, pursuant to Section 501 of the Local Government Act, for 2012/2013 on all rateable land in the City categorised Business (and sub-category City Centre Business) or Farmland EXCEPT:

- Land prescribed under Section 552(2) of the Local Government Act (or)
- Farmland rated properties using water for a residential purpose.

The amount of the annual charges will be:

- I. For vacant land or occupied land that is not connected to the water supply - \$135.00.
- II. For land not included in (I) above the amount is derived by applying the formula $AC = MF \times \$135.00$ where “AC” equals the Annual Charge, “MF” equals the aggregate of the charge factors for all meters on the property (see Table 2 below for charge factors), and \$135.00 is the unit price.

Table 2 - Charge Factors for Water Access Charge (Non-Residential)

Meter Size (in mm)	Charge Factor	Meter Size (in mm)	Charge Factor	Meter Size (in mm)	Charge Factor
15	1.00	40	4.00	100	25.00
20	1.00	50	6.30	150	56.30
25	1.60	65	10.60	200	100.00
32	2.60	80	16.00	Fire Service (any size)	1.00

18. Make an Annual Charge - Water Backflow Charges, pursuant to Section 501 of the Local Government Act, for 2012/2013 of \$18.50 per testable backflow device on all rateable land properties in respect of land prescribed under Section 552(1).
19. Make an Annual Charge for Effluent Removal, pursuant to Section 501 of the Local Government Act, for 2012/2013 of \$440.00 for each system able to be connected to the sewerage system (properties with this charge applied may also be charged an annual sewer access charge).
20. Make an Annual Charge for Effluent Removal, pursuant to Section 501 of the Local Government Act, for 2012/2013 of \$440.00 for each system not yet on Council’s subsidised pump-out service and not able to be connected to the sewerage system.
21. Make an Annual Charge for Effluent Removal (Special), pursuant to Section 501 of the Local Government Act, for 2012/2013 of \$760.00 for each system not able to be connected to the sewerage system. A subsidised pump-out service is provided with this charge.
22. Make an Annual Charge for Trade Waste, pursuant to Section 501 of the Local Government Act, for 2012/2013. This annual charge is based on the number of trade waste generators at each property.

Table three shows the annual charge applicable for a particular number of trade waste generators at a property.

Table 3 – Annual Charge for Trade Waste

No. of Trade Waste Generators	Annual Trade Waste Charge
1	\$180.00
2 to 4	\$360.00
5 to 9	\$720.00
10 to 15	\$1,350.00
More than 15	\$1,800.00

23. **Make a Water Usage Charge, pursuant to Section 502 of the Local Government Act, for the 2012/2013 water charge period of \$2.48 per kilolitre for each kilolitre of water registered, up to a daily average of one (1) kilolitre per occupation supplied for the period read, on the aggregate of all meters fitted to any residential property, this is to be known as the Tier 1 (or Step 1) water usage charge.**
24. **Make a Water Usage Charge, pursuant to Section 502 of the Local Government Act, for the 2012/2013 water charge period of \$3.72 per kilolitre for each kilolitre of water registered, over a daily average of one (1) kilolitre per occupation supplied for the period read, on the aggregate of all meters fitted to any residential property, this is to be known as the Tier 2 (or Step 2) water usage charge.**
25. **Make a Water Usage Charge (Raw Water Supply), pursuant to Section 502 of the Local Government Act, for the 2012/2013 water charge period of \$1.24 per kilolitre for each kilolitre of water registered, up to a daily average of one (1) kilolitre per occupation supplied for the period read, on the aggregate of all meters fitted, this is to be known as the Tier 1 (or Step 1) raw water usage charge.**
26. **Make a Water Usage Charge (Raw Water Supply), pursuant to Section 502 of the Local Government Act, for the 2012/2013 water charge period of \$1.86 per kilolitre for each kilolitre of water registered, over a daily average of one (1) kilolitre per occupation supplied for the period read, on the aggregate of all meters fitted, this is to be known as the Tier 2 (or Step 2) raw water usage charge.**
27. **Make a Water Usage Charge, pursuant to Section 502 of the Local Government Act, for the 2012/2013 water charge period of \$2.48 per kilolitre for each kilolitre of water registered on any meter fitted to any Non-Residential property.**
28. **Make a Water Usage Charge, pursuant to Section 502 of the Local Government Act, for the 2012/2013 water charge period of \$7.44 per kilolitre for each kilolitre of water registered on any meter fitted for providing a fire service at a property.**
29. **Make a Sewerage Usage Charge, pursuant to Section 502 of the Local Government Act, for the 2012/2013 charge period of \$1.94 per kilolitre. Sewerage discharge is based on water usage and varies depending on Sewer Discharge Factors (SDF) allocated to individual water meters on individual properties. SDFs are determined using State Government guidelines.**

Usage is determined with the use of meters, which in certain circumstances may not be directly connected to Council's water supply.

30. **Make a Trade Usage Charge (for compliant trade waste discharge – Charge Category 2 generators), pursuant to Section 502 of the Local Government Act, for the 2012/2013 charge period of \$1.53 per kilolitre.**

Make a Trade Usage Charge (for non-compliant trade waste discharge – Charge Category 1 generators), pursuant to Section 502 of the Local Government Act, for the 2012/2013 charge period of \$1.53 per kilolitre.

Make a Trade Usage Charge (for non-compliant trade waste discharge – Charge Category 2 generators), pursuant to Section 502 of the Local Government Act, for the 2012/2013 charge period of \$14.10 per kilolitre.

Trade waste discharge is based on water usage and varies depending on Trade Waste Discharge Factors (TWDF) allocated to individual water meters on individual properties. TWDFs are determined using State Government guidelines.

Usage is determined with the use of meters, which in certain circumstances may not be directly connected to Council's water supply.

31. **Make an Annual Stormwater Management Service Charge, pursuant to Section 496A of the Local Government Act, for 2012/2013, to be applied against rateable properties categorised as Business or Residential within Council's stormwater catchments.**

The amount of the annual charges will be:

- I. **For Residential properties (not being strata units) - a flat charge of \$25.00 will apply.**
- II. **For Residential Strata Units - a flat charge of \$12.50 will apply.**
- III. **For Business properties (not being strata units) the charge is based on total (estimated) impervious land area using the following criteria:**

Divide the total impervious land area by 350 square metres. This will result in an amount which, (rounded up to the nearest whole number) is multiplied by \$25.00.

This annual charge will therefore be an amount divisible by \$25.00 with the minimum charge being \$25.00 for properties having a land area of 350 square metres or less.
- IV. **For Business Strata Units (in a complex containing only business units) - the charge is determined by a method similar to that detailed in point III above, except that the total land area charge for the strata complex (being a multiple of the \$25.00 charge) is further apportioned to individual strata units within the complex using the unit entitlement recorded for each unit. . A minimum charge of \$5.00 per strata unit applies to calculated charges less than this amount.**
- V. **For Business Strata Units (in a mixed complex containing residential units) – the charge for these units will be the same as residential strata units being a flat charge of \$12.50.**

32. **Make an Interest Charge of 10%, pursuant to Section 566 of the Local Government Act, for 2012/2013 being the maximum amount determined by the Minister for Local Government; calculated daily on a simple basis, on overdue rates and charges (EXCEPT water, sewer and trade waste usage charges).**

CB12/54 WORKPLACE SURVEILLANCE POLICY

Purpose:

For Council to adopt the Workplace Surveillance Policy.

Description of Item:

The purpose of this policy is to comply with Council's legal obligations by informing employees and others of the devices used in our workplace.

Council recognises its obligations to ensure, where reasonably practicable, a safe and healthy workplace for its employees and others.

The use of certain devices has the potential:

- Through the provision of tracking devices, to identify the geographical location of a worker, if they are in need of emergency assistance.
- Through the provision of Closed Circuit Television (CCTV), to deter a possible assailant and reduce the safety risks associated with employees and others or, to deter vandalism.
- Through the monitoring of inputs and outputs of data to manage the risks associated with non-compliance to Councils Code of Conduct.
- Through the recording of telephone messages, for recall, by an employee who is party to the conversation.

Council will not be utilising surveillance data for minor disciplinary matters such as lateness for work. In such cases normal supervisory processes and procedures will be applied.

Technology advances have made optical devices commonplace through camera capabilities being part of most mobile phones. Council, in the course of its business, uses cameras for the recording of worksites for matters such as marketing and promotional material. Individual workers have similar capabilities with a council supplied mobile phone, or, their personal mobile phone. The rights of Council, its employees and others are prescribed in workplace surveillance, and privacy legislation that calls for management processes to ensure continued legislative compliance. This Workplace Surveillance Policy establishes the protocol to meet our legislative obligations.

Sustainability Assessment:

- **Environment**

This is not applicable to this report.

- **Social**

This policy addresses Council's obligations to ensure, where reasonably practicable, a safe and healthy workplace for its employees and others

- **Civic Leadership**

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

- **Economic**

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

Broader Economic Implications

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

Delivery Program/Operational Plan Implications

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

Consultation:

This policy was endorsed by the Executive Team on 30 May 2012 and progressed to the Consultative Committee. The Consultative Committee recommended a minor amendment to the introduction in regard to industrial dispute purposes.

Related Policy and / or Precedents:

This policy replaces the Data & Systems Review Procedure, the Email/ Internet/ Intranet User Policy.

Statutory Requirements:

This policy has been developed to comply with the requirements of the *Workplace Surveillance Act 2005* (NSW).

Issues:

The Workplace Surveillance Policy was developed to consolidate the Data & Systems Review Procedure, the Email/ Internet/ Intranet User Policy and to include protocols for the use of CCTV.


Implementation Date / Priority:

Implementation is immediate.

Recommendation:

That Council adopts the attached Workplace Surveillance Policy dated 20 June 2012.

Attachments:

<p>Locked Bag 156 Coffs Harbour NSW 2450 ABN 79 126 214 487</p>		<p>COFFS HARBOUR CITY COUNCIL</p>		
<p>Workplace Surveillance Policy</p>				
<p>Policy Statement: The purpose of this policy is to comply with Council's legal obligations by informing employees and others of the devices used in our workplace</p>				
<p>Director or Manager Responsible for Communication, Implementation and Review: Director of Corporate Business</p>				
<p>Related Legislation, Department of Local Government Circulars or Guideline: <i>Workplace Surveillance Act 2005 (NSW)</i></p>				
<p>Does this document replace an existing policy? Yes Data & Systems Review Procedure (PRO-036) IR2808178 Email/Internet/Intranet User Policy Version 00 (30.09.03)</p>				
<p>Other Related Council Policy or Procedure: CCTV Surveillance Protocol (draft).</p>				
<p>Application: It is mandatory for all staff, councillors and delegates of council to comply with this policy</p>				
<p>Distribution: This policy will be provided to all staff, councillors and delegates of council by: <input checked="" type="checkbox"/> Internet <input checked="" type="checkbox"/> Intranet <input checked="" type="checkbox"/> Email <input checked="" type="checkbox"/> Noticeboard <input type="checkbox"/> DataWorks</p>				
<p>Approved by:</p> <p>Executive Team [Meeting date] Council [Meeting date & Resolution No.] Council Branch Responsible:</p>		<p>Signature:</p> <p>_____</p> <p>General Manager</p> <p>Date of next Review:</p>		

Key Responsibilities

Position	Directorate	Responsibility
General Manager	Executive	To ensure that all data retrieval or, data review applications received, are assessed for procedural fairness and compliance with the requirements of this policy.
Directors	All Directorates	To ensure that a request for retrieval of data has been based on a robust assessment of the reasons for retrieval or review and, if the request may involve the disciplining of an employee, the reasoning has been fully disclosed to the Executive Manager Human Resources & Organisational Development.
Executive Manager Human Resources & Organisational Development	Council	To ensure that surveillance resulting in employee disciplinary procedures being considered, is justified and that in accessing the data, it does not render council liable for non compliance to procedural fairness or privacy issues.
Assistant Manager Human Resources	Council	To interpret and advise intent of this policy.
Managers	Council	To ensure that a request from an employee to access a particular piece of data of another employee is only approved on the basis that the information is genuinely required by the employee in the conduct of their work.
Manager Governance Services	Council	To ensure that any random audit application made to the General Manager shall be made in consideration of a department's compliance and not on the compliance of any one individual.
Approved Employees	Council	To ensure that their role is conducted with discretion and any information collected is dealt with under a strict duty of confidentiality.
Media Officer	Executive	To ensure that any approved picture or video shall be suitable for purpose and comply with council standards and expectations.

1. Introduction

Council recognises its obligations to ensure, where reasonably practicable, a safe and healthy workplace for its employees and others.

The use of certain devices has the potential:

- Through the provision of tracking devices, to identify the geographical location of a worker, if they are in need of emergency assistance.
- Through the provision of CCTV, to deter a possible assailant and reduce the safety risks associated with employees and others or, to deter vandalism.
- Through the monitoring of inputs and outputs of data to manage the risks associated with non-compliance to Councils Code of Conduct.
- Through the recording of telephone messages, for recall, by an employee who is party to the conversation.

Council will not be utilising surveillance data for minor disciplinary matters such as lateness for work. In such cases normal supervisory processes and procedures will be applied.

Technology advances have made optical devices commonplace through camera capabilities being part of most mobile phones. Council, in the course of its business, uses cameras for the recording of worksites for matters such as marketing and promotional material. Individual workers have similar capabilities with a council supplied mobile phone, or, their personal mobile phone. The rights of Council, its employees and others are prescribed in workplace surveillance, and privacy legislation that calls for management processes to ensure continued legislative compliance. This Workplace Surveillance Policy establishes the protocol to meet our legislative obligations.

2. Definitions

Approved Officer	An employee who is authorised to approve the release of information in compliance with the requirements of the <i>Workplace Surveillance Act 2005</i>
Camera	A device for; the sole use, or, as an application of, another device (mobile phone), which is used for taking pictures, or, video medium.
CCTV	Closed Circuit Television – An optical surveillance device
Data	Information gained or stored as a result of the use of a data surveillance device.
Data Surveillance Device	Any device or program capable of being able to record or monitor the inputs and outputs of council supplied computers, mobile phones and other electronic equipment.
Object	A motor vehicle or item of plant.
On Person Device	A tracking device that allows for the location of an employee to be determined and may include a two-way radio or, an emergency transmitter with GPS technology.
Optical Surveillance Device	Means any device capable of being used to record visually or observe an activity.
Person	Employee, labour hire or casual of CHCC. In the case of section 3.6.2, this may include volunteers or members of the public.
Surveillance Device	An optical surveillance device or a tracking device
Tracking Device	Any electronic device capable of being used to determine or monitor the geographical location of a person or an object.

3. Policy Content

3.1. Tracking Devices

Council, at times, requires workers to work alone and in isolation to the general workplace. To reduce the risks associated with this, Council may introduce tracking devices to identify the location of the worker, should an emergency response be required.

3.1.1. For an "on person" device, express or implied consent of that worker shall be obtained prior to installation of device.

3.1.2. For a device installed in a vehicle, the express or implied consent of a person authorised to be in control of that vehicle shall be required.

3.2. CCTV - Notification

Council uses Closed Circuit Television (CCTV) surveillance cameras in and around various Council worksites and facilities.

Existing employees of Council shall be notified of the installation and intent of CCTV cameras through the dissemination of this policy. Workers yet to commence with council shall be given notification of this Surveillance Policy as part of their offer of employment. By accepting employment with Council the employee will be consenting to the conducting of surveillance in accordance with this policy, immediately upon the commencement of employment with Council.

3.3. CCTV - Type of Surveillance in Council's Workplace

This clause applies to camera surveillance, which is surveillance by means of a camera that monitors or records visual images of activities on premises or, in any other place.

3.3.1. Signs are located within each site/location to identify the areas affected by the camera surveillance, and are clearly visible at each entrance to that site or location.

3.3.2. CCTV camera surveillance will be continuous and ongoing.

3.4. CCTV – Use of Surveillance Records

Council may use and disclose the surveillance records where that use or disclosure is:

3.4.1. For a purpose related to the employment of employees or related to Council's business activities;

3.4.2. To a law enforcement agency in connection with an offence;

3.4.3. In connection with legal proceedings; or

3.4.4. As reasonably believed to be necessary to avert an imminent threat of serious violence or substantial damage to property.

3.4.5. Examples of instances in which use or disclosure of surveillance records might occur include but, are not limited to:

3.4.5.1. If there is an assault, or suspected assault of a person

3.4.5.2. If theft of Council's property (or that of a related entity of Council) is suspected or,

3.4.5.3. Damage to Council's equipment or facilities (or that of a related corporation of Council) has occurred.

3.4.6. CCTV surveillance records are not generally available to Managers, Directors, General Managers, Mayors unless a valid request for access and use of the surveillance records is submitted to:

3.4.6.1. In the case of matters concerning employees, labour hire and

3.4.6.2. Volunteers the approved officer shall be the Executive Manager Human Resources & Organisational Development.

3.4.6.3. In the case of members of the public and, or, vandalism, the approved officer shall be the Team Leader Rangers Compliance Unit.

3.4.6.4. Where a possible offender is not known, approval shall be required from both approved officers mentioned in this subclause.

3.4.6.5. Approved officers identified in 3.4.6.1 and 3.4.6.2 shall ensure that CCTV surveillance records are not used or disclosed unless that disclosure is:

- a) For a legitimate purpose related to employment of employees or legitimate business activities or functions of the employer, or
- b) To a member or officer of a law enforcement agency for use in connection with the detection, investigation or prosecution of an offence, or
- c) For a purpose that is directly or indirectly related to the taking of criminal proceedings, or
- d) that is reasonably believed to be necessary to avert an imminent threat of serious violence to persons or of substantial damage to property.

3.5. Data Surveillance and Retrieval

Accounts of employees are not routinely read or monitored however, they are records of Council and shall be managed accordingly. At times, Council may retrieve or review electronic files, records and correspondence of employees. Employees shall be made aware of Council's right of access and that Council has established procedures to ensure confidentiality and procedural fairness throughout the retrieval process. This includes:

3.5.1. IT staff are approved to monitor email and internet usage patterns to maintain network stability, continuity of service and compliance to Councils Code of Conduct. Any identified non-compliances to this policy will be immediately notified to the Chief Information Officer who shall report the matter to the Director Corporate Business for determination.

3.5.2. Existing employees of Council shall be notified of data surveillance through the dissemination of this policy. Workers yet to commence with council shall be given notification of this Surveillance Policy as part of their offer of employment. By accepting employment with Council the employee will be consenting to conducting of surveillance in accordance with this policy, immediately upon the commencement of employment with Council.

3.5.3. Employees shall also be made aware of this policy at level five – Compliance Induction.

3.5.4. A request for data retrieval or review from employees other than approved IT staff can only be approved by a Director, or the General Manager.

3.5.5. In the case of employees, where the request concerns reasonable suspicion that a breach of the Code of Conduct and has occurred, the request is to be countersigned by the Executive Manager Human Resources & Organisational Development.

- 3.5.6. Any request must specify the reason for data retrieval or review, the specific period to be accessed and the Approved Employee/s undertaking the investigation.
- 3.5.7. Section 3.5 shall not apply to requests where an individual piece of data directly related to a task being undertaken by an employee is required. In such case a request to gain the individual piece of data shall require approval from the employee's manager.
- 3.5.8. For the purposes of determining departmental compliance to this policy, random audits will be undertaken of a departments data generation and collection activities by Council's governance section. Audit results shall be reported to the relevant Director for determination.
- 3.5.9. Compliance to data & surveillance retrieval shall be achieved by each user completing a 'Workplace Surveillance & Acceptable Use of email Agreement' (FRM-093).

3.6. Camera Devices

Council frequently uses camera devices to take pictures, or videos, eg; for promotions, press releases, training applications, or incident investigations. At times, this may require including workers, and or, others in the picture, or video. To comply with the relevant legislation, the following shall apply.

- 3.6.1. A council employee authorised to operate a council camera device, shall obtain express, or implied, consent from employees and or others, prior to taking the photograph or video.
- 3.6.2. Employees wishing to take pictures or videos, from their personal camera device shall respect a person's privacy and obtain express or implied consent from that person or persons prior to taking the picture or video.
- 3.6.3. Pictures or videos of council processes, procedures or practices shall not be taken without first obtaining permission from the employee's manager.
- 3.6.4. Managers shall ensure that pictures or videos for a use other than for internal purposes shall be approved by the Media Officer, prior to use.

3.7. Confidentiality and Records

- 3.7.1. An Approved Officer shall at all times exercise "Duty of Confidentiality". Data shall only be released in compliance with the *Workplace Surveillance Act* and on a "need to know" basis.
- 3.7.2. Non compliance with duty of confidentiality requirements shall render an Approved Officer liable to disciplinary procedures which may include termination of employment.
- 3.7.3. All documents created in relation to this policy will be kept in accordance with *State Records Act 1998* (NSW) and Coffs Harbour City Council's record management practice Corporate Records Policy.
- 3.7.4. Members of the public can make application to access Council's data in accordance with *Government Information Public Access (GIPA) Act 2009* and *Privacy and Personal Information Protection Act (PPIPA) 1998*.

3.8. Training

- 3.8.1. New users shall be made aware of this policy during the induction process.
- 3.8.2. Record of user's awareness of their internet obligations under this policy shall be achieved by on screen declaration prior to internet access.
- 3.8.3. Record of user awareness and understanding of this policy will be obtained by the completion 'Workplace Surveillance & Acceptable Use of email Agreement' (FRM-093).

4. Consultation

Consultation has occurred with the Councillors, Consultative Committee, Managers and the Corporate Development Team.

5. References

State Record Act 1998
Local Government Act 1993
Workplace Surveillance Act 2005 (NSW)
Workplace Surveillance Regulations 2005 (NSW)
Surveillance Devices Act No 64 (NSW)
Privacy and Personal Information Protection Act 1998 (NSW)
Government Information (Public Access) Act 2009
Privacy and Personal Information Protection Act (PPIPA) 1998
Industrial Relations Act 1996
Induction Procedure – Staff PRO-041.

1. Appendices

Workplace Surveillance and Acceptable Use of email Agreement Form (FRM093)
Acceptable Use of email Statement

2. Table of Amendments

Amendment	Authorised by	Approval reference	Date

Internal Processing Procedures

New User

Responsibility	Tasks	Performed By	Signed	Date
HR Staff	<ul style="list-style-type: none"> Print the form and fill in Section 1, Section 2, and any known areas of Section 3. Forward the form to the Line Manager 	_____	_____	__/__/__
Line Manager	<ul style="list-style-type: none"> Enter any extra information into Section 3. Gain signed Director approval for external email access if required. Sign Section 2 if all details are correct. If they are not then the correct details need to be entered before further action. Forward the form to IT Helpdesk. 	_____	_____	__/__/__
IT Helpdesk	<ul style="list-style-type: none"> Action the form as requested, Forward the form to HR. 	_____	_____	__/__/__
HR Staff	<ul style="list-style-type: none"> Store hard copy with the staff members file. 	_____	_____	__/__/__
HR Staff - On the day the user starts:	<ul style="list-style-type: none"> The new starter visits HR dept., reads the agreement and signs the document. Notify IT Helpdesk staff to enable the account. Scan and register the form in DataWorks. Store hard copy with the staff members file. 	_____	_____	__/__/__

Existing User Change Request

When an existing user requests a change of permissions, then it is assumed that ALL permissions, email distribution groups, and project group memberships required are on the form new form. If they are not then they are removed.

Responsibility	Task	Performed By	Signed	Date
User	<ul style="list-style-type: none"> Print the form and enter all requirements in all Sections. 	_____	_____	__/__/__
Line Manger	<ul style="list-style-type: none"> Sign the form if changes are approved (section 2) Forward the form to IT Helpdesk. 	_____	_____	__/__/__
IT Helpdesk	<ul style="list-style-type: none"> Action the form as requested, Forward the form to HR. 	_____	_____	__/__/__
HR Staff	<ul style="list-style-type: none"> Scan and register the form in DataWorks. Store hard copy with the staff members file. 	_____	_____	__/__/__

Departing User

Responsibility	Task	Performed By	Signed	Date
HR Staff	<ul style="list-style-type: none"> Print the form and fill in Section 1. Forward the form to the Line Manager of the departing user. 	_____	_____	__/__/__
Line Manager	<ul style="list-style-type: none"> Instruct the user to set up the out of office on email as per provided template. Confirm correct setup. Define staff that take on the departing users: Email: _____ DataWorks Tasks: _____ My Documents data: _____ Forward the form to IT Helpdesk. 	_____	_____	__/__/__
IT Helpdesk	<ul style="list-style-type: none"> Action the form as requested, Forward the form to HR. 	_____	_____	__/__/__
HR Staff	<ul style="list-style-type: none"> Scan and register the form in DataWorks. Store hard copy with the staff members file. 	_____	_____	__/__/__

Title Data and Systems User Agreement Form	Doc No FRM-093	Version 2	Author C Stratten	Reviewer L Garden/S Bayliss	Approver CDT	Approval Date 05/04/2011
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Page 2 of 2

Acceptable Use of email Statement

User Responsibilities

Each user shall ensure the security of their own accounts by maintaining secure passwords or confidentiality of data entrusted to them.

They are to ensure unauthorised usage of their accounts is not made possible by leaving their access open to misuse by others.

The storing of corporate data shall be on approved corporate systems. Company data shall not be stored on an individuals C: drive or any other non-approved storage device.

While council allows minimal use of computers for private purposes, the usage shall not impede on the productivity of the user. Inappropriate use of accounts by employees includes, but is not limited to:

Computer Accounts

- Unreasonable periods of time on private usage
- Access to sites that contain obscene, hateful, pornographic, unlawful, violent or otherwise illegal material
- Sending or posting discriminatory, harassing, or threatening messages or images on the Internet or via the email service
- Using computers to perpetrate any form of fraud, and/or software, film or music piracy
- Stealing, using, or disclosing someone else's password without authorisation
- Downloading, or copying software without authorisation
- Sharing confidential material, or proprietary information outside of Council
- Hacking into any website or system
- Conducting business not approved by Council
- Excessive use of non-work related activities
- Sending or posting information that is defamatory to the Council, its products/services, colleagues and/or customers
- Introducing malicious software onto the Council network and/or jeopardising the security of the organisation's electronic communications systems
- Sending or posting chain letters, solicitations, or advertisements not related to Council's purposes, business activities or approved social activities
- Passing off personal views as representing those of Council

Other Accounts

- Excessive or inappropriate use of telecommunications

If an employee is unsure about what constitutes inappropriate or unacceptable use of accounts entrusted to them, they are to ask their supervisor for further guidance and clarification.

CONFIDENTIAL ITEM

CB12/55 PROPOSED ACQUISITION OF LAND - HOYS ROAD MOONEE

Purpose:

Consideration of a request to acquire land under the Land Acquisition (Just Terms Compensation) Act 1991 – Lot 9 DP 1140702 Hoys Road, Moonee.

Description of Item:

The subject land is situated on the western side of Hoys Road at Moonee about 12kms north of Coffs Harbour. The land has an area of 16.3 hectares, is predominately cleared and has in the past been used for cropping and grazing (refer to attached plan). The current owner has resided on the property since 1959.

Since 1998 Council has earmarked the land as being required for future Open Space purposes.

From the inception of LEP 2000 the land has been shown in the LEP and all Development Control Plans for the Moonee area as being required for open space (specifically playing fields). It has also been included in the Section 94 Plans for future acquisition.

The Coffs Harbour Sports Facility Plan prepared during 2009 and adopted by Council in October, 2010 reaffirmed the land is required for future open space purposes.

By correspondence dated 17 April 2012, MBT Lawyers (MBT) on behalf of the owner, served on Council a Notice pursuant to section 23(1) of the Land Acquisition (Just Terms Compensation) Act 1991 (the Act) requiring acquisition of the land by Council. By separate letters of the same date MBT offered to settle the matter for a nominated amount.

Sustainability Assessment:

- **Environment**

There are no environmental issues to be considered at this stage.

- **Social**

In the long term there will be positive social outcomes after the land is acquired and developed for sporting and recreation purposes.

- **Civic Leadership**

The provision of adequate sporting facilities across the City is in keeping with the desired outcomes of the Coffs Harbour 2030 Plan.

- **Economic**

Broader Economic Implications

The acquisition of the property will eventually allow for the future development of the land in accordance with the Coffs Harbour Sports Facility Plan.

Delivery Program/Operational Plan Implications

The budget implications will depend on a number of matters and Council's consideration of the Notice to Acquire the land.

Consultation:

Council has received legal advice in relation to the Notice served on Council under section 23(1) of the Act, and the Calderbank offers to settle from MBT.

Related Policy and / or Precedents:

Council has no policy or precedents in relation to a Notice served under section 23(1) of the Act, as instances of such are rare.

Statutory Requirements:

Council needs to form an opinion in relation to the Notice to Acquire, within 90 days of the date of the Notice.

Issues:

The matters to be discussed and the issues to be decided are confidential for three reasons:-

1. They include personal matters of the owner.
2. They involve commercial negotiations.
3. They involve legal advice in relation to possible litigation.

For these reasons they are contained in the confidential attachment to this report.

Implementation Date / Priority:

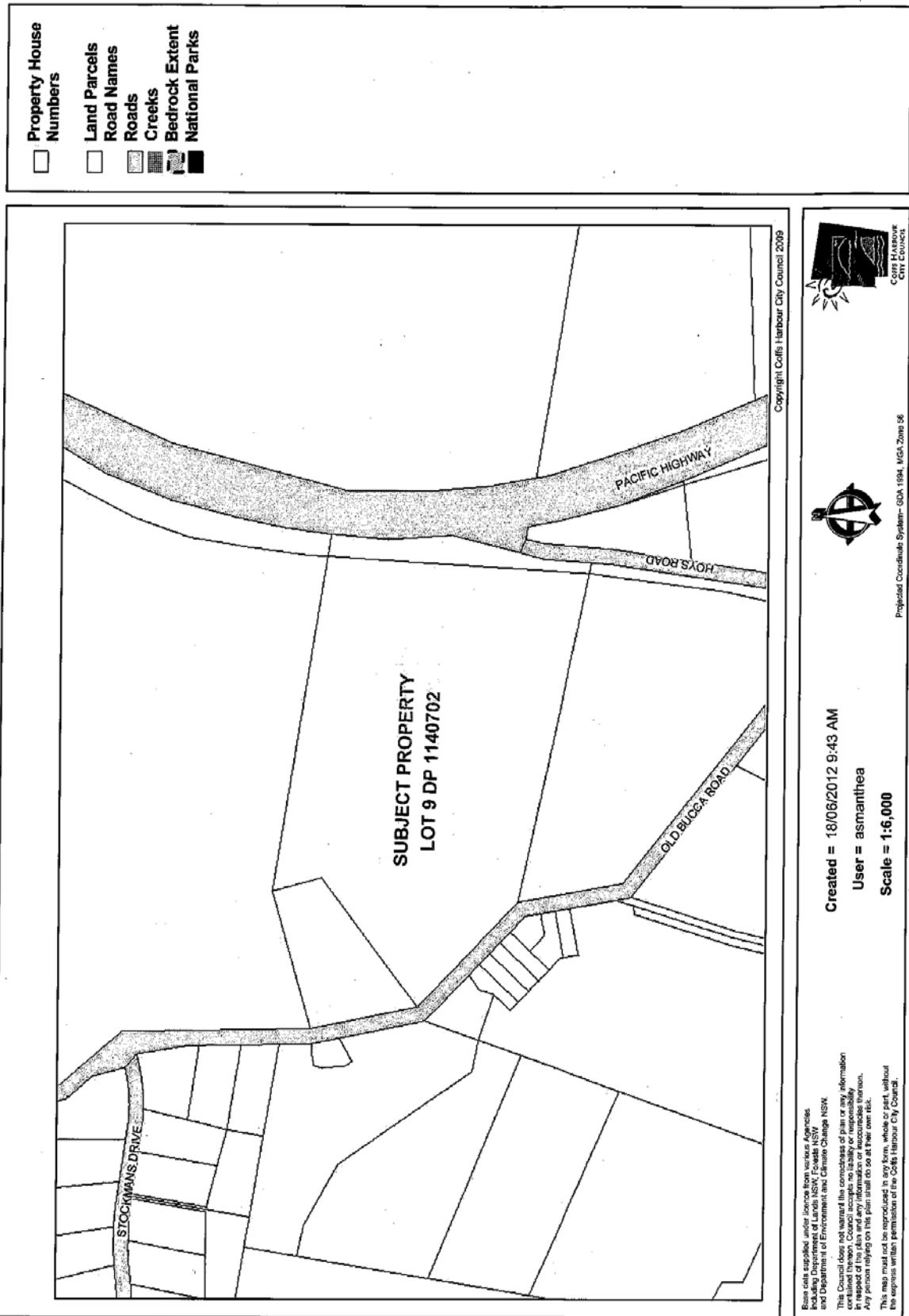
The owners Solicitor (MBT) will be advised of Council's decision as soon as practicable, and the matter will proceed in accordance with the Act and the Local Government Act 1993.

Recommendation:

That Council adopt the recommendation contained in the Confidential attachment to this report.

**Craig Milburn
Director, Corporate Business**

Attachments:



QUESTION ON NOTICE

QON12/8 COUNCIL'S USAGE OF LIQUID FUELS

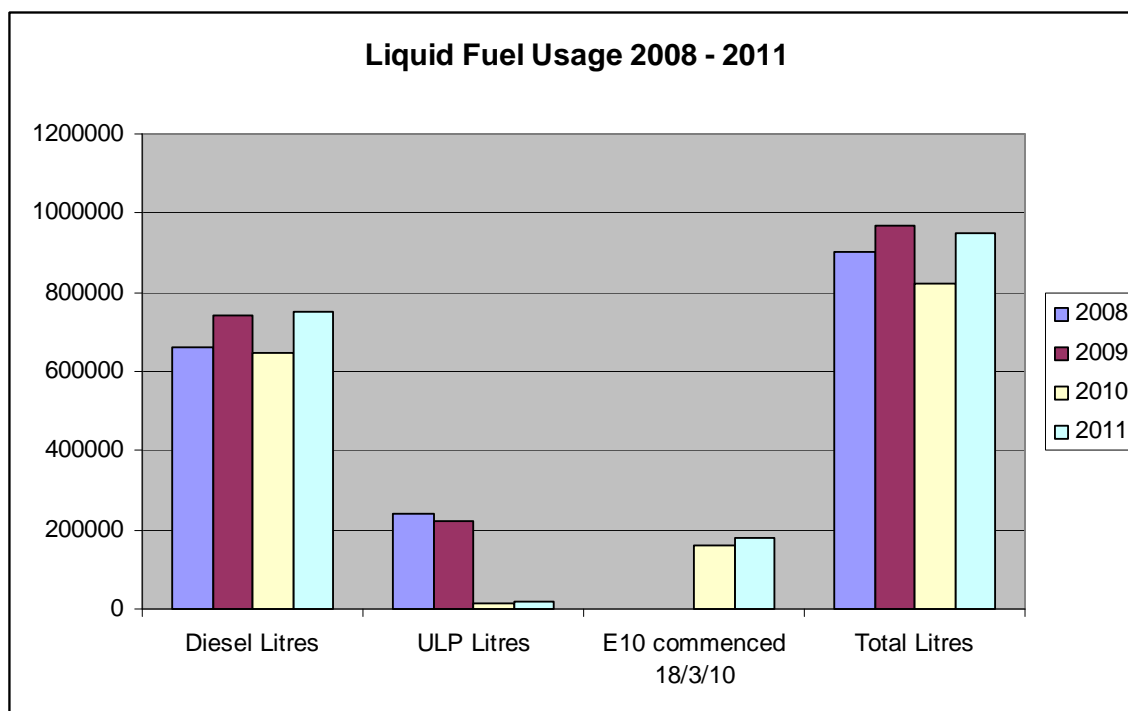
Purpose:

Councillor Rodney Degens asked the following question:

Can councillors be provided a report on the current status of Council's usage of liquid fuels?

Staff Comment:

Council's liquid fuel usage is provided in the graph below. These figures cover the calendar years of 2008 – 2011 inclusive.



Diesel fuel has increased by 13.59% from 2008 – 2011 and ULP/E10 has decreased by 16.3% for the same period. Council's total fuel usage has increased by 5.6% for the same period however a number of factors contribute to fluctuations year on year as noted below.

One thing of note is that in years where the area has been declared a natural disaster area due to floods etc, fuel usage goes up as seen in the graph above for 2009 and 2011. Further points that impact on usage in the 2011 year are:

- Power outages and storms have resulted in the sewerage generator fleet being deployed several times throughout the year. This also included the prolonged running of major mobile pumps during peak demand periods.

QON12/8 - Council's Usage of Liquid Fuels (Cont'd)

- Coffs was declared a natural disaster in June 2011, for some months afterwards patching of the road network was undertaken. It was necessary to work longer hours and weekend work during this time.
- Sewerage has had to run the centrifuge at Sawtell treatment plant as part of the eventual slowdown and decommissioning of the plant.
- CityWorks has increased the use of the crushing unit in recycling road materials for use on road network.
- Coffs Water have purchased an additional diesel truck.