Coffs Harbour City Council

17 October 2012

ORDINARY MEETING

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

THURSDAY, 25 OCTOBER 2012

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

AGENDA

1. Opening of Ordinary Meeting
2. Acknowledgment of Country
3. Disclosure of Interest
4. Apologies
5. Public Addresses / Public Forum
6. Mayoral Minute
7. Mayoral Actions under Delegated Authority
8. Confirmation of Minutes of Ordinary Meeting – 11 October 2012
9. Notices of Motion
10. General Manager's Reports
11. Consideration of Officers' Reports
12. Requests for Leave of Absence
13. Matters of an Urgent Nature
14. Questions On Notice
15. Consideration of Confidential Items (if any)
16. Close of Ordinary Meeting.

Steve McGrath
General Manager

COFFS HARBOUR CITY COUNCIL

ORDINARY MEETING

25 OCTOBER 2012

CITY SERVICES DEPARTMENT REPORTS

CONFIDENTIAL ITEMS

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

A portion of these reports 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.

COFFS HARBOUR CITY COUNCIL

ORDINARY MEETING

COUNCIL CHAMBERS
COUNCIL ADMINISTRATION BUILDING
COFF AND CASTLE STREETS, COFFS HARBOUR

11 OCTOBER 2012

Contents

COFFS HARBOUR CITY COUNCIL

ORDINARY MEETING

11 October 2012

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

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

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

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

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

The Mayor gave a welcome to the gallery and the new Councillors.

DISCLOSURES OF INTEREST

Disclosures of interest were tabled by Councillors concerning the following items of business:

Councillor	Item	Type of Interest
Cr Arkan	CON12/6 - Assignment of Lease - Consent to Assignment of Lease of Kiosk B, City Square, being Lot 14 in Deposited Plan 1031722 and Execution of Deed of Assignment of Lease Documents Under Common Seal of Council	Pecuniary
General Manager	CS12/31, Item T50 - Traffic Committee Report No. 3/2012	Non Pecuniary

PUBLIC ADDRESS

Time	Speaker	Item
5.00 pm	Betty-Anne Collins	CS12/33 - Road Naming Proposal, Mackays Road, Coffs Harbour

CONFIRMATION AND ADOPTION OF MINUTES

229   **RESOLVED** (Arkan/Degens) that the minutes of the Ordinary meeting held on 23 August 2012 be confirmed as a true and correct record of proceedings.

CITY SERVICES DEPARTMENT REPORT

CS12/33   ROAD NAMING PROPOSAL - MACKAYS ROAD, COFFS HARBOUR

To provide recommendations to Council in relation to a road naming proposal in the Mackay's Road and Jensen Close area of Coffs Harbour.

230   **RESOLVED** (Arkan/Sultana) that:

1.   Council re-address the four properties of 76, 78, 80 and 82 Mackay's Road to 10a, 10b, 10c and 10d Jensen Close respectively.

2.   The application fee for the Mackay's Road naming application be refunded to the applicant.

AMENDMENT

MOVED (Cowling/Townley) that a sign be placed on Mackays Road directing emergency services to Jensen Close and then at the entrance to the easement another sign listing the four properties.

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

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

ORDINARY MEETING   **11 OCTOBER 2012**

GENERAL MANAGER'S REPORTS

GM12/26   ELECTION OF DEPUTY MAYOR

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

231   RESOLVED (Cowling/Degens) that Council elect a Deputy Mayor for the ensuing twelve (12) months.

232   RESOLVED (Sultana/Innes) that the method of election be by open vote and a show of hands.

The General Manager advised that only one nomination had been received which was from Councillor Arkan, being no other nominations, declared that Cr J Arkan is elected Deputy Mayor for the ensuing 2 months.

GM12/27   REVIEW OF S355 / 377 COMMITTEES

To review Council's s355 / 377 Committees, appoint Councillors to those committees and approve the revised structure of s355 / 377 committees and their delegations.

233   RESOLVED (Degens/Palmer) that:

1.   Council confirms the structure and the delegations of all sub-committees as defined in the attachment.

2.   Council appoints Councillors to the committees as required.

MOTION

234   MOVED (Rhoades/Innes) that to enable Council to consider the appointments to the various committees move into a Committee of the Whole and moved that the committee make the following appointments.

Australia Day and Special Events Committee

Cr Degens

Environmental Working Group

Cr Townley & Cr Innes

Governance and Audit Committee

Cr Arkan

Cont'd

ORDINARY MEETING   **11 OCTOBER 2012**

GM12/27   Review of S355 / 377 Commitees …(Cont'd)

Performance review panel for the performance of the General Manager

Cr Degens

Koala Plan of Management Advisory Committee

Cr Townley

Orara River Restoration Project Management Committee

Cr Arkan

Woolgoolga Business Lands Working Group

Crs Sultana, Innes & Arkan

Access Advisory Committee

Cr Cowling

Coastal & Estuary Management Advisory Committee

Crs Townley, Palmer & Degens

Coffs Harbour Bicycle Users Group

Crs Degens & Arkan

Floodplain Management Advisory Committee

Crs Townley & Innes

Multicultural Reference Group

Cr Sultana

Yandaarra Aboriginal Consultative Committee

Crs Sultana, Arkan & Palmer

Coffs Harbour Local Traffic Committee

Cr Cowling

Airport Focus Committee

Cr Rhoades on behalf of the Mayor

Cont'd

GM12/27   Review of S355 / 377 Commitees …(Cont'd)

Coffs Coast Regional Park Trust

Crs Arkan & Townley

Coffs Harbour City Bush Fire Management Committee

Cr Palmer

Coffs Harbour Sports Advisory Committee (COFFSAC)

Crs Cowling & Sultana

Coffs Harbour International Sports Stadium Inc

Crs Rhoades, Degens & Sultana

Coffs Coast Tourism Association

Cr Palmer

Mid North Coast Regional Arts Board

Cr Degens

Solitary Islands Marine Park Advisory Committee

Cr Innes

MOTION

235   **MOVED** (Cowling/Arkan) out of Committee of the Whole back in to Open Council.

MOTION

236   **MOVED** (Rhoades/Arkan) the recommendation of the committee.

GM12/28 **NOTICE OF DRAFT POLICY TO BE PLACED ON PUBLIC EXHIBITION - COUNCILLOR EXPENSES AND FACILITIES POLICY**

To advise Council and the community of the public exhibition of the draft Councillor Expenses and Facilities policy.

In accordance with Section 252 of the Local Government Act 1993, (the Act) Council is required within five (5) months after the end of each financial year to adopt a policy concerning the payment of expenses incurred or to be incurred by, and the provision of facilities to, the Mayor and Councillors in relation to discharging the functions of civic office.

In accordance with Section 253(5) of the Act if there are anything other than minor changes, the policy is to be advertised allowing for at least 28 days for public submissions.

237 **RESOLVED** (Arkan/Palmer) that:

1.   In accordance with Section 253(5) of the Local Government Act 1993, Council gives public notice of its intention to adopt the Councillor Expenses and Facilities Policy as attached and allow at least 28 days for the making of public submissions.

2.   Following the exhibition period, Council considers a further report including a summary of any submissions received.

GM12/29 **2012 LOCAL GOVERNMENT ASSOCIATION CONFERENCE - VOTING DELEGATES FROM CHCC**

To advise of the four voting delegates to represent the Coffs Harbour City Council at the 2012 Local Government Association Annual Conference to be held at Dubbo on the 28-30 October 2012.

238 **RESOLVED** (Innes/Cowling) that Coffs Harbour City Council resolve that the voting delegates for the 2012 LGA Conference be as follows:

Councillor Denise Knight (Mayor)
Councillor John Arkan
Councillor Rodney Degens
Councillor Sally Townley

LAND USE HEALTH & DEVELOPMENT DEPARTMENT REPORTS

L12/25   **DRAFT CLASS 5 VEGETATION MAPPING FOR THE COFFS HARBOUR LOCAL GOVERNMENT AREA**

To recommend that the Draft Class 5 Vegetation Map (Version 1.0 2012) for the Coffs Harbour Local Government Area (LGA) and accompanying documents be publicly exhibited and submissions be invited.

239   **RESOLVED** (Arkan/Townley) that:

1.   Council endorse release of the following digital layers and reports for public exhibition and invite submissions for a period of 30 days:

Data Layer:

a)   Draft Class 5 Vegetation Map Version 1.0 (2012)

Reports:

a)   Draft Summary - Fine-scale Vegetation Map for Coffs Harbour (as appended)

b)   Volume 1: Development of a Fine-scale Vegetation Map for the Coffs Harbour Local Government Area (as appended)

c)   Volume 2: Vegetation Community Profiles of the Coffs Harbour Local Government Area (as appended)

2.   A report be brought back to Council on the draft Class 5 Vegetation Mapping for the Coffs Harbour Local Government Area, following exhibition.

L12/26   **THE COFFS JALIIGIRR PROJECT**

To inform Council of:

- the successful funding bid received through the Federal Government Biodiversity Fund;

- partnership arrangements and Terms of Reference formed for the Jaliigirr Biodiversity Alliance Inc; and

- Implementation stages of The Coffs Jaliigirr Project including explanations of opportunities to landholders within the Coffs Harbour local government area (LGA).

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

1.   Council note the attached Jaliigirr Biodiversity Terms of Reference.

2.   Council note the substantive project management responsibilities under the Jaliigirr Project to be fulfilled by a Coffs Jaliigirr Project Officer.

3.   Council note and endorse staff involvement associated with the provision of advisory assistance to Jaliigirr Biodiversity Alliance Inc.

CORPORATE BUSINESS DEPARTMENT REPORTS

CB12/83   FINANCIAL RESULT FOR YEAR ENDED 30 JUNE 2012

To report on the final results of the financial position of various activities to the year ended 30 June 2012.

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

1.   The estimated results for the financial year 2011/12 be noted as follows:

	$	
General Account	167,422	surplus
Water Account	(4,098,025)	deficit
Sewer Account	(1,802,591)	deficit

2.   The various revotes from 2011/2012 to 2012/2013 as detailed in Attachment D as follows, be adopted.

SUMMARY	REVOTE $	FUNDING			
		Revenue $	External $	Environmental Levy $	Restricted Equity $
General Account	31,531,736	2,828,971	2,698,058	307,909	25,696,798
Water Account	4,604,171	679,019			3,925,152
Sewer Account	25,987,207	650,000	2,984,012		22,353,195

3.   Approve the revote of general fund interest on investments over budget in order to cover the $277,936 shortfall in 12/13 Financial Assistance grant funding as reported to Council 23/8/12 (CB12/74).

4.   Approve $46,815 of funding from the Private works surpluses for costs associated with the commercialisation of City Works.

CB12/84   RELEASE OF RESTRICTION ON USE FOR A BUILDING ENVELOPE OVER LOT 561 DP 1152205, CABBAGE PALM ROAD, BONVILLE

Report on the proposal to release a restriction on use related to a building envelope over Lot 561 DP 1152205, Cabbage Palm Road, Bonville.

242   **RESOLVED** (Sultana/Palmer) that:

1.   Council consent to the release of the existing restriction in relation to the building envelope over Lot 561 DP 1152205, Cabbage Palm Road, Bonville.

2.   Council consent to the creation by 88B Instrument of a new restriction over Lot 561 DP 1152205 in compliance with Council Development Consent 597/11.

3.   All necessary documents associated with this matter be executed under the common seal of Council.

4.   All costs are to be paid by the landowner.

ORDINARY MEETING   **11 OCTOBER 2012**

CB12/85   PROPERTY ACQUISITION – PART LOT 70 DP 1104413 PEARCE DRIVE, COFFS HARBOUR

To seek Council approval to acquire Part Lot 70 DP 1104413 at Pearce Drive, Coffs Harbour.

243   **RESOLVED** (Cowling/Degens) that:

1.   Council acquire Lot 703 as shown in the plan annexed to this report being part of Lot 70 DP 1104413.

2.   Council purchase the property on the terms contained within the body of this report.

3.   The necessary documents for the acquisition of the property be executed under the common seal of Council.

4.   The property once acquired be classified as operational land under the Local Government Act 1993 (as amended).

CB12/86   HOCKEY COFFS COAST – APPLICATION FOR A LOAN

Hockey Coffs Coast (Coffs Harbour & District Hockey Association Inc) is seeking a loan of $167,395 for the replacement of the existing synthetic grass hockey pitch.

244   **RESOLVED** (Cowling/Innes) that:

A loan of $167,395 be made to the Coffs Harbour & District Hockey Association Inc, with funding from the ELE Reserve, on the following terms and conditions:

1.   The principal be repaid over a term of 10 years at an interest rate of 7% per annum with monthly repayments of $1,943.60 in arrears.

2.   Repayments be made by direct bank transfer.

3.   The loan commence on 1 November 2012.

CB12/87   BUSINESS IMPROVEMENT AND DEVELOPMENT STUDY TOUR

To seek Council approval for the General Manager, Director of Corporate Business and one further senior manager to attend a study tour to Singapore and the United Kingdom.

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

Council approves the attendance of the General Manager, the Director of Corporate Business and a further senior manager on the study tour to Singapore and the United Kingdom.

DIVISION

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

FOR	Cr AGAINST
Cr Arkan	Cr Cowling
Cr Degens	Cr Townley
Cr Innes	
Cr Knight	
Cr Palmer	
Cr Rhoades	
Cr Sultana	

CITY SERVICES DEPARTMENT REPORTS

CS12/31   TRAFFIC COMMITTEE REPORT NO. 3/2012

To confirm the Minutes of the Traffic Committee Meeting held on Thursday, 23 August 2012.

246   **RESOLVED** (Sultana/Arkan) that:

T.42 - Moonee Street/Pacific Highway Coffs Harbour – Taxi Zone (R.505330 [3131316])

That approval be given relocate existing taxi zone and replace with a 2 car length zone south of island on intersection of Moonee Street and Pacific Highway Coffs Harbour near courthouse, as per plan T.42-2012.

T.43 – Sawtell Public School review of signs in school zone and alignment of children's crossings (R.501290,R.501540, R.502570[3138210])

Cont'd

CS12/31   Traffic Committee Report No. 3/2012 …(Cont'd)

That approval be given for:

(a)   Realignment of school crossing 11th Avenue, Sawtell, as per plan T.43-2012.

(b)   Change 'No Stopping' times adjacent school crossing to all day, as per plan T.43-2012.

(c)   Relocate 'No Parking' zone (2 cars width) in 13th Avenue, Sawtell, further north as per plan T.43-2012.

T.44 - Reid Drive & Feran Crescent Coffs Harbour – Traffic Calming (R.505820, R.504490[3112444])

That approval be given to install 10m double barrier line in Feran Crescent, Coffs Harbour, to delineate the intersection at Reid Drive and Feran Crescent, as per plan T.44-2012.

T.45 - Intersection of Bray and Joyce Street Coffs Harbour- request for Bus Zone (R.503240, R.504920.[3085581])

That approval be given to install Bus Zone on south side of Bray Street, Coffs Harbour, east of Joyce Street, as per plan T.45-2012.

T.46- Harbour Drive South Coffs Harbour (Brelsford Park) – Bus Zone [3164297]

That approval be given that bus zone times be changed to unrestricted on south side of Harbour Drive Coffs Harbour (Brelsford Park), as per plan T.46-2012.

T.47- Unnamed Laneway Parallel to Elizabeth Street, Coffs Harbour – Traffic and Parking Issues [3144958]

That approval be given to install 'No Parking' signs on eastern side of unnamed laneway parallel to Elizabeth Street Coffs Harbour, as per plan T.47-2012.

T.48- Harbour Drive, Coffs Harbour - Temporary Road Closure - Santa's City Centre Welcome and Lighting of the Christmas Tree [3165300]

(a)   that the temporary road closure of Harbour Drive, Coffs Harbour, on Thursday, 6 December 2012, between 4.00pm and 8.00pm for the purpose of Santa's Arrival and the 'Lighting of the Christmas Tree', be advertised and providing no substantive objections are received, the closure be approved.

(b)   the organisers to liaise with affected traders and obtain traders approval.

(c)   the organisers submit a traffic control plan for approval by council and be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers.

(d)   the organisers be responsible for all costs associated with the temporary closure.

Cont'd

CS12/31   Traffic Committee Report No. 3/2012 …(Cont'd)

T.49 - Harbour Drive, Coffs Harbour - Temporary Road Closure - Buskers Festival [3165300]

(a)   the temporary road closure of Harbour Drive, Coffs Harbour, on Wednesday, 26 September 2012, between 6.00am and 5.00pm for the purpose of holding the Coffs Harbour International Buskers & Comedy Festival, be advertised and providing no substantive objections are received, the closure be approved.

(b)   the organisers to liaise with affected traders and obtain traders approval.

(c)   the organisers submit a traffic control plan for approval by council and be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers.

(d)   the organisers be responsible for all costs associated with the temporary closure.

(Due to timing of Council elections and restart of Council meetings, this approval has been completed.)

T.50 - Snake Racing Coffs Coast Rally [3157627]

Approval of the following temporary road closures:

1.   Friday 12 October 2012 - Harbour Drive, Coffs Harbour (between Pacific Highway and Gordon Street), between 3.00pm and 7.00pm for ceremonial start.

2.   Saturday 13 October 2012 - Wears Road - McCrears Road Bucca (150m south MacNamara Road to 200m north of Wears/McCrears Road) between 6.30am and 3.00pm.

3.   Saturday 13 October - Beach Street, Woolgoolga (between Queen Street and Carrington Street) between 7.30am and 4.30pm.

4.   Saturday 13 October 2012 - Sherwood Creek Road (from 100m east of Duffus Road to the council boundary - see Clarence Valley Council road closures) between 7.30am and 4.00pm.

5.   Sunday 14 October 2012 - Moleton Road (from 200m west of Mole Creek Road to Cradle Creek Road) between 6.00am and 2.30pm.

6.   Sunday 14 October 2012 - Lower Bobo Road (Beverley Road) (from Bobo River to Eastern Dorrigo Way, see Bellingen Shire Council road closures) between 7.30am and 4.30pm.

Subject to the following conditions:

(a)   the organisers to liaise with affected traders and obtain traders approval.

(b)   the organisers be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers.

(c)   the organisers be responsible for all costs associated with the temporary closure and clean up.

Cont'd

ORDINARY MEETING   **11 OCTOBER 2012**

CS12/31   Traffic Committee Report No. 3/2012 …(Cont'd)

(d)   that sufficient qualified marshals be made available to properly control the event.

(e)   that all fuel centres have 24 hour security.

T.51 - BCU Coffs Tri– Traffic Management [3127660]

That the temporary road closures for BCU Coffs Tri to be held on 2-3 March 2013 be deferred to next Traffic Committee Meeting after further consultation with RMS and Police.

CS12/32   PACIFIC HIGHWAY RENAMING CONSULTATION

To seek Council's endorsement of proposed options for renaming of the service road and bypassed sections of the Pacific Highway as part of the Sapphire to Woolgoolga upgrade project.

247   **RESOLVED** (Arkan/Innes) that:

1.   Council endorse the proposed options for naming of the new northern beaches service roadway to be created with the completion of the Sapphire to Arrawarra Pacific Highway upgrade as set out in the attachment and proceed with notification to relevant stakeholders and consultation with the community.

2.   That, following a consultation period of 28 days, a report be prepared for Council outlining issues and comments in relation to the proposal and presenting a preferred option for adoption.

248   **MOVED** (Rhoades/Arkan) that items CON12/1, CON12/2, CON12/3, CON12/4 and CON12/5 are moved as one as they all relate to product services.

CON12/1   TENDER RFT-531-TO - 2012/14 ANNUAL CONTRACT FOR SUPPLY & DELIVERY OF BITUMEN EMULSION

To obtain Council's approval to accept a tender for the supply and delivery of bitumen emulsion into Council's storage facility for a period of twenty four (24) months following award of a Contract.

249   **RESOLVED** (Rhoades/Arkan) that:

1.   Council accepts the tender of Fulton Hogan Industries Pty Ltd ABN 54 000 538 689 for Contract RFT-531-TO, Supply and Delivery of Bitumen Emulsion, for the scheduled rate as tendered on the basis that:

   a.   The tender is the most advantageous tender following the application of Council's Tender Value Selection System

   b.   The Tenderer has the necessary experience in similar works and his ability and performance are satisfactory

2.   The contract documents be executed under the Seal of Council.

ORDINARY MEETING   11 OCTOBER 2012

CON12/2   TENDER RFT-551-TO - UNDERGROUND STORAGE TANKS AT PUMP STATION 7, ARTHUR STREET, COFFS HARBOUR

To report on tenders received for Contract RFT-551-TO, construction of underground storage tanks at Sewage Pumping Station 7, Arthur Street Coffs Harbour, and to gain Council approval to accept a tender.

250   RESOLVED (Rhoades/Arkan) that:

1.   Council accept the tender of Bob Chambers Pty Ltd, ABN 49 003 778 630, for the Lump Sum of $363,495, inclusive of GST on the basis that:

   a)   The tender is the most advantageous tender following the application of Council's Tender Value Selection System

   b)   The Tenderer has the necessary experience in similar works and its ability and performance are satisfactory

2.   The contract documents be executed under the Seal of Council.

CON12/3   TENDER RFT-554-TO - AIRPORT CONSULTANCY SERVICES, DESIGN, PLANNING & CONSTRUCTION SUPERVISION, COFFS HARBOUR AIRPORT RUNWAY RESURFACING

To report on tenders received for Contract RFT-554-TO, for the engagement of a Consultant for the planning, design and construction supervision of the resurfacing of the main runway at the Coffs Harbour Airport, and to gain Council approval to accept a tender.

251   RESOLVED (Rhoades/Arkan) that:

1.   Council accept the tender of Kamen Engineering Pty Ltd, ABN 59 093 900 906, for the Lump Sum and Schedule of Rates Fee of $88,743, inclusive of GST on the basis that:

   a)   The tender is the most advantageous tender following the application of Council's Tender Value Selection System

   b)   The Tenderer has the necessary experience in similar works and its ability and performance are satisfactory

   c)   The contract documents be executed under the Seal of Council.

CON12/4   TENDER: WASTE,   GREEN   WASTE   &   RECYCLABLES COLLECTION - COFFS COAST STATE PARK TRUST AND WOOLGOOLGA BEACH RESERVE TRUST - CONTRACT NO. RFT-547-TO

To report on tenders received for the Waste, Green Waste & Recyclables Collection – Coffs Coast State Park Trust & Woolgoolga Beach Reserve Trust and to gain Council approval to appoint a single contractor to carry out the proposed works.

252   RESOLVED (Rhoades/Arkan) that:

1.   Council, as Corporate Manager of the Coffs Coast State Park Trust and Woolgoolga Beach Reserve Trust, accepts the tender of Handybin Waste Services (Coffs Harbour) Pty Ltd (ABN: 74 065 744 121) for Contract RFT-547-TO Waste, Green Waste & Recyclables Collections. The tender is conforming and is the most advantageous tender offer following the application of Council's Tender Value Selection System.

   a)   The tenderer has the necessary experience in similar works and their ability and performance is more than satisfactory.

   b)   The tenderer's price is the most advantageous for Council.

   c)   The tenderer's financial capacity is acceptable.

2.   The contract documents be executed under the Seal of Council.

CON12/5   TENDER: SUPPLY OF DUCTILE PIPE AND VARIOUS WATER SERVICE FITTINGS - CONTRACT NO. RFT-550-TO

To report on the tenders received for the Supply and Delivery of Ductile Pipe and Various Water Service Fittings and to gain Council approval.

253   RESOLVED (Rhoades/Arkan) that:

1.   Council accepts the tender offer of Tyco Water for the Supply and Delivery of Ductile Pipe and various Water Service Fittings contract number- RFT-550-TO at an estimated annual tender value of $125,800.00 GST inclusive.

   The recommendation is on the basis that:

   a)   The tender offer is the most suitable and advantageous following the application of Council's Tender Value Selection System.

   b)   Tyco Water has been a long term proven supplier to Council of Ductile Pipe and Fittings and leads the industry in customer service and product quality assurance.

   c)   The evaluation panel identified delivery lead times as critical in delivery of the program and it is to be noted that whilst a cheaper package price was offered by Crevet Pipelines their delivery schedule timeframes were unacceptable and lacking clarity.

   d)   It is anticipated that if Council accept the recommended tender offer of Tyco Water a savings of 1% to 13% will be achieved on some product categories, but as an overall package prices will increase by approximately 2.3%.

Cont'd

CON12/5   Tender: Supply of Ductile Pipe and Various Water Service Fittings - Contract No. RFT-550-TO …(Cont'd)

e)   By actively going out to tender Coffs Harbour Council will not breach the Local Government (General) Regulation 2005- Section 7 Tendering, for annual expenditure over $150,000.00.

2.   Provision be allowed for a 12 month extension based on satisfactory supplier performance, which will take this tender through to November 2014.

3.   The contract documents be executed under Council's Seal

Cr Arkan declared an interest in the following item, vacated the chamber and took no part in the discussion or voting, the time being 6.36pm.

254   **MOVED** (Rhoades/Degens) that the item CON12/6 be heard in Closed Meeting.

Cr Arkan returned to the meeting, the time being 6.38pm.

REQUESTS FOR LEAVE OF ABSENCE

There were no requests for leave of absence.

MATTERS OF AN URGENT NATURE

MUN12/16   RDA Funding Update

Cr Rhoades raised that the next round of RDA funding is due for Council to makes its submission, currently Council's position is COLAB, followed by the Foreshores and followed by a third project, Cr Rhoades requests a report back to Council regarding the structure of those projects as new Councillors need to be fully briefed as to their order.

The General Manager advised that there have been several reports to Council where Council has considered the priorities, a report will be brought back to Council with those reports as attachments as well as a summary to what has occurred since that time.

QUESTIONS ON NOTICE

QON12/10   UPDATE OF COUNCIL'S INVESTMENTS

Noted

ORDINARY MEETING   **11 OCTOBER 2012**

CLOSED MEETING – SECTION 10(A)

The Mayor requested a motion to close the meeting to consider a confidential report as outlined in the meeting agenda, the time was 6.47 pm.

255   **MOVED** (Rhoades/Townley) that the meeting be closed to the press and public during consideration of the following items for the reasons as stated:

CON12 - Assignment of Lease - Consent to Assignment of Lease of Kiosk B, City Square, being Lot 14 in Deposited Plan 1031722 and Execution of Deed of Assignment of Lease Documents Under Common Seal of Council

This report was confidential for the reason of Section 10A(2) of the Local Government Act, 1993:

(d)   Contained 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.

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

The press and public vacated the chamber.

CON12/6   ASSIGNMENT OF LEASE - CONSENT TO ASSIGNMENT OF LEASE OF KIOSK B, CITY SQUARE, BEING LOT 14 IN DEPOSITED PLAN 1031722 AND EXECUTION OF DEED OF ASSIGNMENT OF LEASE DOCUMENTS UNDER COMMON SEAL OF COUNCIL

Cr Arkan declared an interest in the following item, vacated the chamber and took no part in the discussion or voting, the time being 6.47pm.

Seeking Council's consent to the assignment of the lease for the property known as Kiosk B in the City Square and more particularly described as Lot 14 in Deposited Plan 1031722 and for the execution of a Deed of Assignment of lease and ancillary documents under the Common Seal of Council.

256   **RECOMMENDATION** (Degens/Townley) that:

1.   The Council as registered proprietor of Kiosk B being Lot 14 in DP 1031722 (the demised premises) consent to the assignment of registered lease AE670508 subject to the provisions of the lease agreement and the terms and conditions contained in this report and the confidential attachment.

2.   Any necessary documents required to give effect to the assignment of registered lease AE670508 of Kiosk B being Lot 14 in DP 1031722 be executed under the common seal of Council.

3.   Any costs associated with the assignment process are recouped by Council from the lessee.

Cr Arkan returned to the meeting, the time being 6.59pm.

OPEN MEETING

The Mayor requested an appropriate motion to enable the meeting to resolve into Open Meeting.

257   **RECOMMENDED** (Rhoades/Innes) that the Council now move into Open Meeting.

258   **RESOLVED** (Cowling/Sultana) to adopt the report of the Closed Session.

The Mayor read to the meeting the resolution of the Closed Meeting.

This concluded the business and the meeting closed at 7.02 pm.

Confirmed: 25 October 2012

……………………………
Denise Knight
Mayor

2012 DISCLOSURE OF INTEREST BY COUNCILLORS AND DESIGNATED PERSONS

Purpose:

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

Description of Item:

Councillors, General Managers, Senior Staff and other designated persons as at 30 June 2012, are required to lodge a completed Disclosure Return by the subsequent 30 September 2012 of pecuniary interests and other matters.

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

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

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

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

Airport Manager
Biodiversity Officer
Building & Development Officer
Capital Works Co-ordinator
Chief Information Officer
Coordinator - Professional Lifeguards
Co-ordinator Payroll & Superannuation Services
Coordinator Sewerage

Coordinator Water Supply
Councillors 2008-2012
Councillors 2012-2016
Developer Contributions Coordinator
Director - City Services
Director - Corporate Business
Director - LUHD
Electrical/Mechanical Co-ordinator
Environment & Coastal Engineer
Environmental Health Officer
Exec Manager Coffs City Works
Exec Manager Finance
Exec Manager Strategy & Sustainability

Manager Land Use Planning
Manager Libraries
Manager Sports Unit
Manager strategic infrastructure
Manager Water Treatment
Manager Asset Maintenance
Manager Recreation Services

Manager Telecommunications & New Technology
On site sewerage Management officer
Planner - Land Use Assessment
Plant admin Co-ordinator
Plant Co-ordinator
Project Engineer
Property Manager
Purchasing & Supply Manager
Ranger - Multi function
Ranger - Single Function
Risk Co-ordinator
Senior Biodiversity Officer
Senior Building & Development Officer
Senior Engineering Inspector

Exec Manager Coffs Harbour Water

Exec Manager Business Units

Exec Manager Cultural & Community Development

Exec Manager Engineering Services

Exec Manager HR & Organisational Development

Gallery & Museum Curator - Director

General Manager

Inventory Supply Co-Ordinator

Jetty Memorial Theatre Manager

Landscape Architect

Management Accountant - Revenue

Manager - Holiday Parks & Reserves

Manager Asset Construction

Manager Asset Systems

Manager Coffs Coast Tourism & Marketing

Manager Community Development

Manager Contracts & Subdivisions

Manager Distribution Coffs Harbour Water

Manager Economic Development

Manager Engineering Projects

Manager Environmental Laboratory

Manager Governance Services

Manager Health

Manager Land Use Assessment

Manager Land Use Management

Senior Environmental Officer

Senior Planner - Land Use

Senior Professional Lifeguard

Senior Purchasing Officer

Senior Ranger

Senior Valuer

Senior Weeds Inspector

Special Project Manager SLEP

Special Projects and Events Officer

Sub Division Contracts Inspector

Subdivision Development Engineer

Survey Team Leader

Sustainability Programs Coordinator

Team Leader - Compliance Land Use

Team Leader - Health

Team Leader - Land Use Management Central North

Team Leader - Land Use Management South West

Team Leader-Compliance Unit

Team Leader-Environment

Technical Officer Recreational Services

Waste Services Coordinator

Water Designer

Water Senior Technical Coordinator

Weed Control Officer

Weeds Inspector

Sustainability Assessment:

- **Environment**

  This is not applicable to this report.

- **Social**

  This is not applicable to this report.

- **Civic Leadership**

  The purpose of these provisions is to ensure transparency and accountability in local government decision making. The obligations upon Councillors, General Manager, Senior Staff and other designated persons are as much a protection for them as it is for the community in the review of Council's decisions, and one of the important mechanisms in enhancing public confidence in local administration.

- **Economic**

  Broader Economic Implications

  This is not applicable to this report.

Delivery Program/Operational Plan Implications

This is not applicable to this report.

Consultation:

This is not applicable to this report.

Statutory Requirements:

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

Issues:

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

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

Implementation Date / Priority:

Implementation is immediate.

Recommendation:

That the Register of Disclosures by Councillors and designated persons for the period July 2011 – June 2012, as tabled, be noted.

WORKS IN KIND POLICY

Purpose:

For Council to adopt the Works in Kind Policy.

Description of Item:

Council has many adopted Section 94 Developer Contributions Plans and Water and Wastewater Development Servicing Plans. These plans are a mechanism for collecting funds from developers for the provision of infrastructure that is required as a result of development.

It is not uncommon for developers to undertake works that are included in a contributions plan on behalf of council as often these works are undertaken in conjunction with developer funded works within subdivisions.

This results in either Council paying the developer an agreed amount for the works from contributions previously collected, or provision of an offset against developer contributions that may be payable in accordance with a condition of development consent. The Works in Kind Policy has been developed to formalise the processing of Works in Kind arrangements.

Sustainability Assessment:

- **Environment**

  There are no environmental issues to be considered at this stage. Environmental issues are addressed during the planning stages for release areas, and as part of the consideration and approval of proposed works.

- **Social**

  The draft policy does not specifically address Social Issues. These issues are considered in conjunction with adopted council policies and strategies in the formation and review of contribution plans.

- **Civic Leadership**

  Developer contributions plans are a funding mechanism to achieve new infrastructure. This is consistent with the objectives of the Coffs Harbour 2030 Community Strategic Plan PL 1.1 – We use best practice urban design and infrastructure development to promote sustainable living.

  The adoption of this policy will provide clear leadership in exhibiting sound financial planning and minimise the risks associated with expenditure of public funds.

- **Economic**

  Broader Economic Implications

  The draft Works in Kind Policy provides clear procedures to be followed when assessing an application for works in kind. It requires works costings to be itemised and any variations to adopted contributions plan estimates to be clearly identified. This will allow council staff to assess the proposed costs against those included in the relevant contributions plan. It will also assist in reviews of plans and work schedules to ensure sufficient funds are ultimately collected to provide all infrastructure contained within a contributions plan.

  Delivery Program/Operational Plan Implications

  There are no immediate implications on Council's Delivery Program/Operational Plan.

Consultation:

This policy has been developed following consultation with Councils Developer Contributions Internal Working Group, Manager Governance Services, the Executive Leadership Team and discussions with officers from other NSW councils.

Related Policy and / or Precedents:

Council's adopted Section 94 developer contributions include a clause stating that Council may accept an applicants offer to make a contribution by way of Works In Kind. The Draft Policy seeks to extend the requirements of any agreement for works in kind to ensure arrangements are satisfactorily completed prior to commencement of works. This will provide certainty in both the quantity and cost of the proposed works.

Statutory Requirements:

Section 94(5)(b) of the Environmental Planning and Assessment Act 1979 provides that a consent authority may accept the provision of a Material Public Benefit in part or full satisfaction of a condition of consent imposed requiring payment of a monetary contribution. A Material Public Benefit is the provision of a benefit in lieu of a monetary contribution and, as stated in the NSW Department of Planning's Development Contributions Practice Notes – July 2005, includes Works In Kind, which are considered to be works that are included in a contributions plan.

Issues:

The policy will provide greater certainty both with the scope of the proposed works and the costs prior to commencement of any Works in Kind. This will provide opportunities for variations to work schedules prior to commencement should this need arise due to issues such as planning reviews and financial considerations. The policy will ensure that any Works In Kind undertaken are in accordance with written agreements between Council and the developer.

Implementation Date / Priority:

Implementation is immediate.

Recommendation:

That Council adopts the attached Works in Kind Policy.

Attachment

Locked Bag 155, Coffs Harbour, NSW 2450 ABN 79 126 214 487	**COFFS HARBOUR CITY COUNCIL**

Works in Kind Policy

Policy Statement:

To provide standard criteria to assess applications for Works In Kind (WIK) in lieu of cash payment , or, Contribution offsets in lieu of cash payment of Section 94 contributions and Section 64 contributions.

Director or Manager Responsible for Communication, Implementation and Review:

General Manager

Related Legislation, Department of Local Government Circulars or Guideline:

Section 94 of the Environmental Planning and Assessment Act 1979

Section 64 of the Local Government Act 1993

Development Contributions Practice Notes – July 2005 issued by the then Dept of Infrastructure, Planning and Natural Resources.

Does this document replace an existing policy?	**No**

Other Related Council Policy or Procedure:

Application:

It is mandatory for all staff and Councillors to comply with this policy

Distribution:

This policy is available on council's website under Council policies

☒ **Internet** ☒ **Intranet** ☐ **Email** ☐ **Noticeboard** ☒ **Dataworks**

Approved by:	**Signature:**
Executive Team [Meeting date]	
Council [Meeting date & Resolution No.]	_____ *General Manager*
Council Branch Responsible:	**Date of next Review:**

Attachment

Key Responsibilities

Position	Directorate	Responsibility
Mayor	Council	To lead councillors in their understanding of and compliance with this policy.
General Manager	Executive	To lead staff (either directly or through delegated authority) in their understanding of and compliance with this policy and guidelines.
Executive Leadership Team	Executive	Determine requests submitted for applications within approved delegated authority
Executive Manager Finance	Finance	Determine requests submitted for applications within approved delegated authority
Relevant asset owner e.g. Manager Strategic Infrastructure	All	Determine the appropriateness and assess the relevant costs of the proposed WIK and provide recommendations to the Developer Contributions Coordinator
Developer Contributions Coordinator	Finance	Responsible for coordinating the determination of the application.
Council Officers	All	Receive application for WIK and refer to Developer Contributions Coordinator for coordination of a decision

1. Introduction

This policy has been developed to provide a standard procedure and criteria for processing applications where a developer makes an application for works in kind or a material public benefit in lieu of partial or full payment of Section 94 developer contributions or Section 64 Developer Contributions that have been applied to a development consent.

2. Definitions

Works In Kind (WIK)	Is the undertaking of work, or the provision of a facility, or the dedication of lands specifically included in an adopted contributions plan in lieu of the payment of a contribution required in accordance with a condition of consent.
Contributions Plan	Means the applicable Developer Contributions Plan adopted by Council in accordance with the provisions of the Environmental Planning and Assessment Act 1979, or a Development Servicing Plan adopted by Council under Section 64 of the Local Government Act
Applicant	Is the person or entity that has made a development application or a person legally entitled to act on the development consent.
Contract	Is a formal agreement that must be entered into with council following Council approval of an application under this policy.
Contribution Offset	Is where a developer covers part or all of the developer contributions in a manner other than the payment of a contribution or the dedication of land such as through the provision of a Material Public Benefit.
Consent	Means the development consent that has initiated the application.

3. Exclusions

This policy does not apply to Material Public Benefit Works (MPB), defined as some (material) component, other than land dedication or monetary contribution in full or part settlement of contributions levied under a condition of a development consent, but does not include works included in a Contributions Plan Works schedule.

Any proposal by a proponent to undertake MPB works a report to Council for determination.

4. Policy Content

4.1 Written Application

Any application for the provision of a WIK must be made in writing prior to commencement of any 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.
- 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 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.

4.2 Council Assessment

The acceptance of an offer for a Works in Kind is at the sole discretion of Council.

WIK agreements will only be negotiated on those works detailed in the relevant contributions plan.

In considering an application for a WIK 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 shall be paid by the applicant.

No WIK contract will be negotiated retrospectively.

4.3 Completion of Agreement

If a WIK agreement has been reached, a written agreement is required between the parties 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 WIK agreement.

Council may, having regard to the scale or type of WIK, require the preparation of a legal contract between the proponent and Council. Costs associated with preparation of such a legal contract shall be met by the proponent.

Where an application is not approved by council, the monetary contribution, as per the consent remains applicable.

5. Consultation

Council's Developer Contributions Working Group and Council's Manager, Governance Services have been consulted in the preparation of this policy

Proponents for WIK and/or MPB should liaise with Council staff prior to the lodgement of any formal application.

Attachment

6.   References

Environmental Planning and Assessment Act 1979
Development Contributions Practice Notes – July 2005 issued by the then Dept of Infrastructure, Planning and Natural Resources
Local Government Act 1993
Water Management Act 2000

7.   Table of Amendments

Amendment	Authorised by	Approval reference	Date

ADMINISTRATION OF THE DEVELOPER CONTRIBUTIONS SYSTEM POLICY

Purpose:

For Council to adopt the Administration of the Developer Contributions System Policy.

Description of Item:

Council has in place a Developer Contributions Internal Working Group (DCIWG). The principal roles of this Group are to identify opportunities for the preparation of Developer Contributions Plans, formulate new plans, review existing plans, and to monitor works progress and contributions expenditure. The policy identifies the key roles and responsibilities for members of the DCIWG and formalises contribution plan review timelines.

Sustainability Assessment:

- **Environment**

  The policy does not specifically address environmental Issues. These issues are considered in conjunction with adopted Council policies and strategies in the formation and review of contribution plans. The policy provides direction on the responsibilities of working group members which includes consideration of environmental issues.

- **Social**

  The policy does not specifically address social issues. These issues are considered in conjunction with adopted Council policies and strategies in the formation and review of contribution plans. The policy provides direction on the responsibilities of working group members which includes consideration of social issues.

- **Civic Leadership**

  The policy is consistent with several strategies contained within the 2030 Community Strategic plan including PL1.1 use best practice urban design and infrastructure development, PL2.1.2 protect and expand public places, and MA2.1.2 ensure planning requirements include cycleways and footpaths in all new developments.

- **Economic**

  Broader Economic Implications

  There are no immediate economic implications associated with this report. Developer contributions plans are a mechanism by which Council can obtain income streams from approved developments for funding new infrastructure to meet the needs of additional population. The policy aims to enforce the requirement of reviews to contributions plans to ensure contributions income is sufficient to undertake the provision of infrastructure and services that are the subject of a contributions plan and required as a result of development.

  Delivery Program/Operational Plan Implications

  There are no immediate Delivery Program/Operational Plan implications associated with the policy.

Consultation:

This policy has been developed following consultation with Council's Developer Contributions Internal Working Group, the Executive Leadership Team and discussions with officers from other NSW councils.

Related Policy and / or Precedents:

Developer contribution plan preparation, monitoring and review has previously been undertaken by some members of the DCIWG, however the policy seeks to formalise these processes and provide clear guidance in this area.

Statutory Requirements:

Section 94 developer contributions plans are prepared and monitored in accordance with the Environmental Planning and Assessment Act 1979. Water and Wastewater Development Servicing Plans are prepared and monitored in accordance with the Local Government Act 1993 and the Water Management Act 2000.

Issues:

This policy has been developed to provide clear direction on the preparation, implementation and review of Council's developer contributions plans and clarify the roles of members of the Developer Contributions Internal Working Group.

Implementation Date / Priority:

Implementation is immediate.

Recommendation:

That Council adopts the attached Administration of the Developer Contributions System Policy.

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

COFFS HARBOUR CITY COUNCIL

Administration of the Developer Contributions System Policy

Policy Statement:

To establish clear guidelines associated with the preparation, review and administration of Council's Developer Contributions Plans.

Director or Manager Responsible for Communication, Implementation and Review:

General Manager

Related Legislation, Division of Local Government Circulars or Guideline:

Section 94 - Environmental Planning and Assessment Act 1979

Section 64 - Local Government Act 1993

Development Contributions Practice Notes – July 2005 issued by the then Dept of Infrastructure, Planning and Natural Resources.

Does this document replace an existing policy?	**No**

Other Related Council Policy or Procedure:

Application:

It is mandatory for all staff to comply with this policy.

Distribution:

This policy is available on Council's website under Council policies

☒ **Internet** ☒ **Intranet** ☐ **Email** ☐ **Noticeboard** ☒ **DataWorks**

Approved by:	**Signature:**
Executive Team [Meeting date]	
Council [Meeting date & Resolution No.]	_____ *General Manager*
Council Branch Responsible:	**Date of next Review:**

Key Responsibilities

Position	Directorate	Responsibility
Mayor	Council	To lead councillors in their understanding of, and compliance with this policy and guidelines.
General Manager	Executive	To lead staff (either directly or through delegated authority) in their understanding of, and compliance with, this policy and guidelines. To approve resources to develop, implement and review this policy and guidelines.
Council's Developer Contributions Internal Working Group	All Directorates	Refer to Section 4 of this policy (Key Responsibilities of Council's Developer Contributions Internal Working Group.

1.   Introduction

The objective of this policy is to provide a comprehensive framework for the preparation, review and administration of Council's Developer Contributions Plans prepared in accordance with Section 94 and Section 94A of the Environmental Planning and Assessment Act 1979, and Council's Development Servicing Plans prepared in accordance with Section 64 of the Local Government Act 1993

2.   Definitions

Contributions Plan   Means the applicable Developer Contributions Plan adopted by Council in accordance with the Provisions of Section 94 of the Environmental Planning and Assessment Act 1979, or a Development Servicing Plan adopted by Council under Section 64 of the Local Government Act

3.   Policy content

This policy has been developed to ensure that a consistent and co-ordinated approach is taken in the preparation, review and administration of Council's S94 Contributions Plans and S64 Development Servicing Plans.

4.   Key Responsibilities of Council's Developer Contributions Internal Working Group

It is the responsibility of Council's Developer Contributions Internal Working Group to implement this policy. The working Group shall meet at least quarterly to carry out its functions. The key responsibilities of the Working Group are:

(a)   Identify the need for a new contribution plan, and facilitate preparation of such plan for adoption by Council including:

- Identify infrastructure and services to be included in the proposed plan having regard to the communities' needs, future maintenance issues, and other relevant matters
- Identify the tasks required to enable preparation of the proposed plan
- Estimate the availability of resources required for preparation of the proposed plan
- Allocate tasks / engage consultant
- Complete draft plan and seek feedback from all committee members
- Submit final draft to Council for consideration

(b)   Undertake reviews of adopted Contributions Plans on a regular basis including:

- carry out quarterly reviews of the contribution rates applicable under the various plans in accordance with the indexing provisions contained in the adopted plans
- Make decisions on the need and timing of reviews of contributions having regard to the recommended review cycle included in this policy
- revision of works schedules and costs including land valuations
- review of population yields applicable
- review plan contents to ensure compliance with legislative requirements

(c)   Ensure that the Developer Contributions system is integrated within the overall management and financial framework of Council by reviewing funds held in the Contributions Register and, subject to sufficient funds being held, make recommendations for inclusion of items in Council's Delivery Program and Program budgets for future years

(d)   Consider requests for Council forward funded works and make recommendations to Executive Leadership team and Council

Administration of the Developer Contributions System Policy (POL-022) September 2012
Uncontrolled when printed   Page 3 of 6

38

(e)   The Internal Working Group's membership and individual responsibilities are as follows:

Position	Responsibility
Developer Contributions Co-ordinator	Convene and co-ordinate meetings and plan preparation/revision. Provide financial support by management of contribution budgets, income and expenditure Undertake quarterly reviews of the contribution rates and adjust the rates in accordance with movements in the Consumer Price Index (All Groups Index) for Sydney. Prepare new contributions plans in conjunction with working group members. Undertake reviews of existing contributions plans in conjunction with working group members. Make recommendations for inclusion of expenditure in Council's Annual Delivery Program and budgets.
Executive Manager Engineering Services	To identify opportunities for development of additional contribution plans. To provide advice and input on infrastructure requirements and costings for new contributions plans and for the review of existing contributions plans. To identify proposed works in kind or proposed material public benefit works and to take action in accordance with Council's Works In Kind / Material Public Benefit Policy.
Executive Manager Cultural and Community Development	To identify community infrastructure for inclusion in developer contributions plans and for the reviews of existing contributions plans.
Manager Land Use Planning	Identify new release areas to be the subject of developer contributions plans. Co-ordinate the identification of infrastructure and services to be included in a contributions plan. Provide information relating to release area population yields. Provide advice on reviews of existing contributions plans.
Manager Land Use Assessment	To ensure contributions have been correctly applied to development consents where applicable. To provide advice as to the content and functionality of contributions plans.
Manager Strategic Infrastructure	To facilitate reviews of Council's Water and Waste Water Development Servicing Plans after a period of 5 years from adoption, or at an earlier time should a major change in circumstances occur. To provide advice and input on infrastructure requirements and costings for new contributions plans and for the review of existing contributions plans. To identify proposed works in kind or proposed material public benefit works and to take action in accordance with Council's Works In Kind / Material Public Benefit Policy

Position	Responsibility
Senior Biodiversity Officer	To provide advice on biodiversity issues associated with land and infrastructure that may be included in a contributions plan in accordance with Council's adopted strategies and for the review of existing contributions plans.
Senior Valuer	To provide land valuation advice for all lands proposed to be acquired where funding is derived from developer contributions imposed as a condition of development consent
Landscape Architect	To provide information and costing on open space infrastructure for inclusion in a contributions plan, having regard to Council's adopted strategies.
Subdivision and Development Engineer	Identify works within a development that are included in a contributions plan and ensure the works are carried out in accordance with the contributions plan, or where varied, ensure the variations are approved in conjunction with the relevant asset manager and the Developer Contributions Co-ordinator prior to commencement of the works. To provide advice and information for the review of existing contributions plans. To identify proposed works in kind or proposed material public benefit works and to take action in accordance with Council's Works In Kind / Material Public Benefit Policy

5. Review Schedules

Regular reports are provided to the Executive Leadership Team on the status of the developer contributions system, in particular the status of plan reviews and financial exposure associated with individual plans.

Plan Type	Maximum time between reviews	Additional issues
Specific Release Area Plans	5 years	Broad review of the works schedule to be conducted annually
Specific facility plans	5 years	Monitor income annually against anticipated income for specific facilities
Water and Waste Water Development Servicing Plans	5 years from adoption	

6. Consultation

This policy has been developed following consultation with Council's Developer Contributions Internal Working Group and discussions with officers from other NSW councils.

Administration of the Developer Contributions System Policy (POL-022) September 2012
Uncontrolled when printed   Page 5 of 6

40

7. References

Environmental Planning and Assessment Act 1979
Development Contributions Practice Notes – July 2005 issued by the then Dept of Infrastructure, Planning and Natural Resources
Local Government Act 1993
Water Management Act 2000.

8. Table of Amendments

Amendment	Authorised by	Approval reference	Date

Administration of the Developer Contributions System Policy (POL-022) September 2012
Uncontrolled when printed   Page 6 of 6

41

SOCIAL MEDIA POLICY

Purpose:

To seek adoption of a new policy for Council, the Social Media Policy.

Description of Item:

This policy has been developed to provide guidance to Coffs Harbour City Council workers and councillors as well as standards of use as they engage in conversations or interactions using social media for official, professional or personal use. The intention of this policy is to establish a culture of openness, trust and integrity in activities around interactive online tools.

This policy has been created using the existing policies of the Victorian Department of Justice, the NSW Department of Education and Training and the Victorian Department of Health. Their policies are considered best practice in Australia.

Social Media is a rapidly changing field and for this reason Council will have to be responsive and aware of the latest trends and associated risks. There is a need for training of staff who are using social media on Council's behalf, but there is also a need for all staff and Councillors to be better informed about the standards they need to meet when they use social media, whether in a personal or professional capacity.

A Social Media Working Party has been created to define and create new processes and procedures which will be needed to make the policy work. We have attached the latest Social Media Register which shows the already comprehensive number of social media spaces being used by Council.

One of the key components of the policy is that the Executive Leadership Team will control the creation of new social media spaces.

The Consultation Process

The organisation has had numerous opportunities to give feedback on the Social Media Policy. More than 20 submissions from staff has helped shape the current draft policy.

Changes made to the policy based on submissions included:

- Including a more defined Dispute Resolution process
- Creating a clearer definition of what a worker is (covers volunteers for instance)
- Covering the sharing of expertise by workers in online forums
- Clarifying differences between personal and professional use

Sustainability Assessment:

- **Environment**

  Communicating electronically is a sustainable method of communication.

- **Social**

  The policy addresses Council's obligations to ensure, where reasonably practicable, a safe and healthy workplace for its workers. This applies to the online environment.

- **Civic Leadership**

   The policy provides a framework for community engagement and the exploration of new ways to communicate and provide services to our 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**

   Communication using online tools will help Council supply services and respond to the community in a more efficient and effective manner.

   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:

All staff with computer access were consulted via email and the intranet during the development of the policy. A range of committees and individual staff members were also targeted to gain a better understanding of the impact of the policy.

Related Policy and / or Precedents:

This policy further enforces Council's Code of Conduct. It is related to or supported by the Workplace Surveillance Policy, Complaints and Other Feedback Policy, Community Engagement Policy, Privacy Management Plan and Council Media Delegations

Statutory Requirements:

This is not applicable to the report.

Issues:

The consequences of using Social Media as a business tool have received wide publicity over the past few years. Council needs to be mindful of these cases and provide clear direction and guidance to workers and Councillors when engaging or making comment in an online environment.

Implementation Date / Priority:

Implementation is immediate.

Recommendation:

That Council adopts the attached Social Media Policy.

Attachment

Locked Bag 155, Coffs Harbour, NSW 2450 ABN 79 126 214 487	COFFS HARBOUR CITY COUNCIL

Social Media Policy

Policy Statement:

This policy has been developed to provide guidance to Coffs Harbour City Council workers and councillors as well as standards of use as they engage in conversations or interactions using social media for official, professional or personal use. The intention of this policy is to establish a culture of openness, trust and integrity in activities around interactive online tools.

Director or Manager Responsible for Communication, Implementation and Review:

Director of Corporate Business

Related Legislation, Department of Local Government Circulars or Guideline:

- Web Content and Accessibility Guidelines 2.0 (WCAG 2.0)

- Government Information (Public Access) Act 2009 (GIPA Act)

- Work Health and Safety Act 2011 No 10

Does this document replace an existing policy?   **No**

Other Related Council Policy or Procedure:
- Code of Conduct 2009
- Workplace Surveillance Policy
- Complaints and Other Feedback Policy
- Privacy Management Plan
- Community Engagement Policy

Application:

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

Distribution:

This policy will be provided to all workers and delegates of council by:

☐ **Internet** ☐ **Intranet** ☐ **Email** ☐ **Noticeboard** ☐ **Dataworks**

Approved by: **Executive Team [Meeting date]** **Council [Meeting date & Resolution No.]**	Signature: _____ *General Manager*
Council Branch Responsible:	**Date of next Review:**

Attachment

Key Responsibilities

Position	Directorate	Responsibility
Mayor	Council	To lead councillors in their understanding of, and compliance with, this policy and guidelines.
General Manager	Executive	To lead workers (either directly or through delegated authority) in their understanding of, and compliance with, this policy and guidelines. Approve the creation of new social media spaces as recommended by the Social Media Working Party.
Directors	All Directorates	To communicate, implement and comply with this policy and related guidelines.
Social Media Working Party	Corporate Business	To manage and review Council's use of social media websites and tools. Create processes and procedures which manage the risks associated with Council's use of social media. Assess and recommend new social media presences.
Director	Corporate Business	To lead and support the Social Media Working Party.
Managers	All Directorates	To implement this policy and related procedures and ensure workers are released to undertake training.
Human Resources	Corporate Business	Ensure adequate awareness training for workers.
All Council workers and Councillors	Council	To comply with this policy and related procedures and to attend training to maintain their understanding of their obligations.

Attachment

1. **Introduction**

This policy has been developed to ensure Coffs Harbour City Council workers and councillors use social media in a correct manner whether for official, professional or personal use.

2. **Definitions**

Social Media: Social media is the term used for internet-based tools for sharing and discussing information among people. It refers to user-generated information, opinion and other content shared over open digital networks. Social media may include (although is not limited to):

- social networking sites (for example Facebook, Myspace, LinkedIn, Bebo, Yammer)

- video and photo sharing websites (for example Flickr, Youtube)

- blogs, including corporate blogs and personal blogs

- blogs hosted by media outlets (for example 'comments' or 'your say' feature on smh.com.au)

- micro-blogging (for example Twitter)

- wikis and online collaborations (for example Wikipedia)

- forums, discussion boards and groups (for example Google groups, Whirlpool)

- vod and podcasting

- online multi-player gaming platforms (for example World of Warcraft, Second Life)

- instant messaging (including SMS)

- geo-spatial tagging (Foursquare).

Social media also includes other emerging electronic/digital communication applications. It is important to remember that any website can become a "social media space" with the addition of functionality such as comments, likes and discussion areas.

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

- an employee, or

- a contractor or subcontractor, or

- an employee of a contractor or subcontractor, or

- an employee of a labour hire company who has been assigned to work in the person's business or undertaking, or

- an outworker, or

- an apprentice or trainee, or

- a student gaining work experience, or

- a volunteer.

Attachment

3. Policy content

Social Media are important communication channels that provide Coffs Harbour City Council with additional opportunities to engage directly with the public.

These tools can be used to provide information about services and products, and create two-way conversation and consultation opportunities, for example on aspects of policy development.

The objective of this policy is to set the parameters for the use of social media, where it forms part of a worker's professional responsibilities; to inform workers of their responsibilities when using social media in a personal capacity, whether at work or elsewhere, and to manage risks associated with Council's use of these tools.

It is essential that workers understand that comments published or broadcast via social media platforms are public statements and must be made by an authorised spokesperson in the same way that comments are made in any public forum or to the media.

The objectives of this policy are compatible with the adopted Coffs Harbour City Council Code of Conduct.

General Responsibilities of a Council Worker

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

- Fairness and Equity
- Harassment and Discrimination
- Personal Dealings with Council
- Public Comment
- Obligations of Staff
- Inappropriate Interactions
- Use of Certain Council Information
- Use and Security of Confidential Information
- Personal Information
- Use of Council Resources
- Complaint Handling Procedures and Sanctions

3.1 Personal use of social media

This policy does not aim to discourage or unduly limit workers using social media for personal expression or pursuing other online activities in their personal lives.

Workers should be aware of and understand the potential risks and damage to Council that can arise, either directly or indirectly, from their personal use of social media. Workers should comply with this policy to ensure that risk is minimised.

Workers are personally responsible for content published in their personal capacity on any form of social media platform. Workers are obliged to seek guidance from Council's Social Media Guidelines to comply with the following obligations.

Workers must:

- only disclose and discuss publicly available information

- ensure you are complying with the Code of Conduct and Council's Privacy Management Plan

- always make sure that you are clear as to whether you are participating in an official or a personal capacity. Expressly state when an opinion is personal. Be aware that participating online may attract media interest in you as an individual, so proceed with care regardless of what capacity you are acting in

- behave politely and respectfully

- adhere to the terms of use set out by the social media platform or website, and adhere to legislation including copyright, privacy, defamation, contempt of court, discrimination, harassment and any other applicable laws

Workers must not:

- post material that is offensive, obscene, defamatory, threatening, harassing, bullying, discriminatory, hateful, racist, sexist, infringes copyright, constitutes a contempt of court, breaches a Court suppression order, is unlawful, is for personal gain, or encourages others to break the law.

- imply that they are authorised to speak as representatives of Council, nor give the impression that the views expressed are those of Council

- use the identity or likeness of another Council worker in a social media space

- use their council email address or any council logos or insignia that may give the impression of official support or endorsement of their personal comment

- use or disclose any confidential information or personal information obtained in their capacity as a worker or contractor of Council

- post material that is, or might be construed as, threatening, harassing, bullying or discriminatory towards another worker or contractor of Council

- comment or post any material that might otherwise cause damage to Council's reputation or bring it into disrepute.

Reasonable and unreasonable personal use

When accessing social media via Council's Internet, intranet and extranet systems, workers must use these resources 'reasonably', in a manner that does not interfere with work, and is not inappropriate or excessively accessed.

Examples of reasonable use include:

- re-tweeting content from Council Twitter feeds in a personal Twitter account

- Reposting or sharing content from Council Facebook pages (such as the Growers Market or the Jetty Theatre)

- updating personal Facebook status and posting messages during a lunch break.

Council resources must not be used to access or post any material that is fraudulent, harassing, threatening, bullying, sexually explicit, profane, obscene, racist, sexist, intimidating, defamatory, for personal gain or otherwise inappropriate or unlawful.

Workers must not use Council's Internet and computer resources to provide comments to journalists, politicians and lobby groups other than as authorised in the course of their official duties.

It is not acceptable to spend time using social media that is not related to your work unless it occurs in your own time (for example during meal breaks).

3.2   Professional use of social media

Becoming authorised to comment (on behalf of Council in a non-Council space)

- Before engaging in social media available outside online Council spaces (e.g. a Facebook site run by a local resident) as a representative of Council, workers must become authorised to comment.

- To be authorised to comment or be an authorised spokesperson, workers must have the explicit approval of the General Manager through Council Media Delegations.

Rules of engagement

Authorised representatives must:

- disclose that they are a worker at Council and use only their own identity, unless authorised to use an approved official account or avatar

- disclose and comment only on information classified as public domain information

- ensure that all content published is accurate and not misleading and complies with all relevant council policies and other relevant requirements

- ensure they are not the first to make an announcement (unless specifically given permission to do so) (see Social Media Guidelines for examples)

- comment only on their area of expertise and authority

- ensure comments are respectful of the community with which they are interacting online

- adhere to the terms of use set by the social media platform or website and adhere to legislation including copyright, privacy, defamation, contempt of court, discrimination, harassment and any other applicable laws, as well as Council's Privacy Management Plan.

Authorised representatives must not:

- post or respond to material that is offensive, obscene, defamatory, threatening, harassing, bullying, discriminatory, hateful, racist, sexist, infringes copyright, constitutes a contempt of court, breaches a court suppression order, or is otherwise unlawful

- use or disclose any confidential or secure information

- comment or post any material that might otherwise cause damage to Council's reputation or bring it into disrepute.

Creation and moderation of Council-produced social media

All Council websites and social media accounts must be recommended by Council's Social Media Working Party and approved by the General Manager. This includes the endorsement of the owner of the site and any additional authorised persons required to manage or provide content for the site. All online and social media accounts used by Council must also be listed on the Social Media Register which is maintained by the Social Media Working Group. See the Social Media Guidelines for more information on how to set up a Council website or social media account.

The Council site-owner or social media account-holder must ensure a clear and unambiguous moderation procedure is in place when inviting public comments to a Council website or social media platform.

Attachment

Seeking and sharing information via online spaces

A worker who sources and shares expertise and knowledge via online spaces (e.g. expert-specific forums) must use the Social Media Policy and its guidelines to guide their behaviour within these online spaces.

3.3 Compliance

Non-compliance with this policy may constitute a breach of council's Code Of Conduct or other employment/service conditions. This could result in disciplinary procedures being taken that may include dismissal from Council's employment or service.

Monitoring Social Media Usage

Social Media usage by workers from Council offices or devices will be monitored and reported to Council's Executive Team.

The Media Officer will also monitor comments made by and about Council in the social media space and escalate any issues to the General Manager.

Identifying and reporting inappropriate use

Where a worker, Councillor or member of the public becomes aware of inappropriate or unlawful online content that relates to Council, or content that may otherwise have been published in breach of this policy, the situation and circumstances should be reported immediately to the General Manager for resolution.

See the Social Media Guidelines for examples of inappropriate use.

Attachment

4.   **Consultation**

Staff members listed below were consulted during the development of the policy:

- Manager Governance
- Investment Attraction and City Centre Marketing Officer
- Media Officer
- Chief Information Officer
- Website Administrator
- IT Steering Committee
- Leadership Team
- Assistant Manager - Human Resources
- Consultative Committee
- All staff consulted and feedback sought via the intranet

5.   **References**

Victorian Department of Justice - Social Media Policy

NSW Department of Education and Training – Social Media Policy and Guidelines

Victorian Department of Health - Social Media Action Plan

eGovernment Resource Centre

Switched on Coffs Strategy – Appendix 2

6.   **Appendices**

- Draft Social Media Guideline – a hardcopy document covering the do's and don'ts of personal and official social media usage
- Draft Social Media Register - a list of all official Council social media spaces and accounts

7.   **Table of Amendments**

Amendment	Authorised by	Approval reference	Date

COMMUNITY STRATEGIC PLAN (CSP) REVIEW – COMMUNITY ENGAGEMENT STRATEGY

Purpose:

To seek Council adoption of the Coffs Harbour 2030 Review - Community Engagement Strategy.

Description of Item:

Under the Integrated Planning & Reporting (IPR) legislation Council is required to review its Community Strategic Plan (CSP) every four years in line with the election of a new Council. The review of the CSP must include the following:

1.   A report to the outgoing Council;
2.   A review of the information that informed the original CSP; and
3.   A Community Engagement Strategy.

The engagement strategy identifies stakeholders, engagement methods and timeframes to provide the opportunity for stakeholders to be involved in the review process.

Sustainability Assessment:

- **Environment**

   There are no direct environmental impacts resulting from this report, however the resultant updated CSP will address the community's environmental aspirations.

- **Social**

   There are no direct social impacts resulting from this report, however the resultant updated CSP will address the communities social aspirations.

- **Civic Leadership**

   This report outlines the mechanisms for engaging with Stakeholders on the review of the Coffs Harbour 2030 CSP.   These engagement processes show sound civic leadership and a commitment to open and transparent government.

- **Economic**

   Broader Economic Implications

   There are no broader economic implications resulting from this report.

   Delivery Program/Operational Plan Implications

   There are no Delivery Program/Operational Plan implications from this report: all costs have been budgeted.

Consultation:

Consultation has taken place with the senior Executive Team and relevant staff thus far in the preparation of this report and the associated draft community engagement strategy.

Related Policy and / or Precedents:

This report was written giving consideration to Councils "Community Engagement Policy".

Statutory Requirements:

Local Government Act 1993 402 (4)

Issues:

The adoption of the Community Engagement Strategy will enable the continuation of the review project. Delaying the adoption of the Strategy may impact Council's ability to meet the legislatively imposed review timelines.

Implementation Date / Priority:

This strategy should be implemented in accordance with the timeframes documented in the report.

Recommendation:

That Council adopts the Community Engagement Strategy for the Review of Coffs Harbour 2030 as attached to this report.

Coffs Harbour City Council

2030 Community Strategic Plan Review

Community Engagement Strategy

Version Control

Version	Date updated	Document	Comment	By Who
1.0	02/10/2012	Community Engagement Strategy 2030 Review v1.0	Initial version based on original 2030 engagement strategy	Adam Ellison
1.1	08/10/2012	Community Engagement Strategy 2030 Review v1.1	Feedback from Steve McGrath	Adam Ellison
1.2	10/10/2012	Community Engagement Strategy 2030 Review v1.2	Feedback from Steering Committee	Adam Ellison

Reviewers

Name	Title
Steve McGrath	General Manager
Chris Chapman	Director LUHD
Craig Milburn	Director Corporate Business
Ben Lawson	Director City Services
Ian Cameron	Corporate Planner

Table of Contents

1.   Executive Summary

Under the IPR legislation Council is required to review its Community Strategic Plan (CSP) every four years in line with the election of a new Council. A requirement of this review is the development of a Community Engagement Strategy.

The community of Coffs Harbour has a vital role to play not only in planning for the future of the city but also in partnering with government and non-government agencies to identify and implement initiatives that contribute to the sustainability of our economy, lifestyle and environment.

This Community Engagement Strategy for the review of the Coffs Harbour 2030 Community Strategic Plan promotes opportunities for public participation in the review and ongoing implementation of the Coffs Harbour 2030 Community Strategic Plan, while documenting the engagement activities that have already been completed and provided input into the review process.

This project of reviewing the Community Strategic Plan will ensure that stakeholders are provided with the opportunity to contribute and provide feedback on any proposed updates to Coffs Harbour 2030. Stakeholders will include community groups, government agencies, business and industry and non-government service providers.   It is recognised that community engagement occurs throughout the life of a Community Strategic Plan and that outcomes will influence associated plans, policy and resourcing strategies. As such, elements of this Community Engagement Strategy have already been implemented, or are in the process of implementation. These items of engagement are clearly documented.

While this community engagement strategy primarily relates to the community engagement required to complete the review of Coffs Harbour 2030, it also includes reference to community engagement that will be completed as part of the Service Review project – a project closely related to the review of 2030 the results of which will be a key input into the updated CSP.

2.   Objectives

This Community Engagement Strategy has been prepared to assist Coffs Harbour City Council to review the Coffs Harbour Community Strategic Plan.

The key objectives of this engagement strategy are:

- Ensure an "appropriate" level of community engagement is used in the development of the updated CSP;
- Ensure the content of the updated CSP reflects community expectations and has given due regard to Council's expected available resources;
- Ensure the engagement process adequately addresses Councils legislative requirements; and

- Develop ownership of the Community Strategic Plan with all Stakeholders.

It is expected that that appropriate Level of Engagement for the review of the Community Strategic Plan is between *Consult* and *Involve*. The following table adapted from *Coffs Harbour City Councils Community Engagement Policy* and based on the International Association for Public Participation (IAP2) framework provides a description of each engagement level.

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

3.   Social Justice

3.1   *Social Justice Principles*

The Community Strategic Plan must be based on the social justice principles of equity, access, participation and rights. These principles guide the development, implementation and review of the Community Strategic Plan and all community engagement undertaken during these processes.

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

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

The review of Coffs Harbour 2030 and the engagement processes implemented to facilitate the review will be based on these principles of Social Justice.

4. Stakeholders

For the purposes of the Community Engagement Strategy for the review of Coffs Harbour 2030 the stakeholders have been identified in the table below. Their role in the review process has been included:

Mayor and Councillors	• Promote the review of the Community Strategic Plan to the community. • Ensure the Community Strategic Plan is reviewed in accordance with the legislation and Guidelines. • Provide input into the Community Strategic Plan review as required. • Approve the Community Engagement Strategy.
General Manager	• Ensure the Community Engagement Strategy is prepared and approved by Council. • Ensure that members of the community are given sufficient information to participate in the planning process in a meaningful way.
Staff	• Provide input into the Community Strategic Plan review as required.
Community Groups	• Utilise the engagement mechanisms to provide input into the Community Strategic Plan.
Specific Interest Groups	• Utilise the engagement mechanisms to provide input into the Community Strategic Plan.
General Community	• Utilise the engagement mechanisms to provide input into the Community Strategic Plan.
Government Agencies	• Utilise the engagement mechanisms to provide input into the Community Strategic Plan.
Non-Government Agencies	• Utilise the engagement mechanisms to provide input into the Community Strategic Plan.

5. Engagement Implementation

5.1 *Community Engagement Undertaken*

Coffs Harbour City Council is already well advanced in regards to the community engagement required to review the Coffs Harbour 2030 Community Strategic Plan. Much of the ongoing community engagement undertaken by Council will be used as inputs into the review of the CSP.

The following table highlights some of the key engagement that have been completed to date:

Community Engagement	Level of Engagement	2030 Theme(s) Addressed					Stakeholders Involved						
		Learning & Prospering	Places for Living	Moving Around	Looking After Our Community	Looking After Our Environment	Councillors	Staff	Community Groups	Specific Interest Groups	General Community	Government Agencies	Non Government Agencies
Community Survey	Consult	◆	◆	◆	◆	◆					○		
Coffs Culture On-line Forum	Consult	◆			◆			○	○	○	○		
Coffs Harbour LEP and DCP	Involve		◆	◆		◆	○	○	○	○	○	○	○
CBD Masterplan	Involve		◆	◆	◆	◆	○	○	○	○	○	○	○
Jetty Foreshores Plan	Involve		◆	◆	◆	◆	○	○	○	○	○	○	○
Library Customer Satisfaction survey	Consult	◆			◆				○	○	○		

Community Engagement	Level of Engagement	2030 Theme(s) Addressed					Stakeholders Involved						
		Learning & Prospering	Places for Living	Moving Around	Looking After Our Community	Looking After Our Environment	Councillors	Staff	Community Groups	Specific Interest Groups	General Community	Government Agencies	Non Government Agencies
Various Council Strategies i.e. Open Space, Sport, Biodiversity etc.	Involve	◆	◆	◆	◆	◆		○	○	○	○		

In addition to the engagement items listed above Council has a number of ongoing Community Advisory and Management Committees (for example the Coffs Harbour Bicycle User Group) that provide an ongoing opportunity for the community to be directly involved in the future direction of Coffs Harbour.

5.2   *Proposed Community Engagement*

Community engagement on this process is expected to be ongoing, with various levels of engagement occurring prior to the Community Strategic Plan going on exhibition on 12th April. The project plan for the review of Coffs Harbour 2030 has marked the 21st January 2013 to 1st March 2013 for the execution of stakeholder engagement. This period will also allow the related "Service Review" project to complete any level of service discussions with the community that can be fed into the final draft of the updated Community Strategic Plan.

In the interest of ensuring cost-effective use of Council's scarce resources, and also the need for timely responses, the project team will focus on using online tools to carry out Community Engagement.

The following table outlines the proposed engagement that will be completed to inform stakeholders about, and gain input from, stakeholders regarding the updated Community Strategic Plan:

Attachment

2030 Review – Community Engagement Strategy

Community Engagement	Description	Level of Engagement	Timeline	CHCC Responsibility	Stakeholders						
					Councillors	Staff	Community Groups	Specific Interest Groups	General Community	Government Agencies	Non Government Agencies
Council Newsletter	Leverage Council newsletter to inform stakeholders of the 2030 Review process and opportunities to contribute.	Inform	• October 2012 • January 2013	Media team	O	O			O		
Media Releases	Leverage local media to inform stakeholders of the 2030 Review process and opportunities to contribute.	Inform	• As required	Media Team			O	O	O	O	O
Councillor Workshops	Workshops to inform and consult with Councillors on the review of 2030. Councillor ownership of the approach is key.	Consult	• November 2012 • December 2012	Executive	O						
Council Website	A page on the Council website will be setup outlining what is occurring in relation to the review of 2030 and directing visitors to options for involvement.	Inform	• November 2012 – May 2013	2030 Review Team	O	O	O	O	O	O	O

Attachment

2030 Review – Community Engagement Strategy

Community Engagement	Description	Level of Engagement	Timeline	CHCC Responsibility	Stakeholders						
					Councillors	Staff	Community Groups	Specific Interest Groups	General Community	Government Agencies	Non Government Agencies
2030 Review email address	Create a specific email address for email correspondence from Stakeholders regarding the review of 2030. Display contact details on the webpage.	Inform	• November 2012 – May 2013	2030 Review Team	O	O	O	O	O	O	O
Coffs Harbour 2030 On-line Forum	Based on the successful on-line Culture Forum. The forum will run over a period of five weeks addressing a 2030 theme each week. It would prompt stakeholders about their top priorities for Council within each Theme.	Involve	• December 2012 – January 2013	2030 Review Team		O	O	O	O		
Community Workshop	Workshop to capture input and feedback on updated CSP. This is to ensure those stakeholders without access to technology are provided the opportunity to contribute to the review process.	Involve	• January – February 2013	2030 Review Team		O	O	O	O	O	O

Attachment

2030 Review – Community Engagement Strategy

Community Engagement	Description	Level of Engagement	Timeline	CHCC Responsibility	Stakeholders						
					Councillors	Staff	Community Groups	Specific Interest Groups	General Community	Government Agencies	Non Government Agencies
Wordpress Site or Wiki	Present content of each theme (objectives and strategies) for input and feedback. Highlight the changes and reasons for those changes for ease of identification by stakeholders. This site will enable stakeholders to post comments and feedback.	Involve	• January – February 2013	2030 Review Team		O	O	O	O	O	O
Pinterest or Facebook Photo Competition	Photo and less than 30 words on "What is Important to You in Coffs Harbour". Three prizes (TBD) judged by Mayor and General Manager.	Consult	• December 2012	2030 Review Team		O	O	O	O		
Public Exhibition	Leverage wordpress site and process used successfully for LEP exhibition, in addition to the standard exhibition process.	Consult	• April – May 2013	2030 Review Team		O	O	O	O	O	O

Attachment

2030 Review – Community Engagement Strategy

Community Engagement	Description	Level of Engagement	Timeline	CHCC Responsibility	Stakeholders						
					Councillors	Staff	Community Groups	Specific Interest Groups	General Community	Government Agencies	Non Government Agencies
Level of Service Workshops	Service Leaders will engage with Stakeholders in a coordinated fashion, via a series of Level of Service workshops. The specific Stakeholders for each of Councils External Services as identified during the Service Review process are documented in Appendix A.	Collaborate	• January – February 2013 *Where possible this will occur earlier*	Service Review Team		○	○	○	○	○	○

Appendix A – External Service Stakeholders

External Service	Stakeholders	
Customer Service	• Community	• Council
Water	• Drinking water consumers • NSW Office of Water • NSW Health compliance • Clarence Valley Council • Water carriers • Energy providers • Catchment Management Authority	• NSW Fisheries • Rivercare Groups • Dunecare Groups • Landcare Groups • NSW Office of Water • Riparian Stakeholders
Sewer	• Community • Reclaimed water customers • NSW Environmental Protection Authority (EPA) • NSW Office of Water • Trade waste dischargers • NSW Health compliance • Bellingen Council	• Catchment Management Authority • NSW Fisheries • Rivercare Groups • Dunecare Groups • Landcare Groups • Solitary Islands Marine Park Environmental Protection Authority • Riparian Stakeholders

2030 Review – Community Engagement Strategy

External Service	Stakeholders	
	• Energy providers	• Pump out contractors
Roads and bridges	• Transport Working Group	• Community
Parks and facilities	• Landcare • Friends of parks • General public road users • Developers • Businesses owners/operators • RMS • Chamber of Commerce • Park Neighbours • Service Organisations • Family Daycare • Commercial Recreation providers • NSW Police • NSW CLD	• Tourism Board • Not for Profit Organisations • Coffs Harbour District Land Council • Schools and Universities • Rural Fire Service • Bushfire Management Committee • NRCMA • Ulitarra Society • Coffs Harbour Bush Regeneration Group • Developers • Crown Lands Division • NPWS
Stormwater	• Community • Council (assets, program manager, project managers)	• Property owners
Footpaths and cycleways	• Access Advisory	• Coffs Harbour Cycle Club

2030 Review – Community Engagement Strategy

External Service	Stakeholders	
	Committee	
Flooding and coastal management	• Government Agencies • Other Council departments • Community • Developers • Consultants • Floodplain Management Advisory Committee	• Valuers/Real Estate Agents • Insurance companies • Primary, secondary, tertiary education • Indigenous groups • Coastal Estuary Management Advisory Committee
Property	• Lessees and Licensees • Interdepartmental committees • State and Federal funding bodies (HACC) • Community Groups • Disabled access groups/committee • Health professionals	• Fitness professionals • Schools • Traffic committee • Access committee • State Park Reserve trusts
Cleaning (city image) *	• Community • Tourists	• Local business
Waste management	• State Agencies (EPA) • Federal Agencies	• Interest Groups • Business

74

2030 Review – Community Engagement Strategy

External Service	Stakeholders	
	- Federal and State Members of Parliament - Councillors - Staff - Ratepayers	Owners/Operators - Development Industry - Land Managers - Adjoining Land Owners
Land use planning	- Police Department - Community - Businesses - NGO's - Designers/Architects - Department of PLanning - Tourism agencies - Coffs Coast Marketing - Chambers of Commerce - Housing NSW	- UDIA - Real Estate Institute - Developers - Community Housing providers - BSC - LPMA - NPWS - SIMP - NCAHS - DECC W
Development assessment	- Councillors - Council - Development Industry - Community	- Agencies e.g. RMS, OEH, MPA, etc - Proponents - Private sector – accredited certifiers and PCA's
Compliance	State Government	Ratepayers

2030 Review – Community Engagement Strategy

External Service	Stakeholders	
	• National Parks • Solitary Marine Park Authority • Ombudsman • State and Federal Members of Parliament • Councillors • Staff	• Business owner/operators • Development Industry • Animal Welfare Agencies • State Forest • Department Local Government • Public
Environmental management	• State and Federal Government Agencies • State and Federal Members of Parliament • Councillors • Community groups and individuals • Staff • Ratepayers	• Interest groups • Business owner/operators • Development Industry • Land managers • Ombudsman • Rural Land holders/ farmers
Health	• State Agencies • Councillors • Council • Ratepayers	• Business Owners/Operators • Community • Interest Groups
Emergency management	• Local Emergency Management Committee	• General community

2030 Review – Community Engagement Strategy

External Service	Stakeholders	
	• Bellingen Council	
Economic development	• Business Community • Health Sector • Education Sector • Aged Care providers • Community • Local, State and Federal Government Departments • CHCC Planning • Developers	• Freight companies • Airlines • Rail service • Investors • Local Digital Champions • Chambers of Commerce • Media • Civic and Business Leaders
Community services	• Cultural Plan reference group • Creative Industries V Team • Multicultural Reference Group • General Community • Access Advisory Committee	• Yandarra Aboriginal Consultative Committee • Funding Bodies • Advisory Committee's • Management Committee's • Volunteers of Council community facilities
Sport	• COFFSAC • Community • Sport Organisations –	• Other Councils/Sports Forums • Woolgoolga Sports Council

2030 Review – Community Engagement Strategy

External Service	Stakeholders	
	local, regional, state and national • Sport venue lessees • Government departments • Schools	• Event organisers and promoters • Spectators • Tourism industry and other commercial operators • Stadium focus Group Committee
Tourism	• Tourism Coffs Coast • Bellingen Council • Nambucca Council	• Tourism Operators • Professional Conference Organisers Association • Visitor Information Centre volunteer network
Lifeguards	• State Government Agencies • Voluntary Agencies • State and Federal Members of Parliament • Councillors • Staff	• Ratepayers • Interest Groups • Business Owners/Operators • Development Industry • Land Managers
Arts and culture	• Facility advisory groups e.g. Friends of the Gallery • Sector partners or stakeholders e.g. Artists, educational institutions	• Cultural Plan Reference Group • Community • Sponsors • Government/Non Govt

78

External Service	Stakeholders	
	• Peak sector bodies and government agencies e.g. Arts MNC, Regional Arts NSW, M&G NSW • Other regional facilities/partners • Facility volunteers	agency partners
Library	• Library members • General community • Students/learners • Disadvantaged groups • Children/families • Students/schools • Adult learners • ESL communities • Researchers	• Historians/genealogists • Aboriginal community • Readers • Writers • Book clubs/groups • Book industry • Socially isolated people • Diverse cultures
Event management	• Sporting bodies • Community • Multicultural organisations • Families • Local tourism bodies	• Chamber of Commerce/local business • Indigenous groups • Local performers and artists • Creative industries

Attachment

2030 Review – Community Engagement Strategy

External Service	Stakeholders	
Community engagement *	• Community • State and Federal Government Departments	• Council • Community Groups

* The stakeholders for these services still require further confirmation from the Service Owners.

ENVIRONMENTAL LEVY PROJECTS REPORT 30 JUNE 2012

Purpose:

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

Description of Item:

A description of the status of the EL Program as at 30 June 2012, including total funding against actual expenditure, is included as an attachment to this report.

Sustainability Assessment:

- **Environment**

   The entire EL program is designed to ensure that environmental priorities (as outlined within the Comprehensive State of the Environment Report) are addressed. All projects recommended for funding will result in beneficial outcomes for the environment of the Coffs Harbour Local Government Area (LGA).

- **Social**

   The criteria used in assessing EL submissions include:

   - generating a community benefit,
   - being community-based.

   Many projects included in the program are undertaken by community groups.

- **Civic Leadership**

   Councils Environmental Levy Program seeks to promote sound environmental practices, leadership and involvement in key environmental issues. All applications meet various environment objectives set out in Councils *Coffs Harbour 2030 Plan* which accords with Councils strategic theme of "Looking after our Environment". Council's role as a Provider, Facilitator or Advocate varies from project to project.

- **Economic**

   Broader Economic Implications

   The EL Program funds environmental projects that would not otherwise be undertaken with revenue funding.

   Delivery Program/Operational Plan Implications

   The EL Program is funded through a special rate and is accounted for separately. Therefore there is no impact on Councils Delivery Program.

The EL Program has a balance of $181,536 after taking into account the variations and revotes recommended in this report. This was partly due to 2010/11 surplus funds of approximately $79,000 returned to the reserve during 2011/12; an additional $44,000 from contributions; and interest received not included in the funding calculation as it was unknown at the time. These funds will be available for allocation to 2013/14 EL applications.

Consultation:

Relevant Council staff and members of community groups have been consulted in the preparation of this report.

Related Policy and / or Precedents:

Submissions are assessed in accordance with Council's *Environmental Services – Associated Policies*, which was adopted on 12 June 1997 and readopted on 15 December 2005. Council's Executive Leadership Team receives quarterly reports on the status of EL Projects throughout the year.

Statutory Requirements:

The Ministerial approval for a special rate variation was obtained in June 1997 in accordance with the provisions of Section 508 (2) of the Local Government Act 1993.

Issues:

Status of Funding for EL Program as at 30 June 2012

Funding position of the Environmental Levy as at 30 June 2012 is summarised as follows:

	$
Reserve as at 1 July 2011	545,903
Income	
Special Rate	1,042,474
Pensioner Subsidy	2,462
Water Account	50,000
Contributions, Grants, Rev, Restrict, Reserve	54,690
Interest	30,390
Total Income	**1,725,919**
Less Expenditure	(1,229,770)
Reserve Balance as at 30 June 2012	496, 149

The revotes recommended from 2011/12 to 2012/13 are $305,123 which is funded by:

Environmental Levy	298,060
Grants	0
Revenue	0
Contributions	7,063
Reserves & Restricted Grants	0

The Environmental Levy Reserve balance of $496,149, less the revotes to 2012/13 of $305,123 less $9490 held in Reserve for Marine Rescue (per 9/02/12 Council Resolution No. 24) results in a balance of $181,536.

Of the Environmental Levy funding of the revotes recommended, the funds were allocated in the following years:

	$	
2009/10	82,304	one project, refer item 32.
2010/11	66,740	four projects, refer items 2, 3, 14 & 20.
2011/12	149,016	seven projects, refer items 2, 9, 15, 21 a and c, 34 & 36.
Total	**298,060**	

Project Status Report

Relevant additional comments in relation to the projects are:

1. Vegetation Mapping Project - Ground Truth Component

    The Class 5 vegetation layer project is completed and is expected to proceed to a Council meeting in October once the new Council is in place. Survey teams undertook ground truthing of vegetation for the new Class 5 vegetation maps including the completion of 180 permanent full floristic plots and 900 rapid data points across the entire LGA.

2. Koala Plan of Management 2009 - Implementation 2010/11

    Quotation on project has been approved and Contractor is registered under the BNG Conserve process. Works due to Commence mid August 2012 with meetings set to develop the survey methodology and define habitat criteria for the review of the Koala Plan of Management first stage Northern Precinct Area.

    IT IS RECOMMENDED THE REMAINING FUNDS OF $46,321.33 BE REVOTED TO 2012/13.

3. Biodiversity Action Strategy Implementation 2009/2010

    The last stage of the Biodiversity Implementation project is the Frog Census. This is a collaborative project between Council and Office of Environment & Heritage (OEH). The delay in commencement is attributed to delays in the Council's Class 5 vegetation layer delivery. Twelve thousand dollars has been committed by CHCC to the frog census stage one element of the project. The OEH has invested fifteen thousand into the project as part of stage one with future commitment to additional funds pending the implementation of stage two to three. Biodiversity will be presenting the fine scale vegetation mapping to Council - the frog census will commence on the final adoption of the vegetation layer.

    IT IS RECOMMENDED THE REMAINING FUNDS OF $12,918.43 BE REVOTED TO 2012/13.

4.   Orara River Restoration Project

   a.   Project Officer

The Project Officer carries out essential administration tasks including the drafting of Bush Regeneration Contract documents and oversight of engagement of project contractors. The position supports the Orara Valley RiverCare Groups Management Committee manage the project as the umbrella group for three local LandCare and RiverCare groups in the valley.

The Project Officer has been successful in leveraging two grants from the NSW Environmental Trust, using Environmental Levy Funds as matching funds, as follows:

-   $100,000 over two years for "Connecting Riparian Rainforest Corridors in the Orara Valley", and
-   $250,000 over six years for "Regenerating Rainforest in Strategic Orara Valley Riparian Corridors".

The Project Officer has also been administering a LandCare Australia grant of $30,000 for "The Jungle" at Coramba. This project engages the Darrunda Wajaar Indigenous Bush Regeneration Team in on-ground works. The Project Officer has also been supporting this team to construct Bush Tucker Gardens at three Orara Valley Primary Schools with a Caring for Country Community Action Grant of $20,000. The Project Officer ran an event for the Coffs Harbour Sustainable Living Festival 2011, involving a tour of Coramba Nature Reserve by the Coffs Ambassadors, and a tour of works by the Cochran's Pool Urumbilum LandCare Group highlighting substantial works at the Upper Orara Recreation Ground.

   b.   Cats Claw Eradication

Cats Claw Creeper has now been listed as a Weed of National Significance; therefore its control is a Local Government obligation. This budget is also used to control other emerging weeds, such as Madeira Vine which has also recently been declared a Weed of National Significance. The vine weeds have serious impacts upon rainforest as they are quickly able to smother whole stands of trees.

   c.   Propagation Nursery at Nana Lane

Propagation of local provenance plant stock from seed collected within the Orara Valley. It is important that the project only uses plant stock propagated from locally collected material in order to maintain the integrity of the genetic diversity of the rainforest.

   d.   Erosion Control / Fencing

This budget was spent predominantly on structural erosion control works at the old Skewes Quarry site. This site has been heavily impacted by past gravel extraction, vegetation clearing, and particularly devastating impacts of flooding during the years 2009 and 2010. The structural works were necessary to maintain the integrity of the Casuarina Lane Fish way which was constructed in partnership with Fisheries NSW in 2008. The works were also essential to maintain water levels at the gauge station used for monitoring environmental flows by Coffs Harbour Water.

The remainder of the budget was spent on electric fence at strategic flood impacted sites. Fencing is an important component of the Orara River Rehabilitation Project, to exclude stock impacts upon the riparian zone.

e.   Camphor / Privet Control and Regeneration

Camphor Laurel, Small Leaved Privet, and Large Leaved Privet, are the major target weeds for the Orara River Rehabilitation Project. These weeds heavily impact upon the predominant vegetation type in the Orara Valley riparian zone, being Lowland Subtropical Rainforest. This rainforest is listed as an Endangered Ecological Community (EEC) under NSW and National legislation. Weed Control to protect this EEC has been carried out on 50 project sites over 2011/12, resulting in significant natural regeneration of the rainforest.

f.   Revegetation / Tree Planter

Where natural regeneration does not occur it is necessary to carry out supplementary planting with local indigenous plant species. Planting has been carried out on 24 project sites during 2011/12.

5.   Flying Fox Plan Implementation

The Flying-fox Plan Implementation project is completed in McCarthy Park Estate. It focused on the delivery of the community amelioration works on private property. Final follow up weed work completed 2012, management of the private areas now the responsibility of landowners. No revote required.

IT IS RECOMMENDED THE REMAINING FUNDS OF $609.15 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

6.   Implementation of the Coffs Harbour Vertebrate Pest Management Strategy

The Implementation of the Vertebrate Pest Management Strategy (VPMS) is based on targeted priority species and Council managed land parcels. The primary objective of the operational component of the VMPS is to survey (provide baseline data) vertebrate pests in key conservation areas within the LGA, draft operational plans for their management, integrate operations and seek funding for their implementation. Projects completed include the Airport & State Park Monitoring Plan and development of Vertebrate Pest Operation Plans (VPOP) and the secure area of Coffs Harbour Regional Airport.

IT IS RECOMMENDED THE REMAINING FUNDS OF $1,345.05 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE

7.   Sustainable Management of Biodiversity in LGA

Funding has supported two full-time Biodiversity officers to assist in the coordination and support of all biodiversity related functions. Key outputs have included the adoption of the Biodiversity Action Strategy 2012 – 2030 and completion of the fine-scale class 5 vegetation mapping. Officers have also been successful in securing a major federal government grant which will inject $1.8M over the next six years.

IT IS RECOMMENDED THAT THE OVER EXPENDITURE of $4,950.73 BE FUNDED BY VOTE TRANSFER FROM ENVIRONMENTAL LEVY INTEREST.

8. <u>On-Ground Control of the Indian Myna Bird</u>

   The Indian Myna Project is now completed and supported under the Vertebrate Pest Management Strategy Implementation. The Indian Myna projects primary aim was to support the community in implementing the Indian Myna Control Program within Coffs Harbour. The program supports the purchase of materials, filling gas bottles, purchasing food for the traps, along with printing of brochures and assisting with media.

9. <u>Green School Sustainability Fund</u>

   This project provides funding to schools and early childhood centres to assist implementation of sustainability projects with input from students, staff and local community. To date the following projects have been completed:

   - Lower Bucca Community Preschool – installation of solar panels and hot water system; and
   - Mullaway Primary School – installation of a vegetable garden.

   A further thirteen projects have commenced, however are not yet finalised, but funds are committed. Many of the schools have expended funds, however have not yet completed their project and therefore have not yet submitted Final Reports and tax invoices to Council. We anticipate that all projects will be completed within the next 8 weeks.

   IT IS RECOMMENDED THE REMAINING FUNDS OF $11,748.21 BE REVOTED TO 2012/13.

10. <u>Impact on Freshwater Ecosystems</u>

    Baseline information continues to be collected for this macro-invertebrate study which has a continuous dataset for the last 8 years, with 2 years of the project to run. Two small grants over the next two years will see this project finalised. The final year will see the production of a major report including a synthesis of the data over the last 10 years. All information is being used to better improve the rehabilitation and restoration techniques being used for riparian vegetation in the Coffs Harbour LGA.

11. <u>Coffs Creek Flying Fox Camp Vegetation Management Plan</u>

    Implementation of the Coffs Creek Flying-fox Camp Vegetation Management Plan (VMP) 5 year program is now completed. A review of the Strategy and VMP will be conducted after the completion of the 2012 Operational Period in October. The program included establishment of the vegetated buffers around the camp and infill planting of open areas within the boundary of the camp. The planting was accompanied with extensive weed work within the understorey. A complete project review will be drafted shortly.

12. <u>Coffs Harbour LGA Biodiversity Monitoring Program: Stage 1</u>

    A draft Biodiversity Monitoring Strategy for the Coffs Harbour LGA has been provided by project consultants. Finalisation of the final report will not occur until Council has adopted the fine-scale class 5 vegetation mapping to further refine where flora and fauna monitoring sites should be located. Further funding will be required to complete the report which is subject to a contract tender of approximately $5,000.

13. Coffs Harbour LGA Biodiversity Monitoring Program: Stage 2

This project is completed and CHCC now has a comprehensive set of fauna monitoring equipment including fauna trap cameras and wildlife acoustic Song meters. This equipment has already been deployed in strategic areas throughout the LGA to contribute to our understanding of fauna, its distribution and abundance throughout the LGA. The equipment will be used by Council and community groups including the NPA and Landcare to establish permanent monitoring sites in strategic areas.

IT IS RECOMMENDED THE REMAINING FUNDS OF $223.38 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

14. The Woolgoolga Flying Fox Camp Strategy Including Stage 1 Implementation

The Woolgoolga Reserve Flying-fox Camp Vegetation Management Plan (VMP) is at final draft pending final edits and review by key stakeholders. The VMP will form the basis for future grant applications and delivery of the reserves restoration program and support future licence applications. The Woolgoolga Flying-fox Strategy component of the project has been placed on hold pending the drafting of the Regional Flying-fox Strategy under the existing Our Living Coast grant. The regional strategy will direct the content of the individual site strategies for flying-fox camps across the region, due for completion by December 2012. Drafting of the Woolgoolga Flying-fox Camp strategy is due to commence post adoption of the regional based strategy.

IT IS RECOMMENDED THE REMAINING FUNDS OF $12,500 BE REVOTED TO 2012/13.

15. Coffs Ambassadors Interpretive Tours

This program trains volunteer tour guides and in 2011-2012 the program was improved based on feedback from NPWS mentors. Advanced training (including climate change interpretation techniques) and team debriefs were also held for the volunteers. Through this training, Coffs Ambassadors are able to develop a unique, engaging and interactive tour based on their personal knowledge and passion. Themes include rainforest ecology, Aboriginal culture and bush tucker, the biodiversity of the Solitary Islands Marine Park and Koalas.

The Coffs Ambassadors Tours program had another successful year in 2011-2012 with over 500 residents and tourists on a tour of the rainforests, eucalypt forests, estuaries, headlands and beaches of the local government area (LGA), and the Solitary Islands Marine Park (SIMP). Each year the number of visitors on tours are increasing: in the first year there were 300 visitors; in the second year (2011) there were 500 visitors; and now in 2012 it is projected that over 800 visitors will have been on a tour by the end of the year.

The current training program of new volunteer tour guides has run over schedule due to lack of internal resources and time constraints of the volunteers and external contract staff. The trainee Coffs Ambassadors are due to graduate at the end of August 2012 and will run their first tours in the Spring Tours program.

IT IS RECOMMENDED THE REMAINING FUNDS OF $8,574.25 BE REVOTED TO 2012/13.

16.   Starting in Your Own Backyard

The project successfully implemented an interactive educational community workshop; awareness building amongst Coffs Creek residents focusing on a range of threatening issues to local estuaries and waterways; information development and targeted distribution; the development of sustainable backyard action plans by local residents; water quality testing methodologies and results and extensive media coverage through public resources and networks. As a result of these activities the project directly involved 20 community members, five NRM industry groups and indirectly engaged approximately 250 members of the wider public.

17.   Fauna Survey & Monitoring within Community Icon Areas

A final report has been lodged with Council titled "Monitoring Vertebrate Fauna within Coastal Coffs Harbour Shire 2012 - 2012". Community groups assisted the National Parks Association complete fauna surveys in the North Coast Botanic Gardens, Morgans Farm and Boambee Beach. This information provides excellent baseline fauna data which can be compared in future years at set intervals.

18.   Hogbin Drive Koala Fencing

A gate purchase has been finalised for the Hogbin Drive / Harry Jensen Bridge koala fencing. The gate is due to be installed after the completion of bridge and pathway works adjacent the Harry Jenson Bridge. Signage will be completed once the gate is installed. Remaining funds are to complete signage which will occur within the next six months.

IT IS RECOMMENDED THE REMAINING FUNDS OF $1,063.18 BE REVOTED TO 2012/13.

19.   Environmental Levy Coordination

The funds for this project were fully expended in the annual cycle of the processes required for this position. Principal functions for Council's Environmental Levy Program include: monthly maintenance / updating of spreadsheets detailing funding and expenditure; preparing quarterly Management Reports and Council Business Papers; coordinating Working Group meetings; and submissions as part of the EL Program.

20.   Matching Grant Funding Pool

This year there was a request for funds from the Matching Grant Funding Pool of $6,000 to support a grant application with NRCMA of $30,800. The request was supported by the EL Working Group and the grant was successful (after year end), leaving $24,000 available in the pool as at 30 June 2012. The amount will be transferred out of the pool once the grant funds are received. Subsequent to year end a further request has been submitted to the Working Group and approved subject to the balance of these funds being revoted.

IT IS RECOMMENDED THE REMAINING FUNDS OF $30,000 BE REVOTED TO 2012/13.

21. <u>Coastal Headland Environmental Protection</u>

    a. <u>Woolgoolga Headland</u>

    Works are part of the Our Living Coast-Solitary Islands Coastal Walk Project which has attracted $254,000 NSW Government Environmental Trust Grant funding and $208,000 Coffs Coast Regional Park Trust funding with the project to conclude 30 November 2012.

    IT IS RECOMMENDED THE REMAINING FUNDS OF $39,720.55 BE REVOTED TO 2012/13.

    b. <u>Charlesworth Bay</u>

    Solitary Islands Coastal Walk track upgrade and sealing has been completed within this component of funding as part of the Our Living Coast Project.

    c. <u>Route Markers</u>

    Works are part of the Our Living Coast-Solitary Islands Coastal Walk Project which has attracted $254,000 NSW Government Environmental Trust Grant funding.

    IT IS RECOMMENDED THE REMAINING FUNDS OF $40,000 BE REVOTED TO 2012/13.

22. <u>Boambee Beach</u>

    Regeneration and weed control works by a contractor have been completed at the northern end of Jetty Beach as a Jetty Dune Care Group Project.

    IT IS RECOMMENDED THE REMAINING FUNDS OF $94.22 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

23. <u>Caring for Our Environment - Through Regeneration, Education and Sustainable Practice</u>

    This community regeneration project associated with Karangi School and Karangi Landcare has completed restoration works on Council land between the school and Karangi Cemetery.

24. <u>Coffs Jetty Foreshore Reserve Follow up - Jetty Dunecare</u>

    Weed control works by a local contractor has undertaken targeted weed control within the Jetty Foreshores area as a Jetty Dune Care Group Project.

25. <u>Dunecare / Landcare Groups</u>

    Coffs Harbour Regional Landcare Inc manage landcare volunteers across the LGA. Through the EL and volunteer groups sites receive a variety of assistance with materials and regeneration works.

    IT IS RECOMMENDED THE REMAINING FUNDS OF $4,174.33 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

26. Bush Regeneration

Council's Bush Regeneration team have undertaken targeted weed control and regeneration works across a number of priority natural area reserves from Sawtell to Coffs Harbour on Council managed community lands. Floods in recent years have seen a significant increase in weed species impacting creek natural area reserve systems as floods bring in a variety of weed species from upper catchment areas from private lands.

IT IS RECOMMENDED THE REMAINING FUNDS OF $1,684.16 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

27. Community Gardens Clean Water Project

The Coffs Harbour Community Garden Clean Water project at Combine Street has transformed the stormwater channel running through the site into a wetland of reeds and plants endemic to the Coffs Creek. Water flowing onto the site from adjacent properties is channelled through a series of swales. The swales reduce water runoff and provide water for the fruit trees on site. Excess water is channelled into the wetlands.

Two water tanks (10,000L and 20,000L) have been purchased. The smaller tank acts as a header tank providing gravitational flows for water pressure. Installation of the second tank is pending the construction of a meeting space which will provide water capture. A solar powered pump allows us to transport water between the tanks and around the site.

A paved pathway has been constructed through the area for tours of the completed works along which educational signage is to be posted.

28. Darrunda Wajaar Repairs to Country High Priority Sites

The Darrunda Wajaarr Repair to Country trainee team have completed regeneration and weed control works on high priority sites of Indigenous significance. This trainee program has skilled 4 Indigenous people to be job ready to seek gainful employment in the conservation land management field. A new team of 4 trainees commence in August 2012 for 12 months.

IT IS RECOMMENDED THE REMAINING FUNDS OF $821.69 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

29. Environmental Weed Control

a. Bitou Bush

Bitou Bush is a Weed of National Significance (WoN'S) and Council in partnership with NPWS have targeted this WoN'S along the coast and this program has continued this systematic targeted control successfully.

IT IS RECOMMENDED THE REMAINING FUNDS OF $265.82 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

b. Camphor Laurel Removal

The Camphor Laurel control program has continued systematic control of this adopted environmental weed in high priority riparian reserves along Coffs Creek and its tributaries with removal and replacement regeneration planting.

IT IS RECOMMENDED THAT THE OVER EXPENDITURE OF $151.10 BE FUNDED BY VOTE TRANSFER FROM THE VINE WEEDS JOB WITHIN THE ENVIRONMENTAL WEED CONTROL PROJECT.

c.   Privet

Targeted control of Privet in priority locations has been undertaken with success in 2011-12.

IT IS RECOMMENDED THE REMAINING FUNDS OF $238.33 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

d.   Glory Lily

Glory Lily has been a significant emerging coastal weed that followed successful Bitou Bush control and has been targeted successfully on coastal beaches but is a species requiring ongoing control. It has emerged in numbers along riparian reserves in Sawtell Reserve which requires targeted control.

IT IS RECOMMENDED THAT THE OVER EXPENDITURE OF $361.91 BE FUNDED BY VOTE TRANSFER FROM THE VINE WEEDS JOB WITHIN THE ENVIRONMENTAL WEED CONTROL PROJECT.

e.   Pine / Celtis / Pepper Tree

Pinus, Celtis & Pepper Tree continue to be targeted as adopted environmental weeds.

IT IS RECOMMENDED THE REMAINING FUNDS OF $328.52 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

 f.   Vine Weeds

Vine weeds are increasingly becoming an issue particularly in riparian reserves where flood event impact and priority riparian reserves were targeted in this year's program.

IT IS RECOMMENDED THE REMAINING FUNDS OF $575.44 BE USED TO COVER THE OVER EXPENDITURE OF CAMPHOR LAUREL $151.10 AND GLORY LILY $361.91 AND THE BALANCE OF $62.43 BE RETURNED TO THE ENVIRONMENTAL LEVY RESERVE.

30. Botanic Gardens Education Officer

The following works were undertaken during the year:

- A draft of the Interpretation Bush Tucker Walk has been completed. Sign boards for the garden have been purchased and will be in place shortly. The walk will be completed for opening in October.
- The school holiday program ran sessions of painting and drawing in the gardens with a bug trail for lower primary age students.
- Attending monthly workshops for guides training.
- 1,376 recorded school children visited the gardens for talks / activities relating to Biodiversity and cultural heritage.
- Ausbiota, school holiday programs, cultural development day, start of the bush tucker walk are all ongoing programs.
- Feedback has been positive and we received no complaints for the year.

31. <u>Walkways</u>

    <u>Charlesworth Bay to Breakers Way</u>

    These completed works contributed to the sealing of Solitary Island Coastal Walk works at Charlesworth Bay.

32. <u>West Coffs to CBD Cycleway (Stage 1)</u>

    Stage One of West Coffs Cycleway was planned to cross Coffs Creek east of Roselands Estate. EL funding was allocated to construct a cycleway bridge at a informal crossing of the creek. Detail design of the bridge however showed that flood impacts of the proposed bridge were not able to be mitigated. Survey and design of alternative locations for the bridge was carried out however flood impacts were still unacceptable or within reasonable cost/benefit. Design for a creek side cycleway connection east of Shephards Lane has been completed however environmental constraints and some community opposition to the project have delayed commencement. A redesign allowing staged commencement of works in Shephards Lane is currently underway.

    IT IS RECOMMENDED THE REMAINING FUNDS OF $82,304.04 BE REVOTED TO 2012/13.

33. <u>Beacon Hill Regeneration / Assessment Project</u>

    In the EL Report for 30 June 2011 Council resolved at the meeting of 09/02/12, Resolution No 24, to transfer the balance to EL Reserve pending allocation to Marine Rescue subject to them receiving matching funds.

    Marine Rescue have not received matching funds as at 30 June 2012 however they have placed a submission and are awaiting a response.

    IT IS RECOMMENDED THE FUNDS OF $9,490.00 REMAIN IN THE ENVIRONMENTAL LEVY RESERVE.

34. <u>Pipe Clay Lake Stormwater Community Education Project</u>

    Designed stencil to be placed on stormwater outlets, this project is to be completed over the next 6 months.

    IT IS RECOMMENDED THE REMAINING FUNDS OF $10,500 BE REVOTED TO 2012/13.

35. <u>Improving Agricultural Practices within Catchments</u>

    A Memorandum of Understanding (MOU) was set up between Council and Regional Landcare to deliver this project. Regional Landcare have 7 landowner agreements which are to undertake improvements to ensure Best Management Practices.

36. <u>Protection of the Sensitive Environs of Boambee Creek</u>

    To protect Boambee Creek, Council has completed closure of undesirable vehicle access points at Fred Hansen Bridge, Harry Jenkins Bridge and Rex Hardacre Oval. Council has a remaining access point to close at the Toormina Sport and Recreation Club (TSR) Junior League field however this work has been delayed due to protracted negotiations with the TSR Management Committee and the Junior League regarding the scope of works. This has now been resolved and the work can proceed to close the

remaining access point. It is essential that the works occur to protect revegetation / track closures / fishing decks construction and bank stabilisation works that have been undertaken, using NRCMA and Recreation Fishing Trust Funds, in conjunction with the EL access point closures. Staff have given a commitment to the TSR Management Committee that the works will proceed subject to these funds being revoted by Council.

IT IS RECOMMENDED THE REMAINING FUNDS OF $3,472.93 BE REVOTED TO 2012/13.

37. Boambee / Newports Creek Estuary Management Plan

The Boambee / Newports Coastal Zone Management Plan has been finalised and adopted by Council on 23/8/2012.

Implementation Date / Priority:

The recommendations of this report will be implemented immediately upon Council adoption.

Recommendation:

1. **That Council notes the status of Environmental Levy Projects as at 30 June 2012 as outlined in the attachment.**

2. **That the following projects' over-expenditures be allocated from existing Environmental Levy projects / funds as follows:**

Project	Deficit Funds
Environmental Weed Control – Camphor Laurel Removal	$ 151.10
Environmental Weed Control – Glory Lily	$ 361.91
Environmental Weed Control – Vine Weeds	$ (513.01)
Sustainable Management of Biodiversity in LGA	$ 4,950.73
Environmental Levy Interest	$ (4,951)

3. **That the following projects' surplus funds and completed projects with less than $10 be returned to the funding reserve for allocation to future projects.**

Project	Surplus Funds
Flying-fox Plan Implementation	$ 609.15
The Implementation of the CH Vertebrate Pest Management Strategy	$ 1,345.05
CH LGA Biodiversity Monitoring Program: Stage 2	$ 223.38
Boambee Beach	$ 94.22
Dunecare / Landcare Groups	$ 4,174.33
Bush Regeneration	$ 1,684.16
Darrunda Wajaarr Repair to Country High Priority Sites	$ 821.69
Environmental Weed Control - Bitou Bush	$ 265.82
Environmental Weed Control - Privet	$ 238.33
Environmental Weed Control - Pine/Celtis/Pepper Tree	$ 328.52
Environmental Weed Control – Vine Weeds	$ 62.43
Various projects balances under $10	$ 4.09
Total	**$ 9,851.17**

4. **That it be noted the Financial Result for Year Ended 30 June 2012 incorporates the Environmental Levy Revotes as recommended in this Report summarised as follows:**

<u>Project</u>		<u>Revote Funds</u>
Koala Plan of Management 2009 - Implementation 2010/11	$	46,321.33
Biodiversity Action Strategy Implementation 2009/2010	$	12,918.43
Green School Sustainability Fund	$	11,748.21
The Woolgoolga Flying-Fox Camp Strategy Including St 1 Imp	$	12,500.00
Coffs Ambassadors Interpretive Tours	$	8,574.25
Matching Grant Funding Pool	$	30,000.00
Coastal Headland Env. Protection - Woolgoolga Headland	$	39,720.55
Coastal Headland Env. Protection – Route Markers	$	40,000.00
West Coffs to CBD Cycleway (Stage 1)	$	82,304.04
Pipe Clay Lake Stormwater Community Education Project	$	10,500.00
Protection of the Sensitive Environs of Boambee Creek	$	<u>3,472.93</u>
Total	$	<u>298,059.74</u>

5. That it be noted the Financial Result for Year Ended 30 June 2012 incorporates Contribution Revotes as follows:

Hogbin Drive Koala Fencing	$	1,063.18
CH Class 5 Vegetation Map Validation 2012/13		
received in advance	$	<u>6,000.00</u>
Total	$	<u>7,063.18</u>

6. **Beacon Hill Regeneration / Assessment Project**

   It is recommended the funds held for this project in the EL Reserve of $9,490.00 remain in the EL Reserve pending allocation to Marine Rescue CCTV.

7. That Council continues to monitor the Environmental Levy Program to ensure the earliest completion of projects.

ENVIRONMENTAL LEVY RECONCILIATION AS AT 30 JUNE 2012 Attachment

Description	TOTAL FUNDING	FUNDING SOURCE Env Levy	Contrib	Res/Restrict	Actual Exp 2011/2012	FUNDING OF EXPENDITURE Env Levy	Contrib	Rev/Restrict	Total Expenditure	FUNDING OF REVOTES Env Levy	Contrib	Total
Projects												
Land Use Planning												
Vegetation Mapping Project - Ground Truth Component	4,500.00	4,500.00	-	-	4,500.00	4,500.00			4,500.00	-	-	-
			-	-	-	-			-	-	-	-
Environmental Management			-	-	-	-			-	-	-	-
Koala Plan of Management 2009 - Implementation 2010/11	63,881.93	63,881.93	-	-	17,560.60	17,560.60			17,560.60	46,321.33	-	46,321.33
Biodiversity Action Strategy Implementation 2009/2010	22,195.45	22,195.45	-	-	9,277.02	9,277.02			9,277.02	12,918.43	-	12,918.43
Orara River Restoration Project												
Erosion Control / Fencing	63,356.73	63,356.73	-	-	63,356.64	63,356.64			63,356.64	0.09	-	0.09
Project Officer	24,948.00	24,948.00	-	-	24,945.71	24,945.71			24,945.71	2.29	-	2.29
Cats Claw Eradication	8,681.48	8,681.48	-	-	8,681.52	8,681.52			8,681.52	(0.04)	-	(0.04)
Propagation Nursery at Nana Lane	24,351.55	24,351.55	-	-	24,351.59	24,351.59			24,351.59	(0.04)	-	(0.04)
Camphor/Privot Control & Regen	99,967.77	49,967.77	50,000.00	-	99,968.94	49,968.94	50,000.00		99,968.94	(1.17)	-	(1.17)
Reveg / Tree Planter	30,475.16	30,475.16	-	-	30,476.00	30,476.00			30,476.00	(0.84)	-	(0.84)
Emergency Opening Arrawarra Creek	0.00	-	-	-	-	-			-	-	-	-
Flying-Fox Plan Implementation	4,271.01	4,271.01	-	-	3,661.86	3,661.86			3,661.86	609.15	-	609.15
Implementation of the Coffs Harbour Vertebrate Pest Management Strategy	10,426.88	10,426.88	-	-	9,081.83	9,081.83			9,081.83	1,345.05	-	1,345.05
Sustainable Management of Biodiversity in LGA	197,951.00	197,951.00	-	-	197,950.73	197,950.73			197,950.73	0.27	-	0.27
On-ground Control of the Indian Myna Bird	648.72	648.72	-	-	648.72	648.72			648.72	-	-	-
Green School Sustainability Fund	20,000.00	20,000.00	-	-	8,251.79	8,251.79			8,251.79	11,748.21	-	11,748.21
Impact on Freshwater Ecosystems	511.00	511.00	-	-	510.97	510.97			510.97	0.03	-	0.03
Coffs Creek Flying Fox Camp Vegetation Management Plan	38,294.19	38,294.19	-	-	38,294.31	38,294.31			38,294.31	(0.12)	-	(0.12)
Adaptation for Climate Change in Coffs Harbour	0.00	-	-	-	-	-			-	-	-	-
CH LGA Biodiversity Monitoring Program: Stage 1	10,454.55	10,454.55	-	-	10,454.55	10,454.55			10,454.55	-	-	-
Biodiversity Monitoring Program stage 2	24,710.00	24,710.00	-	-	24,486.62	24,486.62			24,486.62	223.38	-	223.38
The Woolgoolga Flying-Fox Camp Strategy including stage 1 implementation	15,000.00	15,000.00	-	-	2,500.00	2,500.00			2,500.00	12,500.00	-	12,500.00
Coffs Ambassadors Interpretive Tours	18,000.00	18,000.00	-	-	9,425.75	9,425.75			9,425.75	8,574.25	-	8,574.25
Repair Creek Banks Surrounding Edward Sharpe Bridge	946.00	946.00	-	-	946.00	946.00			946.00	-	-	-
Starting in Your Own Backyard	3,950.00	3,950.00	-	-	3,950.00	3,950.00			3,950.00	-	-	-
Fauna Survey & Monitoring within Community Icon Areas	23,955.00	23,955.00	-	-	23,955.00	23,955.00			23,955.00	-	-	-
CH Class 5 Vegetation Map Validation	6,000.00	-	6,000.00	-	-	-			-	-	6,000.00	6,000.00
Hogbin Drive Koala Fencing	5,000.00	-	5,000.00	-	3,936.82	-	3,936.82		3,936.82	-	1,063.18	1,063.18
Program Support												
Environmental Levy Coordination	55,674.43	48,450.43	7,224.00	-	55,673.56	48,449.56	7,224.00		55,673.56	0.87	-	0.87
Matching Grant Funding Pool	30,000.00	30,000.00	-	-	-	-			-	30,000.00	-	30,000.00
Recreation Services												
Coastal Headland Env Protection - Woolgoolga Headland	40,000.00	40,000.00	-	-	279.45	279.45			279.45	39,720.55	-	39,720.55
- Charlesworth Bay	61,043.55	30,000.00	31,043.55	-	61,043.55	30,000.00	31,043.55		61,043.55	-	-	-
- Route Markers	40,000.00	40,000.00	-	-	-	-			-	40,000.00	-	40,000.00
Boambee Beach	9,995.34	9,995.34	-	-	9,901.12	9,901.12			9,901.12	94.22	-	94.22
Caring For Our Environment - Through Regeneration, Education & Sustainable Practic	876.57	876.57	-	-	876.56	876.56			876.56	0.01	-	0.01
Coffs Jetty Foreshore Reserve Followup - Jetty Dunecare	9,972.09	9,972.09	-	-	9,971.50	9,971.50			9,971.50	0.59	-	0.59
Dunecare / Landcare Groups	95,193.79	95,193.79	-	-	91,019.46	91,019.46			91,019.46	4,174.33	-	4,174.33
Bonville/Moonee Creek Riparian Restoration	0.00	-	-	-	-	-			-	-	-	-
Enhancement & Protection of Coffs Crk Flying Fox Camp	0.00	(0.89)	-	0.89	-	(0.89)		0.89	-	-	-	-

ENVIRONMENTAL LEVY RECONCILIATION AS AT 30 JUNE 2012 — Attachment

Description	TOTAL FUNDING	FUNDING SOURCE			Actual Exp 2011/2012	FUNDING OF EXPENDITURE			Total Expenditure	FUNDING OF REVOTES		Total
		Env Levy	Contrib	Res/Restrict		Env Levy	Contrib	Rev/Restrict		Env Levy	Contrib	
Projects												
Bushland Regeneration	190,000.00	190,000.00	-	-	188,315.84	188,315.84			188,315.84	1,684.16	-	1,684.16
Community Gardens Clean Water Project	8,110.00	8,110.00	-	-	8,110.00	8,110.00			8,110.00	-	-	-
Darrunda Wajaar repairs to Country High Priority Sites	20,000.00	20,000.00	-	-	19,178.31	19,178.31			19,178.31	821.69	-	821.69
Environmental Weed Control	0.00	-	-	-	-	-			-	-	-	-
Bitou Bush	10,274.36	10,274.36	-	-	10,008.54	10,008.54			10,008.54	265.82	-	265.82
Camphor Laurel Removal	61,351.25	61,351.25	-	-	61,502.35	61,502.35			61,502.35	(151.10)	-	(151.10)
Privet	5,000.16	5,000.16	-	-	4,761.83	4,761.83			4,761.83	238.33	-	238.33
Glory Lily	12,864.74	12,864.74	-	-	13,226.65	13,226.65			13,226.65	(361.91)	-	(361.91)
Pine/Celtis/Pepper Tree	17,000.00	17,000.00	-	-	16,671.48	16,671.48			16,671.48	328.52	-	328.52
Vine Weeds	10,000.00	10,000.00	-	-	9,424.56	9,424.56			9,424.56	575.44	-	575.44
Botanic Gardens Education Officer	15,000.00	15,000.00	-	-	14,999.59	14,999.59			14,999.59	0.41	-	0.41
Walkways	0.00	-	-	-	-	-			-	-	-	-
Solitary Is. (Diggers Headland) Coastal Walk	0.00	-	-	-	-	-			-	-	-	-
Charlesworth Bay to Breakers Way	2,766.29	-	2,766.29	-	2,764.55	-	2,764.55		2,764.55	-	1.74	1.74
Engineering Works												
West Coffs to CBD Cycleway (Stage 1)	83,989.99	83,989.99	-	-	1,685.95	1,685.95			1,685.95	82,304.04	-	82,304.04
Survey & Design												
Beacon Hill Regeneration/Assessment Project	0.00	-	-	-	-	-			-	-	-	-
Pipe Clay Lake Stormwater Community Education Project	10,500.00	10,500.00	-	-	-	-			-	10,500.00	-	10,500.00
Improving Agricultural Practices within Catchments	20,000.00	20,000.00	-	-	20,000.00	20,000.00			20,000.00	-	-	-
Protection of the sensitive Environs of Boambee Creek	10,000.00	10,000.00	-	-	6,527.07	6,527.07			6,527.07	3,472.93	-	3,472.93
Boambee/Newports Creek Estuary Man Plan	2,655.00	-	119.60	2,535.40	2,655.00	-	119.60	2,535.40	2,655.00	-	-	-
TOTAL	1,544,743.98	1,440,054.25	102,153.44	2,536.29	1,229,769.89	1,132,145.08	95,088.52	2,536.29	1,229,769.89	307,909.17	7,064.92	314,974.09

COUNCIL MEETING DATES 2013

Purpose:

To seek Councillors' confirmation to set Council's meeting dates for the period January 2013 to December 2013.

Description of Item:

Council's policy provides for meeting dates to be scheduled on the second and fourth Thursday each month commencing at 5.00 pm. Some conflicting dates arise throughout the year once public holidays are gazetted and other special events are made known, eg ALGA and LGSA.

The second March meeting which falls on 28 March 2013 is Holy Thursday. This meeting could be held on Wednesday 27 March 2013.

The second April meeting which falls on 25 April 2013 is Anzac Day. This meeting could be held on Wednesday 24 April 2013 or cancelled.

Sustainability Assessment:

The adoption of meeting dates poses no sustainability issues.

Consultation:

Consultation has taken place with the senior Executive Team.

Related Policy and / or Precedents:

Council's policy is to meet on the second and fourth Thursday of each month at 5.00 pm. Council has changed meeting dates by resolution as the need has arisen.

Statutory Requirements:

Section 365 of the Local Government Act provides for Council to meet at least ten times a year in different months.

Issues:

In 2006 it was resolved to hold one Council meeting in December. It is recommended that one meeting also be held in December 2013, being Thursday 12 December 2013.

Council has a well established precedent of having a recess during January. For the coming period, Thursday 14 February 2013 would be the first meeting for the New Year.

Meetings scheduled in April and Thursday 11 July and Thursday 26 September fall within the school holidays. No provision to change these dates has been made.

Implementation Date / Priority:

Subject to Council's final resolution, quarterly advertisements and a media release will be issued to advise the community.

Recommendation:

1.   **That no Council meetings be scheduled for January 2013.**

2.   **That the first meeting in 2013 be scheduled for 14 February 2013.**

3.   **That meetings from February to November 2013 are scheduled on the second and fourth Thursday of each month with the exception of March and April where the second meeting of these months will be held on Wednesday 27 March and Wednesday 24 April 2013.**

4.   **That the last Council meeting for 2013 be held on 12 December.**

Attachment

COFFS HARBOUR CITY COUNCIL
COUNCIL MEETING DATES - 2013 - TO BE CONFIRMED

JANUARY 2013 - No Council Meetings	MAY 2013					SEPTEMBER 2013				
	Thursday	5.00pm	9	-	Ordinary	Thursday	5.00pm	12	-	Ordinary
	Thursday	5.00pm	23	-	Ordinary	Thursday	5.00pm	26	-	Ordinary
FEBRUARY 2013	**JUNE 2013**					**OCTOBER 2013**				
Thursday 5.00pm 14 - Ordinary	Thursday	5.00pm	13	-	Ordinary	Thursday	5.00pm	10	-	Ordinary
Thursday 5.00pm 28 - Ordinary	Thursday	5.00pm	27	-	Ordinary	Thursday	5.00pm	24	-	Ordinary
MARCH 2013	**JULY 2013**					**NOVEMBER 2013**				
Thursday 5.00pm 14 - Ordinary	Thursday	5.00pm	11	-	Ordinary	Thursday	5.00pm	14	-	Ordinary
Wednesday 5.00pm 27 - Ordinary	Thursday	5.00pm	25	-	Ordinary	Thursday	5.00pm	28	-	Ordinary
APRIL 2013	**AUGUST 2013**					**DECEMBER 2013**				
Thursday 5.00pm 11 - Ordinary	Thursday	5.00pm	8	-	Ordinary	Thursday	5.00pm	12	-	Ordinary
Wednesday 5.00pm 24 - Ordinary	Thursday	5.00pm	22	-	Ordinary					

PUBLIC FORUM

A public forum is held on the second Meeting of each month at 5.00pm. Four days' notice is required.

Members of the public cannot address Council on the same topic more than once in a six months period.

Members of the public are invited to address Councillors.

Enquiries should be directed to the Executive Assistant to the Mayor.

Friday 29 March is Good Friday and Monday 1 April is Easter Monday

Thursday 25 April falls on Anzac Day so meeting rescheduled to 24 April or cancelled.

IR 3199979

STATUS OF THE JETTY4SHORES PHASE 1 PROJECT

Purpose:

To inform Council of the status of the Jetty4Shores Phase 1 Project.

Description of Item:

The Jetty Foreshores has been seen as the 'jewel in the crown' of the Coffs area for many years. It has also been quite contentious and much community debate about how, if and when the area should be developed. In recent times, there has been very strong community support to see some changes to the public open space areas and the potential for viewing the harbour from the reserve areas. In 2011/12, Council spent $1.1 million on the installation of sewer, the upgrading of barbeque shelters, picnic shelters, drainage, pathways, etc.

During the election campaign, again there was strong community comment in relation to 'getting on with the job'. The majority of candidates who both ran and won positions on Council acknowledge the high priority of the Jetty Foreshores area in their pre-election material.

Council staff have been working with Crown Lands over many months and developing projects for the area. Council was briefed on this in early 2012 and again on 10 October 2012.

It is now recognised that there are broadly three project areas within the Jetty Foreshores precinct that need to be examined. These being:

1.   The general Marina area which is the responsibility of Crown Lands,

2.   The ARTC lands and the 'freeing up' of those areas for Crown Lands' utilisation. This is largely the responsibility of the Department of Premier and Cabinet, the Ministry of Transport and Crown Lands.

3.   The public domain areas, with a particular focus on the area between the Yacht Club, the TS Vendetta, the beach and Jordan Esplanade. This is primarily a Council responsibility.

    Council has developed a project plan for the development of the Jetty4Shores Phase 1 Project. This Project Plan is attached to this report. The project goals are:

    1.   To develop a detailed concept plan for the foreshore area between the Yacht Club, TS Vendetta the beach and Jordan Esplanade;

    2.   To deliver an integrated plan (recreational, landscape, vegetation management) for the target area with the greatest potential for activation and improvement. Including potential community / commercial activity in specific areas, eg TS Vendetta, including an income source to fund ongoing maintenance;

    3.   That the community be engaged through that development process;

    4.   That a 'works and staging' program is in place ready to commence within 12 months.

An internal Project Team has been established consisting of the General Manager, Director of Corporate Business, Director of Land Use, Health & Development, Special Projects Manager SLEP, and representatives from Department of Crown Lands.

It is also proposed that a Reference Group be established. That Reference Group to consist of representatives from Coffs Harbour Chamber of Commerce, FLOT, 2050, Coffs Harbour Rotary, Pacific City Lions Club, Coffs City Rotary, Jetty Action Group, Jetty Dunecare, Coffs Harbour Yacht Club, the Jetty Business Group and the local Aboriginal Land Council.

Sustainability Assessment:

- **Environment**

  The proposed process of community consultation and engagement for the development of the plans will be in line with the existing Plan of Management for the Foreshores, the LEP, DCP and all relevant environmental legislation. The development of an appropriate public space will have positive environmental outcomes.

- **Social**

  The development of a community area in the proposed precinct will enhance social opportunities for the community.

- **Civic Leadership**

  The LEP framework enables Council to identify and respond to community aspirations and coordinate the provision of appropriate works and services to help achieve the city's strategic objectives. This is consistent with the Coffs Harbour 2030 Community Strategic Plan, Strategy LC2.2.1, "Enable and support all levels of government to serve the local community".

- **Economic**

  Broader Economic Implications

  The appropriate development of the public aspects of the foreshore should assist in developing and attracting appropriate commercial enterprises in to appropriate areas within the overall Jetty Foreshores precinct. This will assist broader economic development of the local economy.

  Delivery Program/Operational Plan Implications

  Council has revoted money for the undertaking of a public participation process for the Jetty Foreshores area, therefore the budget for this stage of the work is covered.

Consultation:

Consultation has occurred in the development of the Project Plan with the senior Executive, staff from various areas of the organisation and representatives of Crown Lands and the Department of Premier and Cabinet.

As part of the project, as previously noted, a Reference Group will be established, the Terms of Reference are included in the Project Plan and a community engagement process will include aspects such as a community participative process along the lines of a world café / charrette type process as well as public exhibition and comment.

Issues:

The Jetty Foreshores has been a hotly debated issue in the community for many years. There now is a strong desire to see some action happen in the area and Council will have to manage a variety of community expectations and interest in the development of this project.

Once the plan is developed, Council will need to identify how the works can be put on the ground including funding of those works, project management and any ongoing maintenance and / or replacement of the works undertaken.

Implementation Date / Priority:

The Reference Group will be contacted and the first meeting is proposed to be held in November with a view to have a plan back to Council in March 2013 for consideration.

Recommendation:

That Council note the attached Project Plan and endorse the overall direction currently being undertaken.

Draft as Report to Council Meeting 25 October 2012

Attachment

Project Plan

for

Jetty4Foreshores
Putting the harbour back into Coffs
Phase 1

Project Plan – Jetty4shores – Phase 1

Version Control

Version	Date updated	Document	By Who
1	10 September	Jetty4Shores Phase 1 Project Plan	CM
2	5 October	Jetty4Shores Phase 1 Project Plan	CM

Project Sign-off

Sponsor

Name: Craig Milburn
              Director Corporate Business

Signature: …………………..………………………..

Date: …………………..…………………………..

<div align="right">**Attachment**</div>
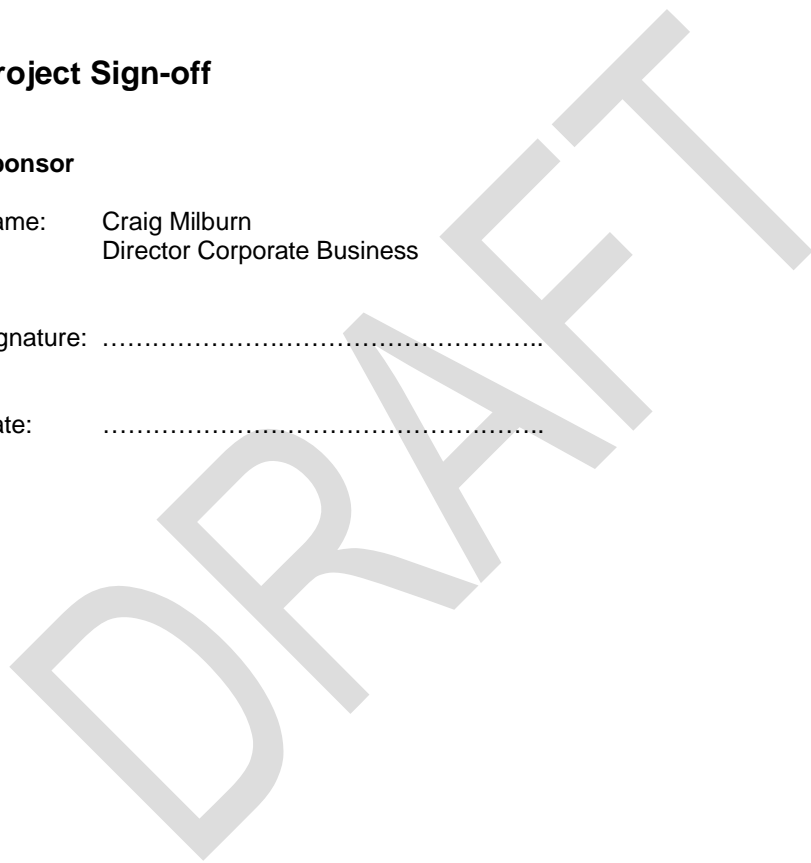
Project Plan – Jetty4shores – Phase 1

Table of Contents

Attachment

Project Plan – Jetty4shores – Phase 1

1. Executive Summary

The Jetty4shores Project - Phase 1 aims to provide a solution to the community expectations for improvements to the open space with views and access to Jetty Beach. The project area is in the vicinity.

The project will involve workshops with the community, Councillor briefings, input from Councils internal working group and a yet to be established external reference group. The plan will build on the established framework of the Jetty Foreshores Plan of Management, and Council's other planning instruments including the LEP and DCP.

The project will provide a detailed concept plan and staging/works program that can be used for future planning, grant applications and works.

2. Project area

The project area is confined to the Jetty Foreshore area between the Yacht Club and TS Vendetta (including the curtilage around these existing structures), and bounded also by Jetty Beach, Jordan Esplanade and Marina Drive – see attached map Appendix A

The project area is restricted in its extent to ensure that the project is delivered in the time frame while achieving value for money

3. Project Goals

The project goals are:

- To develop a detailed concept plan for the project area which will
    - o Serve to enhance recreational experience and landscape amenity including appropriate vegetation management.
    - o Redefine the TS Vendetta site to achieve community use and commercial activity
    - o Examine alternative use of the Yacht club site
    - o Examine other community / commercial opportunities
- Engage with stakeholders and community in the formation of the concept plan;
- Prepare a works and staging program to deliver on ground works within 12 months.

4. Success Criteria

The project will be successful if:

- The detailed concept plan and works program are complete, and
- Works have commenced within 12 months.

Attachment

Project Plan – Jetty4shores – Phase 1

5. Stakeholders

5.1 Sponsor and Project Team

The **Sponsor** is the Director Corporate Business.

The **Project Team** is:

Steve McGrath, General Manager
Craig Milburn, Director Corporate Business
Sharon Smith, Special Project Manager SLEP
Phil Fogarty, Department of Lands
Chris Chapman, Director Land Use Health and Development

5.2 Internal stakeholders

The internal stakeholders are the staff at Council, specifically:

- The Foreshore Working Group
- General Manager and
- Directors
- Councillors

5.3 External Stakeholders

The external stakeholders include noted stakeholders and the broader community generally.

A full stakeholder list is attached as Appendix B

A **Reference Group** will be established. Its terms of reference are in Appendix C. The membership of this group is:

1. Coffs Harbour Chamber of Commerce
2. FLOT
3. 2050
4. Coffs Harbour Rotary Club
5. Pacific City Lions Club
6. Coffs City Rotary
7. Jetty Action Group
8. Jetty Dunecare
9. Coffs Harbour Yacht Club
10. Jetty Business Group
11. Local Aboriginal Land Council

<div align="right">**Attachment**</div>

5.4   Project Management

The Director Corporate Business will be responsible for the day to day management of the project.

6.   Assumptions

The following assumptions have been identified:

- Relevant staff will be available for workshops and internal work as required to undertake specific tasks set out in the Project Plan;
- That effective community consultation can occur within the timeframes provided;
- That funds can be allocated from within the existing Council's budget to assist with the facilitation and development of plans etc;
- Stakeholders are provided adequate notice for the input so their input can be informed.
- That the plan will build on the extensive information gathered over many years from the community in relation to the foreshores area.

7.   Scope

The project includes:

- The project will be looking specifically at public open space improvements and potential commercial opportunities within the area.
- The facilitation of relevant meetings and workshops with applicable staff and stakeholders to develop a concept plan;
- The scope of discussions is limited to issues relevant to the project area noting that ;
- There must be due consideration to the Port precinct and the ARTC land to ensure complementary developments and connectivity.

Out of the scope of this project:

- areas not identified within the study area

Attachment

Project Plan – Jetty4shores – Phase 1

8. Timeframe

Stage	Delivery Date by
Councillor briefing	10 October 2012
Council Report	25 October 2012
Initial draft concept plan to be developed from the past extensive community consultations over many years	30 October 2012
Meeting with the Reference Group	10 November 2012
Internal Working Group Meeting	10 November 2012
Community World Café session	11 December 2012
Concepts and ideas from World Café session filtered by CHCC, Department of Lands and Reference Group	15 December 2012
Plan on public exhibition and ongoing community input	Jan/Feb 2012
Plan to Council	14 March 2013

9. Project Work Plan
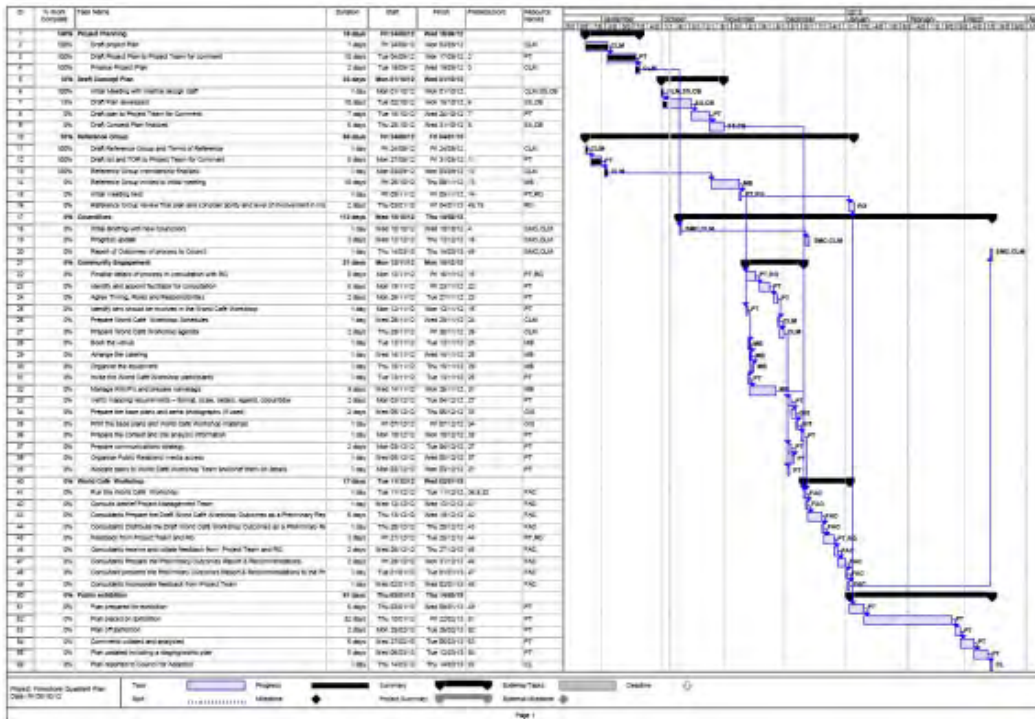
10. Risk Management

Risks that will impact on the delivery of the project are identified and monitored in the Risk Register in Appendix D. The risks are analysed to identify the impact and assess the probability of the risk occurring. The Project Team will be responsible for the ongoing identification, monitoring and recording of risks, how they are managed and their outcomes.

An appropriate response is developed to mitigate and manage the risk. The Risk Register is reviewed on a regular basis with the Project Sponsor.

11. Change Control Log

A Change Control Log is maintained in Appendix E to record changes to the project that have arisen during the course of the project. All Change Controls should be logged as soon as they are created and reviewed with the Project Sponsor.

12. Communications

A communications plan is attached as Appendix F. This plan deals with both internal and external communications to secure stakeholder buy-in, increase awareness and involvement in the process.

Project Plan – Jetty4shores – Phase 1

Appendix A – Map of Project Area

Attachment

Project Plan – Jetty4shores – Phase 1

Appendix B – Stakeholder List

Local Federal and State Members of Parliament
Relevant State and Federal Ministers
Councillors
Internal Working Group
Department of Lands
Coffs Harbour Chamber of Commerce
FLOT
2050
Coffs Harbour Rotary Club
Pacific City Lions Club
Coffs City Rotary
Jetty Action Group
Jetty Dunecare
Coffs Harbour Yacht Club
Jetty Business Group
Local Aboriginal Land Council
Australia Defense Force
Foreshore/Jetty precinct business/property owners
Deep Sea Fishing Club
Broader Community
Local media

Attachment

Project Plan – Jetty4shores – Phase 1

Appendix C – Reference Group Terms of Reference

Coffs Harbour Jetty4shores – Phase 1 Project - Reference Group

Purpose
The purpose of the **Reference Group** is to contribute to the successful completion of the project and by providing timely and accurate professional, technical, legal, ethical and practical advice to the Project Team on request.

Composition

The **Reference Group** is to be comprised of people with professional, technical, business, community or specialist skills or knowledge who can give advice on particular issues or aspects of the project. Individuals representative of the following groups:-

1.   Coffs Harbour Chamber of Commerce
2.   FLOT
3.   2050
4.   Coffs Harbour Rotary Club
5.   Pacific City Lions Club
6.   Coffs City Rotary
7.   Jetty Action Group
8.   Jetty Dunecare
9.   Coffs Harbour Yacht Club
10. Jetty Business Group
11. Local Aboriginal Land Council Representative

Membership is by invitation of the Project Team.

Responsibilities

The **Reference Group** will have an advisory role only, and the Project Team are responsible for effectively and efficiently discharging their project responsibilities as agreed to in the Project Plan and other Project documentation.

Accountability

The **Reference Group** is accountable to the Project Team for the following tasks, on request:

1.   Providing quality professional and technical advice on request in a timely manner.
2.   Making recommendations to the Project Team in relation to the consultation process.
3.   Provide input in to the design of the Jetty4shores – Phase 1 area.
4.   Ascertain the level of financial and In Kind support their respective groups will be able to contribute to the implementation of the final plan.

Confidentiality
All communications with the **Reference Group** in relation to the project must be treated as confidential. Members of the Reference Group may be asked to sign a confidentiality agreement to comply with the requirements of the Council's Privacy Policy and to protect commercial-in-confidence information.

Meetings

The **Reference Group** may be asked to meet together, for example for a briefing at project inception or other key milestones in the project, but will also be asked individually for advice on an as needs basis.

Quorum
A quorum for meetings is a half of the total number of members plus one.

Decision Making

The **Reference Group** provides technical and professional advice and services to the Project Team. Project decisions are made by the Project Team.

Communication
All external communication will be responsibility of the Project Team.
All media releases must be approved by the Project Team.
For Council, Craig Milburn, Director Corporate Business will be the "face" of the project for all radio, television and electronic media interviews and comment.
Reference Group members shall communicate directly with the Project Managers only, and are not authorised to make public comment, or communicate in relation to the project with the media, unless authorised by the Project Team.

Remuneration

 Participation as a member of the **Reference Group** is voluntary and no remuneration will be paid

Attachment

Project Plan – Jetty4shores – Phase 1

Appendix D - Risk Register

Project Risk Management Plan

Risk Ref.	Risk Category	Risk Ref.	Description of Project Risks Identified	Existing Controls	Risk Analysis			Current Risk Ranking	Proposed Risk Treatment
					Likelihood	Seriousness of Consequences	Adequacy of Controls	Controlled Risk	
					Almost Certain / Likely / Possible / Unlikely / Rare	*Insignificant / Minor / Moderate / Major / Catastrophic*	*Good / Fair / Poor*	*Extreme / High / Medium / Low*	
1	Human Resources	1.1	Demands on staff for in-kind contribution is "blown-out" – higher than expected	A detailed Project Management Plan will be developed and agreed by participating organisations. Participating staff will have opportunity to comment on the PMP to ensure that does not occur.	Possible	Minor	Good	Medium	Implement the agreed Project Management Plan.
		1.2	Planned in-kind commitment not delivered	Project Management Plan and commitment to in-kind contributions are approved at GM / Director level, and built into workplans for both organisations. This results in a high level of ownership and accountability to deliver. Regular project reporting will identify problems early in the project and project strategy will be reviewed progressively.	Unlikely	Moderate	Good	Medium	Approve Project Management Plan at GM and Director level. Build project tasks into individual staff workplans.
2	Reputation	2.1	Participating organisations will be linked to previous projects perceived by the community as a 'failure', generating an "Oh no - not again!" response from the community.	Local media engagement will assist in issues management - differentiating this project from previous projects in the media.	Likely	Minor	Good	Medium	Prepare and implement an agreed media / communications strategy.
		2.2	Adverse media generated from the above response.	Local media has been actively engaged in developing the project proposal, and will participate actively in the project.	Unlikely	Minor	Good	Low	Local media representatives are members of the Reference Group and are Project Participants.
		2.3	Adverse representation to Ministers - most likely from landholders and others who objected to the previous planning proposals.	Issues likely to arise are well known, and will be considered in the new process. Sound identification and pro-active engagement of stakeholders will be needed to manage this issue.	Likely	Minor	Good	Medium	Stakeholder identification to be externally reviewed by Consultants and the Reference Group. Consultants to review records of community consultation, media monitors and representation for past planning processes.
3	Business Continuity	3.1	Proposed developments perceived as unfair competition with existing commercial / retail in the precinct	Engagement of existing Crown tenants and other retailers in planning process	Likely	Minor	Good	Medium	
4	Corruption & Fraud	4.1	Potential for fraud and corruption in the selection and management of consultancy contracts	Procurement policies of both Crown Lands and CHCC will be complied with to minimise this risk. Representatives of both participating organisation will participate in the development of the consultants brief, selection of the preferred consultant, and management of the consultancy contract. The consultants brief will contain specific deliverables, payment will be made only upon delivery in satisfaction of the terms of the contract.	Unlikely	Minor	Good	Low	Procurement procedures to comply with probity requirements of both organisations.
5	Financial	5.1	Budget blow-out	A detailed budget, covering both cash and in-kind contributions, it ll be prepared for this project. The project management team will monitor performance against budget and will be responsible and accountable for any budget over-runs.	Possible	Minor	Good	Medium	
6	Service / Product Delivery	6.1	Distracted by side issues – sand dredging, sea level rise, breakwater	The Project team has already discussed strategies to deal with distractions, and will brief the consultants when selected and develop agreed strategies to manage them. Variations to the consultancy contract will only be permitted if fully costed and agreed by all parties in writing.	Unlikely	Minor	Good	Low	Staff specialists in these areas will brief the community project participants at the commencement of the process on how these issues are being addressed through processes outside this project.
		6.2	Not inclusive of stakeholders	Stakeholder Communications Strategy will be prepared and implemented as part of the Project Management Plan.	Unlikely	Moderate	Good	Medium	Stakeholder identification to be externally reviewed the Reference Group.
		6.3	Not inclusive of wider community	An inclusive planning process has been chosen for its active engagement of community participants and stakeholders	Unlikely	Moderate	Good	Medium	Consultants brief to incorporate requirement to follow WA Government Manual.
		6.4	Failure to acknowledge and build on learnings from previous planning processes	Draft concept has been built on past community consultation and input	Possible	Moderate	Good	High	Key personnel from previous planning processes to be identified and engaged to brief the consultants at the inception meeting.
7	Stakeholder (Community)	7.1	Success of the project relies on a strong relationship between CHCC & Crown Lands	Regular meeting will continue between the two parties.	Unlikely	Moderate	Good	Medium	Parties to agree to project plan
		7.2	Councillors have heightened sensitivities to proposals for the subject lands as a result of the adverse community reaction to previous planning processes.	New Council to be briefed	Unlikely	Moderate	Good	Medium	Councillor briefings to be held throughout the project life.
		7.3	Reference Group becomes dysfunctional - political motivations of individuals usurping role and function of group.	Terms of Reference to be prepared and group composition to be structured to ensure key skill sets not political associations	Unlikely	Moderate	Good	Medium	Terms of Reference and group composition agreed at Project Director level, and incorporated in Project Management Plan and MoU.
8	Health & Safety	8.1	No significant risks identified						
9	Security & Property	9.1	No significant risks identified						
10	Legal & Legislative	10.1	Outcomes of the process propose development which is unlawful or prohibited by the local planning instruments	Council planning staff will have a very active role in the process and will guide the project team and consultants in the legal planning requirements	Rare	Moderate	Good	Medium	Reference Group to provide feedback on the
11	Environmental	11.1	Potential impacts on sensitive environmental areas	Project Team to monitor proposal. Environmental areas known	Likely	Moderate	Unknown	Medium	Draft plans to reference all environmental issues
12	Technological	12.1	No significant risks identified						

Appendix E – Change Control Log

Change Control No	Date Raised	Type of Change Scope, Cost, Schedule, Resources, Quality, Other - Reason for change	Status Approved / Being considered / Declined
Change Control No			

Attachment

Appendix F – Communication Plan

Background

It will be essential for the success of this project that effective communication is maintained throughout the life of the project. Communication is to be efficient and clearly directed to the internal and externa stakeholders to ensure that information is readily available

Spokesperson

The Communication Plan presupposes that Craig Milburn, Director of Corporate Business, is the spokesperson

Audiences

The communication audiences are:

- Project Team
- Direct stakeholders
- Community
- Councillors
- Media
- Local State and Federal Members.

Overarching Objectives

To achieve the best possible outcomes the Communication Plan will seek to ensure:

- Relevant staff understand the information that is required from them, and how and when this is to be delivered;
- Internal and external stakeholders feel engaged and their points of view are being considered;
- To ensure the community understands both the process and the complexities of what is being attempted.

Key Messages

Key messages that need to be reinforced in outgoing communications are:

- The complexity of the issues and understanding of the history of the Foreshore debate;
- The commitment for community input and consultation;
- The important role of the reference group;
- Council's desire to work with the community to achieve a suitable outcome.

Attachment

Project Plan - Foreshores Quadrant

Communication Tasks

To achieve the overarching objectives, the following list of communication tasks will be addressed:

COMMUNICATION TOOL	TIMING	TARGET AUDIENCE	PERSON RESPONSIBLE	STATUS
Reference Group Meetings	As Required	Reference Group (RG)	Project Team (PT)	
Media Released	As Required	Community	CLM and Media Section	
World Cafe	Oct/Nov	Community	PT	
Councillor Briefings	As Required	Councillors	SMc and PT	
Public Exhibition	Jan/Feb	Community	PT	
Web Site	As Required	Community	PT	

AMENDMENT OF 2012 - 2013 WATER BACKFLOW FEES AND CHARGES

Purpose:

Following a period of public exhibition, approval is sought to change Council's 2012-2013 Fees and Charges Schedule related to a new schedule of fees for water backflow prevention to be implemented on 1 November 2012.

Description of Item:

Coffs Harbour City Council as the supplier of water to the public undertakes to provide safe drinking water to the consumer's property. Council ensures this by protecting the water systems from contamination or pollution.

Council has the ultimate responsibility and accountability for the implementation and management of control measures necessary to protect the quality and integrity of water supply systems under its control. It therefore has an obligation to ensure the appropriate installation, testing, maintenance and certification of backflow prevention devices. Council also has a responsibility to ensure that property owners and plumbers are made aware of the requirements for backflow prevention devices and their applicable responsibilities.

Council in implementing a Backflow Prevention and Cross Connection Control Policy is incurring a significant operational cost. The introduction of this new schedule of fees for water backflow prevention, seeks to recoup some of those costs borne by Council as a result of this legislative requirement.

The proposed schedule of fees for Backflow Prevention Devices is:

Commercial

Lodgement Fee	$105.00
Annual Fee	$60.00 (2013/2014) + $15.00 per additional device
Assessment	$170.00 (if requested)
Overdue Registration	$65.00 (after initial reminder letter has been sent)
Device Test Fee	$170.00 (currently $95.00)

Domestic

Lodgement Fee	$20.00
Annual Fee	$18.00 (2013/2014)

The domestic fees apply to rainwater tank installations where the tank is below ground and a testable backflow device is required. These would account for about 2-3% of those applications.

As resolved by Council on 9 August 2012, the proposed fees for water backflow prevention were advertised for a period of 28 days. No submissions were received during this period.

Sustainability Assessment:

• **Environment**

There is no perceived environmental impact from the introduction of this new schedule of fees.

- **Civic Leadership**

  This approach is addressed in Coffs Harbour 2030 through:

  PL 1.1   We use best practice urban design and infrastructure development to promote sustainable living.
  PL 1.2   We have a diverse and adaptable range of housing options with affordability for all.
  PL 1.3   We live and work in buildings which are attractive and sustainable.

- **Economic**

  Delivery Program/Operational Plan Implications

  The introduction of the new schedule of fees for Backflow Prevention will increase the income received by Coffs Water. Council is seeking to introduce the new fees as a means of recouping the costs to Council, associated with the registration of the testable backflow devices, the testing of the devices on an annual basis and the maintenance of a database of the registered backflow devices.

Consultation:

Consultation has been undertaken with the Senior Technical Co-ordinator – Coffs Harbour Water, Executive Manager – Finance and Special Projects Accountant.

Statutory Requirements:

Section 610F of the Local Government Act 1993 states that:

(1)   A council must not determine the amount of a fee until it has given public notice of the fee in accordance with this section and has considered any submissions duly made to it during the period of public notice.

(2)   Public notice of the amount of the proposed fee must be given (in accordance with section 405) in the draft operational plan for the year in which the fee is to be made.

(3)   However, if, after the date on which the operational plan commences:

   (a)   a new service is provided, or the nature or extent of an existing service is changed, or

   (b)   the regulations in accordance with which the fee is determined are amended,

   The Council must give public notice (in accordance with section 705) for at least 28 days of the fee proposed for the new or changed service or the fee determined in accordance with the amended regulations.

Issues:

There are no issues that result from this report.

Implementation Date / Priority:

The new fees and charges are to be implemented from 1 November 2012.

Recommendation:

That the new schedule of fees for Water Backflow Prevention be adopted, effective from 1 November 2012.

DONATIONS PROGRAM 2012 / 2013

Purpose:

Determination of the Donations Program for 2012/2013.

Description of Item:

Council's adopted 2012/2013 Management Plan provides for the following donations:

General Fund – Donations Program

Donations	$ 46,100	
Rates subsidy – sporting & cultural groups	33,700	
Rates subsidy - Surf Clubs	12,000	
Other	3,098	94,898

Other Funds

Water (Rates)	6,945	
Sewerage (Rates)	15,939	22,884

Total	**$117,782**

The actual rates subsidy component, now that the rates and charges are determined, is $71,868, which leaves $45,914 for general donations.

Attached is a table listing the recipients of the 2012/2013 Donations Program. A separate table shows the rates subsidies paid to sporting and cultural organizations, in addition to the rates subsidies for the local surf clubs.

Sustainability Assessment:

- **Environment**

  There are no perceived short or long-term environmental impacts

- **Social**

  Although the Donations Program is relatively small, the individual contributions assist in maintaining the viability of a number of community organizations and assist others with providing specific community events.

- **Civic Leadership**

  There are no civic leadership impacts as a result of the recommendations in this report.

- **Economic**

   Broader Economic Implications

   The donation funds made available by Council are, in many cases added to by community organizations to carry out their activities. This has a positive economic impact in the community.

   Delivery Program/Operational Plan Implications

   The total cost of $94,898 (General Fund) and $22,884 (Water and Sewerage Funds) is provided in Council's Management Plan.

Consultation:

The Donations Committee has considered the various attachments and supports the recommended program for 2012/2013.

Related Policy and / or Precedents:

Council has a Donations Policy. This is used in the determination of these funds.

Statutory Requirements:

Section 356 of the Local Government Act 1993 states that:

(1)   A council may, in accordance with a resolution of the council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.

(2)   A proposed recipient who acts for private gain is not ineligible to be granted financial assistance but must not receive any benefit under this section until at least 28 days' public notice of the council's proposal to pass the necessary resolution has been given.

(3)   However, public notice is not required if:

   (a)   the financial assistance is part of a specific program, and

   (b)   the program's details have been included in the council's draft operational plan for the year in which the financial assistance is proposed to be given, and

   (c)   the program's proposed budget for that year does not exceed 5 per cent of the council's proposed income from the ordinary rates levied for that year, and

   (d)   the program applies uniformly to all persons within the council's area or to a significant group of persons within the area.

(4)   Public notice is also not required if the financial assistance is part of a program of graffiti removal work

Issues:

There are only limited funds available compared to actual and potential requests for support. The Donations Program has not been advertised to the community due to the limited funds available and the fact that the majority of the funds relate to regular annual allocations. The continuation of this approach was confirmed by the Executive Team in March 2006.

Given that the limited funds available for community support in Council's Donations Program, the panel has recommended that Council review the current Donations Policy and undertake a comprehensive assessment of the aims, goals and objectives of the Donations Program with a report to be brought back to Council for determination, prior to the preparation of the budget for 2013/2014.

Implementation Date / Priority:

Donations will be forwarded as soon as possible where appropriate.

Recommendation:

1. **The Donations and Rate Subsidy Programs for 2012/2013 as set out in the report, totaling $117,782 be adopted.**
2. **That Council review the current Donations Policy and undertake a comprehensive assessment of the aims, goals and objectives of the Donations Program with a report to be brought back to Council for determination, prior to preparation of the budget for 2013/2014.**

Attachment

Donations and Contributions

Total Amount Recommended to be Contributed / Donated under Section 356 of the Local Government Act 1993

RECIPIENT	AMOUNT($)
Donations Unallocated (Mayor & GM)	7,079
Westpac Rescue Helicopter	500
Schools Annual Presentations	4,450
Relay for Life (Cancer Council)	2,000
North Coast Academy of Sport	4,500
Event Subsidies (Road Closures for Anzac Day Parades)	500
Senior Citizens Week	4,500
Coffs Harbour Spring Garden Festival	800
Southern Cross University Presentations	300
TAFE Presentations	250
Woolgoolga Volunteer Sea Rescue (Rates + Lease Fee)	960
D A Fees	6,000
Other Health Services – Life Education Van	4,500
Nana Glen Heartstart	1,000
Mountain Heartstart	1,000
Hope Bears Charity	200
TS Vendetta (Access Charge)	475
Rotary Club Coffs Coast Cycle Challenge	4,200
Coffs Harbour Ladies Silks Day	300
Coffs Harbour Counselling Services Inc. (Insurance)	800
Sawtell Tennis Club (Fees for Lease with Council)	1,350
Eisteddfod Society	250
SUBTOTAL	45,914
As Per Attached Table:	
Rates Subsidy – Sporting & Cultural Groups	55,921
Surf Life Saving Clubs – Rates	15,947
TOTAL	117,782

Attachment

RATES SUBSIDY – SPORTING & CULTURAL GROUPS	AMOUNT($)
Advocate Park	11,488
Sawtell Toormina Sports & Recreation Club	10,386
Coffs Harbour Rugby Club	6,796
Coffs Harbour Hockey Fields	4,659
Coffs Harbour Kart Racing Track	1,060
Coffs Harbour Motor Cycle Club	2,101
Legacy Units – (½ Waste Service Charges)	6,900
Coffs Harbour Pistol Club	583
Woolgoolga Art Group (1st Instalment)	732
Coffs Harbour & District Aero Club	2,159
Nana Glen Hall	1,755
Bonville Hall	1,694
Upper Orara Hall	1,702
Upper Orara Recreational Ground	485
Lower Bucca Community Centre	485
Woolgoolga Neighbourhood Centre	2,476
Girl Guide Associate (Waste Service)	460
TOTAL	55,921
RATES SUBSIDY – SURF LIFE SAVING CLUBS	AMOUNT($)
Coffs Harbour Surf Club	5,516
Woolgoolga Surf Club	3,522
Red Rock Corindi Surf Club	1,079
Sawtell Surf Club	5,830
TOTAL	15,947
TOTAL RATES SUBSIDY	71,868

ANNUAL FINANCIAL STATEMENTS 2011/2012

Purpose:

Statements to be signed to meet legislative requirements in relation to the completion of the Annual Financial Statements for 2011/2012.

Description of Item:

Attached are two statements, i.e. "General Purpose Financial Statements – Statement by Councillors and Management" and "Special Purpose Financial Statements – Statement by Councillors and Management", which are required to be signed prior to the submission of the statements to the Division of Local Government. The Auditor will not provide his audit reports (which also are required to be included in the statements sent to the Division of Local Government), until he receives signed copies of the statements.

Tabled at this meeting are the Primary Financial Statements, ie, Income Statement, Balance Sheet, Statement of Changes in Equity and Statement of Cash Flows, for 2011/2012.

Sections 413 to 416 of the Local Government Act require audit completion of the Annual Financial Statements by 31 October and for them to be forwarded to the Division of Local Government by 7 November. Signed copies of the statements will be provided to the Auditors.

A full set of audited Financial Statements and a report thereon, will be provided at the November 22, 2012 Council Ordinary Meeting.

Sustainability Assessment:

- **Environment**

    There are no perceived current or future environmental impacts.

- **Social**

    There are no perceived current or future social impacts.

- **Economic**

    Broader Economic Implications

    There are no perceived current or future economic impacts.

    Delivery Program/Operational Plan Implications

    Costs for preparation of the Annual Financial Statements (i.e. labour and materials) are allocated within the Finance and Program Support budget programs.

Consultation:

The Annual Financial Statements were collated with the assistance of various Corporate Business and City Services staff in conjunction with Thomas Noble and Russell (Council's external auditors).

Related Policy and / or Precedents:

Annual Financial Reports – Completion and Public Access.

Statutory Requirements:

Sections 413 to 416 of the Local Government Act 1993 and Section 215 of the Local Government (General) Regulation 2005.

Issues:

Failure to approve the above mentioned statements will result in non compliance with relevant legislation.

Implementation Date / Priority:

The Annual Financial Statements will be authorised for issue on 25 October 2012.

Recommendation:

That the "General Purpose Financial Statements – Statement by Councillors and Management" and "Special Purpose Financial Statements – Statement by Councillors and Management" forms for 2011/2012 be approved for completion by the designated signatories.

Coffs Harbour City Council

General Purpose Financial Statements
for the financial year ended 30 June 2012 .

Statement by Councillors and Management
made pursuant to Section 413(2)(c) of the Local Government Act 1993 (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- The Local Government Act 1993 (as amended) and the Regulations made thereunder,

- The Australian Accounting Standards and professional pronouncements, and

- The Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these Financial Statements:

- present fairly the Council's operating result and financial position for the year, and

- accords with Council's accounting and other records.

We are not aware of any matter that would render the Reports false or misleading in any way.

Signed in accordance with a resolution of Council made on 25 October 2012.

Denise Knight
MAYOR

John Arkan
DEPUTY MAYOR

Steve McGrath
GENERAL MANAGER

Dale Allen
RESPONSIBLE ACCOUNTING OFFICER

SPFS 2012

Attachment

Coffs Harbour City Council

Special Purpose Financial Statements
for the financial year ended 30 June 2012

Statement by Councillors and Management
made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- The NSW Government Policy Statement "Application of National Competition Policy to Local Government".

- The Division of Local Government Guidelines "Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality".

- The Local Government Code of Accounting Practice and Financial Reporting.

- The NSW Office of Water (Department of Environment, Climate Change and Water) Guidelines - "Best Practice Management of Water and Sewerage".

To the best of our knowledge and belief, these Financial Statements:

- Present fairly the Operating Result and Financial Position for each of Council's declared Business Activities for the year, and

- Accord with Council's accounting and other records.

We are not aware of any matter that would render these Statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 25 October 2012.

Denise Knight
MAYOR

John Arkan
DEPUTY MAYOR

Steve McGrath
GENERAL MANAGER

Dale Allen
RESPONSIBLE ACCOUNTING OFFICER

page 2

BANK BALANCES AND INVESTMENTS FOR JUNE 2012

Purpose:

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

Description of Item:

A copy of the state of Bank Balances and Investments as at 30 June 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.

It should be noted from the CDO section of the Bank and Investments attachment, that Council holds CDOs to the market value of $1.024 million at 30 June 2012. This is the value reflected in the information provided in the question on notice report "Update of Council's Investments" (Council Meeting of 11 October 2012).

The purchase price of these remaining CDOs is $4.721 million. This is a reduction from $19.580 million held at 30 June 2007. The reduction of $14.859 million has resulted from redemptions and sales.

The remaining CDO exposure of $1.024 million at 30 June 2012 is relatively small being 0.6% of total investments. It is expected that the capital gains achieved in the investment portfolio, over the past three years, will continue in 2012/13.

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

The portfolio has performed above benchmark for the period ended 30 June 2012 having generated an annualised return of 6.11% which is 141 bps (or 1.41%) above the UBS 90 day bank bill index (the required performance benchmark) of 4.70% as at 30 June 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 maximise investment income and preserve capital to assist with funding requirements for projects listed under the Coffs Harbour 2030 Community Strategic Plan.

- **Economic**

  Broader Economic Implications

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

  Delivery Program/Operational Plan Implications

  For June 2012 it is noted that after deducting, from the total bank and investment balances of $173,050,486 the estimated restricted General, Trust, Water and Sewerage cash and investments ($169,669,945), the Unrestricted Cash is $3,380,541.

  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 seventy three million, fifty thousand, four hundred and eighty six dollars ($173,050,486) as at 30 June 2012 be noted.**

2. **That the general fund unrestricted cash and investments totaling three million, three hundred and eighty thousand, five hundred and forty one dollars ($3,380,541) as at 30 June 2012 be noted.**

ECONOMIC & MARKET COMMENTARY
JULY 2012

STEP 2: BANK RECAPITALISATION

Breaking the vicious cycle of bank and sovereign debt

2 months ago, we complained that the massive European programme of bank lending (around $1tr worth) was just <u>liquidity, not capital</u>.

Yes, you can give a bank access to unlimited borrowing facilities. But as Japan showed, this **just creates a "zombie bank"** system. No capital, no ability to lend, no trust from counterparties and therefore no credit creation. When capital is impaired, banks do not have the balance sheet room to admit to bad loans, or remove distressed assets from the balance sheet.

Monetary policy has limited impact in these conditions – while lending is cheap, a bank without adequate capital cannot make new loans. This danger loomed for Europe, after two large banks (Dexia and Bankia) were nationalised.

It was evident in May and June that the Spanish banking system had run out of time. Figures of EUR100-120bn were mooted, with Bankia itself needing EUR17bn. Banks were openly practicing "amend and extend," not admitting impairment on distressed loans.

The Irish problem was the burden of nationalising and recapitalising banks had left the national government with an unbearable debt load. This process was just pushing the debt crisis up the chain – from banks to sovereigns. When the sovereigns had nowhere to go – as they either defaulted or looked likely to - this inflicted massive losses on other vulnerable banks, and the cycle began again from a higher level of debt.

At the end of the month, the EU took action to break this cycle. Money for the Spanish banks would come directly from the European Stability Mechanism (ESM). This is an important breakthrough for a number of reasons:

➢ With renewed capital, the **risk of a "Lehman moment" from the Spanish major** banks has been averted for now.
➢ Banks are seen by Europe as **"our" problem, not "Spain's problem"** – a sense of collectivism that has been missing earlier.
➢ The money is not simply added **to Spain's debt:GDP ratios**, which would risk tipping it into another crisis
➢ **Germany dropped the condition of "private sector subordination"** – the condition that saw Greece continue to honour debt to the ECB but almost eliminate private sector debt

Subordination of enormous Spanish (or Italian) debt would have been crippling.

Markets soared on renewed optimism – the US market up +2½% on the day, the Euro Stoxx index around +5% and Italy's MIB +6½%. Even outside the Eurozone, Stockholm's OMX bounced +4%.

This may be the first step towards a truly pan-European solution to the crisis, even a start of recovery. Any recovery would, of course, be negative for bond investments, which are priced for ongoing crises.

US Background

The US response to the failure of Lehman and the other major financial institution stresses occurred in two stages:

1. The *Troubled Asset Relief Program* – or**iginally a "bad bank" facility to take toxic assets** including CDOs, but which morphed within a fortnight into buying new Tier 1 capital instruments, which effectively recapitalised the major banks. This also coincided with takeovers of Countrywide and Merrill Lynch.
2. Various private-sector liquidity schemes, including the *Term Asset-backed Loan Facility* (for new issuance) and *Public-Private Investment Program* to help fund the **private sector into buying up existing "**toxic assets**"** (many of which actually turned out to be much safer than market panic was implying). In fact, the original purpose of the TARP was not fulfilled until the PPIP around 4 months later.

It is quite remarkable how little initial impact Lehman's bankruptcy actually had. 10% falls within days are not to be dismissed, but were no worse than May 2012. The real plunge began after the TARP was legislated. This might have reflected some disappointment at the design – substantial changes on the 14th imply **that stabilisation did not occur until "true TARP"** (bank recapitalisation). However, this period was complicated by the collapse (without recapitalisation) of the Icelandic banking system – this had an even more extreme impact on the price of various assets as the bankrupt institutions dumped their inventories.

Market liquidity deteriorated during the following months as forced selling in unprecedented volumes met with investors unwilling to do anything. Even complex securitised products had been sold on ratings to investors who would not have considered themselves securitisation specialists – as they were downgraded, few investors had the technology required to fully understand them. It was only when the government underpinned values with non-**recourse loans ("hand back the securities in 5 years") that mar**kets started to recover. By the end of 2009, the second-round losses after Lehman had been fully recouped.

Again, capital without liquidity proved to be a table with two legs. This was our major take on the European banking crisis. It is no coincidence that the October 2011 bounce happened with the recapitalisation of Dexia. But the European banking system has been, until now, nationally rather than regionally based. With both liquidity and capital finally provided, Europe has some hope.

There is more work to do – some countries still look to be insolvent – but the initial response has been highly positive, with Spanish bonds yields 0.6% lower overnight.

Attachment

International Markets

The Dow Jones and S&P 500 Index closed up 3.93% and 3.96% respectively in June. **UK's FTSE 100 Index was up 8.09%, France's CAC 40 rose 5.95% and Germany's** DAX was up 2.42%. **Spain's stock Index** (IBEX) soared 16.62% on the bank recapitalisation plans, **while Ireland's Index** (ISEQ) gained 2.83%.

Japan's Nikkei Index ended up 5.43%, Hong Kong's Hang Seng rose 4.36% but **China's** Shanghai Composite Index closed another -6.19% lower as growth slipped again towards 7%.

The MSCI World Index ex-Australia, a broad measure of global stocks, rose 4.86% in local currency terms with the ASX lagging at just +0.66% on Resources stock concerns.

US 10 year bonds rallied during the month, before closing at 1.64% as the US Central **Bank expanded its 'Operation Twist.'**

Other Highlights:

US CPI fell 0.3% in May after holding steady in the prior month as energy prices fell.

The unemployment rate increased to 8.2% in May from 8.1% in April.

After trending down for 3 years to a low of 363,000 US jobless claims have averaged 387,000 in the last 4 weeks.

The US deficit continues to widen to $1.21tr in May, as they underachieved on revenue targets. US retail trade was up just +0.1% for the second month in a row, with durable goods purchases down -0.4%. Consumer spending was revised down in the Q1 GDP data, although GDP stayed +1.9%.

Housing starts fell 4.8% to an annual rate of 708,000 in May, after a 5.4% increase in the prior month.

The Case Shiller index of home prices gained 0.67% in April, the third in a row. It remains to be seen whether subsequent events hurt buyer confidence enough to break this trend - the Consumer Confidence Index sliding from 64.4 to 62 in June. May new home sales volumes increased +7.6%, concentrated in the stronger north-eastern states. However, prices were -0.6% weaker.

The US Federal Reserve extended Operation Twist by another 6 months to year end, as expansion of quantitative easing could not be supported politically at this time. There are also important discussions of extending the "fiscal cliff" that would otherwise see government spending slashed and taxes increased on January 1st.

US exports are weakening as their currency starts to recover from the lows of a year ago, and the trade imbalance is therefore trending wider. Meanwhile, productivity growth was just +0.4% year on year, and actually fell -0.9% in Q1.

Spanish banks will be recapitalised directly from the European Stability Mechanism rather than from the Spanish government. Conditions were relaxed on Italy too – private creditors now unlikely to be subordinated.

Domestic Markets

At its meeting on June 5th, the Reserve Bank of Australia cut cash rates by another 25 basis points, to 3.50%. Modest domestic growth and a weaker and more uncertain international environment were the key factors in its decision. Bonds hit an all-time low of 2.7%, but weakened at month end.

Further troubles in Europe and slowing in Chinese growth could potentially lead to further rate cuts priced in by the market, although a surprise +4.3% GDP may derail expectations.

The unemployment rate in Australia was last reported at 5.1% in May (+0.1%) – with employed persons soaring +38,900 but also unemployed persons up 22,400!

The lift in house prices in June is encouraging. Across Australia house prices rose by 1% making it the biggest monthly increase in property prices in 27 months.

Commodities & Currencies

Oil had its biggest gain in three years as optimism from Europe saw growth expectations revised up.

Gold eased as investors **saw less "safe haven" buying as markets recovered.**

The Australian dollar began the month at $0.97 before closing up 5% at $1.01, benefiting – the local currency doing much better than the stockmarket.

KEY FINANCIAL MARKET DATA – AS AT 30 JUNE 2012 (UNLESS SPECIFIED)

Interest Rate Markets

Index Performance	1 month	3 months	6 months	1 year	2 year p.a.	3 year p.a.
UBS Aust. Bank Bill Index	0.28%	1.05%	2.17%	4.70%	4.84%	4.52%

Key Rates	Jun-12	May-12	Jun-11
Australian Cash Rate	3.50%	3.75%	4.75%
90 day BBSW	3.49%	3.43%	5.03%
3 Yr Commonwealth Bonds	2.33%	2.03%	4.76%
10 Yr Commonwealth Bonds	3.00%	2.85%	5.21%
iTraxx Australia 5 Yr CDS	184bp	202bp	114bp
US Fed Funds Rate	0-0.25%	0-0.25%	0-0.25%
CDX North American 5 Yr CDS	112bp	123bp	92bp

Equity Markets

Domestic	1 month	3 months	6 months	1 year	2 year p.a.	3 year p.a.
S&P/ASX 200 Acc. Index	0.66%	-4.68%	3.32%	-6.71%	2.09%	5.65%
A-REIT 200 Acc. Index	4.42%	8.76%	16.39%	11.04%	8.41%	12.27%

International	1 month	3 months	6 months	1 year	2 year p.a.	3 year p.a.
US: S&P 500 ($US)	3.96%	-3.29%	8.31%	3.14%	14.96%	14.00%
US: NASDAQ ($US)	3.81%	-5.06%	12.66%	5.82%	17.96%	16.95%
MSCI World Acc. (Local Currency)	4.28%	-4.26%	6.45%	-2.25%	9.13%	9.92%
MSCI World Acc. (AUD)	-0.55%	-4.06%	5.93%	-0.76%	1.09%	2.53%
FTSE (£)	4.70%	-3.42%	-0.02%	-6.30%	6.45%	9.45%
MSCI Emerging Markets Acc. ($US)	3.43%	-10.00%	2.29%	-18.22%	1.05%	7.18%

Fixed Interest Markets

Bonds	1 month	3 months	6 months	1 year	2 year p.a.	3 year p.a.
BarCap Global Agg Acc.	0.14%	2.58%	4.86%	11.58%	9.23%	9.99%
UBSA Composite Bond Acc.	-0.16%	4.57%	5.39%	12.41%	8.92%	8.57%

Data*	Current Period		Previous Period	
Employment Data				
Employment Growth	May	11,538	Apr	11,501
Unemployment Rate	May	5.10%	Apr	5.00%
Participation Rate	May	65.50%	Apr	65.20%
Lending Finance				
Housing Finance	Apr	0.90%	Mar	-0.30%
Personal Finance	Apr	0.60%	Mar	1.10%
Commercial Finance	Apr	9.80%	Mar	8.80%
Lease Finance	Apr	6.80%	Mar	2.50%
Other				
Balance on goods and services	Apr	(203m)	Mar	(1,282m)
Retail Sales	May	0.50%	Apr	-0.20%
Building Approvals	May	27.30%	Apr	-8.70%

*All data is seasonally-adjusted.

Attachment

July 2012

Economic & Market Commentary

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	0.31%	-5.88%	2.43%	-8.28%	4.32%	-4.35%
Australian Equity Small Cap	-2.65%	-11.16%	4.01%	-7.51%	11.46%	-3.51%
Global Equity Large Cap	-0.93%	-5.13%	5.21%	-2.53%	1.83%	-7.52%
Global Equity Small Cap	-1.83%	-5.98%	5.11%	-7.49%	3.66%	-7.22%
Australian Fixed Income	0.19%	1.46%	4.05%	6.44%	7.87%	5.72%
Global Fixed Income	0.28%	1.06%	3.06%	4.42%	5.66%	5.34%
Australian Listed Property	4.10%	8.25%	15.95%	9.91%	11.26%	-12.50%
Conservative[1]	0.15%	1.36%	3.67%	4.87%	6.59%	3.16%
Moderate[2]	0.33%	0.39%	4.06%	4.22%	6.74%	2.29%
Balanced[3]	0.23%	-1.01%	4.25%	1.40%	6.19%	-0.17%
Growth[4]	0.34%	-2.31%	4.36%	-0.71%	5.96%	-2.10%
Aggressive[5]	0.51%	-3.78%	4.57%	-2.99%	6.51%	-4.05%

[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

Attachment

BANK BALANCES AND INVESTMENTS AS AT 30/6/12
COFFS HARBOUR CITY COUNCIL
STATEMENT OF BANK BALANCES AS AT 30/6/12

Fund/Account	Balance at 1/6/12	Receipts to 30/6/12	Payments to 30/6/12	Balance at 30/6/12
GENERAL FUND - NAB	3,106,397	17,589,629	16,634,066	4,061,960
TRUST FUNDS	424,471	1,035	91,426	334,080
TOTAL OF ALL BANK ACCOUNTS	3,530,868	17,590,664	16,725,492	4,396,039

INVESTMENTS REPORT - 30/6/12
PRINCIPAL BALANCES/INTEREST EARNED

	Credit Rating at Issue Date	Credit Rating at 30/6/12	Acquisition Date	Legal Maturity	Acquisition Price $	Market Value as at 1/6/12 $	Increase/(Decrease) in Capital Value	Interest/ Distributions Reinvested	Acquisitions/ (Redemptions)	Fees Deducted	Market Value as at 30/6/12 $	Increase/(Decrease) in Capital Value	Interest/ Distributions Reinvested	Acquisitions/ (Redemptions)	Fees Deducted	Income Earned Net of Fees - June 2012 $	Income Earned Financial Yr to Date $	Capital Price Valuation Date	Annualised Monthly Return (Managed Funds) / Current Coupon	Risk of capital not being returned
							Monthly Movement in Market Value					**Financial Year to Date Movement in Market Value**								
OVERNIGHT FUNDS:																				
Cash - Fair Value movements through profit & loss																				
Operating Accounts	AA	AA				3,530,868	-	19,919	861,862	(16,610)	4,396,039	-	131,815	1,835,712	(171,231)	3,309	(39,416)	30/06/2012	4.10	Low
UBS Cash Management Trust	AA	AA				2	-	1,571	111,606	(1,340)	111,839	-	8,316	70,827	(10,106)	231	(1,791)	30/06/2012	3.84	Low
Members Equity Bank - Business Investment Account	BBB	BBB				23,488	-	82	-	-	23,570	-	1,190	-	-	82	1,190	30/06/2012	5.00	Low
AMP Easy Cash M'ment Acc't - at call	A	A				578,534	-	2,135	-	-	580,670	-	32,432	(1,500,000)	(35)	2,135	32,397	30/06/2012	4.35	Low
NAB Professional Funds Account	AA	AA				10,262,955	-	4,667	(6,325,637)	-	3,941,985	-	166,295	10,101,327	-	4,667	166,295	30/06/2012	3.90	Low
Bank of Cyprus - Cash M'ment Acc't	NR	NR				99,732	-	10,613	-	-	110,346	-	55,179	55,187	(20)	10,613	55,159	30/06/2012	2.25	Low
CUA Prime Access						-	-	81	-	-	81	-	81	-	-	81	81	30/06/2012		Low
Suncorp Business Saver	A-	A-				-	-	1	-	-	1	-	1	-	-	1	1	30/06/2012		Low
ANZ Premium Business Cash Account	AA	AA				10,614	-	44	-	-	10,658	-	75,920	(4,000,000)	-	44	75,920	30/06/2012	4.35	Low
Total						14,506,195	-	39,113	(5,352,169)	(17,950)	9,175,190	-	471,228	6,563,054	(181,392)	21,163	289,836			
BENCHMARK RATE - 11 AM INDICATIVE CASH RATE																			3.50	
OTHER FUNDS:																				
Enhanced Income Funds - Fair Value movements through profit & loss																				
Macquarie Inc. Plus	A	A	Various	Not Applicable	3,127,336	-	10,995	-	-	3,138,331	-	158,913	(2,000,000)	-	10,995	158,913	30/06/2012	4.37	Medium	
Total					3,127,336	-	10,995	-	-	3,138,331	-	158,913	(2,000,000)	-	10,995	158,913				
BENCHMARK RATE - UBS BANK BILL INDEX																			4.70	
Term Deposits - Fair Value movements through profit & loss																				
Investec 17/11/14	BBB+	BBB+	19/05/2011	17/11/2014	8,000,000	8,016,504	-	51,163	-	-	8,067,667	-	655,213	-	-	51,163	655,213	30/06/2012	7.53	Low
Investec 29/6/16	BBB+	BBB+	29/06/2016	29/06/2016	1,000,000	1,069,174	-	6,140	(74,905)	-	1,000,409	-	74,905	-	-	6,140	74,905	30/06/2012	7.47	Low
Investec 8/7/15	BBB+	BBB+	8/07/2011	8/07/2015	1,000,000	1,064,989	-	5,926	-	-	1,070,915	-	70,915	1,000,000	-	5,926	70,915	30/06/2012	7.21	Low
Investec 8/8/16	BBB+	BBB+	8/08/2011	8/08/2016	2,500,000	2,636,091	-	14,205	-	-	2,650,296	-	150,296	2,500,000	-	14,205	150,296	30/06/2012	6.99	Low
Investec 06/06/17	BBB-	BBB-	5/06/2012	6/06/2017	2,000,000	-	-	7,750	2,000,000	-	2,007,750	-	7,750	2,000,000	-	7,750	7,750	30/06/2012	6.44	Low
AMP 24/5/16	A	A	24/05/2011	24/05/2016	5,000,000	5,007,048	-	30,205	-	-	5,037,253	-	368,440	-	-	30,205	368,440	30/06/2012	7.35	Low
AMP 8/8/12	A	A	8/02/2012	8/08/2012	500,000	509,288	-	2,466	-	-	511,753	-	11,753	500,000	-	2,466	11,753	30/06/2012	6.00	Low
AMP 7/8/12	A	A	8/02/2012	7/08/2012	1,000,000	1,018,575	-	4,932	-	-	1,023,507	-	23,507	1,000,000	-	4,932	23,507	30/06/2012	6.00	Low
AMP 30/10/12	A	A	3/05/2012	3/11/2012	500,000	502,186	-	2,342	-	-	504,529	-	4,529	500,000	-	2,342	4,529	30/06/2012	5.70	Low
Macquarie Private Wealth	A	A	27/08/2010	27/08/2012	2,001,370	2,220,205	-	10,274	-	-	2,230,479	-	125,000	-	-	10,274	125,000	30/06/2012	6.25	Low
ME Bank 26/9/12	BBB	BBB	27/08/2012	26/09/2012	1,000,000	-	-	423	1,000,000	-	1,000,423	-	423	1,000,000	-	423	423	30/06/2012	5.15	Low
Westpac	AA	AA	27/08/2010	27/06/2014	1,000,712	1,049,151	-	5,699	-	-	1,054,849	-	65,000	-	-	5,699	65,000	30/06/2012	6.50	Low
Bank of Cyprus (Australia) 28/1/13	A	A	5/08/2011	28/01/2013	2,000,000	2,011,109	-	(358)	-	-	2,010,751	-	10,751	2,000,000	-	(358)	10,751	30/06/2012	6.54	Low
Bank of Cyprus (Australia) 14/2/14	A	A	14/02/2011	14/02/2014	5,000,000	5,103,336	-	28,973	-	-	5,132,308	-	352,500	-	-	28,973	352,500	30/06/2012	7.05	Low
Bank of Cyprus (Australia) 5/8/15	A	A	5/08/2011	5/08/2015	2,000,000	2,110,137	-	11,014	-	-	2,121,151	-	121,151	2,000,000	-	11,014	121,151	30/06/2012	6.70	Low
Bank of Cyprus (Australia) 7/3/14	A	A	7/03/2011	7/03/2014	1,500,000	1,524,047	-	8,692	-	-	1,532,739	-	105,171	-	-	8,692	105,171	30/06/2012	7.05	Low
Credit Union Australia 11/4/14	BBB	BBB	12/04/2011	11/04/2014	1,000,000	1,009,342	-	5,605	-	-	1,014,948	-	70,629	-	-	5,605	70,629	30/06/2012	6.82	Low
Credit Union Australia 12/5/14	BBB	BBB	13/05/2011	12/05/2014	2,000,000	2,007,408	-	11,112	-	-	2,018,521	-	135,200	-	-	11,112	135,200	30/06/2012	6.76	Low
Credit Union Australia 12/11/12	BBB	BBB	14/02/2012	12/11/2012	500,000	508,721	-	2,445	-	-	511,166	-	11,166	500,000	-	2,445	11,166	30/06/2012	6.95	Low
Credit Union Australia 9/5/14	BBB	BBB	9/05/2012	9/05/2014	500,000	501,793	-	2,445	-	-	504,238	-	4,238	500,000	-	2,445	4,238	30/06/2012	5.95	Low
Bankwest 27/8/13	AA	AA	27/08/2010	27/08/2013	2,000,000	2,093,255	-	10,027	-	-	2,103,282	-	122,000	-	-	10,027	122,000	30/06/2012	6.10	Low
Bendigo & Adelaide Bank	BBB+	BBB+	27/08/2010	27/08/2012	2,000,000	2,099,014	-	10,685	-	-	2,109,699	-	130,712	-	-	10,685	130,712	30/06/2012	6.50	Low
Defence Bank 13/08/12	NR	NR	14/06/2012	13/08/2012	1,000,000	-	-	2,279	1,000,000	-	1,002,279	-	2,279	1,000,000	-	2,279	2,279	30/06/2012	5.20	Low
Peoples Choice 16/07/12	BBB+	BBB+	15/06/2012	16/07/2012	1,000,000	-	-	2,084	1,000,000	-	1,002,084	-	2,084	1,000,000	-	2,084	2,084	30/06/2012	5.07	Low
Quay Credit Union 11/8/13	NR	NR	11/08/2011	11/08/2013	1,000,000	1,052,534	-	5,342	-	-	1,057,877	-	57,877	1,000,000	-	5,342	57,877	30/06/2012	6.50	Low
Quay Credit Union 23/5/12	NR	NR	23/05/2012	23/05/2013	1,500,000	1,502,137	-	6,452	-	-	1,508,589	-	8,589	1,500,000	-	6,452	8,589	30/06/2012	5.50	Low
Suncorp 11/8/14	A-	A-	11/08/2011	11/08/2014	3,000,000	3,152,753	-	15,534	-	-	3,168,288	-	168,288	3,000,000	-	15,534	168,288	30/06/2012	6.30	Low
Suncorp 23/12/13	A-	A-		23/12/2013	1,000,000	-	-	414	1,000,000	-	1,000,414	-	414	1,000,000	-	414	414	30/06/2012	5.04	Low
Bank of Queensland 23/7/12	BBB	BBB	23/04/2012	22/07/2012	500,000	503,019	-	2,384	-	-	505,403	-	5,403	500,000	-	2,384	5,403	30/06/2012	5.80	Low
Rural Bank	BBB	BBB	11/01/2011	11/01/2013	5,000,000	5,128,638	-	27,370	-	-	5,156,008	-	333,000	-	-	27,370	333,000	30/06/2012	6.66	Low
Rabo Direct 24/3/16	AAA	AAA	25/03/2011	24/03/2016	5,000,000	5,057,788	-	29,384	-	-	5,087,171	-	350,964	-	-	29,384	350,964	30/06/2012	7.15	Low
Rabo Direct 12/10/12	AAA	AAA	12/04/2011	12/10/2012	1,000,000	1,003,462	-	5,466	-	-	1,008,927	-	61,273	-	-	5,466	61,273	30/06/2012	6.65	Low
Rabo Direct 10/8/15	AAA	AAA	9/08/2011	10/08/2015	1,000,000	1,054,334	-	5,507	-	-	1,059,841	-	59,841	1,000,000	-	5,507	59,841	30/06/2012	6.70	Low
ING 11/4/14	A+	A+	12/04/2011	11/04/2013	2,000,000	2,153,635	-	11,079	-	-	2,164,715	-	135,169	-	-	11,079	135,169	30/06/2012	6.74	Low
ING 21/5/13	A+	A+	20/05/2011	21/05/2013	1,000,000	1,068,765	-	5,458	-	-	1,074,222	-	66,582	-	-	5,458	66,582	30/06/2012	6.64	Low
ING 17/8/12	A+	A+	17/02/2012	17/08/2012	1,000,000	1,017,181	-	4,956	-	-	1,022,138	-	22,138	1,000,000	-	4,956	22,138	30/06/2012	6.03	Low
ING 14/8/12	A+	A+	14/02/2012	14/08/2012	1,000,000	1,017,010	-	5,398	-	-	1,022,408	-	22,408	1,000,000	-	5,398	22,408	30/06/2012	5.97	Low
ING 14/2/13	A+	A+	14/02/2012	14/02/2013	1,000,000	1,017,061	-	4,784	-	-	1,021,845	-	21,845	1,000,000	-	4,784	21,845	30/06/2012	5.83	Low
ING 15/8/12 (Regional Park Trust)	A+	A+	15/02/2012	15/08/2012	1,200,000	1,221,107	-	5,918	-	-	1,227,025	-	27,025	1,200,000	-	5,918	27,025	30/06/2012	6.00	Low
ING 28/11/12	A+	A+	28/02/2012	28/11/2012	1,000,000	1,015,262	-	4,923	-	-	1,020,185	-	20,185	1,000,000	-	4,923	20,185	30/06/2012	5.99	Low
ING 27/2/13	A+	A+	28/02/2012	27/02/2013	1,000,000	1,015,364	-	5,121	-	-	1,020,485	-	20,485	1,000,000	-	5,121	20,485	30/06/2012	6.03	Low
ING 3/12/12	A+	A+	2/03/2012	3/12/2012	1,000,000	1,014,893	-	4,964	-	-	1,019,858	-	19,858	1,000,000	-	4,964	19,858	30/06/2012	6.04	Low
ING 4/3/13	A+	A+	2/03/2012	4/03/2013	1,000,000	1,014,942	-	4,981	-	-	1,019,923	-	19,923	1,000,000	-	4,981	19,923	30/06/2012	6.06	Low
Wide Bay 29/7/16	BBB	BBB	28/07/2011	29/07/2016	1,000,000	1,023,926	-	5,836	-	-	1,029,762	-	65,553	1,000,000	-	5,836	65,553	30/06/2012	7.10	Low
Wide Bay 8/8/16	BBB	BBB	28/07/2011	8/08/2016	1,000,000	1,021,981	-	5,836	-	-	1,027,816	-	63,608	1,000,000	-	5,836	63,608	30/06/2012	7.10	Low
Heritage Bank	BBB-	BBB-	21/05/2012	16/08/2012	1,000,000	1,001,521	-	4,562	-	-	1,006,082	-	6,082	1,000,000	-	4,562	6,082	30/06/2012	5.55	Low
CBA	AA	AA	29/06/1999	29/10/2017	5,001,064	3,287,261	-	30,435	-	-	3,317,696	-	231,532	(474,082)	-	30,435	231,532	30/06/2012	4.17	Low
Total					84,203,146	78,405,950	-	438,630	5,925,095	-	84,769,676	-	4,413,654	34,225,918	-	438,630	4,413,654			

INVESTMENTS REPORT - 30/6/12
PRINCIPAL BALANCES/INTEREST EARNED

Attachment

	Credit Rating at Issue Date	Credit Rating at 30/6/12	Acquisition Date	Legal Maturity	Acquisition Price $	Market Value as at 1/6/12 $	Increase/(Decrease) in Capital Value	Interest/ Distributions Reinvested	Acquisitions/ (Redemptions)	Fees Deducted	Market Value as at 30/6/12 $	Increase/(Decrease) in Capital Value	Interest/ Distributions Reinvested	Acquisitions/ (Redemptions)	Fees Deducted	Income Earned Net of Fees - June 2012 $	Income Earned Financial Yr to Date $	Capital Price Valuation Date	Annualised Monthly Return (Managed Funds) / Current Coupon	Risk of capital not being returned
							Monthly Movement in Market Value					**Financial Year to Date Movement in Market Value**								
FRNs(Floating Rate Notes)																				
Available for Sale Accounting - movements through equity.																				
Queenslanders CU 3/6/13	NR	NR	6/01/2006	3/06/2013	503,170	480,445	1,011	182	-	-	481,637	10,690	27,773	-	-	1,192	38,462	30/06/2012	4.47	Low
Sub Total					503,170	480,445	1,011	182	-	-	481,637	10,690	27,773	-	-	1,192	38,462			
Fair Value through Profit & Loss Accounting - movements through profits & loss.																				
NAB 21/6/16	AA	AA-	8/09/2011	21/06/2016	1,007,980	994,040	(7,310)	6,320	-	-	993,050	(2,630)	46,100	1,007,980	-	(990)	43,470	30/06/2012	4.71	Low
NAB 15/2/17	AA-	AA-	15/02/2012	15/02/2017	2,000,000	2,023,100	(17,460)	25,780	-	-	2,031,420	720	44,468	-	-	8,320	45,188	30/06/2012	6.21	Low
NAB 15/2/17	AA-	AA-	29/06/2012	15/02/2017	2,030,700	-	17,560	(16,840)	2,030,700	-	2,031,420	17,560	-	2,030,700	-	720	17,560	30/06/2012	6.21	Low
NAB 21/12/12	AA-	A	26/03/2008	21/12/2017	1,881,040	2,006,666	3,720	(17,874)	-	-	1,992,512	19,360	96,082	-	-	(14,154)	115,442	30/06/2012	3.76	Low
HSBC	AA-	AA-	14/03/2008	14/03/2018	2,000,000	2,037,203	(22,580)	(4,410)	-	-	2,010,213	(1,340)	135,541	-	-	(26,990)	134,201	30/06/2012	5.70	Low
Credit Suisse	A+	A+	18/03/2010	18/03/2014	501,745	501,485	(385)	(4,858)	-	-	496,262	(5,250)	29,091	-	-	(5,223)	23,841	30/06/2012	4.70	Low
BNP 18/3/15	AA	A+	18/03/2010	18/03/2015	1,004,230	957,980	(3,570)	(9,549)	-	-	944,861	(48,150)	57,175	-	-	(13,119)	9,025	30/06/2012	4.59	Low
BNP 12/8/13	AA-	A+	6/08/2010	12/08/2013	1,500,000	1,479,254	390	5,955	-	-	1,485,599	(26,490)	84,549	-	-	6,345	58,059	30/06/2012	4.83	Low
Barclays	AA-	A+	16/08/2010	17/08/2015	1,500,000	1,460,300	(1,470)	6,793	-	-	1,465,623	(56,070)	94,870	-	-	5,323	38,800	30/06/2012	5.51	Low
Bank of Queensland	BBB+	BBB+	11/11/2010	11/11/2013	2,000,000	2,005,081	3,797	4,674	-	-	2,013,552	16,668	119,625	-	-	8,471	136,293	30/06/2012	5.24	Low
Royal Bank of Scotland 27/8/13	A+	A+	27/08/2010	27/08/2013	1,508,295	1,496,220	1,440	7,140	-	-	1,504,800	(22,815)	106,012	-	-	8,580	83,197	30/06/2012	6.98	Low
Royal Bank of Scotland 10/3/14	A+	A+	10/03/2011	10/03/2014	5,000,000	4,945,903	(4,450)	(7,677)	-	-	4,933,776	(68,800)	331,662	-	-	(12,127)	262,862	30/06/2012	5.45	Low
Bendigo and Adelaide Bank	BBB+	BBB+	7/03/2011	17/03/2014	1,000,000	986,000	17,900	(3,900)	-	-	1,000,000	(300)	60,486	-	-	14,000	60,186	30/06/2012	5.86	Low
ANZ	AA	AA-	9/05/2011	9/05/2016	1,500,000	1,489,897	(1,305)	8,383	-	-	1,496,975	(16,050)	85,342	-	-	7,078	69,292	30/06/2012	4.90	Low
CBA 24/12/15	AA	AA	24/05/2011 initial & various since	24/12/2015	10,314,440	10,284,750	140,480	(53,330)	-	-	10,371,900	(8,988)	380,598	8,254,176	(16,193)	87,150	355,417	30/06/2012	5.81	Low
CBA 2/8/16	AA	AA	18/11/2011	2/08/2016	1,978,520	1,987,680	1,280	9,440	-	-	1,998,400	3,480	66,256	1,978,520	-	10,720	69,736	30/06/2012	5.79	Low
AMP	A	A	14/11/2011	6/06/2014	2,020,420	2,015,620	600	(21,760)	-	-	1,994,460	(9,340)	70,953	2,020,420	-	(21,160)	61,613	30/06/2012	6.00	Low
ING	A+	A+	22/03/2012	22/03/2016	2,500,000	2,513,175	(11,725)	(27,225)	-	-	2,474,225	(29,000)	46,957	2,500,000	-	(38,950)	17,957	30/06/2012	6.93	Low
Macquarie Bank 9/3/17	A	A	9/03/2012	9/03/2017	5,000,000	5,052,530	13,070	(66,150)	-	-	4,999,450	(18,990)	115,262	5,000,000	-	(53,080)	96,272	30/06/2012	6.41	Low
Macquarie Bank 24/2/14	A	A	29/02/2012	24/02/2014	1,001,180	1,001,370	(170)	4,280	-	-	1,005,480	(110)	19,837	999,980	-	4,110	19,727	30/06/2012	6.26	Low
Westpac	AA-	AA-	13/03/2012	20/07/2017	5,000,000	5,007,300	9,650	20,450	-	-	5,037,400	6,400	88,596	5,000,000	-	30,100	94,996	30/06/2012	5.15	Low
Royal Bank of Scotland 17/2/12^	AA	BBB-	17/11/2006	17/12/2017	2,501,100	1,928,874	(25,000)	8,301	-	-	1,912,175	(225,000)	124,346	-	-	(16,699)	(100,654)	30/06/2012	4.04	Low
Sub Total					54,749,650	52,174,427	114,482	(126,057)	2,030,700	-	54,193,552	(475,135)	2,203,809	28,791,776	(16,193)	(11,575)	1,712,481			
Total					55,252,820	52,654,872	115,492	(125,875)	2,030,700	-	54,675,189	(464,446)	2,231,581	28,791,776	(16,193)	(10,383)	1,750,943			

INVESTMENTS REPORT - 30/6/12
PRINCIPAL BALANCES/INTEREST EARNED

Attachment

	Credit Rating at Issue Date	Credit Rating at 30/6/12	Acquisition Date	Legal Maturity	Acquisition Price $	Market Value as at 1/6/12 $	Monthly Movement in Market Value — Increase/(Decrease) in Capital Value	Interest/ Distributions Reinvested	Acquisitions/ (Redemptions)	Fees Deducted	Market Value as at 30/6/12 $	Financial Year to Date Movement in Market Value — Increase/(Decrease) in Capital Value	Interest/ Distributions Reinvested	Acquisitions/ (Redemptions)	Fees Deducted	Income Earned Net of Fees - June 2012 $	Income Earned Financial Yr to Date $	Capital Price Valuation Date	Annualised Monthly Return (Managed Funds) / Current Coupon	Risk of capital not being returned
CPPI Notes (Constant Portfolio Protection Insurance)																				
Available for Sale Accounting - movements through equity.																				
Longreach Series 21 #	AA	A+	22/11/2006	20/11/2012	1,000,000	986,800	2,900	-	-	-	989,700	58,100	-	-	-	2,900	58,100	30/06/2012	0.00	Low
Longreach Series 24 # (now ZCB)	AA-	A+	14/12/2006	13/12/2012	2,000,000	1,946,400	20,200	-	-	-	1,966,600	108,200	-	-	-	20,200	108,200	30/06/2012	6.50	Low
Averon # (now ZCB)	AAA	AA+	10/05/2006	20/06/2013	1,500,000	1,440,300	1,800	-	-	-	1,442,100	84,750	-	-	-	1,800	84,750	30/06/2012	0.00	Low
Keolis # (now ZCB)	AAA	BBB	24/08/2006	24/08/2013	1,000,000	921,300	43,000	-	-	-	964,300	72,900	-	-	-	43,000	72,900	31/03/2012	0.00	Low
Sub Total					5,500,000	5,294,800	67,900	-	-	-	5,362,700	323,950	-	-	-	67,900	323,950			
Fair Value through Profit & Loss Accounting - movements through profits & loss.																				
Dandelion # (now ZCB)	AA	AA	19/12/2007	21/12/2012	1,000,000	939,100	600	-	-	-	939,700	53,900	-	-	-	600	53,900	30/06/2012	0.00	Low
Lehman #	AA+	D	13/06/2007	15/06/2009	300,000	30,000	(23,195)	-	-	-	6,805	-	-	-	-	(23,195)	-	31/05/2009	0.00	High
Lehman #^	AA+	D	13/06/2007	15/06/2009	500,000	50,000	-	-	-	-	50,000	-	-	-	-	-	-	31/05/2009	0.00	High
Sub Total					1,800,000	1,019,100	(22,595)	-	-	-	996,505	53,900	-	-	-	(22,595)	53,900			
Total					7,300,000	6,313,900	45,305	-	-	-	6,359,205	377,850	-	-	-	45,305	377,850			

INVESTMENTS REPORT - 30/6/12
PRINCIPAL BALANCES/INTEREST EARNED

Attachment

	Credit Rating at Issue Date	Credit Rating at 30/6/12	Acquisition Date	Legal Maturity	Acquisition Price $	Market Value as at 1/6/12 $	Monthly Movement in Market Value				Market Value as at 30/6/12 $	Financial Year to Date Movement in Market Value				Income Earned Net of Fees - June 2012 $	Income Earned Financial Yr to Date $	Capital Price Valuation Date	Annualised Monthly Return (Managed Funds) / Current Coupon	Risk of capital not being returned
							Increase/(Decrease) in Capital Value	Interest/ Distributions Reinvested	Acquisitions/ (Redemptions)	Fees Deducted		Increase/(Decrease) in Capital Value	Interest/ Distributions Reinvested	Acquisitions/ (Redemptions)	Fees Deducted					
CDOs(Collaterised Debt Obligations)																				
Fair Value through Profit & Loss Accounting - movements through profits & loss.																				
Coolangatta 20/3/11	AA	D	20/03/2007	20/09/2014	500,000	65,684	-	-	-	-	65,684	-	-	-	-	-	-	31/12/2008	0.00	High
Esperance 1	AAA	D	Switch from Experance 2 20/12/11	20/03/2013	520,000	135,612	46,852	(5,548)	-	-	176,916	72,176	118,418	104,000	-	41,304	190,594	30/06/2012	6.13	High
Torquay 20/6/09	AA	CCC-	6/07/2006	20/06/2013	500,000	3,096		(3,096)	-	-	-	(32,654)	4,105	-	-	(3,096)	(28,549)	30/06/2012		High
Miami 20/3/15	AA	D	16/04/2007	20/03/2017	50,289	9,071	-	-	-	-	9,071	-	-	-	-	-	-	31/12/2008	0.00	High
Beryl Global Bank 20/3/10-13^	AAA	D	17/4/07 ($100k), 3/4/07 ($500k)	20/09/2014	600,304	330,717	-	-	-	-	330,717	-	-	-	-	-	-	31/12/2008	0.00	High
Coolangatta 20/3/11^	AA	D	20/03/2007	20/09/2014	2,000,000	262,735	-	-	-	-	262,735	-	-	-	-	-	-	31/12/2008	0.00	High
Esperance 1 ^	AAA	D	Switch from Experance 2 20/12/11	20/03/2013	500,000	130,396	45,050	(5,334)	-	-	170,112	69,400	113,864	100,000	-	39,716	183,264	30/06/2012	5.20	High
Miami 20/3/15^	AA	D	16/04/2007	20/03/2017	50,289	9,071	-	-	-	-	9,071	-	-	-	-	-	-	31/12/2008	0.00	High
Total					4,720,882	946,382	91,902	(13,978)	-	-	1,024,306	108,922	236,387	204,000	-	77,924	345,309			

INVESTMENTS REPORT - 30/6/12
PRINCIPAL BALANCES/INTEREST EARNED

Attachment

	Credit Rating at Issue Date	Credit Rating at 30/6/12	Acquisition Date	Legal Maturity	Acquisition Price $	Market Value as at 1/6/12 $	Monthly Movement in Market Value				Market Value as at 30/6/12 $	Financial Year to Date Movement in Market Value				Income Earned Net of Fees - June 2012 $	Income Earned Financial Yr to Date $	Capital Price Valuation Date	Annualised Monthly Return (Managed Funds) / Current Coupon	Risk of capital not being returned
							Increase/(Decrease) in Capital Value	Interest/ Distributions Reinvested	Acquisitions/ (Redemptions)	Fees Deducted		Increase/(Decrease) in Capital Value	Interest/ Distributions Reinvested	Acquisitions/ (Redemptions)	Fees Deducted					
Floating Rate Transferable Certificates of Deposit																				
ANZ 26/10/15	AA	AA-	26/10/2011	26/10/2015	500,000	505,045	(4,475)	6,460	-	-	507,030	2,155	19,652	500,000	-	1,985	21,807	30/04/2012	5.48	Low
Total					500,000	505,045	(4,475)	6,460	-	-	507,030	2,155	19,652	500,000	-	1,985	21,807			
Floating Rate Term Deposits																				
Westpac	AA	AA	8/09/2010	9/09/2013	2,000,000	2,016,688	-	(11,227)	-	-	2,005,461	-	108,735	-	-	(11,227)	108,735	30/04/2012	4.33	Low
NAB Flexi Deposit	AA	AA	16/08/2010	16/08/2013	2,000,000	2,003,912	-	8,085	-	-	2,011,998	-	111,449	-	-	8,085	111,449	30/04/2012	4.76	Low
Total					4,000,000	4,020,601	-	(3,142)	-	-	4,017,459	-	220,184	-	-	(3,142)	220,184			
Fixed Coupon Bonds																				
Lloyds TSB	A+	A	1/04/2011	1/10/2014	2,006,060	2,073,540	25,420	6,080	-	-	2,105,040	71,760	149,083	-	-	31,500	220,843	30/04/2012	7.50	Low
ING Fixed Bond	A+	A+	17/05/2012	22/03/2016	4,000,000	-	(9,800)	33,500	4,151,600	-	4,175,300	(9,800)	33,500	-	-	23,700	23,700	30/06/2012	7.00	Low
Heritage Bank			20/06/2012	20/06/2017	2,000,000	-	-	58,000	2,000,000	-	2,058,000	54,400	3,600	-	-	58,000	58,000		7.25	Low
RBS	A+	A-	23/09/2010	27/08/2013	1,004,200	1,039,930	(790)	6,620	-	-	1,045,760	11,280	73,607	-	-	5,830	84,887	30/04/2012	7.25	Low
Total					9,010,260	3,113,470	14,830	104,200	6,151,600	-	9,384,100	127,640	259,790	-	-	119,030	387,430			
Securities No Longer Held (excluding Managed Funds).																				
Accumulated to May 2012							-	-	-	-	-	1,221,493	1,655,231	(89,667,649)	-	373,822	2,668,411			
Royal Bank of Scotland 15/6/12	A+	A+	17/06/2009	15/06/2012	1,003,490	1,016,310	(1,100)	(2,624)	(1,015,884)	-	-	(12,690)	71,745	(1,015,884)	-	(3,724)	59,055	30/06/2012		Low
CBA	AAA	AAA	25/01/2012	25/01/2017	2,000,000	2,063,000	(2,500)	9,340	(2,069,840)	-	-	-	51,342	(2,069,840)	-	6,840	51,342	30/04/2012	5.88	Low
Total					3,079,310		(3,600)	6,716	(3,085,724)	-	-	1,208,803	1,778,318	(92,753,373)	-	376,938	2,778,809			
GRAND TOTAL (before fees)					166,673,061	259,454	463,119	5,669,502	(17,950)		173,050,486	1,360,924	9,789,707	(24,468,625)	(197,585)	1,078,446	10,744,734			
Less Portfolio Fees (Advice & Salary)										(13,350)					(160,200)	(13,350)	(160,200)			
GRAND TOTAL					166,673,061	259,454	463,119	5,669,502	(31,300)		173,050,486	1,360,924	9,789,707	(24,468,625)	(357,785)	1,065,096	10,584,534			

\# Capital Guaranteed at maturity
^ Ex Infrastructure IMP
* Bank of Cyprus is rated by Fitch
The dates quoted alongside the name of the product for FRN's, CDO's and Fixed Bonds are first call dates.
First call dates for FRN's & fixed bonds are the likely date of maturity because the investment issuer is severely penalised if monies are not redeemed by that date,
 via damage in the market to their reputation, increased coupon rates and additional capital requirements by APRA.
Term deposits of $250,000 or less per financial institution are covered under the Commonwealth Government Deposit Guarantee Scheme & therefore by default have the
same credit rating as the Commonwealth Government i.e. AAA.

Less Unrealised Capital Gains/(Loss) for Available For Sale Investments		68,911					417,350				68,911	417,350	
Income to Profit & Loss											996,185	10,167,184	
Original Budgeted Income											495,000	5,940,000	
Variance to Original Budget											501,185	4,227,184	

TOTAL CASH & INVESTMENTS AS AT 30 JUNE 2012 $ 173,050,486

LESS ESTIMATED RESTRICTED EQUITY FOR WATER & SEWER FUNDS

    Water Fund $ 38,652,695
    Sewer Fund $ 64,425,595 $ 103,078,290

GENERAL FUND CASH & INVESTMENTS $ 69,972,195

LESS TRUST FUND BALANCES AS AT 30 JUNE 2012 $ 1,561,104

LESS ESTIMATED RESTRICTED EQUITY FOR GENERAL FUND (developer contributions, grants, reserves etc). $ 65,030,549
    Estimated Unrestricted Cash as at 30 June 2012 $ 3,380,541

I hereby certify that Council's investments have been made in accordance with the Local Government Act
1993, Regulations and Council's Investment Policy.

Responsible Accounting Officer.

HOLIDAY PARKS TOURIST ACCOMMODATION TARIFFS 2013/14

Purpose:

To recommend the tourist accommodation tariffs to be charged during the 2013/2014 period for Park Beach Holiday Park, Sawtell Beach Holiday Park, Woolgoolga Beach Caravan Park and Woolgoolga Lakeside Caravan Park.

Description of Item:

Council, as Corporate Manager of the Coffs Coast State Park Trust and Woolgoolga Beach Reserve Trust, has continued to invest funds towards improving facilities and services at Park Beach Holiday Park and Sawtell Beach Holiday Park. Recent improvements included environmentally and economically beneficial projects to upgrade all amenity blocks with new energy efficient hot water systems, bush regeneration works and beach access upgrades at Sawtell. There have also been refurbishments to existing premium Villas including new furniture and fitting upgrades, park improvements such as installation of new dump point at Park Beach and new cement slab sites at Sawtell. Park Beach is now AAA rated 4.5 star with cabins up to 4 star and Sawtell 3.5 star with cabins up to 4 star.

The parks ongoing marketing strategy has been established to continually maintain a high standard of product that meets consumer demand and expectation. This strategy was designed to ensure parks are competitive whilst offering products to suit all customer demographics. A key element of the strategy focuses on the continual maintenance of park facilities and products to ensure repeat visitation, increased visitor nights and word of mouth bookings.

Woolgoolga Beach and Lakeside Caravan Parks have undergone various improvements and maintenance with major works underway to replace the amenity building at Lakeside. The new amenity building will include sustainable features to reduce energy usage and water consumption including solar water heating and lighting. Recent upgrades at Woolgoolga Beach Caravan Park include new Camp Kitchen and cabin refurbishments. Increased spending on park facilities and amenity replacement warrants the proposed tariff increases.

The proposed tariffs (see table) focuses on increased tariffs across all products with emphasis on powered sites for short stays to offset utility service expenses (especially electricity costs) generated from powered sites. Overall this year tariff percentage increase is designed to ensure the businesses remain self funding whilst being competitive in comparison to similar parks in the local area and the wider industry. The increased tariffs are also designed to cover ongoing sustainable projects, cabin upgrades and refurbishments that will ensure our product meets consumer expectations and remains competitive against other local caravan parks.

Sustainability Assessment:

- **Environment**

    The parks at Park Beach and Sawtell operate under Plans of Management and Sustainable Improvement Strategies which provide a balance between recreational use and environmental issues. Whilst tourists increase environmental pressure on the locations visited the impact is offset by a reduction in environmental pressures at their place of origin. All parks generate funds that contribute to the environmental maintenance of the adjoining reserve system.

- **Social**

  The parks are part of the local tourism infrastructure and provide a major recreational resource. Funds generated through the caravan parks are used to maintain the greater reserve system and provide locations for social and recreational use by tourists and local residents.

- **Civic Leadership**

  The two Trusts work towards achieving the outcomes set down in the Coffs Harbour 2030 Community Strategic Plan, and are consistent with the following strategies:

  - LP1.1.1 - Develop markets around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries.
  - PL2.1.2 - Protect and expand public spaces and facilities and ensure they are accessible and safe for all

- **Economic**

  Broader Economic Implications

  Through profitable trading the parks provide a direct economic benefit to the community and through guest spending provide a stimulus to the localities in which they operate.

  Delivery Program/Operational Plan Implications

  The tariffs proposed will assist in achieving the desired financial outcomes for the business unit and all profits will be directed back into the reserve system in which the parks operate.

Tariff Review October 2012						
		Current 12/13		**Proposed 13/14**		**% From**	**% To**
		Off Peak	Peak	Off Peak	Peak	Off Peak	Peak
Park Beach	**Unpowered Site**	30.00	47.00	31.00	49.00	3.33%	4.26%
	Powered Site	34.00	58.00	36.00	60.00	5.88%	3.45%
	Ensuite Site	43.00	67.00	45.00	70.00	4.65%	4.48%
	Drive Thru	50.00	72.00	52.00	75.00	4.00%	4.17%
	En Drive Thru	52.00	74.00	54.00	77.00	3.85%	4.05%
	Extra Person	8.00	10.00	8.00	10.00	0.00%	0.00%
	Cabin	69.00	133.00	72.00	138.00	4.35%	3.76%
	Beach Cabin	76.00	140.00	79.00	145.00	3.95%	3.57%
	Studio Cabin	80.00	150.00	83.00	155.00	3.75%	3.33%
	Sunset Studio	110.00	225.00	115.00	233.00	4.55%	3.56%
	Hibiscus Villa	120.00	234.00	125.00	243.00	4.17%	3.85%
	Holiday Villa	126.00	250.00	130.00	260.00	3.17%	4.00%
	Sea Breeze	130.00	256.00	135.00	265.00	3.85%	3.52%
	Beach Villa	135.00	275.00	140.00	287.00	3.70%	4.36%
	Ocean Villa	168.00	358.00	175.00	372.00	4.17%	3.91%
	Extra Person	9.00	12.00	9.00	12.00	0.00%	0.00%

Tariff Review October 2012							
		Current 12/13		Proposed 13/14		% From	% To
		Off Peak	Peak	Off Peak	Peak	Off Peak	Peak
Sawtell	**Unpowered Site**	30.00	47.00	31.00	49.00	**3.33%**	**4.26%**
	Powered Site	34.00	58.00	36.00	60.00	**5.88%**	**3.45%**
	Ensuite Site	50.00	72.00	52.00	75.00	**4.00%**	**4.17%**
	Extra Person	8.00	10.00	8.00	10.00	**0.00%**	**0.00%**
	Cabin	69.00	133.00	72.00	138.00	**4.35%**	**3.76%**
	Studio Cabin	80.00	150.00	83.00	155.00	**3.75%**	**3.33%**
	Ensuite Cabin	86.00	175.00	90.00	183.00	**4.65%**	**4.57%**
	Family Cabin	95.00	195.00	98.00	204.00	**3.16%**	**4.62%**
	Hibiscus Villa	120.00	234.00	125.00	243.00	**4.17%**	**3.85%**
	Sea Breeze	130.00	256.00	135.00	265.00	**3.85%**	**3.52%**
	Beach Villa	135.00	275.00	140.00	287.00	**3.70%**	**4.36%**
	Ocean Villa	168.00	358.00	175.00	372.00	**4.17%**	**3.91%**
	Extra Person	9.00	12.00	9.00	12.00	**0.00%**	**0.00%**

Tariff Review October 2012							
		Current 12/13		Proposed 13/14		% From	% To
		Off Peak	Peak	Off Peak	Peak	Off Peak	Peak
Woolgoolga Beach	**Powered Site**	30.00	50.00	32.00	52.00	**6.67%**	**4.00%**
	Drive Thru	36.00	54.00	38.00	56.00	**5.56%**	**3.70%**
	Extra Person	8.00	10.00	8.00	10.00	**0.00%**	**0.00%**
	Studio/Van	68.00	148.00	71.00	155.00	**4.41%**	**4.73%**
	Cabin	86.00	182.00	90.00	190.00	**4.65%**	**4.40%**
	Deluxe Studio	97.00	205.00	101.00	215.00	**4.12%**	**4.88%**
	Surfside Cabin	109.00	225.00	114.00	235.00	**4.59%**	**4.44%**
	Beach View	118.00	232.00	123.00	242.00	**4.24%**	**4.31%**
	Ocean View Villa	135.00	275.00	141.00	286.00	**4.44%**	**4.00%**
		8.00	10.00	8.00	10.00	**0.00%**	**0.00%**

Tariff Review October 2012							
		Current 12/13		Proposed 13/14		% From	% To
		Off Peak	Peak	Off Peak	Peak	Off Peak	Peak
Lakeside	**Unpowered Site**	25.00	42.00	27.00	44.00	**8.00%**	**4.76%**
	Powered Site	30.00	50.00	32.00	52.00	**6.67%**	**4.00%**
	Extra Person	8.00	10.00	8.00	10.00	**0.00%**	**0.00%**
	Studio Cabin	64.00	102.00	67.00	107.00	**4.69%**	**4.90%**
	Lakeside/Palm	92.00	147.00	96.00	154.00	**4.35%**	**4.76%**
	Waterview	98.00	160.00	102.00	167.00	**4.08%**	**4.38%**
	Banksia	99.00	163.00	104.00	170.00	**5.05%**	**4.29%**
	Extra Person	8.00	10.00	8.00	10.00	**0.00%**	**0.00%**

Consultation:

A review of competitor pricing was undertaken and discussions were held with Board members and park members of the NSW Caravan and Camping Industry Association.

Related Policy and / or Precedents:

Council reviews its fees and charges annually.

Statutory Requirements:

Council, as Corporate Manager of the Coffs Coast State Park Trust and Woolgoolga Beach Reserve Trust, is required to set fees and charges for the facilities within the Reserves.

Issues:

Any increase in fees creates some reaction from patrons however the increases proposed are readily substantiated by comparison with other coastal parks in similar locations. Improvements to all parks products and facilities also justify increased tariffs.

Implementation Date / Priority:

2 March 2013 for a 12 month period ending 1 March 2014

Recommendation:

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

1. **Park Beach Holiday Park**

2. **Sawtell Beach Holiday Park**

3. **Woolgoolga Beach Caravan Park**

4. **Lakeside Caravan Park**

to be adopted effective 2 March 2013.

DRAFT PLAN OF MANAGEMENT FOR NORTHERN SECTION OF WOOLGOOLGA BEACH RESERVE (WOOLGOOLGA LAKESIDE)

Purpose:

To submit to Council, as Corporate Manager of the Woolgoolga Beach Reserve Trust, the Draft Plan of Management for Part Reserve 63076 for Public Recreation and Resting Place and Reserve 72664 for Public Recreation (Northern section of Woolgoolga Beach Reserve) and recommend that the Draft Plan be referred to the Department of Primary Industries, Crown Lands requesting approval to place the Draft Plan of Management on Public Exhibition.

Description of Item:

The Woolgoolga Beach Reserve is a coastal reserve running between Woolgoolga Headland and Woolgoolga Lake. Council is the Corporate Manager of the Reserve Trust (appointed July 2002) and is charged with the care, control and management of the reserve.

There is currently no Plan of Management (POM) over any section of the Woolgoolga Beach Reserve. The most recent POM was adopted after community consultation in 1992 but was rescinded by the NSW Department of Lands several years later due to the lack of implementation of the plans strategies and recommendations.

Since being appointed as the Corporate Manager of the Trust, Council has made several attempts to have a Draft POM placed on public exhibition but both plans that have been referred to Crown Lands have been rejected (2004 and 2010). The 2004 plan was impacted by several Aboriginal Land Claims which remained unresolved and the approval process was placed on hold until, in late 2008, Council advised the Department of Lands that due to the extended period taken for approval, the Trust was withdrawing their request to place the plan on public exhibition and would be re-drafting a new POM for the Woolgoolga Beach Reserve.

In 2010, a new Draft POM was referred to Crown Lands requesting approval to place on Public Exhibition. Pre-approval for the plan was sought through Crown Lands and Council was notified in writing that pending some minor changes, the plan would be approved for public exhibition. However, despite making the requested changes, when formal approval was sought, Crown Lands again declined the request to place the plan on Public Exhibition citing the net loss of caravan and camping sites at the Woolgoolga Beach Caravan Park as the primary reason for declining the request.

As a result, Council was again forced back into redrafting the POM. It was decided that the best course of action was to split the Woolgoolga Beach Reserve POM into two separate portions. The rationale behind the decision was that many of the issues impacting upon the adoption of the POM's were based around the Woolgoolga Beach Caravan Park and as a result, the forward planning for the northern section of the reserve (incorporating Woolgoolga Lakeside Caravan Park) was being adversely impacted. The Draft POM for the northern section of Woolgoolga Beach Reserve is a result of the decision to split the reserve and move forward with the planning process for the Woolgoolga Lakeside Caravan Park and surrounding Reserve. (Refer to DRG No: WLPM-01 in the attached Draft POM)

The key strategies and management principles for the POM are summarized in Section 6 (pp38 – 47) of the attached plan (Attachment 1) and include:

- Progressive improvement of Woolgoolga Lakeside Caravan Park as per the POM and associated Sustainable Improvement Strategy (Attachment 2),
- Management of dunal system to protect vegetation and manage impacts of storm events,
- Preservation and protection of the Flying Fox colony and restoration of secondary koala habitat,
- Improved pedestrian access along lake and creek foreshore,
- Protection of riparian zone to restore and stabilize bank erosion,
- Improved public recreation areas and facilities.

Sustainability Assessment:

- **Environment**

  The Draft POM establishes management strategies and actions to preserve and enhance the natural environment within the reserve whilst facilitating improved public access where appropriate.

  The enhancement of the tourist facilities within the reserve has the potential to increase visitor numbers to the locations, increasing the environmental impacts upon the reserve. The implementation of the environmental management strategies will assist in ameliorating these impacts. Improved operational revenues from increased tourist activity will also be used to fund environmental protection and enhancement works within the reserve.

- **Social**

  The improvements to the reserve will create a stronger community connection with the reserve. Providing open space for the public, along with improved recreational infrastructure, is predicted to have positive social outcomes for the Woolgoolga community.

- **Civic Leadership**

  The Woolgoolga Beach Reserve Trust works towards achieving the outcomes set down in the Coffs Harbour 2030 Community Strategic Plan, and are consistent with the following strategies:

  - LP1.1 - Our businesses and industries are future-driven, smart, innovative and green.
  - LP1.2 - Our economy is strong and diverse providing a wide range of rewarding employment opportunities which are available to all.
  - MA2.1 - We have effective plans and policies for a network of integrated cycle ways, footpaths and walking tracks.
  - MA2.3 - We actively promote cycling and walking.
  - LE1.2 - Our Aboriginal culture and its links to the land is valued and understood.
  - LE1.3 – We have many opportunities for nature experiences and learning through improved access to natural areas.
  - LE2.1 – Our forests, beaches, headlands, ocean, rivers, forested mountain backdrop, plants and animals are conserved for future generations.
  - LE2.2 - We have active programs to restore and improve our environment.
  - LE3.1 - We are responsible in the use and management of our natural resources and work to reduce our ecological footprint.

- **Economic**

  Broader Economic Implications

The improvement to the caravan park is predicted and intended to have positive impacts upon revenue generation and cost efficiency. The improvements to the caravan park will result in increased funds being made available to reinvest in the reserve system and implement further recommendations and strategies contained within the plan.

Delivery Program/Operational Plan Implications

There are no Management Plan implications. All works will be funded through Trust revenue and Public Reserves Management Fund loans.

Consultation:

The draft POM has been developed in close consultation with the Department of Primary Industries, Crown Lands and various Council departments.

External consultants, Integrated Site Design, were engaged to prepare the Draft POM. ISD have a strong track record in developing Plans of Management for Crown Lands under corporate management.

Substantial community consultation will be undertaken during the Public Exhibition period with comments sought from a wide cross section of the community.

Related Policy and / or Precedents:

Council, as Corporate Manager of Reserve Trusts, is required to refer Draft POM's to the DPI Crown Lands requesting permission to place the document on Public Exhibition.

Statutory Requirements:

Coffs Harbour City Council is Corporate Manager of the Woolgoolga Beach Reserve Trust under the Crown Lands Act.

Issues:

The key issues with the Draft Plan of Management are summarized in Section 6.4 (1-5) of the plan. The issues identified within the plan are dealt with through specific strategies, actions and management principles within Section 7 (1-8) of the plan.

Implementation Date / Priority:

8 November 2012.

Recommendation:

That Council, as Corporate Manager of the Woolgoolga Beach Reserve Trust, adopt the Draft Plan of Management for Part Reserve 63076 for Public Recreation and Resting Place and Reserve 72664 for Public Recreation (Northern section of Woolgoolga Beach Reserve) and grant approval for the Draft Plan to be referred to the Department of Primary Industries, Crown Lands requesting approval to place the Draft Plan on Public Exhibition.

NSW WATER SUPPLY & SEWERAGE PERFORMANCE REPORT 2010/11

Purpose:

To inform Council about the results of the 2010/11 NSW Water Supply and Sewerage Performance Report in relation to Coffs Harbour's system.

Description of Item:

The NSW Water Supply and Sewerage Performance Monitoring Report outlines the performance of the State's 105 local water utilities and was prepared by the NSW Office of Water. A copy of the full report is provided in the Councillor's room.

Performance monitoring and benchmarking are an increasingly important management tool that is required under the water initiative and has been strongly endorsed by the Independent Pricing and Regulatory Tribunal (IPART). To provide a balanced view of the long-term sustainability of NSW water utilities, the report adopts a triple bottom line (TBL) accounting focus, with performance reported on the basis of social, environmental and economic performance indicators.

Key facts:

- Average NSW residential water use has fallen from 330kL to 159kL per connected property. This is a reduction of 53% over the past 20 years, since 1991.
  Coffs Harbour's annual residential water use for 2010/11 was 162kL, just above the state median, but Council has not had any severe water restrictions since 2003.

- Over 99% of the 21,100 samples tested for E.coli for urban population in country NSW complied with the Australian Water Guidelines. CHCC complied 100% with the physical, chemical and microbiological quality parameters for both water supply and sewerage.

- CHCC achieved 100% compliance with the Best Practice requirements.

- CHCC has a Strategic Business Plan in place. 91% of utilities in NSW have a strategic business plan.

- Council has a sound water conservation plan in place as well as a water efficiency plan developed in conjunction with Clarence Valley Council through the Regional Water Supply Scheme.

- Water main breaks in NSW have remained much lower than all other States and the capital city utilities, indicating good asset condition. Council's water main breaks have decreased over the years due to its mains renewal program.

Attached are the following documents which includes how to understand and use the reports:

1. CHCC TBL Sewerage Performance 2010-11.
2. CHCC TBL Water Supply Performance 2010-11.
3. CHCC Sewerage Action Plan.
4. CHCC Water Supply Action Plan.
5. TBL Performance Report and Action Plans - Understanding and Using Your Report.

Sustainability Assessment:

- **Environment**

  See indicators on TBL Performance Results sheets.

- **Social**

  See indicators on TBL Performance Results sheets.

- **Economic**

  See indicators on TBL Performance Results sheets.

Consultation:

Copies of the full (100 page) benchmarking report are available on the web at *www.water.nsw.gov.au* and search for "*performance monitoring 2010-11*". The Performance Monitoring - NSW Office of Water. The report is about half way down the page on Performance Monitoring.

Statutory Requirements:

Performance monitoring and benchmarking are required under National Competition Policy and the National Water Initiative, are important for public accountability and have been strongly endorsed by the NSW Independent Pricing and Regulatory Tribunal. Performance monitoring is also a key requirement of the NSW Best Practice Management of Water Supply and Sewerage Guidelines, which drive the NSW Best Practice Management Framework.

Recommendation:

That Council note the Performance Monitoring Report and the 2010-11 NSW Water Supply and Sewerage document in relation to Coffs Harbour's systems.

Coffs Harbour City Council	TBL Sewerage Performance	2010-11

SEWERAGE SYSTEM - Coffs Harbour has 5 sewage treatment works providing advanced secondary and tertiary treatment. The system comprises 107,500 EP treatment capacity (Intermittent Extended Aeration (Activated Sludge) with Biological Nutrient Removal), 115 pumping stations , 168 km of rising mains and 497 km of gravity trunk mains and reticulation. 29% of effluent was recycled and treated effluent is discharged to ocean via a deep sea release.

PERFORMANCE - Residential growth for 2010-11 was 1.1% which is higher than the statewide median. Coffs Harbour City Council achieved 100% compliance with Best Practice requirements. The typical residential bill was $720 which was above the statewide median of $570 (Indicator 12). The economic real rate of return was 2% which was greater than the statewide median (Indicator 46). The operating cost per property (OMA) was $491 which was above the statewide median of $380 (Indicator 50). Sewage odour complaints were above the statewide median of 0.6 (Indicator 21). Coffs Harbour Council reported 1 Category 2 (limited impact) environmental incidents. Council complied with the requirements of the environmental regulator for effluent discharge. The current replacement cost of system assets was $401M ($16,300 per assessment), cash and investments were $73M, debt was $124M and revenue was $23.8M (excluding capital works grants).

COMPLIANCE WITH REQUIREMENTS OF BEST-PRACTICE MANAGEMENT FRAMEWORK

(1) Complete current strategic business plan & financial plan	**YES**	(2e) Pricing - DSP with commercial developer charges	Yes
(2)	(2a) Pricing - Full Cost Recovery without significant cross subsidies	Yes	(2f) Pricing - Liquid trade waste approvals & policy	Yes
	(2b) Pricing - Complying Residential Charges	Yes	(3) Complete performance reporting (by 15 September)	**YES**
	(2c) Pricing - Complying Non-Residential Charges	Yes	(4) Integrated water cycle management strategy	**YES**
	(2d) Pricing - Complying Trade Waste Fees and Charges	Yes	COMPLIANCE WITH ALL REQUIREMENTS	**100%**

TRIPLE BOTTOM LINE (TBL) PERFORMANCE INDICATORS

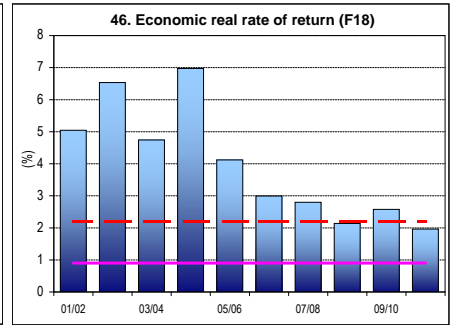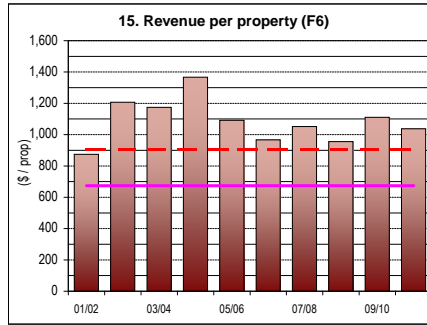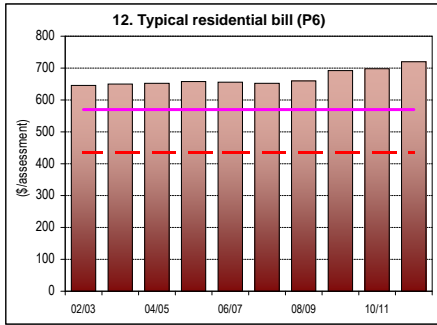|	NWI	No.			LWU RESULT		RANKING >10,000 properties Note 1	All LWUs Note 2	STATEWIDE MEDIAN Note 3
					Col 1		Col 2	Col 3	Col 4
UTILITY — CHARACTERISTICS	C5	1	**Population served: 65,900**	Number of assessments: 24,660					
	C8	2	**Number of connected properties:**	**22,930**					
	C6	3	**Number of residential connected properties:**	**21,500**					
		4	**New residences connected to sewerage** (%)		1.1	%	2	2	0.8
	A6	5	**Properties served per kilometre of main**	Prop/km	34				40
	W18	6	**Volume of sewage collected** (ML)		8,064	ML			5,300
		7	**Renewals expenditure** (% of current replacement cost of system assets)		0.1	%	4	3	0.2
		8	**Employees per 1000 properties**	per 1,000 prop	1.8		3	3	1.6
SOCIAL — CHARGES & BILLS - 2011-12	P4		**Description of residential tariff structure:**	access charge/prop; independent of land value (Note 6)					
	P4.1	11	**Residential access charge / assessment** ($)	$	720		**5**	**5**	570
	P6	12	**Typical residential bill / assessment** ($)	$	720		4	**5**	570
		13	**Typical developer charge / equivalent tenement** ($)	$	8,730		1	1	4,280
		14	**Non-residential sewer usage charge** (c/kL)	c/kL	185		2	1	115
	F6	15	**Revenue per property** - Sge ($)	$	1040		1	1	674
SOCIAL — HEALTH		16	**Urban properties without reticulated sewerage service** (%)		15.9	%	**5**	**5**	3.4
	E3	17	**Percent of sewage treated to a tertiary level** (%)		100	%	1	1	97
	E4	18	**Percent of sewage volume treated that complied** (%)		100	%	2	3	99
	E5	19	**Sewage treatment works compliant at all times**		3 of 4				
SOCIAL — SERVICE LEVELS		21	**Odour complaints per 1000 properties**	per 1,000 prop	2.1		**5**	**5**	0.6
	C11	22	**Service complaints per 1000 properties**	per 1,000 prop	15		3	3	12
	C16	23a	**Average sewerage interruption** (minutes)	min	95		2	3	106
		25	**Total days lost** (%)		6.0	%	**5**	**5**	1.9
ENVIRONMENTAL — NATURAL RESOURCE MANAGEMENT	W19	26	**Volume of sewage collected per property** (kL)	kL	352		1	2	255
	W26	26a	**Total recycled water supplied** (ML)	ML	2,310		1	1	450
	W27	27	**Recycled water** (% of effluent recycled)		29	%	2	2	
	E8	28	**Biosolids reuse** (%)		100	%	1	1	100
		30	**Energy consumption per Megalitre** (kiloWatt hours)	kwh	866		4	**5**	800
		31	**Renewable energy consumption** (% of total energy consumption)		100	%	1	1	0
	E12	32	**Net greenhouse gas emissions - WS & Sge** (net tonnes CO2 equivalents per 1000 properties)		450		4	**5**	360
ENVIRONMENTAL — ENVIRONMENTAL PERFORMANCE		33	**90 Percentile licence limits for effluent discharge:**	BOD 50 mg/L; SS 50 mg/L; Total N 50 mg/L; Total P 50 mg/L					
		34	**Compliance with BOD in licence** (%)		100	%	**5**	**5**	
		35	**Compliance with SS in licence** (%)		100	%	4	4	100
	A12	36	**Sewer main breaks and chokes per 100 km of main**	per 100km main	51		4	3	41
		37	**Sewer overflows per 100 km of main**	per 100km main	3		2	3	14
		39	**Non res & trade waste % of total sge volume**			%			17
ECONOMIC — FINANCE		43	**Revenue from non-residential plus trade waste charges** (% of total revenue)		22	%	2	2	17
		44	**Revenue from trade waste charges** (% of total revenue)		1.9	%	3	2	2.2
	F18	46	**Economic real rate of return** - Sge (%)		2.0	%	2	1	0.9
		46a	**Return on assets** - Sge (%)		0.6	%	3	3	0.8
	[F22]	47	**Net Debt to equity** - Sge (%)		19	%	1	1	-1
	[F23]	48	**Interest cover** - Sge		1		3	3	5
		48a	**Loan payment per property** - Sge ($)	$	684		1	1	87
	F24	48c	**Net profit after tax** - WS & Sge ($'000)	$'000	3,650		2	1	300
ECONOMIC — EFFICIENCY		49	**Operating cost (OMA) per 100 km of main** ($'000)	$'000	1,700		4	**5**	1,520
	F12	50	**Operating cost (OMA) per property ($) (Note 9)**	$	491		4	**5**	380
		51	**Operating cost (OMA) per kilolitre** (cents)	c/kL	140		2	3	140
		52	**Management cost per property** ($)	$	167		**5**	**5**	103
		53	**Treatment cost per property** ($)	$	180		**5**	**5**	126
		54	**Pumping cost per property** ($)	$	97		**5**	**5**	50
		55	**Energy cost per property** ($)	$	59		**5**	**5**	31
		56	**Sewer main cost per property** ($)	$	36		2	2	45
	F15	57	**Capital Expenditure per property** - Sewerage ($)	$	140		4	3	252

NOTES :

1 Col 2 rankings are on a % of LWUs basis - best reveals performance compared to similar sized LWUs (ie. Col 1 is compared with LWUs with >10,000 properties). - see attachment.

2 Col 3 rankings are on a % of LWUs basis - best reveals performance compared to all LWUs (ie. Col 1 is compared with all LWUs). - see attachment.

3 Col 4 (Statewide Median) is on a % of connected properties basis - best reveals statewide performance
   (ie. gives due weight to larger LWUs and reduces the effect of smaller LWUs) - see attachment.

4 LWUs are required to annually review key projections & actions in their Strategic Business Plan and annually update their financial plan. The SBP should be updated after 4 years.

5 Coffs Harbour City Council has a complying DSP.

6 Non-residential access charge - $705 x MF x SDF (water meter and sewage discharge factors). Sewer usage charge - 185 c/kl.

7 Non-residential revenue was 22% of revenue from access, usage & trade waste charges. The sewage collected (residential, non-residential and trade waste) was not reported.

8 Compliance with Total N in Licence was 100%. Compliance with Total P in Licence was 100%.

9 The operating cost (OMA) per property was $491.
   Components of OMA were: management ($167), operation ($122), maintenance ($85), energy ($59), chemical ($14) and effluent/biosolids ($44).

10 Coffs Harbour City Council rehabilitations included 0.2% of its service connections. Renewals expenditure was $89,000/100km of main.
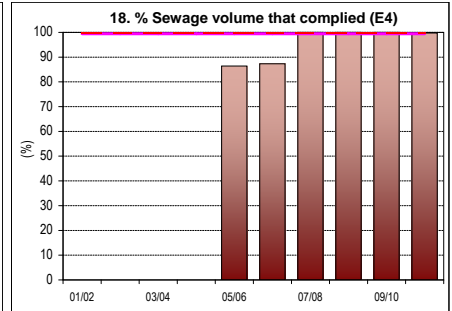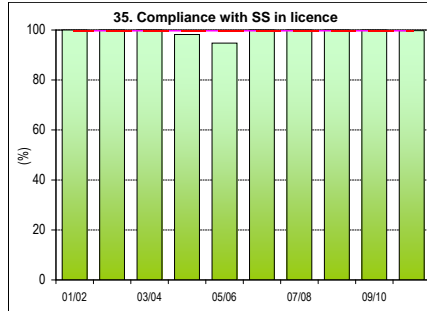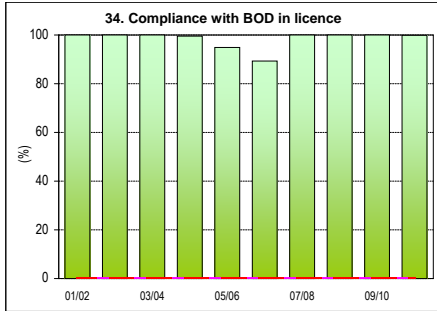
| Coffs Harbour City Council | TBL Sewerage Performance | (page 2) | 2010-11 |

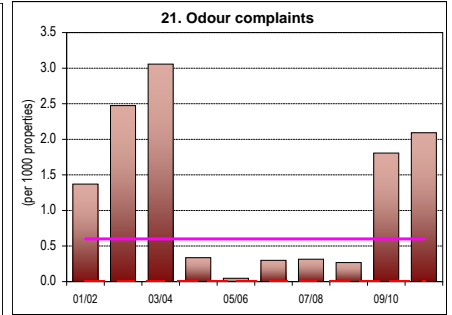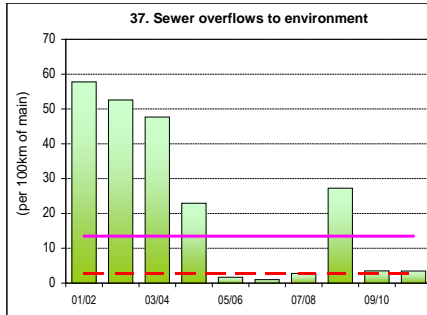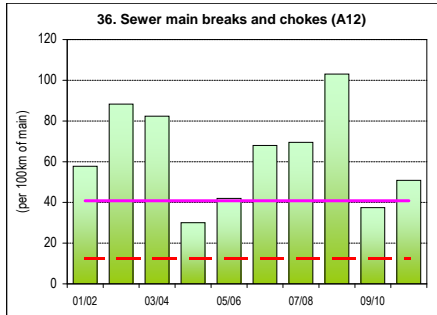(Results shown for 10 years together with 2010/11 Statewide Median and Top 20%)
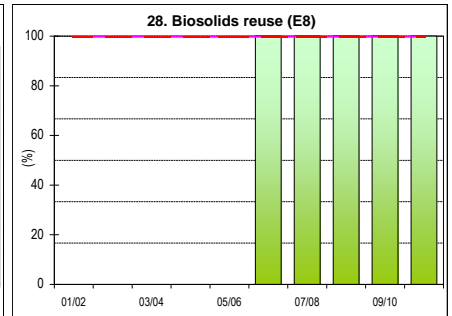
COST RECOVERY

12. Typical residential bill (P6)

15. Revenue per property (F6)

46. Economic real rate of return (F18)

COMPLIANCE

34. Compliance with BOD in licence

35. Compliance with SS in licence

18. % Sewage volume that complied (E4)

CUSTOMER SERVICE/RELIABILITY

36. Sewer main breaks and chokes (A12)

37. Sewer overflows to environment

21. Odour complaints

ENVIRONMENT

27. Effluent recycled (W27)

32. Net Greenhouse gas emissions WS & SGE (E12)

28. Biosolids reuse (E8)

EFFICIENCY

8. Employees

50. Operating cost (OMA) per property (F12)
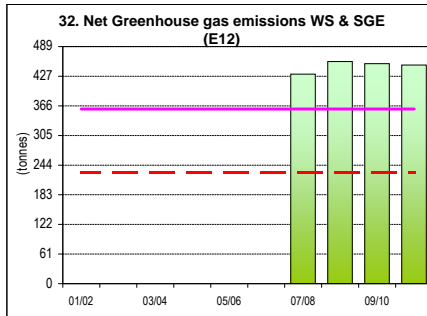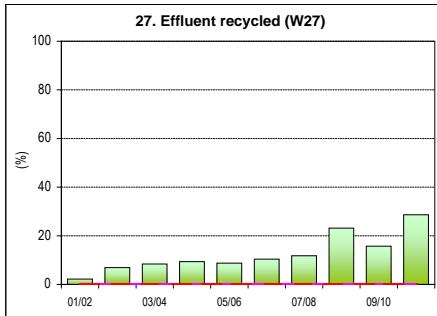
52. Management cost per property
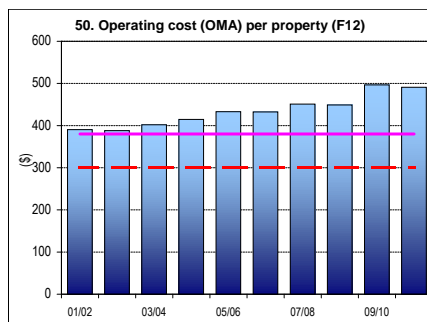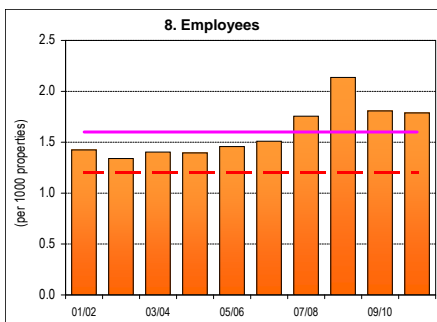
NOTES:
1. Costs are in Jan 2011$ except for graph 12, which is in Jan 2012$.

LEGEND	
2010-11 State Median	———
2010-11 Top 20%	- - - - -

Attachment 1

Coffs Harbour City Council	TBL Water Supply Performance	2010-11

WATER SUPPLY SYSTEM - Coffs Harbour City Council serves a population of 67,100 (24,570 connected properties). Water is sourced from the Nymboida River (part of the Regional Water Supply which includes Shannon Creek Dam) and also from the Orara River. Water is transferred to Karangi Dam where it is treated and supplied to the Coffs Harbour area which stretches from Sawtell to Corindi. Council has 2 storage dams at Karangi and Woolgoolga (total storage capacity 5870ML), not including Shannon Creek Dam. Council has 2 smaller systems providing treated water to Coramba and Nana Glen villages.The water supply network comprises a dissolved air flotation works, a conventional water treatment works and a chlorinator, 18 service reservoirs (83 ML) ,7 pumping stations, 43.2 ML/d delivery capacity into the distribution system, 171 km of transfer and trunk mains and 484 km of reticulation.

PERFORMANCE - Coffs Harbour City Council achieved 100% compliance with Best Practice requirements. The typical residential bill was $514 which was above the statewide median of $450 (Indicator 14). The economic real rate of return was 2.6% which was greater than the statewide median (Indicator 43). The operating cost (OMA) per property was $330 which was less than the statewide median of $370 (Indicator 49). Water quality complaints were similar to the statewide median of 4 (Indicator 25). Compliance with microbiological water quality was 100% with 3 of 3 zones compliant (Indicator 20), physical compliance was 100% (Indicator 19) and chemical compliance was 100% with 3 of 3 zones compliant (Indicator 19b). Current replacement cost of system assets was $354M ($13,600 per assessment). Cash and investments were $41.8M, debt was $102.7M and revenue was $20.4M (excluding capital works grants).

COMPLIANCE WITH REQUIREMENTS OF BEST-PRACTICE MANAGEMENT FRAMEWORK

(1) Complete Current Strategic Business Plan & Financial Plan	YES	(3) Sound water conservation implemented	YES
(2) (2a) Pricing - Full Cost Recovery, without significant cross subsidies	Yes	(4) Sound drought management implemented	YES
(2b,2c) Pricing - Complying Residential Charges	Yes	(5) Complete performance reporting (by 15 September)	YES
(2d) Pricing - Complying Non-residential Charges	Yes	(6) Integrated water cycle management strategy	YES
(2e) Pricing - DSP with Commercial Developer Charges	Yes	COMPLIANCE WITH ALL REQUIREMENTS	100%

TRIPLE BOTTOM LINE (TBL) PERFORMANCE INDICATORS

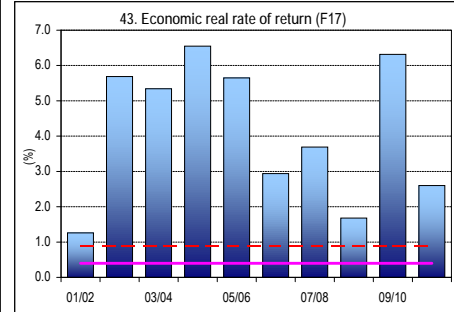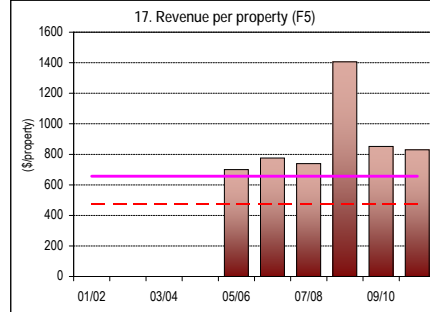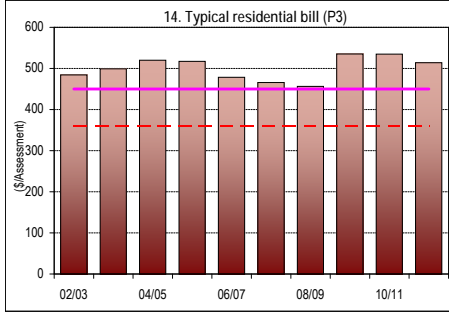|	NWI	No.			LWU RESULT		RANKING >10,000 properties Note 1	All LWUs Note 2	STATEWIDE MEDIAN Note 3
					Col 1		Col 2	Col 3	Col 4
UTILITY / CHARACTERISTICS	C1	1	**Population served:** 67100						
	C4	2	**Number of connected properties:** 24570	Number of assessments: 26130					
	C2	3	**Residential connected properties** (% of total)		94	%			91
		4	**New residences connected to water supply** (%)		1.2	%	2	2	0.0
	A3	5	**Properties served per kilometre of water main**	Prop/km	38				32
		6	**Rainfall** (% of median annual rainfall)		176	%	1	1	104
	W11	7	**Total urban water supplied at master meters** (ML)		5,990	ML			
		8	**Peak week to average consumption** (%)		117	%	1	1	140
		9	**Renewals expenditure** (% of current replacement cost of system assets)		0.0	%	5	5	0.3
		10	**Employees per 1000 properties**	per 1,000 prop	1.5		4	3	1.5
SOCIAL / CHARGES & BILLS-2011-12	P1		**Residential tariff structure:** inclining block; independent of land value						
	P1.3	12	**Residential water usage charge (c/kL) for usage <365 c/kL** Note 8		236	c/kL	1	1	180
	P1.2	13	**Residential access charge per assessment** ($)	$	131		2	1	140
	P3	14	**Typical residential bill per assessment** ($)	$	514		5	3	450
		15	**Typical developer charge per equivalent tenement** ($)	$	9,130		1	1	5,000
	F4	16	**Residential revenue from usage charges** (% of residential bills)		75	%	1	1	70
	F5	17	**Revenue per property** - water ($)	$	830		5	5	657
SOCIAL / HEALTH		18	**Urban population without reticulated water supply** (%)		0.5	%	3	2	0.8
	H6	18a	**Risk based drinking water quality plan?**		Yes				
		19	**Physical water quality compliance** (%)		100	%	1	1	100
		19a	**Chemical water quality compliance** (%)		100	%	1	1	100
	H4	19b	**Number of zones with chemical compliance**		3 of 3				
		20	**Microbiological (E. coli) water quality compliance** (%)		100	%	1	1	100
	H3	20a	**% population with microbiological compliance**		100	%	1	1	100
SOCIAL / SERVICE LEVELS	C9	25	**Water quality complaints per 1000 properties**	per 1,000 prop	4		4	4	4
	C10	26	**Water service complaints per 1000 properties**	per 1,000 prop	41		5	5	4
	C17	27	**Average frequency of unplanned interruptions per 1000 properties**	per 1,000 prop	42		3	4	42
	C15	28	**Average duration of interruption** (min)	min	120		1	2	120
	A8	30	**Number of water main breaks per 100 km of water main**	per 100km	12		4	3	9
		31	**Drought water restrictions** (% of time)		0	%	1	1	0
		32	**Total days lost** (%)		5.4	%	5	5	2.0
ENVIRONMENTAL / NATURAL RESOURCE MANAGEMENT	W12	33	**Average annual residential water supplied per property** (kL)		162	kL	4	2	159
		33a	**Average annual residential water supplied - COASTAL** (kL/property)		162	kL	5	4	150
		33b	**Average annual residential water supplied - INLAND** (kL/property)			kL			215
	A10	34	**Real losses** (leakage) (L/service connection/day)	L/connectn/d	50		2	2	60
		35	**Energy consumption per Megalitre** (kiloWatt hours)	kWh	486		2	2	590
		36	**Renewable energy consumption** (% of total energy consumption)		100	%	1	1	0
	E12	36a	**Net greenhouse gas emissions - WS & Sge** (net tonnes CO2 - equivalents per 1000 properties)		450		4	5	360
ECONOMIC / FINANCE	F17	43	**Economic real rate of return** - Water (%)		2.6	%	1	1	0.4
		44	**Return on assets** - Water (%)		0.8	%	2	2	0.0
	F22	45	**Net Debt to equity** - Water (%)		23	%	1	1	1.0
	F23	46	**Interest cover** - Water		1		3	3	1.3
		47	**Loan payment per property** - Water ($)	$	539		1	1	61
	F24	47b	**Net profit after tax** - WS & Sge ($'000)	$'000	3,650		1	1	300
ECONOMIC / EFFICIENCY		48	**Operating cost (OMA) per 100km of main** ($'000)	$'000	1,260		3	3	1,240
	F11	49	**Operating cost (OMA) per property** ($) Note 9	$	330		3	2	370
		50	**Operating cost (OMA) per kilolitre** (cents)	c/kL	128		3	3	137
		51	**Management cost per property** ($)	$	125		2	2	129
		52	**Treatment cost per property** ($)	$	57		4	2	50
		53	**Pumping cost per property** ($)	$	17		2	2	31
		54	**Energy cost per property** ($)	$	8		2	1	17
		55	**Water main cost per property** ($)	$	64		3	3	59
	F14	56	**Capital Expenditure per property** ($)	$	228		3	2	239

NOTES :

1. Col 2 rankings are on a % of LWUs basis - best reveals performance compared to similar sized LWUs (ie. Col 1 is compared with LWUs with >10,000 properties). - see attachment.
2. Col 3 rankings are on a % of LWUs basis - best reveals performance compared to all LWUs (ie. Col 1 is compared with all LWUs). - see attachment.
3. Col 4 (Statewide Median) is on a % of connected properties basis- best reveals statewide performance (gives due weight to larger LWUs & reduces effect of smaller LWUs- see attachment).
4. LWUs are required to annually review key projections & actions in their Strategic Business Plan and annually update their financial plan. The SBP should be updated after 4 years.
5. Coffs Harbour City Council has a complying DSP.
6. Non-residential Tariff: Access Charge based on Meter Size: 40mm $524, Two Part Tariff; Usage = 236c/kL.
7. Non-residential water supplied was 26% of potable water supplied excluding non-revenue water. Non-residential revenue was 23% of annual rates and charges.
8. Coffs Harbour City Council has pay-for-use pricing.
9. The operating cost (OMA) per property was $330.
   Components of OMA were: management ($125), operation ($95), maintenance ($82), energy ($8) and chemical ($17).
10. Coffs Harbour City Council rehabilitations included 0.1% of its water mains and 0% of its service connections. Renewals expenditure was $4,000/100km of main.

Attachment 1

Coffs Harbour City Council	TBL Water Supply Performance (page 2)	2010-11

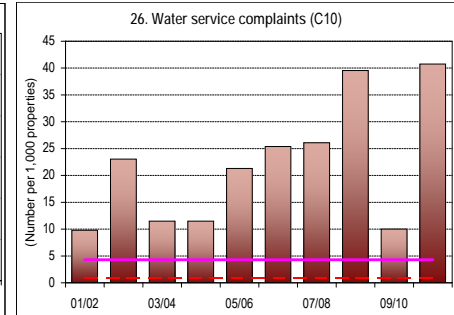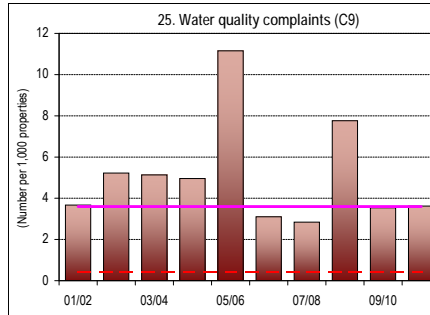(Results shown for 10 years together with 2010-11 Statewide Median and Top 20%)

RESIDENTIAL USE/REVENUE FROM USAGE

33. Average annual residential water supplied (W12)
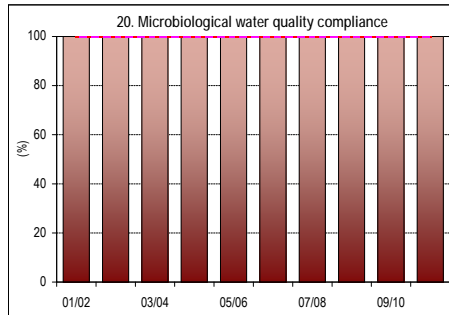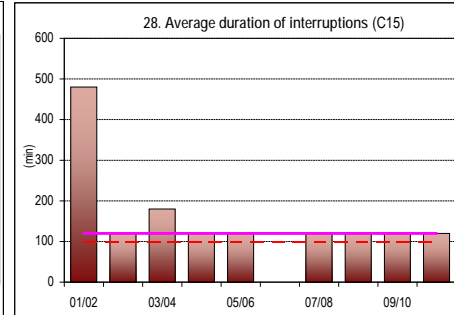

12. Water usage charge (P1.3)
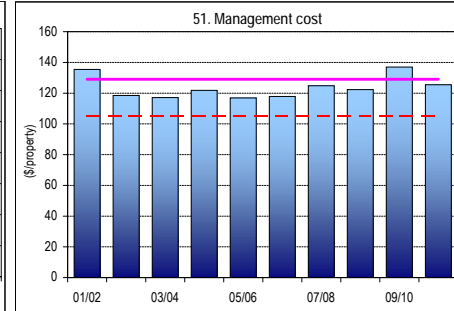

16. Residential Revenue from Usage (F4)

COST RECOVERY

14. Typical residential bill (P3)

17. Revenue per property (F5)

43. Economic real rate of return (F17)
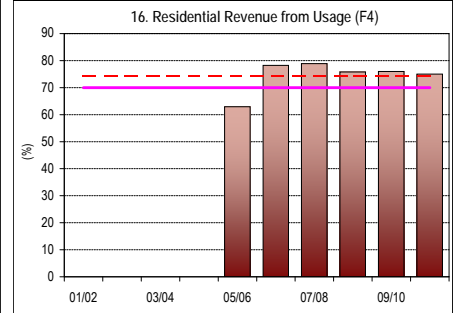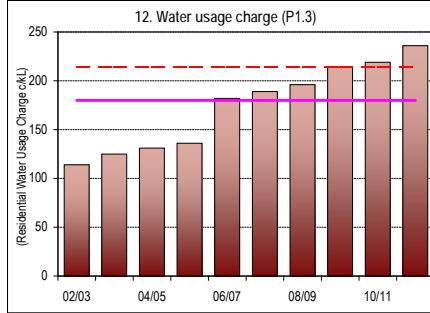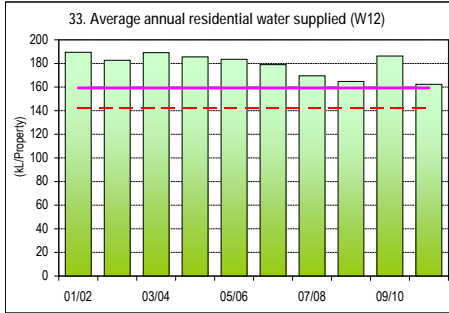
WATER QUALITY/CUSTOMER SERVICE

20. Microbiological water quality compliance

25. Water quality complaints (C9)

26. Water service complaints (C10)

RELIABILITY

30. Main breaks (A8)

27. Average frequency of unplanned interruption (C17)

28. Average duration of interruptions (C15)

EFFICIENCY

10. Employees

49. Operating cost OMA (F11)

51. Management cost
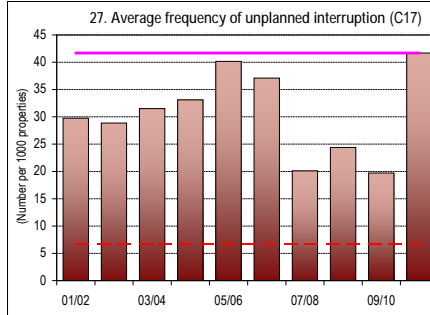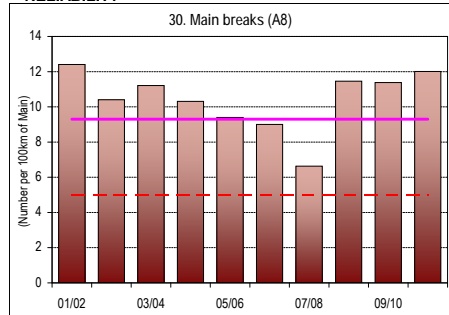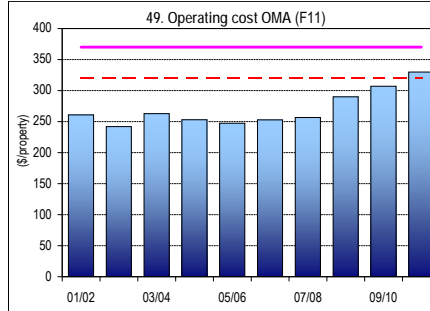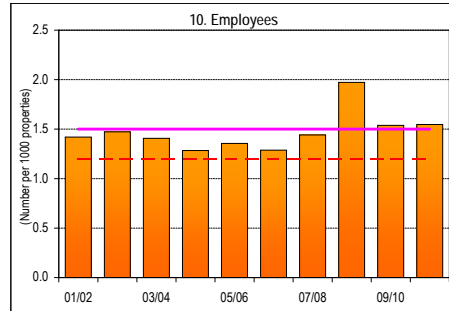
NOTES:

1. Costs are in Jan 2011$ except for graphs 12 and 14, which are in Jan 2012$.
2. Microbiological water quality compliance 1999-00 to 2003-04 was on the basis of 1996 NHMRC/ARMCANZ Australian Drinking Water Guidelines for E. coli; from 2004-05 compliance was on the basis of the 2004 NHMRC/NRMMC Australian Drinking Water Guidelines.

LEGEND	
2010-11 State Median	
2010-11 Top 20%	

Attachment 2

Coffs Harbour City Council Sewerage – Action Plan Page 1

Summary

In **2010-11**, Coffs Harbour City Council complied with all the sewerage requirements of the *NSW Best-Practice Management Guidelines* and its performance has been generally been at the higher end of the scale in comparison to other water utilities of a similar size.

Key actions from Council's Strategic Business Plan:
- *decommissioning of Sawtell Sewage Treatment Plant*
- *completion of wet weather storage at Coffs Harbour Water Reclamation Plant*

	INDICATOR	RESULT[2]		COMMENT/DRIVERS	ACTION
	Best-Practice Management Guidelines	Complied with all the Best Practice Requirements[1]	Very good	Compliance demonstrates effectiveness and sustainability of water supply and sewerage business. 100% compliance is required for eligibility to pay an 'efficiency dividend'.	
CHARACTERISTICS					
5	Connected property density	34 per km of main	Lower than the statewide median of 40	A connected property density below about 30 can significantly increase the cost per property of providing services.	Coffs Harbour has lower density than some other areas, as it is spread out along the coast. The density may increase in the future.
7	Renewals expenditure	0.1% Low ranking (4, 3)	May require review	Adequate funds must be programmed for works outlined in the Asset Management Plan – page 3 of the 2010-11 NSW Performance Monitoring Report.	Significant funds have been budgeted for sewer rehabilitation and asset renewal over the next 30 years, to ensure that assets are well maintained.
8	Employees	1.8 per 1,000 props Median ranking (3, 3)	Satisfactory		
SOCIAL – CHARGES					
12	Typical residential bill[3] (TRB)	$720 per assessment Low ranking (4, 5)		TRB should be consistent with projection in the financial plan. Drivers – OMA Management Cost and Capital Expenditure.	The TRB is consistent with the 30 year financial plan. Capital expenditure has been high over the last few years
13	Typical Developer Charges	$8730 per ET Highest ranking (1, 1)	Good		
14	Non-residential sewer usage charge	185c/kL High ranking (2, 1)	Good		
SOCIAL - HEALTH					
16	Urban Properties without reticulated sewerage service	15.9% Lowest ranking (5, 5)	May require review		The only urban properties without reticulated sewerage services are Nana Glen, Coramba and Red Rock.
17	Percent sewage treated to tertiary level	100% Highest ranking (1, 1)	Very good		
18	Percent of sewage volume that complied	100% High ranking (2, 3)	Very good	Key indicator of compliance with regulator.	
19	Sewage treatment works compliant at all times	3 of 4	Very good	Key indicator of compliance with regulator.	
SOCIAL – LEVELS OF SERVICE					
21	Odour Complaints	2.1 per 1,000 props Lowest ranking (5, 5)	May require review	Critical indicator of customer service and operation of treatment works.	Council is addressing this and has renewed some of its odour beds at pump stations.
22	Service complaints	15 per 1,000 props Median ranking (3, 3)	Satisfactory	Key indicator of customer service.	
23 a	Average Duration of Interruption	95 minutes High ranking (2, 3)	Good	Key indicator of customer service, condition of network and effectiveness of operation.	
25	Total Days Lost	6% Lowest ranking (5, 5)	May require review		This has been addressed and Coffs Harbour Water recently achieved over 100 LTI free days.

1. *Review of Council's TBL Performance Report and Preparation of an* **Action Plan** *to Council required annually.*
   Strategic Business Plan *review and update required after 4 years.* **Financial Plan** *update required annually.*
   IWCM Strategy *review and update required after 8 years.* **Liquid Trade Waste Regulation Policy** *in accordance with the 'NSW Liquid Trade Waste Regulation Guidelines, 2009' required.* **Development Servicing Plan** *review and updating is required after 5 years.*
2. *The ranking relative to similar size LWUs is shown first (Col. 2 of TBL Report) followed by the ranking relative to all LWUs (Col. 3 of TBL Report).*
3. *Review and comparison of the 2011-12 Typical Residential Bill (Indicator 12) with the projection in your Strategic Business Plan is mandatory.*
   In addition, if both indicators 46 and 46a are negative, you must report your proposed 2012-13 typical residential bill to achieve full cost recovery.

Coffs Harbour City Council Sewerage – Action Plan Page 2

	INDICATOR	RESULT		COMMENT/DRIVERS	ACTION
ENVIRONMENTAL					
26	Volume of sewage collected per property	352 kL Highest ranking (1, 2)		Compare sewage collected to water supplied.	Council has a major infiltration reduction program in place.
27	Percentage effluent recycled	29% High ranking (2, 2)	Good	Key environmental indicator. Drivers – availability of potable water, demand, proximity to customers, environment.	
28	Biosolids reuse	100% Highest ranking (1, 1)	Very good	Key environmental indicator.	
32	Net Greenhouse gas emissions (WS & Sge)	450 t CO2/1000 props Low ranking (4, 5)	May require review	Drivers – gravity vs pumped networks, topography and extent of treatment.	Council has 120 sewage pumping stations, largely due to the topography and also has a high quality treatment. This results in high power usage. This is minimised with the use of variable speed drives etc.
34	Compliance with BOD in licence	100% Highest ranking (1,1)	Very good	Key indicator of compliance with regulator requirements.	
35	Compliance with SS in licence	100% Highest ranking (1,1)	Very good	Drivers – algae in maturation ponds, impact of drought.	
36	Sewer main breaks and chokes	51 per 100km of main Low ranking (4, 3)	May require review	Drivers – condition and age of assets, ground conditions.	Council is addressing this as part of the sewerage rehabilitation works
37	Sewer overflows to the environment	3 per 100km of main High ranking (2, 3)	Good	Drivers – condition of assets, wet weather and flooding.	
ECONOMIC					
43	Non-residential revenue	22% High ranking (2, 2)	Good	See 39 above.	
46	Economic Real Rate of Return (ERRR)	2% High ranking (2, 1)	Good	Reflects the rate of return generated from operating activities (excluding interest income and grants). An ERRR or ROA of ≥ 0% is required for full cost recovery.	
46 a	Return on assets	0.6% Median ranking (3, 3)		See 46.	
47	Net debt to equity	19% Highest ranking (1, 1)	Very good	LWUs facing significant capital investment are encouraged to make greater use of borrowings – page 13 of the 2010-11 NSW Performance Monitoring Report.	
48	Interest cover	1.5 Median ranking (3, 3)	Satisfactory	Drivers – in general, an interest cover of > 2 is satisfactory.	
48 a	Loan payment	$684 per prop Highest ranking (1, 1)	Good	The component of TRB required to meet debt payments. Drivers – expenditure on capital works, short term loans.	
50	Operating cost (OMA)	$491 per prop Low ranking (4, 5)	May require review	Prime indicator of the financial performance of an LWU. Drivers – development density, level of treatment, management cost, topography, number of discrete schemes and economies of scale.	Operating costs are high due to the high power costs, treatment costs and the terrain in Coffs Harbour, which results in Council operating over 120 sewage pump stations.
52	Management cost	$167 per prop Lowest ranking (5, 5)	May require review	Drivers –number of discrete schemes, number of employees. Typically about 40% of OMA.	High contributions to administration and staff costs contribute to the high management costs.
53	Treatment cost	$180 per prop Lowest ranking (5, 5)	May require review	Drivers – type and level of treatment, economies of scale.	The level of treatment is high to meet the required standards of government and the community.
54	Pumping cost	$97 per prop Lowest ranking (5, 5)	May require review	Drivers – topography, development density, effluent recycling.	Power costs are high due to the pumping required.
56	Sewer main cost	$36 per prop High ranking (2, 2)	Good	Drivers – topography, development density, effluent recycling.	
57	Capital expenditure	$140 per prop Low ranking (4, 3)		An indicator of the level of investment in the business. Drivers – age and condition of assets, asset life cycle.	This varies from year to year, with high capital expenditure expected this year with the pipework and pump station being constructed to enable the decommissioning of Sawtell STW.

Coffs Harbour City Council Water Supply – Action Plan Page 1

Summary

In **2010-11**, Coffs Harbour City Council complied with all the water supply requirements of the *NSW Best-Practice Management Guidelines* and its performance has generally been at the higher end of the scale in comparison to other water utilities of a similar size.

Key actions from Council's Strategic Business Plan:

- Duplicate the trunk main from the Water Treatment Plant to Red Hill Balance Tank

- Commissioning of the new Moonee Reservoir completed

INDICATOR		RESULT[2]		COMMENT/DRIVERS	ACTION
	Best-Practice Management Guidelines	Complied with all the Best Practice Requirements[1]	Very good	Compliance demonstrates effectiveness and sustainability of water supply business. 100% compliance is required for eligibility to pay an 'efficiency dividend'.	
CHARACTERISTICS					
5	Connected property density	38 per km of main Median ranking (3, 1)	Good	A connected property density below 30 can significantly increase the cost per property of providing services, as will also a high number of small discrete water supply schemes.	Coffs Harbour has lower density than some other areas, as it is spread out along the coast. The density may increase in the future.
9	Renewals expenditure	0% Lowest ranking (5, 5)	May require review	Adequate funds must be programmed for works outlined in the Asset Management Plan – page 3 of the 2010-11 NSW Performance Monitoring Report.	Council had allocated significant funds in its 30 year financial plan for water main renewals.
10	Employees	1.5 per 1,000 props Low ranking (4, 3)	May require review		This is the same as the state wide average of 1.5 and Council assets are in a good condition due to the good preventative maintenance programs in place
SOCIAL - CHARGES					
12	Residential water usage charge	236 c/kL Highest ranking (1, 1)	Good	Benefits of strong pricing signals are shown on page 5 of the 2010-11 NSW Performance Monitoring Report.	
13	Residential access charges	$131 per assessment High ranking (2, 1)	Good		See 16.
14	Typical residential bill[3] (TRB)	$514 per assessment Lowest ranking (5, 3)	Good	TRB should be consistent with projection in the financial plan. Drivers – OMA Management Cost and Capital Expenditure.	See 43.
15	Typical developer charges	$9130 per ET Highest ranking (1, 1)	Good		
16	Residential revenue from usage charges	75% of residential bills Highest ranking (1, 1)	Very good	≥ 75% of residential revenue should be generated through usage charges.	
SOCIAL – HEALTH					
19	Physical quality compliance	100% Highest ranking (1, 1)	Very good		
19 a	Chemical quality compliance	100% Highest ranking (1, 1)	Very good		
20	Microbiological compliance[4]	100% Highest ranking (1, 1)	Very good	Critical indicator. LWU's should develop a risk based water quality management plan.	

1. *Review of Council's TBL Performance Report and Preparation of an **Action Plan** to Council required annually.*
   ***Strategic Business Plan** review and update required after 4 years. **Financial Plan** update and report to Council required annually.*
   *New **IWCM Strategy** required after 8 years. **Development Servicing Plan** review and updating is required after 5 years.*
   ***Liquid Trade Waste Regulation Policy** in accordance with the 'NSW Liquid Trade Waste Regulation Guidelines, 2009' required by June 2011.*

2. *The ranking relative to similar size LWU's is shown first (Col. 2 of TBL Report) followed by the ranking relative to all LWU's (Col. 3 of TBL Report).*

3. *Review and comparison of the 2011-12 **Typical Residential Bill (Indicator 14)** with the projection in your Strategic Business Plan is **mandatory**. In addition, if both indicators 43 and 44 are negative, you must report your proposed 2012-13 typical residential bill to achieve full cost recovery.*

4. ***Microbiological compliance (Indicator 20)** is a high priority for each NSW LWU. Corrective action for non-compliance (≤97%), or any 'boil water alerts' must be reported in your Action Plan.*

Coffs Harbour City Council Water Supply – Action Plan Page 2

	INDICATOR	RESULT		COMMENT/DRIVERS	ACTION
SOCIAL – LEVELS OF SERVICE					
25	Water quality complaints	4 per 1,000 props Low ranking (4, 4)	May require review	Critical indicator of customer service. Can be influenced by the type of business - e.g. unfiltered supply.	This is the same as the state median and has decreased significantly since the new WTP was commissioned.
26	Service complaints	41 per 1,000 props Lowest ranking (5, 5)	May require review	Key indicator of customer service.	Most of these complaints are really just maintenance issues e.g. faulty meter stop valve, leaking meter, etc.
27	Average frequency of unplanned interruptions	42 per 1,000 props Median ranking (3, 4)	Satisfactory	Key indicator of customer service, condition of network and effectiveness of operation.	
30	Number of main breaks	12 per 100km of main Low ranking (4, 3)	May require review	Drivers – condition and age of water mains, ground conditions.	Monitor breaks, including past performance and trends.
32	Total Days Lost	5.4% Lowest ranking (5, 5)	May require review		This has been addressed and Coffs Harbour Water recently achieved over 100 LTI free days.
ENVIRONMENTAL					
33	Average annual residential water supplied	162 kL per prop Low ranking (4, 2)		Drivers – available water supply, climate, location (Inland or coastal), pricing signals (Indicator 3), restrictions.	This is just above the State Media, but Council has not had any significant restrictions since 2003
34	Real losses (leakage)	50 L/c/d High ranking (2, 2)	Good	Loss reduction is important where an LWU is facing drought water restrictions or the need to augment its water supply system.	
ECONOMIC					
43	Economic Real Rate of Return (ERRR)	2.6% Highest ranking (1, 1)	Good	Reflects the rate of return generated from operating activities (excluding interest income and grants). An ERRR or ROA of ≥ 0% is required for full cost recovery.	
44	Return on assets (ROA)	0.8% High ranking (2, 2)		See 43.	
45	Net debt to equity	23% Highest ranking (1, 1)	Very good	LWUs facing significant capital investment are encouraged to make greater use of borrowings – page 13 of the 2010-11 NSW Performance Monitoring Report.	
46	Interest cover	1.45 Median ranking (3, 3)	Satisfactory	Drivers – in general, an interest cover > 2 is satisfactory.	
47	Loan payment	$539 per prop Highest ranking (1, 1)	Very good	The component of TRB required to meet debt payments. Drivers – expenditure on capital works, short term loans.	
49	Operating cost (OMA)	$330 per prop High ranking (2, 1)	Good	Prime indicator of the financial performance of an LWU. Drivers – development density, level of treatment, management cost, topography, number of discrete schemes and economies of scale.	
51	Management cost	$125 per prop High ranking (2, 2)	Good	Typically about 40% of the OMA. Drivers – No. of employees. No. of small discrete water schemes.	
52	Treatment cost	$57 per prop Low ranking (4, 2)	May require review	Drivers – type and quality of water source. Size of treatment works	New Water Treatment Plant produces high quality water, but chemical and power costs are high.
53	Pumping cost	$17 per prop High ranking (2, 2)	Good	Drivers – topography, development density and location of water source.	This is reasonably low due to the fact that raw water can be gravity fed to Karangi Dam from the Nymboida river and to most of the urban areas from Red Hill Balance Tanks
55	Water main cost	$64 per prop Median ranking (3, 3)	Satisfactory	Drivers – age and condition of mains. Ground conditions. Development density.	
56	Capital expenditure	$228 per prop Median ranking (3, 2)	Satisfactory	An indicator of the level of investment in the business. Drivers – age and condition of assets, asset life cycle and water source.	

<div align="right">**Attachment 3**</div>

<div align="right"># ATTACHMENT[1]</div>

TBL Performance Reports and Action Plans – Understanding and Using Your Report

1.   Introduction

This appendix has been prepared to assist Councillors with their Council's *2010-11 Triple Bottom Line (TBL) Performance Reports* for water supply and sewerage. It will also help the Water and Sewerage Manager prepare a sound Action Plan to Council. Action plans should include a strategy for addressing any areas of under-performance. A sample Action Plan is shown on page 67 of the *2010-11 NSW Water Supply and Sewerage Performance Monitoring Report*[2]. The NSW Office of Water prepares the annual TBL report for each Local Water Utility's water supply business and for its sewerage business together with an Action Plan template for completion by the Water and Sewerage Manager. A copy of the TBL report is also provided to IPART.

The TBL reports show your LWU's key performance indicators (column 1), your ranking compared to other LWUs in your size range (column 2) and your ranking relative to all NSW LWUs (column 3). Column 4 shows the Statewide medians which are calculated from the 50 percentile result for all connected properties (statewide). This best reveals Statewide performance by giving due weight to larger LWUs and reducing the effect of smaller LWUs.

There are four size ranges: > 10,000, 3,000 to 10,000, 1,500 to 3,000 and 200 to 1,500 connected properties. Rankings shown in Columns 2 and 3 of the TBL Report are based on the top 20% of LWUs for each indicator being ranked 1 and the bottom 20% being ranked 5 (LWUs in the range 40% to 60% are ranked 3).

2.   Factors Impacting on Performance

When comparing reported performance with other utilities, LWUs should take account of the wide range of factors which can impact on effectiveness and efficiency of a business. An indicator with a low ranking may not necessarily imply **poor** performance, for example, business efficiencies and effectiveness are functions of:

- **Number of connected properties** - there are significant economies of scale for large LWUs,

- **Type of services provided** - eg. whether the LWU provides a full water supply system or whether is a reticulator or bulk supplier,

- **Provision of bulk storage and/or long transfer systems** - these costs are not incurred by LWUs relying on groundwater or those receiving a regulated supply from a State Water dam.

- **Regional topography and soil types** affects pumping costs, frequency of main breaks and useful life,

- **Regional rainfall and evaporation**,

- **Water quality at the source** – for example, a good quality groundwater will require minimal water treatment,

- **Standard of nutrient removal facilities** at the sewage treatment works,

---

NSW Office of Water   1

An understanding of such factors is essential for valid interpretation of performance data. Utilities are encouraged to compare and contrast their performance with other LWUs having similar characteristics. Further factors to assist your LWU in its assessment of performance are listed below.

2.1 UTILITY CHARACTERISTICS

- **Properties served per km** – lower density of urban development significantly increases the infrastructure cost, particularly for those LWUs with very low densities (ie. < 20 properties per km).

- **Renewals** – each LWU should ensure that its Typical Residential Bill (see below) is adequate and consistent with the projection in its 30 year strategic business plan to ensure it is raising sufficient revenue for developing, maintaining and renewing the required infrastructure. It should also examine its total asset management policy and ensure that the necessary funds are directed to maintenance and renewals.

- **Employees per 1000 properties** – this is a good indicator of operating and management costs.

2.2 SOCIAL FACTORS - Affordability

- **Typical Residential Bill (TRB)** – is the **principal indicator of the overall cost** of a water supply or sewerage system (it is the annual bill paid by a residential customer using the utility's average annual residential water supplied). The main element of the TRB is the operating cost (OMA – operation, maintenance and administration). The TRB should be consistent with the projection in your LWU's 30 year strategic business plan.

- **Residential Water Usage Charge (c/kL)** – Highest charges are automatically ranked "1" and lowest charges as "5". These rankings however, should be compared with your TRB and whether your LWU is achieving full cost recovery, and the required residential revenue from water usage charges, in which case a low water usage charge may be a good result.

  Please note that Circular LWU 11 of March 2011 has removed the need for LWUs to use inclining block tariffs. In addition, the **NSW Government encourages LWUs to use a two-part tariff with a uniform water usage charge** per kL for all water use (see page 6 of the *2010-11 NSW Performance Monitoring Report*)

2.3 SOCIAL FACTORS - Health

- **Risk based drinking water quality management plan** – each LWU should develop and implement such a drinking water quality management plan on a priority basis (tools and assistance are available from the NSW Office of Water - see page 7 of the *2010-11 NSW Performance Monitoring Report)*.

- **Microbiological water quality compliance (%)** – This is the **most important** water supply **health indicator** and all LWUs should aim for a value of 100%. LWUs with less than 98% do not comply with the *Australian Drinking Water Guidelines, 2004* and must develop and implement a corrective strategy (see page 8 of the *2010-11 NSW Performance Monitoring Report*). If your LWU failed to achieve microbiological compliance in either of the last 2 financial years, the corrective action implemented and whether it was successful must be reported in your LWU's annual Action Plan to Council.

- **'Boil water alerts'** – if your LWU has issued any 'boil water alerts' in the last 18 months, the corrective action implemented and whether it was successful must be reported in your LWU's annual Action Plan to Council.

Assistance is available to your LWU from your NSW Office of Water Regional Water and Sewerage Inspector (page 34 of the *2010-11 NSW Benchmarking Report*).

2.4 SOCIAL FACTORS - Customer Service

- **Water quality complaints** – water quality may depend for example, on whether the supply is unfiltered, good quality groundwater or whether a fully treated supply is provided.

- **Odour complaints** – This is an important indicator of the effectiveness of sewage treatment and transfer. LWUs with a high number of complaints (ranking of 5) should investigate the reasons for the complaints, including past performance, as indicated in page two of their TBL Report.

- **Number of water main breaks** – water mains with a high incidence of breaks (say treble the statewide median) may indicate that renewals are required.

2.5 ENVIRONMENTAL FACTORS

- **Average annual residential water supplied** – is influenced by the number of connected properties, geographic location, climate, strength of the utility's pricing signals (NWI Indicator F4 – percent of residential revenue from usage charges – see 2.6 below) and the presence of drought water restrictions. Inland LWUs have significantly higher residential water supplied due to their hotter and drier climate and the use of evaporative air coolers. The weighted median value for inland LWUs was 215kL/connected property (percentage of connected properties basis). The weighted median for coastal LWUs was 150kL/property.

- **Real Losses (Leakage)** **–** At present, many LWUs do not have sufficient data to determine the true extent of leakage in their system (refer note 8 on page 27 of the *2010-11 NSW Performance Monitoring Report)*. It is strongly recommended that each LWU undertake a reservoir drop test or detailed waste metering, with the assistance of a leakage control specialist, such as Ian Maggs on 9242 4127.

- **Sewer main chokes and collapses** – sections of sewer main with a high incidence of chokes and collapses (say treble the statewide median) require close attention.

- **Sewer overflows to the environment** – are untreated sewage spills and may increase during wet weather due to infiltration of sewage mains and flooding. They do not include discharges or overflows contained within emergency storages.

2.6 ECONOMIC FACTORS - Financial

- **Residential revenue from usage charges (%)** – The *Best Practice Management Guidelines 2007* require LWUs with greater than 4,000 properties to raise at least 75% of residential revenue from water usage charges, while LWUs with 4,000 or fewer properties, including LWUs with a dual supply must raise at least 50% of residential revenue from usage charges. The strategic benefits of providing such **strong pricing signals** are highlighted on page 5 of the *2010-11 NSW Performance Monitoring Report*.

- **Economic real rate of return (ERRR)** – reflects the rate of return from operating activities (ie. excluding interest income, grants for acquisition of assets and gain/loss on disposal of assets). Water and sewerage charges should be sufficiently high to achieve full cost recovery. All LWUs should aim to achieve a positive ERRR. LWUs which have met all the Best-Practice Management requirements are encouraged to pay an 'efficiency dividend' from the surplus of their water and sewerage businesses to the Council's general revenue (see page 11 of the *2010-11 NSW Performance Monitoring Report*). Refer also to Circular LWU 11 of March 2011.

- **Net Debt to equity** – LWUs facing significant capital investment are encouraged to make greater use of borrowings to reduce their TRB. This avoids unfairly burdening existing customers and facilitates inter-generational equity (see page 12 of the *2010-11 NSW Performance Monitoring Report*).

- **Loan payment ($/property)** – A high loan payment per property indicates a relatively high capital cost per property, recent construction of significant capital works or use of short-term loans. 20-year loans are generally optimal (see page 13 of the 2010-11 NSW Performance Monitoring Report).

- **Interest cover** – this ratio provides an indicator of the LWU's ability to meet interest commitments. The interest cover is nil for a business incurring a loss. As a general guide, an interest cover >2 is a good interest cover position. This should be considered in conjunction with the comment on making greater use of borrowings for capital investment.

- **Net profit after tax (NPAT) ratio** – this is NPAT divided by the revenue. LWUs should have a positive NPAT ratio. LWUs facing major capital expenditure for expanding system capacity may need a relatively high value for this indicator in order to help fund this investment.

2.7 ECONOMIC FACTORS - Efficiency

Operating cost (OMA – operation, maintenance and administration) per property is a prime indicator of the performance of an LWU. The **components of operating cost** are:

- **Management cost** – includes administration, engineering and supervision and is typically almost 40% of the total operating cost. The number of employees per 1,000 properties can be a useful indicator of the operating and management costs and hence the efficiency of an LWU. LWUs with a number of separate water supply schemes and those with smaller water or sewage treatment works will need a higher level of employees per 1000 properties in order to effectively manage their systems.

- **Treatment cost (water)** – is dependent on the type and quality of the water source and the types of treatment used. In addition, there are great economies of scale for the operation of larger water treatment works (ie. facilities involving at least filtration and disinfection).

- **Treatment cost (sewage)** – is dependent on type of treatment and discharge requirements. Where the discharge licence conditions are stringent involving for example, a low level of phosphorus, treatment costs will be high. There are significant economies of scale for operation of larger treatment works.

- **Pumping cost (water)** – is influenced by topography and distance to the water source. For example, Essential Energy and Goldenfields Water have a high pumping cost due to the distance required to pump from the water source, while Fish River Water Supply is almost a fully gravitational supply, with negligible pumping costs. For water supply, there are significant economies of scale in pumping cost per connected property.

LIBRARY STRATEGIC PLAN

Purpose:

To recommend that Council adopt the *Coffs Harbour City Library Strategic Plan 2012-16*.

Description of Item:

Council's library service consists of three service points, a central library in the Coffs Harbour CBD and two branch libraries, at Toormina and Woolgoolga, staffed by 17.4 full-time equivalent staff. The service receives around 280,000 visits, and lends over 400,000 items each year from a collection base of approximately 90,000 items. Resources include print, audio-visual and digital resources. The library also conducts a range of regular programs and events to promote reading, literacy and community learning, and operates a home delivery service for housebound residents. The library also has an enthusiastic group of over 20 volunteers who provide welcome and practical support.

Council's current Delivery Program and Operational Plan require the development of a library strategic plan.

The library strategic plan aims to provide:

- Clear direction for staff and the community on the library's strategic priorities;

- The strategies and actions required to achieve the stated goals;

- The basis for resource planning and funding applications; and

- An alignment with Council's integrated planning and reporting framework and relevant strategies.

Council engaged a library consultant, Roger Henshaw Consultancy Services, in February 2012 to develop the strategic plan in consultation with staff and the community.

Sustainability Assessment:

- **Environment**

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

- **Social**

  Public library services can have a significant social impact on the communities they serve through free and open access to information and related technologies for all, their role as local knowledge banks and through the provision of resources and programs to support lifelong learning, literacy and literary culture. Libraries are often described as community hubs due to their strategic locations and the open and welcoming environment that they provide to everyone in community, regardless of age or background.

- **Civic Leadership**

  The library strategic plan contributes to a wide range of strategies in the Coffs Harbour 2030 community strategic plan (CSP), alignment with twenty CSP strategies were identified and are detailed in Appendix 2 of the library strategic plan. The aligned strategies primarily relate to providing facilities and services for particular target groups and in supporting the learning needs of the community.

  As public libraries in Australia are essentially provided and funded by local government, Council has primary role in planning for and delivering effective library services.

- **Economic**

  Broader Economic Implications

  Recent research into the economic value of public libraries in NSW has found that public libraries generated an economic benefit equivalent to $4.24 per dollar of public library expenditure.

  Delivery Program/Operational Plan Implications

  The strategic action plan contained in the library strategic plan has minimal impact on the current delivery program and operation plan of Council. Most actions require staff resources only, within current means, and the financial impacts are relatively minor with most expected to be achieved within planned budgets.

Consultation:

Council engaged a library consultant to develop the library strategic plan. The consultant's work included significant consultation with the community and staff, outlined below:

- Meetings with the Library Manager, Executive Manager – Cultural and Community Development and Director of City Services.
- Interviews and several workshops with library staff.
- Workshops with Council staff and library volunteers.
- Public workshops at each branch library.
- Community survey (online and hardcopy) that received 761 submissions, a summary analysis of the survey results are contained in Appendix 1 of the library strategic plan.

Related Policy and / or Precedents:

There are no current related policies or precedents.

Statutory Requirements:

Public library services are provided for under Part 3 of the Library Act 1939 (NSW) and Division 2 of the Library Regulation 2010 (NSW).

Issues:

To effectively manage and develop public library services in the Coffs Harbour LGA, Council requires a strategic plan to coordinate and inform priority actions.

The *Coffs Harbour City Library Strategic Plan 2012-16* has identified the following areas of strategic focus:

- **Infrastructure** – the need for a new central library is considered a key priority in the plan, due to the inadequacies of the current facility.

  The current central library no longer meets contemporary standards and is inadequate for both current and future use – especially in the context of a growing and ageing population. Library Council of NSW guidelines for a central library, for the population of Coffs Harbour LGA, provides floor space planning figures of between 2,413 to 2,574 m^2, whereas the floor space of the current facility is 986 m^2.

  The plan does not commit Council to building a facility, but rather preparatory / concept planning to enable it to be taken further at a later stage, as well as increasing Council's readiness to take advantage of funding opportunities if/when they arise.

- **Service delivery** – focuses on two key areas; improving collaboration and communication between library work teams, and applying a more planned project-management approach to library activities, in particular its programs and events.

  In 2011-12, the library delivered 232 events with their combined attendance totalling 7,306 people. A significant proportion of these events are attributed to the library's popular weekly children's storytime sessions (148 sessions = 5,515 participants). The strong demand for these sorts of activities places pressure on limited staff resources which needs to be managed appropriately.

- **Information technology** – the priorities in this area relate to planning for increased digital services, digitisation of local studies resources and staff training.

  The library has a range of digital services, including a website, online catalogue, online access to member accounts, public access computers, printers and copiers, internet and wifi, online information databases and e-resources, 'yourtutor' online tutoring service and most recently it introduced e-book, e-audiobook and e-reader lending services. The library's integrated public computer/print/copy management system was also recently upgraded and extended to branch libraries.

  There is also strong potential to provide greater automation and self-service facilities via Radio Frequency Identification (RFID) technology. The library has also initiated local history digitisation projects, including Picture Coffs Harbour in partnership with the regional museum.

- **Collections** – increased funding to improve collections (print and digital) was identified as a critical need, including finding alternative resourcing options.

  The library's collection should be larger, more diverse and have more current resources. The table below shows how the library compares with key NSW public library baseline standards for collections:

Standards:	Baseline:	**Coffs Harbour:**
Expenditure on library materials per capita	$ 5.40	**$ 2.67**
Items per capita	2.5	**1.24**
Age of collection % last 5 yrs	45	**39**

- **Partnerships and collaboration** – the need for further and more formalised partnerships and collaborations with relevant groups or agencies, to support the development of special collections, sponsored programs and events, and local and family history services.

- **Marketing** – community consultation identified the need for the library to better promote its valuable resources and services to particular target groups. Targeted marketing plans and training is needed to achieve the best results.

Current funding levels were identified as an important issue with available comparative data used to base this judgement upon. According to the consultant, it is difficult to provide an accurate comparison of two or more different library services due to the wide range of variables, but it is useful to benchmark the Library against the NSW public library standards, *Living Learning Libraries* (published by the Library Council of NSW). The first standard listed in this document indicates the level of funding that Coffs Harbour City Library currently operates under compared the NSW accepted standards, as shown in the table below:

S1. Library expenditure per capita

Baseline	*$44.74*
Enhanced	*$50.04*
Exemplary	*$55.66*
Coffs Harbour	***$23.55***

The current level of funding for library services impacts on its capacity to deliver a quality service to the community. The funding shortfall over a number of years has led to deterioration in collections and services. The process of strategic planning will inform the future directions of the Library, in particular, collection development, events and programming and marketing, with the aim to improve resourcing over time.

An adopted library strategic plan will also provide a basis for seeking additional funding to support the development of library services and facilities through appropriate programs and grants.

Despite the library's limited resources, the community survey conducted in February 2012 found that satisfaction with the library was rated at 4.2 out of 5, the fourth highest out of the 26 services considered in the survey.

The community survey conducted as part of the consultation stage found similarly that satisfaction with the staff's helpfulness, knowledge and overall customer service was very high, with over 95% of all respondents rating them as Good or Very Good.

The survey also found that 93% of respondents declared the library service as either very important (70%) or important (23%) to them, with many supporting comments also provided (outlined in Appendix 1 of the library strategic plan).

Implementation Date / Priority:

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

Council will make the library strategic plan available on its website and available in hard copy at each of its libraries.

Recommendation:

That Council adopt the *Coffs Harbour City Library Strategic Plan 2012-16* as appended.

Coffs Harbour City Library Strategic Plan

Moving Forward: Coffs Harbour City Library 2012 - 2016

A people place | Dynamic | Interactive | Welcoming | Imaginative | Inspiring | Enabling | Democratic | Vibrant | Inclusive | Empowering | Encouraging | Engaging | Progressive | Accessible | Supportive | Enriching | Collaborative | Partnerships | A learning place ...

CONTENTS

2

++ Attached separately ++

Appendix 1	Community Survey Analysis Results
Appendix 2	Coffs Harbour 2030 Plan Alignment References
Appendix 3	Functional Room Data Sheet Template Example
Appendix 4	Team Charter Example
Appendix 5A	Service Review and Development Project Brief Template
Appendix 5B	Programs and Events Project Brief Template
Appendix 6	Strategic Thematic Programming Example
Appendix 7	Collection Profiling Template Example
Appendix 8	Sponsorship Policy Example

3

SECTION 1 - INTRODUCTION

Background

Libraries operate within the context of their communities. They appeal to people across all age groups and backgrounds. Access to public libraries is free; library spaces are welcoming; events and activities are carefully planned and collections are interesting, varied and relevant.

The role of the public library is evolving as people's information seeking behaviour changes and use of online media grows. The public library is increasingly being recognised as an essential community hub; a place where all are welcome and there is something for everyone. The public library builds community connections, facilitates learning opportunities and provides access to informational, educational and recreational resources.

In addition it should be noted that libraries play an important role in the economic development of a city. The Library Council of New South Wales' publication, *Enriching communities: The value of public libraries in New South Wales*[1] provides clear evidence of the contribution and value of NSW public libraries in terms of the *triple bottom line,* or economic, environmental and social impact; …*public libraries generated an economic benefit equivalent to $4.24 per dollar of public library expenditure. Enriching communities* also notes the role a public library plays in attracting new residents to the city; Good *cultural facilities, of which public libraries may arguably be seen as the anchor facility, help attract new residents.*

To maintain its position as a vital community service and ensure that it remains relevant in a rapidly changing environment Coffs Harbour City Library will pursue the following areas of focus:

- Infrastructure
- Service delivery
- Information technology
- Collections
- Partnerships and collaboration
- Marketing

This plan will guide the development of the Library over the next four years. Each year actions will be reviewed and prioritised to ensure the Library continues to lead, investigate, inspire and meet the needs of the community now and into the future.

---

1 http://www.sl.nsw.gov.au/services/public_libraries/publications/index.html

4

Scope

The Coffs Harbour City Library Service consists of 3 service points, a central library in the Coffs Harbour CBD and two branch libraries, at Toormina and Woolgoolga staffed by 17.4 FTE staff. The service receives around 280,000 visits, and lends over 400,000 items each year from a collection base of approximately 90,000 items. The library also has an enthusiastic community of volunteers who provide welcome and practical support.

Council's Delivery Program and Operational Plan required the development of a new library strategic plan and as part of a Council-wide service review.

The new strategic plan aims to provide:

- Clear direction for staff and the community on the library's strategic priorities;
- The strategies and actions required to achieve the stated goals;
- The basis for resource planning and funding applications; and
- An alignment with Council's integrated planning and reporting framework and relevant strategies.

In developing the strategic plan, Roger Henshaw Consultancy Services (RHCS) recognised the importance of engaging with Council, library staff, the community and volunteers in the process, i.e. to consider their perspectives on the library service's operations, delivery model and infrastructure and to receive and consider their input regarding their aspirations for the service; and perspectives on the library's current strengths, challenges and opportunities. RHCS considered this in conjunction with current library standards and library industry trend research.

The strategic planning process particularly focused on the need for a new central library as an important visioning point, i.e. focusing on the need to understand what is and isn't working now with the current infrastructure; to capture ideas for change; to consider building and space needs; and to consider service delivery, and collection and information technology needs. The process also focused on the importance of developing key partnerships and the marketing of library services and programs.

Consultation

To inform the strategic plan RHCS consulted with all library staff, library management, relevant Council management, the community, Council officers and library volunteers.

5

Methodology

- Staff online survey to ascertain their views on the strengths and challenges associated with the current service delivery model; and the opportunities available to the library that should be considered into the future
- Community consultation -- face-to-face engagement; comprehensive community survey; focus groups and public meetings with youth and adults
- Council officer consultation -- face-to-face workshop
- Volunteer consultation -- face-to-face group consultation
- Industry scan

Community, Council and Staff Consultation

Community Consultation

A summary of the results of the community consultation is attached at Appendix 1. 761 people completed the survey, at all branches and across all age groups. The overall message from the community was of how important the library is to them, as the following comments show.

- *It is a crucial community resource and a wonderful tool for encouraging a love of reading in my children.*
- *It has through years become a sanctuary*
- *This is a very special place in Woolgoolga*

Council Consultation

A cross-section of Council officers attended a workshop to consider the library's current service delivery model, and to provide suggestions and general feedback; and importantly their aspirations for the library into the future.

Ms Jenni Eakins, Executive Manager of Cultural and Community Development, and Mr Ben Lawson, Director of City Services, were also consulted for their input.

Staff Consultation

Library staff consultation was extensive. A preliminary and confidential online survey was conducted to gather staff views on the library's strengths, weaknesses, challenges and any opportunities they thought should be considered now and into the future. Staff were also asked for their opinions on the efficacy of the current structure and how it supported their work and the delivery of library services.

6

The preliminary survey was followed by a series of one-on-one interviews, and a staff workshop. A second series of staff workshops were run in May 2012 to consider the proposed areas of strategic focus developed by RHCS.

Volunteer Consultation

Library volunteers play an important and supportive role and as such were consulted as part of the strategic planning process. As with the Council officer consultation, library volunteers attended a workshop to consider the library's current service delivery model and to provide general feedback and suggestions for the library's future.

Context

Contemporary Public Libraries – Industry Overview

Australia has nearly 1500 public library service points. Almost 50% of the population are library members and many more Australians use libraries for study, reading and research. Public libraries in Australia represent an investment of close to $900 million per annum, and employ more than 8,200 people.[2]

Public libraries support the information, education, cultural and recreational needs of local communities, and occupy a central place in community life. They have collections of books, magazines, CDs, DVDs, audio books, e-books, and a wide range of electronic sources of information and recreational material. They provide computers and free Internet access, and offer a wide range of services and programs for all age groups. Public libraries are safe and trusted public spaces where everyone is welcome.

All public libraries throughout the western world face similar issues: tight budgets; rapid technological change; ageing populations; shortage of qualified staff and increasingly expensive collection and building maintenance. All this, coupled with high community demand, adds up to doing more with less. [3]

Public libraries policy context

Coffs Harbour Library is part of a global network of information providers, informed and influenced by an extensive policy framework, professional guidelines and a cooperative philosophy.

---

2 http://www.nsla.org.au/ publications/statistics/2010/pdf/NSLA.Statistics-20101203-Australian.Public.Library.Statistics..2008.2009.pdf

3 Beyond a Quality Service: Strengthening the Social Fabric. Standards and Guidelines for Australian Public Libraries, 2011

7

State Government

Public libraries in New South Wales are subject to various legislative requirements[4] including:

- Library Act 1939
- Guidelines for Local Government Authorities, including Guidelines to Section 10 (of the Library Act)
- Library Regulation 2010
- Library Amendment Bill 2011
- Local Government Act 1993

The Public Libraries Consultative Committee (PLCC)[5], established in 1996, is a sub-committee of the Library Council of New South Wales to provide policy advice to Library Council and act as a consultative framework for key public library stakeholders in NSW. The strategic objectives of PLCC are:

- Policy advice
- Consultation
- Funding monitoring
- Library Development Grant guidelines

Under guidance from PLCC, Library Council has issued a number of guidelines[6] for public libraries in NSW, including *Living Learning Libraries* (Standards and Guidelines for NSW Public Libraries), Children's Policy guidelines and Digital Practice guidelines.

Public Libraries NSW[7]

The main purposes of this association (open to all NSW councils and public libraries) include:

- *Unified and strong representation to all levels of government, members of Parliament and other bodies on matters of common interest and concern for public libraries in New South Wales*
- *To support the particular community roles played by libraries, to promote understanding of the value of public libraries and to promote their use.*

Professional policy context

The UNESCO Public Library Manifesto[8] informs the UNESCO belief in the public library as a force for education, culture and information and an agent for fostering peace, and spiritual welfare through the minds of men and women. It encourages

---

4 http://www.sl.nsw.gov.au/services/public_libraries/legislation/index.html

5 http://www.sl.nsw.gov.au/services/public_libraries/committees/plcc/index.html

6 http://www.sl.nsw.gov.au/services/public_libraries/policies/library_council_guidelines.html

7 http://www.plnsw.org.au/

8 http://www.unesco.org/webworld/libraries/manifestos/libraman.html

8

government to support and engage in the development of public libraries to be:

- Provided on the basis of equality of access for all, regardless of age, race, sex, religion, nationality, language or social status;
- Physically accessible to all members of the community;
- Relevant to local needs and conditions;
- Responsive to the needs of those who cannot, for whatever reason, use the regular services and materials of the library, for example linguistic minorities, people with disabilities or people in hospital or prison

The Australian Library & Information Association (ALIA) is the professional organisation for the Australian library and information sector. The ALIA Public Libraries Advisory Committee (PLAC)[9] advises the Board of Directors about matters relating to public libraries and is charged with delivering against the national vision and framework for public libraries. PLAC has contributed to the *National Standards and Guidelines for public libraries*.[10]

Demography – Current and Future

Coffs Harbour City is a predominantly rural area, with expanding residential, rural-residential and resort areas, and some industrial and commercial land use. The City encompasses a total land area of nearly 1,200 square kilometres. Settlement is based around the main town of Coffs Harbour, and the townships of Sawtell, Toormina and Woolgoolga, with many small villages and localities along the coast and inland. Much of the rural area is used for timber production and agriculture, particularly banana growing. Tourism is also an important industry, especially along the coast.[11]

The importance of the Coffs Harbour City Council area as a destination for retirees (contributing to an ageing population) and families from other areas is expected to continue. Generally these groups are heavy library users, so this will have an increasing impact on the library, and its capacity to provide a quality service into the future. People moving into the area from capital cities also tend to have higher expectations of their library.

Current estimated LGA population is 68,413. The following figures are from the 2011 Census.[12]

Census Group	2006 Census	2011 Census
Indigenous	3.5%	4.1%
Overseas born	11.8%	17.9%
Aged 0-19	24.7	26.1%
Aged 65-84	15.3	15.5%
Aged Over 85	2%	2.5%

9 http://www.alia.org.au/governance/committees/public.libraries/

10 Beyond a Quality Service: Strengthening the Social Fabric – Standards and Guidelines for Australian Public Libraries. ALIA 2011

11 Coffs Harbour Community Profile; http://profile.id.com.au/default.aspx?id=360

12 Australian Bureau of Statistics, 2011Census Data – Coffs Harbour LGA

9

19.2% of the population reported performing voluntary work; 54.3%[13] have Internet connections (31.5% have broadband); and approximately 92% car ownership.

The Coffs Harbour area is well served by educational facilities including Southern Cross University, North Coast TAFE, Coffs Harbour English Language Centre, the Rural Clinical School (University of NSW), the National Marine Science Centre and the Conservatorium of Music.

Comparative Position

It is difficult to provide an accurate comparison of two or more different library services due to the wide range of variables, but it is useful to benchmark the Library against the NSW public library standards, *Living Learning Libraries*,[14] for example:

S1. Library expenditure per capita

Baseline	$44.74
Enhanced	$50.04
Exemplary	$55.66
Coffs Harbour	**$23.55[15]**

S5. Visits to library per capita

Baseline	5.0
Enhanced	5.6
Exemplary	6.3
Coffs Harbour	**3.84[16]**

The inadequate funding of the Library impacts on its capacity to deliver a quality service to the community. The funding shortfall over a number of years has led to deterioration in collections and services. The process of strategic planning will inform the future directions of the Library, in particular, collection development, events and programming and marketing.

Current Infrastructure

The current central library has been identified as being too small and inadequate for the optimal delivery of contemporary public library services, including community programming and events. For example, there are no designated meeting room spaces or adequate storage for chairs, tables etc. Event programming therefore creates conflict of use, and some noise issues.

---

13 2011 Census Data regarding Internet connections (Table P35) is due for release 21 August 2012.

14 http://www.sl.nsw.gov.au/services/public_libraries/policies/library_council_guidelines.html

15 Voted expenditure to June 2011 indicates $24.53 per capita, however actual expenditure July 2010 to June 2011 indicates $23.55 per capita(Source: Bibliostat Connect – State Library of NSW)

16 2011 State Library of NSW Statistical Return Data(Source: Bibliostat Connect – State Library of NSW)

10

The current building doesn't meet the accepted floor space standards provided in *People Places: a guide for public library buildings in NSW*. For example a basic population based floor space for the city population catchment of the LGA is approximately 2,413 sqm (service–based 2,574 sqm)[17]. A potential new site has been identified in Brelsford Park, and consideration is being given to co-locating the library with other services to optimise potential Council investment and service delivery to the community.

The community survey and consultations also uncovered some dissatisfaction with the current central library, for example:

- *The layout of the building is certainly cramped and becomes a problem when events are held while the library is open to the public. Noise interferes when people are reading and studying, and space to move is decidedly limited*
- *The Library is so small and without quiet work or study areas. I think it is very bad for a big, growing centre like Coffs*
- *The library is cramped, and there isn't enough space for activities*

Woolgoolga and Toormina branches were considered to be of a reasonable standard, and it was noted that the only branch to have designated meeting room space was Woolgoolga.

Current Staff Structure

The current library structure is not considered to be an issue but would benefit from future review as part of service delivery requirements for a new central library. The concerns of staff were mainly focused on the roles, responsibilities and team leadership that underpin the current structure.

Alignment

The Library's strategic plan is in accord with and informed by Council's Community Plan (Coffs Harbour 2030).[18] The five themes identified therein are:

1. Learning and Prospering
2. Places for Living
3. Moving around
4. Looking after our community
5. Looking after our Environment

References to specific Community Plan outcomes and objectives are made throughout the Library's plan, and Appendix 2 is a summary of the Library's alignment.

17People places: A guide for public library buildings in New South Wales (2nd ed.). Note: a new edition is currently in the process of review before final publication

18 Coffs Harbour 2030: A strategic plan for the Coffs Harbour Community

11

Acknowledgements

RHCS wishes to acknowledge the support, commitment and contribution of the Coffs Harbour library staff, the Team Leaders, Mr Enzo Accadia, Library Manager, Ms Jenni Eakins, Executive Manager of Cultural and Community Development and Mr Ben Lawson, Director of City Services. Special thanks also to the library volunteers, Council officers and community members who participated willingly and productively in the process.

SECTION 2 – STRATEGIC PLAN

Strategic Framework

The balanced scorecard[19] methodology underpins the strategic planning process, and its four (4) areas of focus should be considered in any decision-making or action planning associated with this plan.

They are:

1. Community/Customer: What we need to achieve for library members, the community and other key stakeholders (our goals, strategies and actions)?

2. Learning and Growth: What learning needs to be considered and undertaken in order to support and sustain the desired strategic outcomes for our community and customers? This includes learning for library staff, the local community, special interest groups etc.

3. Governance: What processes, policies and guidelines do we need to have in place to succeed and to support the delivery of our strategies?

4. Resources: What resources will we need to guarantee success? How will we manage and monitor our performance?

Statement of Purpose

To enrich, inform and connect communities; and to be:

- A people place
- Interactive
- Imaginative
- Enabling
- Dynamic
- Empowering

- A learning place
- Collaborative
- Inspiring
- Democratic
- Inclusive
- Encouraging

- Engaging
- Accessible
- Enriching
- Partnering
- Progressive
- Supportive

---

19 A Balanced Scorecard Approach – see also: http://www.balancedscorecard.org/ (accessed September 2011)

12

Vision

The Library is a vibrant, active and welcoming place; and one that strives to:

- Anticipate community needs and interests
- Be open, inviting and relevant
- Be a place that encourages the imagination and exchange of ideas
- Be a place that celebrates knowledge and learning; and provides life-long learning opportunities
- Be a recognised community leader
- Provide a comfortable, neutral and stress free space for all the community
- Build supportive and strong partnerships that will benefit the community and customers of the library service

Areas of Strategic Focus - Overview

Based on stakeholder consultation (site visits and survey) and an analysis of contemporary public library standards and services the prime areas of focus of the library strategy are:

Figure 1: Areas of Strategic Focus

13
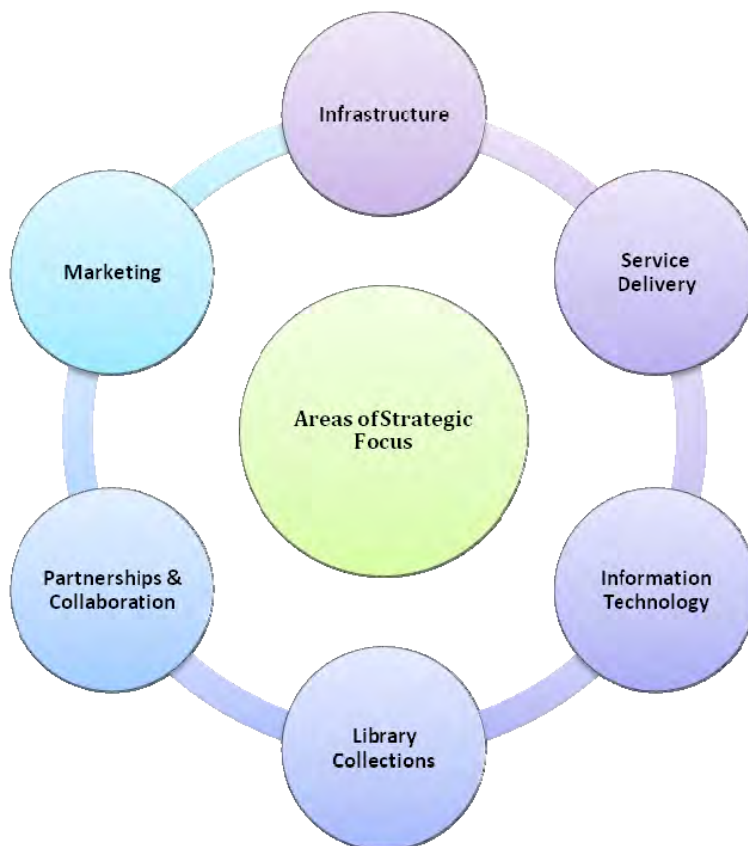
Infrastructure

The current central library doesn't meet contemporary standards and is considered inadequate for both current and future use – especially in the context of a growing and ageing population. To better inform the planning processes for a new library (including the eventual development of a master planning document) it will be crucial for the library to develop a visioning brief and gather and develop functional and other data for the design brief.

Service Delivery

Focuses on two (2) key areas:

1. The need to optimise the effectiveness of the library team structure and to develop a more collaborative work culture – this will be particularly important in moving the library service forward especially in the areas of resource planning and allocation, decision making, communication and the development of collaborative team practice.

2. A strategically aligned and planned approach to library services, and in particular to programs and events, with a strong focus on service evaluation, continuous improvement, and future planning, utilising a proposed PRINCE2 project planning template.

Information Technology

Libraries have been at the forefront of public technology access for well over a decade. However the exponential growth in technology innovations e.g. mobile access, and web-based services, is creating a higher expectation of access and service by both the community and staff. The information technology goals, strategies and actions are designed to better define service parameters; and to enable continuous improvement of services. Emphasis is also placed on planning and collaborating with Council's Information Technology section.

Library Collections

Current library collection funding is inadequate and doesn't meet current state or national per capita expenditure standards, especially when compared to similar sized libraries and local authorities. The funding shortfall impacts in several ways, including an ageing collection (making it difficult to keep informational material current and relevant); and an inability to expand or further develop collections or to add new formats such as e-books. The library also needs to have a regularly reviewed collection management policy to ensure there are clear collection development guidelines in place; that collection performance is monitored and

14

evaluated; and that collection expenditure provides best value to Council and the community.

Partnerships and Collaborations

Working collaboratively or in partnership with other Council services, community organisations, local business and volunteers has the potential to benefit the library and its customers; provided proper research and planning are done, and formal processes and policies are in place. There are many examples of public library services that have benefited from formalised partnerships and collaborations, for example in the areas of:

- Special collection development
- Sponsored programs and events
- Local and family history services

Marketing

Community and staff feedback indicates the need to better communicate the breadth and depth of the library's service, collections and programming to its customers and the community. In the public library sector the development of marketing plans is becoming more commonplace, with many libraries choosing to develop marketing strategies for particular target groups such as youth, rather than a whole of service marketing plan. Marketing plans give libraries the opportunity to analyse their current situation and to identify any service and programming gaps. Marketing plans also drive a higher level of resourcing analysis i.e. financial and human resources needs and costs; and the development of communication and promotional tactics (engagement strategies). The target groups proposed in this strategy resonate with Council plans and community demographics (current and forecast).

Strategic Action Plan

A Strategic Action Plan detailing all goals, strategies, actions and their associated timeframes, resource implications and responsibilities are contained in Attachment 1 in table format.

15

Strategic Plan

Area of Focus 1: Infrastructure

Background

The current central library no longer meets contemporary standards and is inadequate for both current and future use – especially in the context of a growing and ageing population. This view is supported by the findings of the staff, community and Council consultations; the 'in principal' selection of a new library site at Brelsford Park; and with reference to the nationally and internationally accepted standards and guidelines provided in *People Places*[20] and *Beyond a Quality Service*[21].

This strategic area focuses on the preparation required prior to final design, costing and building of a new central library. In particular the researching and gathering of information required to provide meaningful design brief input e.g. in the areas of general design; flexibility; acoustic requirements; sustainability; meeting spaces; accessibility; specialised space requirements etc.

Goal

A New Central Library Building

This goal focuses on the need for a new Coffs Harbour central library, and provides strategies that will better inform and prepare library staff and management; and provide the information and evidence with which to design the future library.

Strategies

IF1.1	Innovative library design research and assessment
IF1.2	Service based benchmark assessment of new library floor space requirements
IF1.3	A new library design brief and visioning document to inform future concept design / master planning
IF1.4	Funding options and business case

Actions and Expected Outcomes

#	Actions	Expected Outcomes
IF1.1.1	Contemporary library research and review (including site visits to new or contemporary public libraries)	*Assessment and documentation of the strengths, challenges and innovative design features of a range of new public library*

---

20 People places: A guide for public library buildings in New South Wales (2nd edition)

21 Beyond a Quality Service- Strengthening the Social Fabric (Standards & Guidelines for Australian Public Libraries)

16

		buildings (including those which have incorporated shared service or facility arrangements)
IF1.2.1	Benchmark floor space requirements using *People Places* guidelines and assessment tools	*Service-based floor space calculations for each functional area (based on People Places guidelines)*
IF1.3.1	Develop design brief functional data documents for each proposed functional area – including service based floor space calculations (see Appendix 3 - functional data template example)	*A basic design brief containing detailed functional information*
IF1.3.2	Develop a Visioning Brief document for a new library	*A scoping document that considers current and future users for use in concept and master planning*
IF1.4.1	Develop funding options to inform the development of a new Coffs Harbour Central Library business case document	Including: - *Regional Infrastructure Funding* - *State Government Funding – Library Development Grants/Country Libraries Fund* - *Community rates levy (Example – Gosford City Council specifically for a new central library)* - *Council funding (rates, loans, S94)*

Coffs Harbour City Council's Our Living City Settlement Strategy[22] states:

Consider further development in local public libraries with regard to space, location and opening hours to assist in improving the spaces as community meeting places (page 46)

Well-located libraries with up-to-date resources and facilities can play a key role in creating and strengthening communities (page 55)

Area of Focus 2: Service Delivery

Background

Coffs Harbour Library aims to be recognised as a library sector employer of choice with opportunities for professional development and an organisational culture that fosters innovation and creativity and that recognises staff achievements and importance.

The current team based organisational structure is considered the right vehicle to optimise service delivery and move the library forward into the future.

Coffs Harbour Library staff will work together to continuously improve teamwork by:
- Building and maintaining good staff morale

---

22 http://www.coffsharbour.nsw.gov.au/places-for-living/land-use/Pages/OurLivingCitySettlementStrategy.aspx

17

- Developing best practice processes and policies to support the team and customer service delivery
- Developing a culture of collaborative practice within teams, across teams and with Council

Staff will create a work culture that values collaboration through:
- Working together to realise shared goals
- Sharing knowledge and learning and building consensus
- Respecting diversity of people, ideas and experiences

Collaboration and teamwork create an environment that allows the collective knowledge, resources and skills of each team member to flourish.

Goal 1

Cohesive and collaborative teams

This goal focuses on developing formal and agreed team collaborative practices, e.g. for the purposes of:

- Improved and more holistic decision making
- Better understanding of the resources available and how they could best be used across the library service as a whole (a systems approach)
- Clearer communication channels and protocols

Strategies

SD1.1	A collaborative work culture and work practices
SD1.2	Clear, agreed and prioritised channels of communication
SD1.3	Innovative team practice – developing a best practice teamwork model

Actions and Expected Outcomes

#	Actions	Expected Outcomes
SD1.1.1	Establish formal terms of collaboration for the library teams [To be completed in tandem with SD1.1.2]	*Agreed and documented cross-team collaborative practices that will inform the way teams and team leaders will work together in planning and delivering services, programs and events; developing policies and systems, decision making and negotiating.*
SD1.1.2	Develop an agreed Library Team Charter[23] which documents the team	- *An agreed set of staff values and ground rules*

---

[23] A team charter contains 'ground rule' statements of values and guidelines, which a group establishes consciously to help individual members to decide how to act. To be effective, ground rules must be clear, consistent, agreed-to, and followed. Where articulated ground rules are missing, natural behaviour patterns often emerge spontaneously. These are referred to as norms. Team ground rules define a behavioural model, which addresses how individuals treat each other, communicate, participate, cooperate, support each other, and coordinate joint activity. They may be used to define and standardise team procedure, use of time, work assignments, meeting logistics, preparation, minutes, discussion, creativity, reporting, respect and courtesy.A team should create and adopt written ground rules during the first few organising sessions. The rules should be consulted and enforced through reminders and team process checks. They should be added to and revised as needed.

18

	values, ground rules, meeting parameters; communication and decision-making practice – with reference to the CHCC Code of Conduct; and the existing Library Service Charter (see Appendix 4 – Team Charter example)	- *Documented meeting parameters (practice and guidelines) – including formal terms of reference for team collaborative practice (see 2.1.1)*
SD1.1.3	All individual team meeting agendas include cross-team updates and feedback mechanisms	- *Formalised cross-team feedback and update mechanism;* - *A formal distributed record (minutes) of team feedback and Updates*
SD1.1.4	All major projects have cross-team involvement	- *Growth in cross team cooperation and collaboration* - *Improved decision making* - *Better understanding of resource needs – especially staffing*
SD1.1.5	Scope and undertake team based training (formal and informal) e.g. team building; innovative thinking; decision making; negotiation; dealing with difficult people	*A needs based and team focused training plan*
SD1.2.1	Develop a library team communication plan [24]	*Clear communication protocols based on a schedule of agreed priorities i.e. how we will communicate with each other; feedback mechanisms; timing and frequency; responsibilities and accountabilities; performance indicators and measures*
SD1.3.1	Research and evaluate other teamwork models	To adopt best practice teamwork models

Coffs Harbour City Council's Operational Plan 2012-2013[25] states:
Develop and implement best practice workforce management strategies to assist Council to serve the community (S 36)

---

[24]

The main components of a communication plan are the:

- Communication objectives – what and why are you communicating?
- Target audience – who do you want to communication to?
- Communication tools – what method of communication is most appropriate for your target audience?
- Timing and frequency – when and how often to communicate
- Responsibilities – who is going to communicate?
- Communication quality – key concepts for excellent communication for monitoring and measurement purposes
-

25 http://www.coffsharbour.nsw.gov.au/Coffs-And-Council/running-council/Pages/corporate-planning-reporting.aspx

19

Goal 2

Quality, relevant, outcomes based services, programs and events

This goal focuses on identifying what the library is trying to achieve with each of its services and in particular its programs and events. This includes alignment to the goals of the *Coffs Harbour 2030 Community Strategic Plan* [26]:

> Learning and prospering
> Places for living
> Looking after our community
> Looking after our environment

Although the Community Strategic Plan has no specific references to libraries, the library can and will play an important role in delivering many of the strategies particularly in the areas of community engagement (diverse and disadvantaged groups); community education (lifelong learning); capturing community experience and knowledge (sharing and keeping); disaster preparedness[27] (planning and role); and engaging and providing services for youth, children, older people, non-English and indigenous communities etc. Appendix 2 summarises the Library's alignment with Council's strategic objectives.

All services, programs, events and activities are to be planned, have an outcomes focus, and be aligned to the relevant goals and objectives of Council's 2030 Strategic Plan. Each current service element and its associated programs and activities are to be reviewed utilising a project-based proforma (examples attached Appendix 5A and 5B). Any new services, programs, events and activities are also to be put through the same process to determine resourcing costs, objectives / outcomes, risks, responsibilities and accountabilities etc.

This approach assures that proper scoping of activities occur, and will help the library more clearly understand its capacity and, most importantly, the outcomes it is trying to achieve for itself, for Council and for the community of Coffs Harbour.

Coffs Harbour City Council's Our Living City Settlement Strategy[20] states: *Well-located libraries with up-to-date resources and facilities can play a key role in creating and strengthening communities (page 55)*

Strategies

SD2.1	Review current programs and events practice
SD2.2	Strategic, thematic and aligned approach to community programming and events
SD2.3	Service, programs and events monitoring and evaluation

---

26 http://www.coffsharbour.nsw.gov.au/Coffs-And-Council/our-future/

27 Disaster preparedness – refers to the role the library has in regard to Council e.g. as an alternative administration space or community access point for Council services and information

20

Actions and Expected Outcomes

#	Actions	Expected Outcomes
SD2.1.1	Review current programming (programs, activities and events) against Council's community goals and strategies	- *Identified alignment opportunities* - *Identification of non-aligned programming*
SD2.1.2	Research and evaluate the services and programming of other libraries i.e. looking for new innovations and adaptable ideas; to gain insight into programming outcomes; resourcing initiatives etc.	*More informed, planned and innovative programming*
SD2.2.1	Develop strategic themes and associated program strategies based on alignment to Council goals (see 2.1.1); other identified needs; and industry research (see Action 2.1.2) – including the expected outcomes (see Appendix 6 strategic thematic programming example)	- *More informed, planned and innovative programming* - *Alignment with Council strategies*
SD2.3.1	Project plan all programs and events (existing and proposed), (example project template – Appendix5b)	*Fully scoped programming, including objectives, outcomes, resourcing, risk assessment etc. for current and any proposed programming*
SD2.3.2	Develop service, program and event monitoring and evaluation methodologies	*Feedback on the efficacy, value etc. of each service, program or event*

Area of Focus 3: Information Technology

Background

This area focuses on creating the right technology backbone, support framework and skills base for the delivery of library services, including:

- Digital services (owned and subscription based) – databases and digital collections (e.g. eBooks)
- The development and online publishing of in-house digital resources, particularly in the area of local studies
- Web access – unencumbered access to the key web based services and sites for both the community and staff
- Innovative business support technologies, web based services and software e.g. RFID; mobile devices; development of a mobile library website; iSpydus etc.
- Working closely with Council's IT department to create a joint IT strategy that will scope, optimise and prioritise the library's technology requirements and future resourcing
- (Information Literacy) Learning - Staff skills development (include copyright management)

21

- (Information Literacy) Learning - Customer skills development
- Exploring new technologies and innovative technology based services (technology petting zoo)

Goal

Customer focused information technology and support services

Strategies

IT1.1	Information technology research and evaluation
IT1.2	Digital service delivery model strategy / plan
IT1.3	Local digital content creation and publishing
IT1.4	An information technology plan, including marketing strategy
IT1.5	Information technology training and awareness

Actions and Expected Outcomes

#	Actions	Expected Outcomes
IT1.1.1	Set up an *Information Technology Project Team* to: 1. Research and report on new technologies, innovative software and web based service solutions; and to 2. Assess and report public access needs	- *Broaden staff knowledge of information technology* - *Proactive evaluation of innovative technology and e-services i.e. to assess capability and application to local service delivery*
IT1.2.1	Develop a digital service delivery strategy / model	*Including (but not limited to):* - *Service delivery scoping* - *Service delivery methodology i.e. internal and external delivery* - *Training / skill development (staff and customers)* - *Resourcing* - *Policy implications* - *Performance indicators and measures* - *Copyright management* - *Income strategy (value added services)* - *Reference to the NBN*
IT1.3.1	Undertake the development of a library information technology strategy (plan) in partnership with Council's IT department (staff and customer focused).	*Including (but not limited to):* - *Public access requirements (a needs assessment)* - *Web access requirements (staff and community)* - *NBN utilisation strategies* - *Mobile access to library digital and web services* - *Piloting and exhibiting new technologies* - *Library e-publishing (see Action IT1.4.1)*

22

		- *Service Level Agreement (between the library and Council's IT section)*
IT1.4.1	Investigate and develop library digital publishing (e-publishing) and collection options (for inclusion in the library's digital service delivery strategy – see Action IT1.2.1 above)	*A needs assessment of library e-publishing options e.g. creation of a multimedia local studies database; e-publishing of local family histories etc.*
IT1.5.1	Scope and develop a staff and community training / skills development program and support material	*Includes (but not limited to):* - *Information literacy training (growing the information literacy skills of staff and the community)* - *Documentation e.g. web resource bookmarking of online support information, such as video clips, podcasts; and printed technology support information*

Coffs Harbour City Council's Switched on Coffs: Digital Strategy references[1]:

Promote greater digital literacy and inclusion in our community and work with partners in the private, public and not for profit sectors (page 8)

A Digital Refuge (page 25): for those residents born overseas and including refugees i.e. connecting digitally with their old communities

[Reinforcing] the role of Council's central library as a digital centre, providing free access to high speed broadband connectivity, skills development and e-learning (page 29).

Regional Development Australia Mid-North Coast's Digital Strategy[1] states:

[There is a] need for libraries to continue to be a source of innovation in enabling the digital economy / networked society, building on the work they already do – and in the process becoming more than libraries: ideas stores and sources of connectivity, up-skilling and knowledge for the digital era ... (page 24)

[Libraries] are a good focus of digital inclusion, engagement with citizens and promotion of digital services (page 24)

23

Area of Focus 4: Library Collections

Background

Current library collection funding is inadequate, and very low when compared to similar sized libraries / local authorities. The funding shortfall impacts in several ways, including:

- Collections are ageing – the ability to renew collections, especially information-based resources to keep them relatively up-to-date is very poor, which in turn creates both risk (out of date information) and customer service issues (meeting reasonable expectations of information currency)
- Collection expansion – the ability to deliver new collection formats such as eBooks, digital audio and video is inhibited (the recent community survey indicated customer interest in accessing these formats – but not at the expense of other more traditional formats); and there is limited capacity to meet the need to develop community language collections to support and reflect the ethnic diversity of the Coffs Harbour LGA
- Growing the depth and breadth of collections – public libraries have a recognised role in providing their communities with access to a wide range of authors (not just the popular ones) and to a wide range of subject material (not just topical material). This role is inhibited by a small budget with little CPI growth. Consideration needs to be given to the current standard[28]

  Scope: Expenditure on library materials per capita per annum.
  Baseline: $5.40 per capita per annum
  Enhanced: $6.10 per capita per annum

At just $2.67 (2010 statistical return[29]) Coffs Harbour is well below this standard.

The above issues are further exacerbated by:
- The space limitations of the current central library
- An out of date collection development policy
- Inadequate collection profiling (sample collection profiling template is attached Appendix 7)
- The need for more focus on overall collection management i.e. managing the life-cycle of material to include library management system data analysis; and decision making on whether to retain, repair, relocate, replace or remove collection material

---

28 Beyond a Quality Service: Strengthening the Social Fabric – Standards and Guidelines for Australian Public Libraries

29 Only the 2010 expenditure on materials data was available from the State Library of NSW Statistical Return. 2011 data was unavailable and is considered unlikely to vary (+/-) the 2010 per capita figure of $2.67

24

Goal

Maintain balanced, well organised and current collections that meet and reflect the needs of customers and the community

Strategies

LC1.1	Increase collection funding (to meet state / national per capita expenditure standards), via: - Council funding (incremental phase up) - Grant funding - Donations (promoting the library's DGR status) - Sponsored collections
LC1.2	Collection management policy and guidelines, that incorporate: - Collection development guidelines / policy - Collection profiling (this includes collection management criteria) - Spydus system reporting i.e. scoped; methodology; and responsibilities

Actions and Expected Outcomes

#	Actions	Expected Outcomes
LC1.1.1	Review current 'book vote' expenditure levels (with reference to current NSW/Australian per capita expenditure standards)	- *Expenditure gap analysis* - *Four (4) financial year expenditure phase up benchmarks (financial planning / budgeting document)*
LC1.1.2	Develop grant based collection development projects i.e. via the State Government's Library Development Grants program and Country Libraries Fund	- *Grant funding* - *Developing new collections* - *Opportunities for expanding the breadth and depth of the library's collections*
LC1.1.3	Explore focused donation campaigns i.e. project based (to maximise the library's DGR status)	*Encouragement of community donations for specific purposes e.g. the development of a parenting collection*
LC1.1.4	Establish library sponsorship guidelines	*Guidelines established and promoted*
LC1.2.1	Review and update the current collection development policy (also evaluate its effectiveness to date; and usage)	*An updated and contemporary collection development policy*
LC1.2.2	Develop collection profiles for each collection (See Appendix 7 Collection Profiling Template example)	*Detailed information on each component of the library's collection including:* - *Collection scope* - *Target group (audience)* - *Selection criteria* - *Format* - *Responsibility* - *Management e.g. retain, replace, relocate, repair, remove criteria* - *Consultation group(s)*

25

		-	*Marketing strategy*
LC1.2.3	Collection analysis using Spydus	-	*Review of key Spydus collection analysis reports including for example, age of stock reports (by collection or collection component); turnover reports (what's moving and what's not, by collection)*
		-	*Allocation of responsibilities for analysing and using Spydus reports to manage collections*
		-	*Key collection performance indicators and measures*

Area of Focus 5: Partnerships and Collaborations

Background

Shared Service /Facility Arrangements

Discussions regarding the new central library indicated an intention to consider a shared services or facilities model e.g. the library and COLAB co-locating. To optimise shared working relationships, make best use of space and maximise return to the community, any shared service arrangement should be fully scoped, and formalised in a memorandum of understanding (MOU) and where appropriate a service level agreement (SLA). Typically the following need to be considered when developing a shared service or facility agreement:

- Objectives – to ensure the service objectives of each party are defined
- Standards – governance arrangements and the rationale behind the shared arrangements
- Guidelines – including any joint management or advisory committee arrangements; support agreements / administration; dispute resolution processes; links to strategic, operational and marketing plans; performance management and indicators etc.
- Definitions – agreed definitions

Shared service and facility scoping should go through a thorough consultation process to gain a clear understanding of each party's business / service delivery model and particular needs, and to define areas of independence and areas of potential partnership and collaboration. Formal agreements, such as an MOU would need to be signed off by all parties to ensure a mutual understanding of how the shared service or partnership arrangement should work and how it will be monitored and evaluated. A certain level of joint planning would also be required to ensure each party understands each other's goals, planned activities etc. and to work more closely on any shared goals.

26

Community and Business Partnerships

The establishment of mutually beneficial partnerships and/or collaborative arrangements or projects is becoming more commonplace in public libraries, especially given the scarcity of, and competition for, resources and funding within a local government context.

Examples of public library partnerships include:

- Sponsorship from local business e.g. in-kind or funding for library projects, programs, events and activities
- Media support e.g. free advertising space, and/or publication of articles
- MOUs between libraries and local historical societies or family history groups to assist library customer research, and to provide research / information resources etc.
- Event support from local community service clubs such as Rotary, Lions and Apex
- Cross promotions e.g. the library promoting the activities of a partner organisation or group, and vice versa
- Advertising e.g. placement of 'proudly supported by' notices etc.

The library needs to consider partnership and collaboration and support it with policies and procedures. In particular the library needs to manage any risks associated with collaborative partnerships.

Volunteers

The library already uses and recognises the generous help of volunteers who support its basic operations. The support provided by the library's volunteers is in line with the Australian Library and Information Association's (ALIA) *Statement on voluntary work in library and information services*[30]. Community consultations indicated that the library and its community would benefit from the inclusion of more targeted and scheduled volunteering support around customer information technology, Internet and the use of social media, for example youth volunteers. The potential to use the experience of older people was also highlighted, for example volunteer support from groups such as U3A or historical / family history groups.

Goal

Collaborative partnerships that benefit the library service, its customers, Council and the community

---

[30]http://www.alia.org.au/policies/volunteer.workers.html (Accessed 12 June 2012)

27

Strategies

PC1.1	Shared services / facilities evaluation and modeling (to be considered in conjunction with a new Coffs Harbour Central Library)
PC1.2	Establishment of partnership and collaboration guidelines
PC1.3	Establishment of sponsorship guidelines
PC1.4	Optimised use and support of volunteers

Actions and Expected Outcomes

#	Actions	Expected Outcomes
PC1.1.1	Research and evaluate potential shared services / shared facility arrangements (for the new Coffs Harbour Central Library) – this includes: - Desktop research - Site visits - Consultation and discussion with potential partners	- *Strengths, opportunities and challenges analysis of existing shared service / facility sites* - *Obtain example shared service / facility MOUs; and SLAs* - *Determine potential Council service co-locations options* - *Determine potential commercial co-location options*
PC1.2.1	Develop and promote general partnership and collaboration guidelines	*Partnership and collaboration guidelines aligned with the library's sponsorship guidelines (see Action PC1.3.1); and the pertinent NSW public library standards in Living, Learning Libraries[31]*
PC1.3.1	Develop and promote sponsorship guidelines (See Appendix 8 – library sponsorship policy example)	*Library sponsorship guidelines*
PC1.4.1	Evaluate potential volunteer support for targeted services, programs and activities e.g. youth volunteers to assist with the library's social networking presence	- *Enhanced capacity to engage and support nominated target groups e.g. youth and the aged* - *Short term use of volunteers for particular support and services e.g. on particular projects* - *Utilisation of volunteer knowledge, expertise and experience* - *e.g. assisting customers with the use of technology , web services, social networking etc.*

The *Coffs Harbour 2030 Community Strategic Plan* includes the following strategies:
LP2.1.3 Develop accessible spaces for people to meet, relax and interact that are safe, attractive and vibrant.
LP3.2.2 Facilitate shared learning and skill sharing opportunities across generational and cultural groups.
LC2.1.2 Create community structures which capitalise on intergenerational knowledge, experience and capacity.

31http://www.sl.nsw.gov.au/services/public_libraries/living_learning_libraries/index.html (Accessed 16 June 2012)

Area of Focus 6: Marketing

Background

Connecting with the Community

The face-to-face consultations carried out as part of the strategic planning process provided feedback on how the library is perceived by the community. Many identified that the breadth of library services available isn't widely known or 'appreciated' by the greater community of Coffs Harbour. The library's ability to effectively market its services, programs and events is arguably hindered by resourcing but more importantly by a lack of clearly defined and targeted marketing and communication strategies. This also impacts on how the library potentially engages with non-users.

The community survey results, community consultation findings and the information available from Councils community profile and 2030 strategy (via profile.id and forecast.id) provide good situational data on which to develop some targeted marketing strategies - especially in the areas of youth and older people.

Recommendation

It is recommended that the library develop targeted marketing strategies (rather than a whole of service marketing plan) and align them with the goals and objectives of Council's Coffs Harbour 2030 community plan.

Goal

Targeted marketing strategies

Strategies

MK1.1	Staff marketing training
MK1.2	Situational analysis
MK1.3	Develop and adopt targeted marketing strategies (the marketing plan)

Actions and Expected Outcomes

#	Actions	Expected Outcomes
MK1.1.1	Train key staff in marketing planning	*The necessary skills and knowledge required to develop and deliver the library's marketing strategies (as outlined below)*

29

MK1.2.1	Utilise key data sources to determine service and programming gaps by target group, including (but not limited to): - Community profile and forecasts - 2012 Library Community Survey results and analysis - Council's 2030 plan and *Switched on Coffs* - Spydus system reporting i.e. usage by target group; collection usage by type - Library industry research - (As required) targeted consultation of selected target groups e.g. focus groups Note: Source example marketing plans from other public libraries to inform the process	*A clear and documented understanding of:* - *The library's current service delivery status to each target group, including service gaps; under serviced target groups etc.* - *Community demographic trend data for consideration in future service design, delivery and development of marketing strategies* - *Community and other key stakeholder satisfaction with current services; service improvement / feedback information; service gaps etc.* - *Collection usage and usage trends*
MK1.3.1	Develop marketing strategies including communication planning, library branding and promotional tactics for each of the following priority target groups (with reference to any identified important sub-groups): - Youth - Seniors (the ageing) - Multicultural - Indigenous	*Prioritised marketing plans for each nominated target group, including (in summary):* - *A situation analysis summary (including gap analysis)* - *A market summary (about the nominated target group, trends in this market etc.)* - *Target markets (statistics; targeted elements)* - *Demographic analysis and trends* - *Needs and demands analysis* - *Challenges (the challenges to be addressed by the marketing strategy)* - *Marketing strategies, tactics and communication plan*

30

Attachment 1   Coffs Harbour City Library – Strategic Action Plan

1. INFRASTRUCTURE

AREA OF FOCUS	IF	INFRASTRUCTURE			
Goal 1		A New Central Library Building			
Rationale		The current central library no longer meets contemporary standards and is inadequate for both current and future use – especially in the context of a growing and ageing population. To better inform the planning processes for a new library (including the eventual development of a master planning document) it will be crucial for the library to develop a visioning brief and gather and develop functional and other data for the design brief.			
Strategy	IF1.1	Innovative library design research and assessment			
Strategy	IF1.2	Service based benchmark assessment of new library floor space requirements			
Strategy	IF1.3	A new library design brief and visioning document to inform future concept design / master planning			
Strategy	IF1.4	Funding options and business case			
#	Actions	Timeframe	Resource Implications	Expected Outcomes	Responsibility
IF1.1.1	Contemporary library research and review (including site visits to new or contemporary public libraries)	Oct 2012 to Sep 2013	Staff time $4,000 (est.) travel costs for site visits	*Assessment and documentation of the strengths, challenges and innovative design features of a range of new public library buildings (including those which have incorporated shared service or facility arrangements)*	Library Manager
IF1.2.1	Benchmark floor space requirements using *People Places* guidelines and assessment tools	Aug 2012	Staff time	*Service-based floor space calculations for each functional area (based on People Places guidelines)*	Library Manager
IF1.3.1	Develop design brief functional data documents for each proposed functional area – including service based floor space calculations (see Appendix 3 - functional data template example)	Sep 2012 to Dec 2012	Staff time	*A basic design brief containing detailed functional information*	Library Manager

IF1.3.2	Develop a Visioning Brief document for a new library	Jan 2013 to Mar 2013	Staff time	*A scoping document that considers current and future users for use in concept and master planning*	Library Manager
IF1.4.1	Develop funding options to inform the development of a new Coffs Harbour Central Library business case document	Jan 2013 to Jun 2013	Staff time	Including: - *Regional Infrastructure Funding* - *State Government Funding – Library Development Grants/Country Libraries Fund* - *Community rates levy (Example – Gosford City Council specifically for a new central library)* - *Council funding (rates, loans, S94)*	Director / Library Manager

2

2. SERVICE DELIVERY

AREA OF FOCUS	SD	SERVICE DELIVERY			
Goal 1		Cohesive and collaborative teams			
Rationale		In order to achieve its strategies it is imperative that the library continues to build cohesive and collaborative team processes, and inter-team relationships that underpin and optimise service delivery, planning and decision-making. Building and maintaining a collaborative work culture, a sense of shared goals and values, and good morale are essential to moving the library forward and in preparing for a new central library.			
Strategy	**SD1.1**	A collaborative work culture and work practices			
Strategy	**SD1.2**	Clear, agreed and prioritised channels of communication			
Strategy	**SD1.3**	Innovative team practice – developing a best practice teamwork model			
#	**Actions**		**Timeframe**	**Resource Implications**	**Expected Outcomes**	**Responsibility**
SD1.1.1	Establish formal terms of collaboration for the library teams [To be completed in tandem with SD1.2]		Aug 2012 to Oct 2012	Staff time	*Agreed and documented cross-team collaborative practices that will inform the way teams and team leaders will work together in planning and delivering services, programs and events; developing policies and systems, decision making and negotiating.*	Library Manager / Team Leaders
SD1.1.2	Develop an agreed Library Team Charter[32] which documents the team values, ground rules, meeting parameters;		Aug 2012 to Oct 2012	Staff time	- *An agreed set of staff values and ground rules* - *Documented meeting parameters (practice and guidelines) –*	Library Manager / Team Leaders

---

32 A team charter contains 'ground rule' statements of values and guidelines, which a group establishes consciously to help individual members to decide how to act. To be effective, ground rules must be clear, consistent, agreed-to, and

followed. Where articulated ground rules are missing, natural behaviour patterns often emerge spontaneously. These are referred to as norms. Team ground rules define a behavioural model, which addresses how individuals treat each other,

communicate, participate, cooperate, support each other, and coordinate joint activity. They may be used to define and standardise team procedure, use of time, work assignments, meeting logistics, preparation, minutes, discussion, creativity,

reporting, respect and courtesy A team should create and adopt written ground rules during the first few organising sessions. The rules should be consulted and enforced through reminders and team process checks. They should be added to and

revised as needed.

3

	communication and decision-making practice – with reference to the CHCC Code of Conduct; and the existing Library Service Charter (see Appendix 4 – Team Charter example)			*including formal terms of reference for team collaborative practice (see SD1.1.1)*	
SD1.1.3	All individual team meeting agendas include cross-team updates and feedback mechanisms	From Aug 2012 (ongoing)	Staff time	- *Formalised cross-team feedback and update mechanism;* - *A formal distributed record (minutes) of team feedback and Updates*	Team Leaders
SD1.1.4	All major projects have cross-team involvement	From Aug 2012 (ongoing)	Staff time	- *Growth in cross team cooperation and collaboration* - *Improved decision making* - *Better understanding of resource needs – especially staffing*	Library Manager / Team Leaders
SD1.1.5	Scope and undertake team based training (formal and informal) e.g. team building; innovative thinking; decision making; negotiation; dealing with difficult people	Aug 2012 to Jun 2013	Staff time $5,000 (est.) training course(s) costs	*A needs based and team focused training plan*	Library Manager / Team Leaders

4

| SD1.2.1 | Develop a library team communication plan[33] | Aug 2012 to Oct 2012 | Staff time | *Clear communication protocols based on a schedule of agreed priorities i.e. how we will communicate with each other; feedback mechanisms; timing and frequency; responsibilities and accountabilities; performance indicators and measures* | Library Manager / Team Leaders |
| SD1.3.1 | Research and evaluate other teamwork models | Aug 2012 to Dec 2012 | Staff time
Travel costs if site visits are required. | To adopt best practice teamwork models | Library Manager |

AREA OF FOCUS	SD	SERVICE DELIVERY
Goal 2		Quality, relevant, outcomes based services, programs and events
Rationale		This goal focuses on identifying what the library is trying to achieve and importantly what it has the resources to achieve i.e. the objectives and outcomes for each of its services and in particular its programs and events. This includes alignment to the goals of Council's 2030 plan; being responsive to identified community needs / challenges; community engagement; monitoring community demographics and forecasts to better plan services and programs etc.; monitoring and evaluating services, programs and events. Importantly, a project based planning approach is required to ensure better understanding of objectives, outcomes, resource / budget requirements; risk assessment etc. – a focus on quality rather than quantity.
Strategy	SD2.1	Review current programs and events practice
Strategy	SD2.2	Strategic, thematic and aligned approach to community programming and events
Strategy	SD 2.3	Service, programs and events monitoring and evaluation

---

33

The main components of a communication plan are the:

- Communication objectives – what and why are you communicating?

- Target audience – who do you want to communication to?

- Communication tools – what method of communication is most appropriate for your target audience?

- Timing and frequency – when and how often to communicate

- Responsibilities – who is going to communicate?

- Communication quality – key concepts for excellent communication for monitoring and measurement purposes

5

#	Actions	Timeframe	Resource Implications	Expected Outcomes	Responsibility
SD2.1.1	Review current programming (programs, activities and events) against Council's community goals and strategies	Aug 2012 to Oct 2012	Staff time	- *Identified alignment opportunities* - *Identification of non-aligned programming*	Library Manager / Team Leader, Info & Outreach
SD2.1.2	Research and evaluate the services and programming of other libraries i.e. looking for new innovations and adaptable ideas; to gain insight into programming outcomes; resourcing initiatives etc.	Aug 2012 to Dec 2012 (ongoing)	Staff time Travel costs if site visits are required.	*More informed, planned and innovative programming*	Library Manager / Team Leaders
SD2.2.1	Develop strategic themes and associated program strategies based on alignment to Council goals (see SD2.1.1); other identified needs; and industry research (see Action SD2.1.2)– including the expected outcomes(see Appendix 6 strategic thematic programming example)	Aug 2012 to Oct 2012	Staff time	- *More informed, planned and innovative programming* - *Alignment with Council strategies*	Library Manager / Team Leader, Info & Outreach
SD2.3.1	Project plan all programs and events (existing and proposed), (example project template – attachment 5B)	Aug 2012 – (ongoing)	Staff time	*Fully scoped programming, including objectives, outcomes, resourcing, risk assessment etc. for current and any proposed programming*	Library Manager / Team Leaders / Event & Program Coordinators
SD2.4.1	Develop service, program and event monitoring and evaluation methodologies	Aug 2012 to Oct 2012	Staff time	*Feedback on the efficacy, value etc. of each service, program or event*	Library Manager / Team Leaders

6

3. INFORMATION TECHNOLOGY

AREA OF FOCUS	IT	INFORMATION TECHNOLOGY			
Goal 1		Customer focused information technology and support services			
Rationale		Libraries have been at the forefront of public technology access for well over a decade. However the exponential growth in technology innovations e.g. mobile access and web-based services is creating a higher expectation of access and service by the community and staff. The information technology goals, strategies and actions are designed to better define service parameters; and to enable continuous improvement of services. Importantly they place an emphasis on planning and collaborating with Council's Information technology section.			
Strategy	**IT1.1**	Information technology research and evaluation			
Strategy	**IT1.2**	Digital service delivery model strategy / plan			
Strategy	**IT1.3**	Local digital content creation and publishing			
Strategy	**IT1.4**	An information technology plan, including marketing strategy			
Strategy	**IT1.5**	Information technology training and awareness			
#	**Actions**	**Timeframe**	**Resource Implications**	**Expected Outcomes**	**Responsibility**
IT1.1.1	Set up an *Information Technology Project Team* to: a. Research and report on new technologies, innovative software and web based service solutions; and to b. Assess and report public access needs	Aug 2012 to Sep 2012	Staff time	- *Broaden staff knowledge of information technology* - *Proactive evaluation of innovative technology and e-services i.e. to assess capability and application to local service delivery*	Team Leader, Resources & Support
IT1.2.1	Develop a digital service delivery strategy / model	Oct 2012 to Feb 2013	Staff time* *New Library IT Project Team to be included.	*Including (but not limited to):* - *Service delivery scoping* - *Service delivery methodology i.e. internal and external delivery* - *Training / skill development (staff and customers)* - *Resourcing* - *Policy implications*	Library Manager / Team Leaders

7

				- *Performance indicators and measures* - *Copyright management* - *Income strategy (value added services)* - *Reference to the NBN*	
IT1.3.1	Undertake the development of a library information technology strategy (plan) in partnership with Council's IT department (staff and customer focused).	Mar 2013 to Jun 2013	Staff time*	*Including (but not limited to):* - *Public access requirements (a needs assessment)* - *Web access requirements (staff and community)* - *NBN utilisation strategies* - *Mobile access to library digital and web services* - *Piloting and exhibiting new technologies* - *Library e-publishing (see IT1.4.1)* - *Service Level Agreement (between the library and Council's IT section)*	Team Leader, Resources & Support / E-Services Coord.
IT1.4.1	Investigate and develop library digital publishing (e-publishing) and collection options (for inclusion in the library's digital service delivery strategy – see Action IT1.2.1 above)	Jul 2013 to Dec 2013	Staff time*	*A needs assessment of library e-publishing options e.g. creation of a multimedia local studies database; e-publishing of local family histories etc.*	Team Leader, Resources & Support / E-Services Coord.
IT1.5.1	Scope and develop a staff and community training / skills development program and support material	Jul 2013 to Aug 2013 Review/update every 12 mths	Staff time*	*Includes (but not limited to):* - *Information literacy training (growing the information literacy skills of staff and the community)* - *Documentation e.g. web resource bookmarking of online support information, such as video clips, podcasts; and printed technology support information*	Library Manager / Team Leaders

8

4. LIBRARY COLLECTIONS

AREA OF FOCUS	LC	LIBRARY COLLECTIONS			
Goal 1		Maintain balanced, well organised and current collections that meet and reflect the needs of customers and the community			
Rationale		Current library collection funding is inadequate and doesn't meet current state or national per capita expenditure standards, especially when compared to similar sized libraries / local governments. The funding shortfall impacts in several ways, including an ageing collection (making it difficult to keep informational material current and relevant); inability to expand or further develop collections; or to easily add new formats such as e-books. The library also needs to have a regularly reviewed collection management policy to ensure that there are clear collection development guidelines in place; that collection performance is monitored and evaluated; and that collection expenditure provides best value to Council and the community.			
Strategy	LC1.1	Increase collection funding (to meet state / national per capita expenditure standards), via: - Council funding (incremental phase up) - Grant funding - Donations (promoting the library's DGR status) - Sponsored collections			
Strategy	LC1.2	Collection management policy and guidelines, that incorporate: - Collection development guidelines / policy - Collection profiling (this includes collection management criteria) - Spydus system reporting i.e. scoped; methodology; and responsibilities			
#	**Actions**	**Timeframe**	**Resource Implications**	**Expected Outcomes**	**Responsibility**
LC1.1.1	Review current 'book vote' expenditure levels (with reference to current NSW/Australian per capita expenditure standards)	Aug 2012 to Sep 2012	Staff time	- *Expenditure gap analysis* - *Four (4) financial year expenditure phase up benchmarks (financial planning / budgeting document)*	Library Manager
LC1.1.2	Develop grant based collection development projects i.e. via the State Government's Library Development Grants program and Country Libraries Fund	Sep 2012 to Oct 2012	Staff time	- *Grant funding* - *Developing new collections* - *Opportunities for expanding the breadth and depth of the library's collections*	Library Manager / Team Leaders
LC1.1.3	Explore focused donation campaigns i.e. project based	Jan 2013 to Jun 2013	Staff time	*Encouragement of community donations for specific purposes e.g. the*	Library Manager / Team Leaders

9

	(to maximise the library's DGR status)			*development of a parenting collection*	
LC1.1.4	Establish library sponsorship guidelines	July 2013 to Sep 2013	Staff time	*Guidelines established and promoted (aligned with Council policy)*	Library Manager / Team Leader, Info & Outreach
LC1.2.1	Review and update the current collection development policy (also evaluate its effectiveness to date; and usage)	Aug 2012 to Dec 2012	Staff time	*An updated and contemporary collection development policy*	Team Leader, Resources & Support
LC1.2.2	Develop collection profiles for each collection (See Appendix 7 Collection Profiling Template example)	Aug 2012 to Dec 2012	Staff time	*Detailed information on each component of the library's collection including:* - *Collection scope* - *Target group (audience)* - *Selection criteria* - *Format* - *Responsibility* - *Management e.g. retain, replace, relocate, repair, remove criteria* - *Consultation group(s)* - *Marketing strategy*	Team Leader, Resources & Support
LC1.2.3	Collection analysis using Spydus	Oct 2012 – (ongoing)	Staff time Advanced Spydus reporting training for staff, est. $1,500.	- *Review of key Spydus collection analysis reports including for example, age of stock reports (by collection or collection component); turnover reports (what's moving and what's not, by collection)* - *Allocation of responsibilities for analysing and using Spydus reports to manage collections* - *Key collection performance indicators and measures*	Team Leader, Resources & Support

10

5. PARTNERSHIPS AND COLLABORATIONS

AREA OF FOCUS	PC	PARTNERSHIPS AND COLLABORATIONS
Goal 1		Collaborative partnerships that benefit the library service, its customers, Council and the community
Rationale		Working collaboratively or in partnership with other Council services, community organisations, local business and volunteers has the potential to benefit the library and its customers.
Strategy	**PC1.1**	Shared services / facilities evaluation and modeling (to be considered in conjunction with a new Coffs Harbour Central Library)
Strategy	**PC1.2**	Establishment of partnership and collaboration guidelines
Strategy	**PC1.3**	Establishment of sponsorship guidelines or policy
Strategy	**PC1.4**	Optimised use and support of volunteers

#	Actions	Timeframe	Resource Implications	Expected Outcomes	Responsibility
PC1.1.1	Research and evaluate potential shared services / shared facility arrangements (for the new Coffs Harbour Central Library) – this includes: - Desktop research - Site visits - Consultation and discussion with potential partners	Sep 2012 to Sep 2013	Staff time Site visit costs: $2,000 to $5,000, depending on locations/staff required	- *Strengths, opportunities and challenges analysis of existing shared service / facility sites* - *Obtain example shared service / facility MOUs; and SLAs* - *Determine potential Council service co-locations options* - *Determine potential commercial co-location options*	Library Manager
PC1.2.1	Develop and promote general partnership and collaboration guidelines	Jul 2013 to Dec 2013	Staff time	*Partnership and collaboration guidelines aligned with the library's sponsorship guidelines (see LC1.1.4); & pertinent NSW public library standards in Living, Learning Libraries[34]*	Library Manager / Team Leaders
PC1.3.1	Develop and promote sponsorship guidelines (See Appendix 8 – library sponsorship policy example)	July 2013 to Sep 2013	Staff time	*Library sponsorship guidelines – see Action LC1.1.4 above.*	Library Manager / Team Leader, Info & Outreach

---

34http://www.sl.nsw.gov.au/services/public_libraries/living_learning_libraries/index.html (Accessed 16 June 2012)

11

| PC1.4.1 | Evaluate potential volunteer support for targeted services, programs and activities e.g. youth volunteers to assist with the library's social networking presence | Jan 2013 to Mar 2013 | Staff time | - *Enhanced capacity to engage and support nominated target groups e.g. youth and the aged*
- *Short term use of volunteers for particular support and services e.g. on particular projects*
- *Utilisation of volunteer knowledge, expertise and experience*
- *e.g. assisting customers with the use of technology , web services, social networking etc.* | Library Manager / Team Leaders |

12

6. MARKETING

AREA OF FOCUS	MK	MARKETING			
Goal 1		Targeted marketing strategies			
Rationale		Community and staff feedback indicates the need to better communicate the breadth and depth of the library's service, collections and programming to its customers and the community. In the public library sector the development of marketing plans is becoming more commonplace, with many libraries choosing to develop marketing strategies for particular target groups such as youth, rather than a whole of service marketing plan. Marketing plans give libraries the opportunity to analyse their current situation and to identify any service and programming gaps. Marketing plans also drive a higher level of resourcing analysis i.e. financial and human resources needs / costs; and the development of communication and promotional tactics (engagement strategies). The target groupings proposed in this strategy resonate with Council plans and community demographics (current and forecast).			
Strategy	**MK1.1**	Staff marketing training			
Strategy	**MK1.2**	Situational analysis			
Strategy	**MK1.3**	Develop and adopt targeted marketing strategies (the marketing plan)			
#	**Actions**	**Timeframe**	**Resource Implications**	**Expected Outcomes**	**Responsibility**
MK1.1.1	Train key staff in marketing planning	Jan 2013 to Jun 2013	Staff time Training course costs: $2,000 (est.)	*The necessary skills and knowledge required to develop and deliver the library's marketing strategies (as outlined below)*	Library Manager
MK1.2.1	Utilise key data sources to determine service and programming gaps by target group, including (but not limited to): - Community profile and forecasts - 2012 Library Community Survey results and analysis - Council's 2030 plan and *Switched on Coffs* - Spydus system reporting i.e. usage by target group; collection usage by type - Library industry research	Jul 2013 to Sep 2013	Staff time	*A clear and documented understanding of:* - *The library's current service delivery status to each target group, including service gaps; under serviced target groups etc.* - *Community demographic trend data for consideration in future service design, delivery and development of marketing strategies* - *Community and other key*	Library Manager / Team Leader, Info & Outreach

13

	- (As required) targeted consultation of selected target groups e.g. focus groups Note: Source example marketing plans from other public libraries to inform the process			*stakeholder satisfaction with current services; service improvement / feedback information; service gaps etc.* - *Collection usage and usage trends*	
MK1.3.1	Develop marketing strategies including communication planning, library branding and promotional tactics for each of the following priority target groups (with reference to any identified important sub-groups): - Youth - Seniors (the ageing) - Multicultural - Indigenous	Oct 2013 to Dec 2013	Staff time	*Prioritised marketing plans for each nominated target group, including (in summary):* - *A situation analysis summary (including gap analysis)* - *A market summary (about the nominated target group, trends in this market etc.)* - *Target markets (statistics; targeted elements)* - *Demographic analysis and trends* - *Needs and demands analysis* - *Challenges (the challenges to be addressed by the marketing strategy)* - *Marketing strategies, tactics and communication plan*	Library Manager / Team Leader, Info & Outreach

Note: a public library marketing plan example can be downloaded from http://www.rhcs.com.au/?page_id=63

14

15

SECTION 3 – APPENDICES

++ Attached separately ++

Appendix 1	Community Survey Analysis Results
Appendix 2	Council 2030 Plan Alignment References
Appendix 3	Functional Room Data Sheet Template Example
Appendix 4	Team Charter Example
Appendix 5A	Service Review and Development Project Brief Template
Appendix 5B	Programs and Events Project Brief Template
Appendix 6	Strategic Thematic Programming Example
Appendix 7	Collection Profiling Template Example
Appendix 8	Sponsorship Policy Example

354

Community Survey

Coffs Harbour City Library

Summary Analysis

Prepared by Roger Henshaw Consultancy Services May 2012 - Draft 1.0

CONTENTS

2

THE SURVEY

The survey was undertaken in March / April 2012. A link was made to the online survey on the Library's website; and it was also available through the Library's public access computers in all branches.A paper version was made available to respondents with no access to the Internet. The survey was promoted in the local press, on the Library's website and in the Library branches.

761 people completed the survey (a representative sample of the local forecast population of 72,478[1]), with 70% being female, and ages as shown below. The age ranges reflect the general demographics of the area.
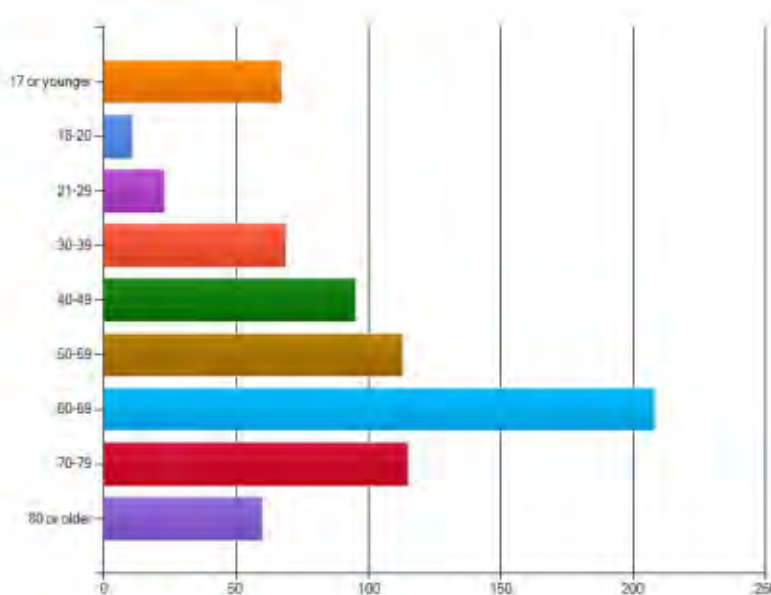
60% or respondents visit Coffs Harbour branch, 22% Woolgoolga and 18% Toormina, although some respondents use all three libraries.

63% of respondents visit the library frequently, either weekly (25%), fortnightly (21%) or more than once a week (17%). The remainder visited monthly (21%) or less frequently (14%).

Over 80% of respondents used a car/motorbike to visit the library as driver or passenger; 17% walked to the library and less than 3% of respondents used public transport.

---

[1] Coffs Harbour website, forecast.id

3

The main reasons for visiting the library are shown in the following graph. As expected, 92% of library visitors came to browse the shelves, 17% visited to attend a specific program or event, and 15% to use the Library's computers.
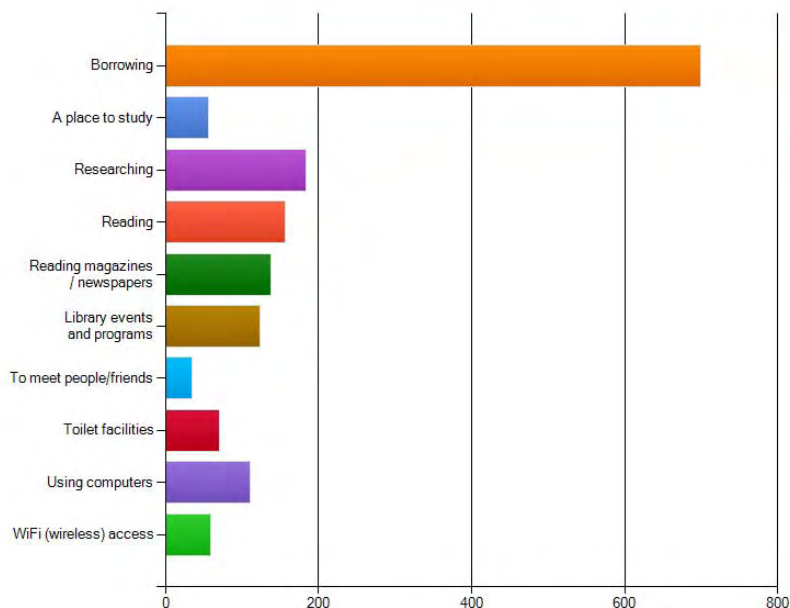
HOW IMPORTANT IS THE LIBRARY SERVICE TO YOU?

93% of respondents declared the library service as either very important (70%) or important(23%) to them.A number of common themes emerged in the respondents' comments, which indicate the library is important for the following reasons:

Community / Third place
- *The library is the centre of any town or city*
- *Could not survive without access to a library*
- *Every town should have a library*
- *Lost without it*
- *If the library was not around, I would not be able to communicate with anyone, or borrow books. I would become a very lonely old soul.*
- *It is a civilising influence, socially*
- *It is a crucial community resource and a wonderful tool for encouraging a love of reading in my children.*
- *I absolutely love the library!*
- *It has through years become a sanctuary*
- *I wouldn't live anywhere where there was no library*
- *The library is the best service provided by the council, the town would not be complete without the library.*
- *Actually, vital!*

4

- *The library service is important to me as it is a great place to study, research and get away from it all.*
- *Wonderful, wonderful service, in two meanings of the word: community and personal.*

Not everyone, however agreed!
- *Rather have lower council rates and no library*

Economic reasons

- *My primary source of reading materials as I can't afford to buy books unless they are second hand*
- *I read rather than watch TV and its adverts and the cost of second hand books is an extra cost for an OAP*
- *Believe that if public libraries aren't used they will die out. Restores faith in human nature that they are free. Can't afford to buy books (only rarely).*
- *It enables us to go on the internet and it saves us money*
- *Without this, my reading would probably be fairly limited in range, as I would only buy books that had a high probability of being something that I would read.*
- *As books are becoming more and more expensive being able to borrow from the library is very beneficial to myself as a pensioner on a limited income.*

Education / information

- *I appreciate the quiet space to study offered by the library.*
- *I have been a heavy user of libraries throughout my life as student, teacher & lecturer.*
- *Great place for learning without pressure, on any levele.g. peaceful, free and honest*
- *We are a homeschooling family and the library is one of our primary educational resources. We are very dedicated library uses who value a high-quality library.*
- *I think libraries are very important for the whole community. It fosters and supports literacy and on going learning.*
- *I find that reading is the best way to 'get out of your own shadow' and to spread the wings of learning which at 65 I am still yearning for more and more.*

Social / Recreation

- *This is a very special place in Woolgoolga. It is peaceful & calming - it gives me a chance to have time out & "breathe" away from work, study & family on occasion - just the 'hecticness' of life!*
- *Being an avid reader, it is essential to my sanity*
- *I love books, my interests change, I can explore freely & learn, in a safe environment.*

5

- *Has proved an excellent resource for our book group with once a month use. Expanding the choice of titles (we have read most of them) would be vital to our continued use of the Library facilities.*
- *I'm the ultimate bookworm, without books I could not survive.*
- *It would be more important if I could borrow ebooks online*

STATEMENTS ABOUT THE LIBRARY

Respondents weregiven a number of statements about the library, and asked whether they agreed or disagreed.

Statement	Agree or strongly agree	Disagree or Somewhat agree
The library is a great place to find out about things	89%	
The library is a great place for people my age	80%	
The library is a great place to meet new people		71%
The library is a great place to meet friends and/or family		69%
The library is a great place to study	69%	
The library is a great place to relax	71%	
The library is a valuable community resource	93%	
The library is a useful community resource	94%	
The library is welcoming to everyone	94%	

It is interesting that the respondents did not see the library as a meeting place, though this may be a reflection of the age of respondents. Opportunities exist for the library to promote this role more.

The following themes emerged in the comments.

Community resource
- *The hub of a Community.*
- *A community without a library is very disadvantaged. As the population grows it is essential that library services are expanded so that the library is seen as an important community resource.*
- *Access to the library keeps our cultural inheritance alive*
- *The library is a fundamental element of the city, providing a service to the community that cannot be judged as a commodity.*
- *The library is a valuable community service, staffed by great people.*
- *Communities need libraries ... don't ever close them!!*

Educational / information resource
- *The Library should be the first point of call for any info.*
- *I have a disability and need to get information from a computer*

6

- *Where else would you get information or reading material if you do not have a computer at home?*
- *I find the library unsuitable for study due to the fact visitors do not respect the keep quiet situation as in other libraries*
- *It is important to me that the library is a quiet refuge in which to work.*

Recreational / social resource

- *Social life in Australia without the library is unimaginable*
- *My friends & I go there to study & meet up*
- *I do not go to library to meet people, but think the lounge area could be more accommodating and what happened to the water cooler?*
- *Never thought of it as a place to meet people!*
- *I long for an old-fashioned library, one without any aspirations to be an entertainment/or social science-orientated "people meeting place".*

Children's services

- *I would love the library to have more youth workshops and more magazines catered to teens.*
- *I commend the strategies for encouraging little children to use the library with their parent/s*
- *Children over 5 but under 12 are NOT catered for*

Staff

- *The staff are nice to everyone and helpful*
- *Staff are always very helpful and have a smile on their faces(as if they care about you as an individual and you're not just a number)*
- *I have appreciated the constant help in all sections; fiction, non fiction, newspapers, videos and especially computers*

Welcoming

- *I always feel excited about going to the library, I can use books I could not afford.*
- *I love the library, at least you can call into anyone of them to get something you want, couldn't live without it.*
- *The Library Service does an excellent job. It is a welcoming and inclusive local asset that provides services for all ages. It never sits on its laurels as the staff are always looking for new and innovative ways to help and entertain the community.*

Noise

The issue of noise was raised by a number of respondents.

- *Disappointing that sometimes even the staff don't keep their voices down!*
- *Noise should be kept to an absolute minimum.*

7

- *Noisy young people should be prohibited from being in the library*
- *It's not the place to chat or play nor the place to play internet games*
- *I personally don't like talking to other people in a library and the modern "noisy kids is ok" attitude in a library actually annoys me, but other people like the inclusion, and more friendly attitude so I'm happy to put up with it (even if it's with gritted teeth).*
- *Great place. Problems at times re noise from PC users; mainly the groups of chatty/noisy/numerous young boys/teenagers. More staff intervention is needed - otherwise we have to be the ogre enforcers of library etiquette.*

LIBRARY COLLECTIONS

Overall, respondents were satisfied with the library's collections (see chart below).
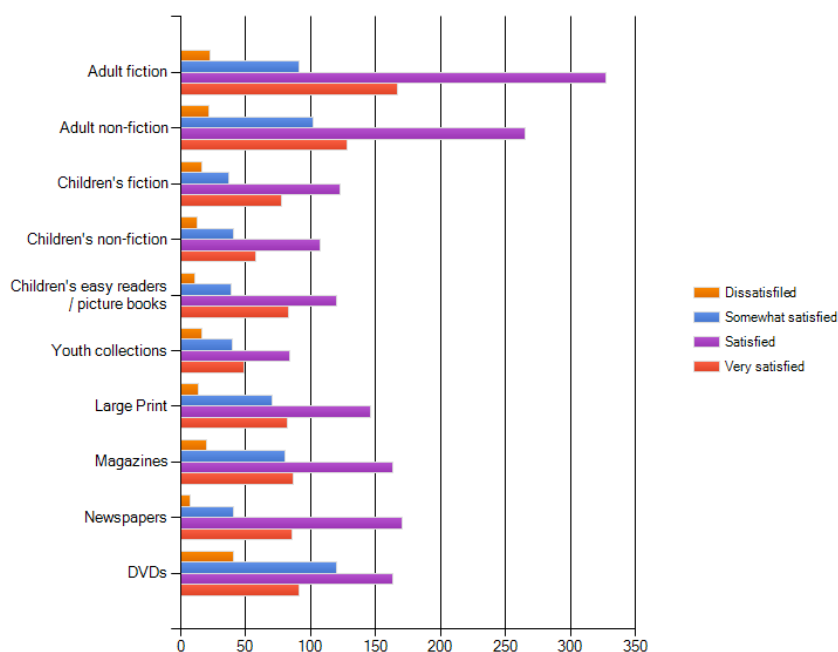
Comments on the collections

Fiction

- *Adult books are largely lowbrow fiction. Adult non-fiction similar.*
- *Vintage classics (Dickens, Blackmore, Flaubert) are disappearing from shelves.*
- *New good fiction and literature was in muchbetter supply there (Manly Library).*
- *I'm sad that classics like Dickens and the BronteSisters aren't available*
- *More contemporary fiction and nonfiction needed for increasing no.of users*
- *I'm probably being too critical, but I look to libraries tohave the latest books, especially prize winning books*

8

- *Would love a wider range of more modern literature - inprint, DVD and talking books. However, I do appreciate the cost constraints.*
- *Fiction books are old + in general bad condition*
- *I stopped looking for adult fiction as I could never find anything new - no doubt too many borrowers, not enough new books. In contrast Toormina library has a more up to date collection.*
- *Mills & Boon may be very popular. But doesn't excuse the poor literary/ film taste of your book & DVD selectors*

Non-fiction

- *Where are the Art books? There are virtually none on female artists.*
- *Non-fiction needs updating*
- *Some books are old & the info is now wrong/ irrelevant/ dangerous e.g. baby advice from 15years ago.*
- *Some non-fiction items are dated and need to be replaced with up-to-date material.*
- *Would like to see more new release memoirs, biographies, travel non fiction collection*
- *Scientific books are few and by far not up to date*

Children's

- *I would like to see more children books, (picture, fiction and non-fiction)*
- *Collections, especially in kids' section, could be betterorganised.*
- *I would like to see more easy readers for my son*

Audio-Visual (AV)

- *DVDs should have subtitles for the hearing impaired and ESL users.*
- *The Audio/ MP3 books have been a great addition - hope the collection continues!*
- *I would like a larger selection but am conscious of the under-resourcing*
- *I know you don't need to become a video/cd place but it would be nice to have a bit bigger selection.*
- *Found a not-currently available DVD in your collection the other day. I've been trying to buy it… great to be able to watch it from your collection. Also love that there is a good lot of music videos, ABC series and SBS series.*
- *Would love more foreign language and more serious English language films from the last 15 years or so*
- *DVD collection could have much more variety. Video stores only allow 5 or 7 days to watch a whole TV season on DVD (this is not realistic). Could be a great selling point for library over the stores.*
- *I would like to see the library buy better quality classical CDs.I can afford to buy the cheaper discs myself and would like to see the library give me access to better artists/recordings.*

9

Large print / talking books
- *I would like to see more large print*
- *90% of large print have women authors not suitable for men*
- *My mother needs large print books as her eyes are going but I have trouble finding books she hasn't read. Can you please get some more?*

Community languages
- *Please provide Woolgoolga library staff with Coffs Harbour community language book catalogue!! That way Woolgoolga library visitors from non-English speaking background (e.g. Spanish, German French etc.) can order in the items from Coffs Harbour and return them in Woolgoolga !!*
- *Would always appreciate overseas newspapers but realise funds might prohibit that*

Reference
- *I often use the reference books encyclopedia science texts etc.*
- *Database collection is great*
- *I am employed in a specialist scientific field - would like Internet access to scientific journals/university library long-distance loans*
- *Ref section limited*

Range / quality
- *Choice Magazine should be available at all branches*
- *Very appreciative of choices, picking the new trends, anticipating, well maintained*
- *Compared to other libraries I have visited, this seems under-resourced. Perhaps Councillors don't realise the value of this facility.*
- *The books are old and smelly*
- *Too few books for the population of Coffs*
- *The variety of magazines available in Woolgoolga could beimproved - even if they were swapped between libraries from time to time.[is this missing something? – the sentence finishes mid-sentence!]*
- *The library has come a long way over the past five years.*
- *More is better in a library*
- *Collections are limited and generally unsatisfactory. Series have gaps, favourite authors are largely absent.*
- *I think the library has a great range*
- *Same books - never any new books*
- *Increased no. of Australian Indigenous books - fiction, non-fiction, children's*

10

WHAT OTHER COLLECTION RESOURCES WOULD YOU LIKE TO SEE?

143 respondents commented on this question, generally with quite specific author or series requests. However, there were a number of comments regarding ebooks and magazines / journals.

Ebooks

- *Being able to download ebooks for the 1 month loan instead of a physical book*
- *The ability to use the library with my Kindle*
- *Ereaders*
- *Perhaps some sort of loan scheme for ereaders?*
- *Access to digital resources is important.*
- *Books/music/movies etc. on USB stick. Can play in car on long distances without need to change. Also to have books delivered electronically to a Kindle etc.*

Magazines /journals

- *Super food ideas magazine country life mag*
- *Hobbies magazines*
- *Wider range of art and craft and teenager magazines (frankieetc.)*
- *Uncut Magazine, Mojo Magazine, Rhythms Magazine*
- *More copies of magazines to allow for borrowing of current issues, more informative magazines, choice magazine, women's interest magazines, health magazines, travel magazines.*

Other

- *More family history resources i.e. Ancestry.com*
- *I believe that the library should cater for SCU and TAFE students.*
- *The library should automatically purchase any new series, documentary or special category film that is shown on either the ABC or SBS as these sources are reliable and worthwhile.*
- *A lot more anime and manga*
- *In WA the library has a small engraving kit that can be borrowed to mark your name on items that can be stolen.*
- *More toys for young children!*
- *The other day I was looking for a World Globe*
- *The ability to borrow computer games e.g. Wii and PlayStation*
- *Would you like to take over Coffs Toy Library?*
- *Would toys that can be loaned be too much of an ask?*
- *Weekly audits for buying new authors, reference sources etc. driven by users.*
- *Perhaps some of the common University subjects like Teaching, Nursing, maybe hospitality texts*

11

SATISFACTION WITH SERVICE

When asked about their level of satisfaction with a range of library services, respondents were generally satisfied or very satisfied (see below). The higher levels of satisfaction for adult and seniors' services may be attributable to the age of respondents.

A number of respondents commented that they did not use any of the services; and many of the comments related to specific issues / incidents. The online catalogues and public access computers generated a number of comments.
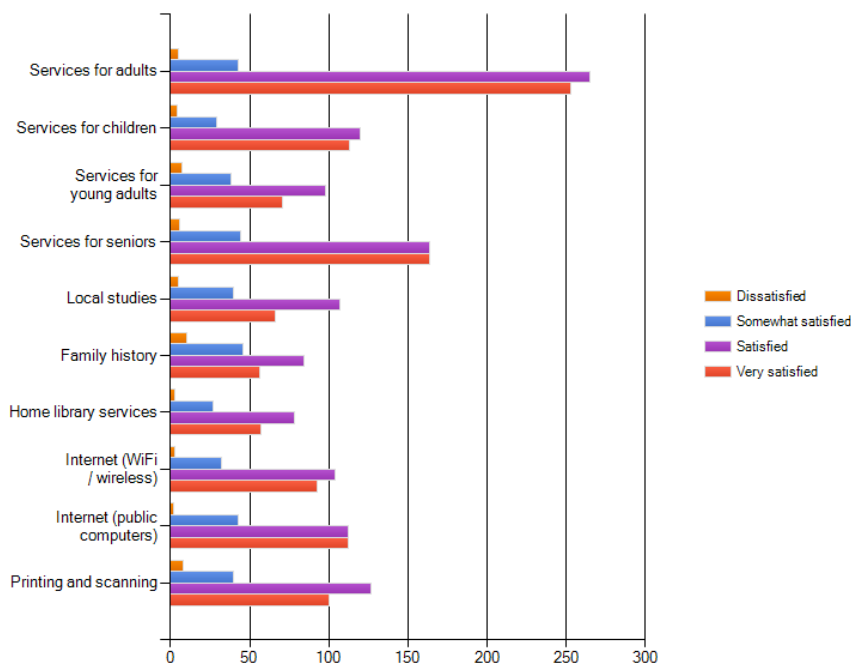
Internet and OPACs
- *The online catalogue could do with an upgrade*
- *Online catalogue and request books is great*
- *I don't have much success using the catalogue from home - my lack of computer expertise*
- *Usually get librarian to help when searching. Would like to learn about this*
- *Online catalogue is clunky and you have to have the exact spelling*
- *I would like to be able to arrange my list of books I have read under, say, author heading so I can easily check if I have read a particular book*
- *Online catalogue at home very useful to see what is available & to reserve books from other Libraries*
- *The free Internet service is a marvelous and highly appreciated facility.*

12

- *I would like a change to the set out of computers. People do quite private things on there, and no-one wants people to be able to just walk past and be able to view these*
- *Need to be able to pay for printing on library card*
- *Printing and photocopying are a pain. A new system?*
- *Quality of photocopying not consistent*
- *We need access to colour printing from the computers at Coffs Harbour*
- *Essentially the equipment used in the library is not quite what it should be. At least one more microfilm/fiche reader is needed (ideally one that has digital output)*
- *The new photocopiers have a great range of capabilities, however, they are very complicated to use*
- *I would love to be able to reserve more than three books on the library catalogue*
- *Have had to request items a number of times that were put on hold/reserved for me, but then 'dropped off'. Perhaps a recurring software problem?*
- *Love the fact that you can order/suggest new titles*

OPENING HOURS

Overall, respondents were satisfied or very satisfied with the Library's opening hours.Comments mainly related to earlier opening, and to weekend hours. The library may wish to canvas options for some changes to its opening hours.

13
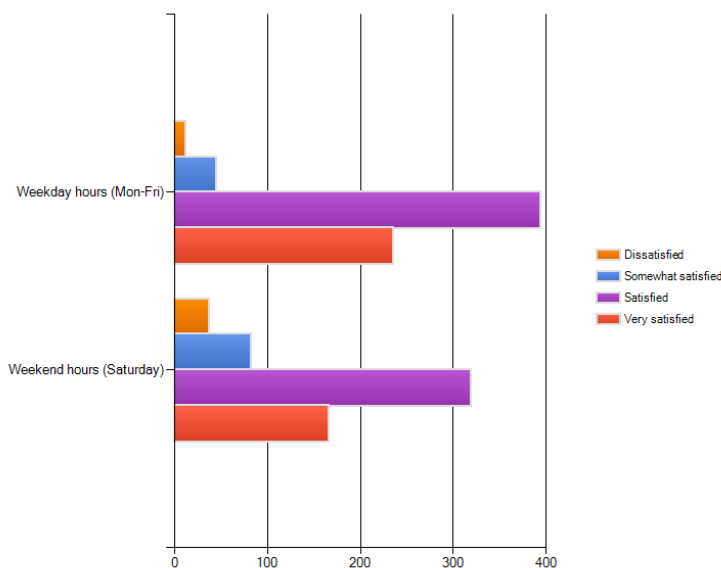
- *Need to cater more for working families, students. i.e. later opening, later closing, increased Saturday hours.*
- *No need to be open Sunday.*
- *Maybe trial a Sunday arvo.*
- *I would like to see library open earlier say 8.30 to enable people access to resources for working people and others with volunteer/ other commitments*
- *Please open longer on Saturdays! It's the only indoor free service for families in Woolgoolga*
- *I think it would be good to have library open in the evening.*
- *The main library should be open later than 6pm some evenings to allow improved access for full-time workers, students and families*
- *I think the library should be open from 9am on weekdays and maybe stay open later one day a week (Thurs?). I also think the Coffs Harbour library should be open for a half day on Sunday.*
- *The weekend hours SHOULD be LONGER!!! People sleep in on weekends and by the time they are ready to get out of the house, the library is already CLOSED!!!*
- *Can't comment as I am not aware of the hours*
- *I did not know it was open Saturday*

PROGRAMS AND EVENTS

Those respondents who attended events and programs were, in general, satisfied with them. The main issue appears to be a lack of awareness of the programs.

- *I don't know about any of these, so promotion is probably poor*
- *I am dissatisfied only because I have not been made aware of what services are provided specifically for seniors. The library needs to promote its services and their availability more widely*
- *I haven't attended any library events but will investigate them in the future*
- *I have appreciated all the personal invites to library events over the years*
- *Don't know what events they hold*
- *Seniors programs: unaware of any*
- *I don't know much about the youth programs and events.*

And while most respondents (86%) were satisfied with the programs offered for children: *Storytime - great to see it happening. Kids and books and libraries = a vital combination;* and*I have been to the library on story days and it is a delight to hear the ladies reading to the children and make a book come to life, and tell some many adventures to so many young kids. There little faces are just fascinated with the stories. This is a must for all young children (keep this running);* one library user was NOT!*Too intrusive on library users who are most interested in BOOKS notNOISE !!!*

14

Some suggestions for future programs
- *Would be good to have more speakers/social events for adults. Would then improve the ability for socialising too.*
- *Would like more computer training and regular events as in Legal Week.*
- *Council staff from various sections should give talks on council operations.*
- *Council should be promoting current events and cultural happenings.*
- *Music - sharing, learning to play instruments, theatre*

LIBRARY WEBSITE

When asked about the library's website, 56% of respondents were satisfied or very satisfied, but 35% replied they do not use the website. Other issues raised were mainly in relation to navigation and content.

Navigation
- *Once you spend time on it, it becomes more user-friendly. Recently improved*
- *It's a little 'clunky' to navigate, refining and sorting searches isn't easy*
- *The new resource section and kids' section could be much better*
- *No matter how many times I use it I forget where the search catalogue button is. I do not see it on the top blue header*
- *Navigating the website is confusing. To reserve a book, why not have a link to do that, instead of using other names for the page, which are not related to reserving a book!*
- *I find the library's website very easy to use and is much better than websites of other libraries*
- *Could be more friendlye.g. it took some searching to find this survey. Search engine SPYDUS helpful but clunky and has no ability to handle misspelt authors or title names when searching. Needs to adopt a more encompassing predictive search system*

Content
- *Would like borrowing history to be able to be sorted by AUTHOR. Would save borrowing books already read*
- *I find it good for checking things that are happening like different events etc.*
- *The photo collection is brilliant, great for anyone wanting to see what Coffs was like historically*
- *Great if you need to reserve books or renew loans*
- *Really helpful to be able to reserve books, extend loan times, and search the catalogue: would be grand to be able to record what I've searched for (rather than emailing to myself)*
- *Not easy to find out about things going on*

15

Overall

- *I like that I can access the catalogue from home*
- *It is an attractive website which is updated regularly*
- *The website is fairly intuitive to use and well laid out. It could be extended further with links to resources but is generally quite good*
- *I don't often use the Library Website - mostly don't think about it - probably should start to use it more often*
- *Very plain and boring, in this day and age more can be done to make the website more appealing and vibrant, more intuitive and interactive*

LIBRARY BUILDINGS

Respondents were given a number of features of the library and asked to rate their satisfaction. Results are shown below.
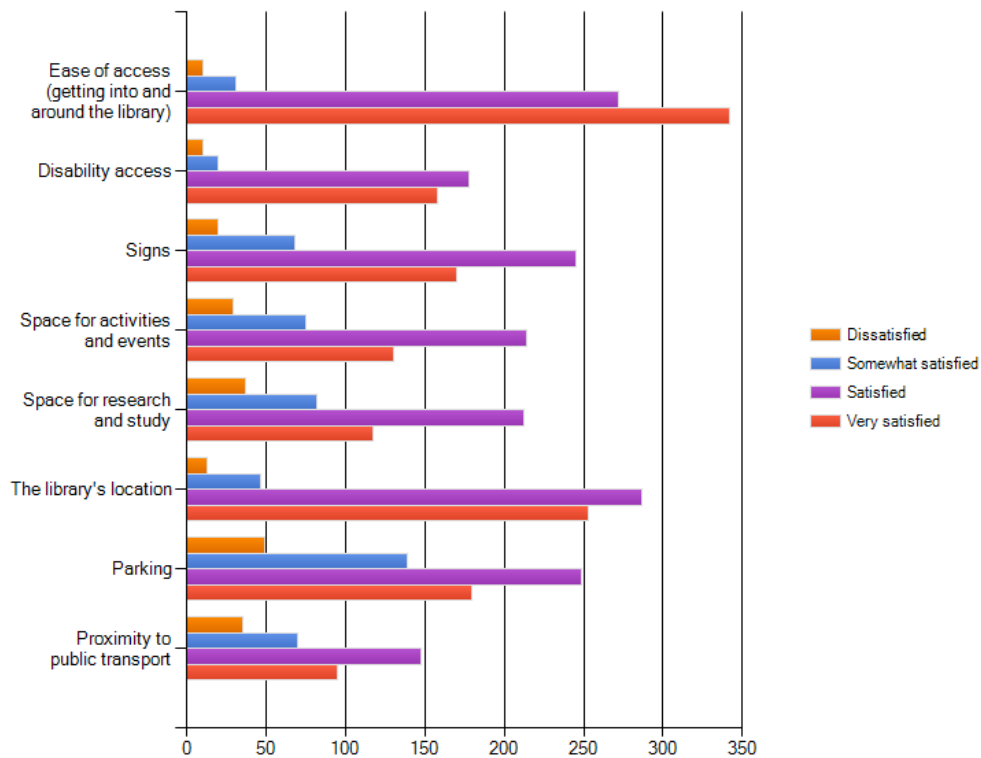
Respondents' comments related mainly to the location of Coffs Harbourbranch, including its proximity to parking and public transport.

- *Much as I love having the library close to my workplace, I don't think the current building is the place for the library and the gallery… when will the council purpose build a cultural centre?*
- *Branches are well organised and roomy but Coffs Harbour is crowded and not in a very good location. A new larger library is needed as a matter of urgency.*

16

- *Car transport makes the library quite easy to access - but public transport is not accessible could deter potential members from getting full value from library and services available*
- *Parking is becoming difficult on Wednesdays at storytime.*
- *Parking is sometimes an issue - can the council extend the carpark into the grounds opposite?*
- *As the distance to public transport is rather extensive, users need to rely on private vehicles. This creates a lack of parking space for users and staff*
- *Would rather library moved to CBD rather than Brelsford Park or other location*
- *Coffs library is not really close to the bus stops which means you need a car to visit especially for people who are not very mobile e.g. disabled/ elderly*
- *At present the current locality seems the best possible unless the current Council building becomes available*

Internal space at Coffs branch, and signage, were also commented upon
- *Love the back room for U3A. What a shame CH &Toormina have not a separate room for groups. We are so lucky in Woolgoolga*
- *The layout of the building is certainly cramped and becomes a problem when events are held while the library is open to the public. Noise interferes when people are reading and studying, and space to move is decidedly limited*
- *The Library is so small and without quiet work or study areas. I think it is very bad for a big, growing centre like Coffs*
- *The library is cramped, and there isn't enough space for activities*
- *In non-fiction it is difficult to find the subject you need as the various sections are not labeled*
- *Signs have gone in non-fiction area directing you to correct aisles*
- *You can't see what is in an isle from the back, there are no signs*
- *The signs in Large Print section could be larger*
- *The staff are very good, but the actual counters where the customers must wait to be served is totally inadequate. There are 2 outlets with no directions where to queue*
- *Need catalogue numbers & subject guide on the end of each bookshelf of non-fiction*
- *More clocks would be helpful - especially one near the computer booking desk*

STAFF

Satisfaction with the staff's helpfulness, knowledge and overall customer service was very high, with over 95% of all respondents rating them as Good or Very Good.
- *Coffs libraries boast the most helpful, cheerful and knowledgeable I have met in over 40 years of using libraries in NSWand ACT!!*
- *The staff are one of the biggest assets, they seem to genuinely liketheir jobs and are very helpful*

17

- *There seems to be a culture of helpfulness and service-improvement amongst the staff*
- *Library staff sensational - truly! So helpful and kind and very community minded. Best staff ever!*
- *Additional staff would be helpful and make the library more efficient*
- *A wonderful group of people that show a lot of patience and understanding*

Some respondents raised issues of staff training (and customer service).
- *Please provide more training so all librarians can help customers on the computers. Please employ more staff members on Saturdays and during school holidays !!!*
- *If they are unable to help they do their best to find someone who can*
- *There [are some staff] who could use a crash course in customer service. It is not acceptable to be snappy and rude*
- *I long to see again the again the marvelous old librarians who are interested in books and reading. Is it too much to ask*

WHEN I HEAR THE WORD LIBRARY I THINK OF…
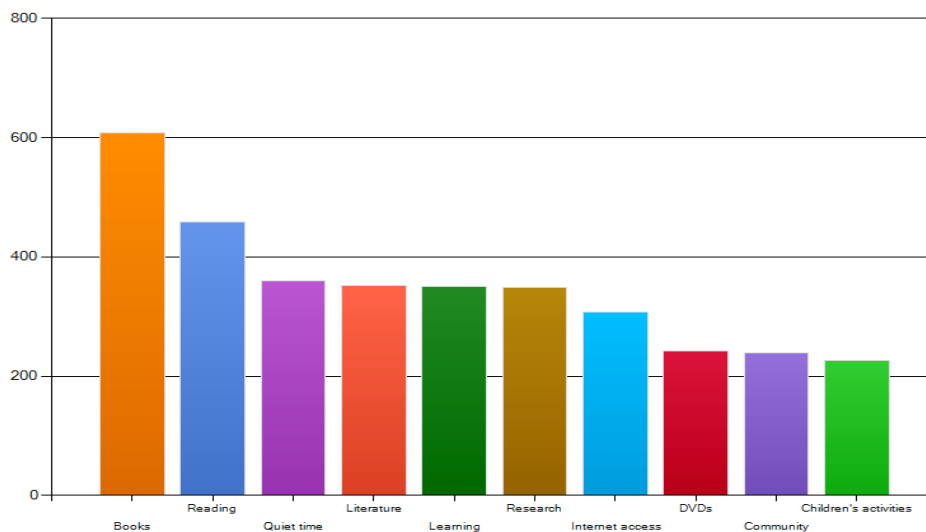
Most respondents listed books (92%) and reading (70%) and a large number (55%) included quiet time as well, though usually with a longing for the return of the quiet library!
- *I enjoyed the library of yesterday where silence was respected and enforced*
- *No mobile phones or idle chit chat*
- *Thankfully our trained librarians only allow "noisy" youth a short tolerance Why they aren't taught, as us "oldies" were, to be quiet I don't know!*
- *I suggest that mobile phone use INSIDE be banned. Libraries ought to be quiet places*

18

For most respondents the library represented many things – information, recreation and inspiration.

- *Libraries can be my refuge - satisfy my where and how to. Always my first place to start - helps with the sense of settling and belonging*
- *I'm pretty broke so the great pile of books, magazines, DVDs I get is actually my entertainment. And that libraries are free is very heartening*
- *The library is an essential part of my life*
- *It is a wonderful service to the community and essential for alot of families*
- *Libraries should cater to as broad a range of community members as possible Minority groups who may not be catered for elsewhere in the community should feel welcome and have their needs identified and catered for. This is a challenge in a multi-cultural community but it is a worthy aim for the library*

And for one person, the library just did too much!

- *I think it ridiculous that modern libraries have to be "all things" for everyone*

COMMUNITY INFORMATION

When asked how they found out about what is happening locally, 38% of respondents nominated the library, although the local paper (88%) and television (42%) are more commonly used. Use of social media to find out what's on was quite low (22%) although 83% of respondents reported having online access at home or work. [2]

I find out what's happening in the community from... (tick all that apply)

Category	Percentage
Council newsletter	14.3 %
The Internet / social media	21.7 %
Notices / notice boards at places I visit	27.4 %
Local radio	36.9 %
My local library	37.9 %
Friends and family	39.0 %
Local television	41.7 %
Local paper	87.8 %
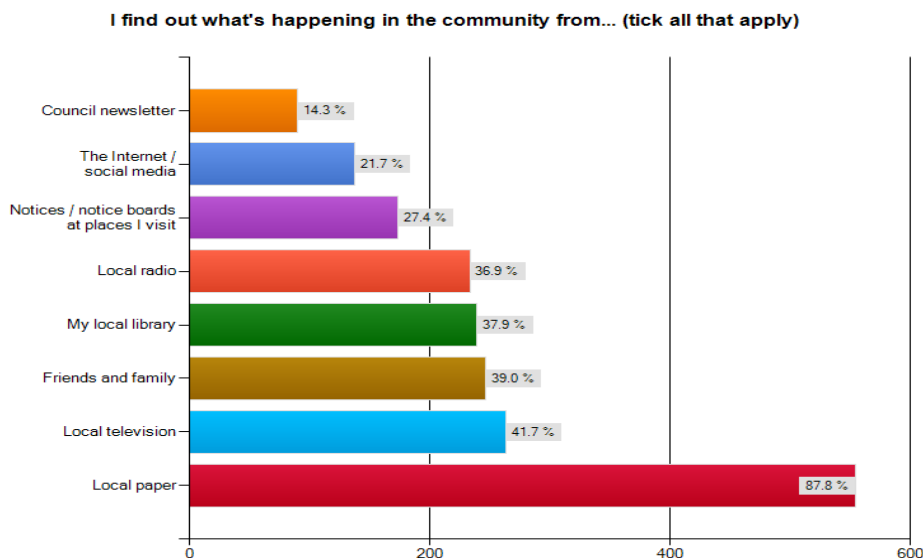
Opportunities exist for the library to play a greater role in disseminating community information.

- *There needs to be a one-stop shop calendar where every event is listed, without advertising!*

---

[2] Q. 21 Only 608 respondents answered this question.

19

Appendix 2 - Coffs Harbour Planning Alignment Notes

Coffs Harbour's*Our Living City Settlement Strategy*[1] outlines Council's vision for the future. Several references are made to the city's libraries in this document including the following:

- *Council's libraries provide safe and supervised community spaces with extended opening hours in Coffs Harbour's main population centres (page 45)*
- *Consider further development in local public libraries with regard to space, location and opening hours to assist in improving the spaces as community meeting places (page 46)*
- *Continue to promote library policies to engage youth needs, as another mechanism for reducing youth crime (page 49)*
- *Well-located libraries with up-to-date resources and facilities can play a key role in creating and strengthening communities (page 55)*
- *Develop a strategic plan for Council's public library service (page 60)*

It is gratifying to note the importance placed by Council on the role of the library service in contributing to the social and recreational development of this growing city.

Although the*Coffs Harbour 2030 Community Strategic Plan*[2]has no specific references to libraries, the library can and will play an important role in delivering many of the strategies.Specifically the library is, or could be, a facilitator and/or provider of the following strategies:

Theme: Learning and Prospering

LP 1.3.1Encourage the provision of facilities, services and resources which attract and support young people
- The development of a youth strategy/youth marketing plan to engage local young people, and foster their interest in Library collection development and programming. This could be similar to the program offered at Mosman Library[3]
- Enhancement of the Library's HSC and study collections

LP2.1.3 Develop accessible spaces for people to meet, relax and interact that are safe, attractive and vibrant
- The Library meets current national and state standards
- The Library provides a welcoming, inclusive community space
- The Library develops and delivers appropriate programs

LP3.2.1 Promote a culture of lifelong learning
- The Library's learning programs meet community needs and are accessible to all

---

[1]http://www.coffsharbour.nsw.gov.au/places-for-living/land-use/Pages/OurLivingCitySettlementStrategy.aspx
[2] http://www.coffsharbour.nsw.gov.au/Coffs-And-Council/our-future/
[3] http://www.mosman.nsw.gov.au/library/teens

- The Library will develop a marketing/promotion strategy
- The Library is partnering with relevant community organisations e.g. U3A; CWA; community colleges etc

LP3.2.2 Facilitate shared learning and skill sharing opportunities across generational and cultural groups.
- The Library is developing programs that engage people across different ages and cultures e.g.Human Libraries[4]; Grandparents' storytime[5]; intergenerational programming[6]etc
- The Library is partnering with relevant community organisations

LP3.2.3 Develop Aboriginal learning opportunities
- The Library will take a culturally sensitive and tactical approach, including the concept of the Library as a Meeting, Keeping and Sharing place
- The Library will consider development of an outreach approach e.g. take storytime to mothers' groups etc

LP3.3.3 Increase access to educational opportunities for all
- The Library will develop a marketing strategy to promote, for example, the online database collections; access to the State Library's holdings; public access Internet; quiet study space etc

Theme: Places for Living

PL2.2.1 Create youth friendly places in all community hubs
- Refer LP1.3.1 above

PL2.2.2 Engage youth, children, elderly, aboriginal and disadvantaged people in planning processes
- The Library will develop marketing plans for target groups
- The Library will create opportunities for community input e.g. Library blog; social media presence; suggestion board; regular community surveys etc

PL3.1.1 Develop strategies to promote the unique identity of each community
- The Library will develop community directories
- The Library will establish/maintain local studies collections in all branches
- The Library will engage the community in resource selection

PL3.1.2 Provide each village with the services and facilities needed to maintain a sense of local community
- The Library will continue to deliver library services through the branch network

---

[4] http://www.humanlibraries.org.au/
[5] http://www.thesatellite.com.au/story/2011/08/30/libraries-to-host-special-grandparent-story-time/
[6] http://intergenerational.cas.psu.edu/Available.html

- The Library will investigate the delivery of outreach services to more remote communities

PL3.1.4 Create a sense of place for all in each of our communities.
- Refer LP2.1.3 above

Theme: Looking After Our Community

LC1.1.2 Develop community resilience to change including disaster preparedness and response mechanisms
- Promote the Library as a safe place/evacuation centre
- Library staff to contribute to disaster planning policy and procedures for Council/community[7]

LC2.1.2 Create community structures which capitalise on intergenerational knowledge, experience and capacity
- Refer LP3.2.2

LC2.3.1 Build a strong community sense of valuing our children and young people
- Develop programming and resources for children and youth

LC2.3.3 Engage youth and children in community consultation and decision making processes
- Refer LP1.3.1 above

LC3.1.3 Promote artistic and cultural entertainment opportunities
- The Library will develop a marketing plan in partnership with relevant arts/cultural institutions
- The Library will source grant funding opportunities
- The Library will develop partnerships with relevant arts/cultural organisations

LC3.2.1 Promote opportunities for learning among people from diverse backgrounds
- Refer LP3.2.1 above
- The Library will develop partnerships with relevant community organisations

LC3.2.2 Promote opportunities to celebrate our diversity
- Refer LP3.2.2 above
- The Library will promote the value of libraries in a diverse community, e.g. the NSW Multicultural Health Communication Strategy[8]

Theme: Looking after Our Environment

LE1.2.3 Encourage pride in aboriginal culture and history in the Coffs Harbour community through engagement and partnerships with each other

---

[7] http://www.alia.org.au/disasterplanning/
[8] www.multiculturalhealthweek.com

- Refer LP3.2.3 above
- The Library will promote its local studies resources

LE3.2.2 Promote and adopt energy efficient practices and technologies across the community
- The Library will provide Save Power Kits[9] at all branches
- The Library will continue to make available appropriate resources and collaborate with relevant partners e.g. Reverse Garbage[10]
- In respect of a proposed new library, staff will investigate best practice in library design for sustainability eg. Junee Library[11]; The Grove (WA) Library[12]

---

[9] http://www.savepower.nsw.gov.au/community/save-power-library-kits.aspx
[10] http://www.reversegarbage.org.au/aboutus.html
[11] http://www.architecturemedia.com/aa/aaissue.php?issueid=201003&article=9&typeon=2
[12] http://thegroveprecinct.com/

Appendix 3 - Example Functional Area Design Brief

Floor areas are **net,** with a grossing factor added to provide a total gross floor area.

Area code	Function	Gross floor area (sq m)
1.	Entrance	External
2.	After Hours Return Chute	
3.	Foyer	
4.	Multifunction Room	
5.	Public toilets, Cleaner's space	
6.	Community Group Storage	
7.	Storage	
8.	Security Point	
9.	Bag storage	
10.	Service Desk	
11.	Self-service Loans	
12.	Exhibition/Display Space	
13.	Computer Catalogues	
14.	New Book Display	
15.	Community Information	
16.	Merchandising	
17.	Copying	
18.	Reference collection	
19.	Newspapers & Magazines	
20.	Leisure Area	
21.	Lending Collections	
22.	Reading Areas	
23.	Language Development	
24.	Computer Area	
25.	Children's Area	
26.	Young People's Area	
27.	Historical Society Room	
28.	Historical Society Stack	
29.	Work Room	
30.	Staff Tea Room	
31.	Staff Toilet & Shower	
32.	Storage	
33.	Outdoor Reading Area	External
34.	Delivery Area	External
35.	Library Staff Parking	External
36.	Public Parking	External
37.	Bicycle Parking	External
38.	Waste Disposal and Recycling	External
NET FLOOR AREA (sq m)		
GROSS FLOOR AREA (sq m) (net floor area + 20%)		
Optional		

FUNCTIONAL AREA DATA SHEETS - EXAMPLE

Name of space:	**Area code** 1

Function:
User:

Floor Area:
Relationship to other spaces:
Lighting:
Heating Ventilation/special exhaust:
Climate control (temperature and humidity)
Telephone:
Power points:
Data:
Technology
Communications/TV points:
Security:
Acoustics:
Plumbing:
Floor finish:
Wall finish:
Ceiling finish:
Curtains/blinds:
Signage:
Equipment:
Furniture and Fittings:
Comments:

Attachment 4 - Team Charter Example

Team Objectives

A list of overarching objectives i.e. what we are jointly here for /employed to do, for example:

- Optimise service delivery for our customers through collaborative work practices and planning
- Share, discuss and remember team successes
- Rewarded, recognise; and value the results of collaborative teamwork more than the results achieved independently or by an individual member of staff

Our attitude and culture

- We treat each other with respect.
- We intend to develop personal relationships to enhance trust and open communication.
- We value constructive feedback. We will avoid being defensive and give feedback in a constructive manner.
- We strive to recognise and celebrate team accomplishments.
- As team members, we will pitch in to help where necessary to help solve problems and catch-up on behind schedule work.

Team meetings

- We will hold a regular [Timing e.g. weekly] meeting on [Day] at [Time] in [Venue].
- Additional meetings can be scheduled to discuss critical issues or tabled items upon discussion and agreement with the team leader or manager.
- All team members are expected to attend team meetings unless they absent from work e.g. on leave or sick. If a team member is unavailable, he or she should have a designated, empowered representative (i.e. another team member to attend in their place.
- The team leader can cancel or reschedule a team meeting if sufficient team members are unavailable or there is insufficient subject matter to meet about.
- The team leader will publish and distribute an agenda by email by [Time / Day]. Team members are responsible for contacting the team leader or leaving a voice message or email with any agenda items they want to include by [Time / Day before the meeting]. Agenda items can be added at the meeting with the concurrence of the team.
- Meetings will start promptly on time. All members are expected to be on-time. If, for extenuating circumstances a member is late, he/she must catch-up on their own.
- An action item list with responsibilities will be maintained, reviewed in meetings, and distributed with the meeting minutes.
- No responsibilities will be assigned unless the person be assigned the responsibility accepts it. If a person to be given a responsibility is not at meeting, the team leader must review that assignment or action item with the person before the responsibility is designated.
- The responsibility for taking and distributing meeting minutes will rotate monthly among core team members.
- Meeting minutes will be distributed within 24 hours after the meeting.
- We will emphasise full discussion and resolution of issues vs. sticking to a timetable.

Communication and Decision-Making

- One person talks at a time; there are no side discussions
- Each person is given a chance to speak their mind while at the same time respecting the group's time and the meeting timetables. We will be brief and focus on facts, not opinions.
- We emphasise open and honest communication - there are no hidden agendas.

- We de-personalise discussion of issues - no attacks on people.
- We will listen, be non-judgmental and keep an open mind on issues until it is time to decide.
- We emphasize balanced participation of all team members.
- We will emphasize collaboration and use consensus for important decisions and issues. For less important issues, we will rely on the subject matter expert with input from others.

Planning and Management

- We will mutually commit to our team's objectives as stated in the team charter or negotiate until we can make this mutual commitment.
- We accept the responsibility and accountability along with the authority given to us.
- We will maintain the teamwork plan and schedule each month.
- If a team member believes they are being asked to do a task outside the scope of the team's charter,he/she will bring this to the attention of the team leader for resolution.
- Any suggestions or direction we believe will constitute a change to the way we work and the services and programs we provide will be handled through proper channels. We will avoid a constructive change without proper documentation and authorisation.
- When we pose an issue or a problem, we will also try to present a solution.
- Team commitments shouldn't be made lightly, but we will keep those that we do.

Other

- We will focus sufficient time on team process and conduct process checks when one member believes we are deviating from our ground rules.

Appendix 5A – Service Development Brief Template

SERVICEDEVELOPMENT OR REDEVELOPMENT PROJECT BRIEF

Service Title: {Insert name here}

Drafted by:	Accepted by:
{Insert name here}	{Insert name here}
Date:	Final Version:
Version:	[Use a full integer e.g. 1.00}

SERVICE ORGANISATION

Service Review Team comprises:

Service Sponsor:	{Insert name here}	The senior manager / person who signs off on the resources, defines the objectives and evaluates the outcomes[1]
Service Control Group:	{Insert name here}	Oversees and monitors the progress of the project, with particular emphasis on program, scope, quality, cost, expenditure and fulfilment of the approved project brief and user needs
Service Manager/Leader:	{Insert name here}	
Team Members:	{Insert names here}	Don't just look in your own team
Challenge Members:	{Insert names here}	Due diligence – those who will help review and challenge elements of your service to improve its outputs?

1Englund&Bucero: Project Sponsorship: Achieving Management Commitment for Project Success: "A good sponsor performs different functions during the project life cycle, serving as mentor, catalyst, motivator, barrier buster, and boundary manager. The sponsor is the link between the project manager and senior managers. The project sponsor is the best 'project seller'. The sponsor promotes and defends the project in front of all other stakeholders. Being a project sponsor is to be involved from project initiation to project end."

© RHCS Service Review or Redevelopment Template (based on PRINCE2 Methodology)

1.   SERVICE INTRODUCTION

Service Background:	The history and background that set the scene and support the need for your service
Service Objectives:	Provide a list of the main objectives of the service.
Service Outcomes:	What will this service provide the library, Council, Customers (target groups)?
Success Criteria:	• Is the service measurable? • How will the success of the service be measured?

2.   SERVICE DEFINITION

ITEM	ELEMENTS
Methodology:	Provide the methods and standards to be used.
Scope:	• Define the scope and the boundaries/limitations of the service. • Define the intended impact of the service and where it will impact.
Deliverables:	What will the current or proposed service produce or deliver?
Dependencies and Associated Initiatives:	Provide any links this service has to other initiatives or services
Constraints:	What are the major project constraints and considerations to be taken into account? For example:
Financial	•
Resources	•
Technical	•
Time	•

© RHCS Service Review or Redevelopment Template (based on PRINCE2 Methodology)

Other:	•

3.   SERVICE DEVELOPMENT PLANS (for new services or proposals to modify existing services)

3.1   Service Development / Modification Project Overview

[A Gantt chart may be used here as well]

Major Phases:	Milestones	Tasks	Responsibility	Timeframe	Costs

Notes:

Time frame: Outline dates and phases of service development project. Ensure that the reader receives sufficient information to understand the various components of your project (i.e. start and finish is not necessarily enough)

Costs (Budget/Project): Consider the following:
- What will your project cost the Library / Council (including in-kind investments)?
- What are your in-kind costs of staff working on your project? (Determine as best as possible the time spent on a project by your key project team members.)
- At what stages of the life of your service development project will your project incur costs?
- What are the costs of all phases of your project (e.g. materials, design, planning, construction, consultants, contractors, launches, administration, consultation)
- Does your project have a payback period to Library / Council? If so, please outline.

©   RHCS Service Review or Redevelopment Template (based on PRINCE2 Methodology)

3.2   Budget Breakdown (Example)

Budget Item	$ (000s)	Explanatory Notes
In-kind staff involvement		*Actual staff cost estimates (of staff hours involved)*
Consultation		
Planning		
Design		
Materials		
Consultants/contractors		
Communication		
PR/Marketing (e.g. launches, literature)		
Administration		
Total (including in-kind)		

3.3   Communication Plan

[A Communication Spreadsheet may be utilised]

ITEM	ELEMENTS
Strategies	How will you manage target audience/stakeholder expectations?
Methodologies	What range of communication methods will you use i.e. that suit your target audience?
Delivery	How will you communicate to various groups involved or impacted upon including, staff, community, Council? How will the communication be delivered? How will the communication be evaluated? i.e. for its effectiveness
Personnel	Who will communicate? When will they communicate?

4.   CONSULTANCY MANAGEMENT

This section is designed to assist you decide if consultancy or other paid assistance is required.

ITEM	ELEMENTS
Needs Assessment/Analysis:	• Why does this service development / modification project need a consultant? • Can this work be undertaken utilising only in-house skills? • Are there other ways/options to undertake the work?
Consultancy Brief:	• What do you want the consultant to do? • How does the intended consultant's work fit into the overall project? • Will the consultant clearly understand what is expected of them? • What are the deliverables for the consultant? • What is the timeframe for the work to be completed? How does this fit into the overall service development / modificationproject timetable? • What outcomes do you expect the deliverables to achieve?
Evaluation and Engagement:	• Do you need to seek a number of submissions? Have you established an evaluation (selection) panel? • What process is in place to evaluate the tenders/submissions? • What have you documented to ensure your process is transparent? • How do you intend to communicate with prospective consultants (i.e. successful/unsuccessful submissions)? • Has a contract been prepared and signed off?

© RHCS Service Review or Redevelopment Template (based on PRINCE2 Methodology)

5.   RISK ASSESSMENT / MANAGEMENT

Informed decision-making is critical to the success of any service development / modification project. Crucial to this success is the identification of risks and how they will be managed.

The following risks have been identified prior to the projects start. These risks will be reviewed as the project progresses.

Risk Log

Risk	Owner (Initials)	Probability (low/med/high)	Consequence (L/M/H)	Actions
Example: Failure to complete	XX	Low	High	Project plan has key milestone dates, which are reviewed by the Project Team each week.

© RHCS Service Review or Redevelopment Template (based on PRINCE2 Methodology)

6.   ACTIONS & ACTIVITIES

To assist in planning your service development / modificationproject a range of tasks, activities and milestones should be outlined that provide an indication of what elements will be delivered at certain times. This can be reflected in a Gantt chart, however, you may find that initially an actions table is a useful way of "thinking" out your service development / modificationproject tasks and phases.

No.	Task Description or Milestone	Who	Start Date	End Date or Milestone

© RHCS Service Review or Redevelopment Template (based on PRINCE2 Methodology)

End …

Appendix 5B – Program and Event Brief Template

PROGRAMS AND EVENTS PROJECT BRIEF

Service Title: {Insert name here}

Drafted by:	Accepted by:
{Insert name here}	{Insert name here}
Date:	**Final Version:**
Version:	[Use a full integer e.g. 1.00}

SERVICE ORGANISATION

Service Review Team comprises:

Program Sponsor:	{Insert name here}	*The senior manager / person who signs off on the resources, defines the objectives and evaluates the outcomes[1]*
Program Control Group:	{Insert name here}	*Oversees and monitors the progress of the project, with particular emphasis on program, scope, quality, cost, expenditure and fulfilment of the approved project brief and user needs*
Service Manager/Leader:	{Insert name here}	
Team Members:	{Insert names here}	*Don't just look in your own team*
Challenge Members:	{Insert names here}	*Due diligence – those who will help review and challenge elements of your service to improve its outputs?*

1Englund&Bucero: Project Sponsorship: Achieving Management Commitment for Project Success: "A good sponsor performs different functions during the project life cycle, serving as mentor, catalyst, motivator, barrier buster, and boundary manager. The sponsor is the link between the project manager and senior managers. The project sponsor is the best 'project seller'. The sponsor promotes and defends the project in front of all other stakeholders. Being a project sponsor is to be involved from project initiation to project end."

1. INTRODUCTION

Program Background:	The history and background that set the scene and support the need for your programs or event.
Program Objectives:	Provide a list of the main objectives of the programs or event.
Service Outcomes:	What will this programs or event provide library customers / the community i.e. the given target or target groups? Is the programs or event aligned with the library and/or Council strategic plan objectives and outcomes; and if so which?
Success Criteria:	• Is the programs or event measurable? • How will the success of the programs or eventbe measured or evaluated?

2. PROGRAM DEFINITION

ITEM	ELEMENTS
Methodology:	Provide the methods and standards to be used.
Scope:	• Define the scope and the boundaries/limitations of the program or event. • Define the intended impact of the program or event and where it will impact.
Deliverables:	What will the current or proposed program or event produce or deliver?
Dependencies and Associated Initiatives:	Provide any links this service has to other initiatives or services
Constraints:	What are the major project constraints and considerations to be taken into account? For example:
Financial - Budget	•
Resources – Staff Time/Costs	•
Technical	•

Available Space (venue)	•
Other:	•

3.   PROGRAM AND EVENTS DEVELOPMENT PLANS (for new programs or event proposals or to modify existing services**)**

3.1   ProgramOverview

[A Gantt chart may be used here as well]

Major Phases:	Milestones	Tasks	Responsibility	Accountability	Timeframe	Budget	Staff Costs

Notes:

Time frame: Outline dates and phases of the program or eventproject. Ensure that the reader receives sufficient information to understand the various components of your project (i.e. start and finish is not necessarily enough)

Costs (Budget/Project): Consider the following:
- What will your proposed program or event cost the Library (including in-kind investments)?
- What are your in-kind costs of staff working on your proposed program or event? (Determine as best as possible the time spent on a program / event by your key program / eventproject team members.)
- At what stages of the life of your proposed program or event will the library incur costs?
- What are the costs of all phases of your proposed program / event (e.g. materials, design, planning, promotion, food and beverages, launches, administration, consultation)
- Does your proposed program or event have a payback period to Library e.g. is there an attendance fee? If so, please outline.

©   RHCS Program and Events Project Proposal Template (based on PRINCE2 Methodology)

3.2   **Budget Breakdown (Example)**

Budget Item	$ (000s)	Explanatory Notes
In-kind staff involvement		*Actual staff cost estimates (of staff hours involved)*
Program / Event development consultation		
Planning		
Design / development		
Materials		
Contractor costs e.g. security; catering		
Communication e.g. invitations		
PR/Marketing (e.g. launches, literature)		
Administration		
Total (including in-kind)		

3.3   **Communication Plan**

[A Communication Spreadsheet may be utilised]

ITEM	ELEMENTS
Strategies	How will you manage target audience/stakeholder expectations?
Methodologies	What range of communication methods will you use i.e. that suit your target audience?
Delivery	How will you communicate to various groups involved or impacted upon including, staff, community, Council? How will the communication be delivered? How will the communication be evaluated? i.e. for its effectiveness
Personnel	Who will communicate? When will they communicate?

4.   RISK ASSESSMENT / MANAGEMENT

Informed decision-making is critical to the success of any program or eventproject. Crucial to this success is the identification of risks and how they will be managed.

The following risks have been identified prior to the projects start. These risks will be reviewed as the project progresses.

Risk Log

Risk	Owner (Initials)	Probability (low/med/high)	Consequence (L/M/H)	Actions
Example: Failure to complete	XX	Low	High	Project plan has key milestone dates, which are reviewed by the Project Team each week.

© RHCS Program and Events Project Proposal Template (based on PRINCE2 Methodology)

6. ACTIONS & ACTIVITIES

To assist in planning your proposed program or eventproject a range of tasks, activities and milestones should be outlined that provide an indication of what elements will be delivered at certain times. This can be reflected in a Gantt chart, however, you may find that initially an actions table is a useful way of "thinking" out your service development / modificationproject tasks and phases.

No.	Task Description or Milestone	Who	Start Date	End Date or Milestone

End …

Appendix 6 – Strategic and Thematic Programming Example

Libraries and Learning

Programs Framework

Programs delivered by the Libraries and Learning Department support one of Council's key strategic directions of creating a community of life long learners.
Library programs are strategically targeted tosupport our community's learning, leisure and lifestyle needs and enhance social and economic outcomes. They support the development of Brimbank as learning community, promote life long learning and provide informal learning opportunities for people at all life stages. Library programs support the Brimbank Community Learning Strategy and Action Plans 2010-2013.

Programs are delivered through Brimank's 5 libraries, in community settings and through the online library. Many programs are developed and delivered in partnership with other Council departments, local community agencies and the education sector.

A Programs Framework has been developed to provide guidance to staff that plan,design and developprograms. Seven key strategic themes have been identified that are congruent with the library environment.They followedan assessment of Brimbank's demographics, a review of current programs and discussions with community members and program partners. Every program under consideration should support at least one of the key strategic themes. By thinking strategically about programs at the planning stage we ensure staff resources are allocated to developing programs that are targeted and provide good outcomes for our community.

Strategic Themes	Program Focus
Early years learning	- Support parents in their role as their child's first teacher. - Provide early learning opportunities for children - Foster a love of books and reading in children before they go to school - Encourage social networks for parents and children - Help children to maintain their first language and promote bilingualism
Supporting school years learning	- Provide homework help - Support and promote independent learningand study skills - Support financially vulnerable families with access to resources, information services and free programs during the school holidays - Encourage children to read during the holidays
Promoting a reading culture	- Promote reading as an important life skill - Encourage parents to read and to model good reading habits to their children - Promote library collections

	▪ Support community members to maintain their first language ▪ Inspire a love of reading through programs that are fun and literature based ▪ Promote learning through reading
Learning English	▪ Increase engagement with residents who are recent arrivals ▪ Improve English literacy skills ▪ Provideinformal learning opportunities ▪ Provideopportunities forinformal and social interaction
Supporting skills for gaining employment	▪ Develop partnerships with local agencies to deliver programs onjob seeking skills ▪ Develop partnerships with the education sector to provide pathways for skills training and higher education ▪ Promote print and online resources for job seekers
Social connectedness	▪ Provide opportunities for community members to meetand socialise ▪ Develop programs to engage with community members who are socially isolated and vulnerable such as the elderly, recent arrivals and the unemployed ▪ Celebrate cultural diversity
Digital Literacy	▪ Provide opportunities for people to gain competence and confidence in using technology ▪ Develop and deliver digital programs to support the most vulnerable in the community such as recent arrivals, the elderly and the unemployed ▪ Research and develop programs that support the digital native generation

Appendix 7 - Collection Profile Template

Segment:	E.g. Adult DVD
Location (s):	
Budget Allocation:	$0.00
Responsibility:	
☐ Lending	Note if this collection is lending (relates to access)
☐ Non-lending	Note if this collection is non-lending (relates to access)

ELEMENT	PROFILE
Scope	- The aim if this collection is to: - This includes, but is not limited to: - Limitations of the collection i.e. what is and isn't collected (and why)
Target Group(s)	Provide a target group / audience profile i.e. who the collection is aimed at e.g. children. Demographic references should also be included as appropriate e.g. age group; language; sex
Access	- This collection may be accessed via: - Note any access restrictions e.g. loan period; rating
Format	List the preferred format(s) for this collection (and why)
Level	- Number of items (if relevant) e.g. level of duplication - Conspectus levels for non-fiction material (e.g. level 1 basic…level 5 Academic) Note: Collecting level relates to the intended target groups/audience; budgetary constraints
Selection Criteria	Includes: - Selection principles - Conspectus reference i.e. for non-fiction and reference materials - Selection methodology - Preferred supplier(s) - Preferred publisher(s) - Size / format restrictions The above items need to reference the library's collection development policy
Processing Standard	A guide for this particular collection segment i.e. detailed instructions, including images to demonstrate the process
Cataloguing Standard	Note regarding expected level of cataloguing for this segment e.g. Level 1 = Basic
Related Collections	Any other collections related to this segment e.g. Adult DVDs relate to the overall DVD collection

MANAGEMENT CRITERIA	DETAIL
Weeding Criteria	Include, special notes/requirements regarding the weeding of this collection segment
Retention Criteria	Notes about when material should or shouldn't be retained (relates to weeding above) For example, material may be weeded (discarded) from the collection if it: - Is outside the scope of the Collection Development Policy - Excessively duplicated material is already held - Is in very poor condition, beyond economic repair - If weeded material may be offered to, for example local community groups or for book sale in the first instance before disposal.
Replacement Criteria	Notes regarding replacement protocols and criteria for this material For example, books discarded from the collection due to poor physical condition, and lost books will be replaced if they still meet the selection criteria and are still in print.
Repair Criteria	For example, very small repairs, only mend if: - Stapling magazines - Single, loose or torn pages - Replacing damaged barcodes - Replacing plastics for hold/high demand items - Re-gluing lifting laminated covers - Replacing category and genre stickers **Faulty New Material** • If the item is 'new' and is faulty (e.g. pages blank, missing), return to central for return to supplier

Collection Management Performance

See notes – Appendix 1

Collection Management	How	When	Responsibility
Internal consultation group			
External consultation group			
Promotional Strategy			
Performance Indicators			
Performance Measures			
Disaster Recovery			

Collection Notes

For example, notes regarding changes to this collection profile e.g. update history

References

Document Name	Section / Reference	Date
E.g. Collection Development Policy	*Youth / Pages 16-17*	*O2.06.12*

Definitions

Key definitions of words, acronyms and abbreviations referred to or used this profile

Term	Definition
E.g. DVD	*Digital Versatile Disc*

Developed by Roger Henshaw Consultancy Services
Updated June 2012 - rhcs.com.au

APPENDIX 1 - Collection Management Performance

Explanatory Notes

- *Internal consultation group – other nominated staff*
- *External consultation group – customer group / key stakeholders*
- *Promotional Strategy – how the collection will be promoted i.e. communication, display, marketing tactics etc.*
- *Performance Indicators – the particular value or characteristic used to measure output or outcome e.g. could include quality indicators such as customer satisfaction; or quantitative indicators such as loans*
- *Performance Measures – the actual method / formula used to measure performance as per your assigned performance indicators. Example Performance Measures (ISO Standard)[1]*

Collections
Collection Turnover (CT) - can be used to assess the overall rate of use of a particular collection. The indicator can also be used to assess fit of the collection to the requirements of the population served
A) Count the number of loans registered in the specific period for the collection specified.
B) Count the total number of items in the collection
Formula: CT= A/B

Loans
Loans Per Capita (LPC) - can be used to assess the rate of use of library collections by the population to be served. May also be used to assess the quality of collections and the library's ability to promote the use of collections.
A) Is the total number of loans per year
B) Is the number of persons in the population to be served
[Round to nearest integer, or to one decimal place if less than 10]
Formula: LPC = A/B

Percentage of the Total Library Lending (PTLL) to […] target group - can be used to assess the extent to which […] users use library services. This is also an indicator of the attractiveness of the library's collections to users
A) Is the number of loans to […] users
B) Is the total number of loans
PTLL[…] = (A/B) x 100

---

1 Source: International Standard ISO 11620, Information and documentation – Library performance indicators, Second Edition, 2008

- *Disaster Recovery – notes regarding any special requirements for this collection segment, including links to any specific disaster management plan*

Attachment 8 - Sample Library Sponsorship Policy and Procedures[1]

The Coffs HarbourCity Library Service (CHCLS) welcomes sponsorship from local business, corporations, families and individuals. The aim of sponsorship is to obtain funding or in-kind support to provide services and equipment that may not otherwise be available. The Management of the CHCLS believes that libraries play an essential role in the quality of life of our community and in this important function; the library should be supported through public funding. Therefore, sponsorship revenue should only be used to fund optional additional services or new, "start up" services.

Guiding Principles

The following principles will guide the CHCLS in the solicitation and acceptance of gifts, grants or support to enhance or develop library programs and services:

- All gifts, grants and/or support must further the library's mission, goals, objectives and priorities. They must not drive the library's agenda or priorities.
- All gifts, grants and/or support must safeguard equity of access to library services. Sponsorship agreements must not give unfair advantage to, or cause discrimination against, sectors of the community.
- All gifts, grants and/or support must protect the principle of intellectual freedom. Sponsors may not direct the selection of collections or require endorsement of products or services.
- All gifts, grants and/or support must ensure the confidentiality of user records. The library will not sell or provide access to library records in exchange for gifts or support.
- All gifts, grants and/or support must leave open the opportunity for other actual or potential donors to have similar opportunities to provide support to the library.
- Gifts of books or other library materials will be accepted in accordance with the terms outlined in the CHCLS Collection Development Policy and associated Collection Profiles.

Recognition and Acknowledgement

The library will ensure that each sponsor receives acknowledgement and to the degree that the donor is willing, public recognition. The following guidelines will be used in providing acknowledgement to and recognition of sponsors:

---

1 Adapted from an American Library Association example written by Beth Nawalinski

- A letter of acknowledgement for gifts of money and in-kind support will be sent to all sponsors and a copy will be placed on file.
- Any special recognition agreements will be stipulated in the letter.
- Public acknowledgement of sponsorship in the library's promotional materials will normally be restricted to a statement of the sponsor's name and a display of logo. Standards controlling the size format and location of such acknowledgment will be developed in consultation with Council's Media / Marketing Department to ensure both consistency and quality of appearance. Such acknowledgement will not take precedence or have prominence over the library's own logo or promotional material.
- For gifts and/or sponsorships valued at over $500, the library may submit a press release to local newspapers and/or publish an article regarding the sponsorship in their own newsletter if the sponsor is willing.
- Acknowledgement of sponsorship may also take the following forms at the library's discretion:
  - Launch of a special program or media campaign to announce the gift.
  - Sponsor's name on promotional materials; including the library's website
  - Small standardised plaques may be placed on donated furniture or equipment.
  - Library bookplates.
  - In all cases, the type and scope of donor recognition required by the donor will be weighed against the benefit to the library.

Approval

All gifts, grants or in-kind support given with special requirements must be approved by the Library Manager. The solicitation of gifts, grants or in-kind support by library staff and valued at over $500 must receive prior approval of the Library Manager.

Authority for Implementation

The library reserves the right to make decisions regarding the implementation of each grant, gift, or offer of in-kind support. Purchasing decisions, including type of equipment, materials, furnishings, and other components of a gift will reside with library management. All details as to design of programs and allocation of resources will also reside with library management.

2012-2013 ROADS MAINTENANCE STRATEGY & BUDGET

Purpose:

To discuss the need for alternative road maintenance strategies to address challenges arising from the condition of Council's road network, and to seek Council's approval for the reallocation of funds within these programs in accordance with these strategies.

Description of Item:

Council's road network includes 700km of sealed roads and 120km of unsealed (gravel) roads with a total replacement value in excess of $400M (a large portion of Council's overall asset portfolio, and as discussed at the briefing on Asset Management for Councillors of 3 October, arguably the one which creates the biggest challenges for Council in the future).

Every two to three years, Council staff undertake a condition inspection of all roads, rating them from 1 (new) to 4 (requiring replacement) and 5 (no longer serviceable).

A new survey will commence shortly, but as an indication of the deterioration the results between 2008 and 2011 are useful: in 2008, around 56km of road pavements were rated in condition 4 or 5, and in 2011 this figure had increased 20km to 76km.

To put this in perspective, while over a three year period Council reconstructed around 5.5km of the road network, another 20km deteriorated to the extent that it was identified as needing renewal. On top of this, Council took over the control of around 20km of additional roads (either from new developments and also the old Pacific Highway at Bonville).

Clearly, Council's current resources are not sufficient to maintain current levels of service with regards to the road network: i.e. over time, roads are getting worse.

This report discusses the priorities required to address the fundamental challenges this situation creates and seeks Council's approval for the reallocation of funds within the local roads programs in accordance with these priorities.

Sustainability Assessment:

- **Environment**

  The maintenance strategies discussed make best use of available resources – favouring work that extends the useful service life of assets rather than replacing them prematurely, and focusing on maintenance works that ensure that the full service life is achieved.

  Furthermore, CityWorks recycles road materials and other construction products where possible to minimise waste and costs. Overall, the use of natural resources is minimised.

- **Social**

  The community expectation is that Council will provide a safe and trafficable road network. The strategies discussed are the best way to achieve this end within the funds available.

- **Civic Leadership**

  Council must allocate its limited funds in the areas of highest priorities, and the roads maintenance strategies discussed are considered the most appropriate to achieve this end.

- **Economic**

  Broader Economic Implications

  Suitable transport infrastructure is essential to the local economy.

  Delivery Program/Operational Plan Implications

  The recommended changes to funding of particular items within the overall local roads maintenance program in Council's 2012 / 2013 Operational Plan are reallocation of existing funds, and therefore cost-neutral overall.

  Budgets are developed by staff in November each year for recommendation to Council early in the new year, so the changes proposed reflect the changing focus of road asset management that has been developed particularly over the past twelve months.

Issues:

The primary cause of deterioration in roads is water ingress. Just like water turns hard clay into mud, when road pavements get wet their strength is reduced.

Pavements also reduce in strength as the rock from which they are constructed decomposes – it turns from rock into clay – and also over time from repeated loading from trucks.

The primary means whereby water is kept out of road pavements is the black surface: bitumen seals or, in areas requiring a smoother finish or protection from damage due to turning trucks, "hotmix", also known as asphaltic concrete (AC). Of the 700km of sealed roads, around 610km is bitumen sealed and the remaining 90km is AC.

Each of the elements of the proposed road maintenance strategy which follows is informed by these issues.

Programs to increase funding

1. Resealing

Over time, the bitumen in the seal or AC oxidizes, turning it brittle. The brittle surface then cracks, letting water into the road pavement, which weakens it and accelerates further deterioration.

To avoid this, a new bitumen seal must be applied every 12 years or so.

Given Council has 610km of sealed roads, at least 51km must be resealed every year if we are to reseal all of them within the 12 year cycle (610km divided by 12).

Past records demonstrate that this has not been the case: over the past five years, Council resealed an average of 26km per year. The five before that was 33km per year, and the five before that 37km.

Rising oil prices have been a factor. Bitumen prices have doubled over the past decade, but the trend is clear: we are not keeping up and this is building into Council's biggest asset management challenge for it's road network as discussed further in a separate section below.

Asphaltic Concrete (AC) requires rejuvenation for the same reason, but the intervals between treatments are longer.

Taking into consideration that only 624km is able to be resealed (as noted above, there is 76km of road pavements that require replacement – these cannot be resealed, but must have repair work undertaken on the pavement first) then the total figure required to keep up with resealing and AC works is in the order of $2.3M per year.

It is recommended that an additional $350,000 be allocated to local roads reseals, bringing the total to $1.281M.

2. Resurfacing

As noted above, around 85km of the sealed road network is not able to be resealed without further work being undertaken first.

In some cases, the pavement itself (the gravel beneath the bitumen seal) has failed. In this case, the pavement must be dug out and replaced with new material (or stabilizing agents such as lime mixed in with the clay and rock to strengthen it).

But in other cases, the seal itself is simply too oxidized and cracked, or has actually de-bonded from the gravel beneath it and the pavement itself remains serviceable.

In this case, it is very economical to take action to renew the seal and avoid the cost of replacing the pavement. As a comparison, to remove an old seal (cut it off with a grader or profiler) and apply a new one costs around $12/m^2$, whereas renewing the entire pavement costs around $40/m^2$.

It is recommended that $200,000 be allocated specifically to the resurfacing of local roads (previously there has been no allocation to this program).

3. Gravel Patching

A significant portion of the 85km of the sealed road network that is not able to be resealed without further work being undertaken requires strengthening of the pavement.

Historically, Council has utilised contractors to profile (dig out with a rotating drum with teeth) out the existing pavement and replace it with AC (asphaltic concrete). This technique, whilst minimising disruption to the public, is expensive and can also create problems with the variation in permeability with adjoining gravel pavement – i.e. more water can be let in.

Over the past two years, CityWorks has developed a crew to dig out and replace failed areas of pavement with gravel. Whilst this is considerably slower, it is far cheaper – around $22/m^2$ as opposed to $95/m^2$, meaning far larger areas of pavement can be replaced.

It is recommended that $200,000 be allocated specifically to the gravel patching of local roads (previously there has been no allocation to this program).

4. Urban Roads Maintenance

As the road network ages, it develops more potholes and needs more repairs. In previous years, the budget for urban roads maintenance has been consistently over spent (and balanced up by Council using transfers of funds from other programs).

Council has previously adopted service levels with regards to road maintenance (the time it will take for potholes to be repaired, etc.) however until recently compliance with these standards was difficult to measure and report on.

A digital-based system is currently being implemented that utilises GPS / GIS technology to identify defects (eg. potholes), schedule action and report on its completion.

This system is generating valuable information on the actual levels of service being delivered (ie. how long it takes to fix a pothole after it is identified) and also the roads where the greatest number of defects are occurring (ie. the "worst" roads in the area).

As the system is bedded down, the information generated will be used to inform a review of Council's currently adopted levels of service standards for roads maintenance.

For now, though, in order to deliver something like the levels of service standards that the community has come to expect as a minimum over recent years, it is necessary to transfer an additional $244,800 to the current allocation of $1,148,900 for urban roads maintenance.

It is noted that rural roads maintenance does not need such a "top up" of funds – the condition of roads in rural areas is not, in general, as bad as urban ones.

It should be noted that patching of potholes is an important means of keeping water out of road pavements, too: if a pothole is not patched, it will continue to grow leading to a larger repair being necessary in the future.

5. Traffic Facilities (signs and lines)

Around half of Council's 2,200 road signs are identified as being in need of replacement.

Over the past few years, funding for the renewal of line marking on roads has been minimal, meaning only the highest priority works have been actioned.

It is recommended that an additional $20,000 be allocated to traffic facilities on local roads, bringing the total to $172,900.

Programs to decrease funding

As noted above, the strategies informing the proposed reallocation of funds discussed in this report are to be funded from other programs within the local roads budget. Below, the programs which are proposed to be reduced in order to increase the programs above are identified.

1. Dust seals

Over the five years to 2010/11, Council sealed around 16km of gravel roads under the dust seals program. These works were traditionally undertaken on gravel roads with higher traffic volumes where dust was creating problems for houses adjoining the road and were prioritised on this basis.

There has, over the years, been an expectation created for the continuation of this program, with complainants being given an indication of the priority of their road on future programs.

Over the past two years, funds from the dust seals program has been used to fund over expenditure of urban roads maintenance and (in 2010/11) works on unsealed roads funded by Section 94 (developer contributions) on Old Coast Road at Korora.

Council is simply not in a position to continue this program: not only are the other programs discussed above of higher priority, the act of sealing the road increases future maintenance costs (in most cases, it is cheaper to maintain a gravel road than a sealed one).

It is recommended that the dust seals program be ceased and that current funds allocated ($164,800) be allocated to the programs discussed above.

Those residents previously advised of their road's position in terms of future priorities for the dust seal program will be advised that, due to budget constraints, the program has been discontinued.

2. Gravel Road Resheeting

Gravel (unsealed) roads need more regular renewal than sealed roads. Because they lack a protective bitumen seal, the action of weather and traffic erodes the surface and gravel must be replaced (resheeted) every 10 years or so.

Over the past four years, the Coffs Harbour local government area has experienced greater than average rainfall, and a total of six rainfall events have been declared natural disasters. During this time, damage to road pavements has been significant.

While damage to sealed road pavements has been to some extent "hidden" (pavements becoming wet and potholing more often), the erosion of gravel on unsealed roads was easier to quantify and therefore seek funding under the Natural Disaster Relief Arrangements (NDRA).

Because of this recent work, there is capacity to reduce funding of gravel resheeting programs by $100,000 while still addressing the priorities for resheeting with the $107,000 that would remain in the program.

3. Sealed Roads Rehabilitation

Of course, once the priority areas discussed above are funded, there is considerably less available for building new roads or replacing ones that are completely deteriorated.

Historically, Council had a program of providing kerb and gutter to three streets per year – one in Sawtell, Coffs and the Northern Beaches. But in the past decade, this has been redirected to replacing road pavements that required renewal.

Over the five years to 2010/11, Council rehabilitated just over 10km of roads. In the five years prior to that, the figure was 20km, and in the five years prior to that 47km. The trend is clear. Within a matter of a few years, if Council wishes to fund reseals (which are essential to keep water out and prevent accelerated deterioration) and road maintenance (ie. address potholes, etc. and ensure a safe traveling surface), it will have no funds at all to renew its road network.

It is recommended that the budget for Sealed Roads Rehabilitation be reduced by $750,000, leaving a total of $896,265.

Summary of proposed budget changes

The table below summarises the proposed reallocation of funds within the local roads program.

Summary of Budget Reallocations:

Description	Budget	Reallocation	Revised Budget
Sealed Roads Reseals	$931,000	+ $350,000	$1,281,000
Road Resurfacing	Nil	+ $200,000	$200,000
Gravel Patching	Nil	+ $200,000	$200,000
Urban Roads Maintenance	$1,148,900	+ $244,800	$1,393,700
Traffic Facilities (lines and signs)	$152,900	+$20,000	$172,900
Dust Seals	$164,800	- $164,800	Nil
Gravel Resheeting	$207,000	- $100,000	$107,000
Sealed Roads Rehabilitation	$1,646,265	- $750,000	$896,265
TOTAL:	**$4,250,865**		**$4,250,865**

The biggest asset management issue for Council's road network

As noted above, there is an underlying issue that has developed over the past few years in particular, as the road network continues to age and deteriorate and funding to address this is limited.

Approximately 76km of Council's sealed road network has a pavement rated in condition 4 and 5. This means that further work is required prior to it being resealed.

But because funds for this additional work have not been available, the resealing work has not been undertaken, meaning the seals are now becoming more brittle, cracking, and letting water into the pavement. The decision to allocate funds to gravel patching and resurfacing is a step in the right direction, but will not, on its own, be enough to reverse the trend.

This, coupled with the fact that resealing funding has been insufficient to achieve a 12 year resealing cycle, has led to an ageing of the seals in Council's road network. Currently, 156km of roads have seals older than 12 years.

At present, this problem is somewhat of a "sleeping giant" but over the next few years, as seals oxidize further and deterioration accelerates, the problem will grow quickly, particularly in times of wet weather.

CONCLUSION

Whilst it may, at first, appear to be a dire situation this must be kept in perspective. Both local and state governments are struggling to keep up with ageing infrastructure, and there are many councils in a worse position than Coffs Harbour City Council.

What is required is the development of long-term (20 years+) asset management plans (AMPs) that will enable Council to understand the long term results of its current funding decisions. The 'first cut' of these was completed in 2011, and the strategies discussed above are integral to the 'second cut' AMPs that are currently being developed with a view to presenting these to Council in the first part of 2013.

Previous Councils have made difficult decisions on infrastructure issues, particularly in the area of water and sewerage. The lack of this infrastructure resulted in the community enduring water restrictions from the 1980's to 2004 and a ban on future development of the Northern Beaches areas prior to 2003.

Council's investment of over $300M in recent years has addressed this issue. Strategic Business Plans adopted by Council earlier this year identify that, with arguably minimal future increases in water and sewerage rates, the provision of the highest standards of water and sewerage infrastructure is financially sustainable.

The Coffs Coast Recovery Committee reported that the flood events of March 2009 (only one of three that year) affected around 2000 properties in Coffs Harbour and Bellingen, with a total cost of $65M. Key areas affected in Coffs Harbour were along Coffs Creek, which led Council to adopt a program of flood mitigation works funded in part by loans, part by a Special Rate Variation.

While the works will not "flood proof" the area, it is estimated that the four detention basins funded under the program will result in around 250 residential buildings and 80 commercial buildings being above the 100 year flood level. Numerous smaller projects have also been completed.

Council's $12M in funds has so far attracted over $3M to match it from both State and Federal governments and it appears likely that this will continue, meaning the scope of the program can be extended to other projects such as (perhaps – investigations are currently underway) works in the Boambee / Newports Creek Catchment which includes the Hospital.

Unlike the water, sewerage and drainage infrastructure though, Council's decisions around its road infrastructure will be more of a balancing act than big projects.

There are certain programs that are considered essential – particularly adequate funding for reseals – however other than this, the decision will come down to balancing the community's desire for better levels of service and how much they are willing to pay for better roads.

For example, over the last two years, Council has simply made the decision to build no new footpaths and has used these funds instead to cover the costs of road maintenance.

Council staff are currently preparing information in this regard to enable Council to consider the matter further, with a view to then undertaking a program of community engagement regarding the issue.

Meanwhile, the recommended reallocation of funds within the local roads program, informed by the asset management strategies discussed above, will assist in ensuring that Council provides the best levels of service it can with regards to its road infrastructure within its limited available funds.

Recommendation:

That Council approve the following reallocation of roads maintenance budgets within the 2012 / 2013 Local Roads Program.

Description	Budget	Reallocation	Revised Budget
Sealed Roads Reseals	**$931,000**	**+ $350,000**	**$1,281,000**
Road Resurfacing	**Nil**	**+ $200,000**	**$200,000**
Gravel Patching	**Nil**	**+ $200,000**	**$200,000**
Urban Roads Maintenance	**$1,148,900**	**+ $244,800**	**$1,393,700**
Traffic Facilities (lines and signs)	**$152,900**	**+$20,000**	**$172,900**
Dust Seals	**$164,800**	**- $164,800**	**Nil**
Gravel Resheeting	**$207,000**	**- $100,000**	**$107,000**
Sealed Roads Rehabilitation	**$1,646,265**	**- $750,000**	**$896,265**
TOTAL:	**$4,250,865**		**$4,250,865**

SUBMISSION TO THE DRAFT NSW LONG TERM TRANSPORT MASTER PLAN

Purpose:

To consider Coffs Harbour City Council's response to the draft NSW Long Term Transport Master Plan.

Description of Item:

The Draft NSW Long Term Transport Master Plan was released in September 2012. A copy can be downloaded at *www.transportmasterplan.nsw.gov.au*.

The NSW Long Term Transport Master Plan provides a framework for addressing transport challenges for the next 20 years following a 12 month consultation program across NSW.

Council made a submission to the discussion paper in April 2012 following resolution of Council on 26 April 2012.

Transport for NSW is now seeking comments on the draft Master Plan to be submitted by 26th October 2012.

The attached table contains the proposed Council response on the Actions listed in Chapter 6 of the Plan "Providing Essential Access for Regional NSW", as well as some general comments. The third column of the table is a reiteration of the relevant comment from Council's submission to the discussion paper in April 2012.

The key issue for Regional NSW in the Transport Master Plan is the concept of development of Regional Transport Plans. It is proposed that <u>following</u> adoption of the Master Plan, Transport for NSW will then work with the regions to develop Regional Plans over the subsequent two years.

While it seems incongruous to adopt a State Transport Master plan without having transport issues and priorities in regional areas defined, it is unlikely that Transport for NSW would consider deferring adoption of the State plan.

Coffs Harbour City Council should therefore request that this Region be the first to be addressed, particularly as the development of the CBD Masterplan and the Economic Development Plan is underway.

Sustainability Assessment:

- **Environment**

    Chapter 8 lists the environment as a Statewide challenge and actions include:
    - New mechanisms to improve integrated land use and transport planning
    - Initiatives to manage and minimise the environmental impacts of our transport system
    - An electric vehicles road map
    - Actions to manage travel demand

The Plan lists a commitment to promoting and funding improved public transport and alternative transport modes. The Regional Plan will further define the extent of this commitment.

Council is requesting that funding be reinstated to complete the Coastline Cycleway along the whole length of the NSW Coast, particularly to complete the missing links in the Coffs Harbour LGA.

- **Social**

Coffs Harbour has a higher than average population growth compared to other Mid North Coast and NSW areas. Council has a critical infrastructure maintenance backlog. The lack of maintenance has implications for traffic flow, increased isolation in rural areas and road safety. Planning is also required for increased public transport demand, pedestrian and cycling infrastructure.

This area has an ageing population, low incomes and high levels of chronic disease such as diabetes, cardiovascular disease and depression. It is well known that people who use active transport modes such as walking and cycling can decrease their chances of contracting chronic illnesses and improve general wellbeing. A comprehensive network of shared paths also provides increased mobility options for people with disabilities and senior citizens.

Transport is one of the biggest household expenses. People who are transport disadvantaged can become isolated due to lack of alternative transport modes.

Feed back from the community rated a bypass of Coffs Harbour high on their priorities.

The Key Themes addressed in the Coffs Harbour 2030 Plan (see below) also provide important social outcomes such as mobility, well being, accessibility and health.

- **Civic Leadership**

The Coffs Harbour 2030 Plan has "Moving Around" as one of its key themes. The three outcomes are:

MA1 We make the best use of an excellent, environmentally friendly public transport system

MA2 Many of us walk and cycle from place to place

MA3 We are well connected to each other and services.

State Government and Council are listed as providers and advocates of all transport modes including:
- road maintenance
- road safety
- heavy vehicle routes
- integrated road and rail freight services
- coastal transport opportunities
- transport hubs in key community centres
- renewable energy transport modes
- planning new infrastructure and facilities
- promotion of public transport usage
- reduction of car usage
- access to an effective public transport system

- ▪ effective rail services
- ▪ integrated cycleway and footpath network
- ▪ promotion of alternative transport modes

- **Economic**

  Broader Economic Implications

  An effective transport system is crucial for existing and future industry in Coffs Harbour. The Plan states that "an efficient and reliable transport system will enable better accessibility to markets, employment and new growth opportunities."

  The system allows for efficient freight services both by rail and road. Coffs Harbour needs to build on existing passenger services transporting customers to commerce and employment centres, and linking to capital cities.

  The Pacific Highway bypass of the city will have an important impact on the economic development of the city. Given the considerable increase in Higher Productivity Vehicles on the Pacific Highway, the case needs to be made for the date of the Coffs Harbour bypass to be brought forward to the short/medium term.

  The Plan presents economic opportunities for Coffs Harbour. Chapter 7 addresses the freight challenges in NSW. One aim is to improve network efficiency. The Australian Logistics Council (2011) estimates that, for every one percent increase in freight efficiency there is a saving to the national economy of $1.5 billion.

  Delivery Program/Operational Plan Implications

  State funding supports some parts of Council's transport system: regional roads, upgrade works to safety "black spots" as well as cycleways and pedestrian infrastructure. The Master Plan will align with other State plans to determine priorities for the next 20 years in transport planning – including Regional Transport Plans and integration with infrastructure and land use planning, and it is at this level that implications on the Delivery Program will become clearer.

Consultation:

The draft plan has been circulated to members of the Transport Working Group, the Bicycle Users Committee, the Moving Around Community Working Group as well as staff in the Economic Development Unit, City Services and the airport.

Related Policy and / or Precedents:

Sustainable Transport Action Plan.
Coffs Harbour 2030 Plan.
Coffs Harbour City Council submission to the NSW Long Term Transport Master Plan discussion paper.

Statutory Requirements:

Not applicable

Issues:

This is an important opportunity to outline the transport needs for this area for at least the next twenty years and be instrumental in making changes, or maintaining the status quo so that Council can deliver on the 2030 plan.

The draft plan defines Regional NSW which includes Wollongong, Central Coast and Newcastle which are larger populations and therefore, it seems, could attract the bulk of the funding for the regions.

Chapters 4 and 5 address transport issues in Sydney. The challenges facing Sydney are considerable and expensive.

Transport and freight is a major part of the plan which could impact Coffs Harbour. The Plan states that around 57 billion tonne-kilometres of freight movements occur in NSW each year (2010), increasing to more than 115 billion tonne-kilometres of freight moved annually by 2031.

One of the regional strategies is to bypass regional towns, but the plan for the Coffs Harbour by pass has been listed as medium to long term – which could be 20 years or more.

The attached table lists the proposed response to these and other issues covered in the draft NSW Long term Transport Master Plan.

Implementation Date / Priority:

Submissions will close on 26 October 2012. The final NSW Transport Master plan is due to be completed in November 2012.

Regional Plans will then be developed within the next two years.

Recommendation:

Council approve a submission be made to Transport for NSW on the Draft NSW Long Term Transport Master Plan based on the comments in the following table.

Attachment

Draft NSW Long Term Transport Master Plan
Response
Coffs Harbour City Council September 2012-09-25

Draft Long Term Transport Master Plan – Sept 2012	Council's Response	Council submission - April 2012
Chapter 6 - Actions Rural Highway Upgrades: improving safety, supporting growth, increasing accessibility and enhancing freight efficiency	A priority: Council needs assistance to maintain the ageing road network; alleviation of congestion in the City centre and road safety issues are also significant; efficient freight travel is vital to build industry in regional areas	• State and Federal government to work with Council to meet the maintenance backlog of infrastructure assets. • State government increase Regional Road funding based on the Construction Cost index. • Form regional partnerships between the RMS and local government practitioners to assess the condition and capacity of the Regional Road network. Feed this information into the Integrated Regional Transport Plans. • Ensure a permanent 'Roads to Recovery' program after 2014. Increase the level of funding and tie it to the Road Construction Cost Index .Review existing maintenance responsibilities for State and National Highway road reserves to clarify responsibilities and funding arrangements applying to Local Government. • Establish a State and Federal assistance programme modelled on the highly successful Timber Bridges on Regional Roads Programme as a matter of urgency. • Provide some compensation for the road pavement deterioration attributed to higher mass limits. • Work with Local Government and Commonwealth Governments, professional bodies and tertiary educational institutions to address the worsening skills shortage by introducing more training incentives.
Chapter 6 - Actions Regional Growth Centres roads	Coffs Harbour's population has increased dramatically over the past 40 years, and the infrastructure provision has not kept pace with the population changes. Whilst not growing at the same rate as the Sydney satellite towns, it is still one of the most important regional centres in NSW. Council supports the pricing reform changes that will ensure heavy vehicles pay their fair share of road use.	

Attachment

Chapter 6 - Actions Making regional roads safer	Bypassing Coffs Harbour was raised by many constituents during the Plan's Consultation workshop. Council notes that the draft plan proposes that the bypass for Coffs Harbour is only to be constructed "in the longer term" (10 – 20 years) despite RMS traffic modelling which predicts traffic volumes in the order of 50,000 vehicles per day through Coffs Harbour CBD and a projected doubling of HPV movements by 2030. This is a grim prospect for the City which is already severely hampered by Highway traffic throughout the day. Council welcomes the new 10 year Road Safety Strategy to reduce the number and severity of crashes on country roads as well as targeted safety works, rural highway upgrades and major arterial road upgrades and bypasses of town centres. Council also supports the development of the NSW Motorcycle Safety Strategy 2012 – 2021 as the number of motorcyclists continues to increase on rural roads with a disproportionate number of crashes.	• Confirm continued (long term) funding for existing Road Safety Officers under the Local Government Road Safety Program (LGRSP) • Review the role to empower the RSO to be an agent of change in the community and establish a safe system culture within Local Government. • The LGRSP needs to be fully resourced both financially and physically. • Construct Coffs Harbour Pacific Highway by-pass as soon as possible.
Chapter 6 - Actions Country Passenger Rail Services Strategy	Council welcomes the Country Passenger Rail Service Strategy which will address slow travel speeds, frequency and other concerns. The community would like a viable rail alternative both for regional and local trips. This infrastructure is vital for a long term sustainable alternative to road use. It is expensive but an important long term investment	• Plan for increased use of local rail, high speed rail and freight transport • Provide customer friendly schedules – regional transport that will cater for commuters, families and students. • When buses are provided in lieu of the train, allow passengers to disembark at bus stops along the way -eg when travelling from Grafton to Coffs Harbour, allow passengers to disembark in Woolgoolga. • Provide an integrated intra regional and local road and rail passenger service • Provide an integrated transport service with connecting services. • Provide affordable transport of all types. If a bus or train isn't full, sell seats cheaper to fill it up – just like the airlines. • Develop a State wide strategy and clear plan to locate intermodal transport hubs and ensure the efficient delivery of goods, including the alleviation of bottlenecks and ensuring easy access to ports and city hubs. • There needs to be a clear long term plan for investment in public transport, clarifying the feasibility of rail travel and investment in an effective public bus system

Attachment

Chapter 6 - Actions Improve regional bus services **Chapter 3 – Integrating modes to meet customer needs**	Council agrees that the bus services should be more accessible and convenient, and a review of the area's service options is vital. The bus contract system needs to be reviewed as this is the reason that services are not improving. In addition the challenges outlined in chapter 3 of the plan would apply to all transport systems, including those in the regions – namely ■ integrated ticketing – mostly between bus operators ■ Modern interchanges: Council is currently developing a CBD Masterplan which will incorporate a transport interchange for buses, taxis and community transport. ■ Aligned timetables between bus operators and also other transport modes such as trains and planes ■ Real-time information – accessible, real time, reliable travel information using modern technology to ensure easy access to all sectors of the community ■ Modernise the transport fleet – this include school bus transport since there are still school buses with hard back seats and no seat belts travelling the Pacific Highway;	• A comprehensive review of the bus contracts taking into account the needs of the community for flexible, affordable and regular public transport. • Review the use of large buses for passenger transport services and introduce a more flexible service catering for the needs of members of the community such as tourists, commuters, shoppers, students and those who are transport disadvantaged. • Establish a fully integrated public transport system. • Develop a Google base trip planner • Plan for future infrastructure such as public transport priority routes, improved bus stop facilities including adequate shelters and waiting rooms. • More powers should be given to the Regional Coordinator to work with public transport operators to improve their service. • Establish priority routes for buses and discourage the use of private vehicles for short trips. • Work with bus companies to develop a smart card system for passengers. • Plan for intelligent transport information systems. • Ensure there is consistency of concession fares across different modes of transport such as long distance coaches, rail and local buses. • A comprehensive review of the school bus transport system, including the student subsidy scheme to limit student travel times and distances to educational centres • A review of the passenger capacity loadings to ensure that buses are not overcrowded on the riskier routes. • An action plan to make buses safer for students • There needs to be a clear long term plan for investment in public transport, clarifying the feasibility of rail travel and investment in an effective public bus system
Chapter 6 - Actions Accessible attractive stops and stations	Council would be pleased to continue the partnership with Transport for NSW to provide safer, accessible attractive bus stops that comply with national disability access systems.	• Assist Local Government to determine the standards for accessible public transport infrastructure and to retrofit existing infrastructure as appropriate

Attachment

Chapter 6 - Actions Improve and strengthen community transport	There are many people in this region who are socially isolated, elderly and sick, transport by Community Transport. The local Community Transport operation is one of the best in the State, and has invested in a fleet of buses. This is a very valuable service to the community and should be maintained. It would make sense for the transport systems to be integrated, but this must be done without disadvantaging those who really need it.	*Coffs Bellingen Nambucca Community Transport made their own submission to the plan*
Chapter 6 - Actions Increasing cycling opportunities **Chapter 9 - Cycling**	There is a substantial cycle network in Coffs Harbour although there are still significant missing links. Council would welcome State support to provide better information and infrastructure for the increasing number of cyclists. The plan should state that all new road projects or road network upgrades will provide for cycling as an essential component of the project. The NSW Cycling Investment program should include the Coastline Cycling project allowing for completion the length of the NSW coast. The connected cycling network, targeting investment in clearly defined cycleways within a 5 kilometre radius of major urban centres in the short term and 10km radius of centres in the longer term - should apply to all regional towns and cities	• Assist Local Government (through provision of additional funding) to complete construction of, and to maintain a network of shared paths linking residential areas, health and education facilities and central business districts • Promote and provide education about the safe use of active transport and its benefits.
Chapter 6 - Actions Increasing walking opportunities	The community place footpaths high on their wishlist, particularly if they are elderly or frail. Some residents gain new mobility and independence with the installation of a footpath. They are essential for health and well being, access, environmental health and to reduce congestion	• Assist Local Government (through provision of additional funding) to complete construction of, and to maintain a network of shared paths linking residential areas, health and education facilities and central business districts • Promote and provide education about the safe use of active transport and its benefits.
Chapter 6 - Actions Regional Air Service	The airport is a valuable local asset for businesses as well as private residents and visitors to the area. It could be a key factor in the establishment of regional transport hubs, and is also important for the business, tourist and freight industries.	• Continue to provide support for and expand the facilities of the Coffs Coast Regional Airport, including $5 million for a newly surfaced runway.

Attachment

Introduction General Points	Most planned actions reflect the Coffs Harbour 2030 Plan: ▪ We are well connected to each other and services ▪ We make best use of an excellent environmentally friendly public transport system ▪ Many of us walk and cycle from place to place Council welcomes the opportunity to collaborate with the NSW Government to develop the detailed Regional Transport plan. At the moment Council is developing its CBD Masterplan and Economic Development Plan. One of the major objectives is to develop a transport interchange. It would be essential to develop a Regional Transport Plan as soon as possible to complement Council's planning. The plan would complement the Vision 2030 plan already underway in this area, and would give stakeholders direction for future major projects such as the development of the Jetty foreshores; the development of a regional transport hub etc.	• The NSW Masterplan should reflect the plans of Local Government Areas within the region. • There should be a whole of government approach to long term transport planning, and Local Government should be party to transport policy development that affects their LGA. • Set measurable outcomes with timelines and state how these objectives will be achieved in an action plan for the region.
Chapter Eight The environment	Council supports the actions listed in the Plan to enhance environmental and sustainability outcomes including the Transport Environmental Policy Framework, the Transport Infrastructure Sustainable Design Guidance, the Sustainability in procurement policy, the updating of the Transport Infrastructure Investment Process the Electric Vehicles road map, air quality improvement measures and the restructure of motor vehicle registration charges to encourage the earlier adoption of low emissions vehicle technologies that aim to minimise environmental damage. Council notes the considerable amount of funding required to build roads. Experience in other cities show that constructing new roads does not relieve congestion issues – it just encourages more people to drive. A more sustainable approach would be to promote sustainable transport modes such as rail; land use planning; cycling and walking.	• Conduct an economic risk assessment with all State Road planning projects which includes strategies for diverting funds to more sustainable transport projects • Expand the Northern River and Mid North Coast car pool website to incorporate all parts of NSW and transfer management of the website to Transport for NSW

Attachment

Chapter Seven Transport and Freight	Council notes that the Australian Logistics Council has estimated that each one percent increase in freight efficiency will save our national economy around $1.5 billion and that a timely and safe transportation of goods along the entire supply chain underpins the economic growth and development of major regional centres. Coffs Harbour is ideally placed, half way between Brisbane and Sydney, with an existing airport, Highway and port – to develop regional hubs to transport horticulture commodities and raw construction materials.	
Chapter Ten Community Road Safety Fund	Council supports the creation of a fund for Road Safety to invest all speed camera-related fines in road safety initiatives.	

BRIDGE REPAIRS - KIRTONS ROAD, BROOKLANA

Purpose:

To recommend that Council undertake bridge maintenance on Kirtons Road, Brooklana.

Description of Item:

Kirtons Road is a Council owned road. It provides access to three rural properties. On 15 May 1996 Council resolved "*not to undertake the construction or maintenance of any road not currently identified in the asset register for roads*".

Kirtons Road is not on the asset register for roads. The road is trafficable by two wheel drive vehicles and consists of earth and gravel formation. It appears that property owners have carried out minor maintenance on the road.

There are two timber bridges on Kirtons Road. The bridges appear to have been professionally constructed, perhaps built by Council or Forestry in the order of 50 years ago.

Works Branch advised that Council hauled river gravel from this area across the bridge until approximately 17 years ago and carried out minor road and bridge maintenance during that period.

One of the bridges is in major disrepair with one broken girder and another requiring urgent replacement. The deck timbers also require replacement.

Warning signs have been placed on the bridge however it is the only access to two properties.

The estimated cost of the bridge repairs is $30,000.

Reference to Council's legal advisers confirms that Council has a duty of care to users of the bridge since it is on a Council dedicated (owned) road.

Council can no longer rely on the fact that the road is not on Council's current asset register - changes brought about by legal precedent and legislation, particularly *Brodie v Singleton Shire Council* [2001] HCA 29 and the *Civil Liability Act 2002* mean that Council must adopt a revised policy position. This is the subject of a separate report.

Sustainability Assessment:

- **Environment**

    A Part 5 assessment will be carried out prior to any works. No environmental issues are evident.

- **Social**

    Access to property is a key social responsibility for Council.

- **Civic Leadership**

  Bridge construction and maintenance is a core Council activity.

- **Economic**

  Broader Economic Implications

  Delivery Program/Operational Plan Implications

  With some rearrangement of priorities, Council has sufficient funds in the bridge program to carry out the works required to repair the bridge. The longer term implications of similar structures on roads currently not on Council's asset register is currently being quantified and will be provided as part of the report recommending a revised policy position.

Consultation:

Consultation with Council's governance section has been undertaken and legal advice has been obtained.

Issues:

Initial investigations have identified approximately 23km of Council owned, unmaintained roads. A desk top review has not identified any other bridges on these roads. The roads will be inspected over the next few weeks and any safety issues will be recorded and assessed in terms of required actions.

A further report will be presented to Council once the asset register of roads and bridges has been updated, policy developed and implications for the budget are assessed.

Recommendation:

That Council:

1. **Undertake the necessary repairs to the bridge on Kirtons Road, Brooklana, to be funded from Council's Bridge Program.**

2. **Approve the placement of a two tonne load limit on this bridge until the repairs can be carried out.**

UNMAINTAINED ROADS

Purpose:

To recommend that Council revise its current policy and resolutions on "unmaintained roads", having regard to changes in common law and legislation that have occurred over recent years and develop a new policy reflecting Councils duty of care to users of all roads vested in (i.e. the property of) Council.

Description of Item:

Council owns approximately 22.8km of land classified as public roads that are currently not on Council's asset register (where all roads Council owns and maintains are recorded).

They are Council property as identified by the State Government Land and Property Information (LPI) Department.

These have historically been deemed "unmaintained roads" and Council has not undertaken any maintenance on them. Some are formed roads, while others are driveways, tracks or even uncleared bushland.

Council's current road maintenance policy and previous resolutions that apply to this issue are inconsistent with changes in common law and legislation as set out in the legal advice appended to this report.

In summary, Council has a duty of care as the owner of the property (road) to users of these roads. To discharge this duty of care, Council must undertake works to address identified safety hazards commensurate with the risk and in consideration of it's available resources.

Council recently undertook works on Upper Shephards Lane on a section not on Council's asset register of (maintained) roads as a result of a section becoming dangerous in recognition of this duty of care.

Council staff have begun inspections of these roads and will evaluate the need to undertake repairs. These will be funded from existing programs where possible, with any issues requiring funds beyond capacity or of a capital nature being brought back to Council for approval (such as Kirtons Bridge, the subject of another report to this meeting).

But it is also necessary for Council to revise its existing road maintenance policy and resolutions on road maintenance (not to do so leaves Council at risk of litigation). This is the purpose of this report.

Discussions have been underway for some time with neighbouring councils with a view to formulating a consistent position on maintenance of such minor roads, and the intention is that some level of commonality will be sought across the industry in order to reduce the risk of litigation.

Given that this process will take some time, in the interim the recommendations below, if adopted by Council, will serve to facilitate any works deemed necessary on roads currently classified as "unmaintained" and to reduce Council's risk of litigation arising from its duty of care with respect to these roads.

Currently Council notes on S149 certificates for properties with access from these roads that the road is not maintained by Council. In light of this change, it is necessary to amend the wording of this notation. A recommendation to this effect is below.

Sustainability Assessment:

- **Environment**

  Environmental issues would be assessed prior to any works.

- **Social**

  No negative social impacts are perceived.

- **Economic**

  Broader Economic Implications

  Nil

  Delivery Program/Operational Plan Implications

  Inspections and any minor maintenance will be carried out within existing resource allocations. No additional funding is envisaged, simply reprioritisation of existing programs such as is the case with Kirtons Road bridge, the subject of a separate report to this meeting of Council.

Consultation:

Council's Governance section has been consulted and legal advice is appended (confidential section).

Statutory Requirements:

See attached legal advice (confidential section).

Issues

As discussed in the report entitled "2012-2013 Road Maintenance Strategy & Budget" Council already faces significant challenges with respect to the management of its road infrastructure. The addition of around 23km of roads to it's network will potentially increase this problem even though anticipated expenditure on these roads will be minimal.

Implementation Date / Priority:

Immediate

Recommendation:

1.   **That all property vested in Coffs Harbour City Council as a public road be inspected and placed on Council's asset register.**

2.   **That Council inspect the roads that are proposed to be added to Council's asset register with a view to identifying the necessary remedial works to mitigate Council's risk exposure having regard to Council's limited resources.**

3.   **That the notation on S149 Certificates for properties accessing these roads be amended appropriately.**

ACQUISTION OF LAND - HOYS ROAD, MOONEE - UPDATE

Purpose:

To seek approval to classify Lot 9 DP 1140702 Hoys Road, Moonee prior to acquisition.

Description of Item:

At its meeting held on 28 June, 2012 Council resolved to make application to the Department of Local Government seeking the Governors consent to acquire the subject land by compulsory process. Council also resolved to make a further offer to acquire the property. That offer was not accepted by the owner.

By letter dated 26 September, 2012 the Division of Local Government advised that the Governor had approved Council publishing an acquisition notice in the Government Gazette to declare that Lot 9 DP 1140702 has been compulsorily acquired for the purposes of open space / public recreation.

From the date the notice appears in the Gazette the land is owned by Council and compensation is payable.

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

   Council should note that provision for financing the acquisition of the subject land has been made in the 2012/13 Operational Plan. Whilst the specific amount to be borrowed will need to be the subject of a brief report to Council once known, it is expected that the borrowing will be within the borrowing limits provided for in the 2012/13 Operational Plan.

Consultation:

Councils legal advisor has been informed of the Governors approval and Finance have been consulted about loan borrowings.

Related Policy and / or Precedents:

None as Council very rarely compulsorily acquires property.

Statutory Requirements:

Council is required to place the acquisition notice in the Government Gazette and then follow the procedures set out in the Land Acquisition (Just Terms Compensation) Act 1991 to finalise the matter. Council will be assisted by its legal advisors if required.

Issues:

As the property will not be required for sports and recreation for quite sometime it is considered appropriate that the land be classified as operational land. This will enable the house to be leased and the land to be leased or licensed for agistment to ensure it is well maintained in its current cleared state. Hopefully income will cover most of the maintenance costs and rates until the land is developed for sporting fields.

The financial arrangement to purchase the land is discussed in the Confidential Attachment to this report.

Implementation Date / Priority:

The acquisition notice will be published in the Government Gazette following the Council meeting.

Recommendation:

1. **That upon its acquisition Lot 9 DP 1140702 Hoys Road, Moonee be classified as Operational Land under the Local Government Act 1993 (as amended).**
2. **That the confidential attachment be noted.**

TECHNOLOGY GROUP BUSINESS PLAN

Purpose:

To provide information to Council in relation to the establishment of the Technology Group.

Description of Item:

Council, for a number of years, has been developing, selling and installing switchboards both for its own sewer/water services and for other councils in NSW.

The Technology Group has developed a Business Plan that sets out the work and structure that the Group will work to with the aim of providing a positive return to Council. As the Business Plan contains commercial in confidence information a confidential copy of the Business Plan is attached. Council, as part of the Delivery Program and Operational Plan, has already adopted the Technology Group Budget.

In addition to the development of the switchboard product, Council has also been developing a significant network of optic fibre for its own purposes and has taken advantage of this expertise by on selling these skills to other local government areas for the installation of optic fibre. Council has also established a number of leases of its optic fibre network.

This work has extended to the supply and installation of closed circuit TV infrastructure for other local government areas.

Sustainability Assessment:

- **Environment**

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

- **Social**

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

- **Civic Leadership**

    Council is required to provide leadership to the community. The services being provided by the Technology Group position Council as a leader in this area. The revenue sources available through the profits made can be applied to other areas of general need in the community. This is in line with Council's Private Works Policy.

- **Economic**

    Broader Economic Implications

    There are a number of local suppliers who benefit from the work undertaken by the Technology Group.

Delivery Program/Operational Plan Implications

The budget in the Business Plan has been adopted by Council in the 2012/13 – 2015/16 Delivery Program and Operational Plan.

Consultation:

Extensive consultation has been undertaken in the development of the Business Plan with staff from City Services, Water & Sewer, Finance, Corporate Business and the Executive.

Related Policy and / or Precedents:

Council already runs a number of businesses including the Caravan Parks, the Airport, Morgans Road Tree Farm, the Laboratory, and private works through City Works. This is another in the development of alternate revenue sources for Council. The profits from the business are distributed in line with Councils Private Works Policy.

Statutory Requirements:

The level of turnover does not require the business, at this stage, to meet the competitive neutrality guidelines, however should the business grow and develop a turnover in excess of the $2.5 million, Council will be required to meet all competitive neutrality guidelines as do Council's other businesses, such as Water/Sewer and the Airport.

Issues:

The report is provided for Council's information. There are no major issues foreseen with the business as it is building on a solid base and a history of successful provision both to Coffs Harbour City Council and other councils in NSW. As the business continues to grow, its systems and processes will continue to be developed, staffing requirements will be addressed and service level agreements developed with Council's internal services.

Recommendation:

That Council note the information provided in this report in relation to the development of the Technology Group Business Plan.