



Coffs Harbour City Council

02 October 2014

ORDINARY MEETING

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

THURSDAY 9 OCTOBER 2014

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 – 25 September 2014](#)
9. [Notices of Motion](#)
10. [General Manager's Reports](#)
11. [Consideration of Officers' Reports](#)
12. Requests for Leave of Absence
13. Matters of an Urgent Nature
14. [Questions On Notice](#)
15. Consideration of Confidential Items (if any)
16. Close of Ordinary Meeting.

Steve McGrath
General Manager



COFFS HARBOUR CITY COUNCIL
ORDINARY MEETING
COUNCIL CHAMBERS
COUNCIL ADMINISTRATION BUILDING
COFF AND CASTLE STREETS, COFFS HARBOUR
9 OCTOBER 2014

Contents

ITEM DESCRIPTION

NOTICES OF MOTION

- NOM14/12 WOOLGOOLGA MEN'S SHED
- NOM14/13 BULKY GOODS COLLECTION SERVICE
- NOM14/14 REINSTATEMENT OF COFFS HARBOUR CITY LIBRARY NAME
- NOM14/15 GENERAL MANAGER'S PERFORMANCE REVIEW PANEL

GENERAL MANAGER'S REPORTS

- GM14/27 2014 COMMUNITY SURVEY REGARDING COUNCIL SERVICE DELIVERY
- GM14/28 2014 DISCLOSURE OF INTEREST BY COUNCILLORS AND DESIGNATED PERSONS

CITY PLANNING DEPARTMENT REPORTS

- CP14/31 DELIVERY PROGRAM 2014 TO 2018 - SUSTAINABLE PLANNING PROGRAM UPDATE
- CP14/32 STATE ENVIRONMENTAL PLANNING POLICY NO. 44: KOALA HABITAT PROTECTION - REINSTATEMENT OF COFFS HARBOUR

CORPORATE BUSINESS DEPARTMENT REPORT

- CB14/56 CAMPING AT JETTY FORESHORES AND \$10.00 PER NIGHT SITE TRIAL AT PARK BEACH HOLIDAY PARK

CITY INFRASTRUCTURE SERVICES DEPARTMENT REPORTS

- CIS14/51 INSTALLATION OF SOLAR PANELS ON CASTLE STREET CAR PARK

ITEM DESCRIPTION

CIS14/52 RESERVE NAMING POLICY

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

CIS14/53 LEASE TO VIRGIN AUSTRALIA AIRLINES - OFFICE & CHECK-IN NO.1 AT COFFS HARBOUR REGIONAL AIRPORT

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

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

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

QUESTION ON NOTICE

QON14/3 BULKY GOODS COLLECTION / WORLD RALLY CHAMPIONSHIP



COFFS HARBOUR CITY COUNCIL

ORDINARY MEETING

25 SEPTEMBER 2014

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 of City Infrastructure Services, Director Planning, Director of Community Development, Manager Strategic Planning, Team Leader Precinct Planner and Executive Assistant.

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

We respectfully acknowledge the Gumbaynggirr Country and the Gumbaynggirr 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.

Cr Sultana arrived at the meeting, the time being 5:01pm.

DISCLOSURE OF INTEREST

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

Councillor	Item	Type of Interest
Cr Palmer	CIS 14/50 Contract No. RFT-673-TO – Supply and Delivery Quarry Products 2014-2016	Non pecuniary - Less Than Significant
Cr Palmer	CP14/29 Bonville Rural Residential Investigation Area – Planning Proposal and Draft Developer Contributions Plan	Non pecuniary - Less Than Significant
Cr Palmer	CIS14/48 Stage 2 Transfer of Coffs Harbour City Council Land to Coffs Coast Regional Park – Execution of Documents	Non pecuniary - Less Than Significant

PUBLIC FORUM

Time	Speaker	Item
5.00 pm	Judy Quickenden	Seating in Reserve, Columbus Circuit, behind Park Beach Plaza and Mowing Etiquette at Council Parks and Reserves

CONFIRMATION OF MINUTES

- 255** **RESOLVED** (Arkan/Innes) that the minutes of the Ordinary meeting held on 28 August 2014 be confirmed as a true and correct record of proceedings.

GENERAL MANAGER'S REPORTS

GM14/26 ELECTION OF DEPUTY MAYOR

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

- 256** **RESOLUTION** (Arkan/Cowling) that Council resolve to elect a Deputy Mayor for the ensuing twelve (12) months.
- 257** **RESOLUTION** (Cowling/Arkan) that Nominations for the position of Deputy Mayor be called and the method of election be by open ballot (show of hands).

The General Manager advised that he had received two nominations for the position of Deputy Mayor and that those nominated were Cr Degens and Cr Townley. An open ballot was conducted and as a result Cr Townley was elected as Deputy Mayor for the ensuing twelve months.

CITY INFRASTRUCTURE SERVICES DEPARTMENT REPORTS

CIS14/48 STAGE 2 TRANSFER OF COFFS HARBOUR CITY COUNCIL LAND TO COFFS COAST REGIONAL PARK - EXECUTION OF DOCUMENTS

Report seeking Council approval to execute transfers and other required documents under seal to facilitate the disposal and transfer of Council lands to the Office of Environment & Heritage.

- 258 RESOLVED** (Arkan/Townley) that Council execute under seal the required documents to enable the transfer of lands described within this report to the Coffs Coast Regional Park in accordance with Council's resolution number 120 of 23 June 2011.

CIS14/49 RENEWAL OF LEASE OF 23 GORDON STREET, COFFS HARBOUR TO GEOLINK

Seeking Council's authority to execute a further one year lease term with an option of one year term of 23 Gordon Street, Coffs Harbour with the present Lessee, GeoLINK Consulting Pty Limited.

- 259 RESOLVED** (Innes/Arkan):

1. That Council, as the registered proprietor of 23 Gordon Street, Coffs Harbour being Lot 20 Section 6 DP 758258 authorise the lease of the premises to GeoLINK Consulting Pty Limited for a further term of one (1) year with an option of one year.
2. That any necessary documents associated with the lease of 23 Gordon Street, Coffs Harbour being Lot 20 Section 6 DP 758258 to GeoLINK Consulting Pty Limited be executed under the Common Seal of Council.
3. That the Lessee be responsible for, and pay, all of Council's reasonable legal costs arising from the preparation and registration of the lease over 23 Gordon Street, Coffs Harbour being Lot 20 Section 6 DP 758258.

CIS14/50 CONTRACT NO. RFT-673-TO - SUPPLY & DELIVERY QUARRY PRODUCTS 2014-2016

To report to Council on tenders received for Contract RFT-673-TO for the supply and delivery of Quarry Products 2014 - 2016 and seek approval to award a contract.

260 RESOLVED (Arkan/Sultana):

1. That for the Supply and Delivery of Quarry Product 2014-2016. RFT-673-TO the motion be moved on the basis that:
 - a. The following tenders received are the most advantageous to Council:

1. Clarence Earthmoving, Elland	ABN 67 419 008 476
2. Coastal Homesites Pty Ltd, Woolgoolga	ABN 38 000 925 744
3. Espedan Pty Ltd, Bucca	ABN 70 001 684 037
4. Holcim Australia Pty Ltd, Coffs Harbour	ABN 87 099 732 297
5. Kerita Holdings Pty Ltd, t/as Tom Jung Quarries, Coffs Harbour	ABN 76 119 123 707
6. Sheridans Hard Rock Quarry Pty Ltd, Hernani	ABN 58 151 721 989
7. Sydney Quarry & Haulage Group Pty Ltd, Corindi Beach	ABN 54 159 911 850
 - b. The tenderers have the necessary experience, ability and performance.
2. That the contract documents be executed under the Seal of Council.

CORPORATE BUSINESS DEPARTMENT REPORTS

CB14/52 ACTUAL FUNDS RESULT FOR YEAR ENDED 30 JUNE 2014

To report on the actual funds results for the year ended 30 June 2014 and the proposed revotes from 2013/2014 to 2014/2015.

261 RESOLVED (Palmer/Degens):

1. That the actual fund results for the financial year 2013/14 be noted as follows:

	\$	
General Fund	74,439	surplus
Water Fund	(3,204,663)	deficit
Sewer Fund	(1,502,173)	deficit

CB14/52 - Actual Funds Result For Year Ended 30 June 2014 (Cont)

2. That the various revotes from 2013/2014 to 2014/2015 as detailed in Attachment 4 as follows, be adopted.

Summary	Revote \$	Funding			
		Revenue \$	External \$	Environmental Levy \$	Restricted Equity \$
General Fund	32,927,117	2,676,764	5,544,695	236,597	24,469,061
Water Fund	3,716,355	382,549			3,333,806
Sewer Fund	14,506,392	86,201	1,470,308		12,949,883

3. Council endorses the revote of \$74,338 of surplus funds to offset the shortfall in Council's 2014/2015 Financial Assistance Grant allocation. This indicative figure is per the Local Government Grants Commission circular dated 13 August 2014 outlining their Minister approved recommendation.
4. Council endorses the revote of \$100,000 of surplus funds for future legal expenses contingency.
5. Council endorses the revote of \$200,000 of surplus funds for the potential replacement of a core software system.
6. Council endorses the revote of \$35,000 of surplus funds for the supply and installation of a shade sail over Emerald Beach Playground.

CB14/53 BANK BALANCES AND INVESTMENT FOR AUGUST 2014

To list Council's Bank Balances and Investments as at 31 August 2014.

262 RESOLVED (Innes/Sultana):

1. That the bank balances and investments totalling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) one hundred and fifty million, six hundred and ninety four thousand, six hundred and ninety five dollars (\$150,694,695) as at 31 August 2014 be noted.
2. That the general fund unrestricted cash and investments totalling one hundred and thirty four thousand, eight hundred and eighty dollars (\$134,880) as at 31 August 2014 be noted.

CB14/54 DONATIONS AND RATES SUBSIDY PROGRAMS 2014/2015

To recommend the Donations and Rates Subsidy Programs for 2014/2015 for adoption.

- 263 RESOLVED** (Degens/Palmer) that The Donations and Rate Subsidy Programs for 2014/2015 as set out in the report, totaling \$135,719 be adopted.

CB14/55 CONDUCT OF FINANCIAL REVIEW - SECTION 355 FACILITY MANAGEMENT COMMITTEES

To provide Council with details of the review of the financial records of Council's Section 355 facility management committees for the year ended 30 June 2014.

- 264 RESOLVED** (Degens/Sultana) that the report on the financial review of the Section 355 facility management committees be noted.

COMMUNITY DEVELOPMENT DEPARTMENT REPORTS

CD14/17 COUNCILLOR REPRESENTATIVE - NSW PUBLIC LIBRARIES ASSOCIATION

To appoint a Councillor Representative to the NSW Public Libraries Association (NSWPLA).

- 265 RESOLVED** (Cowling/Innes) that Coffs Harbour City Council appoints Councillor Cr Townley as its representative on the NSW Public Libraries Association.

CD14/18 COMMITTEE MEMBERSHIP - CORAMBA COMMUNITY HALL MANAGEMENT COMMITTEE AND WOOLGOOLGA COMMUNITY VILLAGE FACILITY MANAGEMENT COMMITTEE

To recommend to Council the appointment of community members to facility management committees.

- 266 RESOLVED** (Arkan/Sultana) that the following committee members nominations be appointed to the relevant committees:
- Coramba Community Hall Management Committee – Ms Beverley Ralls
 - Woolgoolga Community Village Facility Management Committee – Ms Renita King

CITY PLANNING DEPARTMENT REPORTS

CP14/27 TOWARDS A PLACE BASED PRECINCT PLANNING FRAMEWORK

To present Council with a report that outlines the purpose, functions and framework for a place based approach to precinct planning within the Local Government Area (LGA).

- 267 RESOLVED** (Palmer/Townley) that Coffs Harbour City Council endorse the attached Precinct-Place Planning Strategy acknowledging that it will guide the organisations approach to stronger implementation of the Places for Living theme within Coffs Harbour 2030.

CP14/28 LANDSCAPE CORRIDORS OF THE COFFS HARBOUR LOCAL GOVERNMENT AREA - CONSULTATION DRAFT

To recommend that Council place on public exhibition the Landscape Corridors of the Coffs Harbour Local Government Area (LGA) report (Attachment 1) and spatial layer (Attachment 2).

- 268 RESOLVED** (Townley/Arkan):
1. That Council endorse the Landscape Corridors of the Coffs Harbour Local Government Area Consultation Draft Report (Attachment 1) and Digital Layer (Attachment 2) for public exhibition and invite submissions for a period of 60 days:
 2. That a report be brought back to Council on the Landscape Corridors of the Coffs Harbour Local Government Area Consultation Draft Report and Digital Layer, following public exhibition.

**CP14/29 BONVILLE RURAL RESIDENTIAL INVESTIGATION AREA -
PLANNING PROPOSAL AND DRAFT DEVELOPER
CONTRIBUTIONS PLAN**

The purpose of this report is to present to Council a Planning Proposal and draft Developer Contributions Plan (CP) for the Bonville Rural Residential Investigation Area, with a view to rezoning parts of the land as an amendment to Coffs Harbour Local Environmental Plan (LEP) 2013.

269 RESOLVED (Arkan/Innes):

1. That Council endorse and forward the subject Planning Proposal to NSW Planning and Environment seeking a "Gateway Determination" for the rezoning of parts of the Bonville Rural Residential Investigation Area as shown in Attachment 1 to this report.
2. That subject to the "Gateway Determination" from NSW Planning and Environment, Council place the Planning Proposal on public exhibition.
3. That subject to the "Gateway Determination" from NSW Planning and Environment, Council place the Draft Bonville Rural Residential Developer Contribution Plan on public exhibition.
4. That a further report be considered by Council, concerning the outcome of the public exhibition.
5. That landowners in the Bonville Rural Residential Investigation Area be informed of Council's decision.

VOTED FOR

Cr Rhoades
Cr Innes
Cr Sultana
Cr Degens
Cr Cowling
Cr Palmer
Cr Arkan
Cr Knight

VOTED AGAINST

Cr Townley

CP14/30 PLANNING PROPOSAL - PP_2013_COFFS_002_00 FOR LOT 13, DP591220 COOK DRIVE, COFFS HARBOUR

The purpose of this report is to present a Planning Proposal (PP) for Council's consideration.

270 RESOLVED (Arkan/Innes):

1. That Council endorse and forward the subject Planning Proposal to NSW Planning and Environment seeking a "Gateway Determination" for the rezoning of Lot 13, DP591220 Cook Drive, Coffs Harbour as shown in Attachment 1 of this report.
2. That Council note the inconsistency and seek endorsement from NSW Planning and Environment in regard to the Section 117 Direction relating to flooding.
3. That Council agree to enter into a Voluntary Planning Agreement with the proponent in accordance with the draft planning agreement contained in the offer from James Robert Auld and Margaret Dawn Auld as shown as Attachment 2 of this report.
4. That subject to the "Gateway Determination" from NSW Planning and Environment, Council place the Planning Proposal and Voluntary Planning Agreement on public exhibition.
5. That a further report be considered by Council following the outcome of the public exhibition.
6. That the landowner be informed of Council's decision.

The Resolution on being put to the meeting was carried unanimously.

REQUESTS FOR LEAVE OF ABSENCE

- 271 RESOLVED** (Sultana/Palmer) that Crs Arkan, Innes and Degens be granted leave of absence from Council on 9 October 2014.

MATTERS OF AN URGENT NATURE

No matters of an urgent nature.

QUESTIONS ON NOTICE

No questions on notice.

This concluded the business and the meeting closed at 5:54 pm.

Confirmed: 9 October 2014.

.....
Denise Knight
Mayor

WOOLGOOLGA MEN'S SHED

Purpose:

Councillor Arkan has given notice of his intention to move:

1. That Council consider expanding the space available for the Men's Shed at Woolgoolga.
2. That Council liaises with members of the Woolgoolga Men's Shed and discuss the space requirements necessary for their good work to continue.
3. That a report be brought back to Council detailing those requirements.

Rationale:

The Woolgoolga Men's Shed has been operating successfully for a number of years now. There are a continuous stream of clients coming to the shed to participate in a large range of interesting projects that provide both the funds to keep the shed running and the opportunity for those clients to obtain the skills that are of interest to them.

The Shed provides a warm and caring environment for members of the community, is self-funding and is deserving of this support.

There is a chance that a mentoring program with children from Woolgoolga High School can be established. There has been discussions with school staff and Men's Shed regarding this program.

Council has provided land earlier. The land required is directly behind the current shed. This space is of no use to Council because of its position and size.

Staff Comment:

In 2006 Council purchased an operational compound from the then RTA known as the Pound Yard site. The purchase was in preparation for the expansion of the northern beaches area which would enable Council to deliver maintenance services. The Woolgoolga Men's Shed approached Council to provide suitable land for a facility in 2010. After exhaustive investigations no suitable land was found. As an alternative in 2011 Council leased 450m² of the Pound Yard site to the Men's Shed. In leasing this land to the Men's Shed future operational needs were considered and it was stressed to the Men's Shed that there would not be capacity at the Pound Yard site to afford any further land.

With the completion of the highway upgrade it is expected that the northern beaches population and associated infrastructure will grow requiring an increased operational need. Operational planning identified the need for a functional depot in Woolgoolga which led to the purchase of the Pound Yard site. It is imperative that the land be kept to enable Council to deliver the on ground services required by residents in the northern beaches area.

It is acknowledged that the Men's Shed meets an important need in the community, however further expansion at this site is not a practical long term solution. A meeting was held with representatives from the Men's Shed and Council staff on the 25 September, 2014 to discuss their needs. At this meeting it was evident that the way in which the Men's Shed has developed the site has resulted in their access being hampered. The Men's Shed are requesting an additional 225m² of operational land to correct the access issue and provide land for storage.

After consideration it is thought that some land may be available but perhaps not the extent being asked for by the Men's Shed. This offer would be conditional on the operation of the Men's Shed being separate from the Council operation for safety and liability reasons. To accomplish this the permanent removal of any gates between the Council operational area and the Men's Shed would be required. Additionally the Men's Shed would need to have undertaken a long term planning study to identify its future requirements, as it is clear that the remaining Pound Yard site will be needed to deliver Council services. If the Men's Shed identifies their future requirements exceeding the amount of land being offered then their long term planning should highlight that investigation into a larger site should occur in a timely manner.

BULKY GOODS COLLECTION SERVICE

Purpose:

Councillor Townley has given notice of her intention to move:

Council staff report to council on:

1. The current Bulky Goods Collection service, including the total cost to ratepayers, itemised into contractor costs and fees, tipping and landfill fees and charges and any other associated costs, as well as the amount and type of rubbish collected. If possible, several years of data could be included.
2. A discussion of various alternative options which may be available for consideration in Council's future waste management program under the new contract cycle. These options could include, but are not limited to; a voucher system, "free" days at the tip, Council or another group (or a combination) running a collection service for re-useable items, special services for the elderly and infirm or any other possibilities.

Rationale:

Bulky goods collection in our area currently includes virtually no organised diversion of items from landfill. Almost every object collected goes to landfill, despite any potential for repair, re-use, re-sale or recycling or other non-landfill destination.

As tipping fees, charges and taxes increase, and landfill space shrinks, we should become more judicious as to what enters the landfill system. Economically speaking, there are opportunities to generate income from some of this material, as has been demonstrated by several Councils and organisations. Socially, there are potential benefits regarding employment and training opportunities. Another social component is that many residents find the large piles of street rubbish unsightly.

The recent workshop on Regional Integration of Waste Management & Resource Recovery involving CHCC and possible and existing partner Councils identified that Bulky Goods collection is a key area for improvement. Many other Councils are moving towards taking a much more wholistic and sustainable approach to bulky goods disposal.

Staff Comment:

A report on these issues can be prepared for Council.

REINSTATEMENT OF COFFS HARBOUR CITY LIBRARY NAME

Purpose:

Councillor Cowling has given notice of her intention to move:

That the name of the Coffs Harbour City Library be re-instated as the W.H. Bailey Memorial City Library to the current and any future premises of the library.

Rationale:

The Coffs Harbour Public Library was named the W.H. Bailey Memorial Library after Harry Bailey died in office as President of the Coffs Harbour Shire Council after 27 years representing the Coffs Harbour area both in the Dorrigo Shire Council and then the Coffs Harbour Shire Council.

This was the only memorial honouring his name and just because the library shifted to another location should not have eliminated his name from the library premises.

Many of his descendants still live in the area and they are bitterly disappointed regarding this state of affairs.

Staff Comment:

The Coffs Harbour Library in Castle Street was renamed on 26 June 1997 by resolution of Coffs Harbour City Council, as recommended by the then Library Advisory Committee. It was also recommended that a room within the existing library be called the Harry Bailey Room, but as yet there has been no room suitable for this to take place.

On 5 June 2008, following a request by a Councillor, it was resolved that the central library's current name 'Coffs Harbour City Library and Information Centre' be adopted and the resolution of Council on 26 June 1997 be noted. It was also resolved that on completion of a planned multi-use meeting/seminar room at Coffs Harbour Library and Information Centre, that it be named the 'Harry Bailey Room'.

Space in Rigby House has meant that no meeting/seminar room has been able to be established. There are no separate rooms at all - just one large open space.

The resolution has not been forgotten and is in fact mentioned in the draft information sheet for the Cultural Facilities Community Engagement Plan, as an opportunity that a new larger purpose-built central library would allow for it to occur. It has been considered by staff that it would be appropriate for a Local Studies/History research room within a new central library to be named the Harry Bailey Room.

The original dedication plaques from the Harry Bailey Memorial Library are still held for safekeeping at the Coffs Harbour City Library.

It is seen as an honour for the library to be associated with someone as important as Harry Bailey and it is seen as highly appropriate for the City's Library to bear such a name. It is, however, suggested that this recognition deserves to be for a purpose-built central library building which provides an appropriate level of civic acknowledgement, rather than as part of an office building which is also housing the library.

GENERAL MANAGER'S PERFORMANCE REVIEW PANEL

Purpose:

Councillor Townley has given notice of her intention to move:

1. That at each meeting of the General Manager's Performance Review Panel, the attendees, agenda items, discussion and decisions be minuted.
2. That this record be circulated to Councillors.

Rationale:

For Councillors, the General Manager's Performance Review Panel is perhaps the most important committee. It provides the framework to ensure that a General Manager is running a council in a way which meets the aspirations of the community and complies fully within the legislative context. It also ensures that the committee is actively and fully engaged in this process. In order to ensure rigour and accountability regarding the process as well as the participants, it is proposed that the meetings are thoroughly documented and that the reports are circulated to Councillors.

Staff Comment:

The performance of the General Manager is reported annually to Council.

The agenda and minutes can be distributed to all Councillors via Diligent Boardbooks after each of these meetings and Councillors advised accordingly. The basis of utilising Diligent Boardbooks is of course to maintain the required legislative confidentiality around this process.

2014 COMMUNITY SURVEY REGARDING COUNCIL SERVICE DELIVERY

Purpose:

To inform Council as to the outcomes of the 2014 Community Survey on Customer Satisfaction with Council Service Delivery.

Description of Item:

In February 2012, as part of its Service Review process, Council engaged Jetty Research Pty Ltd to conduct a survey of Coffs Harbour residents to measure satisfaction and priorities with regard to Council-managed facilities and services in the local government area.

Information from the survey was used to assist the organisation's performance management needs and – importantly – to help develop the ongoing strategy to make the delivery of Council services sustainable. It was determined that a similar survey be run every two years to track any changes in community attitudes.

In August 2014, Jetty Research completed a new survey as a 'follow-up' to the 2012 survey. The questions again asked residents for feedback on the importance of, and satisfaction with, 25 external services delivered by Council.

The Final Report on the survey findings was received from Jetty Research on 24 September. It was the subject of a briefing to Councillors on 29 September followed by a presentation to Council's Leadership Team.

This report provides an overview of the outcomes of the survey (the Survey Final Report is provided as a separate Attachment), particularly in reflecting any changes in community opinion since 2012.

Sustainability Assessment:

The survey findings provide information that assists Council in monitoring the effectiveness of existing programs. The information also helps to guide Council's decision-making in the development and implementation of programs into the future.

- **Environment**

The survey seeks community feedback on Council services that aim to protect and enhance the environment.

- **Social**

The survey seeks community feedback on Council services that aim to foster a healthy community.

- **Civic Leadership**

The process - of measuring community satisfaction and priorities in regard to Council services - is in line with the Civic Leadership principles of the Coffs Harbour 2030 Community Strategic Plan. It is specifically aligned with 2030 Strategy *LC3.2: Engage the community and other levels of government in seeking outcomes.*

- **Economic**

Broader Economic Implications

The survey seeks community feedback on Council services that aim to foster economic growth in Coffs Harbour.

Delivery Program/Operational Plan Implications

The 2014/2018 Delivery Program includes funding allocations to support Community Surveys in 2014/2015 and 2016/2017. Any shortfall is to be met from the funding allocations for 2030 Implementation. Both of these allocations are within Budget Program 516 (Cultural Facilities).

As noted above, the findings of the Community Survey will inform decision-making in the development of Council services in the future. Any budget impacts will be subject to the evaluation and consultation processes implemented in the preparation of Council's Delivery Program and Operational Plan.

Risk Analysis:

Any risk associated with the staging of this survey relates to the value generated from the investment. Given the local government sector's increasing focus on community engagement, it might be argued there is a greater risk posed by not conducting the survey. The random phone poll, carried out independently across a statistically valid sample, provides a significant and non-partisan snapshot of community opinion on key issues at a given time. This information can be considered with a level of confidence that may not be matched as easily through other forms of community engagement.

Consultation:

Council commissioned a random telephone survey of 500 adult residents of the Local Government Area (LGA) in order to assess satisfaction with, and priorities towards different Council-managed facilities and services using a random and statistically valid sample.

Of the eventual 507 participants, 216 agreed to participate in future consultation initiatives as members of Council's "Online Survey Panel". (The Online Survey Panel was established - using the same random recruiting process - during the implementation of the 2012 Community Survey.) Including numbers secured in separate recruiting exercises in 2013 and September 2014, the Online Survey Panel is currently capable of reaching approximately 800 people in the Coffs Harbour LGA.

Related Policy and / or Precedents:

Council's Community Engagement Policy identifies the community's role in helping to set the strategic objectives, program priorities and service levels to be pursued by Council.

Statutory Requirements:

There is no legislative requirement for Council to conduct community surveys; however they are recognised as a useful resource in developing and monitoring Council programs. The outcomes of the 2014 Community Survey will contribute to Community Engagement Strategies across the organisation, including those required under the Integrated Planning and Reporting provisions (Section 402) of the NSW Local Government Act 1993.

Issues:

In January 2012 Council commissioned Jetty Research to conduct a representative telephone survey of 500 Coffs Harbour Local Government Area (LGA) adult residents “to assess resident satisfaction and better understand the community’s priorities with regard to services and facilities”, using a random and statistically valid sample.

In July 2014 Council commissioned Jetty Research to conduct a follow-up customer satisfaction survey. With the exception of one new question relating to preferred means of communication with Council (see Part 6 of Final Report), the 2014 survey was identical to that conducted in 2012 to allow direct comparability of results.

The survey was conducted between Monday, 4 August and Thursday, 18 August using a random, fixed-line telephone poll. No quota sampling was applied other than ensuring an adequate mix of respondents by sub-region. Potential respondents were screened to ensure they were aged 18 or over, lived within the Coffs Harbour LGA, and were not Councillors or permanent Council employees. In all, 507 interviews were conducted.

Based on the number of Coffs Harbour households, a random sample of 507 adult residents implies a margin for error of +/- 4.3 per cent at the 95 per cent confidence level. This effectively means that if a similar poll was conducted 20 times, results should reflect the views and behaviour of the overall survey population – in this case “the adult population of the Coffs Harbour City Council LGA excluding councillors and permanent council employees” - to within a +/- 4.3 per cent margin for error in 19 of those 20 surveys.)

The demographic profile of respondents – looking at age, gender, location, ratepayer status and time lived in the Coffs Harbour local government area - was generally similar to the 2012 survey. There was, however, a higher proportion of residents aged 40-59 in the latest survey (51% compared to 42% in 2012), and a slightly higher proportion of residents coming from Coffs Harbour and Diggers Beach (37% compared to 33% in 2012).

The Executive Summary from the Jetty Research Final Report is reproduced here with supporting graphs and tables. The full Final Report is provided as an attachment to the business paper.

• **Major Findings**

Satisfaction (See Graph 2.1 and Table 2.1 from Final Report, below)

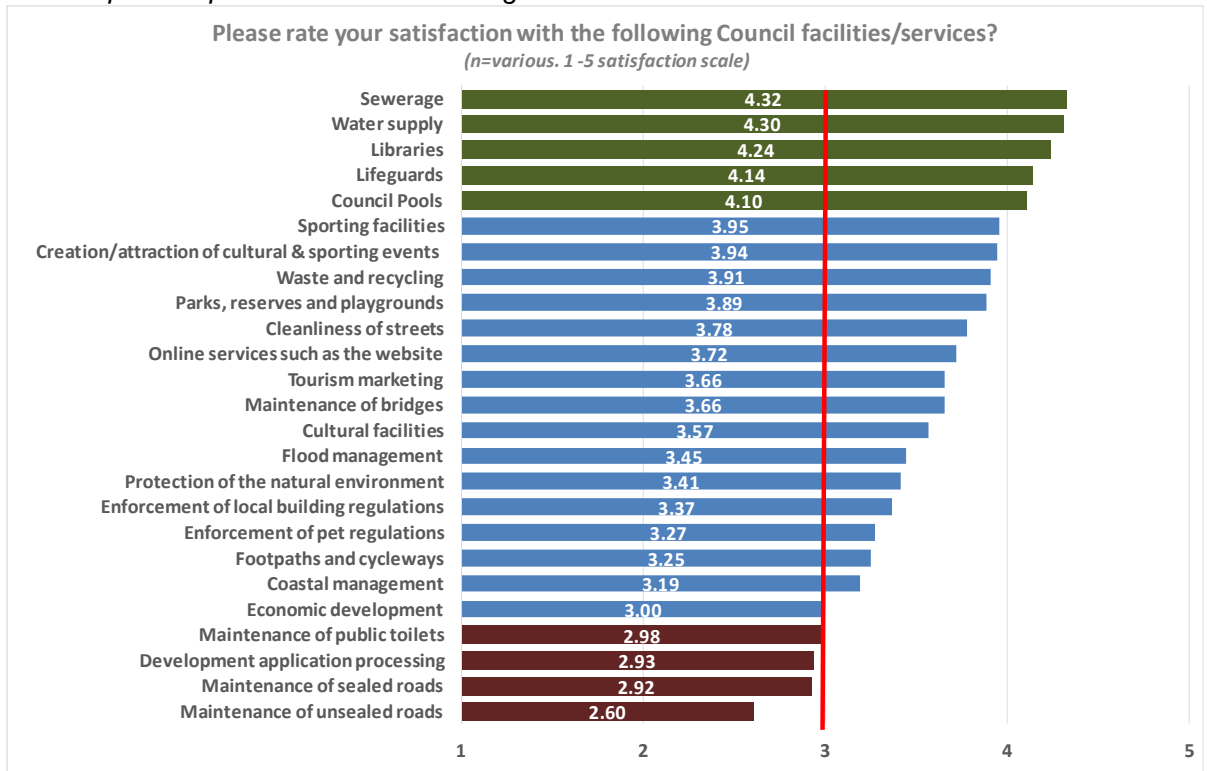
1. Of 25 facilities and services rated, the highest satisfaction was achieved by:

- Sewerage (with a mean score of 4.32 on a 1-5 scale),
- Water Supply (4.30),
- Libraries (4.24),
- Lifeguards (4.14) and
- Council Pools (4.10).

Lowest satisfaction was recorded among:

- Maintenance of Unsealed Roads (2.60),
- Maintenance of Sealed Roads (2.92),
- Development Application (DA) Processing (2.93),
- Maintenance of Public Toilets (2.98) and
- Economic Development (3.00).

Final Report Graph 2.1: Satisfaction ratings



2. There were statistically significant improvements in nine areas:

- Flood Management (with satisfaction mean up 19 per cent since the 2012 survey);
- Maintenance of Public Toilets (up 15 per cent);
- Maintenance of Sealed Roads (up 12 per cent);
- Enforcement of Local Building Regulations (up 9 per cent);
- Creation and Attraction of Cultural and Sporting Events (up 8 per cent);
- Economic Development (up 7 per cent);
- DA Processing (up 6 per cent); and
- Tourism Marketing (up 5 per cent), and
- Maintenance of Bridges (up 5 per cent).

There were no significant falls in satisfaction scores across any of the 25 facilities and services measured.

Final Report Table 2.1: Satisfaction ratings, 2014 vs. 2012

Satisfaction with 25 Council facilities/services					
Facility/service offered	2014 Count	2014 Mean	2012 Count	2012 Mean	% change in mean
Flood management	411	3.45	432	2.90	19.0%
Maintenance of public toilets	430	2.98	391	2.59	15.0%
Maintenance of sealed roads	499	2.92	494	2.61	12.1%
Enforcement of local building regulations	293	3.37	329	3.08	9.4%
Creation/attraction of cultural & sporting events	467	3.94	472	3.66	7.8%
Economic development	409	3.00	404	2.80	7.2%
Development application processing	233	2.93	282	2.77	5.8%
Tourism marketing	441	3.66	413	3.48	5.3%
Maintenance of bridges	369	3.66	396	3.48	5.2%
Maintenance of unsealed roads	229	2.60	238	2.48	4.9%
Enforcement of pet regulations	371	3.27	384	3.13	4.7%
Sporting facilities	452	3.95	445	3.84	3.0%
Cleanliness of streets	507	3.78	489	3.67	2.9%
Footpaths and cycleways	486	3.25	471	3.17	2.7%
Sewerage	411	4.32	392	4.21	2.5%
Parks, reserves and playgrounds	486	3.89	477	3.81	2.0%
Lifeguards	397	4.14	394	4.06	1.8%
Libraries	349	4.24	353	4.16	1.7%
Coastal management	400	3.19	400	3.14	1.7%
Cultural facilities	435	3.57	410	3.51	1.7%
Water supply	430	4.30	407	4.24	1.6%
Waste and recycling	490	3.91	479	3.86	1.2%
Online services such as the website	291	3.72	287	3.68	1.2%
Protection of the natural environment	467	3.41	462	3.40	0.4%
Council Pools	366	4.10	363	4.16	-1.4%

Importance (See Graph 2.2 and Table 2.3 from Final Report)

3. In terms of importance, and using a skewed 1-5 scale (where 1 = not important, 2 = important, 4 = very important and 5 = critical), only four services achieved importance scores of 4 or more. These were:

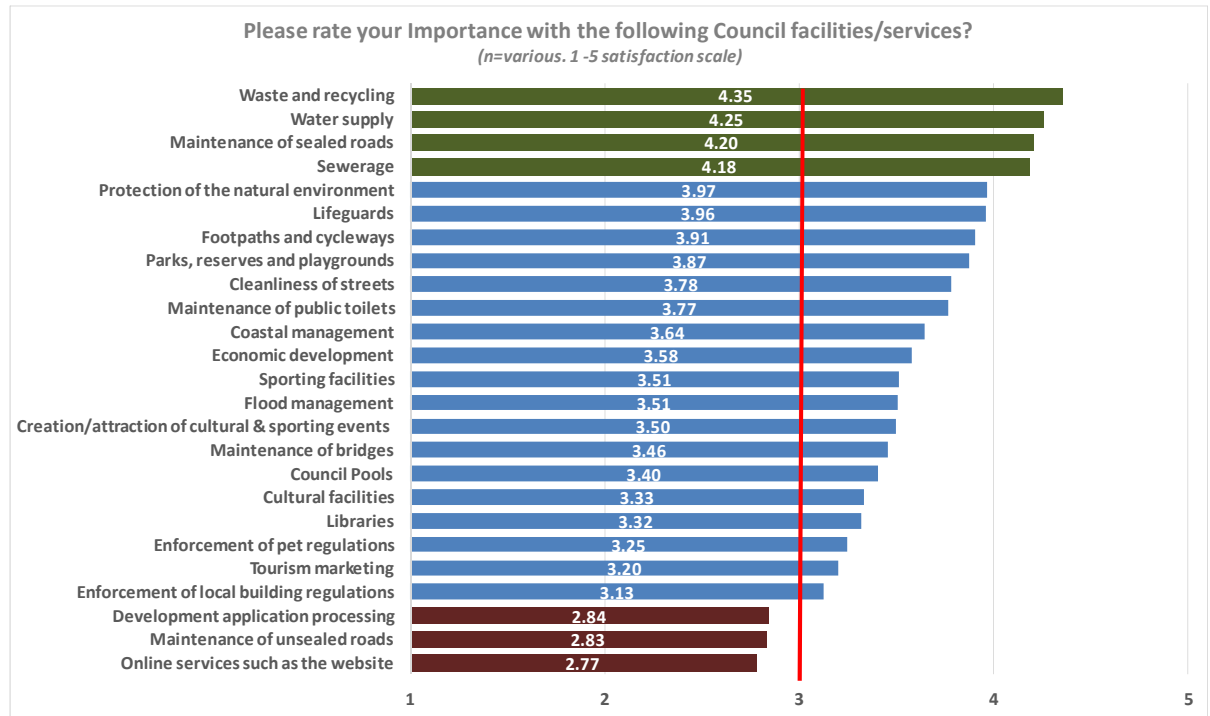
- Waste and Recycling (with a mean importance of 4.35);
- Water Supply (4.25);
- Maintenance of Sealed Roads (4.20); and
- Sewerage (4.18).

They were closely followed by:

- Protection of the Natural Environment (3.97);
- Lifeguards (3.96);
- Footpaths and Cycleways (3.91); and
- Parks, Reserves and Playgrounds (3.87).

Three services (Online Services, Maintenance of Unsealed Roads and DA Processing) scored less than 3 on the 5-point scale for importance.

Final Report Graph 2.2: Importance ratings



4. In comparison to 2012, none of the 25 facilities and services had increased significantly in importance. But six had decreased:
- Maintenance of Bridges (down 5 per cent);
 - Tourism Marketing (down 6 per cent);
 - Maintenance of Sealed Roads (down 6 per cent);
 - Flood Management (down 7 per cent);
 - Maintenance of Unsealed Roads (down 7 per cent); and
 - DA Processing (down 8 per cent).

Final Report Table 2.3: Importance ratings 2014 vs. 2012

Importance of 25 of Council facilities/services					
Facility/service offered	2014 Count	2014 Mean	2012 Count	2012 Mean	% change
Footpaths and cycleways	507	3.91	500	3.77	3.6%
Sewerage	507	4.18	500	4.07	2.8%
Water supply	507	4.25	500	4.15	2.4%
Council Pools	507	3.40	500	3.36	1.2%
Coastal management	507	3.64	500	3.60	1.2%
Online services such as the website	507	2.77	500	2.75	0.9%
Lifeguards	507	3.96	500	3.93	0.7%
Cultural facilities	507	3.33	500	3.31	0.6%
Waste and recycling	507	4.35	500	4.32	0.6%
Protection of the natural environment	507	3.97	500	3.96	0.3%
Creation or attraction of cultural and sporting events	507	3.50	500	3.52	-0.7%
Sporting facilities	507	3.51	500	3.54	-0.8%
Parks, reserves and playgrounds	507	3.87	500	3.92	-1.1%
Economic development	507	3.58	500	3.66	-2.2%
Maintenance of public toilets	507	3.77	500	3.87	-2.6%
Enforcement of pet regulations	507	3.25	500	3.34	-2.8%
Cleanliness of streets	507	3.78	500	3.90	-3.0%
Libraries	507	3.32	500	3.42	-3.0%
Enforcement of local building regulations	507	3.13	500	3.23	-3.3%
Maintenance of bridges	507	3.46	500	3.65	-5.2%
Tourism marketing	507	3.20	500	3.40	-5.7%
Maintenance of sealed roads	507	4.20	500	4.48	-6.2%
Flood management	507	3.51	500	3.78	-7.1%
Maintenance of unsealed roads	507	2.83	500	3.05	-7.4%
Development application processing	507	2.84	500	3.09	-8.1%

Satisfaction vs Importance

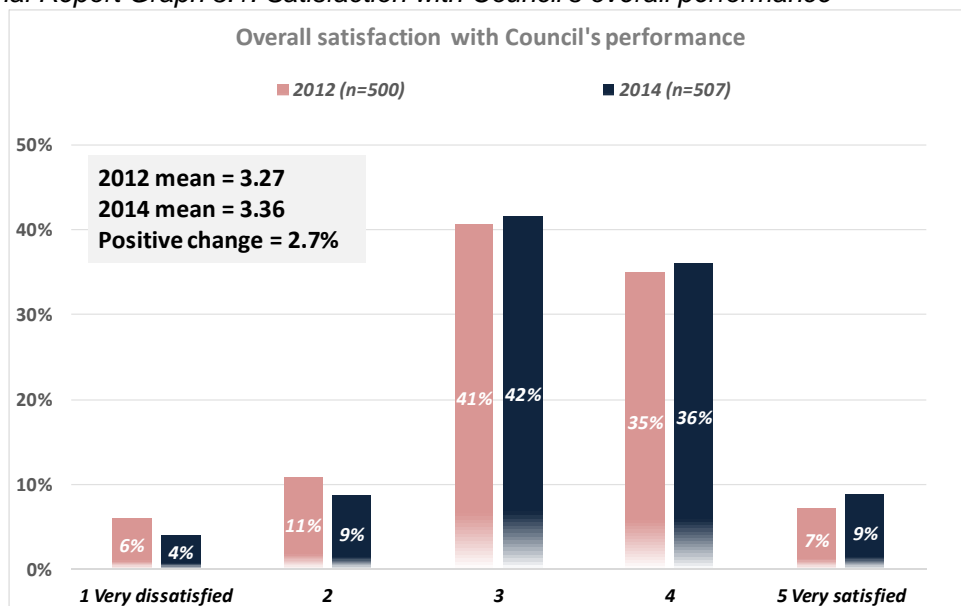
- When placed into a quadrant-style matrix of importance vs. satisfaction, and using an arbitrary 3.5 “dividing line” across both satisfaction and importance scores, the following picture emerged:

Final Report Table 2.5: Summary of satisfaction/important quadrants

Higher importance/lower satisfaction	Higher importance/higher satisfaction
Maintenance of sealed roads Protection of the natural environment Maintenance of public toilets Economic development Footpaths/cycleways Flood management Coastal management	Water supply Waste and recycling Sewerage Parks, reserves and playgrounds Cleanliness of streets Lifeguards Sporting facilities Creation/attraction of cultural & sporting events
Lower importance/lower satisfaction	Lower importance/higher satisfaction
Enforcement of local building regulations Enforcement of pet regulations Development application processing Maintenance of unsealed roads	Libraries Council Pools Cultural facilities Online services Tourism marketing Bridge Maintenance

6. Respondents were also asked to rank the relative importance for future resourcing of any facilities and services they had ranked as a 5 out of 5 (excluding the “known criticals” of sealed road maintenance, water supply, sewerage and waste/recycling). Factors deemed most deserving of additional resources were lifeguards (nominated by 29 per cent of respondents as being among their “top three”), protection of the natural environment (28 per cent), parks, reserves and playgrounds (23 per cent), flood management (22 per cent) and coastal management (19 per cent). Flood management and economic development fell significantly from 2012, down 9 and 5 per cent respectively.
7. When asked to rank their overall satisfaction with Council's performance, 45 per cent declared themselves satisfied against 13 per cent dissatisfied: a net satisfaction score of 32 per cent. This compares favourably with net satisfaction of 25 per cent recorded in 2012. The mean satisfaction rating rose 2.7 per cent from 2012, to 3.36 (out of a possible 5).

Final Report Graph 3.1: Satisfaction with Council's overall performance



8. A total of 37 per cent of respondents had contacted Council within the previous 12 months for a reason other than paying rates – down from 41 per cent in 2012. These divided almost evenly into “infrequent contacters” – i.e. those making one or two inquiries only – and “frequent contacters” (three or more).
9. Of most recent inquiries, 42 per cent were resolved with just one call, while 18 per cent had taken two or three calls, and 9 per cent four or more. A further 28 per cent of inquiries were deemed by respondents “not yet resolved”. In more than half these cases (57 per cent) the issue was ongoing. In 14 per cent of cases the issue had not been resolved in the respondent's favour, and in 13 per cent the respondent claimed the council had not responded.
10. The most popular reason for contacting Council was some form of ranger matter (most typically relating to pets or neighbor disputes), accounting for 18 per cent of inquiries. DAs accounted for 16 per cent, and vegetation and trees 9 per cent. However, as one would expect, there was a very wide range of inquiry categories.
11. A total of 71 per cent of inquiries were initially made by phone – unchanged on 2012 - with a further 14 per cent made face-to-face (down from 21 per cent in the previous survey). The proportion using email or Council's website rose from 6 to 10 per cent.

12. Half of all those making inquiries were satisfied with the outcome, against 36 per cent dissatisfied and the balance neutral. The mean satisfaction score of 3.28 (out of 5) was unchanged on 2012. Those who had required three or more calls to have their issue resolved gave significantly lower satisfaction scores than those whose inquiry had been resolved in two calls or less.
13. As in 2012, there was a direct and significant correlation between (a) number of inquiries a resident makes over a 12-month period; and (b) the number of times an inquiry or issue takes to resolve; with (c) that person's satisfaction with Council's overall performance.
14. 40 per cent of respondents had accessed Council's website over the previous six months, up marginally from 37 per cent in 2012. Satisfaction scores for content and ease of navigation were virtually unchanged from the previous survey.
15. When asked how they preferred dealing with Council for different interaction types, respondents indicated a range of different preferences. For general requests, and requesting Council to do something, phone remained dominant (at 47 and 57 per cent respectively). However for providing feedback and making a payment, online was the preferred option (at 37 and 65 per cent respectively). In relation to completing or lodging applications, opinion was evenly split between face-to-face (37 per cent) and online (36 per cent).

- **Conclusions**

- A. The mood of residents appears positive. Net general satisfaction scores have risen since 2012, as have a number of specific service or facility ratings. Just as importantly, there are no areas in which satisfaction scores have fallen significantly.
- B. There also seems to be a growing understanding of Council's financial and asset management constraints. This came through both in satisfaction scores, and in the reasons for positive overall satisfaction ratings.
- C. The fall in some importance scores is interesting. While we can't say exactly why it's the case, it may suggest that Council activities are perceived to be running smoothly behind the scenes - and hence with limited visibility or controversy.
- D. That said, none of the services rated could be classed as expendable. This suggests that residents are reluctant to see service levels reduced, despite their understanding of resourcing constraints.
- E. Flood management was a star performer, with a 19 per cent increase in satisfaction and 7 per cent decrease in perceived importance. This suggests that capital works on flood detention basins, corresponding with a period of lower-than-average rainfall, have eased community concerns. The recent dry spell – with its favourable implications for pot holes - may also indicate why satisfaction with sealed road maintenance rose significantly in this latest survey.
- F. Of those facilities and services ranked “higher satisfaction/higher importance”, it is up to Council to decide if these are being adequately or over-resourced. This should also be seen in the context of determining which (if any) of the seven services deemed “higher importance, lower satisfaction” require additional funding.
- G. In both general and specific terms, satisfaction among urban residents appears significantly higher than it is for their rural counterparts. If there is cross-subsidisation of resources from urban to rural areas, this needs to be better communicated.
- H. Perceived In-fighting between Councillors has been noticed by some residents, and registered as a source of dissatisfaction.

- I. As in 2012, there was a direct connection between the number of calls taken by residents to resolve an issue, and their overall satisfaction with Council. This indicates that strategies need to focus on how issues can be resolved quickly and –where the outcome is not favourable – in a manner that minimises ongoing dissatisfaction.
- J. Council will continue to require a wide range of interaction options. That said, there is a discernible shift towards online communication (especially with bill payment and providing feedback). There is hence potential to gradually migrate other forms of interaction online. A general inquiry “online hotline”, with guaranteed turnaround times, may be one way to achieve this.

Implementation Date / Priority:

The findings of the 2014 Customer Satisfaction Survey will be used immediately to assist the measurement of Council’s performance and to help inform the ongoing development and implementation of strategies to ensure the sustainable delivery of services to meet the needs and expectations of the Coffs Harbour community.

Recommendation:

1. **That Council note the results of the 2014 Customer Satisfaction Survey and the final report be posted on Council's website and generally be made publically available.**
2. **That in line with the 2012 survey the results of 2014 Customer Satisfaction Survey be utilised to inform Council's future Delivery Program.**



A survey to measure satisfaction and priorities with regard to Council-managed facilities and services in the Coffs Harbour LGA



A random and statistically representative telephone survey of 507 residents in the Coffs Harbour LGA, conducted by Jetty Research on behalf of **Coffs Harbour City Council**

FINAL REPORT dated September 24th 2014

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Table of Contents

DISCLAIMER.....	4
EXECUTIVE SUMMARY.....	5
MAJOR FINDINGS	5
CONCLUSIONS	8
INTRODUCTION	9
BACKGROUND	9
METHODOLOGY	9
SAMPLING ERROR	10
<i>Table i: How sampling error varies with sample and population size.....</i>	<i>11</i>
SAMPLE CHARACTERISTICS.....	11
<i>Table ii: Sample by age, gender and urban/rural setting.....</i>	<i>11</i>
PART 1: SURVEY DEMOGRAPHICS.....	13
<i>Graph 1.1: Age range</i>	<i>13</i>
<i>Graph 1.2: Gender.....</i>	<i>13</i>
<i>Graph 1.3: Location.....</i>	<i>14</i>
<i>Graph 1.4: Was respondent a ratepayer in the Coffs Harbour LGA?</i>	<i>14</i>
<i>Graph 1.5: Did respondent live in an urban or rural setting?.....</i>	<i>15</i>
<i>Graph 1.6: Time lived in the Coffs Harbour LGA.....</i>	<i>15</i>
PART 2: SATISFACTION AND IMPORTANCE WITH SPECIFIC SERVICES.....	16
<i>Graph 2.1: Satisfaction ratings</i>	<i>16</i>
<i>Table 2.1: Satisfaction ratings, 2014 vs. 2012.....</i>	<i>17</i>
<i>Table 2.2.1: 2014 Satisfaction ratings, by urban and rural.....</i>	<i>18</i>
<i>Table 2.2.2: 2014 Satisfaction ratings, by age</i>	<i>19</i>
<i>Graph 2.2: Importance ratings.....</i>	<i>20</i>
<i>Table 2.3: Importance ratings 2014 vs. 2012.....</i>	<i>21</i>
<i>Table 2.4.1: 2014 Importance ratings, by urban and rural</i>	<i>22</i>
<i>Table 2.4.2: 2014 Importance ratings, by age</i>	<i>23</i>
<i>Graph 2.3: Summary of satisfaction and importance, set against 1-5 scale.....</i>	<i>24</i>
<i>Graph 2.4: Summary of satisfaction and importance (detail).....</i>	<i>25</i>
<i>Table 2.5: Summary of satisfaction/important quadrants.....</i>	<i>26</i>
<i>Graph 2.5: Facilities and services deemed most worthy of Council resources</i>	<i>27</i>
PART 3: OVERALL SATISFACTION WITH COUNCIL.....	29
<i>Graph 3.1: Satisfaction with Council’s overall performance</i>	<i>29</i>
<i>Graph 3.2: Reasons for satisfaction scores</i>	<i>30</i>
<i>Table 3.1: Reasons for satisfaction scores 2014 vs. 2012</i>	<i>31</i>



PART 4: SATISFACTION WITH COUNCIL CONTACT.....32

Graph 4.1: Have you contacted Council within the past 12 months, other than to pay rates? 32

Graph 4.2 (If yes) Approximately how many times have you done this? 32

Graph 4.3: What was your most recent inquiry regarding?..... 33

Graph 4.4: How many times did you need to contact Council to have your issue resolved? 34

Table 4.1: Calls required to resolve an issue, by type of inquiry..... 34

Graph 4.5: Why do you believe your issue has not yet been resolved?..... 35

Graph 4.6: How did you first make contact with Council? 35

Graph 4.7: Overall satisfaction with the way Council handled your latest inquiry 36

Table 4.2: Satisfaction scores, by type of inquiry 36

Table 4.3: Satisfaction with way inquiry was handled, by number of calls required to resolve it..... 37

Table 4.4: Overall Satisfaction scores, by number of calls required 37

Graph 4.8: Relationship between satisfaction with most recent interaction, and overall satisfaction with Council38

PART 5: COUNCIL WEBSITE39

Graph 5.1: Have you accessed Council’s website within the past six months? 39

Graph 5.2: Council website rankings for content (2014 vs. 2012)..... 39

Graph 5.3: Council website rankings for ease of navigation (2014 vs. 2012) 40

PART 6: PREFERRED MEANS OF DEALING WITH COUNCIL.....41

Graph 6.1: In your dealings with Council, by what method would you refer to conduct the following? 41

Graph 6.2: Summary of dealing preferences, by method 42

APPENDIX 1: SURVEY QUESTIONNAIRE.....43

Front cover photos (clockwise from top left): New skate park playground; Coffs Harbour Library; Construction of Bennett’s Road Flood Detention Centre



Disclaimer

While all care and diligence has been exercised in the preparation of this report, Jetty Research Pty. Ltd. does not warrant the accuracy of the information contained within and accepts no liability for any loss or damage that may be suffered as a result of reliance on this information, whether or not there has been any error, omission or negligence on the part of Jetty Research Pty. Ltd. or its employees.



Executive summary

In January 2012, Coffs Harbour City Council commissioned Jetty Research to conduct a random telephone survey of 500 adult residents living within the local government area (LGA). The survey aimed to assess satisfaction with, and priorities towards different Council-managed facilities and services using a random and statistically valid sample. It was also designed to provide baseline data from which longitudinal (i.e. time-based) comparisons could be made in future years.

This survey was repeated in August 2014, to see how satisfaction levels had changed over the intervening two and a half years. In this instance 507 randomly selected residents were polled over a two week period.

Based on the number of Coffs Harbour households, a random sample of 507 adult residents implies a margin for error of +/- 4.3 per cent at the 95 per cent confidence level. This essentially means that if we conducted a similar poll 20 times, results should reflect the views and behaviour of the overall survey population – in this case “all Coffs Harbour LGA adult residents excluding council employees and Councillors” - to within a +/- 4.3 per cent margin in 19 of those 20 surveys.

For more information on survey methodology, sampling error and sample characteristics, see pages 9-12. For more detailed information on the demographic breakdown of survey respondents (both 2012 and 2014), see pages 13-15

Major findings

1. Of 25 facilities and services rated, the highest satisfaction was achieved by sewerage (with a mean score of 4.32 on a 1-5 scale), water supply (4.30), libraries (4.24), lifeguards (4.14) and Council pools (4.10). Lowest satisfaction was recorded among maintenance of unsealed roads (2.60), maintenance of sealed roads (2.92), DA processing (2.93), maintenance of public toilets (2.98) and economic development (3.00).
2. There were statistically significant improvements in nine areas: flood management (with satisfaction mean up 19 per cent since the 2012 survey); maintenance of public toilets (up 15 per cent); maintenance of sealed roads (up 12 per cent); enforcement of local building regulations (up 9 per cent); creation and attraction of cultural and sporting events (up 8 per cent); economic development (up 7 per cent); DA processing (up 6 per cent); and tourism marketing and maintenance of bridges (both up 5 per cent). There were no significant falls in satisfaction scores across any of the 25 facilities and services measured.
3. In terms of importance, and using a skewed 1-5 scale (where 1 = not important, 2 = important, 4 = very important and 5 = critical), only four services achieved importance scores of 4 or more. These were waste and recycling (with a mean importance of 4.35), water supply (4.25), maintenance of sealed roads (4.20) and sewerage (4.18)¹. They were closely followed by protection of the natural environment (3.97), lifeguards (3.96), footpaths and cycleways (3.91) and parks, reserves and playgrounds (3.87). Three services: online services, maintenance of unsealed roads and DA processing - scored less than 3 on the 5-point scale.

¹ Keeping in mind that for water and sewerage, this includes ratings from those in rural areas without access to these services.



4. None of the 25 facilities and services had increased significantly in importance. But six had decreased: maintenance of bridges (down 5 per cent); tourism marketing and maintenance of sealed roads (both down 6 per cent); flood management and maintenance of unsealed roads (both down 7 per cent); and DA processing (down 8 per cent).
5. When placed into a quadrant-style matrix of importance vs. satisfaction, and using an arbitrary 3.5 “dividing line” across both satisfaction and importance scores, the following picture emerged:

Higher importance/lower satisfaction	Higher importance/higher satisfaction
<p>Maintenance of sealed roads</p> <p>Protection of the natural environment</p> <p>Maintenance of public toilets</p> <p>Economic development</p> <p>Footpaths/cycleways</p> <p>Flood management</p> <p>Coastal management</p>	<p>Water supply</p> <p>Waste and recycling</p> <p>Sewerage</p> <p>Parks, reserves and playgrounds</p> <p>Cleanliness of streets</p> <p>Lifeguards</p> <p>Sporting facilities</p> <p>Creation/attraction of cultural & sporting events</p>
Lower importance/lower satisfaction	Lower importance/higher satisfaction
<p>Enforcement of local building regulations</p> <p>Enforcement of pet regulations</p> <p>Development application processing</p> <p>Maintenance of unsealed roads</p>	<p>Libraries</p> <p>Council Pools</p> <p>Cultural facilities</p> <p>Online services</p> <p>Tourism marketing</p> <p>Bridge Maintenance</p>

6. Respondents were also asked to rank the relative importance for future resourcing of any facilities and services they had ranked as a 5 out of 5 (excluding the “known criticals” of sealed road maintenance, water supply, sewerage and waste/recycling). Factors deemed most deserving of additional resources were lifeguards (nominated by 29 per cent of respondents as being among their “top three”), protection of the natural environment (28 per cent), parks, reserves and playgrounds (23 per cent), flood management (22 per cent) and coastal management (19 per cent). Flood management and economic development fell significantly from 2012, down 9 and 5 per cent respectively.
7. When asked to rank their overall satisfaction with Council’s performance, 45 per cent declared themselves satisfied against 13 per cent dissatisfied: a net satisfaction score of 32 per cent. This compares favourably with net satisfaction of 25 per cent recorded in 2012. The mean satisfaction rating rose 2.7 per cent from 2012, to 3.36 (out of a possible 5).



8. A total of 37 per cent of respondents had contacted Council within the previous 12 months for a reason other than paying rates – down from 41 per cent in 2012. These divided almost evenly into “infrequent contacters” – i.e. those making one or two inquiries only – and “frequent contacters” (three or more).
9. Of most recent inquiries, 42 per cent were resolved with just one call, while 18 per cent had taken two or three calls, and 9 per cent four or more. A further 28 per cent of inquiries were deemed by respondents “not yet resolved”. In more than half these cases (57 per cent) the issue was ongoing. In 14 per cent of cases the issue had not been resolved in the respondent’s favour, and in 13 per cent the respondent claimed the council had not responded.²
10. The most popular reason for contacting Council was some form of ranger matter (most typically relating to pets or neighbour disputes), accounting for 18 per cent of inquiries. DAs accounted for 16 per cent, and vegetation and trees 9 per cent. However, as one would expect, there was a very wide range of inquiry categories.
11. A total of 71 per cent of inquiries were initially made by phone – unchanged on 2012 - with a further 14 per cent made face-to-face (down from 21 per cent in the previous survey). The proportion using email or Council’s website rose from 6 to 10 per cent.
12. Half of all those making inquiries were satisfied with the outcome, against 36 per cent dissatisfied and the balance neutral. The mean satisfaction score of 3.28 (out of 5) was unchanged on 2012. Those who had required three or more calls to have their issue resolved gave significantly lower satisfaction scores than those whose inquiry had been resolved in two calls or less.
13. As in 2012, there was a direct and significant correlation between (a) number of inquiries a resident makes over a 12-month period; and (b) the number of times an inquiry or issue takes to resolve; with (c) that person’s satisfaction with Council’s overall performance.
14. 40 per cent of respondents had accessed Council’s website over the previous six months, up marginally from 37 per cent in 2012. Satisfaction scores for content and ease of navigation were virtually unchanged from the previous survey.
15. When asked how they preferred dealing with Council for different interaction types, respondents indicated a range of different preferences. For general requests, and requesting Council to do something, phone remained dominant (at 47 and 57 per cent respectively). However for providing feedback and making a payment, online was the preferred option (at 37 and 65 per cent respectively). In relation to completing or lodging applications, opinion was evenly split between face-to-face (37 per cent) and online (36 per cent).

² However note that the sample size for the “not yet resolved” question was only 53, hence results should be treated with caution.



Conclusions

- A. The mood of residents appears positive. Net general satisfaction scores have risen since 2012, as have a number of specific service or facility ratings. Just as importantly, there are no areas in which satisfaction scores have fallen significantly.
- B. There also seems to be a growing understanding of Council’s financial and asset management constraints. This came through both in satisfaction scores, and in the reasons for positive overall satisfaction ratings.
- C. The fall in some importance scores is interesting. While we can’t say exactly why it’s the case, it may suggest that Council activities are perceived to be running smoothly behind the scenes - and hence with limited visibility or controversy.
- D. That said, none of the services rated could be classed as expendable. This suggests that residents are reluctant to see service levels reduced, despite their understanding of resourcing constraints.
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- I. As in 2012, there was a direct connection between the number of calls taken by residents to resolve an issue, and their overall satisfaction with Council. This indicates that strategies need to focus on how issues can be resolved quickly and –where the outcome is not favourable – in a manner that minimises ongoing dissatisfaction.
- J. Council will continue to require a wide range of interaction options. That said, there is a discernible shift towards online communication (especially with bill payment and providing feedback). There is hence potential to gradually migrate other forms of interaction online. A general inquiry “online hotline”, with guaranteed turnaround times, may be one way to achieve this.

James Parker, B. Ec, Grad Cert Applied Science (Statistics), MAMSR
 Managing Director



Introduction

Background

Coffs Harbour City Council (CHCC), located on the mid-north coast of New South Wales, covers an area of 1,176 square km and is based around the city of Coffs Harbour. Population as at June 30th 2013 was 71,798³, of whom approximately 55,969 were aged 18 and above⁴.

In January 2012 Council commissioned Jetty Research to conduct a representative telephone survey of 500 Coffs Harbour Local Government Area (LGA) adult residents “to assess resident satisfaction and better understand the community’s priorities with regard to services and facilities”⁵, using a random and statistically valid sample.

In July 2014 Council commissioned Jetty Research to conduct a follow-up customer satisfaction survey. With the exception of one new question relating to preferred means of communication with Council (see Part 6), the 2014 survey was identical to that conducted in 2012 to allow direct comparability of results.

Methodology

The survey was conducted using a random fixed line telephone poll of 500 residents aged 18-plus. Respondents were selected at random from two sources:

- a) A random sample of 5000 records taken from a commercially available database of 25,326 residential telephone numbers within the LGA⁶; and
- b) A list of 1,800 numbers downloaded from *Sampleworx*, a respected supplier to the market research industry of postcode-sorted random valid numbers.

The resulting number pool was then de-duplicated, prior to 6,450 records being chosen at random for uploading into our CATI⁷ software. This software then randomised the numbers again immediately prior to calls being made.

Polling was conducted between Monday August 4th and Thursday August 18th from Jetty Research’s Coffs Harbour-based CATI call centre. A team of 12 researchers called CHCC residents on weekday evenings (excluding Friday) from 3.30 to 8pm. Where phones went unanswered, were engaged or diverted to answering machines, researchers phoned on up to four occasions at different times of the afternoon or evening.

³ ABS 3218.0, Regional Population Growth in Australia by LGA

⁴ Extrapolation based on age breakdown in 2011 ABS Census, Usual Resident Profile

⁵ Coffs Harbour RFQ 505-QO

⁶ By way of comparison, the 2006 ABS Census notes 26,075 dwellings within the LGA. The database above encompasses postcodes 2450, 2452 and 2456. It hence includes some numbers not in the Coffs Harbour LGA – e.g. Glenreagh, postcode 2450. However these residents would have been identified and disqualified during the call screening process.

⁷ Computer-assisted telephone interviewing



The poll was conducted on a purely random basis, with no quota sampling applied other than ensuring an adequate mix of respondents by sub-region. Potential respondents were screened to ensure they were aged 18 or over, lived within the Coffs Harbour LGA, and were not Councillors or permanent Council employees.

In all, 507 interviews were conducted. Survey time varied from eight to 31 minutes, with an average of 15.0 minutes. Approximately 41 per cent of eligible households reached agreed to participate in the survey (up from 36 per cent in 2012).

Please note that due to the nature of the survey, not all respondents answered every question. The number of respondents answering each question is marked as “n = XXX” in the graph accompanying that question. Caution should be taken in analysing some questions due to the small sample size.

Survey data has been post-weighted by age and gender to match ABS 2011 Census data (Usual Resident Profile) for the Coffs Harbour LGA.

Survey data has been analysed in SPSS, a specialised statistical software program. Where differences in this report are classed as significant, this implies they are statistically significant based on SPSS-calculated independent sample t-scores or other analysis of variation calculations. **In statistical terms, differences termed “significant” are considered unlikely to have been caused by chance alone.**

Within tables, statistically significant differences are marked in blue (above mean) and pink (below mean).

Sampling error

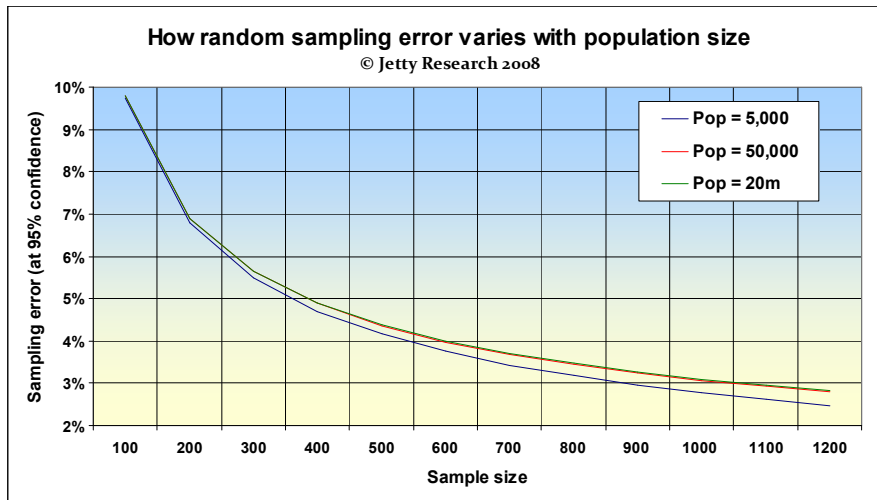
Based on the number of Coffs Harbour households, a random sample of 507 adult residents implies a margin for error of +/- 4.3 per cent at the 95 per cent confidence level. This effectively means that if we conducted a similar poll 20 times, results should reflect the views and behaviour of the overall survey population – in this case “the adult population of the Coffs Harbour City Council LGA excluding councillors and permanent council employees” - to within a +/- 4.3 per cent margin for error in 19 of those 20 surveys.)

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

In addition to the random sampling error, above, there may also be some forms of non-random sampling error which may have affected results. These include respondents without fixed line phones, the proportion of non-respondents (refusals, no answers etc.) and/or imperfections in the survey database.



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



Sample characteristics

Table ii, below, shows the sample breakdown by age range, gender, and whether the respondent lived in an urban or rural setting:

Table ii: Sample by age, gender and urban/rural setting

Age * Do you live in an urban or rural setting? * Gender Crosstabulation

Count			Do you live in an urban or rural setting?			Total
			Urban	Rural	Mixed/unsure	
Male	Age	18-39	23	2	1	26
		40-59	75	19	6	100
		60+	64	23	4	91
	Total		162	44	11	217
Female	Age	18-39	30	5	2	37
		40-59	125	24	12	161
		60+	67	22	3	92
	Total		222	51	17	290

See Part 1 for additional demographic information, including comparisons between the 2012 and 2014 samples.



Attachment 1

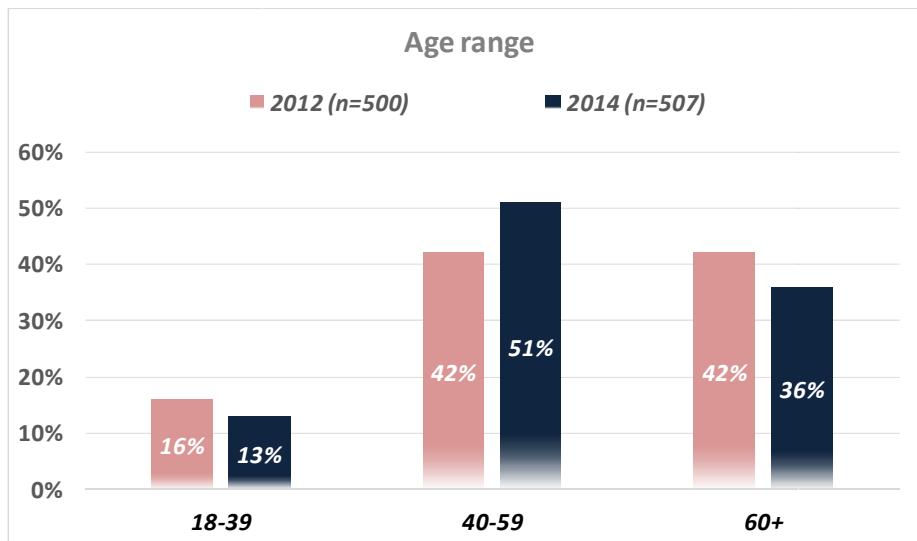


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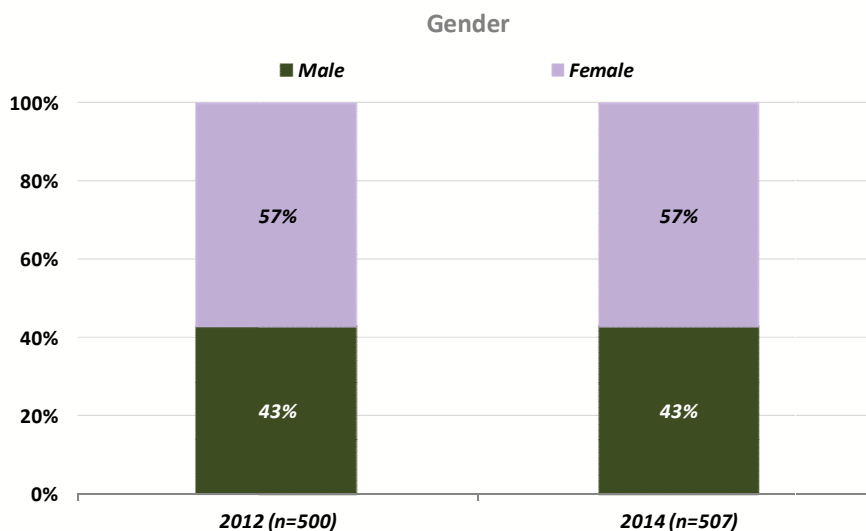
Part 1: Survey Demographics

Graph 1.1: Age range



Age profile for 2014 was similar to 2012, though with a higher proportion of residents aged 40-59 in the latest survey.

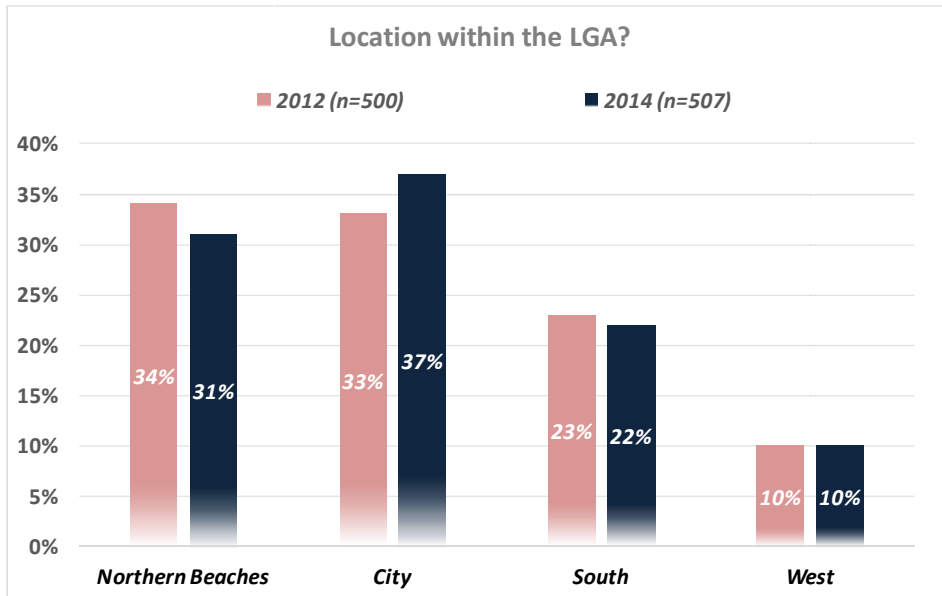
Graph 1.2: Gender



The gender split was identical to 2012, with a slight (i.e. 5 per cent) female skew.

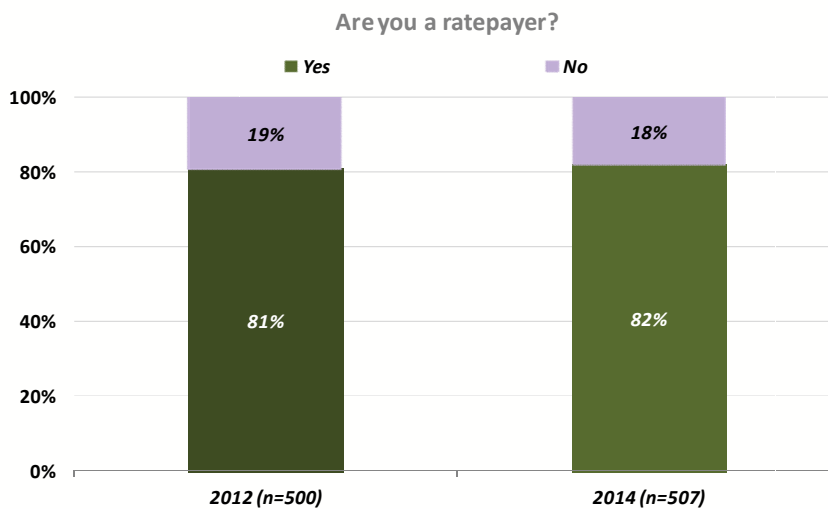


Graph 1.3: Location



The location split was again similar to 2012, though with a slightly higher proportion of residents coming from Coffs Harbour and Diggers Beach. (Note that residents of the Boambee Valley were classed as “south”.)

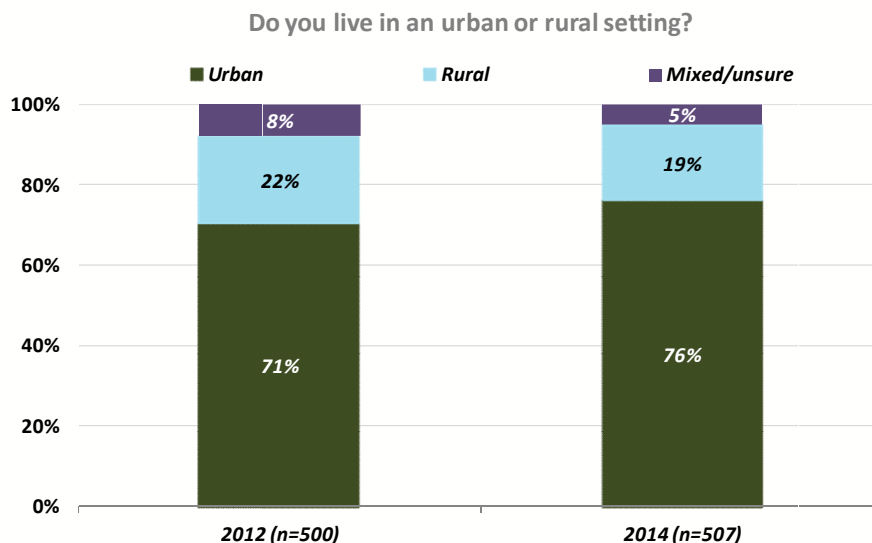
Graph 1.4: Was respondent a ratepayer in the Coffs Harbour LGA?



Just over four in five respondents were ratepayers, almost unchanged on 2012.

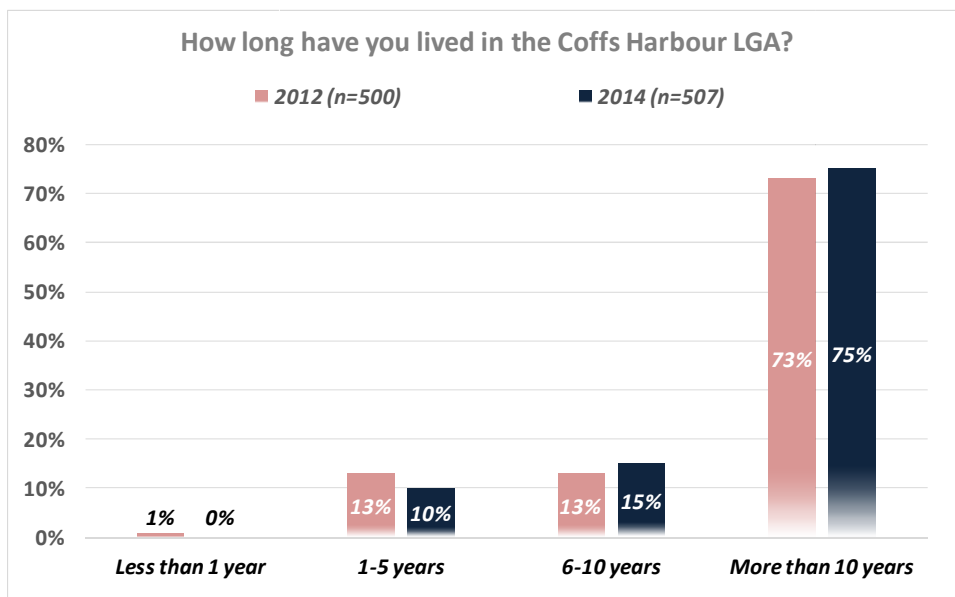


Graph 1.5: Did respondent live in an urban or rural setting?



There was a slightly higher ratio of urban dwellers in this latest survey.

Graph 1.6: Time lived in the Coffs Harbour LGA



As in 2012, the bulk of respondents had lived on the Coffs Coast for a decade or more.

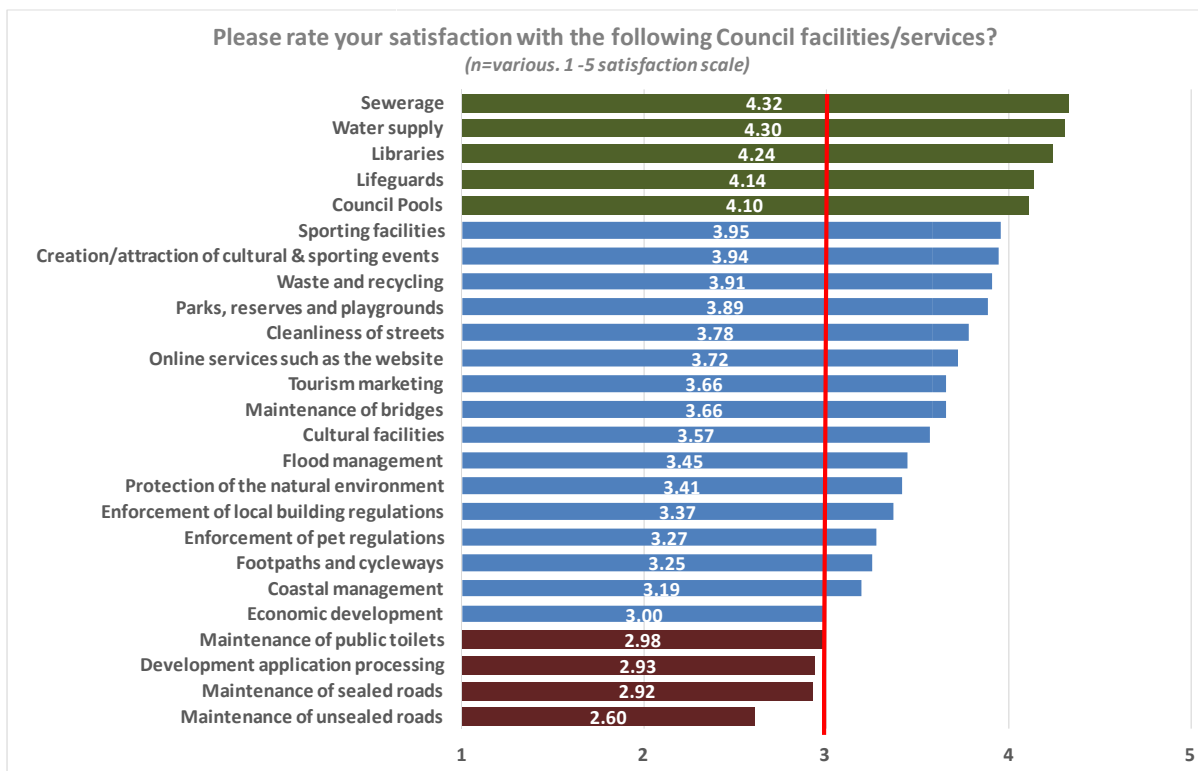


Part 2: Satisfaction and importance with specific services

The survey proper commenced with residents being asked to rate their satisfaction with 25 different Council facilities and services. A rating scale of 1-5 was used, with 1 being very poor and 5 being excellent.

The mean (i.e. average) satisfaction scores for each of the 25 facilities and services is shown in Graph 2.1, below:

Graph 2.1: Satisfaction ratings



This indicates that of the 25 services rates, five scored in the “very high satisfaction” region (where average rating is >4 out of a possible 5.) These comprised sewerage, water supply, libraries, lifeguard services and libraries.

A further 16 facilities and services rated “good”, with mean scores of between 3 and 4. Only four rated “poor” (i.e. mean <3): these comprised maintenance of public toilets, DA processing, and maintenance of sealed and unsealed roads.

Comparing 2014 results against 2012 (Table 1.1, next page) shows a generally encouraging story:



Table 2.1: Satisfaction ratings, 2014 vs. 2012

Satisfaction with 25 Council facilities/services					
Facility/service offered	2014 Count	2014 Mean	2012 Count	2012 Mean	% change in mean
Flood management	411	3.45	432	2.90	19.0%
Maintenance of public toilets	430	2.98	391	2.59	15.0%
Maintenance of sealed roads	499	2.92	494	2.61	12.1%
Enforcement of local building regulations	293	3.37	329	3.08	9.4%
Creation/attraction of cultural & sporting events	467	3.94	472	3.66	7.8%
Economic development	409	3.00	404	2.80	7.2%
Development application processing	233	2.93	282	2.77	5.8%
Tourism marketing	441	3.66	413	3.48	5.3%
Maintenance of bridges	369	3.66	396	3.48	5.2%
Maintenance of unsealed roads	229	2.60	238	2.48	4.9%
Enforcement of pet regulations	371	3.27	384	3.13	4.7%
Sporting facilities	452	3.95	445	3.84	3.0%
Cleanliness of streets	507	3.78	489	3.67	2.9%
Footpaths and cycleways	486	3.25	471	3.17	2.7%
Sewerage	411	4.32	392	4.21	2.5%
Parks, reserves and playgrounds	486	3.89	477	3.81	2.0%
Lifeguards	397	4.14	394	4.06	1.8%
Libraries	349	4.24	353	4.16	1.7%
Coastal management	400	3.19	400	3.14	1.7%
Cultural facilities	435	3.57	410	3.51	1.7%
Water supply	430	4.30	407	4.24	1.6%
Waste and recycling	490	3.91	479	3.86	1.2%
Online services such as the website	291	3.72	287	3.68	1.2%
Protection of the natural environment	467	3.41	462	3.40	0.4%
Council Pools	366	4.10	363	4.16	-1.4%

Nine of the 25 services and facilities enjoyed a statistically significant increase in satisfaction levels, while none showed a significant decrease. (In fact only Council pools showed a decrease, and this 1.4 per cent fall came off an exceptionally high base.)

The biggest increase came in the area of flood management (up 19 per cent to 3.45), which evidently reflects support for retention basins installed since the 2009 floods. This was closely followed by maintenance of public toilets (up 15 per cent to 2.98). Maintenance of sealed roads also showed a double-digit improvement, up 12 per cent to 2.92.

Other significant increases came in the enforcement of building regulations (up 9 per cent), creation and attraction of cultural and sporting events (8 per cent), economic development (7 per cent), DA processing (6 per cent), tourism marketing and maintenance of bridges (both 5 per cent).

Within most regional councils, there is often a perception by rural-based residents that council resources are focussed more on urban areas. In order to test this in Coffs Harbour, we can look at satisfaction with specific facilities and services depending on whether the respondent was urban- or rural-based. These have been listed in Table 2.2 (next page), ranked from highest to lowest difference:



Table 2.2.1: 2014 Satisfaction ratings, by urban and rural

<i>Council services/facilities</i>	<i>Urban satisfaction mean</i>	<i>Rural satisfaction mean</i>	<i>Mean Difference</i>
Flood management	3.55	2.97	0.58
Sewerage	4.38	3.87	0.51
Protection of the natural environment	3.53	3.04	0.48
Development application processing	3.05	2.59	0.46
Coastal management	3.28	2.96	0.32
Cultural facilities	3.62	3.31	0.31
Council Pools	4.18	3.90	0.29
Economic development	3.04	2.76	0.28
Maintenance of bridges	3.71	3.43	0.28
Tourism marketing	3.68	3.41	0.28
Creation/attraction of cultural & sporting events	3.99	3.73	0.26
Enforcement of local building regulations	3.42	3.17	0.25
Maintenance of unsealed roads	2.66	2.45	0.21
Libraries	4.27	4.08	0.19
Maintenance of public toilets	3.01	2.82	0.19
Enforcement of pet regulations	3.31	3.14	0.17
Lifeguards	4.18	4.02	0.15
Sporting facilities	3.98	3.86	0.13
Online services such as the website	3.75	3.63	0.11
Cleanliness of streets	3.80	3.70	0.10
Water supply	4.33	4.25	0.08
Waste and recycling	3.94	3.87	0.07
Parks, reserves and playgrounds	3.89	3.82	0.06
Maintenance of sealed roads	2.94	2.92	0.02
Footpaths and cycleways	3.23	3.24	0.00

This indicates that urban residents provided significantly higher satisfaction scores for 11 of the 25 facilities and services, with the largest differences coming on flood management, sewerage, protection of the natural environment, DA processing, coastal management and cultural facilities. There were no areas in which rural residents were more satisfied than their urban counterparts.

Likewise, there were seven areas in which urban residents provided significantly higher satisfaction scores than they did in the 2012 survey. These comprised flood management (up 23 per cent), maintenance of sealed roads (15 per cent), maintenance of public toilets (also 15 per cent), DA processing (13 per cent), enforcement of local building regulations (11 per cent), creation and attraction of cultural and sporting events (10 per cent) and economic development (9 per cent).

Among rural residents, satisfaction rose significantly in two areas: maintenance of public toilets (up 10 per cent) and online services (6 per cent). However it fell in three others: DA processing (down 15 per cent), protection of the natural environment (13 per cent); and coastal management (9 per cent).

Looking next at differences in satisfaction scores by age:



Table 2.2.2: 2014 Satisfaction ratings, by age

Council services/facilities	Age importance mean (18-39)	Age importance mean (40-59)	Age importance mean (60+)
Maintenance of unsealed roads	2.96	2.90	2.63
Flood management	3.48	3.65	3.38
Coastal management	3.62	3.78	3.51
Protection of the natural environment	3.99	4.05	3.87
Cleanliness of streets	3.90	3.83	3.63
Maintenance of bridges	3.47	3.59	3.29
Maintenance of public toilets	3.85	3.87	3.58
Footpaths and cycleways	4.04	4.00	3.69
Libraries	3.23	3.31	3.42
Parks, reserves and playgrounds	4.16	3.89	3.59
Tourism marketing	3.21	3.26	3.13
Lifeguards	4.09	3.98	3.82
Cultural facilities	3.29	3.37	3.34
Economic development	3.52	3.76	3.43
Enforcement of local building regulations	2.98	3.31	3.06
Enforcement of pet regulations	3.06	3.37	3.28
Council Pools	3.51	3.41	3.30
Development application processing	2.62	3.07	2.77
Sporting facilities	3.66	3.61	3.26
Online services such as the website	2.94	2.92	2.45
Creation/attraction of cultural & sporting events	3.65	3.43	3.43
Maintenance of sealed roads	4.28	4.22	4.11
Water supply	4.36	4.22	4.20
Sewerage	4.21	4.15	4.18
Waste and recycling	4.51	4.32	4.23

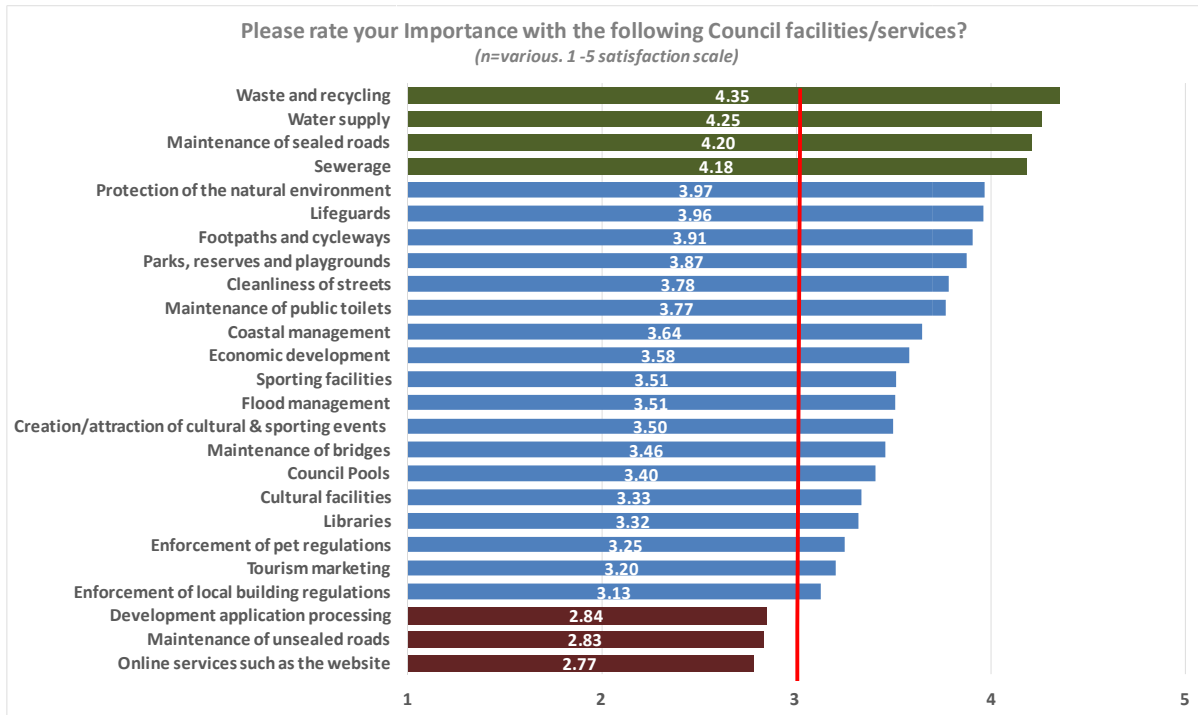
This indicates that younger residents were generally the most satisfied, while those aged 40-59 were, by and large, the least satisfied.

Graph 2.2 (next page) shows the 2014 importance scores for all 25 facilities and services, ranked from highest to lowest:

(Continued next page)



Graph 2.2: Importance ratings



Four services ranked “very high” in importance (i.e. mean score >4 out of a possible 5) – unsurprisingly, these comprised waste/recycling, water supply, maintenance of sealed roads, and sewerage. The majority of other facilities and services rated as “high” importance (i.e. mean score of between 3 and 4). Only DA processing, maintenance of unsealed roads and online services ranked below 3. (Keep in mind, however, that these tend to be the type of services that are of high importance to a few but little or none to others, making mean scores potentially misleading.)

Table 2.4 (next page) shows how these importance mean scores have shifted since 2012:

(Continued next page)



Table 2.3: Importance ratings 2014 vs. 2012

Importance of 25 Council facilities/services					
Facility/service offered	2014 Count	2014 Mean	2012 Count	2012 Mean	% change
Footpaths and cycleways	507	3.91	500	3.77	3.6%
Sewerage	507	4.18	500	4.07	2.8%
Water supply	507	4.25	500	4.15	2.4%
Council Pools	507	3.40	500	3.36	1.2%
Coastal management	507	3.64	500	3.60	1.2%
Online services such as the website	507	2.77	500	2.75	0.9%
Lifeguards	507	3.96	500	3.93	0.7%
Cultural facilities	507	3.33	500	3.31	0.6%
Waste and recycling	507	4.35	500	4.32	0.6%
Protection of the natural environment	507	3.97	500	3.96	0.3%
Creation or attraction of cultural and sporting events	507	3.50	500	3.52	-0.7%
Sporting facilities	507	3.51	500	3.54	-0.8%
Parks, reserves and playgrounds	507	3.87	500	3.92	-1.1%
Economic development	507	3.58	500	3.66	-2.2%
Maintenance of public toilets	507	3.77	500	3.87	-2.6%
Enforcement of pet regulations	507	3.25	500	3.34	-2.8%
Cleanliness of streets	507	3.78	500	3.90	-3.0%
Libraries	507	3.32	500	3.42	-3.0%
Enforcement of local building regulations	507	3.13	500	3.23	-3.3%
Maintenance of bridges	507	3.46	500	3.65	-5.2%
Tourism marketing	507	3.20	500	3.40	-5.7%
Maintenance of sealed roads	507	4.20	500	4.48	-6.2%
Flood management	507	3.51	500	3.78	-7.1%
Maintenance of unsealed roads	507	2.83	500	3.05	-7.4%
Development application processing	507	2.84	500	3.09	-8.1%

This indicates that *none* of the facilities and services measured have increased significantly in importance, while six are classed as significantly less important than 2012.

This is arguably a good sign, suggesting that things are perceived as running quietly and efficiently behind the scenes. It certainly appears to be the case with flood management, which appears to have “dropped off the radar” since retention basins and other mitigation measures were put in place.⁸ In the case of sealed roads, the decline comes off an exceptionally high base mean of 4.48.

Table 2.4 (next page) shows the relative importance of facilities and services by whether the respondent was urban- or rurally-based. Scores are ranked from highest urban difference to highest rural difference.

⁸ It’s also interesting to note that Coffs Harbour had an almost 50-year high of 2457 mm of rain in the year immediately prior to the 2012 survey. This compares with 1235 mm –slightly below the long-term average - in the 12 months leading up to the 2014 survey. That may well have influenced this result.



Table 2.4.1: 2014 Importance ratings, by urban and rural

<i>Council services/facilities</i>	<i>Urban importance mean</i>	<i>Rural importance mean</i>	<i>Mean Difference</i>
Sewerage	4.50	3.21	1.30
Water supply	4.55	3.26	1.29
Waste and recycling	4.46	3.91	0.55
Parks, reserves and playgrounds	3.92	3.69	0.23
Lifeguards	4.00	3.78	0.22
Cleanliness of streets	3.82	3.61	0.21
Footpaths and cycleways	3.96	3.76	0.20
Sporting facilities	3.56	3.40	0.17
Tourism marketing	3.26	3.10	0.17
Creation/attraction of cultural & sporting events	3.55	3.41	0.14
Flood management	3.55	3.43	0.12
Council Pools	3.45	3.33	0.12
Enforcement of pet regulations	3.27	3.18	0.09
Online services such as the website	2.81	2.73	0.08
Maintenance of public toilets	3.79	3.74	0.05
Maintenance of sealed roads	4.19	4.17	0.02
Cultural facilities	3.34	3.31	0.02
Enforcement of local building regulations	3.15	3.13	0.02
Libraries	3.32	3.30	0.01
Economic development	3.62	3.61	0.01
Coastal management	3.63	3.64	-0.01
Protection of the natural environment	3.94	4.05	-0.11
Development application processing	2.83	2.96	-0.13
Maintenance of bridges	3.39	3.64	-0.25
Maintenance of unsealed roads	2.70	3.23	-0.52

This suggests – logically enough – that sewerage, water supply and waste services were of significantly more importance to urban residents, than to those based on the land. On the other side of the coin – and just as logically – maintenance of bridges and unsealed roads was significantly more important to rural residents

These differences apart, there was a remarkable similarity of priorities regardless of place of residence.

Looking next at differences in importance by age:

(Continued next page)



Table 2.4.2: 2014 Importance ratings, by age

<i>Council services/facilities</i>	<i>Age importance mean (18-39)</i>	<i>Age importance mean (40-59)</i>	<i>Age importance mean (60+)</i>
Maintenance of unsealed roads	2.96	2.90	2.63
Flood management	3.48	3.65	3.38
Coastal management	3.62	3.78	3.51
Protection of the natural environment	3.99	4.05	3.87
Cleanliness of streets	3.90	3.83	3.63
Maintenance of bridges	3.47	3.59	3.29
Maintenance of public toilets	3.85	3.87	3.58
Footpaths and cycleways	4.04	4.00	3.69
Libraries	3.23	3.31	3.42
Parks, reserves and playgrounds	4.16	3.89	3.59
Tourism marketing	3.21	3.26	3.13
Lifeguards	4.09	3.98	3.82
Cultural facilities	3.29	3.37	3.34
Economic development	3.52	3.76	3.43
Enforcement of local building regulations	2.98	3.31	3.06
Enforcement of pet regulations	3.06	3.37	3.28
Council Pools	3.51	3.41	3.30
Development application processing	2.62	3.07	2.77
Sporting facilities	3.66	3.61	3.26
Online services such as the website	2.94	2.92	2.45
Creation/attribution of cultural & sporting events	3.65	3.43	3.43
Maintenance of sealed roads	4.28	4.22	4.11
Water supply	4.36	4.22	4.20
Sewerage	4.21	4.15	4.18
Waste and recycling	4.51	4.32	4.23

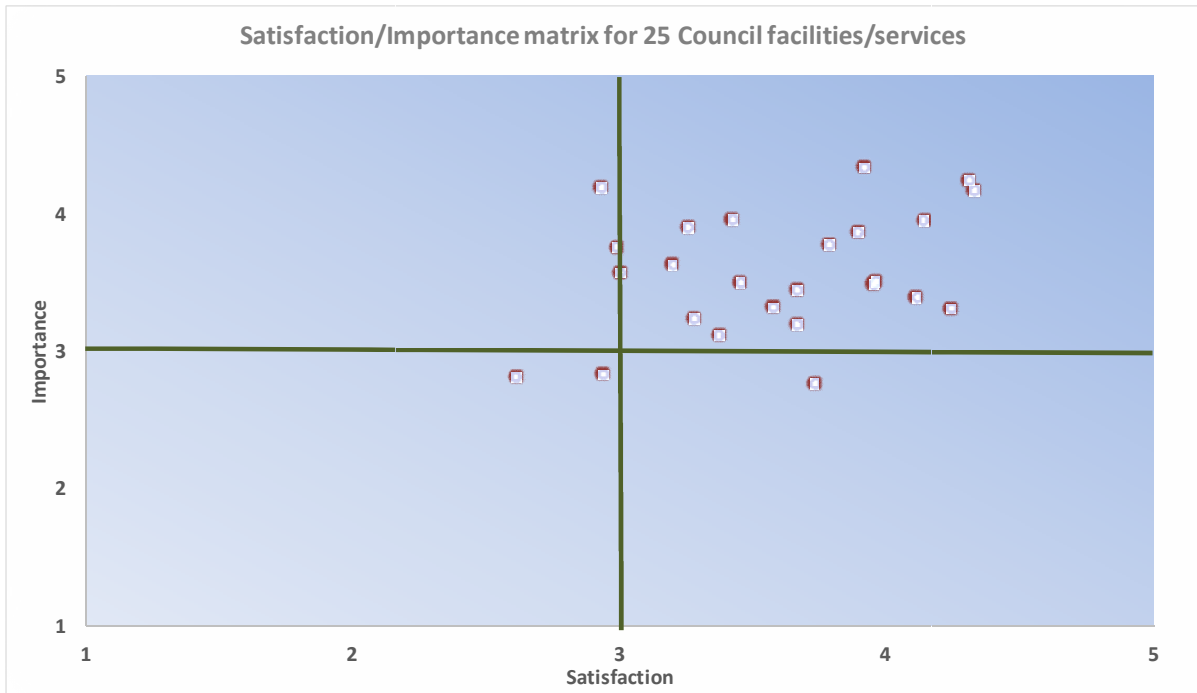
With two linked exceptions – DA processing and enforcement of building regulations – importance tended to decrease with age. That said, 16 of the 25 categories showed no statistically significant difference by age.

Satisfaction and importance scores can be integrated into a four-quadrant matrix, correlating the relationship between them for each of the facilities and services.

Graph 2.3 (next page) shows the 25 facilities and service in “big picture” format, and on the traditional 1-5 scale. Graph 2.4, using an adjusted scale, then provides a more detailed picture of where each of the facilities and services sit relative to each other.



Graph 2.3: Summary of satisfaction and importance, set against 1-5 scale



This clearly shows how, when using an objective mid-score of 3, the vast majority of facilities and services fell into the top-right, “high satisfaction high importance” quadrant. In absolute terms, only two services (maintenance of unsealed roads and DA processing) fell into the “low satisfaction, low importance” quadrant, while only one – maintenance of sealed roads - was deemed “low satisfaction, high importance”. Likewise, there was only one service – online services including the website – sitting in the “high satisfaction, low importance” quadrant.

This indicates residents believe most facilities and services are important. And that, generally, they are also happy with the way these facilities and services are being delivered.

However we can also investigate how these rated in relative terms, by looking at the graph in greater detail. As this requires an adjusted scale of 2.4 to 4.5, and an arbitrary mid-point of 3.5, results should be seen in the context of “higher” and “lower” (i.e. rather than “high” and “low”) importance and satisfaction.

Graph 2.4: Summary of satisfaction and importance (detail)

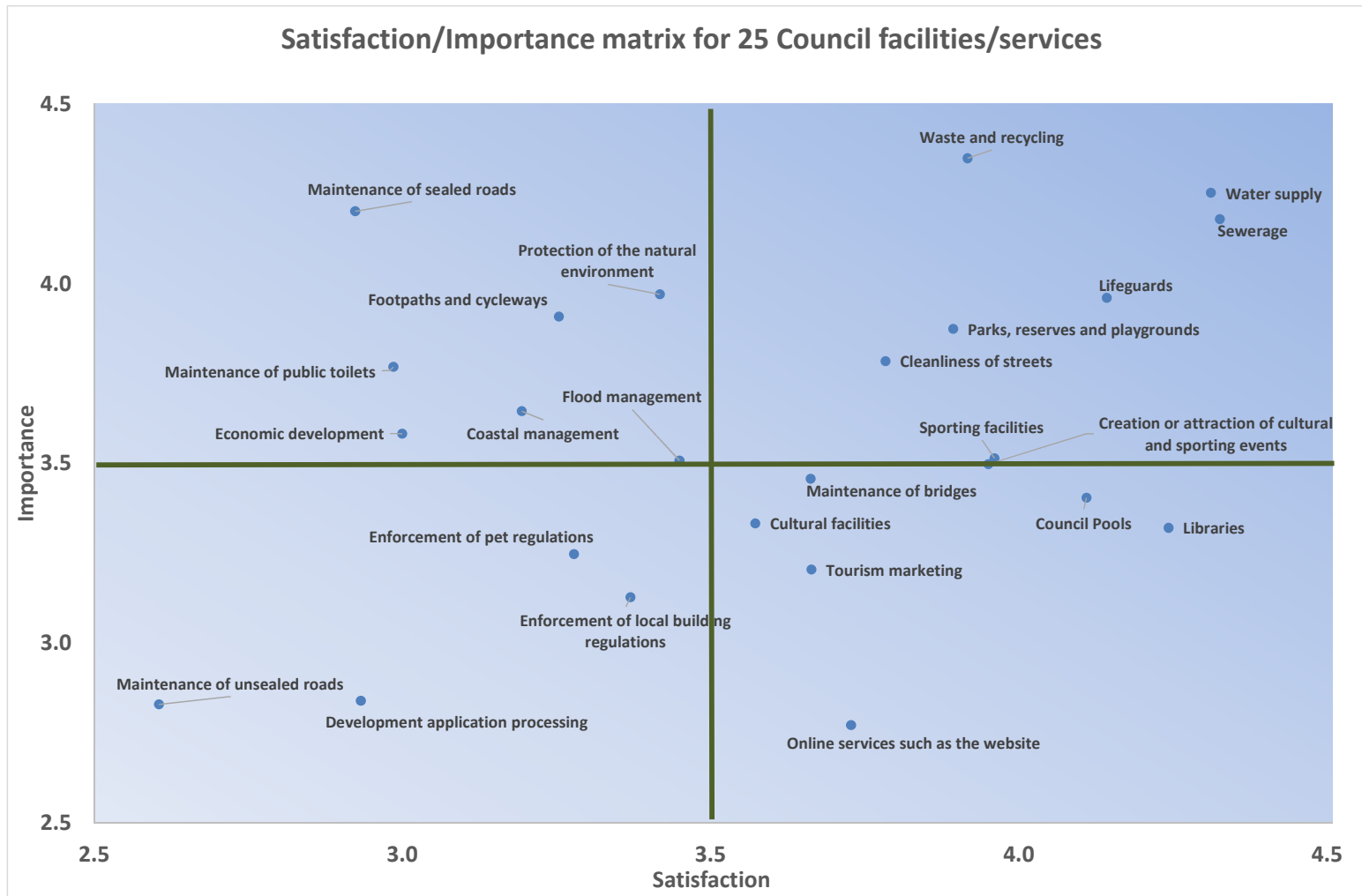




Table 2.5: Summary of satisfaction/important quadrants

Higher importance/lower satisfaction	Higher importance/higher satisfaction
<p>Maintenance of sealed roads</p> <p>Protection of the natural environment</p> <p>Maintenance of public toilets</p> <p>Economic development</p> <p>Footpaths/cycleways</p> <p>Flood management</p> <p>Coastal management</p>	<p>Water supply</p> <p>Waste and recycling</p> <p>Sewerage</p> <p>Parks, reserves and playgrounds</p> <p>Cleanliness of streets</p> <p>Lifeguards</p> <p>Sporting facilities</p> <p>Creation/attraction of cultural & sporting events</p>
Lower importance/lower satisfaction	Lower importance/higher satisfaction
<p>Enforcement of local building regulations</p> <p>Enforcement of pet regulations</p> <p>Development application processing</p> <p>Maintenance of unsealed roads</p>	<p>Libraries</p> <p>Council Pools</p> <p>Cultural facilities</p> <p>Online services</p> <p>Tourism marketing</p> <p>Bridge Maintenance</p>

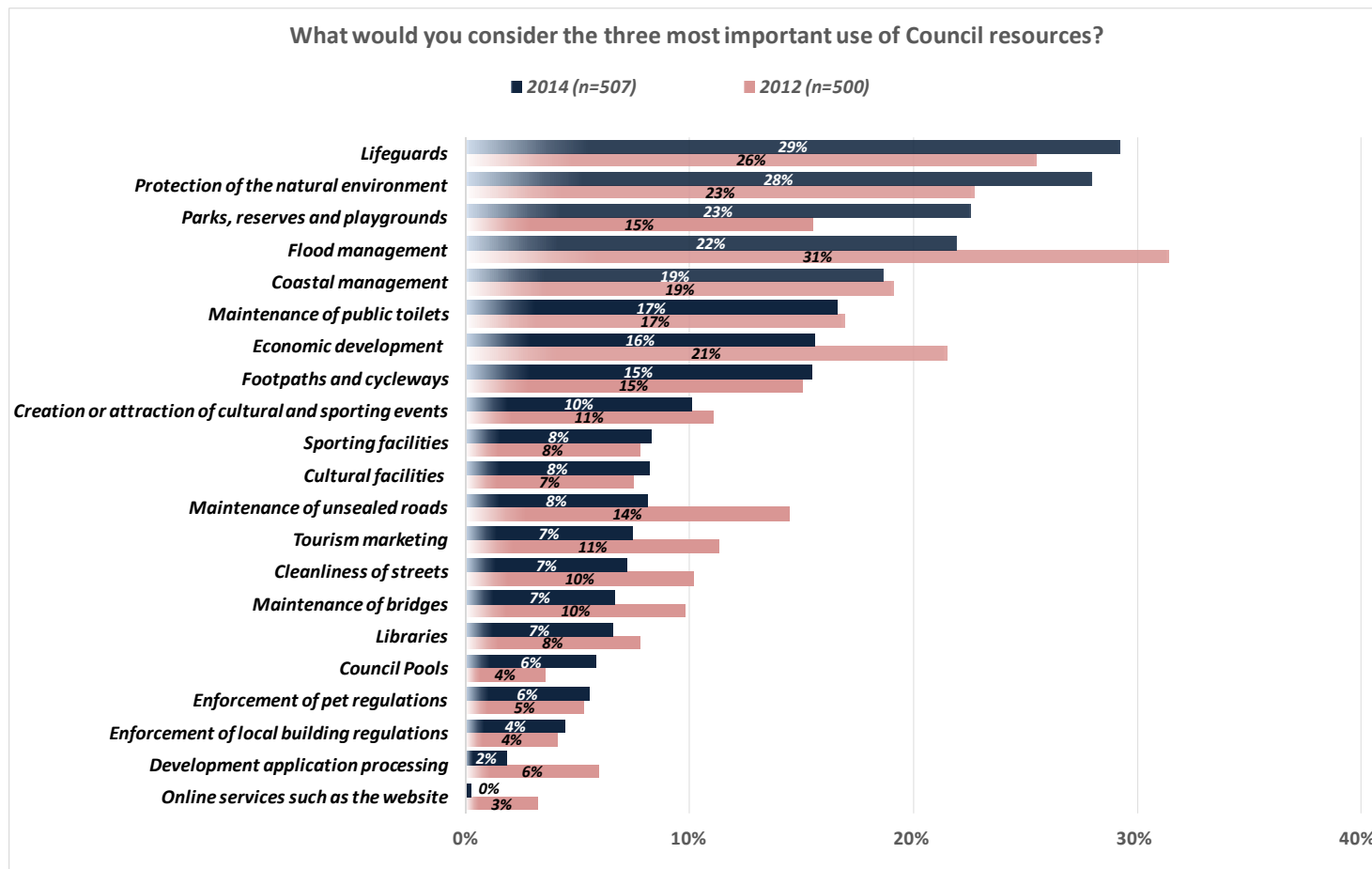
This indicates of the 25 services measured, water supply, waste/recycling, sewerage, parks, reserves and playgrounds, cleanliness of streets, lifeguards, sporting facilities, and the creation and attraction of cultural sporting events were perceived as being of highest satisfaction and highest importance.

Conversely, those services falling into the “higher importance/lower satisfaction” quadrant comprised maintenance of sealed roads, protection of the natural environment, maintenance of public toilets, economic development, footpaths and cycleways, flood management and coastal management. This indicates residents are seeking improvements in these areas, and class them as personally being of high importance.

Finally in this section, residents were asked which three of 21 services⁹ they classed as being most deserving of additional Council resources. Results are shown for 2014, ranked from highest to lowest, along with the comparative result for 2012:

⁹ Note this question excludes four services - maintenance of sealed roads, sewerage, waste/recycling and water supply -as these are deemed of such high importance that they would otherwise dominate the results. Respondents were only asked to nominate between facilities and services for which they had earlier provided a “5 out of 5” importance score.

Graph 2.5: Facilities and services deemed most worthy of Council resources¹⁰



¹⁰ Excluding maintenance of sealed roads, water supply, waste/recycling and sewerage



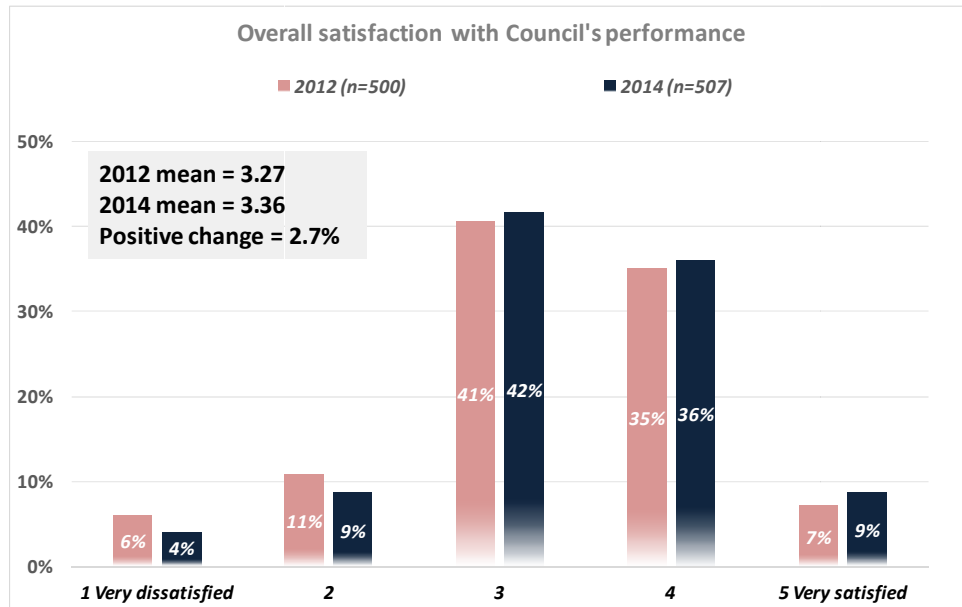
In a relative sense, there are few differences between the 2012 and 2014 results. In this latest survey, lifeguards, protection of the natural environment, parks, reserves and playgrounds, flood management and coastal management filled the top five spots.

It is interesting to note, however, that flood management and economic development – while both still in the “top 10” – have fallen significantly as priorities. The former may be due to the long dry spell preceding the survey, and/or recognition of the resources already spent on flood mitigation since the 2012 survey. The latter is harder to explain, but may be due to a perception that the LGA is more prosperous than it was in 2012 –and hence the need for economic development focus slightly less.



Part 3: Overall satisfaction with Council

Graph 3.1: Satisfaction with Council's overall performance



Overall satisfaction with Council was almost unchanged on 2012, with a mean rating of 3.36 – up 2.7 per cent on the 2.27 mean score recorded in 2102. While this change is not classed as statistically significant, net satisfaction¹¹ of 32 per cent exceeded the 25 per cent recorded in the previous survey.

The proportion of respondents saying they were satisfied rose (to 45 per cent, vs. 42 per cent in 2012), while the proportion of respondents classing themselves as dissatisfied fell from 17 per cent in 2012 to just 13 per cent in this latest survey.

Urban respondents and those living in the south of the LGA were the happiest with council's overall performance (with mean satisfaction scores of 3.54 and 3.42 respectively). Overall satisfaction among urban respondents rose 5 per cent survey-to-survey, whereas for those living in rural areas it fell by the same amount.

Respondents were also asked to explain why they had provided a particular satisfaction score. Their open-ended responses have been coded (i.e. themed), and are shown in Graph 3.2 (next page), with comparisons against 2012 shown in Table 3.1.

¹¹ i.e. those classing themselves as satisfied or very satisfied against those classing themselves as dissatisfied or very dissatisfied

Graph 3.2: Reasons for satisfaction scores

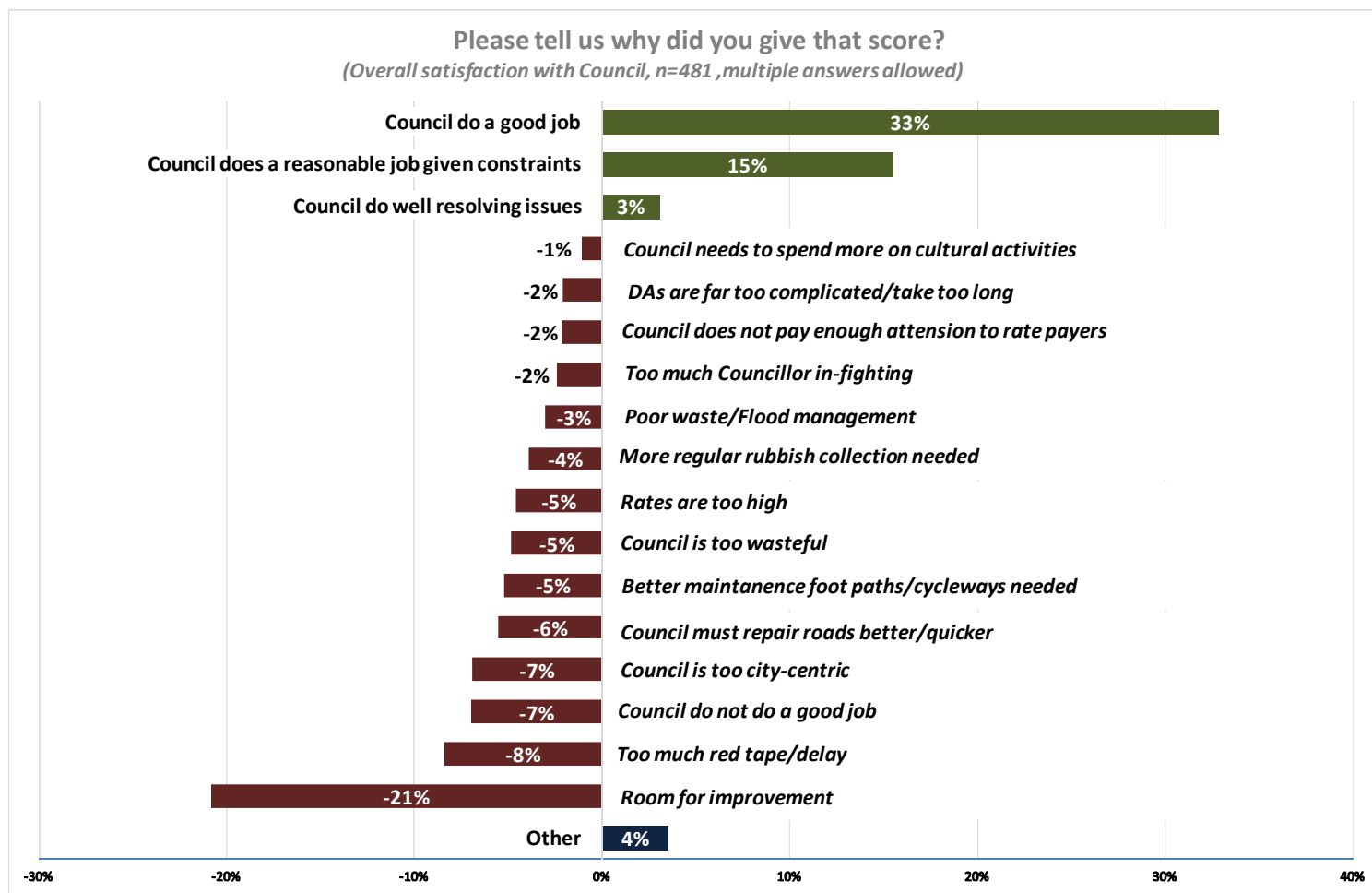




Table 3.1: Reasons for satisfaction scores 2014 vs. 2012

Reason for Overall rating (multiple answers encouraged)	2012 (n=492)	2014 (n=474)	Difference
Council does a good job	35%	33%	-2%
Council does a reasonable job considering constraints	6%	15%	10%
Council does well resolving issues	4%	3%	-1%
Room for improvement	18%	21%	3%
Too much red tape/delay	5%	8%	3%
Council do not do a good job	16%	7%	-9%
Council is too city-centric	5%	7%	2%
Council must repair roads better/quicker	11%	6%	-5%
Better maintenance of foot paths/cycleways needed	N/A	5%	N/A
Council is too wasteful	9%	5%	-4%
Rates are too high	3%	5%	1%
More regular rubbish collection needed	5%	4%	-1%
Poor waste/Flood management	6%	3%	-3%
Councillor in-fighting	N/A	3%	N/A
Council does not pay enough attention to rate payers	8%	2%	-6%
DAs are far too complicated/take too long	5%	2%	-3%
Council needs to spend more on Cultural activities	5%	1%	-4%

The good news is that one-third of respondents were happy to say they felt Council was doing a good job – largely unchanged on 2012. What’s more interesting is that a further 15 per cent added that this was achieved despite resource constraints – more than twice the proportion who noted this last time around. This suggests greater community awareness of Council’s funding issues.

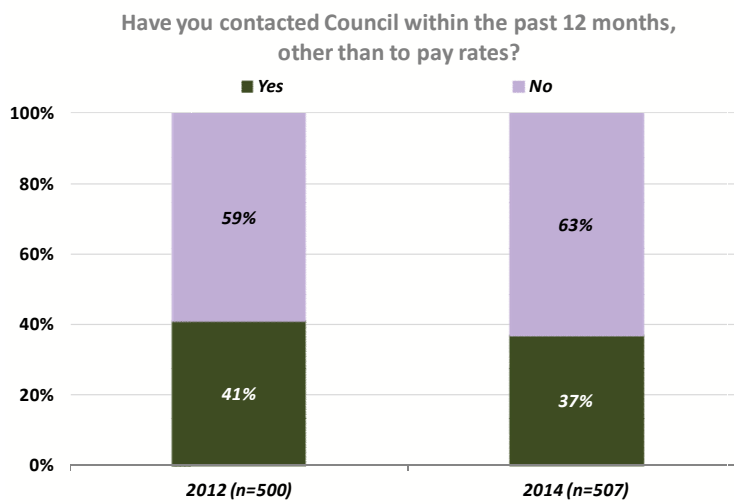
On the negative side, a range of different issues were raised – from the need to spend more on roads, to complaints about red tape, Council being too city-centric, or not being attentive enough to the needs of ratepayers. There were also comments this year about perceived councillor in-fighting as a source of dissatisfaction.



Part 4: Satisfaction with Council contact

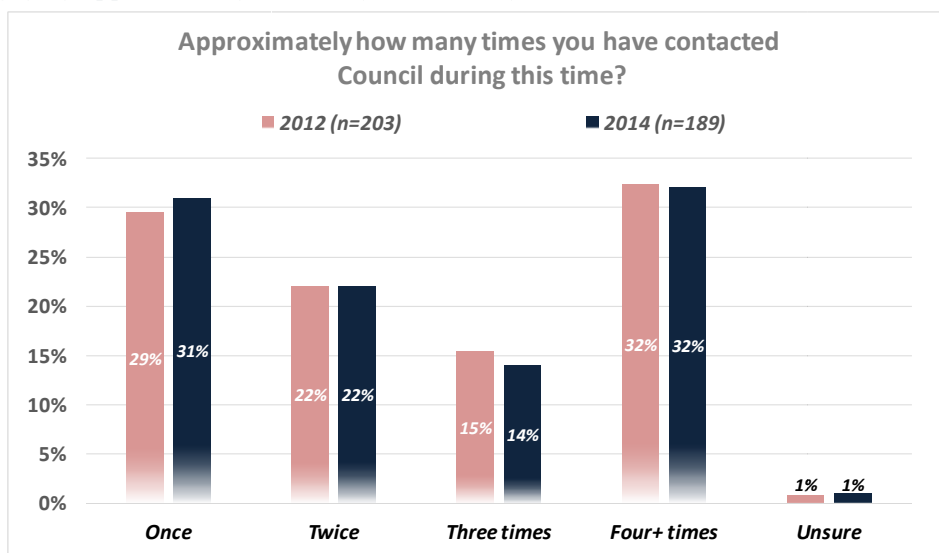
This section of the report looks at the interaction satisfaction levels of those residents who had contacted Council (other than to pay rates) over the previous 12 months.

Graph 4.1: Have you contacted Council within the past 12 months, other than to pay rates?



The proportion of respondents contacting Council in the 12 months prior to the survey fell slightly from 41 per cent, to 37 per cent. This included 55 per cent of those living in the western section of the LGA, and 48 per cent of rural residents generally.

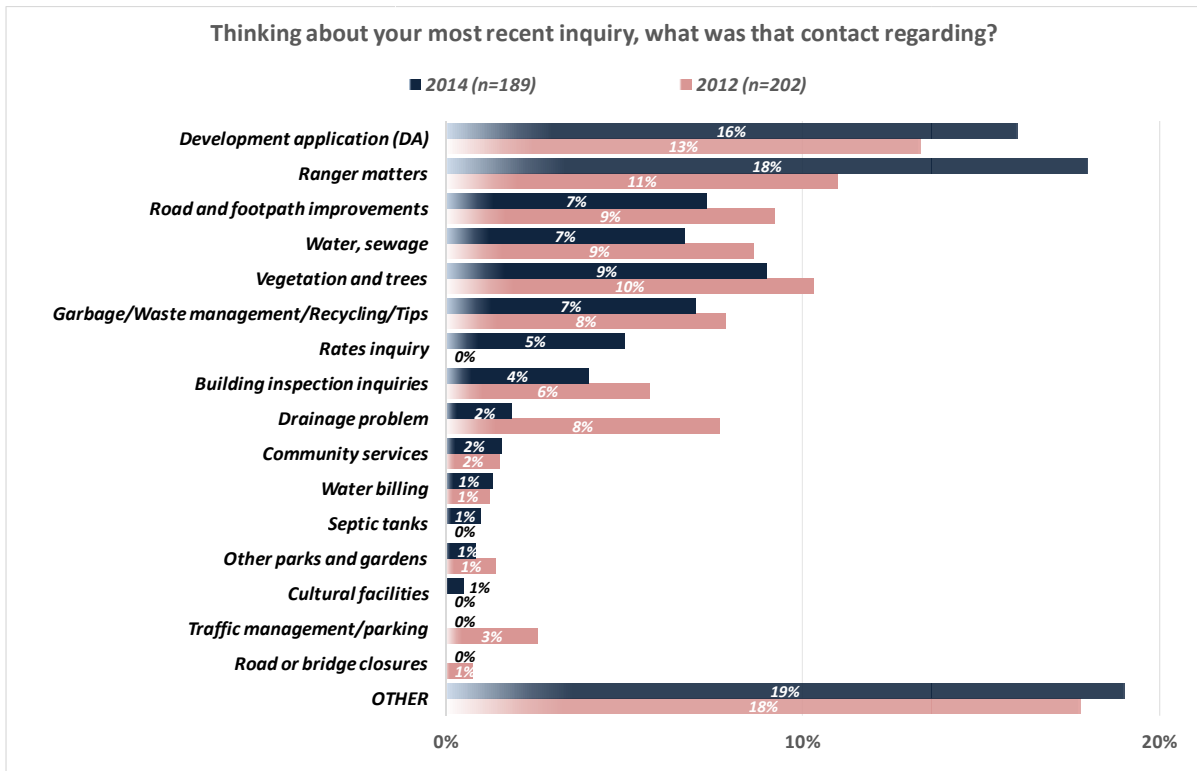
Graph 4.2 (If yes) Approximately how many times have you done this?





Of those who had contacted Council, it split fairly evenly (like 2012) between infrequent (once or twice) and frequent (three-plus times). This is important, as the two categories can display very different levels of satisfaction: both with their specific inquiries, and overall with council.

Graph 4.3: What was your most recent inquiry regarding?

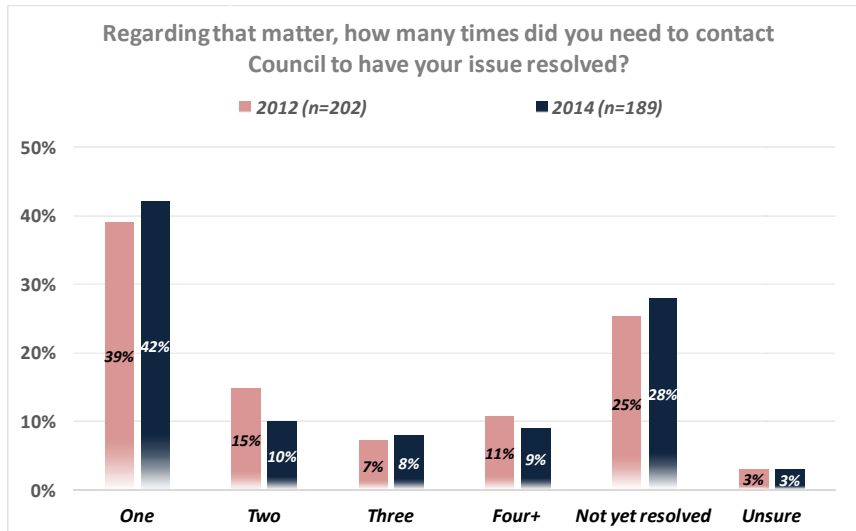


As in 2012, the major reasons for inquiries involved ranger matters (18 per cent of most recent contacts), DA’s (16 per cent) and vegetation and trees (9 per cent). Beyond this, the key finding – something that would presumably be of no surprise to Council frontline staff - is just how diverse inquiries are!

(Continued next page)



Graph 4.4: How many times did you need to contact Council to have your issue resolved?



Slightly more than two in five inquiries were resolved in one call –up slightly on 2012. Beyond this, times taken to resolve issues were largely unchanged on 2012.

Table 4.1, below, looks at how quickly issues were resolved by each of the seven most common inquiries:

Table 4.1: Calls required to resolve an issue, by type of inquiry

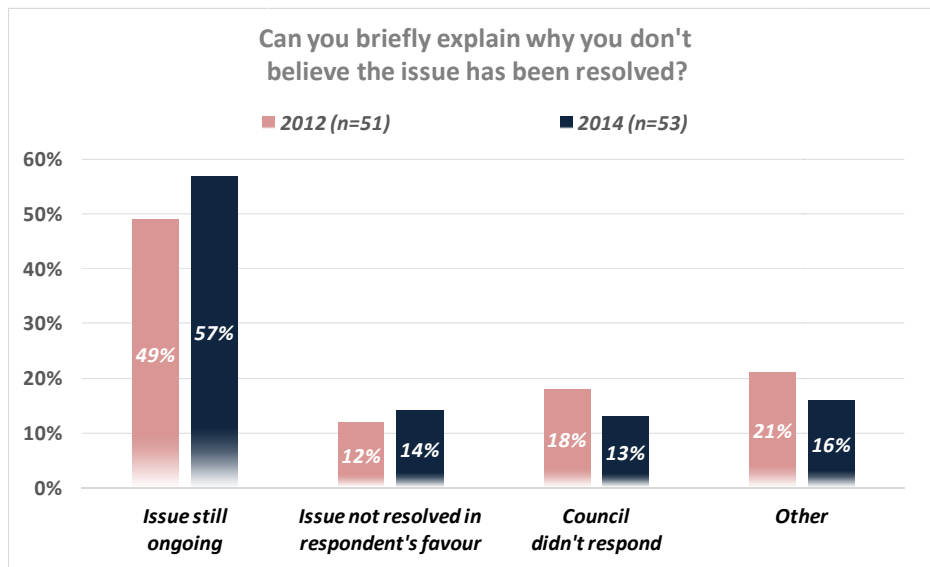
		Thinking about your most recent inquiry, what was that contact regarding?							Total
		Waste management/ Recycling/ Tips	DAs	Rates inquiry	Water, sewage	Ranger matters	Vegetation and trees	Road & footpath improvements	
Times needed to resolve inquiry	1 or 2	11 84.6%	16 55.2%	7 63.6%	8 66.7%	22 64.7%	8 47.1%	2 14.3%	99 53.2%
	Multiple times	0 .0%	9 31.0%	0 .0%	0 .0%	5 14.7%	4 23.5%	3 21.4%	32 17.2%
	Not yet resolved	2 15.4%	4 13.8%	4 36.4%	4 33.3%	7 20.6%	5 29.4%	9 64.3%	55 29.6%
Total		13 100.0%	29 100.0%	11 100.0%	12 100.0%	34 100.0%	17 100.0%	14 100.0%	186 100.0%

While one would expect the majority of DAs to require multiple contacts, there may be concern at the number of calls required to address issues in the areas of vegetation and trees, and road and footpath improvements.

Looking next at reasons why issues have yet to be resolved:

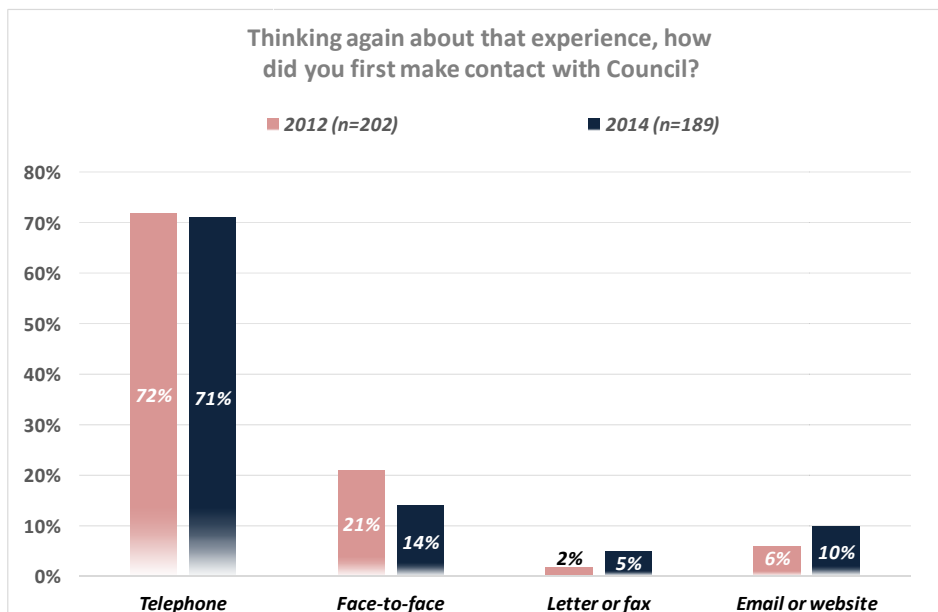


Graph 4.5: Why do you believe your issue has not yet been resolved?



Of those (53) respondents who said their issue had not been resolved, almost 60 per cent said this was because the issue was still ongoing. The proportion saying Council had not responded fell from 18 per cent in 2012 to 13 per cent in the latest survey. It is interesting that in 14 per cent of cases, the issue was resolved from Council's perspective but not the resident's – roughly the same proportion as in 2012.

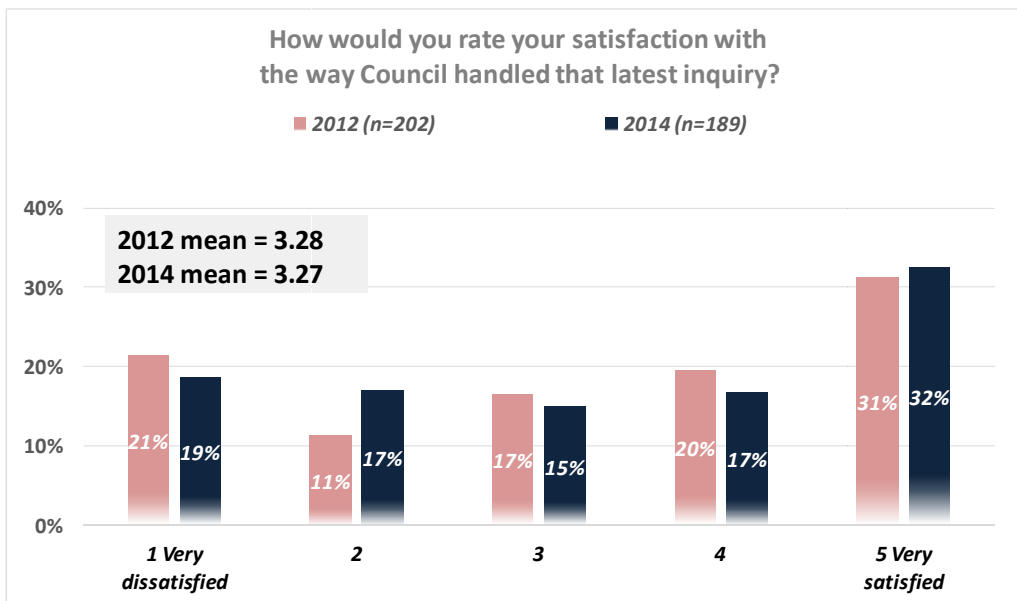
Graph 4.6: How did you first make contact with Council?





Telephone remained the main form of contact, used in more than 70 per cent of most recent contacts. This was consistent by age and gender. Meanwhile the proportion visiting Council fell from 21 per cent to 14 per cent. And the proportion using email or the website almost doubled, from 6 per cent in 2012 to 10 per cent in this latest survey.

Graph 4.7: Overall satisfaction with the way Council handled your latest inquiry



Overall satisfaction with the way the respondent’s most recent inquiry was handled was 3.27 out of 5, unchanged on 2012. Net satisfaction was 13 per cent, down from 19 per cent last time.

Table 4.2: Satisfaction scores, by type of inquiry¹²

Service	2014		2012		% change
	Satisfaction with inquiry	n =	Satisfaction with inquiry	n =	
Waste/Recycling/Tips	4.05	13	3.66	16	11%
Ranger matters	3.83	34	3.81	22	1%
Water, sewage	3.67	13	3.64	17	1%
Development application (DA)	3.67	30	3.06	27	20%
Rates inquiry	2.71	10	NA	NA	NA
Vegetation and trees	2.32	17	2.90	21	-20%
Road and footpath improvements	2.32	14	2.76	19	-16%

¹² For those interactions with 10 or more cases



For inquiries with more than 10 cases, satisfaction was highest in relation to waste, recycling facilities and services (with a mean satisfaction score of 4.05 out of a possible 5). It was lowest for proposed road and footpath improvements and vegetation and trees (both 2.32).

Compared with 2012, there were significant falls in satisfaction scores for vegetation and trees and road and footpath improvements (down 16 and 20 per cent respectively). But satisfaction with DA inquiries rose 20 per cent and waste/recycling/tips was up 11 per cent – both of which are also statistically significant.

Table 4.3: Satisfaction with way inquiry was handled, by number of calls required to resolve it

		Times needed to resolve inquiry			Total
		1 or 2	Many	Not yet resolved	
How would you rate your satisfaction with the way Council handled that latest inquiry, on a scale of 1-5	1 Very poorly	3 3.1%	5 15.6%	27 50.9%	35 19.1%
	2	9 9.2%	15 46.9%	7 13.2%	31 16.9%
	3	9 9.2%	6 18.8%	11 20.8%	26 14.2%
	4	23 23.5%	3 9.4%	6 11.3%	32 17.5%
	5 Very well	54 55.1%	3 9.4%	2 3.8%	59 32.2%
Total		98 100.0%	32 100.0%	53 100.0%	183 100.0%

As one would expect, satisfaction with the way an inquiry was handled was inversely proportional to the number of calls required to resolve it. As shown in Table 4.2, 79 per cent of those for whom an issue was resolved in one or two calls gave a satisfaction score of 4 or 5: this compares with just 19 per cent where more than two calls were needed, and 17 per cent where the issue remained unresolved.

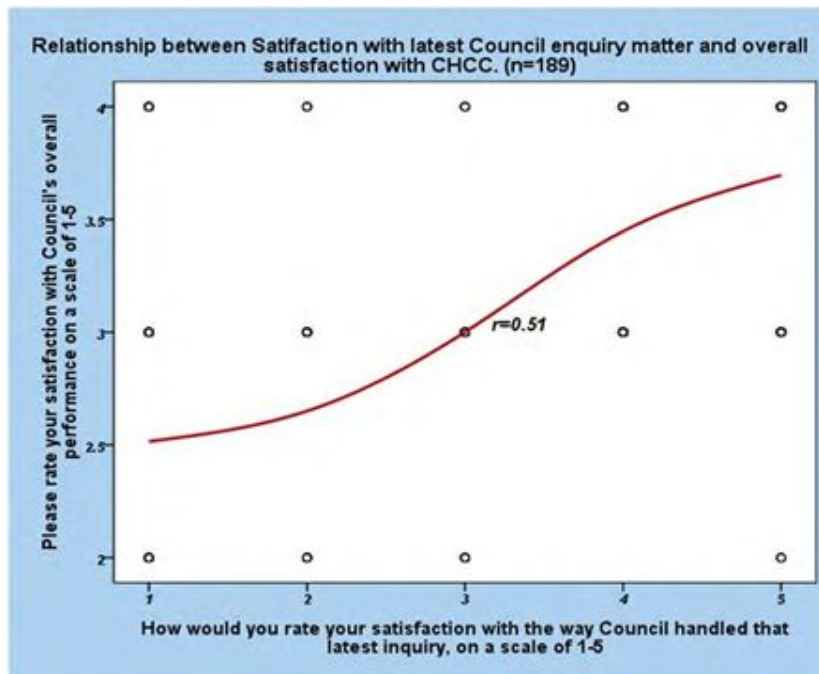
Table 4.4: Overall Satisfaction scores, by number of calls required

		Times needed to resolve inquiry			Total
		1 or 2	Many	Not yet resolved	
Overall satisfaction of Council's performance (1-5 scale)	1 Very dissatisfied	3 3.1%	4 12.9%	6 11.5%	13 7.2%
	2	7 7.1%	2 6.5%	12 23.1%	21 11.6%
	3	39 39.8%	21 67.7%	25 48.1%	85 47.0%
	4	43 43.9%	4 12.9%	7 13.5%	54 29.8%
	5 Very satisfied	6 6.1%	0 .0%	2 3.8%	8 4.4%
Total		98 100.0%	31 100.0%	52 100.0%	181 100.0%



There is also an inverse relationship between number of times the most recent issues took to resolve, and overall satisfaction with Council. In this instance 50 per cent of those whose issue had been resolved in one or two calls gave an overall satisfaction score of 4 or 5, against just 13 per cent where it had taken three or more interactions, and 17 per cent for those whose issue remained unresolved.

Graph 4.8: Relationship between satisfaction with most recent interaction, and overall satisfaction with Council



Finally, the red line in Graph 4.8 indicates a strong and direct relationship between satisfaction with an interaction, and overall satisfaction. **That is, the higher a resident’s satisfaction with the way their most recent inquiry was handled, the higher their overall satisfaction with Council.**

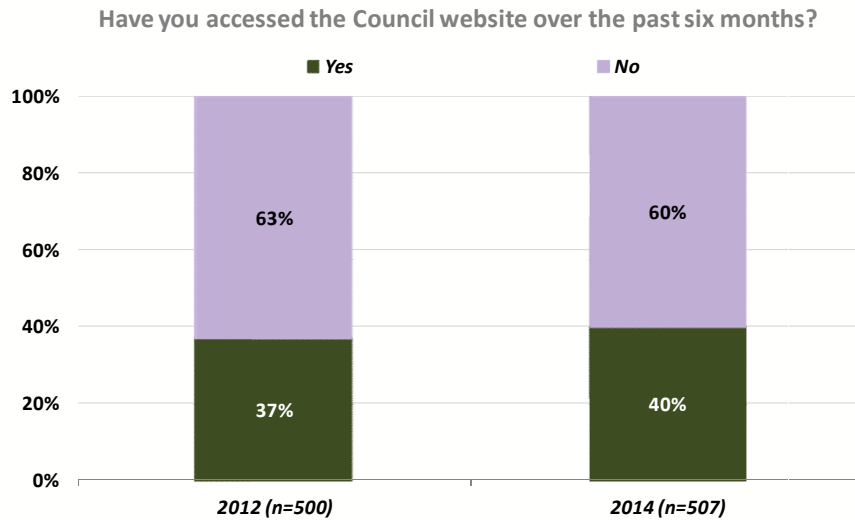
In conclusion – and to repeat a key finding of 2012:

- There is clear evidence that the faster an issue is resolved – and the greater the empathy and clarity of communication shown where the outcome is not in the inquirer’s favour – the more favourably that resident will assess Council’s performance;
- For those residents who have interacted with Council, overall satisfaction with Council’s performance is more closely aligned to how well their interactions have been handled than they are to satisfaction with facilities and services generally.



Part 5: Council website

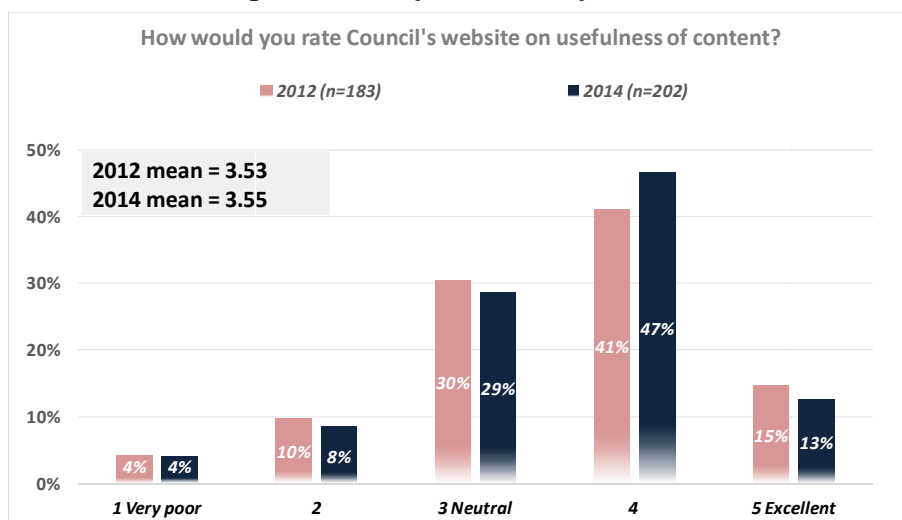
Graph 5.1: Have you accessed Council’s website within the past six months?



Two in five respondents had accessed the Council website over the previous six months – virtually unchanged on 2012. As one would expect, usage fell with age: slightly more than half of those aged 18-39 had visited the website, against 20 per cent of those aged 60-plus.

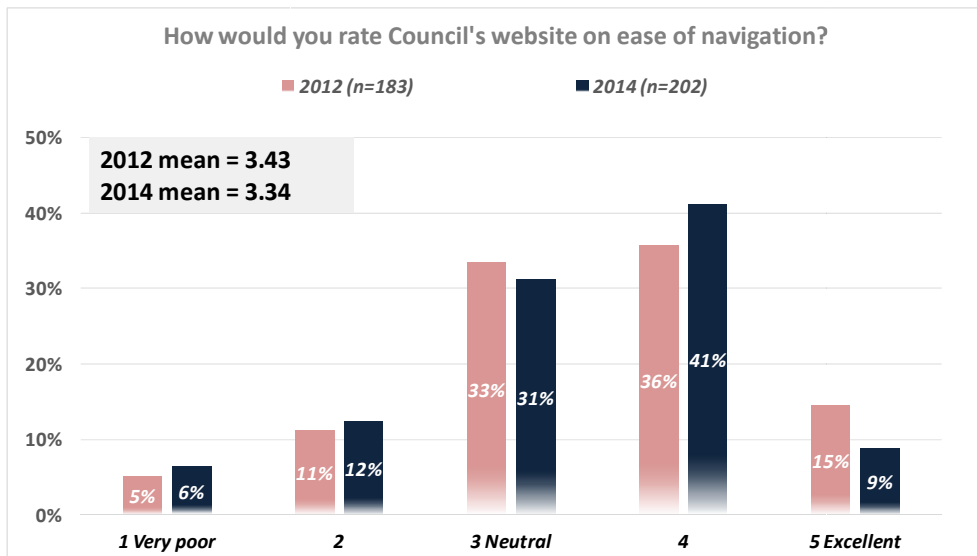
As in 2012, we also asked Council website visitors how they found the site’s content and navigability. The results are shown in Graphs 5.2 and 5.2, below:

Graph 5.2: Council website rankings for content (2014 vs. 2012)





Graph 5.3: Council website rankings for ease of navigation (2014 vs. 2012)



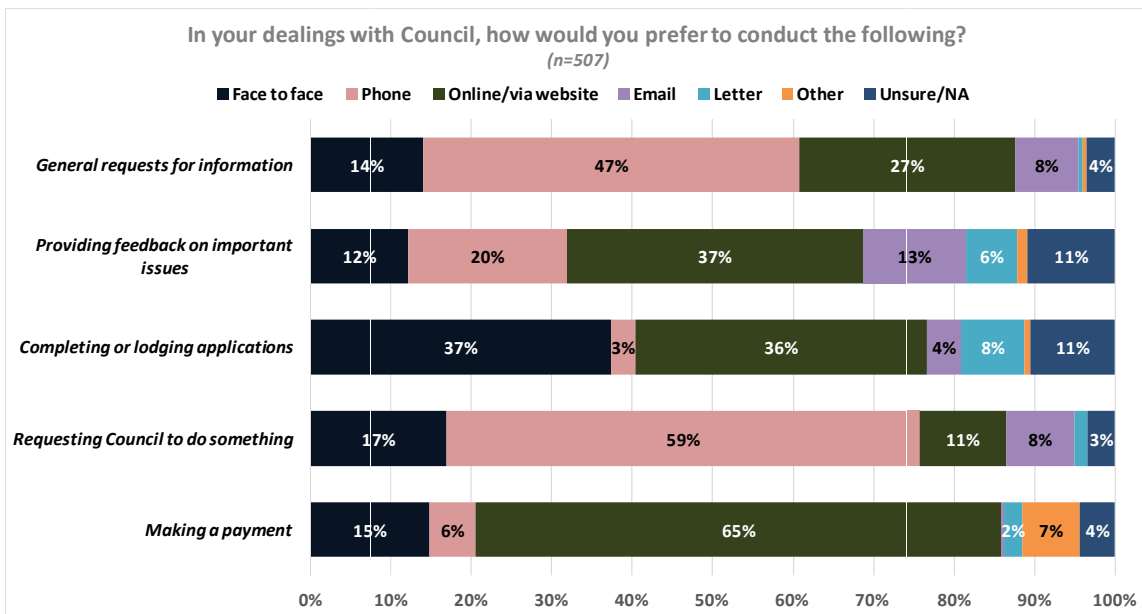
Satisfaction results for both content and navigability were both almost unchanged on 2012. While the slight fall in the ease of navigation rating is not significant, it may be due to users' rising expectations in this regard (i.e. based on their experience with other sites).



Part 6: Preferred means of dealing with Council

The survey concluded with a new question, asking residents how they preferred to interact with Council in a range of different activities. The results are shown in Graph 6.1, below:

Graph 6.1: In your dealings with Council, by what method would you refer to conduct the following?



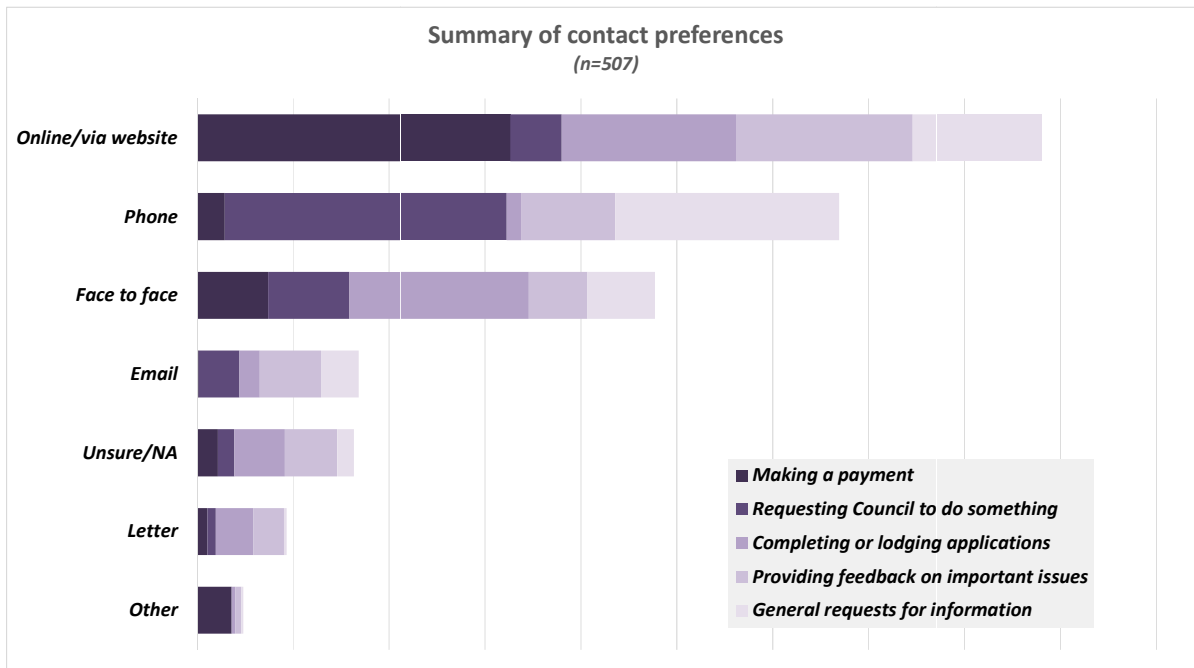
This indicates a high degree of divergence in preferred methods, depending on the reason for contact. In particular:

- There was still an overwhelming preference for general inquiries to be handled over the phone, with 47 per cent of those surveyed preferring this against just 27 per cent for online;
- Conversely, there was a slight preference for providing feedback online and/or through the Council website (at 37 per cent, against 20 per cent for phone and 12 per cent face-to-face);
- In regard to completing or lodging DA's, opinion was split evenly between handling this face-to-face (37 per cent) and online (36 per cent);
- When requesting Council to do something, phone was dominant (59 per cent); with face-to-face at 17 per cent and online just 11 per cent;
- However, when making a payment, two-thirds of respondents preferred to do so online.

This suggests very much a "horses for courses" response, with different interactions requiring different methods of contact. It does indicate, however, that more effort could be made to push particular interactions – in particular payments, DAs and requests for information – online, to reduce strain on front counter and switchboard staff.



Graph 6.2: Summary of dealing preferences, by method



Graph 6.2 indicates that when broken down by technology, online is ascendant. While phone and face-to-face remain important components of Council’s service mix, there seems little doubt that contact will increasingly be conducted via Council’s website, Facebook page, and other forms of online interaction.



Appendix 1: Survey questionnaire

Version 1 CHCC_CSS_2014

Last modified:16/07/2014 3:19:19 PM

Q1. Good afternoon/evening, my name is (name) and I am calling from Jetty Research on behalf of Coffs Harbour City Council. Council has commissioned us to conduct a short telephone survey to help them understand residents' priorities and satisfaction with specific Council services. The survey takes less than 15 minutes, all information you provide would be confidential, and we are not trying to sell anything. Would you be willing to assist us by completing a brief survey for Council this afternoon/evening?

Offer a CALL BACK if inconvenient time. If still NO, ask if there is any other adult's home who may be willing to do the survey. If they wish to check validity of poll, ask them to call Ian Cameron at Council (6648 4000 during office hours) and arrange callback.

Yes	1
No	2

Q1

Answer If Attribute "No" from Q1 is SELECTED

Q2. Thank you for your time.

End

Q3. Before we commence I just have a few quick qualifying questions. Firstly can you confirm that you live in the Coffs Harbour local government area?

if unsure ask which is their local Council.

Yes	1
No	2

Q3

Answer If Attribute "No" from Q3 is SELECTED

Q4. I'm sorry but you have to be living in the Coffs Harbour LGA to participate in this survey. Thank you for your time.

End



Q5. Would your age be between?

PROMPTED. Researchers note respondents must be 18 or over to participate. If under 18, ask if there an adult available to speak with.

18-39	1
40-59	2
60+	3

Q5

Q6. How long have you lived in the Coffs Harbour LGA?

PROMPTED

Less than 1 year	1
1-5 years	2
6-10 years	3
More than 10 years	4

Q6

Q7. Which residential suburb or town do you live in or nearest to?

UNPROMPTED

Ararwarra	1
Red Rock	2
Corindi/Upper Corindi	3
Mullaway	4
Safety Beach	5
Woolgoolga	6
Sandy Beach	7
Emerald Beach/Emerald Heights	8
Moonee	9
Bucca/Lower Bucca/Central Bucca	10
Sapphire	11
Korora	12
Coffs Harbour/Diggers Beach	13
Nana Glen	14
Coramba	15
Karangi	16
Orara Valley/Upper Orara/Dairyville	17
Ulong/Lowanna	18
Sawtell	19
Toormina/Bayldon	20
Boambee/Boambee East/North Boambee Valley	21
Crossmaglen	22
Bonville	23
OTHER	

Q7



Q8. Are you or immediate family members currently a Councillor or employed by Coffs Harbour City Council?

Immediate family is husband, wife or children

Yes	1	
No	2	Go to Q10

Q8

Q9. I'm sorry, but immediate family members of Councillors or Council staff do not qualify to participate in this survey. Thank you for your time.

End

Q10. May I have your first name for the survey?

Type n/a if not willing to give name

Q10

Q11. To get us underway can you please rate your satisfaction with the following Council facilities or services, where 1 means you think it is very poor, and 5 means you think it is excellent? If you don't use this service, just say not applicable .

PROMPTED Offer to repeat rankings

	1 Very poor	2	3	4	5 Excellent	N/A	
Water supply	1	2	3	4	5	555	Q11_1
Maintenance of sealed roads	1	2	3	4	5	555	Q11_2
Maintenance of unsealed roads	1	2	3	4	5	555	Q11_3
Waste and recycling	1	2	3	4	5	555	Q11_4
Sewerage	1	2	3	4	5	555	Q11_5
Flood management	1	2	3	4	5	555	Q11_6
Coastal management, including erosion and sea level rise	1	2	3	4	5	555	Q11_7
Protection of the natural environment	1	2	3	4	5	555	Q11_8
Cleanliness of streets	1	2	3	4	5	555	Q11_9
Maintenance of bridges	1	2	3	4	5	555	Q11_10
Maintenance of public toilets	1	2	3	4	5	555	Q11_11
Footpaths and cycleways	1	2	3	4	5	555	Q11_12
Libraries	1	2	3	4	5	555	Q11_13
Parks, reserves and playgrounds	1	2	3	4	5	555	Q11_14
Tourism marketing	1	2	3	4	5	555	Q11_15



Lifeguards	1	2	3	4	5	555	Q11_16
Cultural facilities (Jetty Theatre, Bunker Cartoon Gallery, Regional Art Gallery, CH Museum)	1	2	3	4	5	555	Q11_17
Economic development (strategies to boost local businesses and jobs)	1	2	3	4	5	555	Q11_18
Enforcement of local building regulations	1	2	3	4	5	555	Q11_19
Enforcement of pet regulations	1	2	3	4	5	555	Q11_20
Council Pools	1	2	3	4	5	555	Q11_21
Development application processing	1	2	3	4	5	555	Q11_22
Sporting facilities	1	2	3	4	5	555	Q11_23
Online services such as the website	1	2	3	4	5	555	Q11_24
Creation or attraction of cultural and sporting events (e.g. World Rally, Buskers)	1	2	3	4	5	555	Q11_25

Q12. Thanks very much [Q10]. I'm now going to go back through the list of those you rated, and ask you how IMPORTANT those facilities or services are to you or other members of your immediate household. Again we'll use a 5 point scale, where 1 is unimportant, 2 is important, 4 is very important and 5 is critical.

PROMPTED. Offer to repeat ranking system

	1 Unimportant	2 Important	3	4 Very important	5 Critical	
Maintenance of unsealed roads	1	2	3	4	5	Q12_1
Flood management	1	2	3	4	5	Q12_2
Coastal management, including erosion and sea level rise	1	2	3	4	5	Q12_3
Protection of the natural environment	1	2	3	4	5	Q12_4
Cleanliness of streets	1	2	3	4	5	Q12_5
Maintenance of bridges	1	2	3	4	5	Q12_6
Maintenance of public toilets	1	2	3	4	5	Q12_7
Footpaths and cycleways	1	2	3	4	5	Q12_8
Libraries	1	2	3	4	5	Q12_9
Parks, reserves and playgrounds	1	2	3	4	5	Q12_10
Tourism marketing	1	2	3	4	5	Q12_11
Lifeguards	1	2	3	4	5	Q12_12
Cultural facilities (Jetty Theatre, Bunker Cartoon Gallery, Regional Art Gallery, CH Museum)	1	2	3	4	5	Q12_13
Economic development (strategies to boost local businesses and jobs)	1	2	3	4	5	Q12_14
Enforcement of local building regulations	1	2	3	4	5	Q12_15
Enforcement of pet regulations	1	2	3	4	5	Q12_16
Council Pools	1	2	3	4	5	Q12_17
Development application processing	1	2	3	4	5	Q12_18
Sporting facilities	1	2	3	4	5	Q12_19
Online services such as the website	1	2	3	4	5	Q12_20
Creation or attraction of cultural and sporting events (e.g. World Rally, Buskers)	1	2	3	4	5	Q12_21



Q13. CONTINUED from previous question.

PROMPTED

	1	2	3	4 Very important	5 Critical
	Unimportant	Important			
Maintenance of sealed roads	1	2	3	4	5
Water supply	1	2	3	4	5
Sewerage	1	2	3	4	5
Waste and recycling	1	2	3	4	5

Q13_1
Q13_2
Q13_3
Q13_4

Q14. Thanks [Q10], now could you please rate your satisfaction with Council's overall performance on a scale of 1-5, where 1 means you are very dissatisfied, and 5 means you are very satisfied.

Confirm rating if necessary

1 Very dissatisfied	1
2	2
3	3
4	4
5 Very satisfied	5

Q14

Q15. Could you briefly explain why you gave that score?

PROBE for an answer

Q15

*Q16. You rated the following services as being of critical importance. Once I read the list back to you, could you tell me which you see as being the 3 most important uses of council resources?

Excludes sealed road maintenance, water supply, sewerage and waste/Recycling. If asked why these weren't read out, SAY..... We know from previous surveys that these are always critical and would like to see what else is important.



<i>Answer If Attribute "Maintenance of unsealed roads" from Q12 is 5 Critical</i>		
Maintenance of unsealed roads	3	Q16_1
<i>Answer If Attribute "Flood management" from Q12 is 5 Critical</i>		
Flood management	6	Q16_2
<i>Answer If Attribute "Coastal management, including erosion and sea level rise" from Q12 is 5 Critical</i>		
Coastal management, including erosion and sea level rise	7	Q16_3
<i>Answer If Attribute "Protection of the natural environment" from Q12 is 5 Critical</i>		
Protection of the natural environment	8	Q16_4
<i>Answer If Attribute "Cleanliness of streets" from Q12 is 5 Critical</i>		
Cleanliness of streets	9	Q16_5
<i>Answer If Attribute "Maintenance of bridges" from Q12 is 5 Critical</i>		
Maintenance of bridges	10	Q16_6
<i>Answer If Attribute "Maintenance of public toilets" from Q12 is 5 Critical</i>		
Maintenance of public toilets	11	Q16_7
<i>Answer If Attribute "Footpaths and cycleways" from Q12 is 5 Critical</i>		
Footpaths and cycleways	12	Q16_8
<i>Answer If Attribute "Libraries" from Q12 is 5 Critical</i>		
Libraries	13	Q16_9
<i>Answer If Attribute "Parks, reserves and playgrounds" from Q12 is 5 Critical</i>		
Parks, reserves and playgrounds	14	Q16_10
<i>Answer If Attribute "Tourism marketing" from Q12 is 5 Critical</i>		
Tourism marketing	15	Q16_11
<i>Answer If Attribute "Lifeguards" from Q12 is 5 Critical</i>		
Lifeguards	16	Q16_12
<i>Answer If Attribute "Cultural facilities (Jetty Theatre, Bunker Cartoon Gallery, Regional Art Gallery, CH Museum)" from Q12 is 5 Critical</i>		
Cultural facilities (Jetty Theatre, Bunker Cartoon Gallery, Regional Art Gallery, CH Museum)	17	Q16_13
<i>Answer If Attribute "Economic development (strategies to boost local businesses and jobs)" from Q12 is 5 Critical</i>		
Economic development (strategies to boost local businesses and jobs)	18	Q16_14
<i>Answer If Attribute "Enforcement of local building regulations" from Q12 is 5 Critical</i>		
Enforcement of local building regulations	19	Q16_15
<i>Answer If Attribute "Enforcement of pet regulations" from Q12 is 5 Critical</i>		
Enforcement of pet regulations	20	Q16_16
<i>Answer If Attribute "Council Pools" from Q12 is 5 Critical</i>		
Council Pools	21	Q16_17
<i>Answer If Attribute "Development application processing" from Q12 is 5 Critical</i>		
Development application processing	22	Q16_18
<i>Answer If Attribute "Sporting facilities" from Q12 is 5 Critical</i>		
Sporting facilities	23	Q16_19
<i>Answer If Attribute "Online services such as the website" from Q12 is 5 Critical</i>		
Online services such as the website	24	Q16_20
<i>Answer If Attribute "Creation or attraction of cultural and sporting events (e.g. World Rally, Buskers)" from Q12 is 5 Critical</i>		
Creation or attraction of cultural and sporting events (e.g. World Rally, Buskers)	25	Q16_21



Q17. Now [Q10], have you contacted Council within the past 12 months, other than to pay rates?

UNPROMPTED

Yes	1		
No	2	Go to Q24	
Unsure	666	Go to Q24	

Q17

Q18. Could you please tell me approximately how many times you have contacted Council during this time?

UNPROMPTED

Once	1		
Twice	2		
Three times	3		
Four or more times	4		
Unsure	666		

Q18

Q19. Thinking about your most recent inquiry, what was that contact regarding?

UNPROMPTED

Garbage/Waste management/Recycling/Tips	1		
Development application (DA)	2		
Building inspection inquiries	3		
Rates inquiry	4		
Water billing	5		
Water, sewerage	6		
Septic tanks	7		
Drainage problem	8		
Community services (availability of facilities, grants for projects, community events, aged and disabled services etc.)	9		
Ranger matters - barking dogs, livestock, etc.	10		
Vegetation and trees - e.g. requesting council to clear vegetation or mow grass	11		
Other parks and gardens	12		
Road and footpath improvements	13		
Library	14		
Cultural facilities	15		
Cultural or sporting events	16		
Traffic management/parking	17		
Road or bridge closures	18		
Can't recall	19		
OTHER			

Q19



Q20. And regarding that matter, how many times did you need to contact Council to have your issue resolved?

UNPROMPTED

One	1
Two	2
Three	3
Four or more	4
Not yet resolved	5
Unsure	666

Q20

Q21. Can you briefly explain why you don't believe the issue has been resolved?

Answer If Attribute "Not yet resolved" from Q20 is SELECTED

UNPROMPTED

Issue still ongoing	1
Council didn't respond	2
Issue not resolved in respondent's favour	3
OTHER	

Q21

Q22. Thinking again about that experience, how did you first make contact with Council?

UNPROMPTED

Telephone	1
Face-to-face	2
Letter or fax	3
Email or website	4
Unsure	5

Q22

Q23. And how would you rate your satisfaction with the way Council handled that latest inquiry, on a scale of 1-5, where 1 means you think it was handled very poorly and 5 means you think it was handled very well?

UNPROMPTED

1 Very poorly	1
2	2
3	3
4	4
5 Very well	5

Q23



Q24. [Q10], have you accessed the Council website over the past six months?

UNPROMPTED

Yes	1	
No	2	Go to Q26

Q24

Q25. Using a 1-5 scale where 1 is very poor and 5 is excellent, how would you rate Council's website on the following two factors?

	1 Very poor	2	3 Neutral	4	5 Excellent
Ease of navigation	1	2	3	4	5
Usefulness of content	1	2	3	4	5

Q25_1

Q25_2

Q26. In your dealings with Council, what method would you prefer to conduct the following?

UNPROMPTED (unless absolutely necessary)

	Face to face	Phone	Online /via website	Email	Letter	Social media (Face book etc.)	Other	Unsure/NA
Making a payment	1	2	3	4	5	6	7	8
Requesting Council to do something (e.g. fix a pothole)	1	2	3	4	5	6	7	8
Completing or lodging applications and forms	1	2	3	4	5	6	7	8
Providing feedback on important or topical issues	1	2	3	4	5	6	7	8
General requests for information	1	2	3	4	5	6	7	8

Q26_1

Q26_2

Q26_3

Q26_4

Q26_5

Q27. Gender?

DONT ASK

Male	1
Female	2

Q27

Q28. Are you a ratepayer?

UNPROMPTED

Yes	1
No	2

Q28



Q29. Do you live in an urban or rural setting?

Urban is town. Rural is on a property

Urban	1	
Rural	2	
Mixed/unsure	3	

Q29

Q30. Just before we finish [Q10], Coffs Harbour City Council is currently seeking to establish a randomly selected online survey panel of local residents. This panel is being established to provide a quick and easy way for locals such as yourself to provide feedback to Council on issues of community importance from time to time. Is this something that may interest you?

UNPROMPTED

Yes	1	
No	2	Go to Q35

Q30

Q31. And do you have an email address that you access at least once a week?

UNPROMPTED Explain panel is online or via email only

Yes	1	
No	2	Go to Q35

Q31

Q32. And would you be willing for Council to send you an email explaining more about the online panel and officially seeking your participation?

Note that their name and contact details will be supplied to Council only in relation to their participation in the online panel, and that their survey responses will remain entirely confidential

Yes	1	
No	2	Go to Q35

Q32

Q33. May I have your email address?

Read back email address to confirm

Q33

2014 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 2014, are required to lodge a completed Disclosure Return by 30 September 2014 of pecuniary interests and other matters.

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

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

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

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

Airport Manager	Manager Environmental Laboratory
Assistant Risk Coordinator	Manager ePlanning
Biodiversity Officer	Manager Governance Services
Business Development Engineer	Manager Libraries
Chief Information Officer	Manager Mechanical & Electrical
Compliance Officer Swimming Pool Inspector	Manager Recreational Services
Contract Risk Manager	Manager Sports Unit
Coordinator Coastal	Manager Strategic Asset Planning
Coordinator Construction	Manager Sustainable Planning
Coordinator Horticultural Services	Manager Telecommunications & New Technology
Coordinator Learning & Development	Manager Water Treatment
Coordinator Payroll & Superannuation Services	Planner Development Assessment
Coordinator Plant	Plant Administration Officer
Coordinator Plant Administration	Project Engineer
Coordinator Recreational Services	Project Maintenance Engineer
Coordinator Reticulation	Project Manager Development
Coordinator Rural	Project Officer Recreational Services
Coordinator Sustainability	Property Development Manager
Coordinator Urban	Property Manager
Councillor	Purchasing & Supply Manager

Curator Botanical Gardens	Purchasing Officer
Developer Contributions Coordinator	Ranger Multi function
Development, Building & Compliance Officer	Ranger Single Function
Director City Infrastructure Services	Risk Co-ordinator
Director City Planning	Roads Program Engineer
Director Corporate Business	Senior Development, Building & Compliance Officer
Director Community Development	Senior Engineering Inspector
EHO Coordinator Onsite Sewerage Management Systems	Senior Engineering Surveyor
Environmental Health Officer	Senior Professional Lifeguard
Executive Manager Engineering Services	Senior Purchasing Officer
Executive Manager Finance	Senior Ranger
Executive Manager HR & Organisational Development	Senior Weeds Inspector
Executive Manager Operations	Special Projects and Events Officer
Gallery & Museum Director	Strategic Asset Planning
General Manager	Strategic Planner
Inspector Onsite Sewerage Management Systems	Sub Division Contracts Inspector
Internal Auditor	Subdivision & Development Engineer
Inventory Supply Officer	Supervisor Plant
Jetty Memorial Theatre Manager	Team Leader Building Services
Landfill Coordinator Waste Services	Team Leader Environmental Health
Landscape Architect	Team Leader Planner Development Assessment
Management Accountant Revenue	Team Leader Precinct Planner
Manager Asset Maintenance	Team Leader Rangers
Manager Environmental Services	Team Leader Strategic Planner
Manager Holiday Parks & Reserves	Team Leader Advisor Human Resources
Manager Infrastructure Programs	Team Leader Biodiversity Officer
Manager Reticulation	Team Leader Building Services
Manager Waste Services	Team Leader Lifeguard Services
Manager Asset Construction	Team Leader Waste Services
Manager Building Services	Team Leader Water
Manager Business Transformation	Technical Officer Recreational Services
Manager Coffs Coast Tourism & Marketing	Testing Officer Water Supply
Manager Community Services	Water Capital Works Coordinator
Manager Development Assessment	Water Program Engineer
Manager Economic Development	Weeds Inspector

Sustainability Assessment:

- **Environment**

This is not applicable to this report.

- **Social**

This is not applicable to this report.

- **Civic Leadership**

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

- **Economic**

Broader Economic Implications

This is not applicable to this report.

Delivery Program/Operational Plan Implications

This is not applicable to this report.

Risk Analysis:

This is not applicable to this report.

Consultation:

This is not applicable to this report.

Related Policy and / or Precedents:

This is not applicable to this report.

Statutory Requirements:

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

Issues:

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

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

Implementation Date / Priority:

Implementation is immediate.

Recommendation:

That the Register of Disclosures by Councillors and designated persons for the period July 2013 – June 2014, as tabled, be noted.

DELIVERY PROGRAM 2014 TO 2018 - SUSTAINABLE PLANNING PROGRAM UPDATE

Purpose:

To advise Council on the current status of the Council's Delivery Program 2014 to 2018 – Sustainable Planning Program (SPP) (refer Attachment 1).

Description of Item:

The Sustainable Planning Program provides an overview of the direction of strategy development to assist in the allocation and prioritisation of resources.

The SPP needs to ensure project outcomes do not compromise the five key visionary themes identified in the Coffs Harbour 2030 Plan. The SPP's primary themes to address include "*Looking after our Environment*" and "*Places for Living*". The key outcomes of these are:

- ***Looking After Our Environment:***

We understand and value our unique natural environment and its cultural connections. We protect and restore our environment to conserve its unique biodiversity for future generations. We manage our resources and development sustainably.

- ***Places for Living:***

We have designed our built environment for sustainable living. We have created through our urban spaces, a strong sense of community, identity and place. We have vibrant rural communities.

Background:

The Sustainable Planning Program facilitates the implementation of the Local Growth Management Strategy (LGMS) and the Coffs Harbour Biodiversity Action Strategy (BAS). It also facilitates Council's statutory role in the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP) and associated Policy documents for the Local Government Area (LGA). The program also includes investigating broad long-term future development options and identifies urban release areas within the whole LGA. Some of the principal statutory functions comprise:

- preparation of Strategies for council adoption to determine where and how Coffs Harbour should develop/grow;
- prepare LEPs and amendments to LEPs (Planning Proposals);
- prepare Policies relating to development and the future development of the LGA;
- prepare DCPs;
- provide and co-ordinate Heritage advisor and heritage fund;
- monitor Industrial zoned land take up rate;
- monitor Business zoned land take up rate;
- monitor Residential zoned land take up rate;
- prepare and monitor Koala Plan of Management (KPoM);
- implement provisions of LEP regarding preservation of trees and vegetation; and
- implement Actions in accordance with the BAS.

The SP functions are carried out in accordance with the following legislation and guidelines:

- Environmental Planning and Assessment (EP&A) Act and Regulations;
- Local Government Act;
- Heritage Act;
- National Parks and Wildlife Act;
- Mid North Coast Regional Strategy (MNCRS);
- Local Environmental Plan;
- Development Control Plan;
- State Environmental Planning Policies;
- Australian Standards; and
- Council Policies, procedures and processes.

Budget Allocations:

Over a period of two decades, there has been a dramatic shift in the allocation of budgets to fund strategic projects. In the past, strategic projects were given funding allocation to reflect the significance of the projects. Over time, the funding of strategic projects has significantly diminished in real terms. It is noted however, that there has been a relative increase in budget allocations for the 2014/15 financial year.

The Major Immediate Focus of the SP Program:

There are two priority projects that have strategic implications which need suitable and adequate attention, these are the implementation of the LGMS and BAS.

- **Review of the Local Growth Management Strategy**

The MNCRS 2009 is the primary regional planning framework for councils within the Mid North Coast Region. This document is being revised as a Regional Growth and Infrastructure Plan. Coffs Harbour City Council's LGMS review will be required to apply the vision and strategic directions outlined in the Revised Strategy at the local level. The local strategy then guides the development of any Planning Proposal/new LEPs and DCPs to implement policy.

NSW Planning and Environment (NSW P&E), in its regional strategies, require councils to review their LGMS on a five yearly basis. The five yearly review process involves examining development which has occurred around the LGA in the five years preceding the review, undertaking a landstock analysis (land supply and demand), reviewing requests for land releases received in the period, identifying emerging issues and changes in government policy, and community engagement. The LGMS then proceeds to nominate land releases and policy frameworks to achieve the desired outcomes.

Components of the LGMS are now due for review and Stage 1 of the review is underway. The LGMS is required to be endorsed by NSW Planning and Environment prior to preparing a LEP to zone land for all residential, rural residential, commercial and industrial land uses as well as, in some circumstances, for special purposes like tourism.

Coffs Harbour City Council has prepared its current LGMS under individual strategies including:

1. The Our Living City Settlement Strategy 2008 - endorsed by Council and NSW Planning and Environment (deals primarily with residential growth areas). The Our Living City Settlement Strategy component of the LGMS, which was developed in partnership with the community, provides a blueprint for a smart city with accessible and reliable transport, a strong regional economy, a vibrant community and a healthy natural environment.

2. The Industrial Lands Strategy 2009 - endorsed by Council and NSW P&E (deals with industrial zoned growth areas). This Strategy provides a strategic framework for the provision of future industrial lands; establishes the existing supply of, and future demand for industrial lands; provides a recommended zoning scheme for existing and future industrial lands; and assesses the current and future employment opportunities and economic impacts for industrial lands within the LGA. A key finding of the Strategy was that industrial landstocks within the LGA were experiencing a significant shortfall and additional industrial land is required.
3. The Business Lands Strategy 2010 - endorsed by Council as the Employment Lands Strategy and as the Business Lands Strategy by NSW P&E (deals with business/commercial zoned lands). The Business Lands Component of the LGMS provides Council and the community with a strategic planning framework to guide the future development of commercial lands within the Coffs Harbour LGA by identifying where additional landstocks are required for business zoned lands around the LGA. It has subsequently been supplemented by the Review of the Business Centres Hierarchy Report, which was adopted by Council on 15 December 2011.
4. The Rural Residential Strategy (RRS) 2010 - endorsed by Council and partially endorsed by NSW P&E (deals primarily with rural residential growth areas). That part of the RRS not endorsed related to the identified Stage 2 release area of Korora-Sapphire-Moonee. NSW P&E advised that existing zoned rural residential land stocks in the area combined with the additional areas endorsed at Bonville will provide capacity to satisfy potential demand for the next 20 years.
5. It should be noted that a Rural Lands Strategic Plan was prepared in 2003 but has not been adopted by Council. The findings of this strategy also need to be revisited in this LGMS Review Stage 2.

Implications of the LGMS Review - Stage 2

If Council determines to progress future Planning Proposals for major release areas, considerable time and resources will be consumed in undertaking this process.

Project objectives of the LGMS Review Stage 2 are to:

- ensure landstocks already nominated in the various components of the adopted LGMS are sufficient to cater for the projected population of the Coffs Harbour LGA until 2030 and beyond;
- ensure the intentions and outcomes of the LGMS are consistent with the visions, objectives and strategies outlined in the Coffs Harbour 2030 Plan;
- ensure compliance and consistency with the MNCRS;
- provide for continued managed growth by identifying both development constraints and development opportunities to enable a sustainable approach to future growth throughout the key land uses identified in the adopted LGMS;
- ensure the completion of the Sapphire to Woolgoolga bypass enables the integration of future growth instead of segregating communities;
- effectively utilise the LGMS Review - Stage 1 Land Capacity Assessment Audit (LCAA) to recognise potential gaps in the availability of rural residential, residential, commercial/business, industrial and tourist zoned lands; and
- regulate and facilitate growth throughout the Coffs Harbour LGA in order to achieve a desirable built environment for a growing population and economy which protects and enhances existing and future amenity by minimising land use conflict.

As Council is aware, the new planning system proposed for NSW, has stalled however NSW P&E are progressing changes to the planning system that do not require modification to legislation. These changes will identify how councils are to transition into the new system. This may affect the processes which are involved in the LGMS review.

It is critically important to ensure that the development of the LGMS is underpinned by a strong environmental and land capability body of work. This requires that there is strong integration between the LGMS and the BAS in directing and delivering the "Looking after Our Environment" and "Places for Living" objectives of the 2030 Plan. This is demonstrated on Figure 1.

- **Implementation of Biodiversity Action Strategy – Priority Habitats and Corridors Strategy (PHACS)**

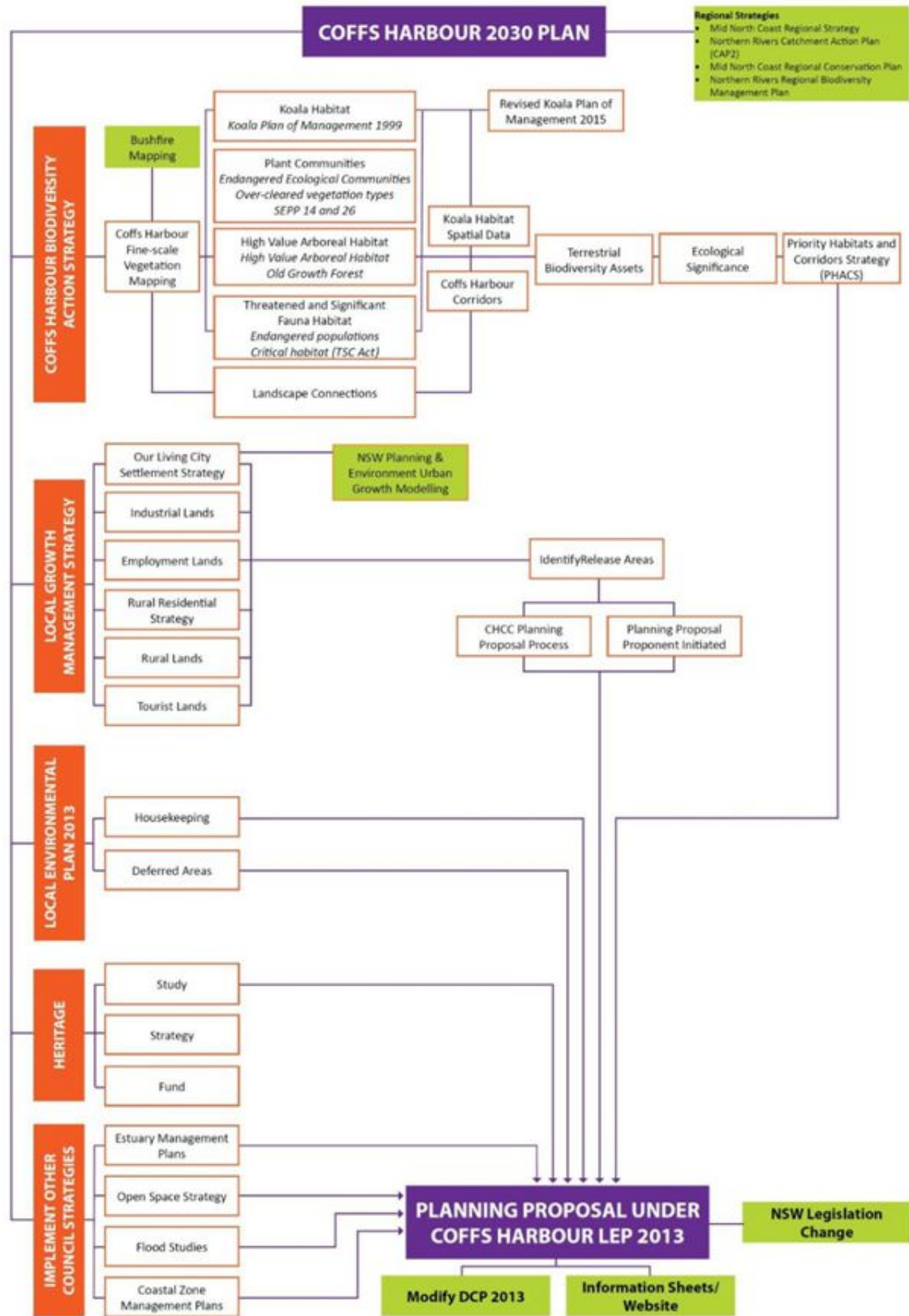
The BAS 2012--2030 was adopted by Council on 9 August 2012 following public exhibition.

Implications of the Priority Habitats and Corridors Strategy

Figure 1 details the adopted sequence of studies being undertaken to assist the development of PHACS and inform a Planning Proposal. Additionally a Biodiversity Assets Stakeholder Engagement Plan has mapped out how Council intends to engage with the community to deliver each of the products.

No land use or land management decisions will be made by Council in the development of the science layers. Council will only be informing landholders that a specific land parcel has a unique set of environmental values and seeking feedback on the identified attributes.

Figure 1: The Sustainable Planning Major Projects



The BAS recommends funding of projects in the short, medium and long term (See Figure 2). In the first five years of operation of the BAS 2012-2030, funding will be sought for biodiversity actions which meet the Priority 1 “Essential” short term timeframe. The PHACs is a priority action of the BAS.

Figure 2: Approximate funding requirements for BAS (today’s \$)

Priority	Estimate of Funds Required
Short Term <i>(projects commenced within 5 years)</i>	\$1,747,750
Medium Term <i>(projects commenced within 10 years)</i>	\$1,942,500
Long Term <i>(projects commenced within 15 years)</i>	\$1,423,000
TOTAL	\$5,113,250

The BAS is linked to the Coffs Harbour 2030 Plan and will be reviewed every four (4) years in line with its reporting cycle. The BAS will also assist Council meet these responsibilities and the new Regional State of the Environment (SOE) reporting requirements.

Sustainability Assessment:

- **Environment**

The SPP involves the promotion of the region’s unique environmental values. With the implementation of the BAS, Council will assist in the intergenerational protection of biodiversity assets of Coffs Harbour.

- **Social**

The development of strategies, policies and procedures, including LEPs/DCPs, will assist in promotion of the community’s health and well-being.

- **Civic Leadership**

The SPP will ensure the creation of policies and the implementation of development which achieves the outcomes of the Coffs Harbour 2030 Plan.

- **Economic**

Broader Economic Implications

Many of the policies to be developed under the SPP will provide a more stable supply of land for various uses; lower land costs and improved development opportunities.

Delivery Program/Operational Plan Implications

Council needs to ensure the funds committed in the Operational Plan are appropriate to achieve the outcomes of the SPP.

Risk Analysis:

As resource allocation (staff and budget) has diminished over the past 15 - 20 years, risks are becoming increasingly apparent and the delivery of true integrated strategic policy has not been positively achieved.

The underinvestment is resulting in ineffective delivery of strategic outcomes from the Coffs 2030, Our Living Settlement City, Regional Settlement Strategy and BAS.

Council is struggling to meet its statutory obligation to carry out strategic planning in order to facilitate responsive economic, environmental and social development of the LGA. The reduction in resourcing has resulted in less timely release/rezoning of land within the City which is effectively slowing the orderly development of the City in response to population growth. Like any developing city, residential land release and development is an important component of Coffs Harbour's growth, employment and income generation. The underinvestment in broad strategic policy is resulting in scarcer supply of some forms of land (e.g. industrial) which is contributing to higher land costs.

Further, as the policy framework is not keeping current with and reflecting changing community expectations, we are seeing increased tensions during development assessment processes which is arguably, leading to poorer environmental outcomes and increased amenity concerns due to this lack of currency.

This lack of clarity in Council's planning framework is also arguably impacting on development application processing times and also increasing Council's planning litigation exposure. Further, lack of clarity on planning controls has the potential to increase corruption risks within the planning system as decisions can be taken that are not embedded within a strong and transparent planning framework. This results in dissatisfaction from the community with Council.

It is also becoming apparent, as the economic conditions improve, that there is an increase in reactionary planning, for example proponent lead Planning Proposals. This is in response to a perceived void in strong strategic planning that is continuing to meet the demands of the city.

Further, the underinvestment is impacting on the policy integration of strategic investigations such as Estuary Management Plans, Coastal Hazards and Flooding. These studies are not being properly integrated into Council's key land use planning instruments and hence is resulting in an unclear policy framework. However, these investigations are being inconsistently utilised through the development assessment process which is increasing the illegibility of Council's key outcomes it is attempting to obtain. An outcome of this approach is that forecast yields and dwelling targets are not being met, which impacts on Section 94 recoupment. This leads to inappropriate development outcomes as well as leaving Council open to litigation.

Consultation:

The timetable for the multi-disciplinary projects has been determined with input from other departments within Council.

Related Policy and / or Precedents:

Each year Council will be presented with the SPP through the Delivery Program to assist in the allocation of resources and priorities.

Statutory Requirements:

There are no statutory requirements in relation to the SPP. All the Statutory Plans are subject to the provisions of the EP&A Act 1979.

Council does have statutory responsibilities under the NSW Threatened Species Conservation Act 1995, Commonwealth Environmental Protection and Biodiversity Conservation Act 1999, NSW Fisheries Management Act and Water Management Act 2000. The BAS is being used to address biodiversity issues in the LGA.

Implementation Date / Priority:

The attached program provides an implementation date for the various projects.

Recommendation:

That Council endorse the attached 2014-2015 Sustainable Planning Program.

Sustainable Planning Program – 2014/2015

The following projects are in the finalisation phase and completion is expected during 2014/2015:

- Planning Proposal – MI Organics site Boambee East;
- Planning Proposal – Site at Cook Drive, Coffs Harbour;
- Heritage implementation program for 2014-2017;
- Heritage – community based study;
- High Value Habitats – Coffs Harbour Corridors;
- Bonville Rural Residential Area – environmental studies/Planning Proposal;
- North Boambee Valley Urban Release area– environmental studies/Planning Proposal;
- Environmental Study, DCP and Section 94 Contributions Plan for Deferred Areas of Moonee/Hearnes Lake/Emerald Beach;
- DCP Review – review of DCP 2013 to enable its integration into Council’s ePlanning platform;
- Local Growth Management Strategy – Stage 1 Land Capacity Assessment Audit;
- DCP Update – Incorporation of a new component on Coastal Planning introduced by the Coastal Zone Management Plan - detailing Coastal Hazards;
- Housekeeping LEP and Planning Proposal; and
- EL Information base of Eucalypts.

The following **major projects** are to commence for the 2014/2015 Program:

- LGMS – Review Residential Component (Our Living City Settlement Strategy);
- LGMS - Review Rural Residential Component - West Sapphire;
- LGMS – Review Industrial Lands Component;
- LGMS – Review Business Lands Component;
- LGMS - Review Rural Lands Component;
- Review B6 Zone site specific controls;
- Review Industrial/B5 Lands Strategy;
- Review Multi Dwelling Housing prohibition in R2 Low Density Zone;
- Bushfire Mapping for whole LGA;
- Rutland Street Planning Proposal - As per Council Resolution 27 February 2014;
- Planning Proposal – Site at Arrawarra Mullaway;
- Planning Proposal – part of a catchment previously deferred from the North Coffs area;
- Review Residential Controls including Heights Densities FSR controls;
- e149 process;
- Koala Plan of Management;
- Biodiversity Action Strategy Implementation;
- Freshwater Ecosystems;
- Jaliigirr Projects;
- Orara Rivercare projects;
- Implement Vertebrate Pest Management Strategy;
- Aquatic Bio Study and Mapping; and
- New Priority Habitats and Corridors Strategy.

Council has also been approached to/ or need to from a statutory time perspective, undertake the following projects:-

- Planning Proposal - Pacific Bay Western Lands;
- Urban Growth Modelling – NSW Planning and Environment Project;
- Review Housing Strategy;
- Review Tourist Lands Strategy;
- R1 Tourist Residential Zone Review
- Tourist Residential versus Permanent Residential;
- Urban Design – policy, principles, development incentives policy, establish Urban Design Panel and guidelines; and
- LGA Wide Character Statement assessment.

Additionally, further extensive projects may result from any NSW Planning and Environment (P&E) reforms introduced such as identified in the draft legislative change to the EP&A Act.

Sustainable Planning Program 2014-2015

MAJOR PROJECTS	2014						2015					
	J	A	S	O	N	D	J	F	M	A	M	J
Local Growth Management Strategy – Land Capability Assessment												
Orara Rivercare												
- Orara River Health												
- Rehabilitation												
- Cats Claw Eradication												
- Propagation Nursery												
- Camphor/Privot Control												
- Revegetation/Tree Planting												
Heritage Projects - Operation												
NSW Planning and Environment – Urban Growth Modelling												
Koala Plan of Management												
Local Environmental Plan 2013 Review (housekeeping)												
Freshwater Ecosystems												
Ecological Significance												
Terrestrial Biodiversity Assets												
Bushfire Mapping												
Development Control Plan Review												
North Boambee Valley Release Area												
North Coffs Planning Proposals												
Community Based Heritage Strategy												
MI Organics Planning Proposals												
Cook Drive Planning Proposal												
Mullaway Planning Proposal												
Significant Tree Survey of the Coffs Harbour Local Government Area												
Shorebirds – signal/brochures												

MAJOR PROJECTS	2014						2015					
	J	A	S	O	N	D	J	F	M	A	M	J
Coastal Planning – Coastal Zone Management Plan – Development Control Plan Component	■	■	■	■	■	■	■	■	■	■	■	■
Deferred Areas	■	■	■	■	■	■	■	■	■	■	■	■
Bonville Rural Residential	■	■	■	■	■	■	■	■	■	■	■	■
South Coffs / Stadium Drive Planning Proposal	■	■	■	■	■	■	■	■	■	■	■	■
West Sapphire–Rural Residential	■	■	■	■	■	■	■	■	■	■	■	■
Vertebrate Pest Management Strategy	■	■	■	■	■	■	■	■	■	■	■	■
Environmental Levy conserve and Sustainable Management of Biodiversity	■	■	■	■	■	■	■	■	■	■	■	■
Aquatic Bio Study and Mapping	■	■	■	■	■	■	■	■	■	■	■	■

PREPARATION ■




EXHIBITION ■

FINALISATION ■

Sustainable Planning Program 2015-2018

MAJOR PROJECTS	2015												2016												2017												2018											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Review Local Growth Management Strategy – Stage 2																																																
Review Local Growth Management Strategy – Stage 3																																																
Review Local Growth Management Strategy – Stage 4																																																
Review Rural Lands Strategy																																																
BAS Implementation																																																
Jaliigirr Projects																																																
Part D, Year 2																																																
Part E, Year 2																																																
Part E																																																
Part D																																																
Part H																																																
Implement Estuary Management Plans – including Planning Proposals																																																
Implement Coastal Hazards Management Plan – including Planning Proposals																																																

MAJOR PROJECTS	2015												2016												2017												2018											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Implement Flooding Studies – including Planning Proposals	Preparation												Preparation												Exhibition																							
Implement Open Space Strategy Recommendations - including Planning Proposals	Preparation												Preparation												Exhibition																							
Natural resource layer – Stream Order Review & Planning Proposal	Preparation												Preparation												Exhibition																							
Implement BAS	Exhibition												Exhibition												Exhibition												Exhibition											
Priority Habitats and Corridors and Planning Proposal	Preparation												Preparation												Exhibition																							
Environmental Levy Project - Cultural Significance – Controls	Preparation												Preparation												Exhibition																							
Rural Workers Dwellings – to do an enabling clause including Planning Proposal																									Preparation												Exhibition											
Review Tourist Lands Strategy																									Preparation												Exhibition											
Review Housing Strategy																									Preparation												Exhibition											
Review Industrial/B5 Lands Strategy													Preparation												Exhibition																							
Residential Controls Review													Preparation												Exhibition																							

Preparation  Exhibition  Finalisation 

STATE ENVIRONMENTAL PLANNING POLICY NO. 44: KOALA HABITAT PROTECTION - REINSTATEMENT OF COFFS HARBOUR

Purpose:

The purpose of this report is to obtain Council's endorsement on the proposed relisting of Coffs Harbour on Schedule 1 of State Environmental Planning Policy 44: Koala Habitat Protection by NSW Department of Planning and Environment.

Background:

Coffs Harbour's Koala Plan of Management (KPOM) 1999 was the first comprehensive plan to be prepared in the State of NSW under State Environmental Planning Policy 44 – Koala Habitat Protection (SEPP 44).

The original 1999 KPOM was prepared by the National Parks and Wildlife Service (NPWS) in consultation with Coffs Harbour City Council and the then Department of Urban Affairs and Planning (DUAP). The KPOM was adopted on 11 November 1999 by Council and the conditional Ministerial approval was issued by DUAP on 9 May 2000. As part of a negotiated term of the KPOMs approval and operation under the Coffs Harbour's Local Environmental Plan (LEP) 2000, Coffs Harbour Local Government Area (LGA) was removed from Schedule 1 of SEPP 44. The Gazettal (No. 49) on the 20 of April 2000 of LEP 2000 finalised the integration of the KPOM into the planning framework as a Clause (Clause 12 LEP 2000). The KPOM presented a comprehensive single strategic plan for the LGA.

In 2009-2011, Council was required to defend the statutory validity of its KPOM. The KPOM function under the *Environmental Planning and Assessment Act*, along with Coffs Harbour's absence from Schedule 1 of SEPP 44, placed the plan under considerable legal scrutiny. Council obtained legal advice that confirmed the legal status of the KPOM however these residual issues still remain.

In response to these legal issues, Council has undertaken extensive consultation with the NSW Department of Planning and Environment (NSW P&E) in regards to the review and relisting of the Coffs Harbour LGA on Schedule 1 of SEPP 44, as shown in Attachment 2, as a resolution to the matter. This was specifically addressed in a report to Council on 22 August 2013, where it was resolved:

1. *That Council notes this report regarding the revision of the Coffs Harbour City Comprehensive Koala Plan of Management.*
2. *That Council advises the Department of Planning and Infrastructure of its proposed revision of the Coffs Harbour City Comprehensive Koala Plan of Management and seeks clarification on the relisting of Coffs Harbour on Schedule 1 of the State Environmental Planning Policy 44 – Koala Habitat Protection.*

Description of Item:

This report seeks Council's endorsement to pursue relisting of Coffs Harbour to Schedule 1 of SEPP 44 Koala Habitat; in accordance with the correspondence (Attachment 1), from NSW P&E.

Sustainability Assessment:

- **Environment**

The relisting of Coffs Harbour LGA to Schedule 1 of SEPP 44 Koala Habitat Protection will resolve legal issues attached to the documents implementation. The relisting will provide a more strategic and legally enforceable framework to which Council can deliver on the objectives of the KPOM, which is to;

'to encourage the proper conservation and management of areas of natural vegetation that provide habitat for koalas to ensure a permanent free-living population over their present range and reverse the current trend of koala population decline'

- **Social**

The resolution of the KPOM legal status under the relisting on Schedule 1 of SEPP 44 will offer a greater sense of certainty to the wider community and enable Council to deliver on its environmental outcomes.

- **Civic Leadership**

It is important that a legible and concise planning framework is in place to ensure that considerations of koala habitat appropriately occurs in Council's decision making on land use matters.

- **Economic**

Broader Economic Implications

The KPOMs consistent delivery under a consistent legal framework will provide long-term and broad economic benefits to the community, primarily in relation to the ongoing sustainable management of this unique icon in the landscape. This will ensure future generations will be able to experience and enjoy our region's unique natural heritage. The appeal of the region as an eco-tourism destination will also be enhanced by the persistence of its local koala population.

Delivery Program/Operational Plan Implications

- ***Delivery Plan***

The theme "*Looking after our Environment*" details the activities which relate to the KPOM and its revision.

LE1.1.2 Develop programs to actively engage communities on environmental issues and solutions.

LE2.1.1 Ensure land use management policies and practices conserve the regions unique environmental and biodiversity values.

LE2.1.3 Maintain and conserve biodiversity through protected reserve systems and other land conservation mechanisms.

LE2.1.5 Implement climate change planning adaptation and mitigation strategies.

- **Operational Plan**

The Operational Plan identifies key themes and actions to deliver its identified services and is a subsidiary document to the Delivery Plan. Under theme S09 Environmental Management, subsection S09.01 Biodiversity Management, Council's objective is to enhance the long-term viability and sustainability of ecosystems and biodiversity values in the Coffs Harbour LGA.

Risk:

The non-inclusion of Coffs Harbour within the statutory framework of SEPP 44 will continue the uncertainty of Council's KPOM in regulatory processes, particularly those of private native forestry with the resultant biodiversity loss.

Related Policy and / or Precedents:

In accordance with Council's resolution of 22 August 2013.

Statutory Requirements:

Council will be able to meet its statutory obligations in a clear and concise framework under SEPP 44: Koala Habitat Protection should the statutory amendment occur.

Issues:

The following key issues are relevant to Council relisting of the KPOM on Schedule 1 SEPP 44, these include:

- The Planning Act Review White Paper considered abolishing SEPPs and including functions of koala plans within State Plans or Local Plans. The uncertainty of the changes to the planning system and the timing may cause issues for the future delivery of the KPOM.
- The debate regarding habitat definitions under the existing SEPP 44 and methodology in defining koala habitat is still in transition. This may influence changes to habitat definitions and could lead to delays in drafting the habitat categories.
- A clear listing of Coffs Harbour on Schedule 1 of SEPP 44 will provide greater clarity of the operation of the KPOM in regard to assessment processes for private native forestry and the operation of the Native Vegetation Act 2003.

Implementation Date / Priority:

Council's resolution will be conveyed to NSW P&E to ensure the Coffs Harbour KPOM is included in any review and amendment to SEPP 44.

Recommendation:

That Council endorses the relisting of Coffs Harbour on Schedule 1 of the State Environmental Planning Policy No. 44: Koala Habitat Protection.



Attachment 1

Mr S McGrath
General Manager
Coffs Harbour City Council
Locked Bag 155
COFFS HARBOUR NSW 2450

Our ref: 09/01928
Your ref: 3124542

29 September 2014

Attention: Rachel Binskin

Dear Mr McGrath

Coffs Harbour Comprehensive Koala Plan of Management

Thank you for your advice of 27 August 2014 concerning the status of Council's Comprehensive Koala Plan of Management in relation to State Environmental Planning Policy No 44 - Koala Habitat Protection (SEPP 44) and proposals to update the plan.

As you are aware Coffs Harbour is not included in Schedule 1 to the Policy. We understand Council would support being relisted.

The resolution from Council's meeting of 22 August 2013 included with your correspondence asks for "clarification concerning the relisting of Coffs Harbour" in Schedule 1 to the State Policy. However there appears not to have been a resolution that specifically asks for Coffs Harbour to be relisted.

State Policies are currently being reviewed, and there may be an opportunity to amend SEPP 44 to include further local government areas in the Schedule. If Council wishes to be included in the Schedule, it would be appreciated if a Council resolution to that effect could be forwarded to us at your earliest opportunity.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jim Clark'.

Jim Clark
Team Leader Local Planning
Planning Services

State Environmental Planning Policy No 44—Koala Habitat Protection [NSW]
 Schedule 1 Local government areas

Schedule 1 Local government areas

(Clauses 5 (1), 11 (1), 12, 15)

Armidale	Liverpool
Ballina	Lockhart
Barraba	Maclean
Bathurst	Maitland
Bega Valley	Manilla
Bellingen	Merriwa
Berrigan	Moree Plains
Bingara	Mudgee
Blayney	Mulwaree
Blue Mountains	Murray
Bombala	Muswellbrook
Boorowa	Nambucca
Bourke	Narrabri
Brewarrina	Narrandera
Byron	Narromine
Cabonne	Newcastle
Campbelltown	Nundle
Central Darling	Nymbioda
Cessnock	Oberon
	Parkes
Coolah	Parry
Cooma-Monaro	Pittwater
Coonabarabran	Port Stephens
Coonamble	Quirindi
Copmanhurst	Richmond River
Corowa	Rylstone
Crookwell	Scone
Dumaresq	Severn
Dungog	Shoalhaven
Eurobodalla	Singleton
Evans	Snowy River
Forbes	Tallaganda
Gilgandra	Tenterfield
Gloucester	Tumbarumba
Gosford	Tumut

State Environmental Planning Policy No 44—Koala Habitat Protection [NSW]
Schedule 1 Local government areas

Grafton	Tweed
Great Lakes	Ulmarra
Greater Lithgow	Uralla
Greater Taree	Wagga Wagga
Gunnedah	Wakool
Gunning	Walcha
Guyra	Walgett
Hastings	Warren
Hawkesbury	Warringah
Hornsby	Weddin
Hume	Wentworth
Inverell	Windouran
Kempsey	Wingecarribee
Ku-ring-gai	Wollondilly
Kyogle	Wollongong
Lake Macquarie	Wyong
Leeton	Yallaroi
Lismore	Yarrowlumla
	Yass

CAMPING AT JETTY FORESHORES AND \$10.00 PER NIGHT SITE TRIAL AT PARK BEACH HOLIDAY PARK

Purpose:

To report back to Council on the outcomes of the \$10.00 per night site trial at Park Beach Holiday Park and the enforcement of illegal camping on reserves under Council's control.

Description of Item:

On 28 November 2013 Council resolved:

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

Option 4 stated:

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

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

Rationale

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

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

Issues of this Option

Site Availability

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

Cost Implications

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

If, in future, the 22 days over Christmas and Easter are let out at the subsidised rate of \$10.00 per night, the loss of income to the park would be approximately \$10,000. Of course, even if Council chose this option, it could decide not to make the subsidised sites available over Christmas and Easter.

Industry Perceptions

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

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

The \$10.00 per night sites were implemented, although the sites were not promoted at illegal camping sites as it was determined that this would breach competitive neutrality guidelines. The availability of the \$10.00 sites was sent to the CMCA via a media release and several other RV, caravan and camping publications also published articles about the sites.

The sites were available from December 2013 and have been in operation since with the exclusion of the Christmas School Holidays til Australia Day, Easter and the Easter School Holidays. Since the trial commenced the following results have been achieved at Park Beach:

Month	Bookings	Ave. Site Nights	Revenue
Dec/Jan	0	0	\$0.00
Feb	5	1.4	\$70.00
March	1	1.0	\$10.00
April	2	1.0	\$20.00
May	8	1.75	\$140.00
June	2	1.0	\$20.00
July	4	1.25	\$50.00
August	6	1.17	\$70.00
September	2	1.0	\$20.00
Total	30	1.33	\$400.00

Occupancy for the trial period for \$10.00 sites has been 1.2%. In contrast, occupancy for unpowered sites over the same period has been 23.9%.

During the period December 2013 to February 2014, Council's Rangers commenced regular patrols of the Jetty Foreshore area. After the initial 3 month period, spot checks continued and consisted of out of hours checks which commenced as early as 530am. Since December 2014, 78 fines for illegal camping were issued, totalling \$6,270.00. A similar number of warnings were also issued. Processing of the fines cost Council \$1,455.00 and resulted in approximately 90 staff hours being invested in the program. It should be noted that the majority (approx 95%) of offenders were backpackers from overseas countries. Council Rangers report that there has been a significant reduction in incidents of illegal camping, with no complaints having been received in recent times.

Council sent correspondence to the Minister for Local Government (attached) respectfully requesting "that the State Government take an active leadership role in establishing a uniform policy on the issue of 'free camping' that can be applied consistently across all public land throughout New South Wales". The Ministers response, commending Council on its efforts, is also attached to the report. Correspondence was also sent to Local Government NSW (attached) requesting support of Council's endeavours but a response has not been received to date.

Sustainability Assessment:

- **Environment**

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

- **Social**

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

- **Civic Leadership**

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

- **Economic**

Broader Economic Implications

Tourists are obviously very important to our local economy. The broader economic implications of enforcing the resolution are difficult to quantify but Council staff have not received any feedback (positive or negative) regarding the economic implications of the resolution.

Delivery Program/Operational Plan Implications

The implementation of the \$10.00 per night sites at Park Beach Holiday Park has not resulted in any quantifiable financial benefit for the business. All indications are that the sites operated at a net loss with no follow-up business generated from the \$10.00 sites. As a marketing strategy, the sites were far less effective than other strategies employed by the business.

Risk Analysis:

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

Consultation:

Council Rangers and Holiday Park staff have been consulted in the development of this report.

Related Policy and / or Precedents:

The current policy in relation to camping at the Jetty is contained in the Coffs Harbour Jetty Foreshores Plan of Management 2008. The three relevant Government policies are the Crown Lands Policy 2010: The Use of Crown Reserves for Operating Caravan Parks and Camping Grounds, Department of Planning Circular PS10 – D19 and Department of Premier and Cabinet Circular 13-05. The State Government's position is quite clear, they do not support camping on un-serviced public land at the expense of private operators of caravan and camping facilities.

Statutory Requirements:

Council is Corporate Manager of the Coffs Coast State Park Trust and is charged with the care, control and management of the reserves.

Issues:

The \$10.00 sites at Park Beach Holiday Park for fully self-contained RV's has not been well patronised with only 26 bookings received since December 2013. Whilst the sites have not been actively marketed, they did receive publicity in Caravan and RV publications and the very strong 'word of mouth' culture prevalent within the industry would have seen the \$10.00 site offer well circulated amongst travelers. Given the small amount of visitation during the trial and lack of response from the market, it is recommended that the \$10.00 site offer be discontinued.

The enforcement of illegal camping prohibitions has proven successful and should be continued.

Implementation Date / Priority:

30 November 2014

Recommendation:

That Council:

- 1. Note the outcomes of the \$10.00 per night trial at Park Beach Holiday Park and discontinue the provision of subsidised sites for fully self contained RV's, effective 30 November 2014.**
- 2. Note the advice from the Minister for Local Government regarding the review of Local Government and Crown Land legislation.**

Your ref:
Our ref: 5188433

22 May 2014

The Hon. Paul Toole MP
Minister for Local Government
Level 33
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Minister Toole

'Free camping' in New South Wales

I am writing to you on behalf of Coffs Harbour City Council, to raise an issue of concern that is impacting upon the Coffs Harbour Local Government Area (LGA).

The Coffs Harbour LGA is attempting to find a resolution to the ever growing issue of 'free camping' on public lands, particularly on coastal reserves. The ad hoc use of public land for caravanning and camping is creating tensions within our community and discussions with other LGAs indicate that the problem is State-wide.

Coffs Harbour City Council has taken steps to address the issue locally but Council is concerned that there is a lack of consistency across various LGAs and a lack of uniformity and cohesion across various legislations relating to land uses (eg road reserves, Crown reserves).

Legislation, regulations and policies that impact on the issue include:

- Local Government Act
- Crown Lands Act
- Environmental Planning and Assessment Act – Coffs Harbour LEP 2013 & SEPP 21 Caravan Parks
- Roads Act
- National Parks & Wildlife Act
- Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds & Moveable Dwellings) Regulation 2005

The Hon. Paul Toole MP

22 May 2014

- Crown Lands (General reserves) By-law 2006
- Crown Lands Regulation 2006
- Crown lands policy 2010: The Use of Crown Reserves for Operating Caravan Parks & Camping Grounds
- Department of Planning Circular PS10 – D19
- Department of Premier and Cabinet Circular 13-05
- Various adopted Plans of Management

The eclectic mix of legislations and regulations that apply to public lands and the various mechanisms for addressing the 'free camping' issue have resulted in a convoluted system that lacks clarity, direction, and importantly, consistency. These inconsistencies are creating ambiguity and confusion within the caravan, camping, recreational vehicle and backpacking fraternities, in turn creating management issues within Local Government.

Coffs Harbour City Council has resolved to write to you and respectfully request that the State Government take an active leadership role in establishing a uniform policy on the issue of 'free camping' that can be applied consistently across all public land throughout New South Wales. Council's position is that the State Government should endeavour to achieve consistency during any current or future legislative drafting and/or reviews.

For further information please contact Jason Bailey, Council's Manager Holiday Parks and Reserves on 02 6648 4443.

Yours faithfully

Steve McGrath
General Manager

SCM:jlb:



The Hon Paul Toole MP
Minister for Local Government

Ref: 5188433
MIN: 2014-174338
Doc ID: A382186



Mr Steve McGrath
General Manager
Coffs Harbour City Council
Locked Bag 155
COFFS HARBOUR NSW 2450

6 7 AUG 2014

Dear Mr McGrath

Thank you for your letter of 22 May 2014 to the Minister for Local Government, the Hon Paul Toole MP, requesting a uniform 'free camping' policy for public land in NSW. Minister Toole has asked me to reply to you on his behalf.

I appreciate the impact that 'free camping' on coastal reserves and other public land has on the Coffs Harbour Local Government Area. Illegal camping can raise issues in relation to health and safety, disturbance, environmental damage, and impact on local businesses.

The NSW Government is also aware of growing concern in specific local government areas about ad hoc parking of camping and caravans on public land. It is committed to working with councils and others to ensure the range of education and regulatory options available can be effectively exercised to meet local needs.

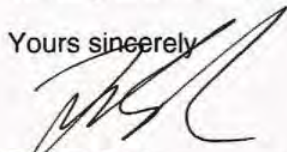
I also note the Council's view that the complexity of various laws, regulations and policies impacting this issue are creating ambiguity and confusion and request that future reviews of relevant legislation ensure a consistent approach.

I can advise that the Government is currently reviewing relevant Crown Lands and Local Government legislation. This includes preparing the response to the Local Government Acts Taskforce, and considering submissions made in response to the Crown Lands Legislation White Paper, which was recently released for public consultation.

I would like to commend the Council for its efforts to manage this issue in consultation with its local community. The Council's views, together with feedback from other residents, visitors and councils, will be taken into account in developing the Government response and in the context of future policy development in this area.

Thank you for taking the time to write to Minister Toole.

Yours sincerely



Darren Bark
Chief of Staff

Your ref:
Our ref: 5188389

26 May 2014

Noel Baum
Director Policy
LG NSW
GPO Box 7003
SYDNEY, NSW 2001

Dear Mr Baum

'Free Camping' in NSW

Please find attached a letter sent to The Hon. Paul Toole MP, Minister for Local Government, expressing Coffs Harbour City Councils' concern over the issue of 'free camping' on public land and the difficulties faced by Council in addressing the current situation.

The myriad of legislation, regulations and policies that apply to the issue has created ambiguity and confusion amongst the travelling public, in turn making the management of the issue difficult for Local Government.

Council believes that the State Government must take a leadership role in moving towards a consistent legislative framework that provides clarity and direction on the issue of 'free camping' on public land in NSW, and is seeking LG NSW support in raising the matter with the Minister for Local Government.

Your assistance in this regard would be greatly appreciated.

For further information please contact Jason Bailey, Council's Manager Holiday Parks and Reserves on 02 6648 4443.

Yours faithfully

Steve McGrath
General Manager

SCM:jlb

Encl.

INSTALLATION OF SOLAR PANELS ON CASTLE STREET CAR PARK

Purpose:

The purpose of this report is to seek Council approval for allocation of \$50,000 to install a solar photovoltaic system on the Castle Street car park.

Description of Item:

The Federal Government has recently undertaken a review of the Renewable Energy scheme and indications are that the scheme may soon be reduced or cut. Any reduction in the Federal Government Solar Incentive Scheme will initially increase the cost of solar equipment.

The design of the roof currently under construction on Castle Street car park has made structural allowance for installation of solar panels to the southern three bays of the roof near the lifts.

Investigations have shown that a 30kW system will offset the power required by car park lights, security cameras and the proposed lifts during day time hours. The system would also minimize off peak night time energy consumption.

The proposed solar system would generate around 40,000 to 50,000kwh per annum and result in an estimated annual energy cost saving of \$12,425, representing a payback period of only four years under the current rebate structure.

The cost estimate of \$50,000 is based on preliminary advice from Solar PV companies and includes an allowance to install an Electric Vehicle Charging Station as part of the project.

Sustainability Assessment:

A sustainability assessment in respect to the proposed solar installation on Castle Street Car Park is provided as follows:

- **Environment**

The installation of a Photovoltaic system will produce clean, renewable electricity and reduce greenhouse gas emissions.

The operation of the photovoltaic system will not produce any noise, toxic-gas emissions, or greenhouse gases. Compared to burning coal, every mega-hour of electricity generated by photovoltaic's would prevent the emission of about 10 kilograms of sulphur dioxide, four kilograms of nitrogen oxides, one kilogram of particulates, and up to one tonne of carbon dioxide.

The proposed system could generate approximately 50 megawatt hours per annum which will be a saving of 34.5 tonnes of greenhouse gas emissions per year.

- **Social**

This solar project would demonstrate to the community that Council is taking a leadership role in offsetting energy consumption with renewable energy.

This project would also follow on from Rigby House's Solar project by applying a similar community awareness program.

Civic Leadership

The installation of solar panels works towards achieving the outcomes identified with the Coffs Harbour 2030 Community Strategic Plan and is directly connected to the themes 'Places for living', 'Looking after our environment' and 'Looking after our community'.

Relevant Strategies include:

- Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries
- Promote Sustainability programs and policies
- Support innovation and leadership in sustainable business practices
- Reduce our carbon footprint
- Promote connections to the environment through learning in the environment
- Develop renewable energy systems for the region
- Provide infrastructure that supports sustainable living and is resilient to climatic events
- Promote and adopt energy efficient practices and technologies across the community

Broader Economic Implications

The Solar PV project broadly sits within the objectives of the Coffs Harbour City Centre Masterplan. No funds however have been allocated for solar panel installations in the Masterplan budget schedule.

Delivery Program/Operational Plan Implications

Council at its meeting of 28 August, in relation to Tenders for the Castle Street Car Park roof construction resolved that

"an additional \$154,675 (\$144,675 in additional roof costs plus estimated \$10,000 for additional lighting) be allocated from funds held in reserve from the sale of 218 Harbour Drive to the Castle Street car park roof project."

Similarly additional funds could be allocated from the funds held in reserve from the sale of 218 Harbour Drive to the Castle Street car park solar panel project."

Part of the project development will include assessment of any other existing solar energy grant programs or rebates which may apply to the project.

Ongoing maintenance of the solar panel installation and EV charging station will be negotiated as part of the current maintenance agreement with Gowings for the Castle Street car park.

Risk Analysis:

Working at heights, and maintaining public access to the car park, are the major risks to be controlled during construction. These risks can be ameliorated by incorporating the works into those currently under the management of CPG.

Funding risks associated with curtailment of the Renewable Energy scheme are unknown. Future funding or grant programs may provide additional incentives to undertake the works.

Consultation:

The project has been discussed and supported through the Coffs Harbour City Centre Masterplan Committee.

Related Policy and / or Precedents:

The outcomes of this project will directly support several Council policies and strategies including:

- Community Vision 2030 and the Coffs Harbour 2030 Community Strategic Plan.
- Open Space Strategy 2010.
- Our Living City Settlement Strategy.
- Environmental Awareness Strategy.
- Greenhouse Action Strategy
- The Peak Oil Action Plan.

Statutory Requirements:

Investigations have been undertaken into the potential for installation of solar panels to service Councils administration building or other energy customers. Unfortunately advice to date has been that Australian Standards require that energy supply not cross property boundaries, limiting the supply to those which will be attributed to the Castle Street car park switchboard.

Issues:

Solar PV technology and prices are constantly changing. The range of options assessed to date however indicates that a cost effective system can be provided within the proposed budget.

Information, pricing and operational issues associated with the Electric Vehicle Charging Station however will require additional research and assessment.

Viability of the Electric Vehicle Charging station along with cost/benefit of the Solar PV installation will be tested through going to the market for proposals.

Implementation Date / Priority:

Subject to Council's endorsement of the recommendations in this report Council would engage a contractor through a quotation process effectively immediately to ensure council does not miss out on any Solar Incentive programs.

Recommendation:

That an additional \$50,000 be allocated from funds held in reserve from the sale of 218 Harbour Drive to the Castle Street car park Solar Panel project.

RESERVE NAMING POLICY

Purpose:

For Council to adopt the Reserve Naming Policy.

Description of Item:

The purpose of this policy is to ensure that Council follows a consistent, fair and equitable protocol whenever naming Council owned or managed parks, reserves, sports fields and associated facilities under Council control. Naming will be in accordance with the guiding principles set out in this policy.

Sustainability Assessment:

- **Environment**

This is not applicable to this report.

- **Social**

This is not applicable to this report.

- **Civic Leadership**

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

- **Economic**

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

Broader Economic Implications

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

Delivery Program/Operational Plan Implications

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

Consultation:

This is not applicable to this report.

Related Policy and / or Precedents:

This is not applicable to this report.

Statutory Requirements:

This is not applicable to this report.

Issues:

At the Council meeting on 10 October 2013, Council resolved that the sporting fields at Woolgoolga known as the High St Sporting fields be renamed "Clive Joass Memorial Sports Park". It is understood that the intent of this resolution was to honour the significant contribution made by the late Clive Joass to the Woolgoolga sporting community and to the development and management of the High St Sporting Fields.

Under the proposed Reserve Naming Policy it is still the intent to honour the contribution of significant individuals however it is considered appropriate that this is done through recognition on the Reserve entry signage rather than a renaming of the venue itself. The names of Reserves assist the community in way finding and over time become part of the local fabric. It is desirable not to alter long established place names. Recognising a significant individual in accord with the draft Reserve Naming Policy will keep the integrity of place naming whilst still honouring and providing public recognition of their contribution.

Implementation Date / Priority:

Implementation is immediate.

Recommendation:

That Council adopts the Reserve Naming Policy.

Locked Bag 155
COFFS HARBOUR NSW 2450
ABN 79 126 214 487

COFFS HARBOUR CITY COUNCIL



Reserve Naming Policy

Policy Statement:

That Council ensure a consistent, fair and equitable protocol is followed whenever naming Council owned or managed parks, reserves and sports fields (hereafter referred to as Reserves) and associated facilities under Council control. Naming will be in accordance with the guiding principles set out in this policy.

Director or Manager Responsible for Communication, Implementation and Review:

Director City Infrastructure Services

Related Legislation, Division of Local Government Circulars or Guideline:

Local Government Act 1993

Crown Lands Act 1989

Geographical Names Act 1966

NSW Geographical Names Board Guidelines:

1. Guidelines for the determination of place names
2. Commemorative naming
3. Dual naming supporting Cultural recognition

Does this document replace an existing policy?

No

Other Related Council Policy or Procedure:

Application:

It is mandatory for all staff, councillors and delegates of council to comply with this Policy. Note this Policy does not apply to the Coffs Coast regional Park, managed pursuant to the NSW National Parks and Wildlife Act and NSW National Parks and Wildlife Service Policies and guidelines.

Distribution:

This Policy will be provided to all staff, councillors and delegates of Council by :

Internet Intranet ECM

Approved by:

Executive Team [Meeting date]

Council [Meeting date & Resolution No.]

Signature:

General Manager

Council Branch Responsible:

Date of next Review:

Key Responsibilities

<i>Position</i>	<i>Directorate</i>	<i>Responsibility</i>
Mayor	Council	To lead 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.
Directors	All Directorates	To communicate, implement and comply with this policy and related guidelines.
Executive and Managers	All Directorates	To implement this policy and related procedures.
All Council officials	Council	To comply with this policy and related procedures.

1. Introduction

People share a relationship with the land and the names we give to places remind us of their significance, local history and identity. Names orientate us within the landscape and facilitate ready identification of features and places. Names should be unique and not duplicated elsewhere in the LGA.

Commemorative Recognition

Council has a number of Reserves and associated infrastructure where it may be appropriate to honour significant individuals, families, service clubs or community organisations.

Perpetual recognition is an honour and it is important that there are clear, ethical and consistent processes by which names are selected

All applications for commemorative recognition will be assessed against the assessment criteria outlined in this Policy.

Dual Naming

Council is committed to recognising our Aboriginal cultural heritage by registering original place names given by Aboriginal people so that they sit side by side with existing European names. All proposals for dual naming will be assessed against the criteria outlined in this Policy.

Geographic Names Board Approval

Note that naming of "places", as defined by the Geographical Names Act 1966 (GNA), must be submitted by Council to the Geographical Names Board (GNB) for approval. Naming of infrastructure within a Place does not require approval by the GNB and will be approved by Council. For the purpose of this Policy all parks, reserves and sporting venues comprising sporting fields are considered to be "places", within the meaning of the GNA.

Definitions

Place - any geographical or topographical feature or any area, district, division, locality, region, city, town, village, settlement or railway station or any other place within the territories and waters of the State of New South Wales but does not include any road, any area (within the meaning of the Local Government Act 1993) or area of operations of a county council (within the meaning of that Act), any electoral district under the Parliamentary Electorates and Elections Act 1912, any school or any place or place within a class of places to which the provisions of this Act do not apply by virtue of the regulations.

Reserve – Any Council owned or managed land that is used for a recreation, amenity, conservation or outdoor sporting purpose.

Infrastructure – built infrastructure within reserves.

2 Policy Content

2.1. Key Principles

2.1.1 Reserves as a matter of general practice, will be named after the suburb or street in which they are located, or a nearby geographical feature unless otherwise named by resolution of Council.

A name shall wherever possible:

- be unique and not duplicate or closely resemble another name within the LGA
- avoid being overly long

and in all respects, in accordance with community standards.

Attachment

2.1.2 In some instances names which recognise historical, multicultural or cultural significance may also be acceptable. Such naming will require a resolution of Council.

2.1.3 Cultural sensitivities should be applied and names that are derogatory or likely to cause offense should be avoided.

2.1.4 Reserves whose principal function is flora and fauna conservation will include the term "Conservation Reserve" after the name, e.g. "Boambee Creek Conservation Reserve".

2.1.5 Reserves with a primary function of recreation or amenity, as a general rule, will include the term "Park" or "Reserve", e.g. "Brelsford Park".

2.1.6 Reserves with a primary function of sport, as a general rule, will include the term sports "complex", "Field", or "Oval, e.g. "High Street Sports Complex".

2.1.7 In all instances Naming should accord with the Geographical Names Board of NSW Guidelines. All Names will be submitted to the Geographical Names Board for approval.

2.1.8 Real property boundaries will delineate the area of a named Reserve to assist asset management. Where a Reserve is made up of more than one property it is preferred each property be linked to the name which most clearly identifies that Reserve in its entirety.

2.1.9 Land developers who have specific proposals to name new reserves that will be created as part of the development process are required to make written application at the subdivision Certificate Stage to enable approval of the name where appropriate and so that reserve name signs are incorporated into the development plans. Naming must in all instances accord with this Policy.

2.1.10 Reserve Names that may be construed as advertising a commercial or industrial enterprise will not be permitted. Sponsorship may be recognised by other means on the Reserve signage with approval by Council. Infrastructure within the Reserve may be named and badged after sponsors with the approval of Council. In the case of leased sports fields the lessee must not grant, permit or allow naming rights to all or part of the demised premises without the Lessor's prior written consent. Council will apply the Naming Policy in considering the lessee's request.

2.1.11 The placing of memorial plaques in honour of persons in parks, or on infrastructure other than in accord with this Policy, will not be supported. Unauthorised existing plaques will be removed. Council will consider memorial tree plantings (exclusive of plaques) to occur, subject to Council's direction with respect to species and location. The full cost and implementation of tree planting and establishment (including replacements if required) is to be borne by applicant.

2.1.12 Where appropriate, and in accordance with this Policy the names of individuals, families, service organisations and clubs may be considered in conjunction with Reserve and associated infrastructure naming. All proposals will be presented to Council for consideration and determination.

2.1.13 Existing Reserve Names recorded prior to this Policy that acknowledge individuals, families or groups will be retained.

2.1.14 The changing of long established place names is not preferred. Once recorded as the official place name by the Geographical Names Board, the renaming of a Reserve will only be considered if it can be demonstrated that the name is no longer appropriate in historical or geographical terms or is likely to cause distress to members of the community or is in accord with 2.1.11.

2.2 Commemorative recognition of significant individuals or families on Reserve Name signage

2.2.1 Notwithstanding 2.1.1 in certain instances it may be appropriate to recognise deceased*, significant individuals or families upon the Reserve signage. Where Council grants a request to include the name of a person or family the name will be displayed upon one "Reserve Name" sign at the main entry to the Reserve. In these instances the Name of the Reserve will be displayed followed by the term "in honour of (name), e.g. "Main St Fields in honour of Joe Bloggs".

* Under exceptional circumstances consideration will be given to a living person where the naming is deemed to be in accordance with 2.1.1 and the recognition is considered appropriate by Council.

2.2.2 Commemorative recognition on Reserve name signage for all, or parts, of Reserves considered to be Regional in nature will not be considered, e.g. Jetty Foreshore, Botanic Gardens, Coffs Coast Sport and Leisure Park.

2.2.3 If a person or family is recognised in memoriam, they must have:

- (a) a significant historical connection to the facility or locality,
- (b) or must have made a significant contribution to the community,
- (c) or have demonstrated outstanding civic service,
- (d) or donated significant property or funds for community benefit,
- (e) and be widely known and respected within the community. Applications may be declined if it is deemed by Council that they may cause offence..

Advice may be sought from external expertise (e.g. local historical society) to verify information or claims of association if considered necessary.

2.2.4 Long established existing Reserve Names that acknowledge individuals or families will be retained, in accord with 2.1.13.

2.2.5 The proposal to include the name of individuals or families upon the Reserve name signage will be advertised prior to the presentation of a report to Council for its consideration.

2.2.6 Council will determine, by resolution whether a request will be granted subject to the outcome of the community consultation and the merit of the application.

2.3 Naming of Reserve Infrastructure after individuals, families or groups

2.3.1 An alternative to seeking commemorative recognition on the Reserve Name sign is to request for larger infrastructure at the Reserve to recognise a significant person/family or group. Facilities considered suitable may include picnic areas, playgrounds, rotundas/stages, grandstands, tiered seating, and club houses. If a person, family or Group is recognised they:

- (a) must have made a significant contribution to the community,
- (b) or have demonstrated outstanding civic service,
- (c) or donated significant property or funds for community benefit,
- (d) and be widely known and respected within the community. Applications may be declined if it is deemed by Council that they may cause offence.

2.3.2 Infrastructure Recognition may be either in memoriam or for living people in accord with the criteria detailed in 2.3.1.

Attachment

2.3.3 Where Council grants a request to have a Reserve facility recognise a person, family or group the recognition will be for the life of the facility. Should the facility be subject to damage or removal, Council will be under no obligation to replace the facility or name another in its place. Any plaques attached to facilities will be in proportion to, and integrated, with the infrastructure as determined by Council. Wording on the plaque is to reflect the nature of the applicant's contribution. Full costs associated with the plaque will be borne by the applicant.

2.3.4 Council will also consider recognition of small infrastructure that is fully funded by individuals, families or groups who would not otherwise accord with the criteria detailed in 2.3.1. Recognition will be limited to a small plaque with the following wording "Provided by (name). The recognition will be for the life of the facility and should the facility be subject to damage or removal, Council will be under no obligation to replace the facility or name another in its place. Any plaques attached to facilities will be in proportion with the facility. Full costs of the structure, installation, and plaque will be borne by the applicant. Applicants must be of good repute. Applications may be declined if it is deemed by Council that they may cause offence.

2.4 Naming a Reserve or associated Infrastructure after a Service club or community organisation

2.4.1 In certain circumstances it may be appropriate to recognise the contribution of Service Club or Community Organisation on the Naming signage. This will only be considered if the organisation has made a significant financial or in-kind contribution to the development and improvement of the Reserve or infrastructure.

2.4.2 Where Council grants a request to recognise the contribution of a community group or service club, the organisation's name will be displayed upon one "Reserve Name" sign at the main entry to the Reserve. In these instances the Name of the Reserve will be displayed followed by the term "Developed with assistance from (name), e.g. "Green Mountain Park developed with assistance from Coffs Harbour Lions Club".

2.4.3 Where the contribution is more modest and not consistent with 2.4.1 suitable small inscriptions / plaques to acknowledge the contribution of the club/organisation integrated on specific structures may be considered. In this instance full costs will be borne by the applicant.

2.5 Dual Naming

2.5.1 Indigenous and/or dual naming will be acceptable where there is strong evidence supported by written or oral tradition, of a pre-existing indigenous place name. The use of Indigenous names will be governed by the Geographical Names Board of NSW "Dual Naming – supporting cultural recognition" factsheet. Indigenous name, or dual naming with an indigenous name, will be determined by resolution of Council.

3. Consultation

Geographical Names Board
CHCC Recreation Services
CHCC Sports Unit
CHCC Property Branch

4. References

Guidelines for the Consistent Use of Place Names – April 2014, Intergovernmental Committee Survey and Mapping.

5. Appendices

Commemorative Naming Factsheet – March 2013, Geographical Names Board NSW

Guidelines for the determination of Place Names – March 2013, Geographical Names Board NSW

Dual Naming – supporting cultural recognition Factsheet- March 2013, Geographical Names Board NSW

Multicultural place names in NSW – March 2013, Geographical Names Board NSW

6. Table of Amendments

Amendment	Authorised by	Approval reference	Date

DRAFT

LEASE TO VIRGIN AUSTRALIA AIRLINES - OFFICE & CHECK-IN NO.1 AT COFFS HARBOUR REGIONAL AIRPORT

Purpose:

To seek authority for execution of new lease documents for Virgin Australia Airlines occupation of Office and Check-In No.1 within RPT Passenger Terminal Building at Coffs Harbour Airport.

Description of Item:

Council has been leasing the area known as Office & Check-In No.1 in the Regular Public Transport (RPT) Passenger Terminal Building at Coffs Harbour Airport to the Virgin group of companies for many years.

New arrangements for the occupation of the premises and future operation of the Airline at Coffs Harbour Regional Airport have prompted the need for Council and the Lessee to enter into a new leasing arrangement.

Subject to Council approval, the terms and conditions of the proposed lease have been negotiated with Virgin Australia Airlines Pty Limited. These terms and conditions are outlined in the confidential attachment to this report.

Sustainability Assessment:

- **Environment**

As this area has been leased to the tenant for many years, the new lease does not present any increased impact upon the environment.

- **Social**

As this lease proposal will continue an existing use of the premises, there is no perceived change to social sustainability and impact. It is considered the Lessee provides a valuable service for business, tourism and the wider Coffs Coast community.

- **Civic Leadership**

A Coffs Harbour 2014-2018 Delivery Program Objective is to have strong civic leadership and governance with a strategy that Council, as provider, facilitator and advocate, supports the delivery of high quality, sustainable outcomes for Coffs Harbour. A service level of this strategy is for the Airport Manager to increase passenger traffic. The renewal of the lease for the premises will assist the Airport Manager to achieve this outcome.

- **Economic**

Broader Economic Implications

The recommendation does not give rise to any adverse economic outcomes, noting that, whilst the tenure is granted at a subsidised rate, Council has other business dealings with the Lessee which also provide income to the Airport Business Unit.

Delivery Program/Operational Plan Implications

The renewal of the lease is in keeping with Council's Coffs Harbour 2030 Plan theme of Moving Around, Objective MA1 of which provides that Coffs Harbour is to "have an integrated, accessible and environmental friendly mixed mode transport system servicing the region". In relation to the Coffs Harbour Regional Airport, this objective is being achieved through Council being a provider, facilitator and advocate, and airlines as external stakeholders.

Risk Analysis:

The renewal of this lease enables the Lessee to continue to provide a regular airline service to Coffs Harbour. The Lease will be subject to the Airline continuing to provide this service. If Council were not to renew the lease the Lessee could potentially cease its service which could have significant impact on Council and the community.

The proposed lease will contain various provisions to require both Council and the Lessee to comply with reasonable obligations of a commercial nature. As previous business arrangements between Council and the Airline have been amicable, there is nothing to suggest that there will be any risk issues in future dealings with the Lessee.

Consultation:

Council's Airport Manager advises that extensive consultation has occurred between the parties and a mutually agreeable outcome has been achieved. This lease agreement forms part of a long-term commercial arrangement between Council and Virgin Australia.

Related Policy and / or Precedents:

Council's general leasing practice is to lease to commercial entities upon commercial terms and conditions at current market rental. Council has a similar leasing arrangement with Eastern Australia Airlines Pty Ltd for the Qantas Check-In and Office.

Statutory Requirements:

As the land is classified as 'Operational Land' there is no restriction to leasing imposed by the provisions of the Local Government Act 1993.

However Regulation 400(4) of the Local Government (General) Regulation 2005 provides that the seal of a council must not be affixed to a document unless the document relates to the business of the council and the council has resolved (by resolution specifically referring to the document) that the seal be so affixed.

As the proposed lease including options are in excess of three years, the lease must be registered on title to the airport land containing the RPT Passenger Terminal Building. As the proposed lease is for part of a building, Schedule 4 of the Real Property Regulation 1998 provides that a plan defining the lease area must be annexed to the lease agreement.

The proposed lease (including options) is a 'government contract' under Section 27 of the Government Information (Public Access) Act 2009. Council is therefore obliged to note this contract on its 'Register of Government Contracts valued at \$150,000 or more' within 45 working days after the lease is entered into.

Issues:

The proposed lease is a renewal of tenure currently held by the existing tenant. As such the Lessee is a known business entity to Council. This provides assurance that the Lessee is experienced in the industry and market conditions in the Coffs Harbour region.

The lease premises are used by the Lessee to operate a twice daily regular passenger transport service between Coffs Harbour and Sydney and return, as well as one weekend service per week between Coffs Harbour and Melbourne.

While Council's general leasing practice is to lease to commercial entities at current market rental, the Airport Business Unit has a mutually beneficial relationship with the Lessee whereby both businesses work together to facilitate regular passengers transport. Both the benefit to the community, and the overall commercial arrangement between the parties, need to be considered in conjunction with Council's standard leasing practice. Both the benefit to the community, and the overall commercial arrangement between the parties, need to be considered in conjunction with Council's standard leasing practice.

A Lease expiry normally provides Council with the opportunity to call for expressions of interest in order to look at alternative prospective Lessees. However, in this instance, there are few alternative lessee prospects and the current Lessee seeks a new lease. The Lessee's past performance and, subject to Council approval, negotiations between the parties as outlined in the confidential attachment to this report make the Lessee the logical future tenant. Therefore, it is not considered necessary to seek alternative tenants.

Implementation Date / Priority:

The new lease arrangement is proposed to commence on 1 July 2014, following on from the expiry of the current lease. Documentation will be executed under Council seal following preparation of the lease by Council's solicitor.

Recommendation:

- 1. That Council enter into a lease agreement with Virgin Australia Airlines Pty Ltd ABN 36 090 670 965 (or associated company) for Office and Check-In Counter No.1 being part of Lot 22 DP 812274 for a term of five years with two further options of five years in line with the terms and conditions detailed in this report.**
- 2. That all necessary documents associated with the lease of Office and Check-In Counter No.1 being part of Lot 22 DP 812274 to Virgin Australia Airlines Pty Ltd ABN 36 090 670 965 (or associated company) be executed under the Common Seal of Council.**

BULKY GOODS COLLECTION / WORLD RALLY CHAMPIONSHIP

Purpose:

With the gradual stabilisation of the choice of Coffs Harbour as the Australian leg of the World Rally Championship series, would it be possible to coordinate the bulk rubbish collection schedule so as to minimise the visual impact of the rubbish during the time period when the rally takes place.

Staff Comment:

Leading into the World Rally Championship September 2013 event, Council arranged with the collection contractor to amend the bulky goods collection date for residents living in close proximity to the then venue, Brelsford Park, for the Super Special Stage. This was done primarily for practical reasons in terms of restricted access etc.

It should be noted that all weeks of the year include bulky goods collection at various parts of the local government area.

Whilst collection calendars have already been sent to all residents advising of the collection dates to the end of the current collection contract (June 2016), Council will review the issue in early-mid 2015, in conjunction with the collection contractor, to evaluate available options in seeking to minimise the visual impact of the bulky goods during the time period when the September 2015 World Rally Championship event takes place.