



Coffs Harbour City Council

18 February 2015

ORDINARY MEETING

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

THURSDAY 26 FEBRUARY 2015

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 – 12 February 2015
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
26 FEBRUARY 2015

Contents

ITEM DESCRIPTION

CONFIDENTIAL ITEMS

A number of items in the Agenda either in whole or in part may be considered in Closed Meeting for the reasons stated.

RESCISSION MOTION

RM15/1 LEGAL APPEAL - APPLICATION TO REVIEW DETERMINATION OF MODIFICATION APPLICATION 43/14DM (955/12DA) - LOT 5 DP 876129, NO. 81D OLD BUCCA ROAD, MOONEE BEACH - ANIMAL ESTABLISHMENT (DOG BOARDING FACILITY) - RESCISSION MOTION

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

- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,

GENERAL MANAGER'S REPORTS

GM15/2 CONDUCT OF THE 2016 ORDINARY LOCAL GOVERNMENT ELECTIONS

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.

GM15/3 GUIDEBOOKS FOR S355 COMMUNITY COMMITTEES

SUSTAINABLE INFRASTRUCTURE DEPARTMENT REPORTS

SI15/3 CONTRACT NO. RFT-691-TO - CONSTRUCTION OF DECORATIVE CONCRETE PATHWAY JORDAN ESPLANADE, COFFS HARBOUR

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 - (iii) reveal a trade secret.

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

BUSINESS SERVICES DEPARTMENT REPORTS

BS15/8 BANK BALANCES AND INVESTMENTS JANUARY 2015

BS15/9 ENVIRONMENTAL LEVY PROJECTS - QUARTERLY REPORT TO 31 DECEMBER 2014

BS15/10 TENDER T401415MNC PROVISION OF TRAFFIC CONTROL SERVICES

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

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 - (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.

SUSTAINABLE COMMUNITIES DEPARTMENT REPORTS

SC15/1 PLANNING PROPOSAL FOR LOT 113 DP 591220 - COOK DRIVE, COFFS HARBOUR

SC15/2 PROPOSAL FROM BUNKER CARTOON GALLERY INC TO MANAGE THE BUNKER CARTOON GALLERY AND COLLECTION

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.

SC15/3 2014/2018 DELIVERY PROGRAM - SIX MONTHLY PROGRESS REPORT

QUESTIONS ON NOTICE

QON15/1 TRANSPORT FLEET - COSTS AND USE PATTERNS



COFFS HARBOUR CITY COUNCIL

ORDINARY MEETING

12 FEBRUARY 2015

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 Sustainable Infrastructure, Director Sustainable Communities, Director Business Services and Executive Assistant

The meeting commenced at 5.00 pm 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.

DISCLOSURES OF INTEREST

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

Councillor	Item	Type of Interest
Cr Rhoades	BS15/6 Supply of Electricity for Large Contestable Sites and Street Lighting	Pecuniary Interest as he is a Director of Local Government Procurement

APOLOGY

No apologies

ORDINARY MEETING

12 FEBRUARY 2015

PUBLIC FORUM

No public forums

PUBLIC ADDRESS

No public addresses

CONFIRMATION AND ADOPTION OF MINUTES

- 1** **RESOLVED** (Degens/Palmer) that the minutes of the Ordinary meeting held on 18 December 2014 be confirmed as a true and correct record of proceedings.

Cr Cowling informed that Cr Innes was recorded within a division called on item MM14/5 General Manager's Performance Review 2014, Cr Innes was an apology for the meeting.

NOTICE OF MOTION

NOM15/1 RENAMING OF RESERVE

MOVED (Cowling/Sultana) that Reserve No Lot 1 DP 599577 be named Brian Navin Reserve.

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

- 2** **MOVED** (Rhoades/Innes) that item GM15/1 be referred to confidential session at the end of the meeting for the reasons set out in the report.

BUSINESS SERVICES DEPARTMENT REPORTS

BS15/1 BANK AND INVESTMENT BALANCES FOR DECEMBER 2014

EXECUTIVE SUMMARY:

The purpose is to report on Council's Bank Balances and Investments as at 31 December 2014. Council receives independent advice and invests surplus funds in accordance with Councils Investment Policy to maximise investment income and preserve capital to assist with funding requirements for projects listed under the Coffs Harbour 2030 Community Strategic Plan.

3 RESOLVED (Rhoades/Innes) that:

1. The bank balances and investments totaling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) one hundred and forty seven million, eight hundred and eighteen thousand, seven hundred and seventy four dollars (\$147,818,774) as at 31 December 2014 be noted.
2. The general fund unrestricted cash and investments totaling two hundred and ninety nine thousand, nine hundred and seventy five dollars (\$299,975) as at 31 December 2014 be noted.

BS15/2 QUARTERLY BUDGET REVIEW STATEMENT FOR DECEMBER 2014

EXECUTIVE SUMMARY:

The Office of Local Government has developed a minimum set of budget reports to assist Council in meeting their legislative requirements under Clause 203 of the Regulation. This regulation requires a council’s responsible accounting officer to submit quarterly budget review statements to the governing body of Council. These minimum statements are contained within the attachments to this report.

This report summarises the proposed budget adjustments for the quarter and the impact upon the projected budget position for the current financial year. Reference is made to the above Responsible Accounting Officer’s (RAO) statement regarding Councils financial position.

4 RESOLVED (Innes/Palmer) that:

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

Estimated budget position as at 31 December 2014:

	General Account \$	Water Account \$	Sewer Account \$
Original Budget adopted 22 May 2014	(1,557) (S)	3,237,535 (D)	2,536,225 (D)
Approved Variations to September 2014	Nil	Nil	400,000 (D)
Approved Variations for October 2014	(51,359) (S)	(219,967) (S)	156,985 (D)
Approved Variations for November 2014	(59,059) (S)	Nil	Nil
Recommended variations for month ending 31 December 2014	32,000 (D)	Nil	71,377 (D)
Estimated result 2014/15 as at 31 December 2014	<u>(79,975) (S)</u>	<u>3,017,568 (D)</u>	<u>3,164,587 (D)</u>

BS15/3 FIT FOR THE FUTURE IMPROVEMENT PROPOSAL UPDATE

EXECUTIVE SUMMARY:

This report is to update Council on the results from the Fit for the Future self-assessment tool, progress on the preparation of Council's Improvement Proposal and the interrelationship between Council's current Financial Sustainability Strategies and the Fit for the Future action plan.

Fit for the Future is the State Government's response to the final report from the Independent Local Government Review Panel released in early 2014. The process requires councils to submit proposals to show how they will credibly improve toward meeting the Fit for the Future requirements in four areas:

- Scale and Capacity
- Sustainability
- Effective Infrastructure and Service Management
- Efficiency

Scale and capacity was assessed by the Independent Local Government Review Panel and Coffs Harbour City Council was deemed to satisfy this criterion and therefore no immediate merger was recommended. The Improvement Proposal template addresses each of the other three areas through the use of benchmarks. The ratios are focussed on General Fund only with water and sewerage sustainability assessed using a different process. Council is required to demonstrate its improvement toward these benchmarks by 2019/2020 through strategies and associated action plans.

Council since 2011 has been focussed on developing, adopting and now implementing several Financial Sustainability Strategies to become operationally and financially sustainable for the longer term. Based on Council's Financial Sustainability Strategies and the indicative benchmark results, the internal working group is currently drafting the necessary action plans for the Improvement Proposal. The draft Fit for the Future Improvement Proposal will be presented to Council for adoption in due course.

- 5 RESOLVED** (Palmer/Degens) that Council note the Fit for the Future Improvement Proposal update.

**BS15/4 COFFS HARBOUR CITY COUNCIL RESOURCING STRATEGY
2015/2016 TO 2024/2025**

EXECUTIVE SUMMARY:

Every NSW council is required to develop a Resourcing Strategy as part of its Integrated Planning and Reporting (IPR) framework. The Resourcing Strategy comprises a Long Term Financial Plan, an Asset Management Strategy and a Workforce Management Plan. The Draft Coffs Harbour City Council 2015/2025 Resourcing Strategy is submitted as an attachment to this report.

The adopted 2014/2024 Resourcing Strategy reflected an application made by Council for a three-year Special Rate Variation. The SRV was sought as part of a multi-faceted approach to address the critical issue of Council's financial sustainability in trying to maintain infrastructure and deliver services for the community. The Independent Pricing and Regulatory Tribunal (IPART) clearly acknowledged the need for the increase in revenue was justified but approved only the first year of the SRV, with the reasoning that Council's community engagement process was ambiguous with respect to the percentage increase in the general rate.

Council has renewed and expanded its community engagement on the organisation's financial challenges and the need for additional revenue, and with a clearer focus on the increase in the general rate, with a view to making a new application to implement years 2 and 3 of the original SRV proposal, in 2015/2016 and 2016/2017.

The Resourcing Strategy has now been re-drafted to support Council's application to IPART for a Special Rate Variation and provide a platform for the development of Council's Draft 2015/2019 Delivery Program. Further, the Strategy will support ongoing work in the preparation of Council's *Fit for the Future* Improvement Proposal.

6 RESOLVED (Palmer/Innes) that:

Council adopt the Draft 2015/2025 Resourcing Strategy to support:

1. Council's application to the Independent Pricing and Regulatory Tribunal for a Special Rate Variation;
2. The development of the Draft 2015/2019 Delivery Program and the 2015/2016 Operational Plan; and
3. The development of Council's *Fit for the Future* Improvement Proposal.

DIVISION

MOVED (Cowling/Sultana) that a division be called, and those members voting for and against the motion were recorded:

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

BS15/5 APPLICATION FOR A SPECIAL RATE VARIATION (2015/2016 AND 2016/2017)

EXECUTIVE SUMMARY:

In 2014, Council applied for a permanent Special Rate Variation (SRV) to be phased in over three years to generate revenue to address a \$6.2 million shortfall in funding for infrastructure maintenance and renewal across Coffs Harbour.

The Independent Pricing and Regulatory Tribunal (IPART) acknowledged the merit of the application but approved only the first year of the SRV (2014/2015), suggesting that the extent of the 'rate rise' in percentage terms was communicated ambiguously.

In October 2014, Council initiated a new community engagement program to seek feedback on a proposal to pursue the year 2 and year 3 components of the original SRV package. Intensively promoted in the media, online, at information booths and via a printed brochure mailed out to all ratepayers, the latest community engagement has been far-reaching. Almost 6,000 people responded to a postal and web-based survey. A large majority of the general respondents do not support the rate rise proposal with affordability being the major concern. The statistically valid Online Survey Panel results were 29% support, 71% do not support.

Without additional rate revenue, asset service levels will decline as community assets deteriorate. This will impact on Council's ability to deliver outcomes sought in the Coffs Harbour 2030 Community Strategic Plan. Previous consultation has shown that the community wants Council assets and services to be maintained at current levels.

Through its Transformation to Sustainability (T2S) project, Council is also pursuing productivity and efficiency savings and new revenue opportunities to address a separate underlying operating deficit. The annual asset maintenance and renewal funding gap (\$4.2 million) is still to be filled.

The progression of the SRV application is recommended; however, in recognition of the affordability issue for households, it is also recommended that increases in other rates and charges for the average residential ratepayer be reduced so that the total increase in all rates and charges for each of 2015/2016 and 2016/2017 is no greater than 3.9%.

MOTION

7 RESOLVED (Townley/Knight) that:

1. Makes a Special Rate Variation Application to the Independent Pricing and Regulatory Tribunal (IPART) for a permanent rate increase to be phased in over two years, pursuant to Section 508(A) of the Local Government Act, 1993 which will result in Council's Notional General Income increasing by 8.14% for 2015/16 and 7.75% for 2016/17.

Cont'd

**BS15/5 Application for a Special Rate Variation (2015/2016 and 2016/2017)
...(Cont'd)**

2. Through the annual planning and budget process, Council requires that the overall increase in rates and charges for an average residential ratepayer with full services for 2015/16, 2016/17 and 2017/18 to be no greater than 3.9%.
 3. Management bring a report back to Council prior to the end of the first year of this proposed Special Rate Variation summarising overall results from the current Special Rate Variation, the Transformation to Sustainability project and other key initiatives such as the commercialisation of City Works, thereby enabling Council to decide, by resolution, whether the SRV in 2016/17 is still warranted.
 4. Through the annual planning and budget process, Council requires that the setting of fees for onsite septic inspection be adjusted to provide relief in line with the relief provided for the sewerage and water access charges.
-

DIVISION

MOVED (Sultana/Cowling) that a division be called, and those members voting for and against the motion were recorded:

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

Cr Rhoades declared an interest in the following item, vacated the chamber and took no part in the discussion or voting, the time being 6.48pm.

**BS15/6 SUPPLY OF ELECTRICITY FOR LARGE CONTESTABLE SITES
AND STREET LIGHTING**

EXECUTIVE SUMMARY:

Regional Procurement (a division of Hunter Councils Incorporated) have approached Council to consider participating as a group member in the calling of a reverse auction for the supply of electricity for our large contestable sites (using greater than 160MWh electricity per annum) as well as our street lighting. It is proposed to test the market by way of a reverse auction with a view to obtaining the best possible outcome.

Cont'd

BS15/6 Supply of Electricity for Large Contestable Sites and Street Lighting ...(Cont'd)

Council has received expert advice that approaching nine (9) months out from the expiry of our current contract Council should seek a possible twenty-four (24) or thirty-six (36) month contract to maximise the benefit of what are presently extremely low prices in the retail market. The current contracts for both large contestable sites and street lighting expire on the 31 December 2015.

The advantage for Council in participating in the Reverse Auction process is that it will be undertaken in March 2015 and the timing schedule will still allow Council to participate in an upcoming LGP tender for the supply of Electricity and Street Lighting if the outcome is not cost effective. Recent reverse auction results for the supply of Electricity for Large Contestable Sites have realised approximate savings of 9% to 23% for some Local Government Councils based on their current contract rates.

The Reverse Auction process will not include a quotation bidding process for the supply of renewable energy. However, after the reverse auction Council will have the opportunity to negotiate 'green' energy with the assistance of Regional Procurements' business partners Energy Action. A further report will be provided to Council before the reverse auction takes place to enable Council to form a contemporary policy position of the level of 'green' supply.

8 RESOLVED (Degens/Innes) that Council:

1. Approves the undertaking of a reverse auction for the supply of electricity for our large contestable sites and street lighting, with Regional Procurement Initiative and their partners Energy Action;
2. Notes the timeframes of this process as set out above in the implementation Date / Priority section of this report; and
3. Notes that a further report will be provided before the reverse auction takes place to enable Council to form a contemporary policy position on the level of 'green' energy supply.

Cr Rhoades returned to the meeting, the time being 6.54pm.

BS15/7 CONTRACT NO RFT-689-TO PROVISION OF INVESTMENT ADVISORY SERVICES

EXECUTIVE SUMMARY:

The objective of the report is to report to Council on tenders received for the provision of investment advisory services, Contract RFT-689-TO and to gain Council approval to accept a tender. Council's investment policy is to appoint an independent investment advisor to provide expert advice and assistance with the management of Council's investment portfolio. Tenders were received from five tenderers, all were reviewed in detail with the top three scoring tenders invited to make a presentation to Council. Tendering procedures were carried out in accordance with Council policy. The tender with the highest weighted score is the recommended tender.

9 RESOLVED (Palmer/Sultana) that:

1. Council accept the conforming tender of Laminar Group Pty Limited for Contract RFT-689-TO Provision of Investment Advisory Services, for the rate as tendered.
2. The contract documents be completed under Seal of Council.

SUSTAINABLE INFRASTRUCTURE DEPARTMENT REPORTS

SI15/1 FUNDING ALLOCATION FOR S94 CORINDI BEACH DEVELOPMENT AREA

EXECUTIVE SUMMARY:

The purpose of this report is to seek Council approval to allocate remaining Section 94 funding associated with the Corindi Beach development plan. It is recommended that this funding serve to enable the replacement of an existing tennis court found with a multipurpose tennis and basketball facility found within the Corindi Crown Reserve, and the construction of Stage 1 of a shared path to connect Corindi Beach with Red Rock. See Attachments for map locations.

Community consultation has been undertaken previously regarding the various priorities for community infrastructure improvements. The abovementioned projects have been recently reconfirmed with the Corindi Community Group as being still consistent with the expectations of the community for the remaining funding.

Council has previously accepted grant funding of \$320,000 to enable the construction of the abovementioned shared path however needs to contribute \$211,000 towards the project. No appropriate sources of funding have been identified, other than the available S94 funding for Corindi Beach development plan.

Cont'd

**SI15/1 Funding Allocation for S94 Corindi Beach Development Area
...(Cont'd)**

Approval to allocate the remaining funding to these projects will seek to provide the Corindi Beach community with improved recreational facilities and cycling infrastructure.

10 RESOLVED (Innes/Sultana) that:

Council resolve to allocate the remaining Section 94 Funding of \$440,000 associated with the Corindi Beach Estate development contribution plan to the projects below:

1. \$229,000 – Corindi Beach Tennis Court.
2. \$211,000 – Stage 1 Red Rock Road Cycleway.

SI15/2 PROPOSED LEASE - WESTSIDE TENNIS FACILITY

EXECUTIVE SUMMARY:

Council considered a report on the proposed lease of the Westside Tennis Courts on 12 December 2013 and resolved to grant a lease of the facility to the Westside Tennis Club Incorporated. (See resolution 329)

In the process of finalising lease documentation it has been discovered that the built facility straddles the boundaries of Lot 3 in DP 7699 and Part Lot 2 in DP 533050. The original resolution refers only to Lot 3 in DP 7699.

This report and recommendation is submitted to address administrative details to enable finalisation of the lease documentation.

11 RESOLVED (Innes/Palmer) that:

1. Council, as the registered proprietor of Lot 2 in DP 533050 part being the southern portion of the Westside Tennis Facility (“the demised premises”), give public notice, pursuant to section 47 of the Local Government Act 1993, of the proposal to lease the Demised Premises to Westside Tennis Club Incorporated for an initial term of five (5) years with an option for a further five (5) years.
2. In the event there are no objections to the advertised proposed lease of Part Lot 2 DP 533050 to Westside Tennis Club Incorporated, that Council, as registered proprietor of the land, authorise the lease of the Demised Premises to Westside Tennis Club Incorporated for an initial period of five (5) years and an option for a further period of five (5) years.

REQUESTS FOR LEAVE OF ABSENCE

No requests for leave of absence.

MATTERS OF AN URGENT NATURE

No matters of an urgent nature.

QUESTIONS ON NOTICE

No questions on notice.

CLOSED SESSION – SECTION 10(A)

The Mayor requested a motion to close the meeting to consider a confidential report as outlined in the meeting agenda, the time was 7.03 pm.

- 12** **MOVED** (Degens/Innes) that the meeting be closed to the press and public during consideration of the following items for the reasons as stated:

GM15/1 Legal Appeal - Application to Review Determination of Modification Application 43/14DM (955/12DA) - Lot 5 DP 876129, No. 81d Old Bucca Road, Moonee Beach - Animal Establishment (Dog Boarding Facility)

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

- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege

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

The press and public vacated the chamber.

OPEN MEETING

The Mayor requested an appropriate motion to enable the meeting to resolve into Open Meeting, the time being 8.15pm.

- 14** **RESOLVED** (Innes/Sultana) that the Closed Session now move into Open Meeting.
-

GM15/1 LEGAL APPEAL - APPLICATION TO REVIEW DETERMINATION OF MODIFICATION APPLICATION 43/14DM (955/12DA) - LOT 5 DP 876129, NO. 81D OLD BUCCA ROAD, MOONEE BEACH - ANIMAL ESTABLISHMENT (DOG BOARDING FACILITY)

To consider legal advice provided by Council's legal representative in relation to a Land and Environment Court appeal.

The appeal is against Council's refusal to modify the deferred commencement condition relating to the bitumen sealing of the right of carriageway and remove the requirement for a separate development consent for the access and intersection upgrade works specified in the deferred commencement condition issued for an Animal Establishment, comprising a Dog Boarding Facility.

The General Manager notified the Open Meeting that the resolution considered in the Closed Session whilst adopted is to remain confidential until such time as it is practical to release and that would be at the conclusion of the court proceedings,

- 15 RESOLVED** (Townley/Sultana) that the resolutions of the Closed Session be adopted.

This concluded the business and the meeting closed at 8.18 pm.

Confirmed: 26 February 2015

.....
Denise Knight
Mayor



REPORT TO ORDINARY COUNCIL MEETING

LEGAL APPEAL - APPLICATION TO REVIEW DETERMINATION OF MODIFICATION APPLICATION 43/14DM (955/12DA) - LOT 5 DP 876129, NO. 81D OLD BUCCA ROAD, MOONEE BEACH - ANIMAL ESTABLISHMENT (DOG BOARDING FACILITY) - RESCISSION MOTION

Motion:

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

That Resolution number 15 of the Ordinary Meeting of 12 February 2015 regarding Legal Appeal - Application to Review Determination of Modification Application 43/14DM (955/12DA) - Lot 5 Dp 876129, No. 81D Old Bucca Road, Moonee Beach - Animal Establishment (Dog Boarding Facility), be rescinded.

If the above resolution is rescinded, we intend to move the recommendation as per the confidential attachment.



REPORT TO ORDINARY COUNCIL MEETING

LEGAL APPEAL - APPLICATION TO REVIEW DETERMINATION OF MODIFICATION APPLICATION 43/14DM (955/12DA) - LOT 5 DP 876129, NO. 81D OLD BUCCA ROAD, MOONEE BEACH - ANIMAL ESTABLISHMENT (DOG BOARDING FACILITY)

REPORTING OFFICER: Group Leader Governance Services
DIRECTOR: General Manager
COFFS HARBOUR 2030: Lc 3.1 Council Supports The Delivery Of High Quality, Sustainable Outcomes For Coffs Harbour
ATTACHMENTS: ATT1 CONFIDENTIAL
ATT2 CONFIDENTIAL

Recommendation:

That Council consider the advice provided and move the motion as detailed in the confidential attachment.

EXECUTIVE SUMMARY

To consider legal advice provided by Council's legal representative in relation to a Land and Environment Court appeal.

The appeal is against Council's refusal to modify the deferred commencement condition relating to the bitumen sealing of the right of carriageway and remove the requirement for a separate development consent for the access and intersection upgrade works specified in the deferred commencement condition issued for an Animal Establishment, comprising a Dog Boarding Facility.

REPORT

Description of Item:

The application to review the determination of the modification application for the Animal Establishment located at 81D Old Bucca Road Moonee Beach was presented to Council for determination on 13 March 2014.

At the meeting, Council resolved the following:

1. *Council confirm its determination to refuse Modification Application 43/14DM (955/12DA) for an Animal Establishment (Dog Boarding Facility) at Lot 5 DP 876129, No. 81D Old Bucca Road, Moonee Beach, under the provisions of Section 96AB of the Environmental Planning and Assessment Act 1979, and advise the proponent of its decision.*
2. *Persons who made submissions in relation to the review of determination for Modification Application 43/14DM, be notified of the decision.*

An appeal against Council's determination of refusal was filed with the Land and Environment Court on 15 September 2014.

As the respondent, Council engaged the services of a legal representative in the appeal.

Legal advice in relation to the Land and Environment Court proceedings is in a confidential attachment to this report (Attachment 2).

A section 34 conference was held on site on Monday 22 December 2014. Conciliation in the Court is undertaken in accordance with Section 34 of the Court Act and this otherwise known as a Section 34 Conference. As this matter was determined by Council, the discussions held in the confidential conference are referred back to Council for a determination.

Issues:

Refer to confidential attachments.

Options:

Discussions with Council's legal advisor in closed session (under s10A(2)(g) of the *Local Government Act 1993*) will detail the relevant options.

Sustainability Assessment:

- **Environment**

These issues were considered by Council when this matter was reported to Council on 13 March 2014.

- **Social**

These issues were considered by Council when this matter was reported to Council on 13 March 2014.

- **Civic Leadership**

These issues were considered by Council when this matter was reported to Council on 13 March 2014.

- **Economic**

Broader Economic Implications

These issues were considered by Council when this matter was reported to Council on 13 March 2014.

Delivery Program/Operational Plan Implications

To continue with the appeal, Council will incur legal representation costs which have not been allowed for in the operational budget.

Risk Analysis:

Addressed within the confidential attachment.

Consultation:

Letters were sent by Council's legal representatives to all objectors, giving them the option of attending the site inspection part of the process. Responses were received from some objectors, and they attended the initial on site section of the conciliation conference.

Related Policy, Precedents and / or Statutory Requirements:

The application to review the determination of Council is made under the provisions of Section 96AB of the *Environmental Planning and Assessment Act 1979*. As a consequence of the review, the council may confirm or change the determination.

Conciliation conferences are convened under s34 of *Land and Environment Court Act 1979*.



REPORT TO ORDINARY COUNCIL MEETING

CONDUCT OF THE 2016 ORDINARY LOCAL GOVERNMENT ELECTIONS

REPORTING OFFICER:	Group Leader Governance Services
DIRECTOR:	General Manager
COFFS HARBOUR 2030:	LC 3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
ATTACHMENTS:	ATT CONFIDENTIAL Quote from Australian Election Company ATT CONFIDENTIAL Preliminary estimate from NSW Electoral Commission

Recommendation:

That Coffs Harbour City Council (“the Council”):

1. pursuant to s. 296(2) and (3) of the *Local Government Act 1993 (NSW)* (“the Act”) that an election arrangement be entered into by contract for the Electoral Commissioner to administer all elections of the Council.
2. pursuant to s. 296(2) and (3) of the Act, as applied and modified by s. 18, that a council poll arrangement be entered into by contract for the Electoral Commissioner to administer all council polls of the Council.
3. pursuant to s. 296(2) and (3) of the Act, as applied and modified by s. 18, that a constitutional referendum arrangement be entered into by contract for the Electoral Commissioner to administer all constitutional referenda of the Council.

EXECUTIVE SUMMARY

The next Local Government ordinary election will be held on the 10th of September 2016. The purpose of this report is to allow Council to consider the contractual arrangements for the 2016 elections.

Council has the option of tasking the responsibility for administration of the elections to the General Manager or to enter into an agreement with the NSW Electoral Commissioner to administer the election. The General Manager may administer the election personally or engage an electoral service provider.

In 2012 the General Manager was responsible for the administration of the ordinary local government election and the Australian Election Company was engaged to provide electoral services.

Council is required to make a resolution by 9 March 2015 if it wishes to engage the NSW Electoral Commission.

REPORT

Description of Item:

In 2012 the General Manager was responsible for the administration of the ordinary local government election and the Australian Election Company was engaged to provide electoral services. The Australian Election Company was engaged following a tender process conducted by Regional Procurement.

A [report](#) on the conduct of the election is available on Council's website.

In order to compare the costs for the 2016 ordinary election, indicative quotes were sought from both the Australian Election Company and the NSW Electoral Commission.

The Australian Election Company provided a quote for total and partial outsourcing as included as a confidential attachment to this report. Partial outsourcing provides the opportunity to reduce the total cost by council providing and covering payment for particular designated facilities/services. The NSW Electoral Commission provided a preliminary estimate and this estimate is included as a confidential attachment to this report.

Issues:

The requirement to determine the management of the elections 18 months before the election presents challenges for both entities that have provided cost estimates. Costs may increase due to factors outside the scope of the entities such as wage/ salary increases and legislative or regulatory changes.

Engaging the NSW Electoral Commission removes the responsibility from the General Manger for the conduct of the election. This is a factor to be considered as the responsibility to conduct the election would still rest with the General Manager if the Australian Election Company were engaged.

Options:

The options that are available to Council in regard to this matter are:

1. **Adopt the recommendation** and opt to engage the services of the NSW Electoral Commission to conduct the 2016 Local Government Election

If this option is chosen, the resolution that is required must be worded as follows.

That Coffs Harbour City Council ("the Council"):

1. pursuant to s. 296(2) and (3) of the *Local Government Act 1993* (NSW) ("the Act") that an election arrangement be entered into by contract for the Electoral Commissioner to administer all elections of the Council.
 2. pursuant to s. 296(2) and (3) of the Act, as applied and modified by s. 18, that a council poll arrangement be entered into by contract for the Electoral Commissioner to administer all council polls of the Council.
 3. pursuant to s. 296(2) and (3) of the Act, as applied and modified by s. 18, that a constitutional referendum arrangement be entered into by contract for the Electoral Commissioner to administer all constitutional referenda of the Council.
2. **Reject the recommendation** and opt that for the General Manager to administer the election and engage the Australian Election Company under the Regional

Procurement Contract to undertake the 2016 Ordinary Local Government Election.

3. **Reject the recommendation** and opt for the General Manager to administer the election personally. This would require the General Manager to appoint a returning officer and would involve significant staffing from within council. The cost would be difficult to quantify and council does not have the expertise or access to the specialised software required to administer an election. This option would present an increased risk that legislative requirements would not be met.

Sustainability Assessment:

- **Environment**

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

- **Social**

Local government elections are an important part of our democratic social fabric. Elections are held every four years and the next election is on 10 September 2016. Voters in the election must be over 18 years of age and enrolled to vote.

- **Civic Leadership**

The conduct of an election is in line with Council's need to provide an open, transparent and participatory democracy. 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**

Broader Economic Implications

The conduct of the election is a component of the 2014-2018 Delivery Program. The cost is incurred each four (4) years.

Delivery Program/Operational Plan Implications

The estimated costs involved in conducting the election are detailed in the confidential attachments to this report. A contingency sum will need to be added to allow for any cost increases prior to the election. The costs involved will have implications for the 2015/16 and 2016/17 Operational Plans.

Risk Analysis:

The choice for the General Manager to administer the elections rather than engaging the NSW Electoral Commission means that the ultimate responsibility for the election process rests with the General Manager.

The Australian Election Company successfully conducted the 2012 local government elections on behalf of the General Manager demonstrating that they have the appropriate expertise and resources. No issues arose with meeting legislative requirements in 2012.

The option to engage the NSW Electoral Commission will not be available to Council if a resolution to that effect is not passed by 9 March 2015. This would result in the General Manager being responsible for administering the election.

There would be substantial risk should Council opt for the General Manager to administer the election personally. The appointment of a suitably qualified returning officer would mitigate the risk to some extent. However, Council does not have experience or the expertise required to conducting its own elections. Specialised software is required to enable the count of ballot papers and council does not have access to this software. There would be an increased risk that legislative requirements would not be met.

Consultation:

Regional Procurement, the NSW Electoral Commission, the Australian Election Company, the General Manager and Director of Business Services were consulted in the preparation of this report.

Related Policy, Precedents and / or Statutory Requirements:

The *Local Government Act 1993* and the Local Government (General) Regulation of 2005 set out the parameters for the conduct of elections. Part 6 of the *Local Government Act 1993* sets out specifically how elections are to be conducted. Part 11 and Schedules 4, 5, 7 and 10 of the Local Government (General) Regulation 2005 provide the full range of procedural requirements relating to the conduct of local government elections. It is essential in carrying out any election that Council meets all the requirements of the Act and Regulation.

Prior to the 2012 ordinary local government election amendments were made to the *Local Government Act 1993*. The amendments removed the mandate of the NSW Electoral Commission to run local government elections and returned the responsibility to councils (section 296). Councils can now choose how their elections will be administered

The NSW Parliament's Joint Standing Committee on Electoral Matters [Inquiry into the 2012 Local Government Elections](#) made recommendations for changes in the administration of elections. The *Local Government Amendment (Elections) Act 2014* which introduced the amendments to the *Local Government Act 1993* was assented to on 19 November 2014. The amendments contained in this Act commenced on 6 February 2015. One positive aspect of the changes is that a soft copy of the electoral roll will be provided for the purpose of administering the election. Details of the changes are outlined in the Office of Local Government [Circular No 15-01](#).

Implementation Date / Priority:

Council is required to make a resolution by 9 March 2015 if it wishes to engage the NSW Electoral Commission to conduct the 2016 local government election.

Conclusion:

A decision on the contractual arrangements for the 2016 ordinary local government election as a result of this report will allow Council to proceed to make the necessary arrangements to engage an electoral service provider within the required timeframe.



REPORT TO ORDINARY COUNCIL MEETING

GUIDEBOOKS FOR S355 COMMUNITY COMMITTEES

REPORTING OFFICER: Group Leader Governance Services
DIRECTOR: General Manager
COFFS HARBOUR 2030: LC 3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
ATTACHMENTS: ATT Draft Guidebook for s355 Committees

Recommendation:

That Council endorse the guidebook for S355 Community Committees.

EXECUTIVE SUMMARY

The Council's Guidebook for Committees has been developed to support committee members in their role on community committees created by Council. Council community committees are formed for a variety of reasons including management of community facilities, provision of advice and consultation.

This guidebook provides a framework and reference point for information.

REPORT

Description of Item:

The use of community committees reflects Council's level of encouragement to actively engage and utilise the expertise within its community. Community committees enable a sense of community ownership, community involvement, development and overall community well-being all meeting Council's objective of a connected community. The advice and management provided by the various committees is invaluable as a consultative and information mechanism.

This guidebook has been developed to replace the Facilities Management handbook and to provide information to s355 committees of Council. This guidebook will be progressively rolled out to all s355 committees of Council.

Issues:

The incorporation of all s355 committees into the one guidebook is a follow up action of a recommendation made by Council's Internal Audit.

Options:

1. Endorse the attached Guidebook for s355 Committees.
2. Suggest changes to be made to the document and then have the revised document brought back before Council.
3. Reject the Guidebook.

Sustainability Assessment:

- **Environment**

There are no environmental impacts associated with this Guidebook.

- **Social**

Coffs Harbour City Council acknowledges and appreciates the important voluntary contribution of members to its facility management committees and advisory committees in the effective operation of Council community facilities such as sports grounds and community halls and the advice on various community issues and facilities.

- **Civic Leadership**

The endorsement of this document is in line with the 2030 theme: LC 3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour.

- **Economic**

Broader Economic Implications

There are no economic implications as a result of this document.

Delivery Program/Operational Plan Implications

There is no impact on the Delivery Program or Operational Plan as a result of this document.

Risk Analysis:

There is no risk associated with the development of this document.

The drafting of this document puts in place strategies to minimise risk by providing relevant information in one easy to access document.

Consultation:

The guidebook was developed primarily by Community Development branch, with input from Governance services. The draft document was distributed to a cross section of four existing s355 committees for comment and the feedback received has been incorporated into this final document.

Related Policy, Precedents and / or Statutory Requirements:

This guidebook replaces the existing Community Facilities Manual.

Implementation Date / Priority:

Immediate.

Conclusion:

Council appreciates the work that these s355 committees and their volunteers contribute to our community. This document will assist those committee members, and the implementation of proposed committees, to understand the requirements, their limitations and to also provide information to assist them in the running of the Committee.

COFFS HARBOUR CITY COUNCIL GUIDEBOOK FOR S355 COMMUNITY COMMITTEES



Dated December 2014
Reviewed every 4 years in line with the Council election
Adopted at the Council Ordinary Meeting on (Date to be inserted)
A Community Services & Governance joint initiative

S355 Committee Guidebook

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1. INTRODUCTION

The Council's Guidebook for Committees has been developed to support committee members in their volunteer role on community committees created by Council. Council community committees are formed for a variety of reasons including management of community facilities, provision of advice and consultation.

The use of community committees reflects Council's level of encouragement to actively engage and utilise the expertise within its community. Community committees enable a sense of community ownership, community involvement, development and overall community well being all meeting Council's objective of a connected community. The advice and management provided by the various committees is invaluable as a consultative and information mechanism.

Your Committee is a committee of Council established under Section 355 of the Local Government Act 1993 (LGA), allowing Council to delegate some of its functions to a committee. The delegations are set out in the Terms of Reference adopted by Council for your Committee. The Terms of Reference outline the role, function and powers for your Committee. The two main types of committee are either a facility management committee or advisory committee. Council appoints facility management committees to undertake the care, control and management of various community facilities throughout the city some of which include the Bayldon Community Centre, Coramba Community Hall, Nana Glen Sports, Recreation & Equestrian Centre and Woolgoolga Community Village. Council also appoints advisory committees to assist with advice & consultation, some of these include, but are not limited to the Yandarra Aboriginal Consultative Committee, Multicultural Reference Group and Access Advisory Committee.

Coffs Harbour City Council acknowledges and appreciates the important voluntary contribution of members to its facility management committees and advisory committees in the effective operation of Council community facilities such as sports grounds and community halls and the advice on various community issues and facilities.

The committees are limited to their role determined by Council's Terms of Reference and powers which are regulated under Section 377 of the LGA. As such, Council is responsible for everything that your Committee does while it is acting within its Terms of Reference and powers. It is therefore important that your Committee only acts within the Terms of Reference and powers and keeps Council advised of what it is doing. Many of the guidelines in this Guidebook are there to ensure committee members are aware of their responsibilities, including information about required processes and documentation to verify the activities of the Committee.

From a legal perspective, it is important for you to be aware that your Committee is acting on behalf of Council. Your Committee should not act independently of Council, if it does act independently and outside its Terms of Reference and powers, then its members may be liable for its actions.



2. TERMS OF REFERENCE, POWERS & REVIEW OF THE COMMITTEE

Terms of Reference

Your Committee has a Terms of Reference and a copy is attached. You should read through the Terms of Reference as it sets out the role, function and powers of your Committee.

The role of committees vary considerably and are set out in the Terms of Reference, for example the role of a facility management committee is the care, control and management of a specific community facility ensuring that it is an efficient and effective operation.

The function of committees also varies considerably and are set out in the Terms of Reference, for example the function of a facility management committee would be to make and ratify all decisions pertaining to bookings, maintenance, collection of fees, paying accounts, administration and reviewing the facility business plan.

Powers

The powers of the Committee are delegated under Section 377 of the LGA. The Committee must not:

- o employ any individual for any reason;
- o fix a charge or fee (your committee may make recommendations to Council on fees or charges for use of the facility, once approved by Council is regarded as authority to charge the fee);
- o borrow any monies without the express consent of Council;
- o sell or otherwise part with any property under its care;
- o call for or accept any tenders;
- o spend any money for works, services or operations unless approved by Council (your committee may make recommendations to Council on an annual revenue and expenditure budget, once approved by Council is regarded as authority to expend such monies);
- o pay any of its members;
- o carry out any improvements to, or construct any structure on, any building or facility in its care, without the prior written consent of Council (most structures or constructions require development consent before any building or construction can commence);
- o remove any trees without the prior consent of Council;
- o unreasonably withhold consent for the letting of the facility to any organisation which agrees to comply with Council requirements and which is prepared to adhere to the rules adopted for use of the facility, providing an acceptable letting period is available;
- o contract for goods and services from an entity that does not have the appropriate public liability insurance, workers compensation and/or personal injury insurances;
- o manage the facility outside the approved Plan of Management;
- o act outside the rules, laws and regulations set by relevant local, state and federal authorities;
- o allow the facility to be poorly maintained (your Committee may make recommendations to Council's Property Maintenance on an annual basis);
- o allow the facility to be a risk to the public (your Committee may seek the assistance of Council's Risk Co Ordinator for a facility risk assessment);
- o dispose of financial records for the previous 7 years.

The Terms of Reference have been delegated and approved by Council, it is most important that your Committee does not act outside these powers. It should not do anything or become involved in any activity that is outside of its role permitted by Council. If it does, then it will be acting outside its delegated authority from Council. The consequences of doing this are:-

S355 Committee Guidebook

1. The members of the Committee may be personally liable for the actions of the Committee. If, for example, the Committee were to commit itself to spending money on a project that it had no authority to undertake, then the members of the Committee may be personally liable to repay that money; and

2. Council's insurance cover for Committee members does not apply if the Committee is acting outside its powers.

No volunteer member of a committee shall be deemed to be or have ever been in employment of the Council. The members of the Committee are honorary appointed positions. The committee members shall not be entitled to receive compensation for the function(s) performed by him/her in pursuance of the delegation. Under section 446 of the LGA, a member of a Council Committee, other than a committee that is wholly advisory, must disclose pecuniary interests in committee meetings in accordance with section 431 of the act. Minutes of meetings should reflect evidence of compliance.

Review

After the election of a new Council, that Council under Section 380 of the LGA must review all of its delegations during the first 12 months of office. Council may also choose to review the committees and the management structure or operations of any of its committees to ensure efficient and effective management and service delivery. Factors that may lead to such a review could include:

- The inability of a committee to attract or maintain sufficient committee membership;
- A lack of regular committee meetings being held over a period of time;
- Ongoing financial viability (applicable for those committees with revenue and expenditure budgets);
- Changes to the community use of a facility which renders the management structure outdated or no longer appropriate;
- The committee are unable to meet their obligations with regard to the care, control and management of the facility;
- Work Health and Safety and Risk Management requirements are not effectively managed;
- The community indicate that they no longer wish to manage a facility or provide further advice or consultation.

Any review process towards continuous improvement would be undertaken in consultation with existing committee members, the local community and Council. Council will also require a review of facility operations as part of the updating of each facility's business plan every two years. If delegations in respect of a facility are terminated by the Council or by the Law, then all funds and other assets managed by the committee and its members shall, after payment of all proper expenses and liabilities, be returned to the management of Council.



3. PROCEDURE FOR THE APPOINTMENT OF A COMMITTEE AND ITS MEMBERSHIP

Coffs Harbour City Council will resolve at a Council meeting that a s355 committee will be appointed and approve the Terms of Reference which outline the role, function and powers of the committee.

S355 Committee Guidebook

Council may either:-

- a) call for expressions of interest from people who are interested in being members of that Committee and then select people for the Committee from those expressions of interest; or
- b) seek members by invitation in the case of some specialist committees.

At a Council meeting, Council will formally appoint the members who were nominated or selected for the Committee. Council may appoint a Councillor delegate to the Committee. Should a vacancy on the Committee become available, the Committee may recommend to Council a replacement member, who is required to be appointed at a Council meeting. To be eligible, volunteer committee members must:-

- o be residents of either Coffs Harbour City Council or surrounding local government areas, or have a significant link to Coffs Harbour;
- o have a demonstrated ability to be constructive and objective;
- o be committed to the successful cooperative committee management of a facility or advisory committee; and
- o be a team worker.

The Terms of Reference for your committee will stipulate the composition of the Committee and whether a Councillor is included. If the composition is not stipulated then the Committee shall not consist of less than 3 members and not more than 11 members, comprising both user group (in the case of a facility) and citizen representatives. A citizen representative should not be a member of a user group.

In the case of most committees, members are appointed every 4 years following the Council elections. Otherwise, Committee members hold membership until they:-

- o fail to attend three consecutive meetings without leave of absence;
- o move their permanent place of residence outside the Council or surrounding local government areas;
- o deliver their written resignation to Council; or
- o receive written notification from Council that their membership of the Committee has been terminated.

4. CONTACTS IN COUNCIL & SUPPORT TO COMMITTEES

For all day to day operations contact your designated Council officer on 66 484000.

For out of normal working hours and weekends contact Council's on call officer on 66 484000 in the case of damage and/or break and enter of the facility.

Members of your Committee will be provided with information contained within this Guidebook and Council's Code of Conduct. Facility management committee members will also be provided with the Committee's Business & Operations Plan for the Facility.

Council's Governance Services section can provide advice on aspects of meetings, membership, incident and accident reporting, risk assessments and insurance.

Council's Organisational Development section can provide advice on aspects of work health and safety.

Council's Property section can provide advice on aspects of maintenance and improvements. Facility management committees are to provide an annual maintenance priority list to Council's Property section for assistance on facility maintenance, however this will be subject to the availability of Committee and Council funds.

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Council's Finance section can provide advice on records required to be maintained by the Committee's Treasurer and all aspects of acceptable audit requirements for the financial management of a facility.

Council provides an annual community capital infrastructure grants program in which the Committee can apply for part funding towards improvements to the facility.

In some instances Council assists facility management committees on a case by case basis on the Committee's affordability including mowing services, insurance and rates donations.

5. CONDUCT OF COMMITTEE MEMBERS AND COMMITTEE MEETINGS

Conduct

Council has a set of principles and standards that set out the conduct that Council expects from its councillors, staff and volunteers. These are known as its Code of Conduct and they apply to all committee members. The Code of Conduct has been supplied to your committee and can also be accessed on Council's website. All new and existing committee members are required to undertake Code of Conduct training at least every two years.

The Code of Conduct sets out, in addition to general conduct obligations, provisions in respect of conflicts of interests, personal benefit, access to information (personal and confidential) and council resources. In particular, while acting in your capacity as a member of the Committee you must:-

- Conduct yourself in a manner which will not bring Council or your Committee into disrepute;
- Act lawfully and honestly, and exercise due care;
- Treat others with respect and not harass or discriminate against them, or support others who do so;
- Consider issues consistently, promptly and fairly;
- Disclose and appropriately manage conflicts of interest;
- Use and secure information appropriately and not disclose confidential information; and
- Use Council resources ethically, effectively and efficiently.

Committee meetings

Frequency of meetings

1. The Terms of Reference for your committee will state the minimum number of meetings that your committee must hold each year;
2. The minimum number may vary from 4 to 12 each year. There is no restriction on the number of additional meetings that your Committee may wish to hold.

Quorum

3. No meeting can be held unless a quorum of members is present. A quorum is 50% of the total number of elected members on your Committee. If there is no quorum present at the start time of your meeting, you should wait for 10 to 15 minutes. If a quorum is still not present 15 minutes after the scheduled start time for the meeting, then the meeting will have to be abandoned. You can then either reschedule that meeting for another date or cancel it and not meet again until the date for the next meeting. In any event, minutes should be kept of the cancelled meeting and these should be forwarded to Council, as with any other minutes. These minutes would only list those present and the fact that no quorum was present at the time it was decided to abandon the meeting.

Office bearers

4. At the first meeting following the appointment of members to your Committee, your Committee should appoint a Chairperson, a Secretary and, if it has its own finances, a Treasurer and, if bookings are taken, a Booking Officer. Your Committee may, if it chooses, appoint other office bearers.

5. Once elected, the Chairperson presides at all meetings of your Committee. However, if he/she is not in attendance at any particular meeting, the members present at that meeting should elect a Chair for that meeting. Guidelines on the responsibilities of the Chairperson, Secretary, Treasurer and Booking Officer are provided in the appendices.

Meeting agenda

6. An agenda should be prepared for each meeting and circulated to all members prior to the meeting. This is to be done by the Secretary.

Minutes of meetings

7. The Secretary should keep minutes of each meeting

8. A copy of the minutes must be forwarded to Council within 7 days after each meeting. Your secretary should also circulate a copy of the minutes to all members. You should be aware that the minutes are public documents and are available to all members of the public. The Secretary should therefore ensure that no defamatory comments are recorded in the minutes. A template for the minutes is provided as an appendix under Executive Responsibilities. It is not essential to use this template, however it sets out the minimum requirements for the minutes.

Voting rights

9. Each member has one vote. In the event of a tied vote, the Chairperson will have a casting vote.

Pecuniary interest

10. Any member of your Committee who has an interest, whether pecuniary or non-pecuniary, in any matter before the Committee must declare that interest when the matter comes up for discussion. If it is a pecuniary interest, then the member MUST refrain from participating in any discussion of the matter and abstain from voting on the matter. If it is a non-pecuniary interest, then the member has a number of options as set out in the Code of Conduct.

Attendance by members of the public

11. It is up to your Committee to determine whether or not to allow members of the public to address it. However, no member of the public may vote on any issue which is being considered by the meeting, regardless whether they have been allowed to speak on that issue or not.

Correspondence

12. All correspondence either received by or sent by your Committee (generally this will be sent or received by the Secretary on behalf of your Committee) shall be tabled at the next meeting of the Committee and recorded in the minutes. Members should have the opportunity at each Committee meeting to discuss the correspondence and, if appropriate, determine how the Committee is going to respond to the correspondence.

Meeting procedure

13. Each committee may adopt its own meeting procedures. Meeting procedures can be very complex, technical and legalistic. Council considers that its community committees should not be burdened with a complex meeting procedure, and that meetings should proceed on the basis of some fundamental rules and the use of common sense. These rules relate to the keeping of minutes, the tabling of correspondence, the tabling of a treasurer's report, and the moving of motions and recording of any resolutions that result from them. Meetings should follow the Agenda. Matters not listed on the Agenda can be raised in General Business. The Chair should ensure that the meeting is conducted in an orderly manner. In General Business, some discussion may be permitted but this should be limited to matters relevant to the Committee. All

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decisions of the Committee should be in the form of a resolution passed following discussion of a motion.

14. All motions that are put to the meeting must have a mover and a seconder. The motion should first be discussed and, following the discussion, it should be put to the meeting. The meeting then votes on the motion and, if adopted by the meeting, it becomes a resolution of your Committee and your Committee must act on it.

Annual General Meeting

15. Council committees are not required to hold an Annual General Meeting, but many choose to, or are required to do so by Council when stipulated in their Terms of Reference.

6. INSURANCE

As a member of a Council committee you are protected under Council's insurance policies so long as you act reasonably and your actions are within the scope of the Terms of Reference. Unauthorised negligent or illegal acts may attract personal liability. Council holds the following two insurance policies that cover committee members:-

1. Public Liability insurance. Council's Public Liability insurance covers you for any claim that may be made against you (as a member of a committee acting within the scope of the Terms of Reference) by a third party, where it is claimed that your negligence has caused injury to someone or damaged property.

2. Personal Accident insurance. Council's Personal Accident insurance covers the committee members and volunteer workers of the committee for personal injury to themselves while carrying out work for the committee and on Council's behalf. There are limitations to the insured benefits provided, and further information can be provided on request.

Personal Accident insurance cover extends to those people who have been authorised by committee members, as suitable volunteers to act on the committee's behalf for work within its' Terms of Reference. To ensure protection of volunteers under Council's policies, the committee must maintain a record of volunteer workers showing times of attendance and duties undertaken.

The committees which have the care, control & management of facilities are responsible for advising all user groups/hirers that it is the hirer's responsibility to insure against public liability and for loss or damage to any property brought to or left at the facility.

All Regular Hirers of a facility are required to take out a public liability insurance policy, with an approved insurer, for a minimum sum insured of \$10,000,000. Playgroups must either be affiliated with the Playgroup Association of NSW or have their own Public Liability insurance cover. Evidence that the policy is current should be presented to Council or the committee whenever requested. This evidence could be a recently issued certificate of currency, provided by the insurer.

Council has taken out Public Liability insurance to cover Casual Hirers of Council community facilities. A Casual Hirer means any person or group of persons (not being a sporting body, club, association, corporation or incorporated body), who hires a council facility for non-commercial or non-profit making purposes, less frequently than once per calendar month or 12 times per calendar year. The purpose of this policy is to protect the hirer against claims made by another party against the hirer for bodily injury or property damage. Please contact Council's Governance Services branch if you have any further enquiries regarding this matter.

It should be noted that no admission of liability should be made to any potential claimant as this is a breach of insurance policy conditions and may result in loss of cover. Potential claims must be reported to the Council without delay.

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All contract or paid cleaners of the facility must have Public Liability insurance cover and workers compensation insurance.

All hirers of Council facilities are responsible for insuring contents or equipment belonging to them. Council will not accept responsibility for property that is damaged or stolen. Council will cover, for insurance purposes, Council owned contents only. The facility committee is to update an inventory of the contents of the facility annually.

7. FINANCES

The Terms of Reference will outline whether your committee has authority to hold funds.

The information provided below is designed to protect committee members as recipients of public money. The basic principles of the keeping of financial records are accuracy and completeness. This means that every transaction must be recorded and supported by documentation such as a receipt or an invoice. A system needs to be put in place to ensure that the records kept are valid and accurate, and that the annual audit will affirm the accuracy of all recorded information. It is in your interest to ensure that utmost care is taken in all recording procedures and that the principles of accuracy and completeness are complied with.

All monies received by the committee should be held in a bank account with a registered financial institution nominated by the committee. Three (3) signatories are required. Committee members nominated as bank signatories will be required to complete a Council Pecuniary Interest form, and where deemed appropriate for some committees all members are required to complete Pecuniary Interest forms. Remember that all the money the committee is handling is public money.

All moneys collected by or donated to your committee should be banked in the committee's bank account as soon as possible after receipt. It is preferred that no cash be handled rather cheques or direct deposits are requested from the revenue source of hirers or donators.

No expenditure should be made from the committee's bank account without a resolution of the committee.

The treasurer must provide a written report to the committee at each ordinary committee meeting. That report should show as a minimum:-

- The balance of the committee's bank account as at the last report;
- All transactions on that account since the last report;
- The balance of the account as at the date of the report, which should not be more than 7 days prior to the date of the meeting; and
- A bank reconciliation

Your committee's accounts will be audited each year. Council will contact your committee after 30 June each year, requesting its financial records. Council will then arrange for these to be audited at Council's expense.

Council is registered for GST, however many committees have decided not to be registered for GST given the small amount of funds they handle, discussion can be had with Council's auditor as to whether your committee should register for GST or not. Your committee may have its own ABN.

In the event that the committee ceases to exist, all the funds and assets held by the committee will revert to Council. Council will, as far as is possible, use the funds and assets for the ongoing provision of the facility.

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Specific details and requirements on the handling of public monies are set out in the Financial Manual attached as an Appendix.

8. CAPITAL WORKS

Any proposed expenditure of a capital nature (whether the source of funds is a surplus held by the committee or a request for financial assistance from Council) must be outlined as follows:

- (a) A brief description of the proposed Project;
- (b) The environmental, social, economic and sustainable impact, benefits or challenges of the project for the community;
- (c) How it can benefit Council;
- (d) The amount of funds held by the committee that will be forwarded to Council as a contribution to the project.

This information is to be forwarded to Council to consider the project for inclusion in the preparation of the budget for the following year.

All proposed capital works projects are to be endorsed by Council's Property section prior to commencement. Consideration must be given to the projects ongoing maintenance lifecycle costs and how this will be managed. Development Applications are to be undertaken in consultation with relevant Council staff.

9. WORK HEALTH & SAFETY RESPONSIBILITIES

Even as volunteers, you have responsibilities under the Work Health and Safety (WHS) legislation. Council has responsibilities to ensure that your workplace and any equipment or machinery you use is safe and that you are using safe work practices, in compliance with the legislation. As volunteers, you have a legal duty of care to carry out your activities with due care for the safety and wellbeing of others. Council will consult with you regarding Council's and your responsibilities under the WHS legislation.

Council's responsibility is to:

- explain that volunteers have a legal duty of care to carry out their activities with due care for the safety and wellbeing of themselves and others,
- explain how workplace health and safety is managed,
- detail any hazards and risks involved with the volunteers activities, and
- instruct them in how to control these risks and how to undertake their activities safely,
- train volunteers in how to use, store and maintain the materials, chemicals, work equipment and personal protective equipment (PPE) they will use, and
- outline how to record and report a workplace injury, illness, 'near miss' or hazard.

Your responsibility is to:

- comply with all reasonable requests from Council staff or Council's authorised representatives or the co-worker assigned to supervise your activities,
- co-operate with the Council or other persons to enable compliance with all work health and safety requirements,
- in liaison with your committee members, assign someone to conduct a risk assessment of the area where the work is being undertaken. This is to identify any hazards and risks involved with the activity,
- comply with all relevant Safe Working Method Statements (SWMS),
- wear appropriate personal protective clothing and/or equipment (PPE) as required when undertaking any Committee work,
- sign on and sign off when undertaking any work for the Committee,

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- report any near miss, accident or injury immediately

For those committees with the care, control and management of a facility the following applies.

With the ever-increasing awareness by the public and claims for compensation, there is a need for vigilance, respect and safety. No matter how new a building is, people can still trip over loose objects on the floors, get hit by objects falling from another level, or bump into projecting or badly placed furniture. Be alert to situations that could cause potential accidents to facility volunteers and hirers.

Duty of Care. Your committee must take all possible care to ensure the health, safety and welfare of people in the facility. A person shall not intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety and welfare at a place of work.

Negligence. The committee is seen as negligent if it fails to act upon a known problem, or knowingly fails to complete an action to the best of its ability.

Capabilities. The committee is only expected to have a duty of care at the level of competence that one would be reasonably expected to have. The committee may be seen as negligent if, for example, a piece of equipment has not been regularly serviced and sparks were visible, and they chose not to report the matter.

Reasonable Reaction Time. The committee must take steps immediately the problem is identified.

It should be noted that the Work Health and Safety Act 2011 provides that a broader range of people now have WHS duties and responsibilities including:-

- “Employer” now replaced with “Person Conducting a Business or Undertaking” (PCBU)
- “Employee” now replaced with a broadly defined term “Worker” – the term worker includes employees, volunteers, contractors, sub-contractors, apprentices, work experience students and outworkers.
- A new duty to consult, co-operate and co-ordinate activities with other duty holders has been introduced – this duty aims to address situations where more than one duty holder is responsible for the same work health and safety matter to ensure that duty holders work together to control work health and safety risk.

For further information please do not hesitate to contact Council’s Safety Support Officer.

Risk Management Procedures

The Work Health & Safety Act requires Council and the Committee to identify, assess and control hazards which could harm any person using the premises. Risk Management practice for Coffs Harbour City Council is based on ISO 31000:2009 and has been adopted by Council as its best practice approach. ISO 3100:2009 outlines the process for effective Risk Management. Further information or assistance with risk management can be obtained from Council’s Risk Co-ordinator, Governance Services branch.

Identify Any Foreseeable Hazard

The identification of hazards is an essential component of managing risk as a risk assessment can only be made if hazard identification has taken place.

Most hazards fall into one of several categories. By knowing the major types of hazards, you are more likely to identify and correct the most common hazards.

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Some of these are:

Hazard	Example
Caught in hazards	Ask if someone could be caught in - a ceiling or wall fan.
Contact with hazards	Ask yourself if someone could come in contact with - high voltage, hot surfaces, chemicals etc.
Struck by hazards	Ask if someone could be struck by - an open window protruding into a passage way.
Fall from or into hazards	Ask yourself if someone could fall due to - holes in floors, platforms on stages etc.
Slip or trip hazards	Ask yourself if someone could slip or trip due to - objects projecting into corridors, debris on walking surfaces or loose surface material, oily or wet surfaces etc.

See a risk assessment checklist in the appendix.

The facility management committee must ensure hirers complete the Hiring Application which includes a Risk Assessment form identifying potential risks from their usage of the venue and the management of these risks.

Accident/Incident Reports

Report all accidents to the relevant Council Officer and Governance Services within 24 hours. Incidents, commonly called a "near miss", should also be reported, as they are a warning of a situation that may cause injury to a person or serious damage to property or the environment if action is not taken. This is the best type of risk management prevention. All accidents and incidents occurring within Council Community Facilities must be recorded in an Accident/Incident Report. See Appendix for Accident/Incident Report

Fire & electrical protection applicable for facility management committees

Council provides all facilities with fire and safety equipment, and arranges frequent inspections and servicing of all fire equipment in community facilities. All fire equipment is sign-posted with a coloured disc. The disc has valuable information that should be read before using the equipment.

Advise the relevant Council Officer immediately if you discover any damage or stolen fire prevention equipment. Emergency replacement of fire equipment should be done through Council. If fire prevention equipment is used irresponsibly by a hirer, the cost of making good the equipment should be deducted from the hirer's bond.

Opportunities for training to use fire equipment are available under Council's Work Health & Safety Program and details can be obtained from the Safety Support Officer.

- Extinguisher should be used to get people safely out of a room not put out fires.
- Fire fighting should be left to professionals.
- Extinguishers should be positioned away from potential hazard areas (eg, not above stoves).
- Extinguishers are often positioned at exits so they can be grabbed without risk (eg, outside the kitchen).
- Steps to be taken in the event of an emergency must be clearly displayed in the facility.

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Electrical safety and extension leads

Electrical safety should receive high priority to avoid exposure to the risk of electric shock and the consequences of receiving an electric shock. The main aim of the regulation is to ensure that electrical equipment is safe to use. Regular checks by facility management committee members during the year will greatly minimise exposure to electrical hazards. Briefly check the three main areas, power outlets, wiring and tagging to appliances cords and extension cords.

First Aid kits

First aid kits to be provided at all community facilities and to be regularly checked and restocked.

Information for Hirers

All hirers are to sign a Community Facilities Hiring Application. This form outlines the user's responsibilities and obligations in relation to the facility and surrounding areas. All facility management committee's should draw up a list of safety rules for hirers. These rules should be laminated and displayed in a prominent position in the facility, for example:

To ensure the health, safety and welfare of the hall occupants, all user groups must adhere to the following:

- Please make sure all spillages are cleaned up immediately.
- Advise the Booking Officer of any repairs to equipment or building that may be required.
- Do not touch equipment belonging to other groups.
- Do not leave equipment lying where others may trip over it or where it is blocking access to the exits.
- Ensure all equipment is stored away securely.
- Make sure all non-essential electrical appliances, lights and heaters are switched off at the end of the session.
- Ensure all doors and windows are locked before vacating the premises.
- Check where exit doors, fire extinguishers and blankets are located.
- Familiarise yourself with the Evacuation Procedures.

10. CONFLICT RESOLUTION PROCEDURE

Dealing with the Public

As a contractor, employee or committee member the image you convey to the public is a reflection on management, employees, committee members and Coffs Harbour City Council. It is your duty to uphold the overall image of the Council and it is imperative at all times that you present yourself as both courteous and efficient. The following should be observed, by all contractors, employees and committee members when dealing with the public:

- Be polite at all times.
- Be courteous when answering enquiries. If your answer is 'no' to a request or you cannot help, explain why.
- Make sure you understand what it is the person wants.
- If you do not know the answer, admit it, don't guess. Take the persons contact details, find out the answer and get back to them.
- If you find yourself out of your depth, get help, and follow the conflict procedures outlined for verbal and physical conflict on the next page.
- Contractors, employees and committee members are relied upon to show good dress sense befitting the image of the council.

Violence

Violence, bullying and intimidation are serious issues and will not be tolerated. This applies not only to contractors, employees and committee members, but also to customers and the general

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public. Where appropriate Council and/or the committee will thoroughly investigate any incident and take disciplinary or legal action as required.

Incident and Accident Reporting

All incidents, no matter how minor, must be reported to the committee and Coffs Harbour City Council. This includes near miss incidents. You should also report any areas requiring improvement or ideas you have to improve operations.

Conflict Procedures

In the event of conflict/harassment the following procedures should be followed:

1. Verbal Conflict
 - Remain calm, do not respond with verbal aggression or touch the person.
 - Notify the committee for assistance.
 - Request complaint be put in writing to the community committee.
 - Advise tone/language is not acceptable and terminate any further discussion.
 - Report incident and discuss suitable disciplinary action with the community committee.

2. Conflict with Physical Harassment or Intimidation
 - Immediately take action to protect yourself, step away.
 - Ensure the police are notified - telephone 000
 - Request witnesses to remain for written statements or take their contact details.
 - Report incident and discuss suitable disciplinary action with the community committee and/or Council.

Training

The community committee may consent to funding training on various subjects deemed appropriate to include customer service training and conflict resolution. Committee members may be required to participate in Council training programs, some of which may be compulsory, such as Code of Conduct and Risk Management training.

11. TERMS OF REFERENCE

The Terms of Reference are approved by Council and detail the role, function and powers of your committee. A template with headings for The Terms of Reference for a committee is attached as an appendix.

APPENDICES

**Executive responsibilities
Financial Manual
Risk Assessment Checklist
Incident/Accident Report Form
Terms of Reference template**

Executive responsibilities



POSITION : Chairperson

RESPONSIBLE TO : Council

RESPONSIBLE FOR : Convening and chairing meetings, preparing the agenda, ensuring that accurate minutes are kept of meetings and correct procedures are followed.

DUTIES :

1. Drawing up the Agenda in collaboration with the Secretary.
2. Chair the meetings and maintain order in a responsible manner, ensuring that the Agenda is kept as the main focus of the meeting.
3. Be impartial and remain objective.
4. Follow debates and ensure that the debate is confined to the question under consideration whilst ensuring that anyone who wishes to speak is able to.
5. Impose time limits, for example 2 minutes, when there is a lot of business, or if there are a lot of people wishing to speak.
6. Rule "Out of Order", all questions that do not deal directly with the business before the meeting.
7. Put questions to the meeting and declare according to his/her opinion whether the question is resolved in the affirmation or the negative.
8. State what decisions have been made and who will be responsible for implementing them.
9. Declare the results of all ballots to the meeting and give a casting vote when necessary.
10. Acknowledge conflict but, do not let it interfere with decision making.
11. Liaise with community/user groups as required.
12. In conjunction with other facility management committee members determine an annual prioritised schedule of maintenance works required.



POSITION : Secretary

RESPONSIBLE TO : Council

RESPONSIBLE FOR : Attending to the correspondence and keeping minutes.

DUTIES :

1. Send out notices to notify members of the committee's meeting date, time and place.
2. Draw up the Agenda, in collaboration with the Chairperson.
3. Keep Minutes of all meetings. All resolutions are to be minuted in standard procedure, recording the name of the mover, the seconder and whether the motion was carried or lost, see attached minutes sample.
4. File and hold in safekeeping the committee's correspondence, records and books, including an up-to-date list of members.
5. Put into effect the committee's decisions.
6. Notify Council of the names, addresses and contact phone numbers of people nominated for the committee.
7. Receive and report on all correspondence and sign all out going correspondence.
8. Coordinate reports to Council as required such as the Risk Assessment checklist and Facilities furniture, fittings and equipment asset list.

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MINUTES SAMPLE

Name of Committee:

Minutes of the meeting: held at (place) on (date) commencing at (time)

Present: List the members present

Apologies: List any apologies present

Adoption of previous minutes: A motion should be moved to adopt these. The resolution from that motion should be set out here. That resolution should include any changes that the meeting resolved to make to those minutes.

Business Arising: Deal with any matters that were to be completed since the last meeting or that have arisen from items in those minutes.

Secretary's report: All items of correspondence should be listed here under the headings "inward" and "outward". There should be a motion accepting the correspondence which should include any decisions the meeting may have made regarding any of the correspondence.

Treasurer's report: This should include:-

- The balance of the committee's bank account as at the last report;
- All transactions on that account since the last report;
- The balance of the account as at the date of preparation of the report, which should not be more than 7 days prior to the date of the meeting;
- A bank reconciliation; and
- Accounts to be paid.

There should be a motion to accept the Treasurer's report.

Particular items of business (list): There is no need to record any discussion on any item of business, but you may do so if preferred. However, if the meeting wishes to make a decision on any matter raised, that decision should be framed as a motion and put to the meeting. Remember, all motions must have a mover and seconder.

General Business: Any member may raise any matter relevant to the committee in general business. Again, if any decision is to be made on any matter raised, a motion must be framed and put to the meeting.

Date and venue of next meeting: A date should be set for the next meeting.

Preparation of Agenda and Minutes for next meeting

Closure



POSITION : Treasurer

RESPONSIBLE TO : Council

RESPONSIBLE FOR : Maintaining accurate records of income and expenditure and preparing regular monthly statements to the committee.

DUTIES :

1. Maintain accurate accounts and books.
2. Organise the yearly audit with Council's auditor.
3. Organise payment of accounts.
4. Reconcile petty cash monthly and arrange payment of petty cash to the Booking Officer.
5. Coordinate banking with Booking Officer.
6. Prepare and present monthly financial statements to Board meetings.
7. Provide information on cost and any other financial information that the Board may need to make a well-informed decision.
8. Present the audited financial statement
9. Prepare the Annual Budget for the facility each year and distribute copies to the Committee, Booking Officer and Council Contact Officer.
10. Check the expenditure and make sure that it does not exceed the income.
11. In conjunction with other facility management committee members, ensure an audit of equipment is carried out annually and forward to Council.



POSITION : Booking Officer (Facilities only)

RESPONSIBLE TO : Council

RESPONSIBLE FOR : Be available to take telephone bookings, either in person or through the use of a mobile phone and/or answering machine. Coordinate the bookings and maintenance of the facility.

DUTIES :

1. Liaise with the facility management committee in the acceptance of bookings.
2. Maintain a diary of facility bookings.
3. Respond to requests for information on the hire of the facility.
4. Ensure all hirers have completed a Community Facility Hiring Agreement.
5. Ensure all hirers comply with Council's requirements in regard to Public Liability Insurance.
6. Levy fees in accordance with Council's Fees and Charges schedule.
7. Receipt all fees paid.
8. Issue keys to hirers as required and maintain a register of keys issued and returned.
9. Inspect the facility after all functions (eg. parties/weddings) to assess if the bond should be returned.
10. Inspect the facility regularly and inform the Committee of any damage, need for maintenance or replacement of fixtures and fittings.
11. Keep and provide statistics on usage to the Committee and Council.
12. Keep cleaner/maintenance person advised of usage times so that a conflict does not occur.
13. Deal with complaints and refer unresolved grievances to the committee.
14. Report any maintenance issues to the Committee and/or Council.

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**Coffs Harbour City Council
S355 Committees**

FINANCIAL MANUAL

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Introduction

This Manual has been prepared to give committee members guidance on best practice for the conduct and financial management of each committee's affairs. This Manual recognises that Committees are run by dedicated volunteers who may or may not have previous experience in areas such as financial record keeping. Accordingly accounting concepts have been explained in as simple terms as possible.

It is important that all records are kept to the highest possible standards given the accountability of Council and its Committees to the general public. Should you have any difficulties with any of the concepts discussed in this manual please contact Council.

All procurement done by the committee must be in accordance with Council's adopted Procurement Policy.

Conduct as a Committee Member

Section 355 Committees are required by Council policy to comply with Council's Code of Conduct and should be familiar with this document.

Integrity

In conducting the business of your committee you are representing the Council to the community. Therefore it is important that all committee members conduct themselves with integrity.

Equitable Treatment

Committee members must:

- Act reasonably, justly, in accordance with the law and in a non-discriminatory manner;
- Deal with all situations consistently;
- Take all reasonable steps to ensure that the information upon which decisions or actions are based is factual and that all relevant information has been obtained;
- Treat members of the public fairly and equitably and with respect, courtesy, compassion and sensitivity; and
- Refrain from any form of conduct which may cause any reasonable person unwarranted offence or embarrassment or give rise to the reasonable suspicion or appearance of improper conduct or partial performance of your role.

Conflicts of Interest

Committee members must ensure that they do not allow their personal interests, or the interests of those close to them, to conflict with the impartial performance of their duties.

A conflict of interest would exist where:

- You have a personal interest that could lead you to be influenced in the way that you carry out your role;
- You have a personal interest that could lead a fair person to think that you could be influenced in the way that you carry out your role;
- A family member, relative, friend, associate or anybody else close to you has an interest that could lead to you being influenced, or a fair person to think you could be influenced, in the way you carry out your role.

When the committee has to vote on a matter where a committee member has a conflict of interest, it is expected that the committee member will declare their interest in the matter and abstain from voting. It is Council's policy that all Committee members complete the Schedule 2 Form of Return by Councillors and Designated Persons as and when required.

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Gifts and Benefits

Committee members must never demand or request any gift or benefit for themselves, or anyone else in connection with their role.

Never accept any gift or benefit if you think that the person offering the gift, or a fair observer, might think you would be influenced in the way you perform your role as a result of the gift. If such an offer is made to you please advise your Council committee representative.

The offer of cash (any amount) is never considered acceptable. Token gifts and benefits may only be accepted if the gift is not likely to be seen to be compromising your position. Token gifts and benefits are those that do not have a significant monetary value, are inconsequential or trivial, only offered in appreciation and are not offered on a regular basis.

Use of Information

All financial records of the committee should be regarded as confidential unless the public has a right of access. Accordingly, Committee members must:

- Protect confidential information;
- Not use confidential information for any unofficial purpose; and
- Only release confidential information if you have authority to do so.

Keeping of Financial Records

A number of financial records should be kept by each committee to show the financial activity of the committee for each financial year. The financial year is 1 July to 30 June each year. A computer software package may be used, or all records kept manually depending on the size of the committee's operations. Treasurer's Reports should be presented to each committee meeting summarising the financial activity since the last meeting. This is discussed in more detail under the Financial Reporting/Audit heading.

Bank Accounts

An account or accounts shall be held at a bank, building society or credit union and shall be in the name of the Committee. The Committee may draw from these funds as required in the performance of their duties. Under no circumstances shall the accounts be overdrawn.

Cash Book

All committees must keep a Cash Book unless a computerised accounting package is being used. As a minimum the Cash Book should show:

- Date of transaction (all)

For income items:

- Receipt number
- Description of income
- Amount(s) of receipt split into appropriate income headings
- GST collected (if appropriate)
- Total of receipt

For expense items:

- Cheque number
- Description of expenditure (any invoice reference could be included here)
- Amount(s) of expenditure split into appropriate expenditure headings
- GST paid (if appropriate)
- Total of expenditure

A running balance for the bank account should also be kept. An indication of what receipts have been banked together would also be of assistance for reconciliation of the bank account.

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EXPENDITURE**Cheque Books**

All drawings from the Committee's bank accounts require the signature of two committee members. One of the two signatures should be that of the Chairperson, Secretary or Treasurer. The cheque butt details should be completed for later reference. Blank cheques should never be pre-signed by a committee member. Expenses should be paid for by cheque, crossed and marked not negotiable. A petty cash float may be used for minor expenses (see below). Cash cheques should only be drawn for reasonable petty cash payments.

Payment of Expenses

Both cheque payments and petty cash claims must be supported with an invoice or receipt from the supplier. For those claiming back goods and services tax (GST) this must be a tax invoice for purchases over \$75. Please refer to your Business Activity Statement (BAS) instruction manual from the Australian Taxation Office for further information as to what constitutes a tax invoice.

All invoices or receipts requiring reimbursement should be approved at a management committee meeting prior to payment. In the event that a receipt or invoice has not been obtained, the two committee members approving the payment should not include the person claiming back the expenditure and the reason for not obtaining a receipt should be explained. Any expenditure proposed that was not allowed for in your budget for the year (refer under Budgets/Setting of Fees and Charges) will require prior Council approval.

Petty Cash Records

Where petty cash is used for minor expenses an impress system should be operated. The size of the petty cash float shall be limited to an amount of \$100.00. Petty cash should not be used for items over the value of \$50. A record should be kept showing the date, expense type, amount expended and the remaining balance of the petty cash held. For ease of reference each transaction may be sequentially numbered. Whenever the petty cash is reimbursed all the supporting receipts should be stapled to the cheque requisition. The reimbursement details should be recorded in the Petty Cash Book to show the increase in funds available.

What is it reasonable for committee members to claim?

All office holders incur expenses in the course of their role. It is considered reasonable to claim:

- Postage (supported by receipt)
- Telephone calls (supported by a log of calls made – date and purpose) (any STD calls should be supported by a copy of the claimants itemised phone account)
- Stationery, printer cartridges etc used to prepared committee correspondence (supported by receipts)
- Reasonable expenses for the operation of a committee member's own equipment for committee purposes (e.g. petrol for mower) (supported by receipts)

Under Council's policy for section 355 committees, the payment of any honorarium, reward, allowance or travelling expenses is prohibited without Council consent. Prior approval should therefore be sought from the Finance Group Leader in relation to any of these items.

Asset Purchases

Some purchases made by committees will be asset items. These are items of equipment or improvements which will be used for more than a year. These purchases will then be split into two categories:

- Purchases worth \$300 and over
- Purchases under \$300

Purchases \$300 and over

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For accounting purposes purchases of \$300 and over will be carried forward on the Committee's balance sheet and depreciated (written off) over the time they are expected to be useful.

Where practical, Council's Coordinator Purchasing and Supply should be used for these purchases. Council has access to government contract prices and has bulk buying power. Three written quotes should be obtained before any decision is made to purchase an item worth over \$10,000.

Tenders (over \$100,000)

All tenders are to be called by Council on behalf of the Committee. The Committee is to supply Council with details of the work for which the tenders are to be called.

Purchases under \$300

These will be treated as ordinary expenses.

For both purchase types the Committee should keep an Asset Register detailing the purchase date, a brief description of the item, any identifying serial numbers, quantity of the item (where more than one) and cost price. For older items the general condition should also be recorded. Items subject to depreciation (see above) should also have the useful life recorded. In conjunction with Council staff, checks on the continued existence and condition of each asset should be made at regular intervals and updates to the register made. Notation should be made of any items scrapped or sold during the year. This Register is also used for insurance purposes.

INCOME

Receipts/Invoices

All income received by the Committee should be receipted immediately. Sequentially numbered receipt books should be used for this purpose. Both the original and copy should be stamped with the Committee's identification stamp. For those Committees registered for GST a tax invoice/receipt will need to be issued for receipts over \$75 to comply with Tax Office requirements. All details required on the receipt should be filled in and the receipt should be signed by the issuer using a clearly legible signature. Those Committees that take bookings in advance and raise invoices should also mark the invoice paid when the money is received and show the receipt number and date paid on the invoice. In addition to providing an audit trail, this makes it easier to identify unpaid accounts.

For any events where it is not practical to issue individual receipts, a running sheet should be kept of all amounts received and who from and any costs taken out of the proceeds (with receipts). This record should be signed by two committee members and then used to write a bulk receipt for the total amount collected. Examples here would be raffles, auctions, parties and the like.

Bookings

Many committees take bookings in advance for hire of the facility. Where this is a significant activity a record should be kept of all bookings in a Bookings Register and (where appropriate) an invoice for the deposit required should be raised. For those committees registered for GST, you are reminded that for an advance payment to be GST free it must be treated as a deposit and returned when full payment is made. Some deposits are taken in cash, some by cheque. Some will be handed back in cash, others will be used to reduce the final bill. The Bookings Register should identify the nature of the deposit, the payment method (cash/cheque) and the receipt number and date of receipt of the deposit. When the deposit is returned the method of repayment or application to the final bill should be identified. Those deposits being banked will also need to go through the Cash Book and should be identified as deposits received. Again

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notation of the return or use of the deposit assists in ensuring that all deposits are returned or accounted for. Deposits returned should be identified as a separate expense category in the Cash Book. It is the responsibility of the Treasurer to ensure that the income received agrees with the booking details in the Bookings Register and that the fees being charged are in accordance with the approved fees and charges (see also fees and charges section below).

Depositing of receipts

All monies received should be banked as soon as practicable. To assist with preparation of the year end financials it is recommended all receipts held be banked by 30 June.

All details required to be filled in on the financial institution’s deposit books/slips should be completed.

FINANCIAL REPORTING / AUDIT

Bank Reconciliations & Treasurer’s Reports

For Committees with large volumes of transactions bank reconciliations should be performed monthly, for smaller committees at least quarterly where revenue doesn’t exceed \$10,000 per annum. It is recommended this step always be performed before putting together a Treasurer’s Report for committee meetings (see below). It should also always be performed as at 30 June each year.

All deposits appearing on the bank statement should be ticked off against the Cash Book record of income received. All cheques appearing on the bank statement should be ticked off against the cheque details in the Cash Book.

Any bank fees and interest shown on the bank statement should now be recorded and the running balance in the Cash Book updated. The only differences between the closing balance on the bank statement and the equivalent running balance in the Cash Book should now be:

- any deposits recorded in the Cash Book but not yet banked to the bank account; or
- cheques which have yet to be presented and hence have yet to appear on the bank statement.

There are several different ways in which the Treasurer’s Report may be presented but the simplest is to prepare a combined income and expenditure statement and bank reconciliation statement.

The suggested format would be:

Treasurer’s Report for the period xx/xx/xx to yy/yy/yy

Opening Cash Book balance at xx/xx/xx		\$\$\$\$\$
Income received (by type)	\$\$\$	
	\$\$\$	\$\$\$\$\$ (sub-total)
Expenditure (by type)	\$\$\$	
	\$\$\$	<u>\$\$\$\$\$ (sub-total)</u>
Closing Cash Book balance at yy/yy/yy		<u>\$\$\$\$\$</u>

Reconciliation to Bank Statement:

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Bank statement balance at yy/yy/yy	\$\$\$\$\$
Add: deposits yet to be banked	\$\$\$\$\$
Less: Unpresented cheques (give details)	<u>\$\$\$\$\$</u>
Reconciled Cash Book balance at yy/yy/yy	<u>\$\$\$\$\$</u> (should agree with above)

Depending on the needs of the committee the xx/xx/xx date could be the last report date or the beginning of the financial year date (i.e. report monthly/quarterly or year to date).

For Committees using computer software packages an Income and Expenditure Statement with monthly and year to date information and a Bank Reconciliation Report should be presented.

End of Year Requirements/Audit

Committees keeping manual records

For Committees preparing manual records the important thing is that all entries for the financial year have been recorded and the 30 June bank reconciliation performed.

To ensure that the financial statements take into account all expenditure you are already committed to (creditors) and any monies you are already entitled to but haven't received (debtors) a list of these should be prepared for the auditor as at 30 June each year.

As soon as the records are up to date these should be presented to Council for audit. At the very latest this should occur by 31 August.

The following records should be provided:

- Cashbook
- Receipt books
- Sales invoices/Booking Registers
- Bank depositing books
- Bank statements for all accounts
- Cheque books
- Petty Cash Book
- Invoices/receipts
- Asset Register
- Approved fees and charges schedule
- Minute Book
- Listing of debtors and creditors
- Any other supporting information e.g. collection records from raffles, auctions and the like

Committees using computer packages

- Cash Receipts Report
- Cash Payments Report
- Sales Journal Report
- General Journal Report
- General Ledger (Detail) Report
- Aged Receivables Report
- Aged Payables Report (if applicable)
- Income and Expenditure Statement
- Balance Sheet as at 30 June
- Trial Balance as at 30 June
- Receipt books
- Bank depositing books
- Invoices/receipts
- Booking Register (if applicable)

S355 Committee Guidebook

- Asset Register
- Approved fees and charges schedule
- Minute Book
- Listing of any other debtors and creditors identified
- Petty Cash records (if applicable)

Budgets/Setting of Fees and Charges

Budgets should be prepared by March each year for the following financial year. The budget, together with a schedule of the proposed fees and charges must be submitted for Council's approval. The draft budget will include the anticipated income based on the proposed fees and charges for the following year. To support claims for any increases in fees and charges it may be appropriate to prepare budgets based on current charge rates as well as the proposed rates. Anticipated general expenditure should be included.

Any capital expenditure (major assets/improvements) should be identified in a separate capital budget, together with any one-off income that may be anticipated to fund these purchases (e.g. grant, Council support). If you need any assistance with this process contact your Council committee representative.

Other Reporting Requirements

GST Responsibilities

For those Committees registered for GST it is important that your records are kept up to date to complete your quarterly Business Activity Statements by 21 days into the next quarter (or month for monthly remitters). GST received and paid should be separately identified in your cash book or general ledger. For cash flow reasons it is important that the amount due to the Taxation Office is set aside and not used for other purposes.

Committees not registered for GST should review annually whether they should continue not to be registered. When major asset purchases or capital work is proposed it may be advantageous to be registered to take advantage of input tax credits. If you need assistance in this matter contact the Australian Taxation Office or talk to one of Council's GST-trained staff.



**RISK ASSESSMENT CHECKLIST
COMMUNITY FACILITIES**

BOARD - Inspection Report	YES/NO	ACTION
1. Are the internal/external areas free of rubbish & obstruction (including beneath the building) ?		
2. Is there adequate lighting at entrance ?		
3. Is access to the facility unimpeded ?		
4. Are internal/external surfaces safe and free from trip/slip hazards ?		
5. Are materials stored safely ?		
6. Are toilets clean, free from hazards and working effectively ?		
7. Are kitchens clean and free from hazards ?		
8. Are internal/external rubbish bins covered & stored appropriately ?		
9. Is Evacuation signage displayed ?		
10. Is User Safety signage placed near exits ?		
11. Is Fire Blanket/extinguishers and signage in place ?		
12. Is Food Handling Hygiene signage in place ?		
13. Is First Aid Kit usage monitored and re-stocked when necessary ?		
14. Are Exit lights working ?		
15. Has a pest inspection been carried out within the past 2 years ?		
16. Have fire extinguishers been checked every 6 months ?		
17. Are chemicals and herbicides in lockable storage and labelled?		
18. Other Comments.		



INCIDENT / ACCIDENT PROCEDURES

In the event of an incident/accident the following procedures should be followed :

1. Incident with No Evident Injury
 - Notify Booking Officer if there is damage to the building or grounds (including trees, gardens) and it's fittings or if incident is caused by a fault.

2. Incident with Minor Injury
 - Basic First Aid to be given and the person kept calm whilst waiting for the ambulance, record first aid given;
 - Notify Booking Officer if there is damage to the building or grounds (including trees, gardens) and it's fittings or if incident caused by building fault.

3. Incident with Serious Injury
 - Call ambulance to provide treatment and/or transfer to hospital;
 - Basic First Aid to be given and the person kept calm whilst waiting for the ambulance;
 - Notify the person's next of kin if known;
 - Notify the Booking Officer if there is damage to the building or grounds (including trees, gardens) and it's fittings or if the incident was caused by a building fault;
 - Notify Council and if appropriate the Insurer.

In all cases an accident/incident Report Form must be completed and forwarded to Council immediately following the incident/accident.



ACCIDENT/INCIDENT REPORT - COUNCIL OWNED FACILITIES
 (please use back of page for additional information, sketches, etc.)

Name of facility : _____
 Address : _____

Type of accident/incident (please tick all that are appropriate)

- Personal Injury Motor vehicle accident Near miss accident
- Damage/theft/loss/ Council property
- Damage to third party property

Description (clearly describe how incident occurred, and details of injury and/or damage)

What actions, or conditions contributed to the incident ?

Name/address/phone no. of person(s) involved in the incident :

Name/address/phone no. of witnesses to the incident :

Date and time of incident : _____

Action taken as a result of incident (eg. medical treatment, repairs, etc.)

Signed : _____ Dated : _____

Print Name : _____ Phone No.: _____

Address : _____

Please email immediately to Council on coffs.council@chcc.nsw.gov.au

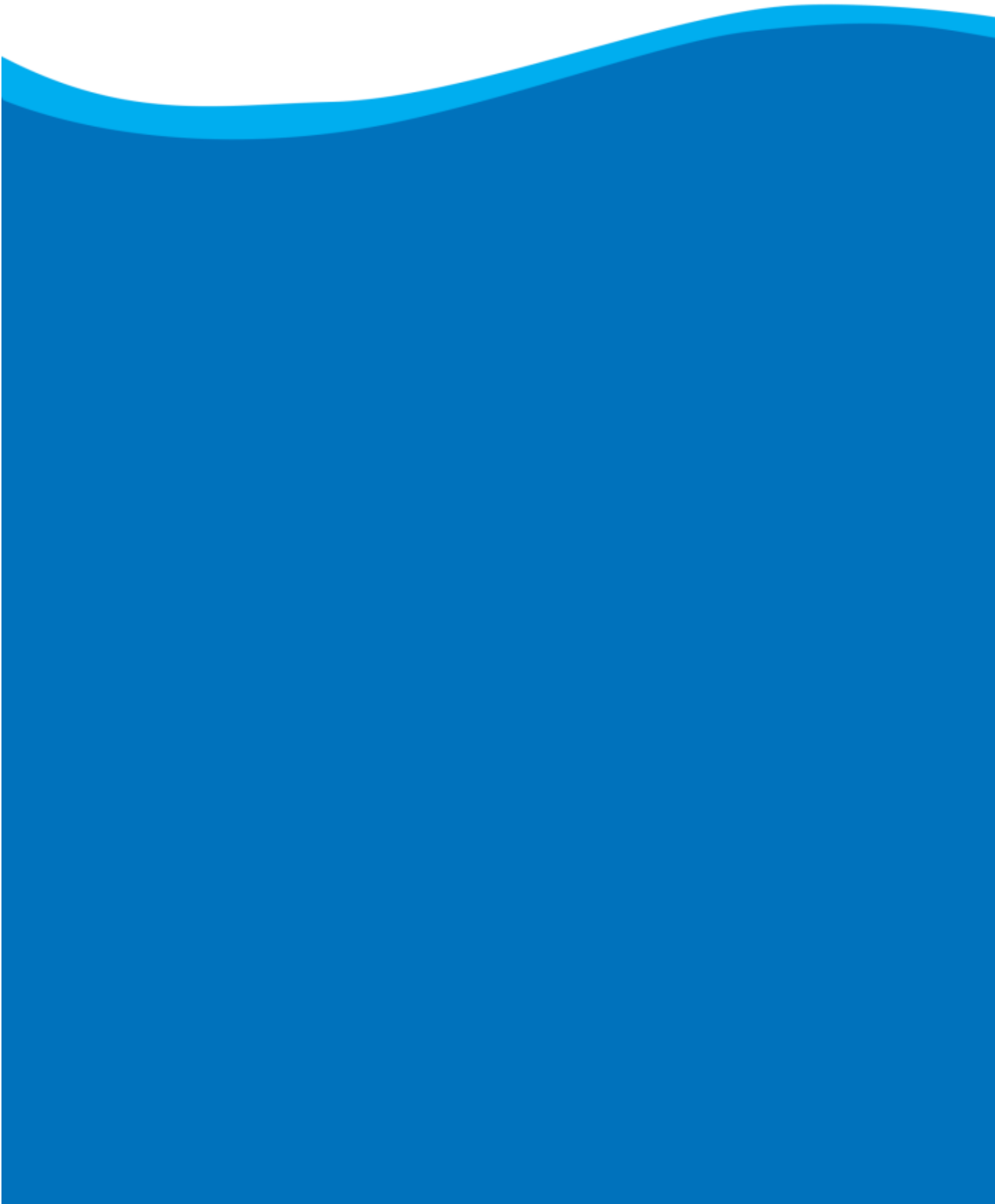
Terms of Reference:

- 1. THE VISION**
- 2. DEFINITION(S)**
- 3. SCOPE/ROLE**
- 4. DELEGATIONS**
- 5. COMPOSITION OF THE COMMITTEE**
- 6. MEETINGS OF THE COMMITTEE**
- 7. OFFICE BEARERS**
- 8. TERM OF OFFICE**
- 9. SUB-COMMITTEE(S)**
- 10. EXPENDITURE**
- 11. RECORD KEEPING**
- 12. ANNUAL REPORT**
- 13. AMENDMENTS TO RULES, REGULATIONS AND PROCEDURES**

DRAFT

S355 Committee Guidebook

Attachment





REPORT TO ORDINARY COUNCIL MEETING

CONTRACT NO. RFT-691-TO - CONSTRUCTION OF DECORATIVE CONCRETE PATHWAY JORDAN ESPLANADE, COFFS HARBOUR

REPORTING OFFICER:	Manager Infrastructure Program
DIRECTOR:	Sustainable Infrastructure
COFFS HARBOUR 2030:	LC 1.1 - Build pride and identity in Coffs Harbour as a community and a place MA 2.2 - Facilitate safe traffic, bicycle and pedestrian movement PL 1.3 - Create balanced pedestrian friendly communities with a mix of residential, business and services PL 2.1 - Develop the harbour and foreshores as the focal point for our Local Government Area
ATTACHMENTS:	ATT CONFIDENTIAL Cost Estimate - Contract RFT-691-TO

Recommendation:

That Council resolve:

1. To not undertake a further Tender process for this Contract, as it is unlikely to elicit a suitable outcome and would therefore not be advantageous to Council.
 2. Pursuant to s178 (3) (e) of the Local Government (General) Regulation 2005, to authorise the General Manager or his delegate to enter into negotiations with local suppliers who have shown a past capability in similar works in order to secure a suitable contractor for the supply of the decorative concrete footway/cycleway to link component of Stage 1 of the Jetty Foreshores project.
 3. To authorise the General Manager or his delegate to award a Contract to a suitable contractor, if one is identified by the negotiation process, not exceeding the value nominated in the Confidential Attachment and the contract documents be executed under the Seal of Council.
-

EXECUTIVE SUMMARY

Section 55 of the Local Government Act 1993 requires, inter alia, councils to tender for contracts if the work is estimated above a threshold value of \$150,000.

Stage 1 of the Jetty Foreshores Project includes the construction of a decorative concrete footway/cycleway to link the Jetty Strip to the Foreshores area. This component of the project is estimated to cost more than the tender threshold value of \$150,000. For that reason tenders for the required concrete works were called through the normal procurement processes of Council. However, no responses were received by the closing date.

In such circumstances, Sect 55 of the Act allows Council to resolve to utilise a non-tender based process to engage a supplier if it is satisfied that such a course of action is warranted.

This report requests that Council consider utilising its power under Sect 55 of the Local Government Act 1993 to begin a non-tender based negotiation process with nominated parties in order to procure a suitable supplier at a suitable cost for the decorative concrete works component of Stage 1 of the Jetty Foreshores Project.

REPORT

Description of Item:

In accordance with Coffs Harbour's Community Strategic Plan, the Jetty Foreshores are to be developed as a focal point for the local government area. The work which is the subject of this report is the first stage in achieving that outcome. The works entail the construction of a 5 metre wide decorative concrete walkway/cycleway linking the 'Jetty Strip' precinct with the Jetty structure and the foreshores.

The work will be the signature project of Stage 1 of the Foreshores upgrade. It includes:

- Nearly 1300m² of coloured concrete incorporating 3 different colours and 6 different finishes
- Inclusion of stenciled word phrases in the concrete to outline the Jetty's history
- Inclusion of historic rail lines within the pathway
- Construction of a 10m diameter decorative coloured concrete Turtle and seating within the pathway.

Once the concrete contract is complete, landscaping and lighting works along the pathway will be undertaken by others to complete the project.

Council undertook the design of the works in consultation with a local concrete company to ensure the constructability of the project. Site preparation, earthworks and the construction of the 'flat top crossing' of Jordan Esplanade are being undertaken by Council.

Tenders were called and closed. No tenders were received. As per the recommendations it is proposed to enter into negotiations with local concrete contractors who have shown capacity in similar works. If these negotiations are completed to the satisfaction of Council successfully it is proposed to award the contract.

Issues:

1. The work under the contract is not standard work. It is of slightly greater complexity than that usually undertaken by most concreters. It is colourful and decorative, and in some instances involves formwork of a moderate level of difficulty. Council was contacted by a local concreting firm during the tender period relaying that they would not be tendering because this was not their 'bread and butter'. It is assumed this view is reflective of the attitude of the market generally and has presented as the principal barrier to the process of finding a suitable supplier.
2. It is likely that potential providers have over-estimated the level of difficulty inherent in the design. This issue could be satisfactorily dealt with during a negotiation process with potential candidates.
3. If Council were to accept the recommendations proposed by staff, a Governance Plan would be documented and implemented to ensure appropriate probity, process and auditable records are achieved during the negotiations.
4. There is a definitively high level of community expectation that this project will proceed in the very near future. Any delay in the initiation of site works would therefore resonate negatively.

Options:

The following key options are available to Council:

1. Adopt the recommendations provided in this report. This would allow the foreshores upgrade project to proceed within in the shortest possible timeframe, whilst creating an increased probity risk which could be controlled with a suitably strong probity plan and independent internal oversight.
2. Amend or reject the recommendations and resolve to reissue the tender, hoping for a better response. This option creates no increased probity risk but if no suitable responses are received (assessed as likely) would result in significant delay (>2-3 months) to the project.
3. Amend or reject the recommendations and have the existing decorative design amended to a more simple and plain concrete construction before undertaking a new tender process. This option would detract from the intent that the walkway is the 'showcase' entrance to the Foreshores and would result in some delay (2-3 months) to the project.

Sustainability Assessment:

- **Environment**

A Review of Environmental Factors has revealed no adverse environmental issues. The little excavation included in the work is within areas that have previously been highly disturbed and do not present heritage issues. Normal construction techniques will ensure no adverse environmental effects.

- **Social**

The foreshores area is seen as a major social hub for Coffs Harbour. The project is part of the major upgrading of the area that will further enhance the social amenity, allowing better recreational facilities for locals and visitors alike. The project is well supported by the community.

The engagement of a local contractor for the work would provide additional employment opportunities.

- **Civic Leadership**

The project is consistent with the Coffs Harbour 2030 Community Strategic Plan. As referenced above, Item PL 2.1 of the Plan is *'Develop the harbour and foreshores as the focal point for our Local Government Area'*

- **Economic**

Broader Economic Implications

If the contract is awarded to a local contractor, using local suppliers, the project expenditure will remain in the area, benefiting the local community.

The upgrade of the Foreshores area will enhance local and tourist activity, bringing economic benefits to the area.

Delivery Program/Operational Plan Implications

Provision for the expenditure for these works has been made in Council's 2014/2015 Jetty Foreshores Project Budget.

Internal estimation of the works has been undertaken, and Council officers will use this information during negotiations.

Risk Analysis:

The main risks identified with the works themselves are quality control and Workplace and Public Health and Safety. These risks will be controlled by Council's Project Management team who will supervise and manage the contract.

Two main risks attend the negotiation process. The first is probity, and the other is ensuring Council receives value for money. Probity can be effectively controlled by the creation of a probity plan and the appointment of a reasonable level of independent oversight to the negotiation process. The value for money risk can be controlled by benchmarking offers against Council's detailed cost estimate figure for the works and by negotiating with multiple contractors in a competitive environment.

Consultation:

The Jetty Foreshores upgrade has had vast consultation with stakeholders over a number of years. This consultation has been previously reported to Council as part of the original project approval. The project is well supported by the community

Related Policy, Precedents and / or Statutory Requirements:

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

When no Tenders are received for a Contract, Council is entitled to, among other actions, negotiate with others to create a contract.

s178 of the Regulations states:

(3) A council that decides not to accept any of the tenders for a proposed contract or receives no tenders for the proposed contract must, by resolution, do one of the following:

(e) enter into negotiations with any person (whether or not the person was a tenderer) with a view to entering into a contract in relation to the subject matter of the tender,

Implementation Date / Priority:

If the recommendations are accepted, it is proposed to immediately enter into negotiations. If successful, it is expected that the work could be completed by mid-May 2015.

Conclusion:

As no submissions were received for Tender, and there are local contractors with the assessed capability and capacity to undertake the work, the most advantageous course of action for Council is to enter into negotiations with local contractors with the aim on entering into a contract for the work.



REPORT TO ORDINARY COUNCIL MEETING

BANK BALANCES AND INVESTMENTS JANUARY 2015

REPORTING OFFICER:	Acting Group Leader Financial Management
DIRECTOR:	Director Business Services
COFFS HARBOUR 2030:	LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
ATTACHMENTS:	ATT Bank Balances and Investment Balances as at January 2015

Recommendation:

1. That the bank balances and investments totaling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) one hundred and forty five million, seven hundred and forty five thousand, four hundred and ten dollars (\$145,745,410) as at 31 January 2015 be noted.
 2. That the general fund unrestricted cash and investments totaling two hundred and sixty seven thousand, nine hundred and seventy five dollars (\$267,975) as at 31 January 2015 be noted.
-

EXECUTIVE SUMMARY

The purpose is to report on Council's Bank Balances and Investments as at 31 January 2015. Council receives independent advice and invests surplus funds in accordance with Councils Investment Policy to maximise investment income and preserve capital to assist with funding requirements for projects listed under the Coffs Harbour 2030 Community Strategic Plan.

REPORT

Description of Item:

A copy of the state of Bank Balances and Investments as at 31 January 2015 is attached.

It should be noted that Council is required to account for investments in accordance with the Australian International Financial Reporting Standards. Term deposits are shown at face value and all other investment balances at the end of each month reflect market value movements which would be inclusive of accrued interest.

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

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

Reports written by CPG Research & Advisory Pty Ltd (Council's investment portfolio advisors), which examine economic and financial markets data for January 2015, provide an economic and market outlook for 2015, and review the performance of Council's investment portfolio for the month ended 31 January 2015 are available in the Councilors' Resource Centre.

Issues:

There are no issues associated with the report.

Options:

As the report is for noting only, an options analysis is not required.

Sustainability Assessment:

- **Environment**

There are no perceived current or future environmental impacts.

- **Social**

There are no perceived current or future social impacts.

- **Civic Leadership**

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

- **Economic**

Broader Economic Implications

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

Delivery Program/Operational Plan Implications

For January 2015 it is noted that after deducting, from the total bank and investment balances of \$147,745,410 the estimated restricted General, Trust, Water and Sewerage cash and investments (\$147,477,435) the Unrestricted Cash is \$267,975.

Risk Analysis:

The likelihood of risks associated with New South Wales Local Government’s investing funds is now remote due to the conservative nature of investments permitted under statutory requirements. The risk of capital not being returned in relation to each individual investment Council owns is indicated in the attachment.

The main risks for Council’s investment portfolio are liquidity and credit risk, both of which are being managed under the advice of CPG Research & Advisory Pty Ltd. Liquidity risk is the risk that the investor is unable to redeem the investment at a fair price within a timely period and thereby incurs additional costs (or in the worst case is unable to execute its spending plans). Credit risk is the risk of loss of principal stemming from a financial institutions failure to repay that principal when that principal is due. Investors are compensated for assuming credit risk by way of interest payments from the financial institutions issuing the investment security.

Credit risk is rated by various rating agencies. Investment securities in Council’s current portfolio are rated by either Standard and Poors or Fitch, with the majority of the portfolio rated by Standard and Poors. Standard and Poors credit ratings and an explanation of their ratings are as follows:

Rating	Ratings Explanation
AAA	Extremely strong capacity to meet financial commitments. Highest Rating.
AA	Very strong capacity to meet financial commitments.
A	Strong capacity to meet financial commitments, but somewhat susceptible to adverse economic conditions and changes in circumstances.
BBB	Adequate capacity to meet financial commitments, but more subject to adverse economic conditions.
BBB-	Considered lowest investment grade by market participants.
BB+	Considered highest speculative grade by market participants.
BB	Less vulnerable in the near term but faces major ongoing uncertainties to adverse business, financial and economic conditions.
B	More vulnerable to adverse business, financial and economic conditions but currently has the capacity to meet financial commitments.
CCC	Currently vulnerable and dependent on favorable business, financial and economic conditions to meet financial commitments.
CC	Currently highly vulnerable.
C	Currently highly vulnerable obligations and other defined circumstances.
D	Payment default on financial commitments.

Ratings from ‘AA’ to ‘CCC’ may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories.

Types of investment securities by credit risk ranking from highest to lowest are as follows:

- Deposits/Covered Bonds – these share first ranking
- Senior debt – Floating Rate Notes/Fixed Coupon Bonds.
- Subordinated debt
- Hybrids
- Preference shares
- Equity shares (common shares).

Subordinated debt, hybrids, preference and equity shares are not a permitted investment under the current Ministerial Order. Term deposits of \$250,000 or less per financial institution are covered under the Commonwealth Government Deposit Guarantee Scheme and therefore by default have the same credit rating as the Commonwealth Government, ie AAA.

All credit unions, building societies and mutual banks are Authorised Deposit-taking Institutions (ADI's) and are regulated in the same way as all other Australian banks. ADI's are regulated by the Australian Securities and Investment Commission (ASIC) under the Corporations Act 2001, and by the Australian Prudential Regulatory Authority (APRA) under the Banking Act 1959.

Consultation:

Council's investment advisors, CPG Research & Advisory Pty Ltd have been consulted in the preparation of this report.

Related Policy, Precedents and / or Statutory Requirements:

Council funds have been invested in accordance with Council's *Investment Policy* (POL-049), which was adopted on 27 November 2014.

- Local Government Act 1993 – Section 625
- Local Government Act 1993 – Investment Order (dated 12 January 2011).
- Local Government General Regulation 2005
- The Trustee Amendment (Discretionary Investments) Act 1997 – Sections 14A(2), 14C(1) and 14C(2).

Implementation Date / Priority:

Nil.


Further details are provided as a note on the attachment.

Conclusion:

Council should consider the information provided in the report and the Councilors' Resource Centre and adopt the recommendation provided.

BANK BALANCES AND INVESTMENTS AS AT 31 JANUARY 2015								
	Credit Rating at 31/1/15	Legal Maturity	Acquisition Price \$	Market Value as at 1/1/15 \$	Market Value as at 31/1/15 \$	Income Earned (net of fees) Financial Yr to Date \$	Annualised Monthly Return/ Current Coupon	Risk of capital not being returned
OVERNIGHT FUNDS:								
Cash - Fair Value movements through profit & loss								
NAB - Bank Accounts	AA-			3,813,501	3,221,361	53,592	2.32	Low
UBS Cash Management Trust	AAA			5,417	81,420	7,668	1.65	Low
ME Bank - Business Account	BBB+			73	73	2	3.25	Low
NAB Professional Funds Account	AA-			5,209,535	2,595,852	93,088	2.90	Low
Delphi Bank - Cash M'ment Acc't	A-			144,482	157,952	1,490	2.00	Low
Rabo Direct - High Interest Savings Account	AA			-	-	153	3.00	Low
Suncorp Business Saver	A+			(4)	(4)	(3)	2.75	Low
ANZ Negotiator Saver - Trust A/c	AA-			136,229	136,599	2,559	3.20	Low
Credit Union Australia Prime Access	BBB+			82	82	-	0.01	Low
Total				9,309,316	6,193,336	158,549		
BENCHMARK RATE - 11 AM INDICATIVE CASH RATE							2.50	
BENCHMARK RATE - AUSBOND BANK BILL INDEX							3.00	
Term Deposits - Fair Value movements through profit & loss								
AMP 24/5/16	A+	24/05/2016	5,000,000	5,000,000	5,000,000	216,473	7.35	Low
AMP 7/5/15	A+	7/05/2015	1,000,000	1,000,000	1,000,000	22,384	3.80	Low
Arab Bank 7/5/18	BBB-	7/05/2018	1,500,000	1,500,000	1,500,000	41,527	4.70	Low
Arab Bank 10/9/15	BBB-	10/09/2015	2,000,000	2,000,000	2,000,000	50,068	4.25	Low
NAB 9/3/15	AA-	9/03/2015	2,000,000	2,000,000	2,000,000	52,660	4.47	Low
NAB 12/3/15	AA-	12/03/2015	2,500,000	2,500,000	2,500,000	66,414	4.51	Low
NAB 18/8/15	AA-	18/08/2015	1,000,000	1,000,000	1,000,000	16,736	3.68	Low
NAB 4/3/16	AA-	4/03/2016	2,000,000	2,000,000	2,000,000	48,066	4.08	Low
NAB 13/5/16	AA-	13/05/2016	1,500,000	1,500,000	1,500,000	30,259	3.98	Low
NAB 2/9/15	AA-	2/09/2015	1,000,000	1,000,000	1,000,000	15,224	3.68	Low
NAB 12/12/19	AA-	12/12/2019	1,000,000	1,000,000	1,000,000	5,479	4.00	Low
NAB 14/4/15 - Reg Parks Trust	AA-	14/04/2015	1,220,000	1,220,000	1,220,000	16,612	3.55	Low
Delphi Bank 29/1/15*	A-	29/01/2015	2,000,000	2,000,000	2,000,000	50,034	4.39	Low
Delphi Bank 5/8/15*	A-	5/08/2015	2,000,000	2,000,000	2,000,000	78,932	6.70	Low
Bank of Queensland 4/9/17	A-	4/09/2017	2,000,000	2,000,000	2,000,000	66,252	5.65	Low
Bank of Queensland 5/2/18	A-	5/02/2018	3,000,000	3,000,000	3,000,000	91,007	5.15	Low
Bank of Queensland 5/3/18	A-	5/03/2018	2,000,000	2,000,000	2,000,000	60,082	5.10	Low
Bank of Queensland 17/5/17	A-	17/05/2017	1,000,000	1,000,000	1,000,000	27,390	4.65	Low
Bank of Queensland 20/2/18	A-	20/02/2018	1,000,000	1,000,000	1,000,000	27,685	4.70	Low
Bank of Queensland 29/6/16	A-	29/06/2016	1,000,000	1,000,000	1,000,000	44,001	7.47	Low
Bank of Queensland 8/7/15	A-	8/07/2015	1,000,000	1,000,000	1,000,000	42,470	7.21	Low
Bank of Queensland 8/8/16	A-	8/08/2016	2,500,000	2,500,000	2,500,000	98,059	6.69	Low
Bank of Queensland 6/6/17	A-	6/06/2017	2,000,000	2,000,000	2,000,000	64,088	5.44	Low
Bank of Queensland 14/8/15	A-	14/08/2015	1,800,000	1,800,000	1,800,000	68,176	6.43	Low
Bankwest 2/2/15	AA-	2/02/2015	2,000,000	2,000,000	2,000,000	11,153	3.45	Low
Rabo Direct 24/3/16	AA	24/03/2016	5,000,000	5,000,000	5,000,000	210,582	7.15	Low
Rabo Direct 10/8/15	AA	10/08/2015	1,000,000	1,000,000	1,000,000	39,649	6.70	Low
Rabo Direct 13/4/15	AA	13/04/2015	1,000,000	1,000,000	1,000,000	26,507	4.50	Low
Rabo Direct 17/8/18	AA	17/08/2018	1,500,000	1,500,000	1,500,000	27,970	4.10	Low
Rabo Direct 14/1/20	AA	14/01/2020	1,000,000	-	1,000,000	1,886	4.05	Low
ING 17/8/17	A-	17/08/2017	2,000,000	2,000,000	2,000,000	71,132	6.01	Low
ING 6/9/17	A-	6/09/2017	2,000,000	2,000,000	2,000,000	65,666	5.60	Low
ING 7/5/18	A-	7/05/2018	1,500,000	1,500,000	1,500,000	41,174	4.66	Low
ING 2/3/18	A-	2/03/2018	2,000,000	2,000,000	2,000,000	53,603	4.55	Low
Wide Bay 29/7/16	BBB	29/07/2016	1,000,000	1,000,000	1,000,000	41,822	7.10	Low
Wide Bay 8/8/16	BBB	8/08/2016	1,000,000	1,000,000	1,000,000	41,822	7.10	Low
Wide Bay 12/12/16	BBB	12/12/2016	2,000,000	2,000,000	2,000,000	10,685	3.75	Low
ME Bank 18/2/19	BBB+	18/02/2019	3,000,000	3,000,000	3,000,000	89,240	5.05	Low
ME Bank 7/5/19	BBB+	7/05/2019	2,000,000	2,000,000	2,000,000	56,666	4.81	Low
ME Bank 3/6/19	BBB+	3/06/2019	2,000,000	2,000,000	2,000,000	54,781	4.65	Low
ME Bank 11/6/19	BBB+	11/06/2019	1,500,000	1,500,000	1,500,000	41,086	4.65	Low
ME Bank 2/6/17	BBB+	2/06/2017	1,500,000	1,500,000	1,500,000	36,668	4.15	Low
ME Bank 2/9/19	BBB+	2/09/2019	2,000,000	2,000,000	2,000,000	35,330	4.27	Low
Police Credit Union 26/2/15	NR	26/02/2015	1,000,000	1,000,000	1,000,000	27,273	4.63	Low
Police Credit Union 17/5/16	NR	17/05/2016	500,000	500,000	500,000	13,283	4.51	Low
Police Credit Union 1/3/19	NR	1/03/2019	1,000,000	1,000,000	1,000,000	29,747	5.05	Low
Police Credit Union (SA) 30/10/18	NR	30/10/2018	500,000	500,000	500,000	5,279	4.10	Low
Qld Police Credit Union 16/5/16	NR	16/05/2016	2,000,000	2,000,000	2,000,000	48,890	4.15	Low
WAW Credit Union 27/5/16	NR	27/05/2016	1,000,000	1,000,000	1,000,000	24,445	4.15	Low
BCU 2/6/17	NR	2/06/2017	1,000,000	1,000,000	1,000,000	25,034	4.25	Low
Bank of Sydney 4/3/15	NR	4/03/2016	1,000,000	1,000,000	1,000,000	22,973	3.90	Low
Bank of Sydney 17/3/15	NR	17/03/2015	1,000,000	-	1,000,000	1,585	3.40	Low
Bank of Sydney 14/4/15	NR	14/04/2015	1,000,000	-	1,000,000	1,609	3.45	Low
CBA 16/5/16	AA-	16/05/2016	1,000,000	1,000,000	1,000,000	26,507	4.50	Low
CBA 17/5/16	AA-	17/05/2016	1,000,000	1,000,000	1,000,000	26,507	4.50	Low
CBA 23/5/16	AA-	23/05/2016	1,000,000	1,000,000	1,000,000	26,801	4.55	Low
CBA 30/5/16	AA-	30/05/2016	1,000,000	1,000,000	1,000,000	26,801	4.55	Low
CBA 6/6/16	AA-	6/06/2016	1,000,000	1,000,000	1,000,000	26,801	4.55	Low
CBA 29/10/17	AA-	29/10/2017	1,947,411	1,947,411	1,947,411	32,233	2.67	Low
Total			94,967,411	91,967,411	94,967,411	2,623,268		

BANK BALANCES AND INVESTMENTS AS AT 31 JANUARY 2015

	Credit Rating at 31/1/15	Legal Maturity	Acquisition Price \$	Market Value as at 1/1/15 \$	Market Value as at 31/1/15 \$	Income Earned (net of fees) Financial Yr to Date \$	Annualised Monthly Return/ Current Coupon	Risk of capital not being returned
Floating Rate Notes:								
<i>Fair Value through Profit & Loss Accounting - movements through profits & loss.</i>								
CBA	AA-	24/12/2015	2,275,362	2,329,938	2,320,003	112,486	3.79	Low
Macquarie Bank	A	9/03/2017	5,000,000	5,242,055	5,260,090	114,671	5.62	Low
Bendigo Bank	A-	14/11/2018	1,010,680	1,021,290	1,024,420	29,633	4.05	Low
Bendigo Bank	A-	17/09/2019	3,007,000	3,009,376	3,011,850	12,846	3.56	Low
Credit Union Australia	BBB+	20/03/2017	1,500,000	1,504,830	1,510,245	34,986	4.08	Low
Credit Union Australia	BBB+	22/12/2017	1,000,000	1,000,500	1,004,150	7,668	3.98	Low
Police Bank Limited	BBB+	21/08/2017	1,000,000	1,008,680	1,011,880	21,269	3.84	Low
Suncorp Metway Limited	A+	20/08/2019	3,000,000	3,025,560	3,039,900	66,782	3.69	Low
Bank of Queensland	A-	6/11/2019	4,000,000	4,028,600	4,041,360	30,240	3.82	Low
Credit Suisse	A	16/07/2019	3,500,000	3,533,005	3,511,095	21,108	3.75	Low
UBS	A-	27/08/2019	2,000,000	2,006,300	2,009,280	27,327	3.70	Low
NAB	AA-	27/11/2019	1,000,000	1,003,450	1,005,630	8,206	3.57	Low
ME Bank	BBB+	17/11/2017	3,000,000	3,013,890	3,023,610	46,890	3.78	Low
Total			31,293,042	31,727,473	31,773,513	534,111		
Capital Protected Notes								
<i>Fair Value through Profit & Loss Accounting - movements through profits & loss.</i>								
Lehman #	D	15/06/2009	300,000	-	-	47,636	0.00	High
Lehman #^	D	15/06/2009	500,000	-	-	-	0.00	High
Total			800,000	-	-	47,636		
Floating Rate Term Deposits:								
Bank of Queensland	A-	26/02/2016	1,500,000	1,500,000	1,500,000	36,670	4.25	Low
ING	A	27/02/2015	2,000,000	2,000,000	2,000,000	49,072	4.25	Low
NAB Flexi	AA-	23/01/2020	2,000,000	-	2,000,000	1,600	3.65	Low
Total			3,500,000	3,500,000	5,500,000	87,342		
Covered Bonds								
Suncorp Metway Limited	AAA	5/11/2019	2,001,890	2,012,620	2,016,480	12,536	3.44	Low
			2,001,890	2,012,620	2,016,480	12,536		
Floating Rate Transferrable Certificate of Deposit								
Greater Building Society	BBB	15/04/2016	2,000,000	2,031,120	2,016,880	46,737	4.24	Low
ANZ	AA-	11/11/2019	3,250,000	3,270,833	3,277,788	27,788	3.62	Low
Total			5,250,000	5,301,953	5,294,668	74,524		
Other:								
Southern Phone Company Shares	N/A	N/A	2	2	2	-	N/A	Low
Securities No Longer Held			-	4,000,000	-	437,688		
Total			2	4,000,002	2	437,688		
GRAND TOTAL (before fees)				147,818,774	145,745,410	3,975,654		
Less Portfolio Fees (Advice & Salary)						(99,332)		
GRAND TOTAL				147,818,774	145,745,410	3,876,322		
# Capital Guaranteed at maturity, ^ Ex Infrastructure IMP, * Fitch Rated						\$ 3,876,322		
The dates quoted alongside the name of the product for FRN's and Fixed Bonds are first call dates.						\$ 145,745,410		
First call dates for FRN's & fixed bonds are the likely date of maturity because the investment issuer is severely penalised if monies are not redeemed by that date, via damage in the market to their reputation, increased coupon rates and additional capital requirements by APRA.								
Term deposits of \$250,000 or less per financial institution are covered under the Commonwealth Government Deposit Guarantee Scheme & therefore by default have the same credit rating as the Commonwealth Government i.e. AAA.								
Income to Profit & Loss						\$ 3,876,322		
TOTAL CASH & INVESTMENTS AS AT 31 JANUARY 2015						\$ 145,745,410		
LESS ESTIMATED RESTRICTED EQUITY FOR WATER & SEWER FUNDS								
				Water Fund	\$ 13,854,368			
				Sewer Fund	\$ 44,962,409			
GENERAL FUND CASH & INVESTMENTS						\$ 86,928,633		
LESS TRUST FUND BALANCES AS AT 31 JANUARY 2015						\$ 1,473,319		
LESS ESTIMATED RESTRICTED EQUITY FOR GENERAL FUND (S94 contributions, grants, reserves).						\$ 85,187,339		
ESTIMATED GENERAL FUND UNRESTRICTED CASH & INVESTMENTS AS AT 31 JANUARY 2015								
Unrestricted Cash & Investments as at 30 June 2014						\$ 188,000		
Add 2014/15 Budget Surplus as at 31/12/14 (adopted 12/2/15)						\$ 79,975		
ESTIMATED GENERAL FUND UNRESTRICTED CASH & INVESTMENTS AS AT AS AT 31 JANUARY 2015						\$ 267,975		
I hereby certify that Council's investments have been made in accordance with the Local Government Act 1993, Regulations and Council's Investment Policy.								
 Responsible Accounting Officer.								



REPORT TO ORDINARY COUNCIL MEETING

ENVIRONMENTAL LEVY PROJECTS - QUARTERLY REPORT TO 31 DECEMBER 2014

REPORTING OFFICER: Environmental Levy Grants Officer
DIRECTOR: Director Business Services
COFFS HARBOUR 2030: Looking after Our Environment Theme
ATTACHMENTS: ATT Environmental Levy Program Status 31 December 2014

Recommendation:

That Council notes the status of the Environmental Levy projects as at 31 December 2014.

EXECUTIVE SUMMARY

The purpose is to provide Council with a quarterly status report to 31 December 2014 on the projects funded under the Environmental Levy (EL) Program. The Environmental Levy Program funds environmental projects that would not otherwise be undertaken with revenue funding.

The report is recommended for noting.

REPORT

Description of Item:

Council has been receiving quarterly status report updates since the EL Program commenced in 1997/1998. This report is a description of the status of the EL Program projects as at 31 December 2014 and a project status report is included as an attachment.

Issues:

There are no issues associated with the report.

Options:

As the report is for noting only, an options analysis is not required.

Sustainability Assessment:

- **Environment**

The Environmental Levy Program is designed to ensure that environmental strategies as outlined within the Coffs Harbour 2030 Plan (“Looking after Our Environment” theme) are addressed. All projects recommended for funding state how they are linked to a Council approved action or priority in a Natural Resource Management strategy or plan. All recommended projects will result in beneficial outcomes for the environment of the Coffs Harbour Local Government Area (LGA) and some may have positive flow-on impacts outside the LGA.

- **Social**

Determination of successful projects is based on assessment criteria which includes the following:

- Generate a community benefit;
- Be community based, and
- Protect and/or rehabilitate the natural environment.

- **Civic Leadership**

Council’s Environmental Levy Program seeks to promote sound environmental practices and promotes leadership and involvement in key environmental issues which accords with Council’s strategic theme of “Looking after Our Environment”.

- **Economic**

Broader Economic Implications

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

Delivery Program/Operational Plan Implications

The Environmental Levy Program is funded through a special rate and is accounted for separately, therefore there is no impact on Council’s Delivery Program.

Risk Analysis:

Each individual project will have individual risk profiles which will be considered by the project owners.

Consultation:

Council staff and relevant community groups have contributed individual reports which have been collated to prepare this report.

Related Policy, Precedents and / or Statutory Requirements:

Submissions are assessed in accordance with Council's *Environmental Levy Policy* which was adopted on 12 June 1997 and re-adopted on 22 August 2013. Council's Executive Leadership Team receives quarterly reports on the status of Environmental Levy Projects throughout the year.

Implementation Date / Priority:

The Environmental Levy projects will continue to be monitored to ensure their implementation.

Conclusion:

This report summarises the quarterly status of the Environmental Levy Program projects. Council should consider the information provided in the report and adopt the recommendation provided.

































PROGRAM STATUS Period Ending 31 December 2014

Program Title	Environmental Levy Program
Sponsor	Andrew Beswick
Period Ending	31 December 2014

Project	% Complete	Overall Status	Budget Status	Status Comment	Issues
Culturally Significant Landscapes of the CH LGA	25%			The initial component of the Culturally Significant Landscapes included the review of c5.10 of Coffs Harbour's Local Environmental Plan 2013 and the drafting of an Aboriginal (Indigenous) Cultural Heritage section under the Development Control Plan (DCP).	High level of consultation with CH&D LALC, Elders Group and key stake holders involving highly sensitive information which may go over 12 month term per original application.
Wildlife Support	17%			Possum boxes and two Elliott traps were purchased. An order has been placed with the Dorrigo Men's Shed for the construction of several flat pack aviaries.	The next branch meeting is to be held 19th Feb and the other items covered by the EL funds will be discussed and followed up then.
Koala Plan of Management – 2012/13 Southern & Western Precincts	20%			The State Environmental Planning Policy 44 - Koala Habitat re-listing of Coffs Harbour (Local Government Area) on the SEPP 44 Schedule is currently with Minister for Planning & Environment for resolution. The Northern Precinct fieldwork and assessment is complete.	Consultant Brief for the Southern and Western Precincts koala population and habitat assessment have been placed on hold to prevent overlapping and confusion with the Coffs Harbour Landscape Corridors community consultation process.
Impacts on Fresh Water Systems	86%			Writing up of reports has commenced. The leaf toughness test has been completed.	
Remote Camera Surveys Ground Mammals of CH Hinterland	30%			Cameras have been collected and photos downloaded from 4 sites.	It is intended that the majority of remaining sites will be surveyed within the 3rd quarter of the project allowing adequate time for data collation and final reporting in the 4th quarter.
Orara River Restoration Project	60%			Project has spent this quarter focusing on weed control and has also commenced some plantings.	
Conservation & Sustainable Management of Biodiversity	50%			Biodiversity Section completed six Tree Permit Applications and provided comment on a range of Development Applications, Planning Proposals and Deferred Area reports. The Section also issued several fines and warning letters and initiated court action on a couple of landowners involved with breaches of Council's Preservation of Vegetation clause.	
Aquatic Biodiversity Survey & Baseline Mapping of Freshwater Crayfish & Aquatic Species of the MNC	100%			The final completed report "Aquatic Biodiversity Survey and Baseline Mapping of Freshwater Crayfish and aquatic species of the Coffs Harbour City Council Local Government Area - Coastal Strip has been submitted.	

Project	% Complete	Overall Status	Budget Status	Status Comment	Issues
Shorebirds of the Coffs Coast - Signage & Brochures	100%			The signs have been made and delivered. The exact location and installation of signs needs to be negotiated with staff of Council and Reserves but can proceed as soon as that is done.	
Strategic Planning - Biodiversity	50%			Public exhibition of the Landscape Corridors report closed and over 150 submissions were received. Council will now progress with development of a composite spatial layer which incorporates all the adopted 'science layers'. From this layer a 'Biodiversity Assets' layer will be developed which ranks the ecological significance of habitat areas, which will be used to inform a new Priority Habitats and Corridors Strategy (PHACS).	
Marine Estate Agents - SIMP School Environment Awards	70%			The Graphic Designer has completed the passport and it is being prepared for the print run.	Schools have been contacted with preliminary materials and so far four schools are interested.
Develop a Sustainable Environment through a Biodiverse Community Garden	50%			8 workshops were held and over 230 people attended. During November the fully sustainable aquaponics system was launched. A group of 16 refugee students and staff from Orara High School were given a detailed tour. Around 30 members of the Bellingen Seed savers group visited the garden. They were given an introduction to the garden and its history then enjoyed a guided tour of the garden.	Amount spent to date omitted from the report. The committee of the Coffs Harbour Regional Community Garden was reported to the Department of Fair Trading for discrepancies with the accounts. Council noted this as an internal issue and reports received indicate all application objectives are being met.
Green School Sustainability Fund 2013/14 Revote	100%			A total of 18 local schools and centre's were awarded funding Projects completed included: 7 vegetable gardens, 4 habitat gardens and regeneration projects, 2 waste wise projects and 4 water savings projects.	
Green School Sustainability Fund	25%			To date 14 schools have applied for funding. The Sustainable Schools Network for primary and high schools is proposed to be launched in March 2015.	The new round of Green Schools Grants opened in November / December 2014, however due to the timing of the school holidays; grant applications are not due until February 2015.
Coffs Ambassadors Interpretive Tours	50%			Coffs Ambassadors walking and garden tours were attended by 56 residents and tourists. The tours educated attendants about high biodiversity values and encouraged them to undertake everyday actions to help protect our biodiversity and live more sustainably. The summer tour program was developed and promoted to the community via e-newsletters, Facebook, posters, magazine advertisement; and a stall at a Library event.	
Coffs Coast Sustainable Living Festival	99%			This year's Festival attracted a large number of first time attendants and 72% of respondents (60 people surveyed) stating that having attended the Festival they were inspired to change the way they do things in their everyday lives. The media coverage included stories in the Advocate, slots on 2CS FM radio, feature in the Sydney Morning Herald, social media advertising on the festival's Facebook page. Additional promotional activities included event brochures, posters, direct mail, email, calendar listings, print and joint promotions with many organisations.	
Environmental Levy Coordination	50%			A meeting with the working group was held in September to review the application form for 2015/16 Environmental Levy Applications. A report was sent to the Executive Team to consider internal concepts and staff were advised of approved concepts. Advertisements were placed in newspapers and on Council's website calling for 2015/16 submissions in October. All submissions received were collated into booklets for the working group to assess.	




Project	% Complete	Overall Status	Budget Status	Status Comment	Issues
Matching Grant Funding Pool	0%			The balance is held for future matching grant applications per Environmental Levy policy. There have been no further requests to this budget.	
Boambee Beach Bush Revegetation & Bush Regeneration at Jetty Foreshore & Boambee Beach	35%			The Jetty Foreshore and North Boambee Beach have had three spray runs. The brushoff runs targeted emerging seedlings and the glyphosate run weed grasses. With the help of volunteers hundreds of turkey rhubarb bulbs have been dug up and removed, as well as vine weeds have been hand pulled. Many areas along the dunes are showing good signs of improved resilience with a reduction in the re-emergence of invasive species as the weed seed bank becomes exhausted and native species begin to dominate previously degraded areas.	
Koala / Wildlife Corridor Bakker Dr Res Bonville Stage 1	8%			Volunteer working bees have been undertaken with weed control and planting.	The next stage of Camphor weed tree removal is due in the third quarter.
Supporting Community Action in the Coffs Harbour LGA	35%			Volunteers from CHRL's nursery visited the Grassy Head Community Nursery and Macksville Community Garden to network and share knowledge of growing native plants. The Land care nursery has distributed 1,522 propagated plants to various Landcare sites over the last 6 months. Contractors have undertaken approximately 470 hours of weed control work across Landcare sites to support the work of volunteers.	
Yarrawarra Giriin Team - Bush Regeneration	41%			A team of 4 Giriin team members continued follow up on ground bush regeneration work at Woolgoolga Headland, Darkum Headland and Sherwood Nature Reserve. The team completed daily record sheet recordings, chemical use, amount of square metres worked and work zones on appropriate site maps.	
Coffs Harbour Community Seedbank Network	52%			The seedbank continues to collect seed on a regular basis to replenish stores. Cuttings and recalcitrant seeds are pre-organised with propagator to deliver straight to nursery ensuring highest quality and viability. To date the seed bank has delivered 2,632g of 41 species of fresh seed to local Landcare groups, schools, CHCC Nursery, CHCC Bush regeneration, Wetland care and other community organisations.	
Bush Regeneration	50%			Priority weed control and revegetation works have been undertaken across 20 reserves with 1,165 native plants planted. Five Landcare sites were assisted. Stall at the Sustainability Festival was attended promoting bushland regeneration and providing advice to community.	
Environmental Weed Control	54%			Staged Camphor Laurel removal and riparian zone restoration and revegetation works were undertaken in two zones. Privet removal was undertaken across 3 reserves, Glory Lily control works were undertaken at two Beaches; Pinus removal works commenced in one reserve and Vine Weed control was undertaken across 9 reserves.	
Buluunggal (Coffs Creek) Interpretive Bush Tucker Trail	49%			Unfortunately the design and installation of map signage and wayfaring markers has been delayed. The artist is now employed, and work with primary and secondary school students was completed in early October 2014. We are now waiting to complete signage and have it installed.	Story content for signs to come from Elders group, request followed up in mid-January and again mid-February.

Project	% Complete	Overall Status	Budget Status	Status Comment	Issues
Sapphire Beach & Diggers Headland Path Upgrades	15%			Diggers Head track upgrade and seal works were commenced in December and will be completed in January 2015. Materials have been ordered for the Sapphire Path Upgrade works and a Green Army team will be involved in path works in the 3rd quarter.	Diggers Headland should have the majority of work completed in the third quarter and Sapphire in the fourth quarter, both subject to favourable weather conditions.
Botanic Gardens Education Officer	40%			The Children's Festival was prepared and held in, four schools attended with a total of 170 students. Work on the Early Settlers walk continued and a year 11 student group were toured through the garden examining plant pathogens and disease and water adaptations of plants. A total of 617 students attended the Gardens for the three months.	
Darkum Headland Access Rehabilitation	24%			Yarrawarra Green Team has undertaken further weed control works under the guidance of NPWS.	A Federal Government Green Army application was successful and a Green Army team is programmed to commence in January 2015 and should be completed in the third quarter, subject to favourable weather..
2009/10 West Coffs to CBD Cycleway (Stage 1)	? %			Final works are scheduled for completion in April 2015.	Works continue to be considered as a priority in development of Councils Capital Works program, however RMS grant funded works remain the current higher priority.
Woolgoolga Beach Rehabilitation Project	0%			This project is to start in January 2015 and be completed by June 2015 as per original work plan.	This project is still awaiting approval from NSW Office of Environment and Heritage - Coastal Management Program.
Restoration of Grey-headed Flying Fox Maternity Camps	51%			Counting at both camps indicated that both camps are relatively stable with increased numbers. Works at the Woolgoolga Camp focused on re-mulching of plantings, weed control around existing plantings and planting 50 trees. Works at the Coffs Creek camp involved herbicide spraying around existing plantings, planting 55 trees, mulching and installation of tree guards.	

Prepared by Program Officer:

Name: Katrina O'Connell

Date: 16 February 2015

Legend	
Status	
	No Issues – project complete or on schedule
	Minor Issues – possible impact on schedule
	Major Issues – schedule impacted and escalation required



REPORT TO ORDINARY COUNCIL MEETING

TENDER T401415MNC PROVISION OF TRAFFIC CONTROL SERVICES

REPORTING OFFICER: Coordinator Purchasing and Supply
DIRECTOR: Director Business Services
COFFS HARBOUR 2030: LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
ATTACHMENTS: ATT CONFIDENTIAL Tender Assessment No T401415MNC
Provision of Traffic Control Services

Recommendation:

That Council approves the Regional Procurement Panel Tender T401415MNC for the provision of traffic control services.

EXECUTIVE SUMMARY

Regional Procurement (a division of Hunter Councils Incorporated) called an open panel tender on behalf of the Mid North Coast Procurement Alliance group of member Councils for the provision of traffic control services.

The contract is for a period of twenty four (24) months commencing 1 April 2015 to 31 March 2017 with a further twelve (12) months extension option based on satisfactory supplier performance. By actively participating in the Regional Procurement Tender T401415MNC Council will not breach the Local Government (General) Regulation 2005- Part 7, for contract expenditure exceeding \$150,000.00.

The process is seen as transparent and accountable on behalf of Coffs Harbour City Council in achieving the most cost effective outcome for the provision of traffic control services. Competition in the marketplace for traffic control services has increased remarkably since the commencement of the current contract (expiring 31 March 2015), and if Council approves the recommendation it is anticipated we can achieve estimated savings of a minimum 11% based on current contract rates.

REPORT

Description of Item:

Coffs Harbour City Council is a financial and Associate Member of the Regional Procurement Initiative for the Mid North Coast Procurement Alliance Group of Councils. Regional Procurement Initiative on behalf of the Mid North Coast Procurement Alliance Group of Councils called tenders for the Provision of Traffic Control Services, Tender No T401415MNC that closed on Tuesday 13 January 2015.

Tenders were evaluated on the following criteria:

- Tender Price: Establishment costs and hourly rates combined (2 and 3 person crew for 8 hours + 2 hours o/time + establishment combined for Monday-Friday, Saturday and Sundays);
- Tender Price: Design TCP, VMP, site inspections and long term hire costs combined (evaluated by comparing the combined costs across all tenderers);
- Quality Assurance;
- Work Health & Safety;
- Ecologically sustainable development;
- Previous experience;
- Referees;
- Customer service.

Tenders were received from the following companies:

1. DOB Enterprises Pty Ltd t/as Watchout Training and Traffic Control
2. Evolution Traffic Control Pty Ltd
3. Lack Group t/as K&D Traffic Management Pty Ltd
4. Newada Pty Ltd t/as Men at Work Traffic Services
5. SG & KM Osborne Pty Ltd t/as Mid Coast Traffic Services
6. Trans-Plant Training Pty Ltd
7. Workforce Road Services Pty Ltd

Conforming Tenders

All of the above companies were conforming to tender document requirements

Issues:

After meeting with the Manager Asset Maintenance, Works Coordinator Maintenance Sawtell/North Coastal and the Works Coordinator Maintenance Rural DSI the major issue identified was the cost effective number of suppliers to recommend to Council from the above stated panel of seven (7) conforming tenderers. The debate covered whether a single source supplier would offer the best value outcome, or alternatively multiple suppliers would provide Council with greater flexibility?

In arriving at a decision it was agreed that recommending just a single source supplier would put Council in a precarious situation if faced with an event such as a natural disaster.

Options:

Council has the following options available to achieve the most cost effective outcome for the Provision of Traffic Control Services:

1. **Recommend approval of a single source supplier based on the application of Regional Procurement's tender evaluation process and offering the best value to Council.** The advantage in using a single source supplier for the provision of traffic control services is that staff would only have access to the tenderer who was identified as providing the most cost effective outcome, thus removing confusion to Council staff with a panel list of suppliers.

The obvious disadvantage is that in the occurrence of an event such as a natural disaster Council may need to have access to multiple suppliers to cover possible issues throughout the city zones.

2. **Recommend approval of all seven (7) conforming suppliers under this open panel source tender.** An advantage to Council would be that staff would have the flexibility in being able to access a number of suppliers who are all experienced and capable of providing traffic control services.

A disadvantage in approving multiple suppliers could be that some suppliers receive insufficient work opportunities from Council throughout the period of the contract.

Based on the above information, the recommendation is that Council adopts Option 2, approval of the seven (7) conforming suppliers listed above under Regional Procurements tender T401415MNC Provision of Traffic Control Services.

Sustainability Assessment:

- **Environment**

On behalf of the Mid North Coast Procurement Alliance Group of Councils Regional Procurement Initiative have addressed major environmental issues in the form of a compulsory questionnaire in the Tender Schedules as follows:

- Do the companies have an environmental policy?
- Is there an identified manager responsible for ensuring that Ecological Sustainable Development (ESD) principles are implemented and maintained?
- Is the organisation able to provide documented evidence that the environmental impacts of each of the activities, services or products that it offers have been considered?
- Are details of the ESD principles included in the organisation's training and induction program?
- Are there records for legislative and regulatory requirements and permits?

As per Regional Procurements Tender documents the successful tenderer must comply with the *Protection of the Environment Operations Act, 1997* at all times with respect to pollution from noise, air, water, land and waste sources etc.

- **Social**

Council has considered all social implications involved in this contract, particularly in respect of the Provision of Traffic Control services into residential areas and the Central Business Districts (CBD). Managers and supervisors of all operations and construction staff have issued instructions that traffic control services are not to take place before 7.00am Monday to Saturdays in the CBD areas of Coffs Harbour and surrounding suburbs to reduce noise and interruptions. Provisions of traffic control services are scheduled no earlier than 7.00am in residential areas to meet the noise control requirements under the *Protection of the Environmental Operations Act*.

- **Civic Leadership**

This tender does show Council's leadership within the community by promoting our own procurement policy guidelines and simultaneously meeting Local Government (General) Regulation 2005 – Part 7 Tendering Guidelines. This process is seen as transparent and accountable on behalf of Coffs Harbour City Council in achieving best outcome.

It is also to be noted that this contract illustrates Council leadership in encouraging local business participation, resulting in permanent and casual employment for Coffs Harbour residents/ratepayers.

- **Economic**

Broader Economic Implications

The competition in the marketplace for traffic control services has increased remarkably since the commencement of the last contract, and if Council approves the recommended tenderers in this report it can achieve the following savings and benefits with some of the recommended suppliers:

- No zone site establishment fees for 2 -6 person crews from some suppliers.
- Savings in excess of 11% for normal day work hours (6.00am – 6.00pm) Mon-Fri

No accommodation costs in lieu of establishment fees.

Delivery Program/Operational Plan Implications

The approval of this tender will have no major impact on Council, as the awarding of this contract will not commit Council to any set order expenditure over the tender period.

All orders for provision of traffic control services will be based on project requirements that have been approved and budgeted for over each financial year of the term of the contract. It is also to be noted that prices are fixed for the first year of the contract and subject to a CPI increase for each year after in accordance with Clause 3.3 of the General Conditions of Contract.

Risk Analysis:

The risks are minimal, as this process will ensure that the most appropriate price is obtained for traffic control services.

Consultation:

Consultation included discussions with the Manager Asset Maintenance, Works Coordinator Maintenance Sawtell/North Coastal and the Works Coordinator Maintenance Rural DSI.

Related Policy, Precedents and / or Statutory Requirements:

Tendering procedures were carried out by Regional Procurement Initiative in accordance with Council's own policy and procedures as well as meeting our obligations under the Local Government (General) Regulation 2005-Part 7 Tendering Division 1 Preliminary 163 Section 55 requires that tenders be called for expenditure over \$150,000 GST.

Council has previously participated in the following Regional Procurement tender contracts for the provision of traffic control services:

- T70809MNC – 1/5/09 to 31/4/12
- T91112MNC - 1/5/12 to 31/4/15

Implementation Date / Priority:

The contract is for a two (2) year period with a further one (1) year option expected to commence from the 1 May 2015.



REPORT TO ORDINARY COUNCIL MEETING

PLANNING PROPOSAL FOR LOT 113 DP 591220 - COOK DRIVE, COFFS HARBOUR

REPORTING OFFICER:	Sustainable Planning Officer
DIRECTOR:	Director Sustainable Communities
COFFS HARBOUR 2030:	<i>LP 2.1 Maximise opportunities for workforce participation LE 3.1 Manage land use to conserve the region's unique environmental and biodiversity values</i>
ATTACHMENTS:	ATT1 Cook Drive Planning Proposal - Maps ATT2 Cook Drive Planning Proposal - Gateway Determination ATT3 Cook Drive Planning Proposal - Submissions

Recommendation:

1. That Council endorses the Planning Proposal for Lot 13 DP 591220, Cook Drive Coffs Harbour (Attachment 1).
 2. That Council delegates to the General Manager the authority issued by the NSW Department of Planning and Environment to exercise the functions of the Minister under Section 59 of the Environmental Planning and Assessment Act 1979 for the purposes of finalising this Planning Proposal.
 3. That Council continues to consult with the NSW Department of Planning and Environment on the terms of the Local Environmental Plan, to ensure its consistency with the objectives, outcomes and provisions of the Planning Proposal.
 4. That the landowner and their consultant be informed of Council's decision.
-

EXECUTIVE SUMMARY

The objective of this report is to provide Council with a review of the exhibition period for this Planning Proposal (PP) and to recommend progressing the PP in accordance with the delegation of plan making powers under the Environmental Planning and Assessment (EP&A) Act 1979.

The report recommends that Council endorse the final PP (refer to maps, Attachment 1) to rezone part of the subject land from an E2 Environmental Conservation zone to a B5 Business Development zone under Coffs Harbour Local Environmental Plan (LEP) 2013.

Council and the community will benefit from the PP as it will:

- provide additional employment lands in a central location, and
 - result in ongoing restoration and protection of adjacent environmentally sensitive lands through the implementation of a Vegetation Management Plan (VMP) which is supported by a Voluntary Planning Agreement (VPA). This will ensure that the recommended actions contained within the Vegetation Management Plan are carried out in perpetuity.
-

REPORT

Description of Item:

- **Gateway Determination**

A PP for Lot 13, DP 591220, Cook Drive, Coffs Harbour was reported to Council on 25 September 2014, with Council resolving as follows:

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 PP was progressed to P&E on 8 October 2014. P&E issued a Gateway Determination (Attachment 2) on 6 November 2014 allowing for the public exhibition of the PP. Consultation was also required with the NSW Rural Fire Service (RFS) and the NSW Office of Environment and Heritage (OEH).

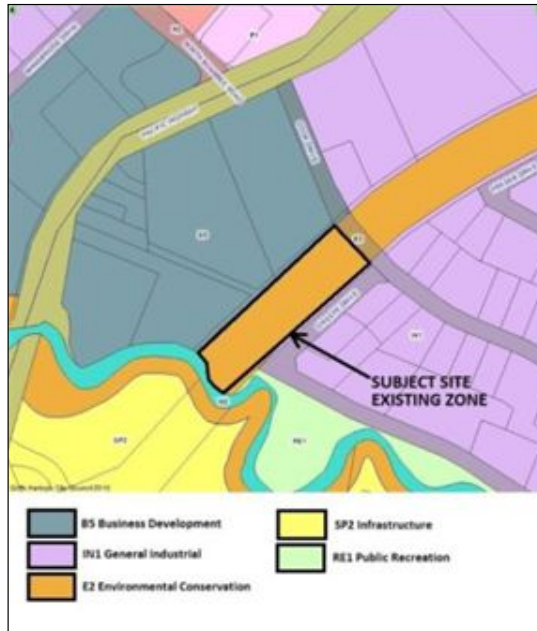
The PP was placed on public exhibition from 19 November 2014 to 17 December 2014 for a period of 28 days. No submissions were received from the public as part of the public exhibition process, however submissions were received from the NSW RFS, the Coffs Harbour and District Local Aboriginal Land Council (CHDLALC) and the NSW OEH. No modifications have been made to the PP as a result of the exhibition or consultation. The PP is now recommended for endorsement by Council, and Council must decide whether to support the final PP by adopting the draft maps shown in Attachment 1.

- **PP and Draft LEP Map Amendments**

The PP is identified in the two maps over the page, which shows the existing and proposed land use zones under Coffs Harbour LEP 2013. Full details of the map amendments are outlined in Attachment 1.

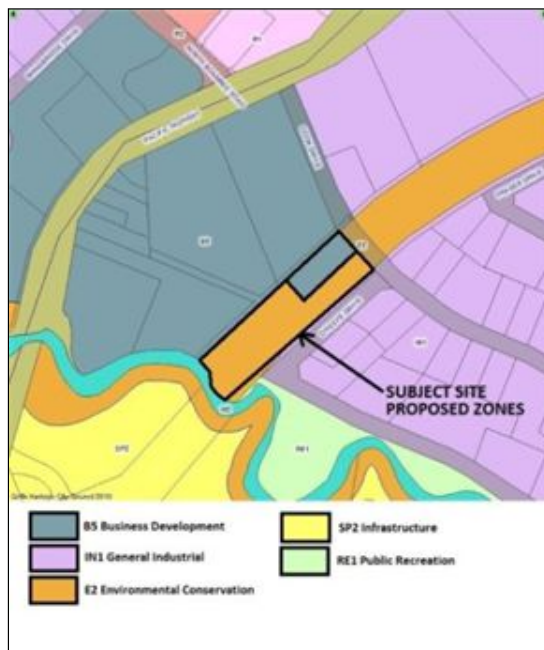
- **Existing Zones (Coffs Harbour LEP 2013)**

The subject land, showing the current zone and the zoning of adjacent lands, is shown in the map below:



- **Proposed Zones (Coffs Harbour LEP 2013)**

The subject land, showing the zoning described and as exhibited as the PP, is shown on the following map:



The proposed zone of B5 Business Development reflects the adjoining zones to the west of the subject land. Changing the zoning of the land to allow business development provides a more viable planning option for the land.

The PP also amends the controls for Height of Buildings, Floor Space Ratio and Minimum Lot Size. The amended controls are:

- Height of Buildings: 11 metres;
- Floor Space Ratio 0.5:1; and
- Minimum Lot Size: removal of control.

These standards are consistent with the adjoining development to the west and are considered to be appropriate.

Voluntary Planning Agreement (VPA)

The VPA is the legal mechanism which details the scope of works, costs associated with these works and an alternative arrangement for these works to be undertaken should the proponent not fulfill his obligations under this agreement. This arrangement is between Council and the landowner. The VPA will be registered on the property title.

VPAs cannot be entered into unless public notice has been given and an explanatory note is made available for inspection for at least 28 days. This occurred concurrently with the public exhibition of the PP.

A VPA is considered appropriate in this situation as the proponent has provided a program of works to rehabilitate and maintain the vegetation on the site. The proposed rehabilitation of vegetation on the site has been outlined in a Vegetation Management Plan (VMP).

Legal advice was sought on the VPA and this will be incorporated into all final documents.

Issues:

• Response from NSW Rural Fire Service

The Gateway Determination issued by P&E required consultation with the RFS. The reply from RFS offered no objection to the PP as such, however it did recommend advice in relation to potential future development on the land (see NSW RFS submission in Attachment 3).

Comment

All land use activities mentioned in the NSW RFS submission, all are prohibited in the B5 and E2 zones. Furthermore, the design issues outlined in their correspondence are able to be routinely addressed at the development application stage.

Recommendation

No amendment is required to the exhibited PP in relation to the issues discussed above.

• Response from NSW Office of Environment and Heritage

The Gateway Determination issued by P&E required consultation with OEH. The OEH supported the PP (see OEH submission in Attachment 3), on the proviso that:

- a) All asset protection zones and clearing permissible within distances stipulated under the 10/50 Vegetation Clearing Code of Practice can be located within the cleared B5 envelope and that they do not extend into surrounding vegetation; and*
- b) Dwelling entitlements are extinguished over the portion of Lot 13 zoned E2."*

OEH also recommends that *“that Council is satisfied that the planning proposal has adequately considered Aboriginal cultural heritage prior to finalisation of the proposed rezoning.”*

Comment

The 10/50 Vegetation Clearing Code of Practice applies to vegetation adjacent to the external walls of a building containing habitable rooms that comprises, or is part of, residential accommodation or a high-risk facility. High risk facilities are childcare centres, schools, or hospitals. Although these land uses are allowable with Development Consent under the B5 zone (and dwelling houses are allowable with Development Consent under the E2 zone), the possibility of these uses occurring on the land are very low. The “best and highest use” of the land from an economic point of view for the B5 zoned parts of the site will be a commercial or light industrial development. Notwithstanding, any applications for these types of land uses would require compliance with this bushfire requirement and be considered on its merits.

The issue of a dwelling on a site that is zoned E2 Environmental Conservation again would be considered on its merits and subject to the requirements of the Environmental Planning and Assessment Act.

Recommendation

No amendment is required to the exhibited PP in relation to the issues discussed above.

• **Response from Coffs Harbour and District Local Aboriginal Land Council**

Council has received the following referral response from the CHDLALC:

“The CHDLALC holds no objections to the rezoning proposal at Cook Drive. CHDLALC understands that the area in question has been impacted by previous land use activities. However please note that should any material be suspected to be of Aboriginal origin be uncovered during any earth disturbance works then the Office of Environment and Heritage’s “Stop work procedure” would need to be followed.”

Comment:

The above CHDLALC advice is noted and further consultation with the CHDLALC will be undertaken including requirements relating to “earth disturbance works” with any subsequent development application that will involve earthworks on the site.

Recommendation

No amendment is required to the exhibited PP in relation to the issues discussed above.

Options:

Council has the following options available to progress this matter:

1. Proceed with the preparation of the PP as recommended.
2. Proceed with the preparation of the PP with amendments or alternatives to the contents of the report.
3. Not proceed with the preparation of the PP and reject the recommendation provided to Council.

It is recommended that Council pursue option 1. as outlined above.

Sustainability Assessment:

Any amendment to Coffs Harbour Local Environmental Plan (LEP) 2013 needs to address environmental, social, civic leadership and economic sustainability criteria as follows:

- **Environment**

The site is subject to the following environmental constraints:

- a “very low risk” Acid Sulfate Soils classification;
- the vegetated parts of the site contain primary koala habitat (in accordance with the provisions of Council’s adopted Koala Plan of Management);
- the vegetated parts of the site contain an endangered ecological community – Swamp Sclerophyll forest (as identified under the fine-scale Coffs Harbour vegetation mapping as adopted by Council on 13 December 2012);
- the site is located in the Coastal Zone under State Environmental Planning Policy 71 – Coastal Protection;
- the site is bushfire prone; and
- the site is a potential flood risk.

Consultation with appropriate government agencies and other branches/departments of Council confirm that these environmental matters can be addressed at the development application stage. Where appropriate, mitigation measures can be implemented to ensure that no adverse environmental impacts are associated with the rezoning and subsequent development of the subject site.

The PP aims to ensure the City’s development is carried out in an environmentally sustainable manner.

As noted above, the subject site is located on land identified as being of significant ecological and habitat value (primary koala habitat and an endangered ecological community). The proposal includes the retention and rehabilitation of existing native vegetation on the subject land by way of a VMP. A VPA has been prepared to ensure that the actions contained in the VMP are carried out as recommended. The adoption and implementation of the VMP, supported by a VPA, will ensure that the ecological values of the land will be enhanced through rehabilitation.

- **Social**

The PP seeks to provide an increased range of services and facilities for the local community. This reflects Council’s long term strategic vision for the City as endorsed in the OLC Settlement Strategy, Business Lands Strategy and the Coffs Harbour 2030 Plan.

- **Civic Leadership**

The PP process will be undertaken in accordance with the provisions of the Environmental Planning and Assessment (EP&A) Act 1979, as well as the EP&A Regulation 2000.

The PP also seeks to implement appropriate and relevant strategies of the Coffs Harbour 2030 Plan to achieve the following objectives:

- **Objective:** *LP 2 We have a strong and diverse economy*

Strategy: *LP 2.1 Maximise opportunities for workforce participation*

Comment:

The PP will result in employment activity that will assist in achieving this strategy. The construction of building on the site will provide employment and post construction employment may include trade apprenticeships etc.

- **Objective:** *LE 3 Our natural environment and wildlife are conserved for future generations*

Strategy: *LE 3.1 Manage land use to conserve the region's unique environmental and biodiversity values*

Comment:

The PP includes the rehabilitation of a significant area (1.43 hectares) of natural bushland in an urban setting that has been subject to rubbish dumping and associated weed infestation. The rehabilitation works and associated ongoing maintenance routine are outlined in the VMP and secured by a VPA.

- **Economic**

The continued economic growth and development of the City is supported by the PP. The proposal identifies a site to enable the development of a bulky goods or light industrial uses to service the South Coffs Harbour area.

Broader Economic Implications

The PP aims to rezone part of the land to a more suitable zone which will expand the development opportunities for the land, while providing a mechanism for the protection and maintenance of some environmentally sensitive lands.

Delivery Program/Operational Plan Implications

There are no immediate financial implications or impacts on Council by proceeding with the PP – this process is on a user pays basis – i.e. the administration and processing costs associated with the PP are covered by the proponent/landowner.

Risk Analysis:

The PP has assessed and documented the constraints that affect the land. The PP has demonstrated that the constraints affecting the land can be managed, therefore minimising associated risks.

Consultation:

The Gateway Determination issued by P&E stipulated that the PP be publicly exhibited for a minimum of 28 days. P&E determined that consultation with the following public authorities was required:

- NSW Rural Fire Service; and
- NSW Office of Environment and Heritage

The documents and maps were placed on public exhibition from 19 November 2014 to 17 December 2014. While no submissions were received from the public, submissions were received from NSW RFS and OEH. The CHDLALC provided a submission (reply email) as a result of consultation undertaken prior to the Gateway Determination being received by Council.

The contents of the submissions are discussed in the 'issues' section of this report.

Related Policy, Precedents and / or Statutory Requirements:

Council is undertaking this process in accordance with the guidelines associated with PPs. All statutory requirements will be complied with in a timely and transparent manner.

This PP has been commissioned in response to a landowner's request and at the landowner's expense. It accords with Council's Local Growth Management Strategy, and is consistent with the requirements of the Mid North Coast Regional Strategy. The PP has been exhibited in accordance with Sections (56)(2)(c) and 57 of the EP&A Act.

Implementation Date / Priority:

The timeframe for a PP is outlined in the Gateway Determination from P&E; i.e. '*the timeframe for completing the LEP is to be nine months from the week following the date of the Gateway Determination*'. Thus the LEP is to be completed by 13 July 2015.

Conclusion:

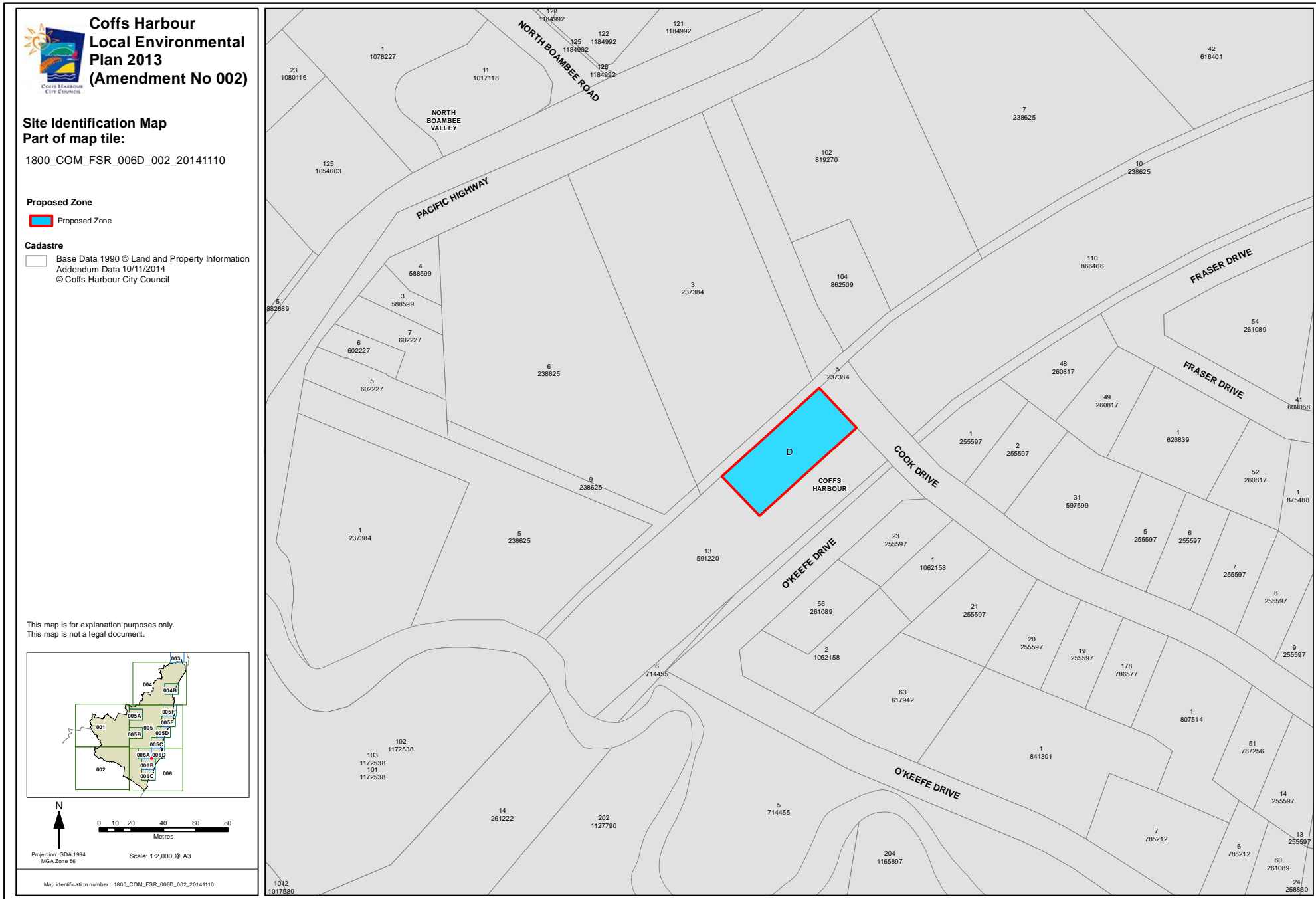
This report has provided Council with:

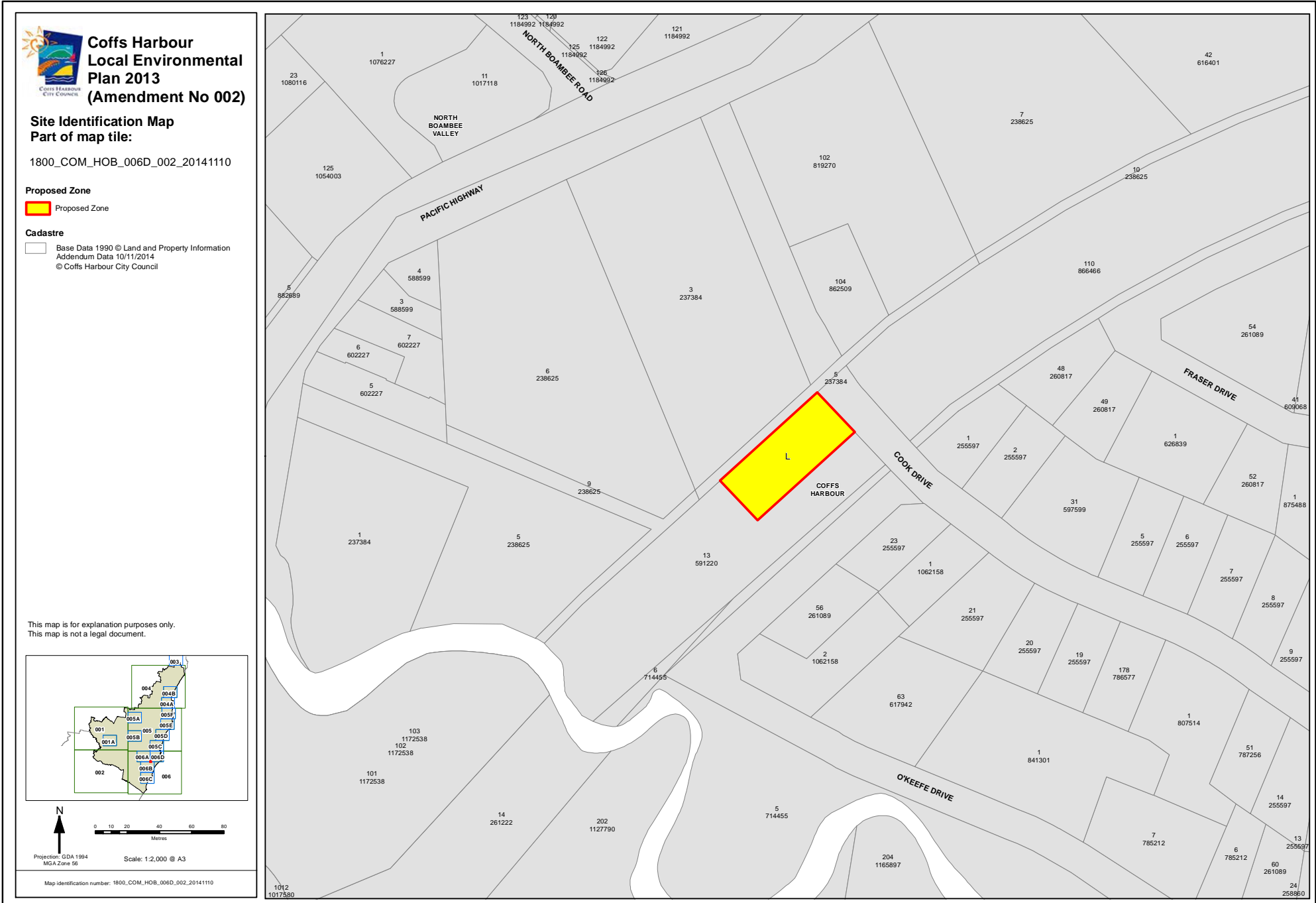
- a review of the submissions received during the exhibition period of this PP; and
- recommended progressing a final version of the PP in accordance with the delegation of plan making powers under section 23 of the EP&A Act 1979.

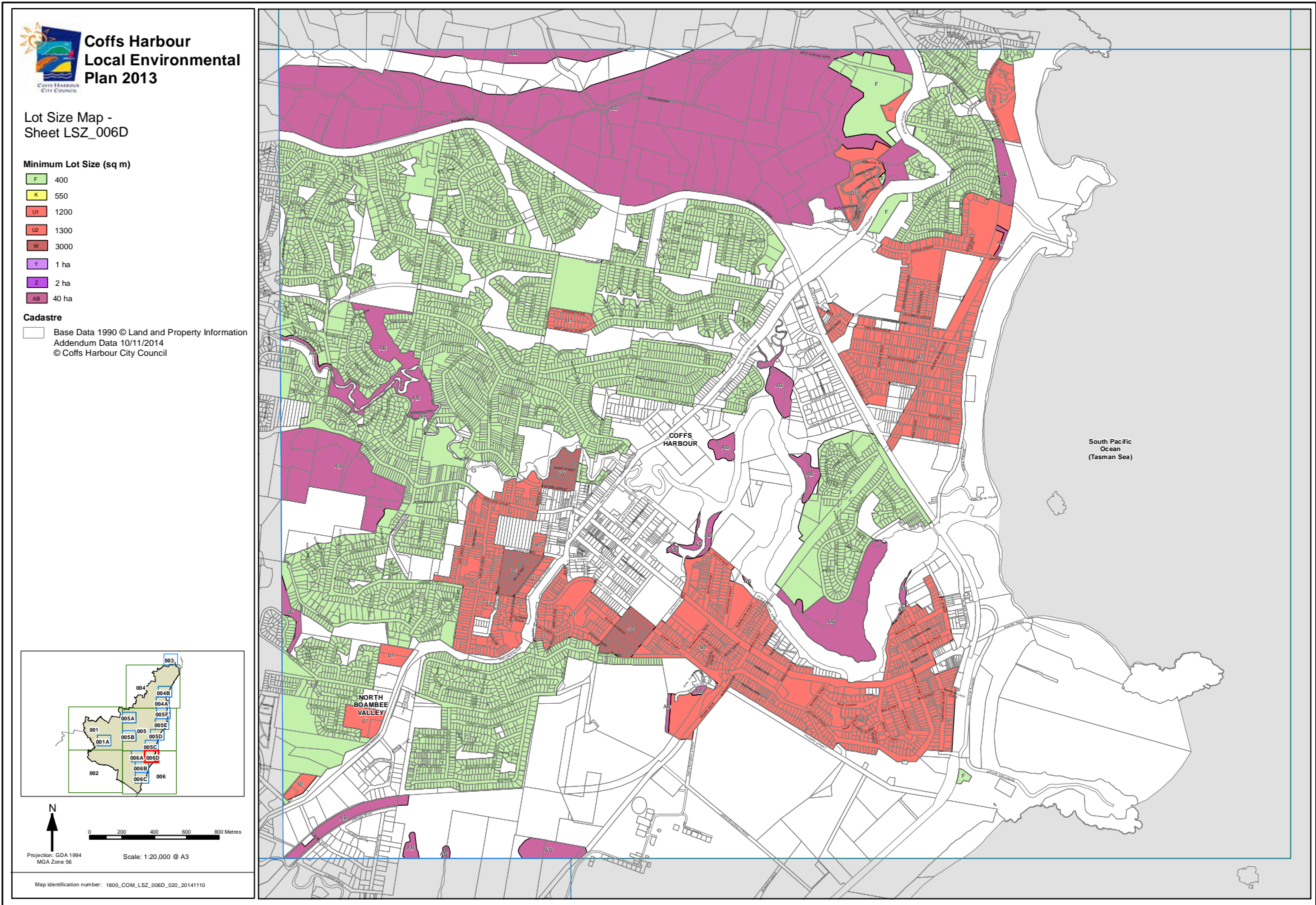
The final PP includes a rezoning of part of the subject land from an E2 Environmental Conservation zone to a B5 Business Development zone under Coffs Harbour LEP 2013. Council and the community will benefit from the PP as it will:

- provide additional employment lands in a central location, and
- result in ongoing restoration and protection of adjacent environmentally sensitive lands through the implementation of a VMP. This is supported by a VPA which will ensure that the recommended actions contained within the VMP are carried out in perpetuity.











**Coffs Harbour
Local Environmental
Plan 2013**

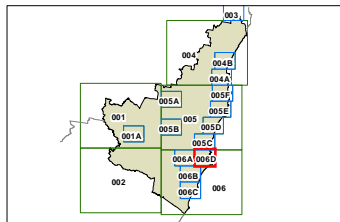
**Height of Buildings Map -
Sheet HOB_006D**

Maximum Building Height (m)

- C 5.4
- L 8.5
- LL 11
- O 15.5
- P1 17
- P2 17.5
- Q 19
- R 22
- T 28
- W 40

Cadastre

- Base Data 1990 © Land and Property Information
- Addendum Data 10/11/2014
- © Coffs Harbour City Council

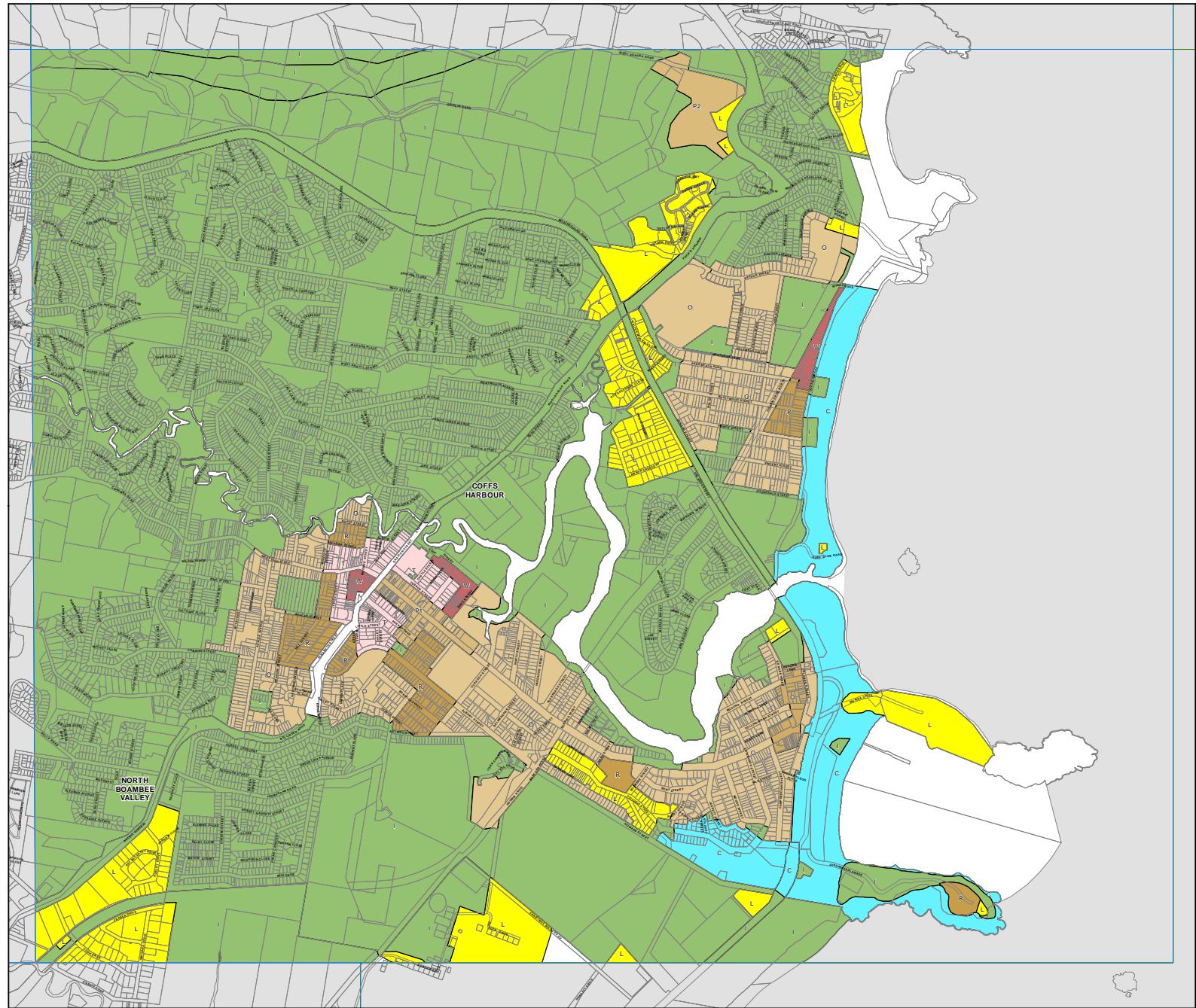


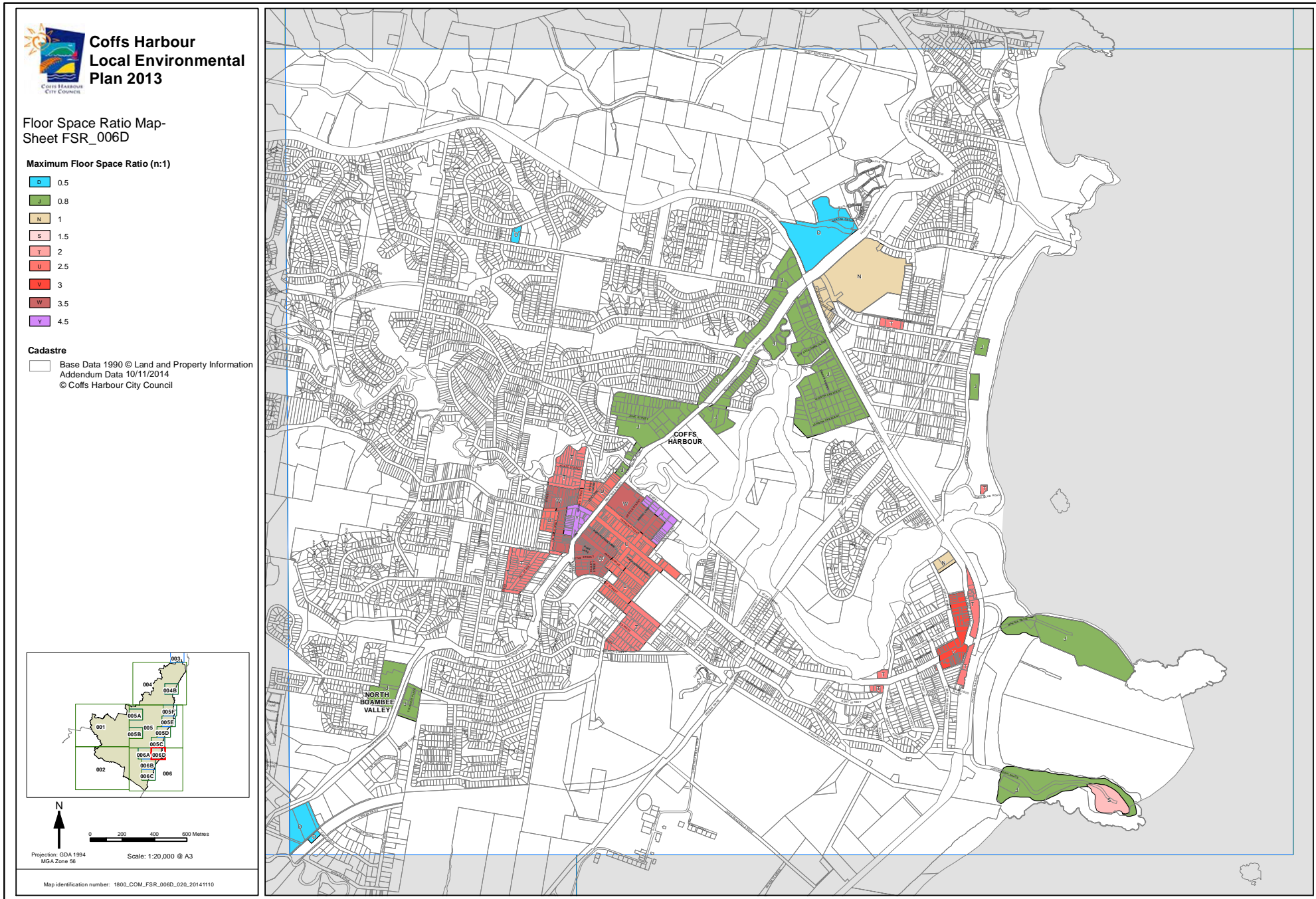
0 200 400 600 Metres

Projection: GDA 1994
MGA Zone 56

Scale: 1:20,000 @ A3

Map identification number: 1800_COM_HOB_006D_020_20141110







Attachment 2

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

Our ref: 14/17367
PP_2014_COFFS_003_00
Your ref: 3747220

Attention: Harpreet Jenkins

Dear Mr McGrath

Planning proposal to amend Coffs Harbour Local Environmental Plan 2013

I am writing in response to your Council's letter dated 8 October 2014 and email of 24 October requesting a Gateway determination under section 56 of the *Environmental Planning and Assessment Act 1979* (the Act) in respect of the planning proposal to rezone part of Lot 13 DP 591220 from E2 Environmental Conservation Zone to B5 Business Development Zone; and alter the minimum lot size, floor space ratio and height of buildings controls to match those on adjoining B5 land.

As delegate of the Minister for Planning, I have now determined the planning proposal should proceed subject to the conditions in the attached Gateway determination.

I have also agreed the planning proposal's inconsistencies with section 117 Directions 1.2 Rural Zones, 1.5 Rural Land, 2.1 Environmental Protection Zones, 4.1 Acid Sulfate Soils and 4.3 Flood Prone Land are of minor significance. No further approval is required in relation to these Directions.

Council may still need to obtain the agreement of the Department's Secretary to comply with the requirements of s117 Direction 4.4 Planning for Bushfire Protection. Council should ensure this occurs prior to the plan being made.

Plan making powers were delegated to councils by the Minister in October 2012. While it is noted that Council has not specifically requested to be issued with delegation for this planning proposal, I have considered the nature of the proposal and have decided to issue an authorisation for Council to exercise delegation to make this plan.


Attachment 2

The amending Local Environmental Plan (LEP) is to be finalised within 9 months of the week following the date of the Gateway determination. Council should aim to commence the exhibition of the planning proposal as soon as possible. Council's request to draft and finalise the LEP should be made directly to Parliamentary Counsel's office 6 weeks prior to the projected publication date. A copy of the request should be forwarded to the Department of Planning and Environment for administrative purposes.

The State Government is committed to reducing the time taken to complete LEPs by tailoring the steps in the process to the complexity of the proposal, and by providing clear and publicly available justification for each plan at an early stage. In order to meet these commitments, the Minister may take action under section 54(2)(d) of the Act if the time frames outlined in this determination are not met.

Should you have any queries in regard to this matter, I have arranged for Mr Jon Stone of the Department's regional office to assist you. Mr Stone can be contacted on (02) 6701 9688.

Yours sincerely

 6 November 2014
Stephen Murray
General Manager, Northern Region
Planning Services

Encl:
Gateway Determination
Written Authorisation to Exercise Delegation
Attachment 5 – Delegated Plan Making Reporting Template



Gateway Determination

Planning proposal (Department Ref: PP_2014_COFFS_003_00): to rezone part of Lot 13 DP 591220 from E2 Environmental Conservation Zone to B5 Business Development Zone; and alter the minimum lot size, floor space ratio and height of buildings controls to match those on adjoining B5 land.

I, the General Manager, Northern Region at the Department of Planning and Environment as delegate of the Minister for Planning, have determined under section 56(2) of the *Environmental Planning and Assessment Act 1979* (the Act) that an amendment to the Coffs Harbour Local Environmental Plan (LEP) 2013 to rezone part of Lot 13 DP 591220 from E2 Environmental Conservation Zone to B5 Business Development Zone; and alter the minimum lot size, floor space ratio and height of buildings controls to match those on adjoining B5 land, should proceed.

1. Community consultation is required under sections 56(2)(c) and 57 of the *Environmental Planning and Assessment Act 1979* (the Act) as follows:
 - (a) the planning proposal must be made publicly available for a minimum of **28 days**; and
 - (b) the relevant planning authority must comply with the notice requirements for public exhibition of planning proposals and the specifications for material that must be made publicly available along with planning proposals as identified in section 5.5.2 of *A Guide to Preparing LEPs (Department of Planning and Environment 2013)*.

2. Prior to community consultation, Council is to:
 - amend the planning proposal in Parts 1 and 2 to clearly show that the proposal includes the rezoning of the subject land and amendment of the minimum lot size, floor space ratio and height of building controls;
 - prepare draft LEP maps in accordance with the Department's standard technical requirements for LEP maps in relation to zoning, minimum lot size, floor space ratio and height of buildings; and
 - provide a timeline indicating intended progress in relation to exhibition and finalisation of the planning proposal.

3. Consultation is required with the following public authorities under section 56(2)(d) of the Act and to comply with the requirements of relevant S117 Directions:
 - NSW Rural Fire Service; and

Attachment 2

- Office of Environment and Heritage (flooding and environmental conservation)

Each public authority is to be provided with a copy of the planning proposal and any relevant supporting material, and given at least 21 days to comment on the proposal.

4. A public hearing is not required to be held into the matter by any person or body under section 56(2)(e) of the EP&A Act. This does not discharge Council from any obligation it may otherwise have to conduct a public hearing (for example, in response to a submission or if reclassifying land).
5. The timeframe for completing the LEP is to be **9 months** from the week following the date of the Gateway determination.

Dated *02* day of *November* 2014.


Stephen Murray
General Manager, Northern Region
Planning Services
Department of Planning and Environment

Delegate of the Minister for Planning



WRITTEN AUTHORISATION TO EXERCISE DELEGATION

Coffs Harbour City Council is authorised to exercise the functions of the Minister for Planning under section 59 of the *Environmental Planning and Assessment Act 1979* that are delegated to it by instrument of delegation dated 14 October 2012, in relation to the following planning proposal:

Number	Name
PP_2014_COFFS_003_00	Planning proposal to rezone part of Lot 13 DP 591220 from E2 Environmental Conservation Zone to B5 Business Development Zone; and alter the minimum lot size, floor space ratio and height of buildings controls to match those on adjoining B5 land.

In exercising the Minister’s functions under section 59, the Council must comply with the Department of Planning and Environment’s “*A guide to preparing local environmental plans*” and “*A guide to preparing planning proposals*”.

Dated 6 November 2014


Stephen Murray
 General Manager, Northern Region
 Planning Services
 Department of Planning and Environment



Attachment 5 – Delegated plan making reporting template
Reporting template for delegated LEP amendments

Notes:

- Planning proposal number will be provided by the Department of Planning and Environment following receipt of the planning proposal
- The Department of Planning and Environment will fill in the details of Tables 1 and 3
- RPA is to fill in details for Table 2
- If the planning proposal is exhibited more than once, the RPA should add additional rows to **Table 2** to include this information
- The RPA must notify the relevant contact officer in the regional office in writing of the dates as they occur to ensure the publicly accessible LEP Tracking System is kept up to date
- A copy of this completed report must be provided to the Department of Planning and Environment with the RPA's request to have the LEP notified

Table 1 – To be completed by Department of Planning and Environment

Stage	Date/Details
Planning Proposal Number	PP_2014_COFFS_003_00
Date Sent to DP&E under s56	24 October 2014
Date considered at LEP Review Panel	N/A
Gateway determination date	6 November 2014

Table 2 – To be completed by the RPA

Stage	Date/Details	Notified Reg Off
Dates draft LEP exhibited		
Date of public hearing (if held)		
Date sent to PCO seeking Opinion		
Date Opinion received		
Date Council Resolved to Adopt LEP		
Date LEP made by GM (or other) under delegation		
Date sent to DP&E requesting notification		

Table 3 – To be completed by Department of Planning and Environment

Stage	Date/Details
Notification Date and details	

Additional relevant information:



NSW RURAL FIRE SERVICE



General Manager
Coffs Harbour City Council
PO Box 155
COFFS HARBOUR NSW 2450

Your Ref: PP_2013_COFFS_002_00
Our Ref: L12/0037
DA14112594805 AB

18 December 2014

ATTENTION: Mr Marten Bouma

Dear Mr Bouma,

**Agency Comment:- Coffs Harbour Local Environment Plan 2013 Planning Proposal_2013_Coffs_002;
Rezoning Cook Drive Coffs Harbour**

I refer to your letter dated 19 November 2014 seeking comments from the NSW Rural Fire Service regarding the above mentioned Planning Proposal. The NSW Rural Fire Service (RFS) has no objection to the Planning Proposal proceeding however provides the following advice in relation to potential future development on the land.

- *Any future subdivision development application will be required to comply with the 'specifications and requirements' of Planning for Bush Fire Protection 2006.*
- The Planning Proposal and bush fire report only support the placement of a Building Code of Australia class 5-8 commercial building on the subject site.
- Any new construction of the site will require a BAL flame zone construction on the east and south building elevations. No openings will be permitted in those elevations.
- Any new construction of the site will need a defendable space of a minimum 1 metre separation from the hazard located to the east and south.
- *Planning for Bush Fire Protection 2006 states "Developments which should not be permitted on bush fire grounds, including those that may start bush fires or are a potential hazard to adjacent areas or to fire fighters if they are impacted upon by a bush fire:*

- Power generating works;
- Sawmills;
- Junk yards;
- Liquid fuel depots;
- Offensive and hazardous industries;
- Chemical industries;
- Service stations;
- Ammunition storage/manufacture;
- Fire works manufacture/storage".

Postal address

NSW Rural Fire Service
Coffs Harbour Customer Service Centre
Suite 1, 129 West High Street
COFFS HARBOUR NSW 2450

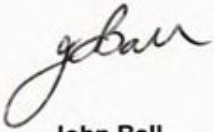
Street address

NSW Rural Fire Service
Coffs Harbour Customer Service Centre
Suite 1, 129 West High Street
COFFS HARBOUR NSW 2450

T (02) 6691 0400
F (02) 6691 0499
www.rfs.nsw.gov.au

For any queries regarding this correspondence please contact Alan Bawden on 1300 NSW RFS.

Yours Sincerely



John Ball
Manager – Customer Service Centre Coffs Harbour

The RFS has made getting information easier. For general information on 'Planning for Bush Fire Protection, 2006', visit the RFS web page at www.rfs.nsw.gov.au and search under 'Planning for Bush Fire Protection, 2006'.



Your reference PP_2013_COFFS_002_00
 Our reference: DOC14/292005
 Contact Ms Nicky Owner 6659 8254

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

Attention: Mr Marten Bouma

Dear Mr McGrath

Re: Planning Proposal Lot 13 DOP 591220 Cook Drive, Coffs Harbour

Thank you for your letter dated 19 November 2014 to the Office of Environment and Heritage (OEH) requesting comments on the abovementioned Planning Proposal. I appreciate the opportunity to provide input.

OEH has statutory responsibilities relating to biodiversity (including threatened species, populations, ecological communities, or their habitats), Aboriginal and historic heritage, National Parks and Wildlife Service estate, flooding and estuary management. Matters relating to noise, air and water quality and any licensing requirements under the *Protection of the Environment Operations Act 1997* should be addressed separately to the Environment Protection Authority because that authority is now independent of OEH.

The following comments are provided based on a review of OEH's previous submission on this matter dated 25 October 2013 and a review of supporting information supplied by Council in relation to its gateway determination request to the Department of Planning and Environment (DPE). OEH understands that Council is required to consult with OEH on flooding and environmental conservation issues pursuant to DPE's gateway determination, issued on 6 November 2014.

OEH is generally supportive of the proposed rezoning of that part of Lot 13 that is currently cleared of native vegetation to B5 Business Development and to maintain the E2 Environmental Conservation zoning over the remaining vegetated part of Lot 13. OEH supports the intent of the site's owner to prepare and implement a Vegetation Management Plan, amongst other things, via a Voluntary Planning Agreement. This will ensure the management and long term protection of the high biodiversity value vegetation that exists over the majority Lot 13.

OEH's support for the proposed rezoning is provided on the proviso that:

- a) All Asset Protection Zones and clearing permissible within distances stipulated under the 10/50 Vegetation Clearing Code of Practice can be located within the cleared B5 envelope and that they do not extend into surrounding vegetation; and

Locked Bag 914, Coffs Harbour NSW 2450
 Federation House Level 7, 24 Moonee Street,
 Coffs Harbour NSW 2450
 Tel: (02) 6651 5946 Fax: (02) 6651 6187
 ABN 30 841 387 271
www.environment.nsw.gov.au

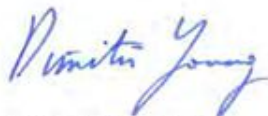
- b) Dwelling entitlements are extinguished over the portion of Lot 13 zoned E2.

Although OEH understands that the applicant has consulted with the Coffs Harbour and District Local Aboriginal Land Council regarding this Planning Proposal, this consultation alone may be insufficient to adequately address all relevant Aboriginal Cultural Heritage matters. OEH therefore recommends that Council is satisfied that the planning proposal has adequately considered Aboriginal cultural heritage prior to the finalisation of the proposed rezoning. OEH encourages Council to refer to the following documents when making this determination:

- a) *Due Diligence Code of Practice for the Protection of Aboriginal Objects in NSW* (OEH, 2010) - <http://www.environment.nsw.gov.au/resources/cultureheritage/ddcop/10798ddcop.pdf>. These guidelines identify the factors to be considered in Aboriginal cultural heritage assessments for proposals.
- b) *Aboriginal Cultural Heritage Consultation Requirements for Proponents 2010* (OEH, 2010) - <http://www.environment.nsw.gov.au/licences/consultation.htm>. This document further explains the consultation requirements that are set out in clause 80C of the *National Parks and Wildlife Regulation 2009*. The process set out in this document must be followed and documented in the EIS.
- c) *Code of Practice for the Archaeological Investigation of Aboriginal Objects in New South Wales* (OEH, 2010) - <http://www.environment.nsw.gov.au/licences/archinvestigations.htm>. The process described in this Code should be followed and documented where the assessment of Aboriginal cultural heritage requires an archaeological investigation to be undertaken.

If you require further information or clarification, or should Council be in possession of information that suggests that OEH's statutory interests may be affected, please contact Conservation Planning Officer, Ms Nicky Owner, via email nicky.owner@environment.nsw.gov.au or by telephoning 6659 8254. Please note that Nicky works part time, Tuesday to Thursday only.

Yours sincerely

 12 December 2014

DIMITRI YOUNG
Senior Team Leader Planning, North East Region
Regional Operations

From: Chris Spencer [Chris@coffsharbourlalc.com.au]
Sent: Tuesday, 11 February 2014 2:41:24 PM
To: Marten Bouma
Subject: RE: Planning Proposal PP_2013_Coffs_02 - Rezoning part of Lot 13, DP 591220, Cook Drive, Coffs Harbour to B5 Business Development

Hi Martin,

Thank you for your email.

The Coffs Harbour and District Local Aboriginal Land Council (CHDLALC) holds no objections to the rezoning proposal at Cook Drive.

CHDLALC understands that the area in question has been impacted by previous land use activities. However please note that should any material be suspected to be of Aboriginal origin be uncovered during any earth disturbance works then the Office of Environment and Heritage's "Stop work procedure" would need to be followed.

If you have any questions regarding this matter please do not hesitate to contact me.

Regards

Chris Spencer
Chief Executive Officer
Coffs Harbour and District
Local Aboriginal Land Council
PO Box 6150
Coffs Harbour NSW 2450
Ph: 02 6652 8740
Fax: 02 6652 5923
Email: chris@coffsharbourlalc.com.au

From: Marten Bouma [mailto:marten.bouma@chcc.nsw.gov.au]
Sent: Tuesday, 11 February 2014 11:33 AM
To: 'chris@coffsharbourlalc.com.au'
Subject: Planning Proposal PP_2013_Coffs_02 - Rezoning part of Lot 13, DP 591220, Cook Drive, Coffs Harbour to B5 Business Development

Hi Chris,

Welcome back from leave hope you had a good break. Christmas seems like such a long time ago now.

Could I get you to give us a response to our letter dated 30 September 2013 (attached) regarding a Planning Proposal at Cook Drive (re-zoning from E2 Environment Protection to B5 Business Development zone). I am preparing a report to Council and this is the last piece of information I need.

Cheers

Marten Bouma

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REPORT TO ORDINARY COUNCIL MEETING

PROPOSAL FROM BUNKER CARTOON GALLERY INC TO MANAGE THE BUNKER CARTOON GALLERY AND COLLECTION

REPORTING OFFICER: Group Leader - Community & Cultural Services
DIRECTOR: Director Sustainable Communities
COFFS HARBOUR 2030: LC3 - We enjoy a comprehensive range of community, artistic and cultural opportunities
ATTACHMENTS: ATT CONFIDENTIAL Proposal - Bunker Cartoon Gallery Inc

Recommendation:

1. Council endorses in principle to handover the management of the Bunker Cartoon Gallery to the Bunker Cartoon Gallery Inc. and the collection back to the Rotary Club of Coffs Harbour City.
2. Council continues to have further discussions and negotiations with representatives from the Bunker Cartoon Gallery Inc. on the level of resourcing and operational issues and that this be included in a future report for consideration by Council by May 2015.

EXECUTIVE SUMMARY

A proposal has been received from the Bunker Cartoon Gallery Inc. (BCGI) to take over the management of the Bunker Cartoon Gallery and operate it as a community and cultural asset on behalf of Coffs Harbour City Council. This proposal is, however, conditional on Council providing ongoing financial and building maintenance support for the next 5 years.

This report outlines the history of the Bunker Cartoon Gallery and the Cartoon Collection, the issues surrounding both the operational and strategic management of the facility and collection.

It is recommended that Council endorses in principle to hand over management of the Bunker Cartoon Gallery to BCGI. If this endorsement is forthcoming from Council, a further report can then be prepared which further addresses the financial, copyright, branding, accessibility and asset management issues.

REPORT

Description of Item:

Representatives of the BCGI have met with Coffs Harbour City Council (CHCC) staff to discuss the operations and future strategic direction of the Bunker Cartoon Gallery.

Those discussions have resulted in a proposal being submitted to Council in December 2014 to take over the management of the Bunker Cartoon Gallery situated at City Hill. One of the key provisions of the proposal is the continuation of Council support for the facility and collection estimated to be around \$400,000 over 5 years in addition to maintenance and major capital or fit out upgrades required such as air conditioning and gallery lighting. The proposal outlines that this will potentially save Council a significant amount of money.

Background:

In the late 1980's, CHCC obtained the land known as City Hill, which included an ex-military bunker. This bunker was developed into a Gallery in 1996 by the Rotary Club of Coffs Harbour City, with the help from CHCC and considerable financial support from local organisations and individuals. The Bunker also hosts a dedicated war memorial as part of the facility.

Since 1984, the Rotary Club of Coffs Harbour City has conducted (and continues to conduct) the annual Rotary Club of Coffs Harbour City Cartoon Awards. The majority of cartoons housed in the Gallery have been collected through the Awards. The Bunker Cartoon Gallery is Australia's first and only dedicated public cartoon gallery.

In 1996, Council granted to the Rotary Club a lease over the Bunker. The Rotary Club owned and managed the business trading as the Bunker Cartoon Gallery from 1996 to 2006.

In 2006, the Rotary Club gifted the cartoons and the operation of the Gallery to Council. This was undertaken through a resolution by and correspondence between Council and the Rotary Club.

In 2011, as part of a service review undertaken by Council, a comprehensive Business Plan was developed for the Gallery. This was considered by Council at its meeting of 9 February 2012, where it was resolved:

1. *The Bunker Cartoon Gallery Business Plan be noted by Council.*
2. *Council agree to addressing the issues raised in the Business Plan and that a further report be provided to Council outlining specific actions, following further consultation with the stakeholders.*

The Business Plan outlined 4 options for consideration to guide the future of the Bunker Cartoon Gallery and its collection:

- 1) Cease operations
- 2) A Public Private Partnership
- 3) A Service Level Agreement
- 4) Status Quo

The preferred option was a Service Level Agreement as it reflected the significant level of Council and community commitment, financial and emotional investment to date. There are volunteers that support operations at the Bunker Cartoon Gallery, BCGI that forms the advisory committee for the facility and collection and the Rotary Club of Coffs Harbour City that support the Annual Awards.

At its meeting of 10 May 2012, Council considered a further report on the Bunker Gallery and resolved:

That Council call tenders for the Lease of the operation of Bunker Cartoon Gallery.

Accordingly, Council Contract No EOI-558-TS advertised for expressions of interest inviting a private operator with the skills and business acumen to manage the Bunker Cartoon Gallery facility and collection. The EOI included an annual retainer to provide guaranteed levels of service and access to the community owned asset. This EOI process was considered by Council at its meeting of 11 July 2013, where it was resolved:

That Council send an invitation in writing to Julian Francis Faber to tender for the Lease of Bunker Cartoon Gallery.

Following discussions with Mr Faber, it was advised that he was no longer interested in pursuing the lease.

Accordingly, the EOI select tender process to lease the Bunker operations to a private operator failed to produce a result and the EOI process was closed in January 2014.

Ongoing meetings have been held between Council staff and the BCGI to find a way forward in relation to the management of the facility and the collection.

Issues:

If Council is comfortable with BCGI undertaking the management of the Bunker Gallery, significant issues remain which will need to be clearly understood between the parties including copyright permissions, branding/marketing and the ongoing and future maintenance costs of the Bunker Gallery facility itself.

Council, although custodian of the collection, has had limited available options for generating income other than admission fees or via commission sales from art exhibitions.

Council has broadened the programming and exhibitions held in the facility to maximise revenue and access to the cultural opportunities. This strategy has provided an additional outlet for much needed gallery and performance venue space in the region as identified in the Cultural Plan 2013-2016 and other Cultural Facility surveys. However, this has meant that branding, copyright and strategic direction issues have not as yet been able to be resolved.

External expert advice via the Business Plan and the 2014 NSW Museum & Galleries Standards Program and stakeholders have broadly identified the areas that require attention as follows:

- Acquisition policy – donations to the collection and clarification over who is the legal owner of those donations.
- No de-accession policy.
- Move to the digital age and the need to move the collection online.
- Leaks in the building despite extensive and expensive waterproofing in the early 2000s.
- New gallery lighting and air conditioning is required in the short to medium term.
- Extensive work required to facilitate the licensing/copyright of the collection.
- Branding confusion through lack of clarity and agreement over the strategic direction for the collection, heritage component and facility.

- Poor signage/need for increased promotion.
- Low visitor numbers.
- High costs to Council to administer commissions and sales with the facility.
- High costs/low income to Council to maintain and preserve the collection.
- Low appeal at present of the facility to the business conferencing market.
- Potential high cost to extend the facility (café etc.) due to plumbing and site constraints.
- Other strategies could be explored such as co-location of the collection within another community or Council asset/facility and online or further development of the site to enable increased visitation to the facility.

Engagement and consultation with Gallery volunteers, Rotary Club of Coffs Harbour City and other stakeholders in the arts, cultural and tourism sectors in particular, should be furthered in this next stage of evaluation.

Options:

Given the results of the ongoing discussions regarding the Bunker Gallery and the wider discussion of Council support to the provision of cultural facilities and programming in the region and T2S program there are a number of options open to Council.

There are three options examined below:

Option 1 – Status quo

No further action to be taken on the proposal and status quo remains.

Given the nature of the current financial subsidy, operational, copyright and maintenance issues at the Gallery this option carries significant risk.

Option 2 – Endorse the proposal (subject to further negotiation and analysis)

There are significant operational and strategic issues that need to be resolved in order for the facility and collection to be sustainable. A key issue is the copyright permissions surrounding the collection. By agreeing in principle to support the BCGI management proposal, and the return of the collection to the Rotary Club of Coffs Harbour City, the parties involved have confidence in further addressing this particular issue.

There are a number of other areas in relation to the management proposal, the collection and the facility itself that require more detailed analysis prior to any final commitment by Council.

These areas include, but are not limited to, advice in relation to any legal, leasing/management and procurement requirements, further analysis of the resourcing required by Council in relation to the outcomes expected to be delivered to the region and community and the cost of maintaining the facility to the required standard for a gallery and community space.

Option 3 – Cease Operation of the Bunker Cartoon Gallery

The Business Plan suggests that there would be a reasonable case for discontinuing the Bunker Cartoon Gallery if steps were not taken to address the issues. The cartoon collection would be returned to the Rotary Club of Coffs Harbour City and the Bunker building itself would then be either subject to an asset divestment strategy or offered for lease (in

compliance with the Local Government Act) to the highest bidder to a tenant who can deliver "cultural or tourism use".

Sustainability Assessment:

- **Environment**

There are no specific environmental impacts in relation to this report.

- **Social**

The facility provides a range of services on a local, state and international level and its efficient, effective and sustainable future needs to be addressed.

- **Civic Leadership**

Council's role in relation to being both a provider and a facilitator of services such as the Bunker Cartoon Gallery is included in the Coffs Harbour 2030 Plan. Specifically this is included as:

LC3 – We enjoy a comprehensive range of community, artistic and cultural opportunities.

- **Economic**

Broader Economic Implications

The Business Plan outlines in detail the broad economic implications.

Delivery Program/Operational Plan Implications

Currently the Bunker Cartoon Gallery is costing Council approximately \$130,000 per annum. The implications on the delivery program and operational plan will be investigated as part of a future Council report.

Risk Analysis:

As set out in the options section, there are a number of key financial, copyright and asset management risks that need to be further discussed with BCGI and the Rotary Club of Coffs Harbour City over the coming months.

Consultation:

Representatives from BCGI have been consulted with over the past 12 months leading to the current proposal. Further consultation is required within the cultural community, tourism sector, stakeholders, volunteers and Rotary Club of Coffs Harbour City to properly consider the benefits and costs involved in the proposal.

Related Policy, Precedents and / or Statutory Requirements:

Coffs Harbour Cultural Plan 2013-2016

Implementation Date / Priority:

Further negotiations and investigations to continue with Council staff, stakeholders as required, and the BCGI with a final report to Council planned by the end of May 2015.

Conclusion:

It is pleasing that BCGI has formulated this proposal which aims to ensure the sustainability of the Bunker Cartoon Gallery into the future.

The Bunker Cartoon Gallery is a cultural entity of significance and a tourism product for the Coffs Harbour region. However, it is recognised by all stakeholders that the current level of resources (both financial, asset management and human resources) required from Council, the Rotary Club of Coffs Harbour City, BCGI, volunteers and other stakeholder groups involved in this project is currently both untenable and unsustainable.

Although there have been several initiatives over the years to address this sustainability issue, there still remains significant financial, copyright, branding, accessibility and asset management issues for all stakeholders to take into consideration.

Resolving these issues will require continued resources from Council, the BCGI and the Rotary Club of Coffs Harbour City into the future. The level of resources required, expected outcomes and risks associated with this will be subject to further investigation, analysis, resolution and a future Council report.



REPORT TO ORDINARY COUNCIL MEETING

2014/2018 DELIVERY PROGRAM - SIX MONTHLY PROGRESS REPORT

REPORTING OFFICER:	Corporate Planner
DIRECTOR:	Director Sustainable Communities
COFFS HARBOUR 2030:	LC3.1: Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
ATTACHMENTS:	ATT 2014-2018 Delivery Program Six Monthly Progress Report to 31 December 2014

Recommendation:

That the *Six-Monthly Progress Report (for the period 1 July to 31 December 2014) on the Coffs Harbour City Council 2014/2018 Delivery Program* be adopted for public release.

EXECUTIVE SUMMARY

Under the Local Government Act, Council is required to report six-monthly on its progress and performance in implementing strategies to help achieve the objectives of the *Coffs Harbour 2030 Community Strategic Plan*.

The *Six-Monthly Progress Report (for the period 1 July to 31 December 2014) on the Coffs Harbour City Council 2014/2018 Delivery Program* is tabled at this time. The Six-Monthly Progress Report identifies achievements and challenges recorded during the reporting period and provides updates on Council services, projects and key operational activities.

Of Council's 41 Services, 37 are identified as being *On Track* during the reporting period. The remaining four Services – Customer Services, Property, Holiday Parks and Strategic Asset Planning – are recorded as *Needing Attention*, reflecting resourcing issues, open market impacts and continuing pressures for the upgrade of Council systems and processes.

At the same time, the report represents a considerable record of achievement by Council and its workforce in delivering positive outcomes for the Coffs Harbour community. The reporting period saw many highlights, including the opening of the Brelford Park skate plaza, the completion of the Museum redevelopment, progress on flood mitigation works and the Jetty4Shores project, extensive road and bridge works, community and sporting programs, and tourism and economic development initiatives.

The Six-Monthly Progress Report for the period 1 July to 31 December 2014 incorporates a number of delegation adjustments arising from changes to Council's operational organisation structure under the Transformation to Sustainability (T2S) project. As a 'step-change' program of continuous improvement, T2S will result in ongoing adjustments in reporting, particularly through a renewed review of actions and measures at Delivery Program level.

REPORT

Description of Item:

Coffs Harbour City Council began implementing its 2014/2018 Delivery Program on 1 July 2014, under the Integrated Planning and Reporting provisions (IPR) of the Local Government Act, 1993.

The Delivery Program must include a method of assessment to determine the effectiveness of Council's principal activities in achieving the objectives of the *Coffs Harbour 2030 Community Strategic Plan*. Progress reports must be provided to Council at least every six months. While it is a legislative requirement, the six-monthly report represents a valuable opportunity for the organization to evaluate its performance and account to the local community.

The *Six-Monthly Progress Report (for the period 1 July to 31 December 2014) on the Coffs Harbour City Council 2014/2018 Delivery Program* is tabled at this time. The document has been distributed to Councillors and is posted on Council's website. Once adopted, printed copies will also be available at Council's display locations.

Issues:

The Six-Monthly Progress Report is an overview of the effectiveness of Council's principal activities in *implementing the strategies* and *achieving the objectives* of the *Coffs Harbour 2030 Community Strategic Plan*. It refers to the period 1 July to 31 December 2014.

In the 2014/2018 Delivery Program, Council's 'principal activities' are identified as 41 Services. Each Service encompasses a range of related projects and ongoing tasks. The Services are aligned with one or more of the Strategies that are set out in the *Coffs Harbour 2030 Plan*. The implementation of 2030 Strategies contributes to the achievement of the 2030 Objectives.

The alignment within the Integrated Planning and Reporting (IPR) framework can be viewed as:

Coffs Harbour 2030 Plan		
Theme	Delivery Program	
Objective	Objective	Operational Plan
Strategy	Strategy	Strategy
	Service	Service
	Projects (4 years)	Projects / Ongoing tasks (one year)

Council's *Performance Planning* software tracks the progress of Services as well as a nominated set of reportable actions (from the full list of projects and ongoing tasks set out in Council's Operational Plan). These serve as broad indicators of the impact that Council's Delivery Program is having in responding to the Coffs Harbour 2030 Plan. The updates include 'traffic lights' which indicate whether a reportable is *On Track* (green light); *Needs Attention* (orange light), or *Critical* (red light). A grey traffic light indicates that an action is *On Hold* – in these cases, the action may be yet to start, not active this reporting cycle, or awaiting funding or the outcome of other processes.

The Six-Monthly Progress Report for the period 1 July to 31 December 2014 indicates that 37 of Council's Services are on track. The remaining four Services are reported as *Needing Attention*, with the following comments provided:

- *S05: Customer Service*: Council continues to adequately meet the needs of the customer when making direct contact with Council (counter / phone services). A number of the KPIs used to measure customer service are in the process of redevelopment to better measure performance. Over the next 6-months, work will be done in the development of a 'Customer Service Framework' for Council - this work will contribute to the development of improved measurement of KPIs.
- *S18: Property*: Overall the property program is tracking well with performance benchmarks being delivered to projected levels. Continuing efforts in developing a more rigorous asset management framework for Council buildings will enable metrics such as cost recovery on buildings to be finalised. Council swimming pools are performing as expected however the replacement / refurbishment of the Sawtell and Woolgoolga facilities needs to be considered as these facilities age. Similarly it has been previously reported that the Nana Glen pool pumping, filtration and chemical dosing system is not a commercial grade installation and will require major repairs or replacement. Until a commercial system is installed, maintenance costs for Nana Glen will be elevated.
- *S35: Holiday Parks*: Business levels have declined as reported previously. Changes to accounting practices have also resulted in weaker accounted revenue until December 2014. This is expected to normalise in January 2015. Business strategies continue to be implemented as planned and the capital works program is on track. Park Beach Holiday Park was awarded Best Holiday Park/Resort in NSW and Best of the Best at the NSW CCIA Industry Awards. Sawtell was also a finalist in these awards. Park Beach was a finalist in the NSW Tourism Awards and was the only Council managed Holiday Park represented at the Awards. Despite the slow start to the financial year, business levels are predicted to rise and the parks are expected to meet 2014/15 budgeted forecasts.
- *S40: Strategic Asset Planning*: Asset branch is up to date with work order register and entry into the asset system. Condition assessments have been carried out for the transport revaluation. Recycled water management plan is being finalised ETA 31 March, 2015. Water and sewer Asset Management Plans currently being revised. Road risk register being prepared for revaluation. The Asset Management System is being reviewed and aligned with current Tech. One System. Improved data entry and reporting will enable more accurate asset management and estimating.

During the period, progress reports were submitted for a total of 285 actions implemented by Council. The updates indicate the majority of actions are *On Track*. A total of 26 actions are recorded as *Needing Attention*, generally relating to increasing workloads, resourcing issues, systems development, or because of external forces.

At the same time, the report represents a considerable record of achievement by Council and its workforce in delivering positive outcomes for the Coffs Harbour community. The reporting period saw many highlights, including the opening of the Brelsford Park skate plaza, the completion of the Museum redevelopment, progress on flood mitigation works and the Jetty4Shores project, extensive road and bridge works, community and sporting programs, and tourism and economic development initiatives.

The Six-Monthly Progress Report for the period 1 July to 31 December 2014 incorporates a number of delegation adjustments arising from changes to Council's operational organisation structure under the Transformation to Sustainability (T2S) project. As a 'step-change' program of continuous improvement, T2S will result in ongoing adjustments in reporting, particularly through a renewed review of actions and measures at Delivery Program level.

Options:

As this report is to enable compliance with a legislative requirement and the public release of an information resource for Council and the community, the options available to Council are limited.

Sustainability Assessment:

- **Environment**

Apart from printing and energy costs associated with compiling the report, there are no environmental impacts flowing from the preparation of the *Six-Monthly Progress Report (for the period 1 July to 31 December 2014) on the Coffs Harbour City Council 2014/2018 Delivery Program*. However, the report considers Council's progress and performance in regard to the delivery of environmental strategies for the city.

- **Social**

Similarly, the report considers Council's progress and performance in regard to the delivery of social strategies for the city. The preparation and publication of the report is consistent with Council's commitment to accountability to the community.

- **Civic Leadership**

The IPR framework enables Council to identify and respond to community aspirations and co-ordinate the provision of appropriate works and services to help achieve the city's strategic objectives. This is consistent with the *Coffs Harbour 2030 Community Strategic Plan strategy LC3.1: Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour*.

- **Economic**

Broader Economic Implications

The report considers Council's progress and performance in regard to the delivery of strategies aimed at stimulating the economic sustainability of Coffs Harbour.

Delivery Program/Operational Plan Implications

The annual development and review of the Delivery Program and Operational Plan are accommodated within Council's budget structure. This expenditure is monitored through Council's monthly and quarterly budget reviews.

Risk Analysis:

The preparation of a Six-Monthly Progress Report is a legislative requirement.

Consultation:

The preparation of this report involved engagement with Executive Leadership, Group Leaders and staff responsible for reportable actions across Council.

Related Policy, Precedents and / or Statutory Requirements:

Section 404 of the Local Government Act 1993 applies. In summary, it requires that:

- A council must have a Delivery Program, detailing the principal activities it will undertake to achieve the objectives established in the Community Strategic Plan, within the resources available under the Resourcing Strategy.
- The Delivery Program must include a method of assessment to determine the effectiveness of each principal activity detailed in the Delivery Program in achieving the objectives at which the activity is directed.
- The General Manager must ensure that progress reports are provided to the council, with respect to the principal activities detailed in the Delivery Program, at least every 6 months.

Implementation Date / Priority:

If adopted by Council, the *Six-Monthly Progress Report (for the period 1 July to 31 December 2014) on the Coffs Harbour City Council 2014/2018 Delivery Program* will be released immediately.

Conclusion:

The *Six-Monthly Progress Report (for the period 1 July to 31 December 2014) on the Coffs Harbour City Council 2014/2018 Delivery Program* identifies specific achievements or challenges recorded during the reporting period and provides updates on Council Services, projects and key operational activities.

While it satisfies a legislative requirement, the report is a valuable resource to assist the community to understand what Council does and how effective it is in delivering the strategies set out in the Coffs Harbour 2030 Community Strategic Plan.

It is recommended that Council adopt the report for public release.



COFFS HARBOUR CITY COUNCIL 2014-2018 DELIVERY PROGRAM

SIX-MONTHLY PROGRESS REPORT
(for the period 1 July - 31 December 2014)



Helping to achieve the 2030 Community Vision

SIX-MONTHLY PROGRESS REPORT ON THE COFFS HARBOUR CITY COUNCIL 2014/2018 DELIVERY PROGRAM
FOR THE PERIOD 1 JULY TO 31 DECEMBER 2014
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SIX-MONTHLY PROGRESS REPORT ON THE COFFS HARBOUR CITY COUNCIL 2014/2018 DELIVERY PROGRAM

FOR THE PERIOD 1 JULY TO 31 DECEMBER 2014

HOW TO READ THE PROGRESS REPORT





The *Six-Monthly Progress Report (for the period 1 July to 31 December 2014) on the Coffs Harbour City Council 2014/2018 Delivery Program* is generated from Council's *Performance Planning* software package. Managers provide updates on the implementation of the 41 Services that encompass all of the projects and ongoing tasks set out in Council's Operational Plan. This report provides an overview of the progress made in each Service during the period.

The report also tracks the progress of a nominated set of reportable actions that serve as broad indicators of the impact that Council's Delivery Program is having in responding to the Coffs Harbour 2030 Plan.

The body of the Progress Report is structured to match the five 2030 Themes and their subsidiary Objectives and Strategies. Each Council action has a primary alignment with a 2030 Strategy; in many cases, an action will have an impact in implementing other 2030 Strategies as well. For brevity here, action progress reports are published according to primary 2030 alignments.

The Delivery Program features three types of reportable actions within Services. A *Project* is a one-off activity with a start and end date. *Business As Usual (BAU)* describes much of the day-to-day work carried out by Council; these are ongoing programs and tasks that are implemented over the course of each year. *Metric Key Performance Indicators (KPIs)* are simple numeric measures for the performance or workload related to many Council activities (eg, the number of Development Applications (DAs) received, or the percentage of DAs processed within a set timeframe).

In completing a progress update in *Performance Planning*, an action's responsible officer is asked to *comment* on progress made during the reporting period. The officer is also required to select a '*traffic light*' indicating the overall status of the performance measure:

-  A green light indicates that the measure is either *On Track* or achieved.
-  An amber light indicates the measure *Needs Attention*.
-  A red light indicates the activity is at risk to a *Critical* degree.
-  A grey light indicates the activity is *On Hold* at this time.

The Six-Monthly Progress Report provides an overview of Council's significant achievements within each of the 2030 Themes. The following summary is also provided for 2030 Objectives:

- A list of Council actions that help to address 2030 strategies;
- Key Performance Indicators tied to Metric measures;
- Commentary on the performance of Project and Business reportables.

It is Council's expectation that the Six-Monthly Progress Report will be principally accessed online via Council's website www.coffsharbour.nsw.gov.au. Printed copies will also be available at Council's Administrative Centre and at the Coffs Harbour, Toormina and Woolgoolga branches of the City Library.



SIX-MONTHLY PROGRESS REPORT ON THE COFFS HARBOUR CITY COUNCIL 2014/2018 DELIVERY PROGRAM
FOR THE PERIOD 1 JULY TO 31 DECEMBER 2014
EXECUTIVE SUMMARY

The Six-Monthly Progress Report for the period 1 July to 31 December 2014 incorporates a number of delegation adjustments arising from changes to Council's operational organisation structure under the Transformation to Sustainability (T2S) project. As a 'step-change' program of continuous improvement, T2S will result in ongoing adjustments in reporting, particularly through a renewed review of actions and measures at Delivery Program level.

This Progress Report indicates that 37 of Council's Services are *On Track*. The remaining four Services are reported as *Needing Attention*, with the following comments provided:

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During the period, progress reports were submitted for a total of 285 actions implemented by Council. The updates indicate the majority of actions are *On Track*. 26 actions are recorded as *Needing Attention*, generally relating to increasing workloads, resourcing issues, systems development, or because of market forces. A further 16 actions are recorded as being *On Hold* – in these cases, they may be yet to start, not active this reporting cycle, or awaiting funding or the outcome of other processes.



SIX-MONTHLY PROGRESS REPORT ON THE COFFS HARBOUR CITY COUNCIL 2014/2018 DELIVERY PROGRAM
 FOR THE PERIOD 1 JULY TO 31 DECEMBER 2014
 OVERVIEW - SERVICES



S01: Arts and Culture

Arts and Culture have been well served by Council in this period. The Museum opened to critical acclaim, the Gallery held successful exhibitions, concerts, a festival and its national art prize EMSLA and its associated festival, the EMSLA fine art and music festival. Numerous artistic workshops and discussions punctuated the gallery calendar. Several outstanding exhibitions drew substantial audiences. The city's first Opera by the Ocean festival was extremely well attended and attracted significant sponsorship. The Gallery had a key role, along with Enterprise Coffs in this event. Plans are under way for more cultural events across three facilities this year.



S02: City Image - Cleaning

The services for public toilet and street cleaning are being delivered satisfactorily within the resources available.



S03: Community Services

All programs within the community services area are tracking well for this reporting period.



OVERVIEW – SERVICES (Continued)



S04: Compliance

The compliance related activities of Council were managed during the reporting period. A risk based compliance framework is currently under development and will be reported to Council within the next few months.



S05: Customer Service

Council continues to adequately meet the needs of the customer when making direct contact with Council (counter / phone services). A number of the KPIs used to measure customer service are in the process of redevelopment to better measure performance. Over the next 6-months work will be done in the development of a 'Customer Service Framework' for Council - this work will contribute to the development of improved measurement of KPIs.



S06: Development Assessment

During the reporting period, 540 DA's were determined of which 497 (92%) were determined within 40 days.



OVERVIEW – SERVICES (Continued)



S07: Economic Development

The last six months have seen the economic strategy projects continue to be implemented successfully, including Love our City Projects (Peter Kageyama workshops), inaugural Food Futures Forum, Six Degrees Coworking, Digital Enterprise Program, refreshed Buskers Festival and Switched On Coffs.



S08: Emergency Management

All statutory requirements for Emergency Management (including Exercises, Plans, LEMC Meetings and Agency Participation) have been met. LEMC meetings being held in conjunction with Bellingen Shire Council.



S09: Environmental Management

A full review of Council's historic emissions and the development of updated emissions reduction targets (Coffs Harbour Emissions Reduction Plan Stages 1 and 2) was completed. Report was endorsed by Council in December 2014. The Stage 3, development of an action plan will be undertaken in 2015.

- State of Environment full regional report is due in 2016. Annual data will be submitted to the regional group in 2015.
- Aboriginal 'green teams' continue to work on rehabilitation and restoration programs associated with the Jaliigirr and Orara River Restoration programs. Jaliigirr in particular has employed the Darrunda wajaarr Aboriginal Green team for the last 2.5 years including working alongside Council's bush regeneration team.
- There are currently 40 landcare groups working in the Coffs Harbour LGA on various rehabilitation and restoration related projects.
- The program targets for On Site Sewage Management have been exceeded which means that the back log of approximately 2,500 is being eroded away - further the number of notices/orders issued reflects low level of non-compliance with program targets.
- Participation in sustainability education workshops and events continues to achieve good levels of engagement with approx. 4491 people attending or participating in a sustainability event/workshop run by the sustainability team in the past 6 months to Dec 2014. This included the Sustainable Living Festival (4000), Ambassadors Volunteer Tours (211) and the Living Lightly series of workshops (280). Ongoing evaluation shows consistently good feedback on both quality of the experience and learning outcomes.



S09: Environmental Management (Continued)

• Council emitted approximately 19064 tonnes CO₂e in 2013-2014 year. This is a reduction from 19222 tonnes CO₂e in 2012-2013 year. 2014-2015 year will be reported in next 6 month reporting cycle. This data excludes emissions from the England Road landfill - if included Council's emissions for 2013-2104 year were approximately 38564 tonnes CO₂e.



OVERVIEW – SERVICES (Continued)



S10: Event Management

A busy six months in events - C.ex Coffs International Stadium events injecting \$5.9 million into the local economy, and a refreshed International Buskers Festival receiving record crowd attendance.



S11: Flooding and Coastal Management

Construction of Spagnolos Rd detention basin 90% completed, with project on time and within budget. Draft Boambee - Newport's Ck Floodplain Risk Management Plan currently being reviewed. Woolgoolga Creek flood study under way. Update of the Coffs Creek flood study to a 2D flood model and calibrate 2009 flood event. Consultants BMT WBM engaged for project and work has commenced. Woolgoolga Creek Floodplain Risk Management Study and Plan Preliminary assessment of mitigation options complete.

Design and cost - benefit assessment of major drainage augmentation for Park Beach Consultants BMT WBM have been engaged and have commenced work on the project.

Coastal Estuary Management Advisory Committee met during this period. Draft Coffs Creek Coastal Zone Management Plan completed and placed on public exhibition.

Option analysis on reducing coastal erosion hazards at Campbell's Beach Draft report finalised by the consultant.

Presentation of draft Coastal Hazards DCP, Planning proposal on Coastal Hazards, Coastal Management Report Guidelines, Coastal Risk Area Planning Policy and Section-149 Notations briefing to Councillors and public exhibition approved. Public exhibition will take place in February and March 2015

A health assessment of estuaries within CHCC LGA with sampling in September and November has been undertaken and analysed. Council was successful with OEH funding from the Estuary Management Program to undertake fish sampling which is part of the Ecohealth program.

Arrawarra Creek CZMP grant obtained under the Estuary Management Program through the Office of Environment and Heritage. An application was also submitted for matching funding through the Environmental Levy.

Road works started in December to facilitate the placement of the Coffs Harbour Boat Ramp basin expansion area. Physical modelling was completed by MHL during this period. Basin expansion works to start by the end of February 2015.



S12: Footpaths and cycleways

Footpaths and cycleways are being serviced to meet the delivery program and maintenance standards.



OVERVIEW – SERVICES (Continued)



S13: Health

In terms of food premises, Council exceeded the inspection target for the period. In this regard, dedicated resources have been directed towards achieving the required target to meet Council's food inspection partnership agreement with the NSW Food Authority.



S14: Sustainable Planning

In order to continue to meet the strategic needs of the city, a number of significant policies were considered by Council during the term, including Draft North Boambee Valley (West) Investigation Area, Draft Community Based Heritage Study, Draft Coastal Hazard Planning Controls, Draft Bonville Rural Residential Investigation Area and Draft Landscape Corridors.



S15: Library

The library service continues to be a community hub of public activity and lifelong learning.

Core library services such as lending, reference and access to public computers, internet and wifi remain popular with customers. Customers wanting advice or assistance with mobile devices, such as smart phones, tablets and laptops continue their demands on staff time.

Public programs and events also continue to be well attended and included; weekly children's storytime at each branch, Ten Minutes a Day early literacy program, beginner internet classes, e-reader/e-lending information sessions, several author talks and hosting of workshops for Coffs Harbour Writers Group and ABC OPEN. Particularly successful events included; Australian Light Horse talk during History Week (70 people), Graeme Base book signing (approx. 250), Keys to creating mental wellness seminar (95) and Christmas Craft for kids (80).

The library continued to develop and publish content on its '50 Years 50 Stories' website (<http://ourstorycoffslibrary.info>) and work commenced on the Radio Frequency Identification (RFID) Implementation project.

Council continued its support for the NSW Public Library Funding Campaign, which saw the library service participate in a state-wide Day of Action on 5 December 2014.



OVERVIEW – SERVICES *(Continued)*



S16: Lifeguard Services

Zero preventable drowning within Council's area of operations, considering the difficult conditions experienced at all beaches across the City. Lifeguards have been very vigilant at all beaches patrolled.

The rollout of the highly successful Ocean Safety Surfer Award (OSSA) & Ocean Safety Awareness Award (OSAA) continues with schools.



S17: Parks and Facilities

Overall the Parks and Facilities program is on track. Defects on footpaths and cycleways through reserves are being repaired with funding targeted to address the high risk situations.



S18: Property

Overall the property program is tracking well with performance benchmarks being delivered to projected levels. Continuing efforts in developing a more rigorous asset management (AM) framework for Council buildings will enable metrics such as cost recovery on buildings to be finalised. Council swimming pools are performing as expected, however the replacement / refurbishment of the Sawtell and Woolgoolga facilities needs to be considered as these facilities age. Similarly it has been previously reported that the Nana Glen pool pumping, filtration and chemical dosing system is not a commercial grade installation and will require major repairs or replacement. Until a commercial system is installed maintenance cost for Nana Glen will be elevated.



OVERVIEW – SERVICES *(Continued)*



S19: Roads and Bridges

The roads and bridges programs are on track to meet the delivery program for 2014/15 with Asset renewals on the road network and bridge stock running to schedule.



S20: Sewer

Sewer reticulation and treatment are proceeding satisfactorily.



S21: Sport

A busy six months in sport with the commencement of floodlight installation on Coffs Coast Sport and Leisure Park field 2 (wholly section 94 funded), which will benefit local users as well as help attract more and larger sporting events requiring night access. In addition, the World Rally Championship was hosted at the C.ex Coffs International Stadium precinct in September 2014 to much acclaim. Major events secured for early 2015 include the OzTag State Cup which will see an estimated 10,000 people in the city in February.



OVERVIEW – SERVICES *(Continued)*



S22: Stormwater

Flood mitigation program on track.
 Spagnolos road detention basin 95% complete.
 Minor drainage complaints being dealt with.
 Creek clearing works have been undertaken.



S23: Tourism

2.9 million visitor nights contributing a total visitor spend of \$520 million into the local economy (note these are the latest available full 12 month figures).
 Other highlights include DNSW funding received for the Wotif campaign and Coffs Coast app, continuation of the 101 Things campaign, opening of the new Visitor Information Centre.



S24: Waste Services

The operations of Waste Services Contract remains within budget and delivering expected outcomes.



OVERVIEW – SERVICES *(Continued)*



S25: Water

Asset renewal and water reticulation maintenance services are being delivered to satisfactory standards and are on track with the Delivery Program.



S26: Airport

Overall the airport is progressing well.

Several major projects have been completed during this period that will have a positive economic impact on the airport and the community in future.



S27: Civil Contracting

The implementation of civil contracting services within the operational area is proceeding in accordance with the Commercialisation Operational Model.



OVERVIEW – SERVICES (Continued)



S28: Corporate Information Services

Team is performing well. No major problems encountered during the quarter. Good progress has been made on projects. Core system upgrades are on track with substantial work undertaken in configuration and testing. The key usergroups are to be congratulated for their efforts.



S29: Corporate Planning

All Integrated Planning and Reporting timeframes met.

The Corporate Planner oversaw or assisted with four Community Surveys during the period to support IPR-related Community Engagement processes (2014 Customer Satisfaction Survey, Inaugural Community Wellbeing Survey, Cultural Facilities Survey and the Funding Our Future Survey).

Progress was made in identifying CHCC data sources for 2030 Indicators.

Ongoing assistance and support was provided by Corporate Information Services in the development of systems to enable the IPR framework.

Review ongoing of performance measures, integration within framework and CHCC organisation (reinforced by T2S recommendations).



S30: Design

All engineering designs required to service works program completed in accordance with agreements on timing and scheduling with Infrastructure Program Manager. Fast tracking of CBD Transport hub design completed to meet Transport NSW grant requirements. Other major projects include Jetty DCP car park design, Pacific Highway Sapphire to Woolgoolga additional cycle way works design, Coffs Harbour Hospital car park tender submission data, design plans and approvals for Jetty Walkway. Diggers Beach Masterplan concept design completed, Jetty project Area B Kiosk area beach interface design commenced through Manly Hydraulics Lab physical model. Program transfer to works order system on-going. Community consultation commenced for City Square Design Project and Karangi-Red Hill water main duplication. Spagnolos Road Detention Basin stakeholder consultation finalised. Castle Street amenities project commenced construction. City Centre Masterplan activation and marketing program focused on Christmas activities. Terms of Reference Review commenced. Emerald Beach Shade structure design and installation completed. Various developer contribution funded playground concepts underway.

Woolgoolga Community Garden project design and land classification completed. Various Alcohol free zone proposals completed. Bunker Headland gun emplacement conservation management plan brief issued. Various developer funded Vegetation Management Plan negotiations completed. Justice Precinct bus shelter design and contract for installation completed. Traffic Committee resolutions design and approvals issued to City Works for implementation as required. Regular meeting held with Public Transport operators to discuss efficiency and promotion of services. Focus on coordination of timetables, upgrade of bus stop locations and bus shelter access. Analysis of crash data as preparation for drive to conditions / wet weather campaign; also data collection and analysis to assist Police with speed enforcement.



OVERVIEW – SERVICES (Continued)



S31: Digital e-leadership

This service will be reviewed as part of the T2S project. All website projects are on track and progress has been made on developing an Open Access Data policy.



S32: Environmental Laboratory

Increase in external business across this period with some updates of equipment to improve accuracy and automation.
Some major repairs and updates to building.
Preparation underway for external NATA audit.



S33: Finance

Considerable work has been undertaken this period. Statutory requirements have all been met and are up to date. The new general ledger structure commenced on 1 July 14. Further work is being undertaken in relation to the general ledger and budgeting system for the new organisational structure and systems are being put in place to ensure we meet all future statutory reporting requirements.



OVERVIEW – SERVICES (Continued)



S34: Governance

Insurance - Insurance rebate funds received have been allocated to property and public risk mitigation projects. The allocation of these funds was determined by the outcome of a risk assessment rating for each. Projects were nominated by Managers.

Motor Vehicle claims have reduced. (Claims in previous years due to hail storms)

Public Liability claims remain similar to previous years.

Property Assets - Claim for Damages from the November 2013 storms for Council assets finalised Dec 2014, with all assets repaired.

Internal Audit - Two Governance and Audit committee meetings held in the period.

9 formal GIPA applications actioned in the period.



S35: Holiday Parks

Business levels have declined as reported previously. Changes to accounting practices have also resulted in weaker accounted revenue til December 2014. This is expected to normalise in January 2015.

Business strategies continue to be implemented as planned and the capital works program is on track.

Park Beach Holiday Park was awarded Best Holiday Park/Resort in NSW and Best of the Best at the NSW CCIA Industry Awards. Sawtell was also a Finalist in these awards. Park Beach was a finalist in the NSW Tourism Awards and was the only Council managed Holiday Park represented at the Awards.

Despite the slow start to the financial year, business levels are predicted to rise and the parks are expected to meet 2014/15 budgeted forecasts.



S36: Human Resources

The Organisational Development Group is currently undergoing remodelling in alignment for the T2S program to better support Coffs Harbour City Council, whilst maintaining the current Human Resources services provided.



OVERVIEW – SERVICES (Continued)



S37: Media

Service performance data for Media indicates a positive growth in online communications - including e-newsletters and twitter followers. Council's Media service continues to serve the needs of our community through direct messages. Future activities include the adoption of new branding and associated guidelines for Council and its related businesses.



S38: Plant and Fleet Management

The system in place for managing fleet has been continued to be complied with in the quarter. Meaningful information is produced in relation to funds available and required and for vehicle and plant performance, purchase and replacement. The plant and fleet management service is performing to all expectations.



S39: Procurement

Steady progress has been achieved in the reporting period. An updated procurement policy has been approved by Council during December 2014. With the policy adopted, the procurement manual and the associated templates can now be finalised. In relation to the remainder of the Procurement Roadmap, the timetable has extended as additional tasks are found and addressed along the way. Supplier rationalisation and preferred suppliers continue to be a key activity during the previous and current periods.



OVERVIEW – SERVICES *(Continued)*



S40: Strategic Asset Planning

Asset branch is up to date with work order register and entry into the asset system.
 Condition assessments have been carried out for the transport revaluation.
 Recycled water management plan is being finalised ETA 31 March, 2015.
 Water and sewer Asset Management Plans currently being revised.
 Road risk register being prepared for revaluation.



S41: Telemetry and Optic Fibre

Switchboard/CCTV/Fibre Sales as forecast for Technology Group. Productivity savings with existing fibre network and the expansion of fibre network still continues to save the organisation significant operating costs.



2030 THEME: LP LEARNING AND PROSPERING Significant Achievements

The victorious NSW Blues Team and their Coach Laurie Daley were presented with the keys to the city at a special community welcome event to mark their return to Coffs Harbour ahead of the final game of the NRL 2014 State of Origin Series. The Blues' use of Coffs as the training venue for the three games was described as the 'magic ingredient' that helped NSW clinch the series.

Council began planning roadworks associated with a major commercial redevelopment at the intersection of Harbour Drive and Gordon Street. The proposed extension of the Coffs Central Shopping Centre has been welcomed by Council as a vote of confidence in the retailing strength of Coffs Harbour's City Centre.

In October, the C.ex Coffs International Stadium was announced as the venue for a March 2015 clash between the Sydney Swans and Brisbane Lions as part of the AFL's pre-season NAB Challenge. The prestige fixture represents a welcome return for top-level AFL to the stadium; the last national AFL match to be staged in Coffs Harbour was in 2011 when a crowd of nearly 5,000 watched St Kilda take on Sydney.

In a promotion for the 'Live Love Coffs' Economic Growth Strategy, internationally-renowned community development expert Peter Kageyama was the star speaker at a series of events in the city in July. The program included a community workshop offering an opportunity for local people to explore how to achieve 'Growth through Localisation and Love of our City'.

A wide-ranging review of ways to market the Coffs Coast to grow visitor numbers identified the need for fundamental change. Independent consultants brought together the local industry association 'Tourism Coffs Coast', as well as tourism operators and staff from both Coffs Harbour and Bellingen Shire Councils to look at ways to build the region as a holiday and visitor destination in the future. The report's key strategies include establishing a 5-10 year strategic plan, ensuring clear leadership and accountability, building cooperation and unity, and setting up a community committee to guide Council's tourism marketing unit, Coffs Coast Marketing.

In December Council agreed to continue its sponsorship of the Australian round of the World Rally Championship and a round of the Australian Off Road Championship. The 2014 events generated an estimated \$13.8M into the local economy.

The Coffs City Library staged a range of informative events and activities including:

- A year 12 students seminar to given HSC candidates tips and advice on exam preparation and study ahead of the exams;
- A NSW History Week presentation by historian Dr Nathan Wise on the daily life of the Australian Light Horse in the Great War, accompanied by a display of an extraordinary local collection of Light Horse memorabilia;
- The presentation of an award from Tutoring Australasia for the Library's long-running and successful provision of the free online tutoring service "Yourtutor";
- Author talks by Australian literary sensation Brooke Davis ("Lost and Found"), acclaimed picture book creator Graeme Base ("Animalia", "The Last King of Angkor Wat"), Mitch Oxborough and Anne Winter ("Fatty the Ratrod"), and Kim McCosker, (co-author of the international best-seller "4 Ingredients");
- Book launches by local authors Patricia Degens ("The Wrong Side of the River") and Susannah LoveStar ('Feodor: Guardian Angel'); and
- A special program to promote mental wellness, featuring keynote presentations from four experts in the field of mental health.

After community lobbying, Council resolved in October to re-instate the city library as the 'Harry Bailey Memorial Library' in honour of the late Cr Bailey, long-serving President of the Coffs Harbour Shire Council and Dorrigo Shire Councillor.



LP LEARNING AND PROSPERING

LP1 Coffs Harbour is a regional centre for future-driven, innovative and green business and industry

LP1.1 Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries









Healthy Canteen Award Winners

- Actions**
- Food Futures
 - Growers Market
 - Creative Industries
 - Co-working and Enterprise Facilitation
 - Manufacturing Network
 - Health Network
 - Switched on Coffs Digital Strategy
 - Business Tourism Plan
 - Overnight Visitation.
 - Direct economic impact
 - Tourism-related jobs

KPI Performance	Achieved	Status
M23.02: Tourism: National Visitor Survey figures - Overnight Visitation.	863,000	
M23.03: Tourism: National Visitor Survey figures - direct economic impact	\$520M	
M23.05: Tourism: Number of tourism-related jobs	2,657	

Progress Comments	Status
<p>B07.04: Economic Development: Report on the outcomes of the Food Futures Network</p> <p>The inaugural Mid North Coast Food Forum was held on Monday 3 November 2014 in conjunction with the Mid North Coast Produce Showcase and Harvest Dinner at Bonville Golf Resort. The program for the forum covered topics such as Brand Development, Product Diversification, Succession Planning, Financing Agribusiness and Business Innovation. As a regional event funding was sourced from Coffs Harbour, Nambucca, Kempsey and Bellingen Councils as well as private sponsorship from TAFE and BCU. Findings from the post event survey indicated that 99% of respondents agreed that the forum allowed them to make useful contacts. All respondents agreed that the speakers were thought provoking. Key future priorities for the industry were identified and will be addressed in the coming months. A full evaluation report is available upon request.</p>	
<p>B07.05: Economic Development: Report on the management and promotion of the Growers market as an outlet for local producers to promote and develop their businesses. (Number of stallholders./ Number of attendees / Number and type of Community and Food Industry education programs implemented.</p> <p>The Coffs Coast Growers Market (CCGM) continues to develop the agrifood industry on the Coffs Coast. One recent success has been the development of Bellingen Smokehouse. Its proprietors have recently left the Market as they are now receiving so many requests for retail product that they can no longer attend. Comment from the owner: "Our retail orders have increased to the extent where we need to be in the smokehouse every Thursday. You have been incredibly supportive of us, and we believe that you and our presence at the Growers Market has been a big part of our success."</p> <p>The CCGM are currently working with Northcott disability Services to be able to supply customers of the CCGM with products such as the range from Bellingen Smokehouse, when the business has grown to the point they can no longer service the Markets but the customer demand for the product is still there.</p> <p>CCGM ran the Warped Vegies competition in partnership with Mother Natures during the Coffs Coast Sustainable Living Festival to educate the community about food waste and that imperfect looking food can still be tasty. The competition was open to the general public and also to schools on the Coffs Coast. Clayton Donovan also conducted a Warped Vegies cooking demonstration at the CCGM as part of the promotion.</p> <p>Growers Market stall holders also took part in the Produce Showcase at the Mid North Coast Food Forum held at Bonville Golf Resort on Monday 3 November 2014.</p>	

Continued next page

Progress Comments <i>(Continued from previous page)</i>	Status	Progress Comments	Status
<p>B07.06: Economic Development: Report on the outcomes of the Creative Industry Network (B5)</p> <p>Coffs Harbour City Council supported CHYFM to deliver the Big Skate Out youth music festival at the Coffs Harbour Skate Park on Friday 19 December 2014. Over 2000 people attended the event which showcased ten local bands. The event aimed to raise awareness of youth culture on the Coffs Coast, while also giving the opportunity for young musicians to play to a live audience. Popular local band Flying Giant acted as mentors for the inexperienced young bands and local youth ran AV supplier GnS Audio supplied all the audio visual equipment for the event. Coverage from the event by NBN television can be seen here: http://www.nbnnews.com.au/index.php/2014/12/19/the-big-skate-out-draws-big-crowds/</p>		<p>B07.15: Economic Development: Report on the implementation and review of the Switched on Coffs Digital Strategy (E1)</p> <p>Switched on Coffs Digital Strategy continues to be the foundation for implementation of projects within Council and the wider community:</p> <ul style="list-style-type: none"> - Digital Enterprise Program final six months of delivering group and one-on one workshops to enterprises - Digital Hub program delivered final six months of group and one-on-one assistance to residents - E-Library programs - Six Degrees Coworking Hub developing a focus as a Digital Hub for local entrepreneurs - Digital Planning in Local Government Program - Switched on Coffs TV continues to develop content and attract increasing numbers of unique online visitors <p>A review of the strategy commenced in December 2014.</p>	
<p>B07.09: Economic Development: Report on encouragement and assistance to entrepreneurs, new industries and facilitation of existing businesses to grow through Enterprise Facilitation and co-working space. (B4)</p> <p>Six Degrees Coworking Space operated on a 3 days per week basis from June - November. Over 150 individuals have accessed the space and the enterprise facilitation provided. 30 businesses have become members with the preference of regular members accessing the space at least one day per week. Best outcomes have been achieved by the 18 businesses who have Pitched their business to receive enterprise development feedback and direction in growing their business. Indirect benefits have also been achieved by members in the audience who have been able to apply some of the learnings to their own businesses. July-December 2014 saw 462 new ABN business registrations in Coffs Harbour (2450) alone. (ABR)</p>		<p>B23.01: Tourism: Complete annual Business Marketing and Campaign Plan</p> <p>The regional DMP (Destination Management Plan) for Coffs Harbour and Bellingen LGA's has been completed incorporating industry and tourism operator contributions. The DMP has been communicated to industry partners and is being used as a tool for state government funding and grant submissions by Coffs Coast regional tourism businesses.</p> <p>The current Coffs Coast Marketing campaign plan is outlined in print and online versions of the Coffs Coast Partnership Opportunities Guide. The 2015 campaign plan has been commenced and pending further decisions from the tourism review / formation of the 355 committee.</p>	
<p>B07.10: Economic Development: Report on outcomes of the local manufacturing network (Report on the number of members, meetings, etc.) (B2)</p> <p>AGM held August. One new member added Networking event scheduled December. Cancelled due to tragedy. To be rescheduled February.</p>			
<p>B07.12: Economic Development: Report on roll-out of Health Industry Network projects. Report on projects implemented from the Industry Action Plan; Number of enquiries serviced; Number of visits to the website. (C4)</p> <p>A number of activities by local organisations have worked to support the development of the sector - medical conferences, online doctor network, upgrade of medical imaging equipment. Allied Health Forum held at CHEC to identify and match workforce needs with local training availability. NCTAFE, Chamber of Commerce, NSW T&I, NSW DEC. CoffsCoastHealth website continues to attract interest with 95% of its 3000 unique visitors being from outside Coffs Harbour.</p> <p><i>Healthy Canteen Awards</i></p> <ul style="list-style-type: none"> - Bowraville Central School were this year's winner of the Healthy Canteen Awards. - Boambee Public School won the Primary Schools category for their fantastic canteen menu and creativity in engaging children to be part of the menu planning process. - Repton Primary School won the free healthy community breakfast - The awards were set up to help reinforce the healthy eating message in local schools and developed in collaboration with the Coffs Coast Growers Market, The Good Guys and Mid North Coast Local Health District. 			
<p><i>Continued next column</i></p>			



LP LEARNING AND PROSPERING

LP1 Coffs Harbour is a regional centre for future-driven, innovative and green business and industry

LP1.2 Promote the Coffs Coast as a lifestyle location for e-workers

LP1.3 Support innovation and leadership in sustainable business practices



2014 Buskers Festival

Actions

- e-Subscribers
- Events
- Buskers Festival
- Industry contribution

KPI Performance Achieved Status

M23.01: Tourism: Industry contribution (dollar value) to Coffs Coast Marketing activity \$139,000

Progress Comments Status

B07.14: Economic Development: Report on the number of E- NEWSLETTER, SOCIAL MEDIA SUBSCRIBERS

- Newsletter subscription numbers:
- Business Enews; 628 (617 last reporting period)
 - Local Food Industry: 118 (105)
 - Digital Enterprises: 448 (205)
- Social Media Subscribers:
- Coffs Coast Growers Market: 2718 (2081)
 - Coffs Coast Local Food: 745 (733)
 - Coffs Youth Space: 449 (285)
 - Coffs Coast Life: 1565 (1453)
 - Live Love Coffs: 328 (287)
 - Six Degrees CoWorking: 417 (197)

B10.01: Event Management: Reporting updated SIX-MONTHLY to record number of event days, type of events, participation numbers, spectator numbers, visitor nights and estimated economic impact

- Statistics for C.ex Coffs International Stadium for the July – December 2014 period:
- Total number of event days = 43 days
 - Total number of events = 25 (10 Local, 8 Regional, 3 State, 4 National)
 - Total number of participants through the venue = 11536
 - Total number of spectators through the venue = 9940
 - Total number of visitor nights due to events held at the stadium = 40150
 - Estimated Economic Impact due to stadium events = \$5,902,050

B10.02: Event Management: Report on development and staging of Buskers Festival

- A streamlined program of six and a half days attracted record crowd numbers in a new location after 13 years.
- 19,800 official crowd attendance
 - New content-managed web site
 - First Children’s Ward hospital show
 - First Toormina Gardens show
 - First collaboration with Regional Pop Up Concert Tour & X Factor alumni
 - 108 individual Busking performances
 - Record local press & TV coverage



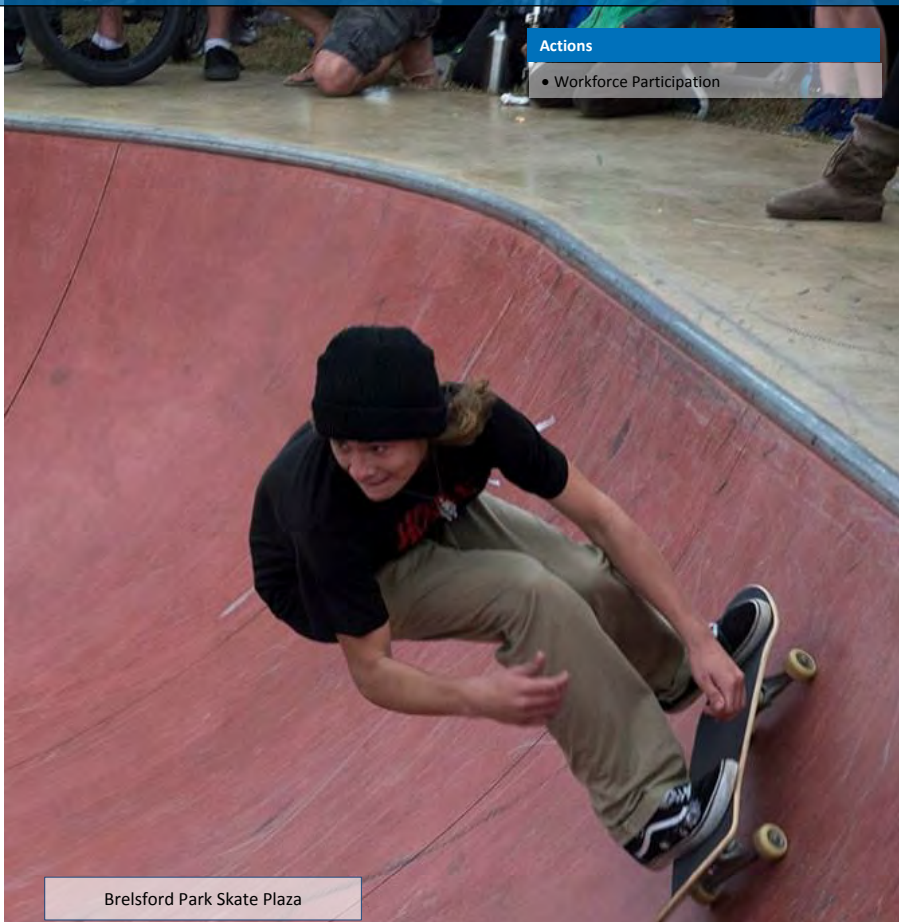
2014 Busters Festival
LP LEARNING AND PROSPERING

LP2 We have a strong and diverse economy

LP2.1 Maximise opportunities for workforce participation

LP2.2 Encourage the provision of facilities and services which attract, create and support career opportunities for young people

LP2.3 Develop and support sustainable village and rural enterprises and commercial ventures



Brelsford Park Skate Plaza

Progress Comments	Status														
<p>B07.19: Economic Development: Report 6-monthly on Workforce Participation Statistics for LGA</p> <p>The Unemployment Rate in Coffs Harbour LGA has slipped from 5.5% in the March quarter 2014 to 6.3% in the September quarter 2014</p> <p>Comparative Unemployment Rates:</p> <table border="1"> <tr> <td>Coffs Harbour</td> <td>6.3%</td> </tr> <tr> <td>Nambucca</td> <td>10.2%</td> </tr> <tr> <td>Port Macquarie-Hastings</td> <td>6.1%</td> </tr> <tr> <td>New South Wales</td> <td>5.7%</td> </tr> <tr> <td>Australia</td> <td>6.0%</td> </tr> </table> <p>Workforce size:</p> <table border="1"> <tr> <td>Coffs Harbour</td> <td>35,819</td> </tr> <tr> <td>Port Macquarie-Hastings</td> <td>31,839</td> </tr> </table>	Coffs Harbour	6.3%	Nambucca	10.2%	Port Macquarie-Hastings	6.1%	New South Wales	5.7%	Australia	6.0%	Coffs Harbour	35,819	Port Macquarie-Hastings	31,839	
Coffs Harbour	6.3%														
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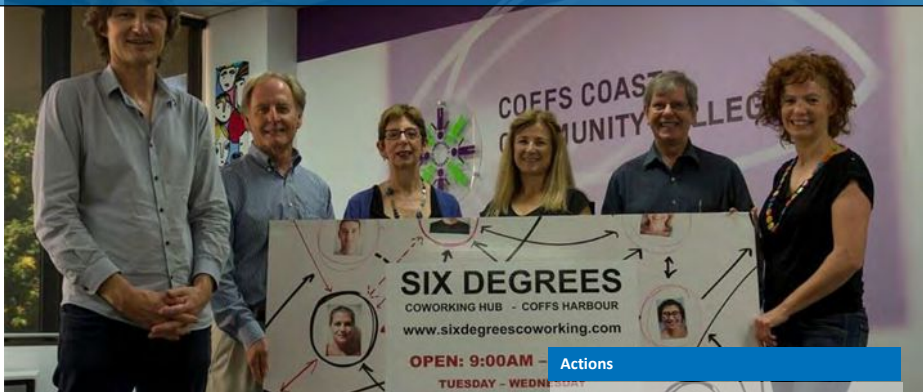


LP LEARNING AND PROSPERING

LP3 Our city centre is a place where people can live, work and play

LP3.1 Establish and maintain a balanced mix of commercial and residential opportunities

LP3.2 Develop the city centre as a social and cultural focus for Coffs Harbour



- Actions**
- Coffs Harbour Economic Strategy
 - City Centre Prosperity Plan - Infrastructure planning and design



Six Degrees CoWorking Hub

Progress Comments	Status
<p>B07.02: Economic Development: Report on the delivery of projects and activities associated with the delivery of the Economic Strategy</p> <p>Economic Strategy projects continue to be implemented successfully and include:</p> <ul style="list-style-type: none"> - Love our City Projects - Food Futures Forum - Six Degrees Coworking - Digital Enterprise Program - Buskers Festival - Switched On Coffs - Industry Networks - Health, Food, Manufacturing - Enterprise Facilitation 	
<p>B30.01: Design: Report on the development and implementation of Coffs Harbour City Centre Prosperity Plan works</p> <p>City Square concept design on exhibition. Castle Street amenities project commenced construction. Activation and marketing program focused on Christmas activities. Terms of Reference Review commenced.</p>	

LP LEARNING AND PROSPERING
 LP4 We are recognised as a model of sustainable living
 LP4.1 Promote Sustainability programs and policies



Living Lightly Sustainability Workshops

Actions

- Corporate Sustainability Program
- Sustainability Dissemination

Progress Comments

Status

B09.05: Environmental Management: Report on actions within the corporate sustainability program in the Sustainability Plan



Strong progress was made toward identified actions within the Sustainability Branch 2014/15 Business Plan 2014/15 with the following actions completed during the first half reporting period:
 The three bin waste system has been introduced into the following Council buildings - all administration buildings, Botanical Gardens, Jetty Memorial Theatre, Park Beach Caravan Park (staff buildings) and Regional Museum.
 A section on Sustainability has been added into Council's standard staff position description.
 A section on Sustainability has been added into Council's staff induction process.
 Council emissions reduction targets developed and endorsed.
 The internal Sustainability Team (S Team) met monthly to continue work on council sustainability issues.

B09.07: Environmental Management: Report on local and regional sustainability information dissemination



Our Living Coast sustainability alliance continues to develop and deliver a monthly sustainability newsletter across the region with 1513 subscribers as of Dec 2014. Community input is increasing consistently over time. Facebook sites continue to grow with over 1604 "likes" as of Dec 2014. OLC website receives an average of 574 hits per month, the site is currently under review and will be updated in early 2015.



LP LEARNING AND PROSPERING

LP5 We share the aspirations, knowledge, skills and history of all in our community

LP5.1 Promote and support a culture of lifelong learning

LP5.2 Facilitate and promote shared learning across generational and cultural groups





- Actions**
- Library
 - Library Resources
 - Community Learning
 - Membership
 - Visitation
 - Turnover
 - Collection
 - Items per capita
 - Circulation
 - Items acquired
 - Items discarded
 - Programs and Events sessions
 - Programs and Events attendance
 - Visitation Online
 - Radio Frequency Identification (RFID) system
 - Shared Learning
 - Shared Learning Participation







Library – “YourTutor” Award

KPI Performance	Achieved	Status
M15.20: Library: % of members against population. (NSW Benchmark is 44%) (Last period: 42%)	43%	
M15.21: Library: Visitation per capita - all branches (NSW Benchmark is 4.4) Last period: 4.6) <i>Visitation of 156,830 was recorded across the three library branches during this six month period. This result is 3% below the NSW baseline benchmark. The library's physical space is a popular public Council facility, not only to browse, borrow and return library material, but to use the library's public access computers and wifi, to study/work, and attend library programs and events, however the current allocation of space and resources limit overall service provision.</i>	4.3	
M15.22: Library: Turnover of stock (NSW Benchmark is 3.46) (Last period: 4.15)	4.06	
M15.23: Library: Percentage of collection purchased in last ten years (NSW benchmark is 78%) (Last period 81%)	79.00	
M15.24: Library: Items per capita (NSW benchmark is 2.2) (Last period: 1.3) <i>The library's collections are not large enough to support the population it serves, this is a result of a very limited collections budget and undersized facilities (not enough shelf space). The items per capita result of 1.3 is well below the NSW Baseline Standard of 2.2.</i>	1.3	
M15.25: Library : Circulation per capita (NSW benchmark is 5.94) (Last period: 5.26) <i>The library provided 188,462 loans during the period, which calculates to a circulation per capita of 5.15, a result just below the NSW Baseline Standard of 5.94. This is a very slight decrease on the previous period and also aligns with the very slight decrease in visitation experienced during the current period. Despite good stock turnover results, a larger and more diverse collection is needed - with ongoing promotion and improved access for the community. Additional resources for collection development are needed to achieve this, grant funding is currently a primary source for this. The lack of appropriate shelf space due to current size of facilities restricts growth of the physical collection. The library is allocating greater spending on e-lending collections to combat this, although these digital resources are limited in scope and can be expensive to procure. An increase in recurrent funding for collection development and a larger central library facility are urgently needed.</i>	5.15	
M15.26: Library: # of items acquired during the period (Last period: 4,811)	6,420	
M15.27: Library: # of items discarded during the period (Last period: 9,320)	2,813	
M15.31: Library: # of programs and events in period (incl. storytime) (Last period: 147)	110	

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KPI Performance <i>(Continued from previous page)</i>	Achieved	Status
M15.32: Library: Total attendance at programs and events in period (incl. storytime) (Last period: 5,543)	3,976	
M15.33: Library: Online visits to Library Website and Catalogue (Local figures only – No NSW benchmark) (Last period: 72,297)	71,805	

Progress Comments	Status
<p>B15.03: Library: Implement library strategic plan</p> <p>The Library Management Team continues to meet and work on implementing the plan.</p>	
<p>B15.05: Library: Develop library collections to meet community needs</p> <p>The library service is on track in expending its Library Resources budget on developing its collections. A State Library of NSW Local Priority Grant of \$10,000 has been allocated to further develop the library's e-lending collections in 2014-15.</p>	
<p>B15.06: Library: Develop and conduct community learning programs and activities to support the digital/information literacy needs of the community and the user education needs of library customers</p> <p>The library continued its digital literacy program to educate customers in accessing the library's e-lending services and e-resources, conducting six sessions during the period attended by 61 people. The library also continued its partnership with ABC OPEN, hosting several workshops on creating digital media and blogging.</p>	
<p>P15.01: Library: Implement RFID system to provide for greater automation, improved stock management and self-service facilities for library customers.</p> <p>Project commenced in December 2014. Revised project timetable provides for: procurement decision (via LGP) by 27 February 2015; retrospective tagging of collection completed by 19 June 2015; system delivered, installed, commissioned, tested and staff trained by 10 July 2015; and an expected GO LIVE date on 27 July 2015. August-October 2015 will be used to monitor system performance, conduct user education activities, adjust operational processes and evaluate the project.</p>	
<p>B03.02: Community Services: Report on the number and nature of opportunities provided to promote shared learning across generational and cultural groups</p> <p>* Council is a key partner/sponsor and member of the steering committee for the annual Living Well Expo held on 20/8/14. This year's event was again at the CEX club with key note speakers Judy Gregurke Manager COTA Australia and Leslie Williams, local member for Port Macquarie and convenor of Friends with Dementia. The event provided access to over 70 stall holders/service providers in the ageing and disability sector and over 1000 people attended on the day. It is a very popular event and a key mechanism for information dissemination and connecting people to services.</p> <p>* The community services division continue to provide a range of free online and hardcopy community directories to residents. During this period work has begun on updating this valuable resource.</p>	
<p>B03.03: Community Services: Report on participation trends for shared learning activities</p> <p>Approx 1,000 people attended this year's Living Well Expo with over 70 stallholders participating.</p>	



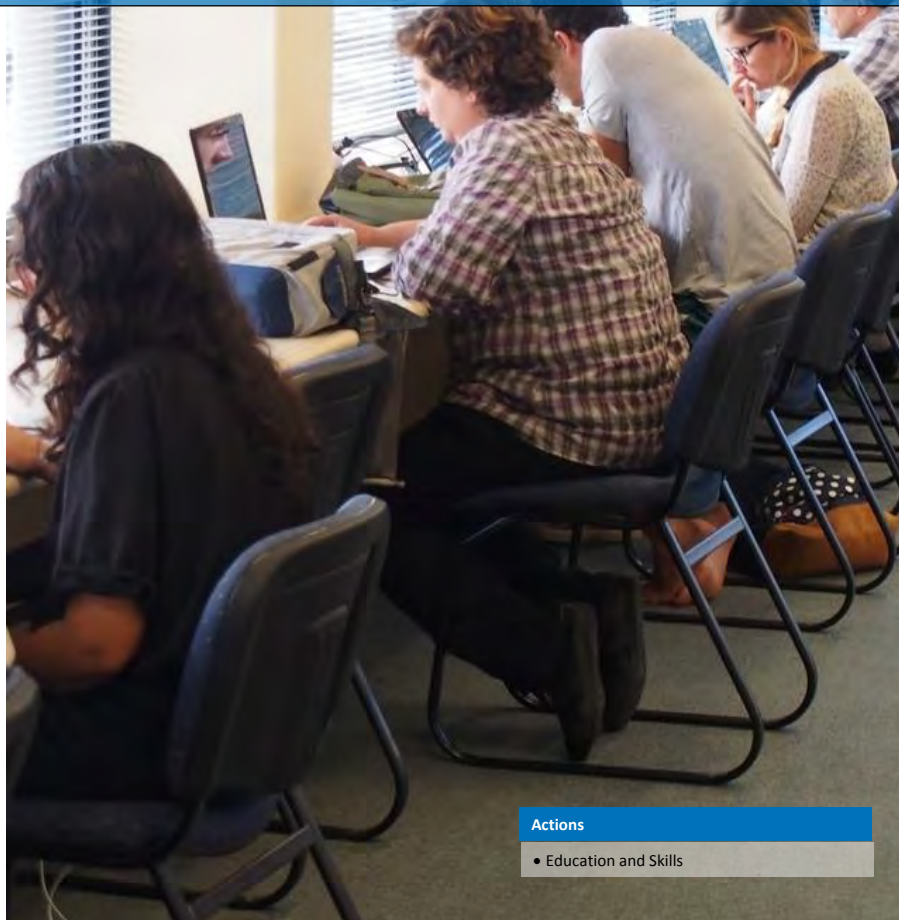
LP LEARNING AND PROSPERING

LP6 Our education systems link strongly to the community and business

LP6.1 Develop strong and effective partnerships between business, the community, educational institutions and government

LP6.2 Support the provision of vocational education related to future need

LP6.3 Increase access to educational opportunities for all



Actions

- Education and Skills

Progress Comments

Status

B07.13: Economic Development: Report on the active involvement and participation of industry and business stakeholders (Report on Education and Skills Network projects facilitated by EDU and education partners) (C3)



Meetings with key stakeholders to discuss options moving forward with the Education and Skills Action Plan as identified in Council's Economic Development Strategy. Met with NC TAFE, DEC, SCU, Youth Directions and other internal stakeholders to explore opportunities.

Group identified 3 key focus areas: skills for the 21st century; strengthening the understanding of the education campus and its role in the community; and student participation and engagement. Identified a potential project to commence 2015.



2030 THEME: LC LOOKING AFTER OUR COMMUNITY
Significant Achievements

The Coffs Harbour community celebrated NAIDOC Week in July with the annual Council and Yandaarra Aboriginal Consultative Committee flag-raising ceremony marking the start of events. The 2014 NAIDOC theme was 'Serving Country: Centenary & Beyond', honouring all Aboriginal and Torres Strait Islander men and women who have fought in defence of country.

Work began in July on the new \$11.4m aviation rescue fire station at Coffs Harbour Regional Airport. Reflecting the airport's status as the largest regional airport in NSW, the new fire station will include a vehicle maintenance bay, workshop, administration areas and onsite training facilities. Fully commissioned by early 2015, it will be staffed by 17 specialist fire fighters employed by Airservices Australia.

Coffs Harbour Regional Airport updated its Masterplan to reflect the upgrades that have occurred in recent years and to make sure the facility remains at the forefront of the regional aviation industry. The busiest regional airport in NSW (with more than 27,000 aircraft movements through the airport in 2013, carrying a total of 382,518 passengers) it services all of Australia's major airlines – Qantas, Qantaslink, Virgin Australia and Tigerair. The Masterplan also looks at ways in which the airport can maximise its returns by making the most use of its assets.

Council's commitment to community engagement led to the staging of a residents' survey in October on the possible development of a purpose-built performance centre, a new main library and a new regional art gallery in Coffs Harbour. The survey found the community supported the proposal but was reluctant to pay higher rates to fund the new facilities. Councillors deferred the issue pending the finalisation of Council's financial sustainability strategy.

Park Beach Holiday Park took out the 'Best of the Best' Award for Excellence at the annual Caravan and Camping Industry Association of NSW awards in August 2014. The Park Beach destination was also honoured, for the second year in a row, as the 'Best Resort/Holiday Park in the 4.5-5 stars category'. In November, the Park Beach destination was named as a finalist in the 2014 NSW Tourism Awards in the Caravan and Tourist Park category.

The Bunker Cartoon Gallery continued to host an exciting program of exhibitions over the period including 'Surf and Turf' (to celebrate horse racing, golf and surfing), the 'Living Colour!' show of international textile art, 'Ned Kelly: Hero or Villain?', 'Mouse Trap' by computer graphics artist Chris Kelly, Lorraine Parker's fabric works 'Pathways of Art' and the Gallery's two major annual events: the Marnie Yeates Trophy for Nature Photography and the Rotary Cartoon Awards. The Bunker also played host to 'The Private Life of Birds' workshop by University of New England bird expert Professor Gisela Kaplan and 'Through These Lines,' a play bringing to life the extraordinary contributions made by the women of the Australian Army Nursing Service during 'the Great War'.

There was a busy program of eye-catching shows at the Coffs Harbour Regional Gallery. They included a collaborative exhibition featuring prominent Mid North Coast artists Sara Bowen (printmaker and painter) and John Van der Kolk (sculptor), an exhibition cycle with works from Anita Rezevska, Wendy Stokes and Shellie Kelly, and the Gallery's signature annual event: the Eutick Memorial Still Life Award (EMSLA) and Festival.

In September, the Coffs Coast played host to a new cultural community experience with the very first 'Opera by the Ocean Festival' held across nearly 20 local venues and spaces. The brainchild of Council's Galleries Curator/Director Dr Leigh Summers, the festival featured ticketed performances and free or open-air events including a family picnic performance and fun at North Sapphire Beach Park, flash-mob choir appearances at markets and elsewhere, and pop-up shows in the CBD, the marina, local shops, retail centres and restaurants.

Coffs Harbour's new Regional Museum in the Old Courthouse on Harbour Drive opened its doors to visitors for the first time on Saturday, August 23. The Museum has been divided into exhibition spaces with different themes that take the visitor on a journey from the area's earliest days, right up to the present. Local Indigenous culture takes pride of place, along with Coffs Harbour's maritime history, displays on communications, everyday life over the years and a timely exhibition on the Anzac Centenary.

In August, Council agreed to bring in a radical new management structure for the organisation to help secure projected savings of \$3.2m over three years. The new structure has three Directors and nine group leaders, plus four commercial business unit managers, reporting to the General Manager and Directors. Shedding 14 posts from the previous organisational framework, the re-structure was a key result of the Transformation to Sustainability (T2S) program which was launched to help the organisation become financially and operationally sustainable. An external recruitment process for the management positions was completed by mid-December 2014. The consolidation of the three directorates – Sustainable Communities, Business Services and Sustainable Infrastructure – will involve further restructuring at operational levels within the organisation over at least the next twelve months.

In November, Council renewed an extensive consultation program over a proposed rate rise to fund an ongoing shortfall in funding for asset renewal across the local government area. The community engagement for the proposed two-year rate variation will run until February 2015. It will include mail-outs to the community, information booths and information on the Council website with residents asked to respond to a survey as part of the feedback-gathering process. At the end of the consultation process, Council will decide whether or not to submit an application for a Special Rate Variation to the Independent Pricing and Regulatory Tribunal.

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LOOKING AFTER OUR COMMUNITY - SIGNIFICANT ACHIEVEMENTS *(Continued from previous page)*

In September Council announced its annual allocation of donations and rates subsidies to assist a wide variety of local community groups and events during the year. Contributions totalling \$136,719 were made to over 45 recipients including the North Coast Academy of Sport, the Woolgoolga Neighbourhood Centre, Coffs Harbour Agricultural Show and the Coffs Coast Toy Library.

Coffs Harbour's Botanic Garden glittered with more than flowers in October when hundreds of lanterns were floated on the lake as part of the annual Japanese Lantern Festival and Feast. Hosted by Coffs Harbour Daybreak Rotary and the North Coast Botanic Garden, the two-night event has quickly become a crowd favourite with proceeds from ticket sales going towards further development of the Japanese Garden project.

A ceremony was staged in December to mark the dedication of the Clive Joass Memorial Sports Park at Woolgoolga. The High Street Sporting Fields were renamed after the late Mr Joass in honour of his long years of service with the Woolgoolga Sports Council promoting local sport and helping to manage local sport facilities. A former Coffs Harbour City Councillor, Mr Joass died in September 2013.

A new survey of Coffs Harbour residents indicated that there had been an increase in the level of customer satisfaction relating to Council services in the last two years. The 2014 Customer Satisfaction Survey again showed that, of 25 facilities and services, the highest satisfaction was achieved by Sewerage, Water Supply, Libraries, Lifeguards and Council Pools. Lowest satisfaction was recorded among Maintenance of Unsealed Roads, Maintenance of Sealed Roads, Development Application (DA) Processing, Maintenance of Public Toilets and Economic Development. The survey findings help guide decision-making on the allocation of Council resources.

A review of Council's Lifeguard service for the Northern Beaches resulted in patrols at Woolgoolga Beach being stepped up to full-time for seven months of the year from the start of the September school holidays to the following April. Strongly supported by the Woolgoolga community, the extension was driven by the need to concentrate resources where Lifeguards can provide the most cost-effective and efficient service to the greatest number of people. However the review resulted in the summer service at Corindi Beach being cut; the beach is the least visited in the whole local government area and has some of the most unsafe beach conditions.



LC LOOKING AFTER OUR COMMUNITY
 LC1 Coffs Harbour is a strong, safe and adaptable community
 LC1.1 Build pride and identity in Coffs Harbour as a community and a place



- Actions**
- Satisfaction with cleanliness of streets
 - Satisfaction with cleanliness of public toilets
 - Community Inclusiveness and Pride
 - Civic Activities
 - Customer satisfaction
 - Gardens visitor growth
 - Street tree planting

Key to the City - NSW Blues Origin Team

KPI Performance Achieved Status

M17.01: Parks and Facilities: Percentage change in the number of visitors to the Botanic Gardens from the same period last year. (Target 50,000 annually) <i>50,400 this period; 34,255 visitors Jul-Dec 2013; 40,985 visitors Jan-Jun 2014.</i>	50,400	
M17.37: Parks and Facilities: Street tree planting schedule implemented as per annual program	100%	

Progress Comments Status

B02.01: City Image - Cleaning: Level of satisfaction with cleanliness of streets

During the period, Council conducted its 2014 Customer Satisfaction Survey (the two-yearly follow-up to the 2012 Survey). The survey asks residents how satisfied they are with individual Council services and how important those services are to them.

The 2014 findings indicate an overall improvement in Satisfaction with the Cleanliness of Streets. They also show a slight decrease in Importance for this service. Ongoing engagement with the community over Council's significant resourcing issues may have resulted in an adjustment in community sentiment. The decreased Importance finding suggests that improved satisfaction has made the Cleanliness of Streets less of a "front-of-mind" issue.

For Satisfaction the survey uses a 1-to-5 sliding scale, where 1 is very poor and 5 is excellent. For Importance it uses a skewed 1-to-5 importance scale, where 1 = not important, 2 = important, 4 = very important and 5 = critical.

Satisfaction with Council Facilities / Services (from Random Telephone Survey Findings)

Facility / Service	2012	2014	%Change in Mean
Satisfaction with Cleanliness of Streets	3.67	3.78	2.9%
Importance of Cleanliness of Streets	3.90	3.78	-3.0%

The next Customer Satisfaction Survey will be staged in 2016.

B02.02: City Image - Cleaning: level of satisfaction with cleanliness of public toilets

During the period, Council conducted its 2014 Customer Satisfaction Survey (the two-yearly follow-up to the 2012 Survey). The survey asks residents how satisfied they are with individual Council services and how important those services are to them.




The 2014 findings indicate an overall improvement in Satisfaction with the cleanliness of public toilets. They also show a slight decrease in Importance for this service. Council's 5-year public amenities upgrade program may have contributed to the improved satisfaction finding. Ongoing engagement with the community over Council's significant resourcing issues may also have resulted in an adjustment in community sentiment. The decreased Importance finding suggests that improved satisfaction has made the cleanliness of public toilets less of a "front-of-mind" issue.

Satisfaction with Council Facilities / Services (from Random Telephone Survey Findings)

Facility / Service	2012	2014	%Change in Mean
Satisfaction with Maintenance of Public Toilets	2.59	2.98	15.0%
Importance of Maintenance of Public Toilets	3.87	3.77	-2.6%

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Progress Comments <i>(Continued from previous page)</i>	Status												
<p>B03.11: Community Services: The extent to which people feel part of the community (2030 Indicator and annual survey)</p> <p>The inaugural CHCC Community Wellbeing Survey was undertaken and a report provided to Council in October 2014. The results were reported to Council December with the intention that this survey be conducted every 2 years to provide some indicative benchmarks for the 2030 plan measures.</p> <p>As part of the survey participants were asked to think about their life in Coffs Harbour and to what extent they feel part of the community?. This was measured on a scale of 1-5 with 1 (not part of the community at all) & 5 (very much part of the community).</p> <p>51% of respondents provided a score of 4 or 5. A further 36% provided a mid score of 3 13% indicated low levels of connectedness</p>													
<p>B03.15: Community Services: Co-ordinate activities through the offices of the Mayor and General Manager to enhance civic relations (including citizenship ceremonies, Australia Day celebrations, civic receptions and Sister City functions).</p> <ul style="list-style-type: none"> - 2 July - Blues State of Origin - Key to the City - 13 August - Host Lunch for Japanese Students - Exchange students from Sasebo Sister City - 31 Aug - 3 Sep - Sister City Visit by Mayor, GM and Deputy Mayor to Sasebo, Japan - 10 September - World Rally Mayoral Reception - 17 September - Citizenship Ceremony, 59 people from 16 countries - 19 - 21 October - LG NSW Conference in Coffs Harbour - 12 November - Citizenship Ceremony 71 people from 24 countries - September - January - Organisation for Australia Day ceremonies 													
<p>B17.02: Parks and Facilities: Customer satisfaction with roundabouts/reserves - reference group survey</p> <p>During the period, Council conducted its 2014 Customer Satisfaction Survey (the two-yearly follow-up to the 2012 Survey). The survey asks residents how satisfied they are with individual Council services and how important those services are to them.</p> <p>The 2014 findings indicate an improvement in Satisfaction with Parks, Reserves and Playgrounds. They also show a slight decrease in Importance for this service. Ongoing engagement with the community over Council's significant resourcing issues may have resulted in an adjustment in community sentiment. The decreased Importance finding suggests that improved satisfaction has made Parks, Reserves and Playgrounds less of a "front-of-mind" issue.</p> <p>For Satisfaction the survey uses a 1-to-5 sliding scale, where 1 is very poor and 5 is excellent. For Importance it uses a skewed 1-to-5 importance scale, where 1 = not important, 2 =important, 4 = very important and 5 = critical.</p> <p>Satisfaction with Council Facilities / Services (from Random Telephone Survey Findings)</p> <table border="1" data-bbox="170 1177 1025 1257"> <thead> <tr> <th>Facility / Service</th> <th>2012</th> <th>2014</th> <th>%Change in Mean</th> </tr> </thead> <tbody> <tr> <td>Satisfaction with Parks, Reserves and Playgrounds</td> <td>3.81</td> <td>3.89</td> <td>2.0%</td> </tr> <tr> <td>Importance of Parks, Reserves and Playgrounds</td> <td>3.92</td> <td>3.97</td> <td>-1.1%</td> </tr> </tbody> </table> <p>The next Customer Satisfaction Survey will be staged in 2016.</p>	Facility / Service	2012	2014	%Change in Mean	Satisfaction with Parks, Reserves and Playgrounds	3.81	3.89	2.0%	Importance of Parks, Reserves and Playgrounds	3.92	3.97	-1.1%	
Facility / Service	2012	2014	%Change in Mean										
Satisfaction with Parks, Reserves and Playgrounds	3.81	3.89	2.0%										
Importance of Parks, Reserves and Playgrounds	3.92	3.97	-1.1%										




- LC LOOKING AFTER OUR COMMUNITY
- LC1 Coffs Harbour is a strong, safe and adaptable community
- LC1.2 Develop community resilience, disaster preparedness and response mechanisms



Actions

- Managing Coastal Erosion at Campbells Beach

Progress Comments	Status
<p>P11.02: Flooding and Coastal Management: Option analysis on reducing coastal erosion hazards at Campbells Beach</p> <p>Draft report finalised by the consultant in this period. Both State Government and Council reviewed the draft and provided comments back to the consultant. As per state government the scope of works has changed and council has requested the consultant to include another protection option within the report prior to going out on public consultation.</p>	



LC LOOKING AFTER OUR COMMUNITY
LC1 Coffs Harbour is a strong, safe and adaptable community
LC1.3 Promote a safe community





- Actions**
- Community safety
 - Rate of offences per population (Crimes against the person and Crimes against property)
 - Pool Response
 - Companion Animals registrations
 - Companion animal complaints response
 - Companion animal impoundings
 - Parking Notices
 - Food Authority Standard inspections
 - Food Authority Standard Re-inspections
 - Food Authority Standard Notices
 - Lifeguards - Student participation
 - Lifeguards - Patrol effectiveness
 - Awning Response
 - Devt Complaint response

KPI Performance	Achieved	Status
M03.01: Community Services: Rate of offences per population (Crimes against the person and Crimes against property) <i>Bureau of Crime Statistics and Research - For the period October 2013-September 2014 (per 100,000 of population)</i> - malicious damage to property, stable at a rate of 1,183.3. (Last period: 1,152) - assault, crime rate was stable at a rate of 1,296 (last period: 1,261)	Steady	
M04.05: Compliance: Pool inspection program – number of inspections carried out within statutory timeframes (10 business days for requests for certificates and 72 hours for complaints)	90	
M04.09: Compliance: # of new dog and cat registrations	865	
M04.10: Compliance: % of Companion Animal complaints responded to within 2 days (not impounding)	85%	
M04.12: Compliance: # of dog and cat impoundings	206	
M04.20: Compliance: # of parking infringement notices issued <i>Number of parking infringement notices issued for this period are down by approximately 20% this has been caused due to a lack of available resources for parking patrols.</i>	1,364	
M13.16: Health: % of Premises Inspection program implemented against Food Authority Standard. <i>Inspected 242 premises- scheduled target for the period was 183 premises.</i>	>100%	
M13.34: Health: % Food Businesses requiring reinspection	23%	
M13.35: Health: Number of Improvement Notices issued	8	
M16.01: Lifeguard Services: Participation of Yr4-10 students in the LGA in school beach safety programs (2000 annually). (Last period: 746)	1,935	
M16.02: Lifeguard Services: Number of drownings compared to number of preventable drownings.	NIL	

Progress Comments	Status
B03.12: Community Services: Community perception of safety (2030 indicator - annual survey) CHCC community wellbeing survey has been undertaken and a report provided in October 2014. The results were reported to Council in December with the intention of undertaking this survey every 2 years to obtain indicative benchmarking data for the 2030 plan measures. As part of the survey participants were asked How safe they feel within Coffs Harbour. Respondents felt very safe in all respects except walking alone in their local area at night. Women were significantly more likely than men to say they felt unsafe walking alone in their local area at night. Those living in the west of the LGA felt safer at night than those in the south. However there were no differences by age.	

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Progress Comments <i>(Continued from previous page)</i>	Status
P04.03: Compliance: Establish an awning inspection register Register completed December 2014.	
P04.04: Compliance: Develop a reporting system to enable the measurement of the % of development-related complaints responded to within 7 working days Part of Customer Request Management System being implemented as part of Council's Property and Rating upgrade - Anticipated to be operational by July 2015.	



LC LOOKING AFTER OUR COMMUNITY
LC1 Coffs Harbour is a strong, safe and adaptable community
LC1.4 Promote a caring, inclusive and cohesive community



Actions

- Community Event Participation
- Aboriginal Activities
- CALD Activities
- Community Capacity Building Programs
- Coffs Connect Reach
- Coffs Connect Events
- Coffs Connect Visitors
- Coffs Connect Users

NAIDOC Week flag-raising

KPI Performance **Achieved** **Status**

M31.03: Digital e-leadership: %change in number of active Community Organisations	5.1	
M31.04: Digital e-leadership: Increase in the number of community event listings for period	261	
M31.05: Digital e-leadership: Number of unique visitors to site <i>In this quarter we have moved the CoffsConnect website to a new server which means that there are no analytics data available. We will be able to deliver analytical results in the next quarter.</i>	0.00	
M31.06: Digital e-leadership: Number of Coffs Connect users	594	

Progress Comments **Status**




B03.04: Community Services: Report on participation trends for community events
 CHCC events occurring during this period include
 * NAIDOC Week - continued strong community support with approx attendance of 3000 plus people this year.
 * Grace Roberts Awards- approx attendance of 100 plus people at this year's event & continued support for this event.

B03.08: Community Services: Details of programs which target Aboriginal communities.
 Council continue support Aboriginal projects such as Coffs Harbour City Council NAIDOC Week Community Awards, Grace Roberts Memorial Community Development Awards under the guidance of Council's Yandaarra Aboriginal Consultative Committee.
 Each event held annually continues grow each year with wider acceptance and participation in terms of Aboriginal specific events.
 Coffs Harbour City Council held its annual NAIDOC Community Awards presentation held at the Council Chambers with over 150 people in attendance to witness the raising of the Aboriginal Flag by the Mayor Denise Knight, Yandaarra Aboriginal Consultative Committee Chairperson Trevor Wilson.
 Coffs Harbour City Council NAIDOC awards received high quality of nominations 2014 local NAIDOC Awards.

NAIDOC Week 2014
 Coffs Harbour City Council in partnership with the Coffs Harbour Aboriginal Social Committee contributed in organising number of successful events throughout the week. Estimation: 3000 people in attendance local during NAIDOC Week events.
 * Coffs Harbour City Council NAIDOC Awards Ceremony and Flag Raising Ceremony and RSL Cenotaph Aboriginal Veterans Service
 * Group 2 Rugby League NAIDOC Week Match
 * Goori Talent Quest at the Coffs Harbour Club Coffs,
 * WhoYa Gunna Call Forum Coffs Harbour Show Ground
 * NAIDOC Social Ball in honour of NAIDOC Week

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Progress Comments <i>Continued from previous page</i>	Status	Progress Comments <i>Continued from previous column</i>	Status
<p>B03.08 Continued : Community Services: Details of programs which target Aboriginal communities. </p> <p>Council continue support Aboriginal projects such as Coffs Harbour City Council NAIDOC Week Community Awards, Grace Roberts Memorial Community Development Awards under the guidance of Council's Yandaarra Aboriginal Consultative Committee.</p> <p>Each event held annually continues grow each year with wider acceptance and participation in terms of Aboriginal specific events.</p> <p>Coffs Harbour City Council held its annual NAIDOC Community Awards presentation held at the Council Chambers with over 150 people in attendance to witness the raising of the Aboriginal Flag by the Mayor Denise Knight, Yandaarra Aboriginal Consultative Committee Chairperson Trevor Wilson.</p> <p>Coffs Harbour City Council NAIDOC awards received high quality of nominations 2014 local NAIDOC Awards.</p> <p>NAIDOC Week 2014</p> <p>Coffs Harbour City Council in partnership with the Coffs Harbour Aboriginal Social Committee contributed in organising number of successful events throughout the week. Estimation: 3000 people in attendance local during NAIDOC Week events.</p> <ul style="list-style-type: none"> * Coffs Harbour City Council NAIDOC Awards Ceremony and Flag Raising Ceremony and RSL Cenotaph Aboriginal Veterans Service * Group 2 Rugby League NAIDOC Week Match * Goori Talent Quest at the Coffs Harbour Club Coffs, * WhoYa Gunna Call Forum Coffs Harbour Show Ground * NAIDOC Social Ball in honour of NAIDOC Week <p>Council representative attended 2014 NSW Local Government Aboriginal Network Conference in Narrandera.</p> <p>Attendance and Co-ordination of the monthly meeting for Coffs Harbour Aboriginal Interagency.</p> <p>Membership of interagency representation comprises of 50 + members are working within Aboriginal health, education, housing and employment sectors.</p> <p>Coffs Harbour City council Yandaarra Aboriginal Consultative Committee</p> <p>Proposed Key Indicators 2015</p> <ul style="list-style-type: none"> • Planning to develop Reconciliation Action Plan for council to adopt RAP. • Consolidation of Committee Members 		<p>B03.13: Community Services: Outline of details of programs for Community Capacity Building </p> <p>The community services team have funding agreements with the NSW Dept of Family and Community Services and also the Dept of Ageing, Disability & Homecare. This funding is provided as salary subsidy to the community services area with identified KPI's in relation to working with disadvantaged target groups and undertaking core community development tasks aimed at building capacity in these areas. During this period these funding agreements were acquitted and our targets met in relation to service delivery for these programs.</p>	
<p>B03.09: Community Services: Details of programs which target Culturally & Linguistically Diverse (CALD) communities. (Report details of programs provided) </p> <p>Planning for Council's annual Multicultural Harmony Festival held 22nd March is well advanced. The event is the main initiative of Council's Multicultural Action Plan. Additionally Council's Multicultural Reference Group held monthly meetings through to December and is the planning committee for the Festival overseen by Council's Officer. The community free festival encompasses an all-day event showcase the regions multicultural communities through music, dance, food, workshops and community participation. Council also undertook a Cultural Awareness Training pilot in December with a view to implement further session throughout 2015. Council continues to offer advice and assistance to this sector of the community when called upon; and Council's Officer regularly attends local Multicultural Network meetings. The Community Relations Commission for a Multicultural NSW uses Council's facilities to hold its quarterly regional meetings which Council is a member.</p> <p><i>Continued next column</i></p>			



- LC LOOKING AFTER OUR COMMUNITY
- LC1 Coffs Harbour is a strong, safe and adaptable community
- LC1.5 Support the vulnerable and disadvantaged
- LC1.6 Promote opportunities for all to fulfil their potential



Actions

- Programs for the vulnerable and disadvantaged
- Grants

Launching "Come and Try" Sports Day

Progress Comments

Status

B03.07: Community Services: Details of activities, projects or partnership initiatives undertaken to support the needs of the vulnerable and disadvantaged



Initiatives for this period include:

- * Council is an agency partner in the Coffs Harbour Housing Forum network and supports initiatives undertaken by this group annually as part of National Homelessness Awareness Week held during August 2014. This year we assisted in the provision of various activities held at the Uniting Church soup kitchen including breakfast for the homeless and access to outreach from various local services.
- * As part of International Day of people with disabilities held on the 1st Fri in December the annual "Come and Try" sports day was held at Sportz Central which attracted approx 120 students, carers and teachers. Council was the main sponsor of the event which provides an opportunity for young people with a disability to come together, celebrate this day and access recreational opportunities. The CHCC access committee also presented an award at the event to Australian Hearing Coffs Harbour in recognition of their service to people with a disability in the community.
- * Council has representation on the steering committee coordinating Mental Health Month. 15 events were held in Oct 2014. One of the main events being an info stall in the city square on the same day as the growers market.
- * Community services staff supported the organising of Carers Week and a carers pamper day events was held on the 15/10 at the Botanic Gardens. Over 40 carers attended and were provided with lunch and giveaways and linked into relevant services and information.

B03.10: Community Services: Details of grant activity undertaken. Outcomes with grant funding secured.



Grant applications made for this period:

- * Successful grant of \$5000 from Dept of Ageing & Disability for Seniors Week expo to be held in March 2015.
- * Received \$1800 from family and community services to support youth week in April 2015.
- * Application to Community Relations Commission Celebration grants program for \$5000 to support the Multicultural Harmony Festival in March 2015 - outcome pending.

Grant support provided:

- * Auspice of a \$2500 country arts support grant for the community drug action team to facilitate a youth/culture camp.
- * Assistance provided to the Ulong Hall & Showground committee who were successful in receiving a \$4000 CHCC capital infrastructure grant to install a children's playground at the venue.
- * Assistance provided to Coramba Hall Committee who applied to the Rural Assistance Foundation for a new kitchen at the hall - outcome pending.
- * Support and assistance provided to the Coffs Harbour Regional Conservatorium to help identify funding sources for works to complete the performance space. The conservatorium was also given a small CHCC grant to create a short film of young performers to be used to support fundraising activities. The Conservatorium has since been successful in receiving \$86,450 from the NSW Community Building Partnerships funding program & \$30,000 from CHCC capital infrastructure grants program.

Grants administration:

- * Council is the facilitator of the Clubs Grants program in partnership with a local committee made up of 6 representatives from local participating clubs. This year \$49,000 was provided to 14 local community groups and a cheque presentation was held in the Council Chambers in August 2014.
- * Facilitation of the CHCC arts and cultural development small grants program for 2014/15. Grants totalling \$34,600 were made to 22 projects in the LGA.
- * Administration and acquittal of salary subsidy funding from NSW Dept of Ageing Disability and Homecare & FACS.



LC LOOKING AFTER OUR COMMUNITY
 LC2 We lead healthy lives
 LC2.1 Promote healthy living
 LC2.2 Seek to provide a full range of quality health care services for all



Actions

- Sewer - Licence compliance
- Water Quality

Coffs Harbour Environmental Laboratory

KPI Performance	Achieved	Status
M20.04: Sewer: % of tests complying with EPA licences (Target: 100%) <i>Only a single failure of one parameter at one site over the entire monitoring period.</i>	99.59%	
M25.06: Water: Percentage of tests complying with Drinking Water Quality guidelines (Target 100%) <i>95% of water supply scheduled samples contain no coliform organisms in 100ml Achieves standard - 135 samples tested. 100% compliance</i>	135	



LC LOOKING AFTER OUR COMMUNITY

LC3 We have strong civic leadership and governance

LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour



- Actions**
- Customer Satisfaction
 - Commercial Asset Management
 - Airport - Non-RPT Opportunities
 - Integrated Planning and Reporting
 - 2030 Community Indicators
 - Improved systems
 - NATA audits
 - Developer Contributions
 - Grants Management
 - Corporate Audit Schedule
 - Business Development
 - Reserve Development
 - Plant Savings
 - Condition assessments
 - ECM Requests Response
 - Online transactions
 - Counter activity
 - Service requests & forms lodged
 - Time in queue
 - DA processing
 - Construction Certificate processing
 - 149 Certificate applications processing

- Actions**
- Building certificates (formerly s172) processing
 - % increase in passenger traffic
 - Airport Business
 - Return on Private Works
 - Design Sign-off
 - Engineering plans
 - Laboratory budget
 - Statutory Financial reporting
 - Accounts paid
 - Outstanding Rates and Charges ratio
 - Code of conduct complaints
 - Code of conduct complaints finalisation
 - Policy adoption
 - Public Liability Claims accepted
 - Professional indemnity claims
 - Motor vehicle claims accepted
 - Property claims accepted
 - Holiday Parks Revenue
 - Growth in business levels
 - Business Operations Trading Profit














- Actions**
- Subscriber Change
 - Social Media Subscriber Change
 - Web visit change
 - Preferred Suppliers
 - Supplier Rationalisation
 - Work Order Register
 - Telemetry/Telecommunications revenue and productivity savings
 - E-PLANNING
 - Housekeeping LEP
 - Waste Collection contract
 - GIS Strategy
 - External Web Based Mapping
 - Implement Enterprise Search
 - Property and Rating System Upgrade
 - CIS Strategy
 - Asset Management Solution
 - Develop Open Data Strategy
 - Develop Process Automation strategy
 - Workforce Plan
 - Procurement Roadmap

KPI Performance	Achieved	Status
M05.01: Customer Service: Average response times to Customer Requests in Electronic Content Management system within timeframes. (Target 100%) (Last period: 98%)	97%	
M05.02: Customer Service: % of payment of transactions through an online channel (to total transactions) (Last period: 86%)	92%	
M05.03: Customer Service: Cost per counter transaction (Service requests, form lodgement, payments and enquiries) <i>Administration Building Front Office.</i> <i>Methodology: Total 6-month Customer Contact staff salary divided by Activity recorded by ticketing machine.</i> <i>\$4.74 per transaction (becomes baseline figure)</i>	\$4.74	
M05.09: Customer Service: % of service requests and forms lodged through an online channel (to total) <i>The provision of online form lodgement is a feature of a multiple IT systems upgrade using Technology One platforms. The Property and Rating system is expected to go live on 23 Feb 2015 and an ECM upgrade is expected to go live in April. Progress on this project over the next 6-12months will begin to yield data for this measure.</i>		
M05.10: Customer Service: Average time in queue before call answered is less than 60 seconds <i>Avg. time in queue: 46:1 secs</i> <i>Incoming calls: 32,824 (316 per day)</i> <i>Calls answered: 31,509 (303 per day)</i> <i>Avg. time with agent : 3:34 mins</i> <i>Avg. hold time before loss 39:5 secs</i>	100%	
M06.04: Development Assessment: % DAs processed within 40 days (Target: 100%) <i>540 DA's determined for the period, of these 497 (92%) were determined within 40 days (Last period: 77%)</i>	92.00	
M06.05: Development Assessment: % of Construction certificates processed within set timeframe. <i>Current recording system does not allow us to distinguish between properly made applications & the "others" - Also the delay in receiving HOW insurance certificates impacts on this figure. The stop the clock function is not used for Construction certificates, therefore the data is not reliable. The P & R upgrade will hopefully allow for more detailed reporting in the future.</i> <i>317 C/C's processed for the period - average processing time is 54 days</i>		
M06.06: Development Assessment: % of 149 Certificate applications processed and issued within 5 days of receipt by Council (Target 90%) 1,277: 149 certificate applications processed for the period (Last period: 1,425/90%) <i>Continued next page</i>	92%	


















KPI Performance <i>Continued from previous page</i>	Achieved	Status	KPI Performance <i>Continued from previous column</i>	Achieved	Status
M06.07: Development Assessment: % building certificates (formerly s172) processed within 21 days (Target 100%) <i>This period: 60/71 = 85%. Last period: 71/79=90%.</i>	85%		M35.02: Holiday Parks: Percentage Increase in Holiday Parks Revenue relative to previous financial year (Target: 6%) <i>Revenue across all holiday park business operations is down by 7.2% on last financial year. There are several contributing factors to this including a reduction in business levels during the first two quarters of 2014/15, a reduced number of villa products being available for an extended period whilst capital works projects were being undertaken and changes to the accrual accounting of revenue as a result of a change in accommodation booking platforms.</i>	-7.2%	
M26.01: Airport: % increase in passenger traffic (Target: 5%) <i>Passenger numbers for the period are down by 4% due to the demise of Brindabella Airlines and the reduction in frequency of Tiger flights from & to 3 per week.</i>	-4%		M35.03: Holiday Parks: Percentage increase on room nights sold across all products. (Target: 2%) <i>There has been a market decline in the first 6 months of this financial year with business levels down across Park Beach (-1.7%), Sawtell (-0.5%) and Woolgoolga Beach (-10.5%). Lakeside has continued to show positive growth being up by 10.5%. Business levels over Christmas/New Year have shown some positive growth and some recovery is expected in the later part of the financial year.</i>	-1.1%	
M26.04: Airport: Profitability achieved in accordance with Forward Financial Plan. (Target 100%) <i>Overall revenue is down due to reduced passenger numbers.</i>	80%		M35.06: Holiday Parks: Trading Profit percentage achieved across holiday park operations <i>Trading profit percentage achieved is at 27.2% (target 29.0%). Lower than expected revenues (reported elsewhere) have been combined with increases in some business costs.</i>	27.2%	
M30.02: Design: % compliance in delivery of engineering plans to service works program (Target 100%)	100%		M37.01: Media: % Change in online newsletter subscribers	28%	
M32.01: Environmental Laboratory: % profit relative to turnover (Target 15%)	18.34%		M37.02: Media: % Change in social media subscribers	20%	
M33.01: Finance: Compliance with legislative requirements in relation to key dates Target 100%)	100%		M37.05: Media: % Change in Website visitation <i>84,322 unique visitors for this period. 84,328 unique visitors for Jan-June 2014 period.</i>	Steady	
M33.09: Finance: Creditor accounts paid within business terms (Target 90%)	95%		M39.09: Procurement: % of suppliers in Preferred Supplier Arrangements to total suppliers (Target: 25% 75%)	25%	
M33.13: Finance: Outstanding Rates and Charges ratio (Annual only) (Target: <7%)	7.01%		M39.10: Procurement: % of suppliers responsible for 80% of spend.	8%	
M34.01: Governance: Number of code of conduct complaints received in period <i>One Code of Conduct complaint referred to a conduct reviewer in this period. (Last period: 1)</i>	1		M40.02: Strategic Asset Planning: Handover a complete and accurate 2013/14 Financial Year Work Order Register from City Infrastructure Services to the Asset Accountant by no later than 31/7/14.	100%	
M34.02: Governance: Number of code of conduct complaints finalised in period <i>There was one Code of Conduct complaint finalised in this period. This complaint was lodged in the 13/14 financial year.</i>	1		M40.03: Strategic Asset Planning: Handover a complete and accurate 2014/15 Financial Year Work Order Register from City Infrastructure Services to the Asset Accountant by no later than 31 May 2015.	30%	
M34.03: Governance: Number of policies adopted – Councillor Expenses and Facilities Policy adopted 13/11/2014 – Investment Policy adopted 27/11/2014 – Procurement Policy adopted 18/12/2014	3		M41.01: Telemetry and Optic Fibre: Revenue generated	100%	
M34.09: Governance: Number of Public Liability Claims accepted. (Last period: 40) <i>Claim performance rebates from insurance fund Statewide Mutual received by council 17/10/2014.</i>	36		M41.02: Telemetry and Optic Fibre: Value of productivity savings generated	>\$2M	
M34.10: Governance: Number of professional indemnity claims accepted. (Last period: 2)	4				
M34.11: Governance: Number of motor vehicle claims accepted. (Last period: 22)	33				
M34.12: Governance: Number of property claims accepted. (Last period: 7) <i>Claims performance rebate received from insurer Statewide Property for insurance year 2011/2012.</i>	9				
<i>Continued next column</i>			<i>Continued next page</i>		




Progress Comments <i>Continued from previous page</i>	Status	Progress Comments <i>Continued from previous column</i>	Status
<p>B05.01: Customer Service: Customer satisfaction (data from exit survey - counter and online transactions) </p> <p>Further work is required in this area. No adequate measures are currently in place to gauge customer satisfaction. This action will be addressed through the development and implementation of Council's Customer Service Excellence Framework over the next 6 months.</p>		<p>B32.01: Environmental Laboratory: Report on productivity increases achieved due to client numbers and equipment updates </p> <p>Purchase of automatic titrating system has greatly improved productivity.</p>	
<p>B18.02: Property: Subject to adoption of Commercial Asset Management Strategy, commence implementation </p> <p>Commercial Asset Management Strategy preparation has commenced with review of previous reports, data gathering and initial identification of properties of no clear strategic value.</p>		<p>B32.04: Environmental Laboratory: Report on outcome of annual customer survey </p> <p>Positive response from approximately 25% clients.</p>	
<p>B26.01: Airport: Report on development of opportunities for non-RPT revenue-generation at the airport. </p> <p>GA and Rental Car Leases have been reviewed to market and increases will be applied as lease terms expire. One new GA business established. Planning for Enterprise Park ongoing.</p>		<p>B32.05: Environmental Laboratory: Report on progress of preparation and finalisation of NATA audits </p> <p>Preparation on track for next audit due in September 2015.</p>	
<p>B29.02: Corporate Planning: Ensure compliance with legislated requirements for preparation, exhibition and adoption of Integrated Planning and Reporting documents </p> <p>All Integrated Planning and Reporting timeframes met:</p> <ul style="list-style-type: none"> •(Final responses to Community Submissions to Draft 2014/2018 Delivery Program due by 30 July - completed by 13 June 2014.) •6-monthly Progress Report on the implementation of Council's 2013/2017 Delivery Program (for the period 1 January to 30 June 2014) adopted 28 August 2014. •CHCC 2013/2014 Annual Report adopted on 27 November 2014. 		<p>B33.09: Finance: Manage processes related to the annual Developer Contributions Program </p> <p>Significant reviews of several plans completed during the period. The annual Developer Contributions Program is on track.</p>	
<p>Community Surveys were conducted to support IPR-related Community Engagement processes:</p> <ul style="list-style-type: none"> •2014 Customer Satisfaction Survey (tabled with Council on 9 October 2014) •Inaugural Community Wellbeing Survey (tabled with Council on 18 December 2014) •Cultural Facilities Survey (managed by Community Services - tabled with Council on 18 December 2014) •Funding Our Future Survey (initiated in November 2014 by Manager – Revenue). 		<p>B33.10: Finance: Manage the grants system processing </p> <p>During the period 1 July 2014 to 31 December 2014, 39 grant applications were lodged, 15 have been approved by funding bodies totalling \$13.3M, 20 are awaiting approval/rejection totalling \$2.5M and 4 have been rejected totalling \$17.7M.</p> <p>Ongoing support has been provided to responsible grant officers.</p> <p>30/6/14 end of financial year journals (funding, revotes & restrictions) completed and posted in October & November; after Note 3 was completed manually.</p>	
<p>The Integrated Planning and Reporting (IPR) framework has been developed in accordance with legislated requirements that aim to make NSW councils more responsive and accountable to their local communities. The framework integrates a Community Strategic Plan with Council's Resourcing Strategy, Delivery Program and Operational Plan (annual Budget); Six-monthly and Annual Reports help in the IPR review process.</p>		<p>B34.05: Governance: Audit Reports – Completed according to Corporate Audit schedule. </p> <p>The Internal Audit Program consists of two broad areas, specific audits and audit support services. The audit support services were progressing according to the schedule. While three audit reports were issued during the first half of this financial year, the overall schedule for specific audits was delayed, primarily contributed by:</p> <ol style="list-style-type: none"> a) The extended timeframe taken to complete two audits carried over from the last financial year due to unexpected additional requirements. b) Unplanned extended leave taken by the Internal Auditor due to unanticipated personal matters 	
<p>B29.04: Corporate Planning: Manage the Community Indicators for the 2030 Community Strategic Plan. </p> <p>During August, Council's Online Survey Panel was polled to generate baseline data for a number of 2030 Indicators. The results of the inaugural Community Wellbeing Survey were tabled with Council on 18 December 2014. Work also advanced on identifying CHCC staff who can act as data sources for the remaining 2030 Indicators. The Indicators were established to support the preparation of Council's End of Term Report, required by legislation for the conclusion of each term of the elected Council.</p>		<p>B35.01: Holiday Parks: Implement strategies as per the Sustainable Improvement Strategies for Park Beach Holiday Park, Sawtell Beach Holiday Park, Woolgoolga Beach Holiday Park and Lakeside Caravan Park </p> <p>Capital improvement projects have progressed well with all scheduled projects completed prior to the Christmas period. Refurbished villas were relocated from Park Beach to Lakeside, new office and caretakers residence were installed at Lakeside and 14 new villas installed at Park Beach and Sawtell. Electrical infrastructure improvement works completed at Sawtell and tender prepared for major electrical infrastructure works at Park Beach.</p>	
<p><i>Continued next column</i></p>		<p>B35.03: Holiday Parks: Implement strategies as per the adopted Plans of Management for Park Beach Reserve, Sawtell Reserve, Woolgoolga Reserve (North) and Woolgoolga Reserve (South) </p> <p>Implementation of strategies for Park Beach, Sawtell and Woolgoolga North have progressed as scheduled. Plan of Management for Woolgoolga South is yet to be finalised. Planning process and approval time frames have changed. Additional peer review to be conducted on Woolgoolga Beach Reserve South Plan of Management and Woolgoolga WOV Town Centre Strategy</p>	
<p><i>Continued next page</i></p>		<p><i>Continued next page</i></p>	



Progress Comments <i>Continued from previous page</i>	Status	Progress Comments <i>Continued from previous column</i>	Status
<p>B38.01: Plant and Fleet Management: Annual comparison of internal vs external plant hire costs. Projected savings for the coming year. Actual savings for the year completed. This is on track and will be completed first quarter 2015</p>		<p>P28.05: Corporate Information Services: Implement a search engine across all Council's databases and data shares. This is to be incorporated in the ECM upgrade, which is being scheduled with Technology One.</p>	
<p>B40.04: Strategic Asset Planning: Asset condition assessments carried out in accordance with programs Completed</p>		<p>P28.08: Corporate Information Services: Investigate Virtual Desktop Infrastructure. Some discussion with suppliers about IT requirements for this project. Many of our corporate IT systems are being upgraded and will bring new mobile functionality to the organisation. An assessment of further requirements will be made after these core systems are upgraded.</p>	
<p>P06.01: Development Assessment: Implement an electronic system to optimise available information for DAs, progress a system to enable the lodgement and processing of applications under the E housing project. The external funding associated with this project has now ended. The services delivered under the funding, however, are subject to ongoing refinements and management. The main achievements for the past 6 months include:</p> <ul style="list-style-type: none"> • Further refinements to internal processes associated with development and modification applications. These refinements continue to result in improved document quality, the efficient generation of documents and more accurate recording and monitoring of applications. • Electronic lodgement service for development applications. The trial has continued with regular applicants submitting development applications for single dwellings and other simple development types online via Council's ePlanning portal. The applicants involved in the trial continue to provide general feedback in relation to the system and suggest refinements as the trial progresses. These suggestions have been used to refine the system to date. <p>To date Council has processed nine (9) electronic applications, with the applications being submitted online and assessed and determined in an electronic format i.e. no hard copy files have been created for the applications. Whilst there are still a number of internal process matters and IT issues that would need to be resolved prior to the service being rolled out to the general public, the services provides applicants with another option to lodge an application that is convenient and accessible 24 hours per day. This service also has efficiency gains for the organisation as the software used to facilitate the lodgement process preforms tasks previously completed by officers e.g. the software registers relevant documentation to the electronic management system and assessment officers will use electronic files only</p> <ul style="list-style-type: none"> • Council continues to participate in the NSW Department of Planning's ePlanning project, which will continue to be rolled out across the State in coming months. 		<p>P28.09: Corporate Information Services: Upgrade the Property and Rating system The upgrade of Proclaim to property and Rating is progressing well and should be live during February 2015.</p>	
<p>P14.08: Sustainable Planning: Prepare a planning proposal under LEP 2013 to review anomalies and make minor zone or clause changes in the LEP Report on Planning Proposal for LEP amendment to be presented to Council for consideration on 26th February 2015.</p>		<p>P28.20: Corporate Information Services: Review existing CIS Strategy and produce CIS 2014-17 Work has commenced on the next Business Systems Strategy. Further input from the Group Leaders will be gathered during early February.</p>	
<p>P24.04: Waste Services: Finalise tenders for CCWS collection contract Agreement of CCWS Council received to pursue regional contract. Review of existing contract for amendment in progress.</p>		<p>P28.21: Corporate Information Services: Investigate holistic and integrated Asset Management Solution A workshop was held with Council's current AMS supplier in September to review issues we are experiencing. A further workshop was held in November with Technology One to explore their Works and Assets system. This was to see how an integrated system could work. A small project team has been established to undertake some site visits with a view to review our current system.</p>	
<p>P28.01: Corporate Information Services: Develop GIS Strategy GIS Strategy is in draft and awaiting approval in Feb 2015.</p>		<p>P31.01: Digital e-leadership: Develop framework for implementation of Creative Commons licencing model. Workshop scheduled in February with a representative from AUSGoal who will assist with developing the Open Access strategy based around Creative Commons.</p>	
<p>P28.02: Corporate Information Services: Development of an external web based mapping system GeoCortex has been chosen as Council's online mapping tool. This is being implemented and configured and should be live during February 2015.</p>		<p>P31.03: Digital e-leadership: Develop a strategy for automating business process for deployment online This will be incorporated into the process review stage of the T2S project.</p>	
<p><i>Continued next column</i></p>		<p>P36.01: Human Resources: Review and revise the Workforce Plan The current Coffs Harbour City Council workforce management plan has been revised to reflect the recent structural changes of the organisation through the Transformation to Sustainability program. The Organisational Development Group (formerly known as Human resources and Organisation Development Division), is currently also being remodelled. The new Organisational Development strategy will include a new workforce development plan with greater focus on talent management and succession planning. Hence this workforce management plan will be revised at a later stage accordingly. The new operating model will provide more active and strategic partnership with the organisation and an underlying capability of workforce analytics. Also, the corporate training program will be reviewed to prioritise expenditure and align to the workforce development plan. These changes will provide more efficient coordination of Human Recourse activities and allow for the translation of Coffs Council business strategy into human resource action. Examination and interpretation of workforce data, within the context of relevant internal and external environmental factors, to identify workforce risks.</p>	
<p><i>Continued next page</i></p>			



Progress Comments <i>Continued from previous page</i>	Status
<p>P39.02: Procurement: Finalise suite of documentation for all procurement activities</p> <p>The updated procurement policy has been approved by Council during December 2014. Now this has been completed the remainder of the procurement documentation – including the procurement manual and the associated templates - can be finalised.</p>	



LC LOOKING AFTER OUR COMMUNITY
 LC3 We have strong civic leadership and governance
 LC3.2 Engage the community and other levels of government in securing outcomes



Jetty4Shores – Planning Excellence Award

Actions

- Community and Agency Engagement
- Community Partnerships
- External Funding (Government)
- Sustainable business
- Event Seed Funding approvals
- State of the Environment Report
- Waste strategy

KPI Performance Achieved Status

M10.01: Event Management: # of applications approved by the Event Seed Funding Group during period <i>Very little available in the 2014/15 budget. No new events have been approved in this period.</i>	NIL
M10.02: Event Management: Total amount of seed funding awarded during the period <i>Nil. Most of this budget has been allocated in previous financial years.</i>	NIL

Progress Comments Status

B03.05: Community Services: Nature of networks attended or facilitated by the Community Development Team 🟢

Attendance at or facilitation of community networks is a major tool for the Community Services Team to share information, develop partnership projects, facilitate co-ordinated service delivery, identify and respond to community needs and engage with the sector and broader community.

Networks facilitated by Council include:

- * Council's community advisory and facility management committees
- * The Coffs Harbour Interagency.

Nature of other Networks attended include:






- * Local sector based interagencies including the aboriginal, youth, disability and multicultural interagency networks.
- * Council's Transport Working Group
- * The Northern Beaches Interagency
- * The Coffs Harbour Housing and Support Forum
- * Youth Mental Health Network
- * Coffs Harbour Domestic Violence Committee
- * The Coffs Area Men's Alliance
- * Home and Community Care Sector Networks
- * Where relevant regional networks including the MNC Crime Prevention, Regional Access Committee, MNC Housing and Homelessness Working Group & participation on the board of Mid Coast Communities.

The nature of the networks in which the CS Team are involved is extremely diverse and this provides a very broad interpretation.

Periodically staff across the team will also be invited to attend various consultations facilitated by other government agencies undertaking local or regional planning.

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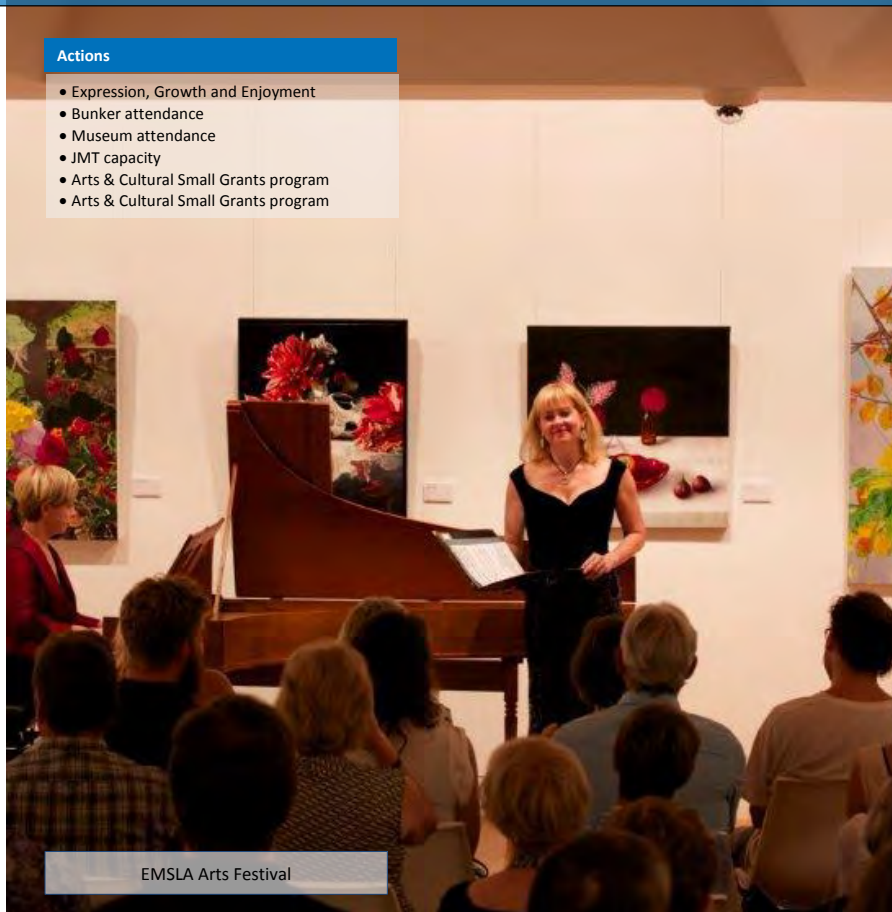
Progress Comments <i>Continued from previous page</i>	Status
<p>B03.06: Community Services: Details of participation in any relevant partnership or sector initiatives.</p> <p>During this reporting period the following partnership activities were undertaken.</p> <ul style="list-style-type: none"> * Facilitation of NAIDOC Week celebrations (reported separately under aboriginal community activities) * White Ribbon Day - Council is a member of the Coffs Coast Committee Against Family and Domestic Violence. An information stall was staffed by service providers in the sector & council community services staff in the city square during November 2014 to provide information to the community and invite people to sign the oath "never to commit, excuse or remain silent about violence against women". The NSW police and fire brigade were present to support the event and over 90 community members signed the oath on the day. The event aims to raise community awareness and facilitate information provision. This event was then followed in December by a reclaim the Night March held as part of the twilight markets. 	
<p>B21.02: Sport: Report on Number of grants applied for, value and success rate</p> <ol style="list-style-type: none"> 1. Council lodged an application for funding to undertake floodlighting upgrade at York St Oval as part of the Round 2 of Clubgrants Category 3 program offered by the NSW Office of Liquor, Gaming and Racing, but the application was unsuccessful. 2. Sports projects were considered to apply for the Stronger Regions Fund, however the Jetty upgrade was chosen as the one Council project to apply for this grant, owing in part to the funding criteria suitability and other Council priorities. 3. Southern Phone Grants of varying amounts up to \$10,000 were allocated to a variety of community groups and included some sport groups such as Woolgoolga District Netball. 	
<p>B24.05: Waste Services: Report on Waste Management as a sustainable business operation</p> <p>Waste reuse/recycling continues to exceed State diversion target. Collection and processing contracts operating as required. Event recycling station introduced successfully.</p>	
<p>P09.04: Environmental Management: Report on progress in Preparation of the State of the Environment report - Data collection and collation 2013/14/15. Data collection and report preparation 2016 for adoption in November 2016. (Working with the Regional SOER Model developed during 2011/12/</p> <p>State of Environment full regional report is due in 2016. Annual data will be submitted to the regional group in 2015.</p>	
<p>P24.02: Waste Services: Develop new Waste Strategy</p> <p>Council endorsement received to progress the development of a 'Regional Waste Management Strategy' in conjunction with Bellingen Shire Council and Nambucca Shire Council. Strategy to be developed during the first half calendar 2015.</p>	



LC LOOKING AFTER OUR COMMUNITY
LC4 We have many opportunities to enjoy life together
LC4.1 Support local artistic and cultural expression

Actions

- Expression, Growth and Enjoyment
- Bunker attendance
- Museum attendance
- JMT capacity
- Arts & Cultural Small Grants program
- Arts & Cultural Small Grants program



KPI Performance **Achieved** **Status**

M01.01: Arts and Culture: % increase in attendance at Bunker Cartoon Gallery compared to same period last year (Target: 5%) <i>Attendance Jul-Dec 2014 = 3,165 (Jul-Dec 2013= 2,431)</i>	30%	
M01.03: Arts and Culture: % increase in attendance at Regional Museum compared to same period last year <i>Attendance 848 people through Coffs Harbour's brand new regional museum opened to visitors in the old courthouse on Saturday 23rd August 2014</i>	100%	
M01.04: Arts and Culture: Achieving 65% capacity or more in attendance for available theatre sessions during period. <i>No JMT funded presentations for this period due to back to back community theatre bookings.</i>	45%	
M03.02: Community Services: % change in number of A&CSGP submissions from previous year	-8%	
M03.03: Community Services: % change in value of A&CSGP allocations from previous year	18.68%	

Progress Comments **Status**

B01.01: Arts and Culture: Report on number and nature of opportunities for local artistic and cultural expression. Include participation numbers.

This reportable is being implemented through the Cultural Plan and is facilitated through the Arts and Cultural Development Small Grants Program. The opportunities for local artistic and cultural expression that have been supported through the program include a writers weekend, guitar festival, youth music workshops and indigenous fibrework classes which have received strong participant numbers.



- LC LOOKING AFTER OUR COMMUNITY
- LC4 We have many opportunities to enjoy life together
- LC4.2 Support opportunities for artistic and cultural growth and enjoyment
- LC4.3 Support activities and events that help us celebrate our diversity
- LC4.4 Develop inclusive community, sporting and recreational events and activities



Actions

- Museum redevelopment
- Cultural growth and celebration
- Implement Cultural Plan
- Arts/Culture Events
- Gallery attendance
- Sport facility Usage

New Coffs Harbour Museum

KPI Performance Achieved Status

M01.02: Arts and Culture: % increase in attendance at Regional Art Gallery compared to same period last year (Target: 5%) <i>8,900 attendance, 8,008 for Jul-Dec 2013. The Gallery has sustained a very busy period. EMSLA, our national art prize, was a critical success. Several public programs involving music and art education have been well attended. Others have planned for the rest of the year. The Friends of the Regional Gallery have purchased 2 excellent paintings for the city collections.</i>	11.1%	🟡
M21.01: Sport: Sport facility - % usage against capacity (Target: 100%)	0.00	🟢

Progress Comments Status

P01.01: Arts and Culture: Carry out detailed design and construction works to refurbish 215A Harbour Drive as a new museum 🟢

Coffs Harbour's brand new Regional Museum in the Old Courthouse on Harbour Drive welcomed visitors for the first time on Saturday, August 23 2014. A formal Opening Ceremony was staged on September 18 2014. The elegant restrained aesthetic of the museum's refurbished interior attracts much favourable comment from the public. Some problem areas, most minor, are being resolved by the contractors within the prescribed contractual time frame.

B03.01: Community Services: Report on number and nature of opportunities for cultural growth and celebration. Include participation numbers. 🟢

The following relevant activities occurred during this reporting period

- * The CHCC Grace Roberts Memorial Aboriginal Community Development Awards presentation evening (reported under a separate reportable covering aboriginal community initiatives).
- * The community services staff were responsible for the coordination of the CHCC official sister city visit to Sasebo Japan on 31/8-3/9/14. The delegation included; the Mayor, GM, Cr Rodney Degens & cultural development officer Christabel Wright. The itinerary for the visit included; visits to the Sasebo Mayor and City Hall, visit to the school participating in the student exchange program, tour of the harbour and aquarium, visit to local waste and recycling centre, liaison with the Japan Australia Society, visits to relevant arts and cultural venues and attendance at other official functions as required.
- * Also as part of Council's Sister City Relationship during this reporting period community services staff supported the CHCC Japanese Student Exchange Program. This involved assisting with a visit from 3 Japanese students in August 2014 and coordinating a day of activities hosted by CHCC which included a local aboriginal cultural tour, visit the gallery, library, botanic gardens and lunch with the Mayor. In turn CHCC works with local schools who teach Japanese to coordinate a reciprocal visit to Japan in December. Students are accompanied by a teacher and hosted in home stay accommodation.

Continued next page




Progress Comments *Continued from previous page*

Status

B03.14: Community Services: Outline of activities funded and/or completed from the Cultural Plan 

During this reporting period the following activities have been undertaken in relation to the implementation of the Cultural Plan:

- * The "What's On" Arts and cultural e-newsletter continues to be distributed on a fortnightly basis with 775 subscribers as at October 2014.
- * A "How to get that Grant" workshop was held for the community in August 2014 with approx 35 attendees. Staff also produced a workbook/written resource for grant seekers which is available on the Council website.
- * Continued staff support and coordination to the Coffs Harbour Movie Club in partnership with Birch Carroll and Coyle. This project provides access to a limited release movie on the 1st Monday of each month. There are now nearly 400 members with regular attendance of between 120-150 people per session.
- * Continued support and liaison in relation to the Artside the Box- Traffic Signal box painting/public art project.
- * Liaison & input into the establishment of the Coffs Harbour City Council Cultural Trust Fund. A public fund in which individuals can make tax deductible donations as a means of funding arts programs in the community.
- * The facilitation of Council's Arts and Cultural Development Small Grants Program 2014/15. In this year's grant round grants totalling \$34,600 were made to 22 projects. Some examples included; a writers weekend, guitar festival, youth music workshops, indigenous fibrework classes and more with a requirement that all projects have alignment to strategies within the cultural plan.
- * Funding assistance and supported was provided to the Coffs Harbour Aboriginal Land Council who produced a short film showcasing local heritage and stories. This film is now an exhibit at the Museum and also available on Switched on Coffs TV.
- * Continued support and facilitation of Council's Cultural Reference Group

B15.01: Library: Participation in artistic and cultural events compared to targets 

During the six month period the library delivered 72 storytime sessions for children, attended by 2,617 people (of which 1,510 were children). The library also delivered 38 other programs/events activities attended by 1,359 people.

Activities included; an Anime workshop for children, Library talk at Probus Club, Byron Bay Writers Festival travelling show, Australian Light Horse talk in History Week, Brooke Davis author talk, Graeme Base book signing, Creating Mental Wellness panel talk, Kim McCosker '4 Ingredients' author talk and cooking demo, Susannah Lovestar author talk, HSC English Marker talk, Wonder book discussion activity for youth, several class visits to local schools and Summer Reading Club for children.



2030 THEME: LE LOOKING AFTER OUR ENVIRONMENT

Significant Achievements

Local residents responded strongly to the ongoing 'Living Lightly' program, run as a partnership between Council and the Coffs Regional Community Gardens. The free monthly workshops promote initiatives that enable people to live more sustainably. The Winter and Spring programs covered topics as diverse as Honeybees, Seed Saving, Natural Pest Management for Plants and an Introduction to Backyard Aquaponics.

Council initiated negotiations in August to secure land in Nightingale Street, Woolgoolga, for the establishment of a community garden. Currently licensed by the local netball association, the plan of management for the site needs to be amended to allow a handover of the western portion for the garden. It is hoped that a new licence can be signed between Council and the Woolgoolga Regional Community Garden Association in early 2015.

Council's draft 'Landscape Corridors of the Coffs Harbour Local Government Area' documents were released for public comment in September. Landscape corridors are areas of land that link similar plant and animal habitats. The draft documents will help the eventual development of a new Priority Habitats and Corridors Strategy to help maintain the health of animal and plant habitats in the Coffs Harbour area.

Coffs Harbour hosted the inaugural Mid North Coast Local Food Forum in November to coincide with the Coffs Coast Sustainable Living Festival. Other attractions at the week-long festival included the Botanica Spring Fair, a local produce showcase Dinner, the 'Warped Veggie' cook-off at the Coffs Coast Growers Market, a Climate Change public forum, Synchronicity Far Open Day, guided tours and Living Lightly workshops.

Council's Heritage Executive Committee staged another innovative Halloween event, conducting a special torch-lit tour of historic Coramba Cemetery. The free guided walk, that included visiting the last resting-places of some of Coramba's more colourful earliest residents, was a reprise of the previous year's inaugural tour of Coffs Harbour's Historic Cemetery which was a big hit with Halloween thrill-seekers.

Council encouraged Coffs Harbour people to take part in National Recycling Week in November with tours of the city's state-of-the-art Recycling Facility at Englands Road. Coffs Harbour's residents are regarded as the top recyclers in NSW, and the city's Materials Recovery Facility and Glass Processing facility are invaluable assets in the war against waste.



LE LOOKING AFTER OUR ENVIRONMENT

LE1 We share our skills and knowledge to care for the environment

LE1.1 Identify and promote the region's unique environmental values

LE1.2 Develop programs to actively engage communities on environmental issues and solutions

LE1.3 Promote connection to the environment through learning in the environment



Actions

- Marketing Campaign Implementation
- "Friends of Parks"
- Volunteer hours - Botanic Gardens
- Water consumption
- Community sustainability education and engagement program
- Gardens students
- Community Sustainability Education and Engagement Program

2014 Sustainable Living Festival

KPI Performance	Achieved	Status
M17.19: Parks and Facilities: Number of participants actively supporting the "Friends of Parks" groups (Last period: 18)	19	
M17.20: Parks and Facilities: Number of volunteer hours at Botanic Gardens (Last period: 4,655)	8,790	
M25.01: Water: Average water consumption per property (yearly - from 2012/13 report)	161kL	
M17.03: Parks and Facilities: Number of school children utilising the Botanic Gardens for educational Experiences and participating in school programs (Target: 1,000 annually)	1,187	
M09.20: Environmental Management: No of participants involved in sustainability education and engagement activities (Last period: 2,628)	4,491	

Progress Comments **Status**

B23.02: Tourism: Report on development and implementation of promotional campaigns (including media value and potential reach/audience)

Campaign programming for core trade, consumer and media included a second Wotif campaign (returning a 4.1:1 ROI), launch of the new Coffs Coast Visitor Information Centre (over double the visitor numbers in Nov & Dec 2014 V's Nov & Dec 2013), Coffs Coast app development and creation (1,300 downloads in 4 weeks), continuation of 101 things to do campaign and ongoing media familiarisation programs (9), trade and consumer shows (8), public relations (4 press releases), communications (3 industry enews, 2 consumer enews), social media, events marketing, leisure marketing (billboards, advertising, radio), business tourism (LGNSW conference 1000 pax \$50,000 revenue and IT conference 250 pax \$157,000 revenue) and Visitor Information Centre activity (\$108,000 in sales). Media value attributed to journalist visits for the 6 month period (excluding Rally) is currently being calculated.

B09.06: Environmental Management: Report on actions within the community sustainability education and engagement program in the Sustainability Plan

Good progress has been made with 8 out of the 11 actions identified within the Sustainability Branch Business Plan 2104/15 having been completed or in progress. Achievements include:
 Coffs Coast Sustainable Living Festival 2014 successfully ran for one week in November
 Coffs Harbour Community Sustainable Living workshop Program (Living Lightly) developed and successfully running with 5 workshops held and one Open Day
 Coffs Volunteer Ambassadors Tours successfully ran 19 tours
 Sustainable Schools Network and Little Green Steps programs investigated, full program developed and due to launch in early 2015
 Our Living Coast Regional Sustainability Alliance meeting held with Nambucca and Bellingen Shire Councils
 Our Living Coast website and sustainable living guide reviewed and due for update in early 2015.



- LE LOOKING AFTER OUR ENVIRONMENT
- LE2 We reduce our greenhouse gas emissions and adapt for climate change
- LE2.1 Maintain biodiversity in a changing climate
- LE2.2 Reduce our carbon footprint



- Actions**
- Green House Gas emissions
 - Carbon Management Response Plan
 - Corporate Sustainability Program

KPI Performance	Achieved	Status
M25.02: Water: Annual Greenhouse gas emissions - tonnes/1000 properties (from report to the Office of Water) (Last period: 515)	510	
M09.21: Environmental Management: Council greenhouse gas emissions <i>Council emitted approximately 19,064 tonnes CO2e in 2013-2014 year. This is a reduction from 19,222 tonnes CO2e in 2012-2013 year. 2014-2015 year will be reported in next 6 month reporting cycle. This data excludes emissions from the England Road landfill - if included Council's emissions for 2013-2104 year were approximately 38,564 tonnes CO2e.</i> <i>Note: 6 monthly reporting not representative for emissions reporting as dependant on seasonal energy use fluctuations.</i>	19,064	

Progress Comments	Status
P09.03: Environmental Management: Report on progress in developing updated Carbon Management Response Plan A full review of Council's historic emissions and the development of updated emissions reduction targets (Coffs Harbour Emissions Reduction Plan Stages 1 and 2) was completed. Report was endorsed by Council in December 2014. Stage 3, the development of an action plan, will be undertaken in 2015.	



LE LOOKING AFTER OUR ENVIRONMENT

LE3 Our natural environment and wildlife are conserved for future generations

LE3.1 Manage land use to conserve the region's unique environmental and biodiversity values



- Actions**
- Biodiversity Action Strategy 2012 - 2030
 - Illegal clearing
 - Cautions
 - Environment Zones Review
 - Environmental Levy Projects
 - Implement Environmental Levy Projects

KPI Performance	Achieved	Status
<p>M04.01: Compliance: # of illegal clearing of vegetation matters investigated</p> <p><i>Council has investigated an increasing number of vegetation removal incidents associated with the blueberry industry. Council is working with various other government agencies including the Office of Environment and Heritage and Office of Water to coordinate enforcement related issues. Several cases are progressing through the courts system.</i></p>	90.00	
<p>M04.02: Compliance: Number of Cautions issued</p> <p><i>8 cautions issued associated with minor infringements associated with the Preservation of Vegetation Clause. Several cautions issued where no chance of prosecution was likely.</i></p>	8.00	

Progress Comments	Status
<p>B09.01: Environmental Management: Report on actions within the Biodiversity Action Strategy 2012 - 2030</p> <p>Of the 176 actions detailed in the Biodiversity Action Strategy 2012 - 2030 the following has been achieved to date: Complete - 17 In progress 35 Ongoing 25 Not started 99</p>	
<p>P14.06: Sustainable Planning: Prepare a planning proposal under LEP 2013 to review Environment Zones in the Local Government Area</p> <p>Currently completing final science base spatial layer (Landscape corridors) - prior to developing final composite layer. - Note - this is also dependent upon finalisation of Rural Lands Strategy.</p>	
<p>B14.15: Environmental Management: Report on EL Projects</p> <p>Reports requested from responsible officers early in January 2015, Report to be completed for Director by 13/2/15 and to council meeting 26/2/15.</p>	
<p>P14.11: Sustainable Planning: Develop Cultural Significance Controls for LGA and implement into DCP</p> <p>Preparation of tender documents for Cultural Heritage in progress. Tenders anticipated to be called late March 2015.</p>	

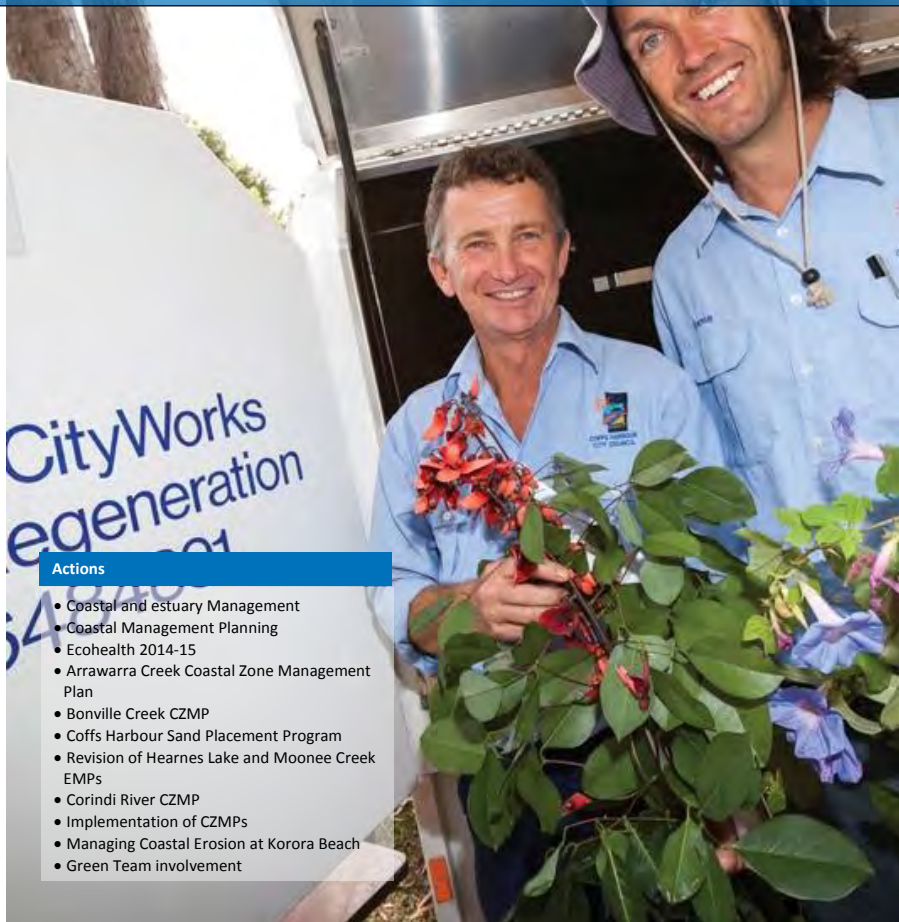


LE LOOKING AFTER OUR ENVIRONMENT

LE3 Our natural environment and wildlife are conserved for future generations

LE3.2 Enhance protection of our catchments, waterways and marine areas

LE3.3 Recognise Aboriginal land and sea management practices in the development of environmental programs



Actions

- Coastal and estuary Management
- Coastal Management Planning
- Ecohealth 2014-15
- Arrawarra Creek Coastal Zone Management Plan
- Bonville Creek CZMP
- Coffs Harbour Sand Placement Program
- Revision of Hearnes Lake and Moonee Creek EMPs
- Corindi River CZMP
- Implementation of CZMPs
- Managing Coastal Erosion at Korora Beach
- Green Team involvement

KPI Performance Achieved Status

M09.01: Environmental Management: Increase Number of Aboriginal 'green teams' engaged in environmental restoration from a 2013 baseline. 80% 🟢
Aboriginal 'green teams' continue to work on rehabilitation and restoration programs associated with the Jaliigirr and Orara River Restoration programs. Jaliigirr in particular has employed the Darrunda wajaarr Aboriginal Green team for the last 2.5 years including working alongside Council's bush regeneration team.

Progress Comments Status








B11.01: Flooding and Coastal Management: Implement Coastal and Estuary Management Plans 🟢
 School presentation on coastal management
 Presentation to Climate Change Action Group on coastal management
 Coastal Estuary Management Advisory Committee meet during this period
 -The draft Coffs Creek Coastal Zone Management Plan was completed in this period and a report to council was submitted in December to be placed on public exhibition.
 - Implementation of High Priority Management Action within Hearnes Lake Catchment:
 The project has directly engaged with over 60 blueberry growers from within Hearnes Lake catchment (23 landholders) and surrounds as a result of working with the blueberry extension officer in NSW DPI and the OzBerry growers co-op for delivery of workshops.
 Three properties took part in the installation of soil moisture probes (2 per property) to monitor water delivery and crop water use. One of these properties was the largest landholder within Hearnes Lake catchment, allowing installation of 4 moisture probes at 2 locations on his property.
 Weed control and revegetation activities were also undertaken along creek or drainage lines on these three properties, resulting in a total of 920 plants being planted over a total of 1832m2

P11.03: Flooding and Coastal Management: Develop better management tools for planning decisions 🟢
 Presentation of draft Coastal Hazards DCP, Planning proposal on Coastal Hazards, Coastal Management Report Guidelines, Coastal Risk Area Planning Policy and Section-149 Notations Advice was given to the councillors and Exec team.
 A council report was delivered during this period to place these documents on public exhibition
 Public exhibition will take place in February and March 2015

P11.04: Flooding and Coastal Management: A health assessment of estuaries within CHCC LGA 🟢
 Sampling in September and November have been undertaken and analysed. Council was successful with funding from the Estuary Management Program through the Office of Environment and Heritage to undertake fish sampling which is part of the Ecohealth program

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Progress Comments <i>Continued from previous page</i>	Status
<p>P11.05: Flooding and Coastal Management: Development of a management plan and decision tool Council was successful in obtaining a grant under the Estuary Management Program through the Office of Environment and Heritage. An application was also submitted for matching funding through the Environmental Levy</p>	
<p>P11.08: Flooding and Coastal Management: Project not started, no funding available</p>	
<p>P11.09: Flooding and Coastal Management: Letters, discussions and meetings with Crown Lands regarding Sand Placement Program and inclusion in the Northern Breakwater Upgrade Project. Discussion with Crown Lands on the potential to work collaboratively on a Sand Management Study for Coffs Harbour that would investigate appropriate sand management options with the aim of evaluating and developing a preferred sand management option. Options such as purchasing a dredge and commercial sand extraction are expected to be considered in the Study. NSW Government has subsequently offered Council up to \$250,000 towards Council's actual expenditure for a dredging program with a funding level of 50%. To undertake the dredging program and accept the grant Council must allocate matching funds of \$250,000. An application for \$150,000 under the Environmental Levy has been submitted.</p>	
<p>P11.10: Flooding and Coastal Management: Project not initiated, no funding available</p>	
<p>P11.11: Flooding and Coastal Management: Project not initiated , no funding available</p>	
<p>P11.12: Flooding and Coastal Management: Coffs Creek Coastal Zone Management Plan completed.. Option analysis on reducing coastal erosion hazards at Campbells Beach Draft report finalised. Presentation of draft Coastal Hazards DCP, Planning proposal on Coastal Hazards, Coastal Management Report Guidelines, Coastal Risk Area Planning Policy and Section-149 Notations Advice briefing to councillors. Health assessment of estuaries within CHCC LGA. has been undertaken . Arrawarra Creek CZMP Council achieved a grant under the Estuary Management Program through the Office of Environment and Heritage. An application was also submitted for matching funding through the Environmental Levy</p>	
<p>P11.13: Flooding and Coastal Management: Project not initiated and no funding available</p>	



LE LOOKING AFTER OUR ENVIRONMENT

LE3 Our natural environment and wildlife are conserved for future generations

LE3.4 Create environmental restoration programs through partnerships with the community

LE3.5 Develop and improve infrastructure to provide appropriate access to environmental experiences





- Actions**
- Bush Regeneration
 - Environmental Levy
 - Volunteer Hours - Landcare
 - Footpath work response
 - Footpath Work Orders
 - Beach accessway response
 - Beach accessway Work Orders

KPI Performance	Achieved	Status
<p>M09.02: Environmental Management: Number of Landcare volunteer hours spent on habitat restoration.</p> <p><i>Number of hours cannot be determined. Note, recent funding cuts to the National Landcare program are likely to severely impact on the operations of Landcare in the local region. There are currently 40 landcare groups working in the Coffs Harbour LGA on various rehabilitation and restoration related projects</i></p>		
<p>M17.24: Parks and Facilities: % of requests responded to within 7 days relating to works on footpaths and boardwalks in reserves (Target: 100%)</p> <p><i>This activity includes footpaths , board-walks, bridges and associated stairways.10/15 requests.</i></p>	66%	
<p>M17.26: Parks and Facilities: % of Work Orders relating to footpaths and boardwalks completed within the period (Target 100%)</p> <p><i>Again this activity (621) includes footpaths, board-walks, bridges and stairways all part of walkways. There were 299 defects identified of which 170 have been attended to and rectified (57%) Of those 299 defects 68 were condition 4 or 5 of which only 8 (12%) have been rectified, however all have been made safe to the public either by diversion around, exclusion barriers installed or minor works to ensure they stay open and function but still require more costly repair.</i></p>	57%	
<p>M17.27: Parks and Facilities: % of requests responded to within 7 days relating to works on beach accessways (Target 100%)</p> <p><i>There were 11 CRs received of which 7 have been responded to 2 of these have been referred to Manager to resolve, e.g. Sthn Jetty bch access and upgrade of emergency vehicle access Park bch. 5 of these accesses will be improved as part of current SRV funded programs. Total bch access defects is 45 of which 17 have been completed(38% completed) Total of these defects being cat 4 or 5 is 19 of which only 2 have been completed (11% completed) These accesses are either covered within SRV or will be included in next SRV program.</i></p>	64%	
<p>M17.29: Parks and Facilities: % of Work Orders relating to beach accessways completed within the period. (Target: 92%)</p> <p><i>Many of these defects are being included within the current SRV funded programs and some of the remaining uncompleted 17 cat 4 or 5 defects will be considered for the next SRV programs. Many of these bch accesses even though they require improvement works are maintained as safe for use to ensure they are still functional especially during peak summer periods. These accesses are highly dynamic as they are affected by wave surge, storm water runoff and pedestrian movement.</i></p>	38%	

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Progress Comments <i>Continued from previous page</i>	Status
B17.03: Parks and Facilities: Report on progress of bush regeneration program Environmental Levy Bushland Regeneration program is on program and budget at approximately 50% expenditure as at 31 Dec 2014.	
B33.01: Finance: Manage the development and review of the annual Environmental Levy Program Environmental levy program is on track with December quarterly report in progress, to go to council meeting 26/2/15. 2015/16 applications received and pre scoring meeting scheduled for Wed 4/2/15 with working group to discuss applications prior to scoring.	



LE LOOKING AFTER OUR ENVIRONMENT

LE4 We reduce our impact on the environment

LE4.1 Implement total water cycle management practices

LE4.2 Implement programs which aim to make the Coffs Harbour Local Government Area pollution free

LE4.3 Ensure the sustainable use of our natural resources



- Actions**
- Reclaimed water consumed
 - Street Litter Complaints
 - Street Litter Collection
 - Onsite Sewage System Inspections
 - Onsite Sewage System Notices
 - Incident response
 - Overflows
 - Abstraction compliance

KPI Performance	Achieved	Status
M20.01: Sewer: % of reclaimed water consumed against total treated (6-monthly) (Target: 100%)	20%	
M02.01: City Image - Cleaning: Number of complaints (Customer Requests) relating to street litter <i>All complaints were resolved within 48 hours.</i>	3	
M02.02: City Image - Cleaning: Volume of street litter collected (tonnes)	10.6	
M09.07: Environmental Management: % OSSM inspected measured against program (Target min 80%) <i>1,086 inspections - The program targets have been exceeded KPI 172% which mean that the back log of approximately 2,500 is being eroded away.</i>	172%	
M09.08: Environmental Management: Number of Notices / Orders issued to rectify defective OS systems <i>Reflects low level of non-compliance with program targets</i>	42	
M13.04: Health: % pollution incidents responded to within 2 days (Target: 100%) <i>Except for one of the 94 pollution incidents received during the period were of a minor nature that were subsequently prioritised and completed in due course. The one major incident noted during the period was investigated within the adopted 2 hour time frame from receipt. Total of 76 (81%) completed with the two-day time frame.</i>	81%	
M20.02: Sewer: Number of dry weather overflows	11	
M25.07: Water: % compliance with water abstraction licence conditions (Target: 100%)	100%	



- LE LOOKING AFTER OUR ENVIRONMENT
- LE4 We reduce our impact on the environment
- LE4.4 Implement programs which aim to make the Coffs Harbour LGA a zero waste community
- LE4.5 Develop renewable energy systems for the region
- LE4.6 Promote and adopt energy efficient practices and technologies across the community



Actions

- Warning stickers (Coffs Harbour)
- Environmental Compliance
- Waste to Landfill
- Material Recovered
- Public Bin collection
- Public Bin waste diversion
- Corporate Sustainability Program (CO2 Abatement)
- Operating cost

KPI Performance	Achieved	Status
M24.01: Waste Services: # of warning stickers issued (Coffs Harbour) <i>304 warning stickers were placed on kerbside domestic waste bins during the 6 month reporting period, for the incorrect use of the bins such as overfilling/overweight/contamination. The waste collection contractor continues to implement this procedure based on inspection of bins. Follow up inspections during the weeks following a 'warning sticker' assist to improve the performance of the bin owner.</i> Jul-Dec 2013 = 190 Jan-Jun 2014 = 286	304	
M24.02: Waste Services: Scorecard - testing against targets set by environmental protection licence (Target: 100%)	99%	
M24.13: Waste Services: Volume of waste to landfill (tonnes) <i>January to June 2014, was approximately 14,500 tonnes</i> Jul-Dec 2013 15,682.01 tonnes	14,284	
M24.14: Waste Services: Volume of material recovered (tonnes) <i>January to June 2014: approximately 25,250 tonnes.</i> July - December 2013: 41,868.88 tonnes	23,000	
M24.24: Health: Tonnage of park and street bin waste collected. (Formerly M13.02) <i>January to June 2014 was 268 tonnes</i>	256	
M24.25: Health: Tonnage of park recycling bins. (Formerly M13.03) <i>January to June 2014 was 65 tonnes</i>	65	
M09.10: Environmental Management: Comparison % change in CO2 emissions generated through Council operations measured against previous year (less any CO2 abatement) <i>Emissions have reduced by just below 1% from 2012/13 year to 2013/14 year. Emissions have reduced by approx. 4% based on the 2010 baseline. Emissions reductions need to increase significantly to meet the adopted target of 25% reduction by 2020 based on 2010 levels.</i>	1%	
M25.05: Water: Total operating cost per kilolitre (cents) - Water	146	



2030 THEME: MA MOVING AROUND

Significant Achievements

In July 2014 work was completed on a shared pedestrian cycleway linking the city centre to the Base Hospital and Boambee. The final section, from Thompsons Road through to the Stadium Drive roundabout, was built with a \$205,000 grant from the Roads and Maritime Services Pedestrian Cycleway Program.

The Draft 'Coffs Harbour City Council Bike Plan 2014 – 2019' was placed on public exhibition in November 19 for community feedback. Coffs Harbour locals were urged to comment on the draft plan which aims to provide a cycling network for the local area, make cycling safer, improve cycling support facilities and encourage more people to get on their bikes. The current cycle network in the Coffs Harbour area comprises 59 kilometres of 'off-road' shared paths, as well as some sections of on-road bike lanes. Having a Bike Plan means Council can apply for funding from the State Government for future cycleway projects.

Cycling continues to grow as an important alternative form of transport in Coffs Harbour. The annual 'Super Tuesday' cyclist count in September recorded a 15% growth in cyclist numbers on local roads from the previous year.

Council continued to assist road safety campaigns against drink driving, working with the local Liquor Accord to fund free "Nightrider" bus services on New Year's Eve. Running between midnight and 3.30am, the northern service takes revellers home to the Northern Beaches and Woolgoolga while the Southern service drops patrons off at Boambee East, Toormina and Sawtell.



MA MOVING AROUND

MA1 We have an integrated, accessible and environmentally-friendly mixed mode transport system servicing the region

MA1.1 Plan for new transport infrastructure

MA1.2 Improve the effectiveness of the existing transport system



- Actions**
- Transport Infrastructure
 - Bitumen Seal - Asphalt Resurfacing
 - Gravel Re-Sheet
 - Rehabilitation
 - Bridges - Works
 - Airport Works
 - Transport Planning

Progress Comments	Status
<p>B30.07: Design: Report on new transport infrastructure Design projects</p> <p>Detail designs and estimates for Coffs Harbour Transport Hub works in Park Avenue and Vernon Street completed and submitted to Transport NSW. Grant of \$976,000 successfully negotiated and project milestones set. Justice Precinct bus shelter design and contract for installation completed.</p>	●
<p>B19.01: Roads and Bridges: Report on implementation of Bitumen Seal - Asphalt Resurfacing program in period</p> <p>The following is the percentage complete for the reseal program: Local Roads (48%); R2R (55%); Regional (37%); Pine Ck Way (26%). The majority of the outstanding works are fabric seals.</p>	●
<p>B19.02: Roads and Bridges: Report on implementation of Gravel Re-sheet program in period</p> <p>Works have been progressing well on the re-sheeting with all but one of the roads on this year's programme started.</p>	●
<p>B19.03: Roads and Bridges: Report on implementation of Rehabilitation program in period</p> <p>To date 50% of the programme (by value) has been completed. 6/7 of the road pavement renewals have been completed. Works are just starting on the Road Rehabilitation Seals Programme.</p>	●
<p>B19.04: Roads and Bridges: Complete planned bridge works for the year.</p> <p>Reconstruction of Puhos Bridge (on Puhos Road Off Hollaways Road) and Powiks Bridge (off Central Bucca Road) has been completed.</p> <p>The Load limit imposed on Powiks Bridge on the 13 May 2013 has been removed.</p> <p>Piling works for the reconstruction of Herds Bridge off Herds Road Bucca is complete with fabrication of the steel substructure expected to be complete very early February 2015. Herds bridge reconstruction is expected to be complete by the end of February 2015.</p> <p>The contract for the design and supply of components for Kellekts Bridge on Island Loop Road (Sth) in the Orara Valley has been completed. Initial detail design has been received, it is expected that onsite construction will commence April 2014.</p> <p>Routine bridge maintenance is in progress with day labour Staff replacing decking Campcreek and Moleton Bridges. Pest control has been undertaken on the Coffs Harbour Historic Jetty in conjunction with replacement of some decking and failed landing planks.</p>	●
<p>B26.02: Airport: Report on progress of airport works</p> <p>Airport Rescue Fire Fighting building works completed. Stage one of Eagle Copters Development completed. Interim extension to General Car Park completed. Relocation of Bureau of Meteorology to RPT precinct</p>	●
<p>B30.10: Design: Implement Transport Working Group Action Plan</p> <p>Regular meeting held with Public Transport operators to discuss efficiency and promotion of services. Focus on coordination of timetables, upgrade of bus stop locations and bus shelter access.</p>	●

MA MOVING AROUND

MA1 We have an integrated, accessible and environmentally-friendly mixed mode transport system servicing the region

MA1.3 Promote increased public transport, pedestrian and cycle usage and reduced car usage

MA1.4 Integrate cycle way and footpath networks including linking schools, shops and public transport



- Actions**
- Public Transport
 - Roads and Bridges - Pavement standard
 - Footpaths - Works Planning
 - West Coffs Cycleway
 - Pacific Hwy Cycleway Sth
 - Bonville School
 - Pacific Hwy Cycleway Nth
 - Mastrocolas Road

New bus shelter – Justice Precinct

KPI Performance	Achieved	Status
M19.02: Roads and Bridges: Report % of pavement with defects identified against the total pavement (Target: zero) <i>13,291m2 of reported pavement defects repairs completed by day labour (hand and edge patching, gravel patching and deeplift asphalt patching) in the period.</i>	1%	
Progress Comments	Status	
B30.08: Design: Implement recommendations of Public Transport Working Group New bus shelter design tabled for comment and adoption. Issues relating to parking at bus stops referred to Traffic Committee. 50 area bus services colour maps printed on vinyl and placed in main bus stops as a trial.		
B12.01: Footpaths and cycleways: Report on status of works program for footpaths, cycleways & bus shelters Designs for programmed Cycleways and Footpaths are nearing completion. Construction well under way for Graham Drive Cycleway, and others are programmed for construction in the second half of the financial year.		
P12.01: Footpaths and cycleways : From Roselands East (section 94) Most of the cycleway (concrete) works completed for stage 1. Bridge design to be completed and programmed for construction.		
P12.02: Footpaths and cycleways: Hospital south to Stadium Drive (grant funded) Cycleway completed on time.		
P12.03: Footpaths and cycleways: Bonville School (RMS funded) Bus bay and cycleway completed in June 2014. Site inspection revealed other minor works to improve operation and safety of the area. Design works complete, and works scheduled for March 2015		
P12.04: Footpaths and cycleways: In conjunction with Sapphire to Woolgoolga (RMS funded) Designs complete and preliminary construction work undertaken (relocate guardrail and earthworks). Cycleway construction to be undertaken in second half of financial year		
P12.05: Footpaths and cycleways: Footpath extension (grant funded) Completed in February 2014 as part of PAMPS project, last financial year		



MA MOVING AROUND

MA2 We have a system of well-maintained and safe roads for all users

MA2.1 Ensure adequate maintenance and renewal of roads, footpaths and cycleways

MA2.2 Facilitate safe traffic, bicycle and pedestrian movement

MA2.3 Reduce the impact of the highway on our community



KPI Performance	Achieved	Status
<p>M12.01: Footpaths and cycleways: Report % of pavement with defects identified against the total pavement. (Target: zero) (Last period: 2.9%) <i>In the period 1 July 2014 and 30 December 2014 Council day labour completed 46 footpath related defects totalling 595m2. Total defect 6,580m2 out of 331,964m2 of total footpath</i></p>	2%	
<p>M19.01: Roads and Bridges: Report % complete of annual routine maintenance program. <i>Planned pavement maintenance including small area stabilisation, deepflit asphalt patching, cracksealing 14,975m2 All planned programmes have been completed for the period 1 July 2014 to 30 December 2015 Council day labour have commenced Special Rate variation works (Kerb repairs, pavement maintenance).</i></p>	99%	
Progress Comments	Status	
<p>B30.09: Design: Implement Traffic Committee Recommendations</p> <p>Traffic Committee resolutions design and approvals issued to City Works for implementation as required..</p>		
<p>B30.11: Design: Implement Road Safety Strategic Plan using current Safe Systems methodology</p> <p>Analysis of crash data as preparation for drive to conditions / wet weather campaign; also data collection and analysis to assist Police with speed enforcement with strategic tasking. Registered Council road safety Facebook page as a platform to convey relevant road safety messages Promoted Helping Learned Drivers to drive safely workshops, double demerit point program, ANCAP safety ratings for vehicles and young driver safety workshops Funding application submitted for Local Government Road Safety Infrastructure funding program. Promotion and administration of New Year's Eve Nightrider in conjunction with the Coffs Coast Liquor Accord; distribution of drink drive and other materials for the Summer holiday season to licensed venues Discussions with Health and Liquor Accord regarding the implementation of the Drinksafe program Participation in the Reduce Risk, Inform Student Knowledge (RRISK) Year 11 program including the development of a new young driver session with Youthsafe.</p> <p>Completion of the draft Council bike plan; report to Council; plan on exhibition, currently undertaking review of submissions.</p>		



MA MOVING AROUND

MA3 We have developed integrated regional freight hubs

MA3.1 Increase rail freight services

MA3.2 Examine opportunities for the integration of road and rail freight services

MA3.3 Develop maritime freight transport opportunities



No reporting necessary for this 2030 Objective

Activities reported elsewhere in the Moving Around theme capture Council's role as Advocate in helping to achieve this 2030 objective.



2030 THEME: PL PLACES FOR LIVING

Significant Achievements

The long-awaited Coffs Harbour Skate Plaza at Brelford Park was officially opened in July 2014. The opening celebrations included demonstrations by expert BMX and Skate Riders and a free mini music festival featuring local bands. The facility has quickly proved to be a popular attraction, not just for the youth of Coffs Harbour, but as a drawcard for the whole region.

During the period construction began on the \$2.2M Spagnolos Road Flood Detention Basin, the third to be built under the city's ten-year program of flood mitigation works. The project involves the construction of a 43,000 cubic metre embankment over a minor stream in the Coffs Creek catchment, with the flow diverted through twin, piped culverts running under the embankment. The basin is expected to be completed early in 2015.

Community interest in the Woolgoolga Beach Reserve Draft Plan of Management led to the public consultation period being extended until 22 August 2014 and around 250 submissions being received. The Draft Plan aims to make Woolgoolga Beach Reserve and Holiday Park more attractive to locals and visitors, open up more public open space and provide better community facilities.

A total of 451 comments and around 5,600 votes were received via the Ideas Map of the draft Woolgoolga WOW Masterplan, which is still being prepared in draft form. The draft Town Centre Masterplan is to be placed on public exhibition and reported to Council in 2015.

During the period, Council reached a licencing agreement with the Australian Rail Track Corporation (ARTC), clearing the way for a new Jetty walkway to be constructed in the harbour precinct. Detailed design work progressed on the Walkway as the centrepiece of the Jetty4Shores Plan (Construction of the Walkway centrepiece will start in January 2015.) The design aims to create a spectacular entry statement into the Foreshores area with interpretive storyboards, photographs and heritage items such as tram tracks that will take visitors on a journey through Coffs Harbour's history of timber-getting, shipping, fishing and its local Indigenous heritage.

Meanwhile, the community consultation that saw the Jetty4Shores Project gain massive public approval won the top Public Engagement and Community Planning honour at the annual Planning Institute of Australia NSW Awards for Planning Excellence. The award recognised the Jetty4Shores success in securing consensus between a significant number of stakeholders, comprehensively engaging with the community, achieving a balance between differing community views for the area and setting a strong vision for the project.

Detailed design work began on an extension of the Coffs Harbour Boat Ramp with the aim of helping reduce the excessive wave surge at the ramp. The design work is funded through a \$1m NSW Roads and Maritime Services grant. The project is being driven by the Boat Ramp Working Party, a partnership involving the community, Council and State Government. Construction of the boat ramp basin extension is scheduled to begin in February 2015.

Major improvements to the Castle Street carpark progressed during the period. A new roof is being installed to shade cars parked on the upper storey. At the same time, a lift is being constructed on the Castle Street side of the building along with a new public toilet to replace the old Riding Lane amenities.

Forecasts of rising sea levels over the next century have guided work by Council on a new set of draft planning controls to address potential risks to our coastline. The draft controls would require any development proposed in at-risk areas to provide additional information to demonstrate ways to deal with coastal hazards in design, layout and function. The Draft Coastal Hazard Planning Proposal is expected to go on public exhibition in 2015.

Important design concept plans for City Square were released for community feedback in December. Developed by the CBD Masterplan Committee, the concept plans cover a range of topics such as seating, lighting, car park facades, landscaping and shade structures with the aim to create a friendly and welcoming space which is flexible, sophisticated and vibrant, but also relaxed and peaceful.



PL PLACES FOR LIVING

PL1 Our infrastructure and urban development is designed for sustainable living

PL1.1 Promote higher densities in our urban centres

PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events



Spagnolos Road Detention Basin

Actions

- Floodplain Management
- Land Acquisitions for Detention Basins
- Sewer Infrastructure Works
- Sewerage performance
- Rate Funded Floodworks
- Reticulated Water Infrastructure
- Asset Management Strategy Council-wide
- AMS Actions
- Infrastructure Strategies
- Operating cost (sewer)
- Network efficiency
- Coffs Harbour Boat Ramp Works
- Coffs Creek Flood Study Review
- Boambee - Newports Creek Floodplain Risk Management Study and Plan
- Woolgoolga Creek Floodplain Risk Management Study and Plan
- Park Beach Major drainage Augmentation design

Actions

- Building Condition
- Community Building Leasing and Licensing Policy
- Sawtell Sewerage Treatment Works Decommissioning
- Flood Detention Basin
- Park beach local drainage improvements
- Loaders lane
- Marcia St/ Pacific Hwy
- Investigation & Design
- Middle Creek
- Creek Clearing & Drainage Works
- Urban & Non-Urban Drainage Works
- Preferred future disposal plan
- Main Duplication
- Coramba Water Main
- Asset Data Migration Plan
- Data Collection Program
- Asset Management Gap Analysis

KPI Performance **Achieved** **Status**

















M20.03: Sewer: Total operating cost (Sewer) per kilolitre treated (yearly report) (Cents) <i>NSW Median \$1.89/kL</i>	199c/kL	
M25.04: Water: Network efficiency - water loss as % of total water processed <i>Coffs Harbour water loss - 70 litres/connection/day National Average 73 litres/connection/day</i> <i>Water loss reported for the last two National Performance Monitoring years were at the lowest manageable level.</i> <i>All main breaks, service leaks etc responded to promptly.</i> <i>Alarms and system monitoring ongoing.</i> <i>Jul-Dec 2014 update: Water loss for the previous reporting year was 12% loss.</i>	70.00	

Progress Comments **Status**











- B14.08 Sustainable Planning: Report on urban density provisions in Sustainable Planning projects**
(Operational Plan measure only) Appropriate urban density provisions are incorporated into relevant Sustainable Planning projects and Planning Proposals.
- B11.02: Flooding and Coastal Management: Implement Floodplain Management Plans**
Construction of Spagnolos Rd detention basin 90% completed, with project on time and within budget. Draft Boambee - Newport's Ck Floodplain Risk Management Plan currently being reviewed. Woolgoolga Creek flood study under way.
- B18.03: Property: Finalisation of all land acquisitions for Flood detention Basins**
All land acquisitions required for Detention Basins under the original flood mitigation program are now complete apart from RMS land at Spagnolos Road, for which a license and agreement is in place, with acquisition to be undertaken once details of the highway bypass are finalised.
- B20.01: Sewer: Report on progress of sewer infrastructure works in relation to time, budget, and quality**
Design plans for the remaining sections (about 1.5km) for the duplication of the 375 diameter reclaimed water pipeline between Woolgoolga WRP & Moonee are completed. Approvals from OEH & Fisheries are currently being sought & tenders are to be called for the sections which are to be constructed by trenchless method across Skinners Ck, Moonee Gun Club & Double Crossing Ck. Rehab of the gravity sewer pipelines within Coffs Harbour Catchments Nos.1, 2 & 4 are in progress.
Pumps have been replaced at Pump Stns PS12 Sandy Beach, PS20 Reid Dr & PS24 York St, PS10 Sawtell valve pit upgraded & PS32 Catholic Club Scada & Control system upgrade are completed.
- B20.02: Sewer: Progress on preparation of yearly data for NSW Water Supply and Sewerage Performance Monitoring Report.**
Data gathered and provided to NOW on time

Continued next page



Progress Comments <i>Continued from previous page</i>	Status	Progress Comments <i>Continued from previous column</i>	Status
<p>B22.01: Stormwater: Report on status of implementation of Approved Loan-Funded and 2010 Rate Variation-Funded Floodworks. Spagnolos Road detention basin complete and operational. Adjoining road works underway.</p>		<p>P11.16: Flooding and Coastal Management: Woolgoolga Creek Floodplain Risk Management Study and Plan Preliminary assessment of mitigation options complete.</p>	
<p>B25.01: Water: Report on progress of Reticulated Water Infrastructure works in relation to time, budget, and quality Completed works to ensure the community is provided with a safe & secure water supply include:- WATERMAIN RENEWALS:- – Coral St from No.50 to Red Rock Rd, Corindi – Arthur St No.45 to Richmond Dr – 29A Sapphire Cr road crossing – Carten Close from Reid Dr – Harbour Dr (sth) from Edinburgh St to Moore St – Harbour Dr (nth) from Mildura St to Hood St CROSS CONNECTIONS:- – Pacific Hwy - Woolgoolga Ck (nth) from 375 WM to 225 WM</p>		<p>P11.17: Flooding and Coastal Management: Design and cost - benefit assessment of major drainage augmentation for Park Beach Consultants BMT WBM have been engaged and have commenced work on the project.</p>	
<p>B40.01: Strategic Asset Planning: Review Asset Management Strategy and Asset Management Plans by 30 June On track.</p>		<p>P18.01: Property: Develop Building Asset Conditioning Framework. Implement with M18.01 as ongoing Measure Building condition assessments completed from a financial perspective, However more work is required to enable effective operational planning and management. This is predicated on completion of the Asset Management Plans. Condition assessments are being approached on a category by category basis commencing with libraries and public amenities.</p> <p>P18.02: Property: Develop Community Building Leasing and Licensing Policy for adoption by Council. Implement cost recovery framework with M18.04 as Measure A Community Building leasing and Licensing policy is being drafted with the primary objectives of applying a consistent and transparent approach to the leasing / licensing of community buildings to community groups as well as to establish the framework to measure the level of support council is granting to each tenant by way of subsidy.</p> <p>The draft is being circulated to staff for comment and will be submitted to Council for review and endorsement before June 30 2015</p>	
<p>B40.02: Strategic Asset Planning: Implement Actions as set out in Asset Management Strategy Underway - MIDROC project underway for revaluations.</p>		<p>P20.01: Sewer: Sawtell Pump Station, Rising Main and Sewerage Treatment Works Decommissioning - Report on progress of works in relation to time, budget, and quality Pump Station and rising main works complete and commissioned by 19/12/14, with minor defects outstanding. Sawtell Treatments works decommissioned on December 2014, with all flows diverted to the Pump Station. Pump Station defects to be completed in January 2015, and treatment works demolition to commence in February 2015</p>	
<p>B40.03: Strategic Asset Planning: Report on status of review of Infrastructure Strategies Preliminary work underway. Water and sewer modelling.</p>		<p>P22.01: Stormwater: Construction of flood detention basin (Spagnolos Road) Detention basin complete, finishing of associated roadworks</p>	
<p>P11.07: Flooding and Coastal Management: To implement works to reduce surge issues at the boat ramp Road works started in December to facilitate the placement of the basin expansion area. Physical modelling was completed by MHL during this period. Basin expansion works to start by the end of February 2015 Environmental assessment completed and awaiting sign off from state agencies</p>		<p>P22.02: Stormwater: Drainage works Project on hold until assessment completed of Park Beach flooding / drainage</p>	
<p>P11.14: Flooding and Coastal Management: Update the Coffs Creek flood study to a 2D flood model and calibrate 2009 flood event Consultants BMT WBM engaged for project and work has commenced.</p>		<p>P22.03: Stormwater: Levy bank works Project on hold until 2D Flood Modelling of Coffs Creek is completed</p>	
<p>P11.15: Flooding and Coastal Management: Develop flood mitigation options for Boambee - Newports creek catchments Draft Floodplain Risk Management Plan completed and being reviewed.</p>		<p>P22.04: Stormwater: Drainage improvements Construction on hold. Council undertaking detailed investigation and design plus environmental assessment.</p>	
<p><i>Continued next column</i></p>		<p><i>Continued next page</i></p>	



Progress Comments <i>Continued from previous page</i>	Status
<p>P22.05: Stormwater: Drainage Improvements - Investigation & Design Council investigating options for Marcia St drainage plus have engaged consultants to assess Park Beach flooding and Drainage</p>	
<p>P22.06: Stormwater: Creek Widening Works Works on hold. Investigation required to determine feasible and cost effective options.</p>	
<p>P22.07: Stormwater: Maintenance Works Works being undertaken as required mainly in response to customer requests</p>	
<p>P22.08: Stormwater: Various Projects Works being undertaken as required</p>	
<p>P24.05: Waste Services: Develop criteria for and identify possible locations for a future landfill site This item is linked to P24.02 Regional Waste Strategy development.</p>	
<p>P25.01: Water: Main duplication – Karangi WTP to Red Hill Design drawings for Stage 1 of the project (Karangi Dam to Coramba Rd) have been Issued For Construction. Approvals from the affected landowners, NSW Fisheries, the Australian Rail Track Authority (ARTC) & Office of Environment & Heritage (OEH) have been received for Stage 1. Construction is now in progress & a contract has been awarded to Codmah P/L to construct the section of pipeline across the railway line & Wongiwomble Ck by trenchless method which is to commence next week. Stage 2 of the project requires further negotiation with the affected landowners to finalise the pipe alignment and a permit from OEH is to be obtained</p>	
<p>P25.02: Water: Report on progress of Coramba Water Main A proposed alignment of the new pipeline has been determined & a draft design plan prepared. Further detail survey work is required to be carried out & design details to be finalised. Permit To Enter approvals from property owners & Permits from Fisheries & OEH need to be obtained to enable works to be completed when planned.</p>	
<p>P40.01: Strategic Asset Planning: Migrate remaining asset data into Asset Management System in accordance with Plan New works data going into Asset Master system.</p>	
<p>P40.02: Strategic Asset Planning: Develop 5 year Asset Data Collection Program At this stage all major asset classes have been collected. Minor low value classes and network assets such as signs, furniture etc will be a long term project.</p>	
<p>P40.03: : Undertake independent gap analysis / review of AM Systems and Processes to inform 2015 AM Strategy This project is combined with the procurement of a new asset management system which is being run by Business Services. Input from the Asset Management team has been provided.</p>	



PL PLACES FOR LIVING

PL1 Our infrastructure and urban development is designed for sustainable living

PL1.3 Create balanced pedestrian friendly communities with a mix of residential, business and services

PL1.4 Create affordable housing options

PL1.5 Encourage innovative developments that embrace our climate and local environment

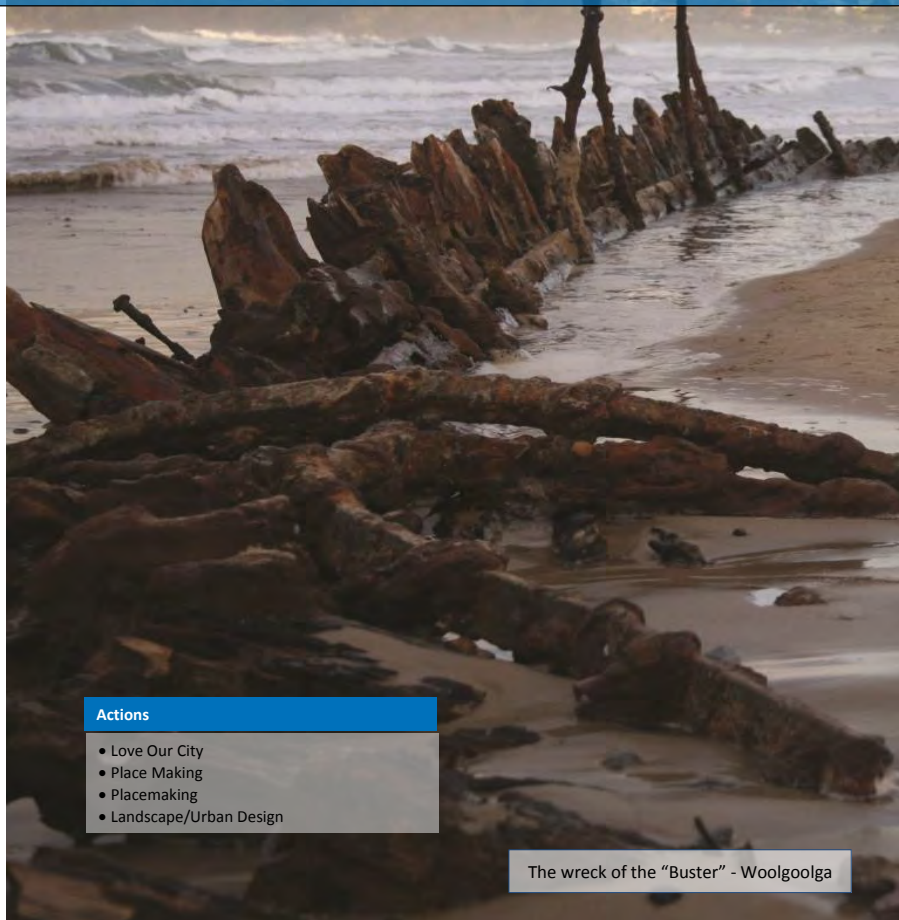


- Actions**
- Urban balance
 - House / Land Monitor Statistics
 - DCP - Residential Lands Control Review

KPI Performance	Achieved	Status
M14.01: Sustainable Planning: House / Land Monitor Statistics - review the Housing Monitor figures, on an annual basis, as released by the DOP <i>DOP figures reviewed as required.</i>	100%	
Progress Comments	Status	
B14.01 Sustainable Planning: Report on residential proximity to services as per 2030 Indicators (GIS and Asset Management-assisted)		
All new urban release area projects incorporate provisions in Development Control Plans to:		
1. achieve the majority of households to be within 400metres of a bus route		
2. achieve a high percentage of households to be within 800metres of a business zone (LEP 2013 incorporates neighbourhood shops as a permissible use in residential zones)		
3. achieve the majority of households being within 400m of a playground.		
P14.07: Sustainable Planning: Amend City-wide Developmental Control Plan (DCP) to incorporate Residential Lands Control Review		
DCP and Review of Residential Lands Control to be presented to Council for consideration in March 2015.		



PL PLACES FOR LIVING
PL1 Our infrastructure and urban development is designed for sustainable living
PL1.6 Reinforce the unique identity of villages and communities



- Actions**
- Love Our City
 - Place Making
 - Placemaking
 - Landscape/Urban Design

The wreck of the "Buster" - Woolgoolga

Progress Comments **Status**

B07.01: Economic Development: Report on the roll-out of "Love Our City" projects targetting villages and communities (A6) ●

PETER KAGEYAMA 19 JULY – 22 JULY 2014
 Peter Kageyama, the co-founder and producer of the Creative Cities Summit inspired the community to strive for a future where we all love our city. Peter delivered a community workshop (40 participants) on Saturday and a lunchtime presentation to over 70 business leaders on Tuesday.

VIBE after FIVE As a result of the Kageyama workshop the 'Vibe after Five' has been created by the community, for the community. All are welcome to either join in or simply soak up the vibe every Thursday at 5:30 pm. Program started for 10 weeks and due to its success has been continued by the CBD Masterplanning committee.

IMAG_NE - inspirational public sculpture launched for the City of Coffs Harbour. Inaugural site at launch of Skate Park - Brelsford Park to demonstrate the power of turning the city's collective imagination into action.

Small Business Friendly Council - In September Council signed up to the Small Business Friendly Charter run by the Office of Small Business Commissioner.

Support also provided to other Love our City programs such as - On Ya Bike Day as part of the Sustainable living Festival - November 2 and - The Big Skate Out - 19 December.



Activate Coffs Program was launched in August with the successful match of empty shop front and entrepreneur : Make Space. The activation of the space was successful with great feedback and learnings achieved by the pop-up owner and also the activation of the arcade resulted in a long term rental of the space by another business owner.

B07.03: Economic Development: Report on festivals / events which celebrate what we love about our special place (A5) ●

Enterprise Coffs supported a number of Major Events in the period including the Coordination of the Coffs Harbour International Buskers and Comedy Festival. The Festival ran for 9-days, attracted over 20,000 patrons and included nearly 100 shows. Enterprise Coffs facilitated the successful 2nd annual Offshore Powerboat Series at the Foreshores, which attracted around 5,000 people over 2-days. Coordinated the 1st Annual Coffs Harbour Festival of Opera featuring 24 artists from around the Country in 14 special events over 4-days in September. Supported the New Year's Eve Fireworks Spectacular, Youth Events at the new Skate Park, Coffs Harbour Sustainable Living Festival, Sawtell Chilli Festival and the Sawtell Summer Sessions. Enterprise Coffs are currently working with a number of Festival organisers on the 2015 program of events including Transport Heritage Festival, Emerald Beach Fair, and Flix in the Stix.

Continued next page



Progress Comments <i>Continued from previous page</i>	Status
<p>B14.02: Sustainable Planning: Report on Sustainable Planning Placemaking projects</p> <ul style="list-style-type: none"> - The Woolgoolga Town Centre Masterplan Project is well underway. Originally expected to be delivered to Council at end 2014, it has now been joined in a process with the Beach Reserve Plan of Management to deliver a co-ordinated outcome for the Town Centre and Beach Reserve, via a Design Review of both documents. It is now expected that the Town Centre Masterplan document will be delivered to Council in June/July 2015. - Stage1 of the Jetty4Shores Project commenced construction in June 2014 (carpark), with expectations construction will be completed in April 2015. The Australian Rail Track Corporation is expected to issue a licence to allow construction to commence over their land in February 2015. - Stages 2-4 of the Jetty4Shores Project is at the early design stage. Some preliminary coastal assessment has been undertaken regarding wave action at the northern end of Jetty Beach. A grant application has been lodged with the intent of completing Stages 2-4 by 2017, in the event that the application is successful. - A Precinct Planning / Placemaking exercise has been budgeted for the wider Jetty Foreshores / Coffs Harbour Jetty area during 2015. This process has been postponed, awaiting some actions by the State government in the harbour area and surrounds. It is proposed that this budgeted Precinct Planning exercise will commence in the second quarter of 2015. - The CBD Masterplan is being implemented, with Council's Precinct Planning team being involved on the CBD Masterplan Committee. 	
<p>B30.04: Design: Report on Landscape and Urban Design projects</p> <p>Jetty4Shore Stages 2 and 3 concept design refinement on-going. Jetty Walkway urban design and cultural heritage details completed. Diggers Beach Reserve Master plan completed and ready for public exhibition. Input to City Square concept design completed.</p>	



PL PLACES FOR LIVING
 PL2 Our public spaces are enjoyed by all our people
 PL2.1 Develop the harbour and foreshores as the focal point for our Local Government Area



Actions
 • Harbour Foreshores

Progress Comments

Status

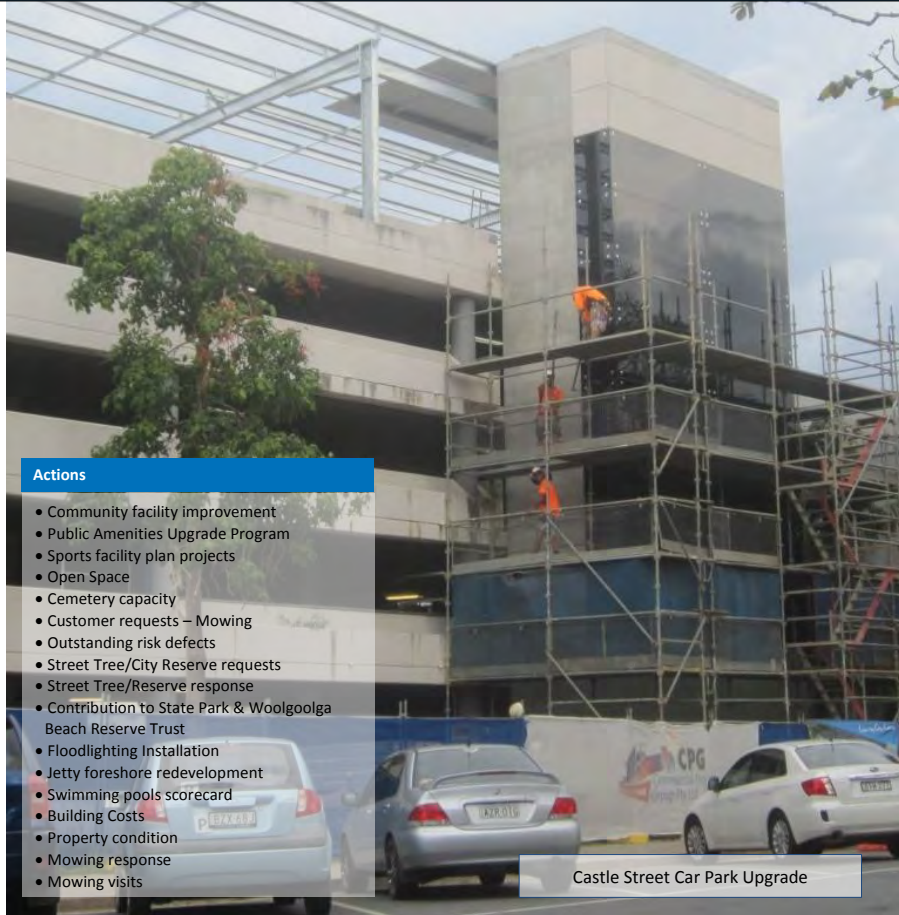
B30.02: Design: Report on implementation of Foreshores Masterplan (subject to funding)



Design plans and approvals for Jetty Walkway completed. Approval for access to ARTC land still being sought. Coastal engineering assessment of Area B Kiosk area beach interface commenced through Manly Hydraulics Lab physical model.



PL PLACES FOR LIVING
PL2 Our public spaces are enjoyed by all our people
PL2.2 Provide public spaces and facilities that are accessible and safe for all



Actions

- Community facility improvement
- Public Amenities Upgrade Program
- Sports facility plan projects
- Open Space
- Cemetery capacity
- Customer requests – Mowing
- Outstanding risk defects
- Street Tree/City Reserve requests
- Street Tree/Reserve response
- Contribution to State Park & Woolgoolga Beach Reserve Trust
- Floodlighting Installation
- Jetty foreshore redevelopment
- Swimming pools scorecard
- Building Costs
- Property condition
- Mowing response
- Mowing visits

Castle Street Car Park Upgrade




KPI Performance **Achieved** **Status**

M17.06: Parks and Facilities: Maintain cemetery capacity to serve the community in a timely and professional way	100%	
M17.17: Parks and Facilities: Number of Customer Requests regarding mowing <i>(Last period: 99) Mowing operations were delayed during the Spring months due to prolonged drought conditions, this delay also impacted on the planned Chemical wickwiping program for control tall weeds spp within reserves/lanes/road reserves. This program is rescheduled for late Jan 2015 if conditions improve. Additional mowing was required in Dec 2014 as repeated storm events triggered an explosion grass and weed growth. With the budgets only being around 35-40% expended this step up of weekend mowing was affordable to better present the reserves leading up to Christmas /Jan holiday period. The actual mowing program ranged from 50-70% reserves parks and 80-100% other customer service areas such as Water/Sewer properties , Lawn Cemetery etc.</i>	31.00	
M17.21: Parks and Facilities: Number of outstanding risk defects (>70) <i>(Last period: 79) Total defects for the 6 months was 1,419 and completed was 1,009 which is 71% completed leaving 410 yet to be attended to. Total of defects with a cat 4 or 5 risk rating was 211 and 112 were completed which is 53 % completed leaving 99 yet to be attended to although all have been rendered safe either by removal or exclusion ie fenced off.</i>	99	
M17.38: Parks and Facilities: Number of customer requests regarding reserves and street trees (<6) <i>(Last period: 18)</i>	15	
M17.39: Parks and Facilities: Tree complaints responded to in a timely manner (as per risk category) (Target 100%)	100%	
M35.01: Holiday Parks: Percentage of budgeted Holiday Park contributions provided to Coffs Coast State Park Trust and Woolgoolga Beach Reserve Trust (Target 100%)	100%	
M18.01: Property: % Of buildings/property assets at satisfactory or above (pending development of Asset Condition Reporting framework) <i>Ongoing Property condition reporting is a pivotal part of Councils asset management efforts. Development of the asset condition reporting framework continues in conjunction with the development of Asset Management Plans for Council buildings. Fundamental to this is the establishment of Service Levels for the different building asset categories. The adopted service levels will in turn drive the asset condition reporting framework. Work on developing this framework continues on a category by category basis.</i>		

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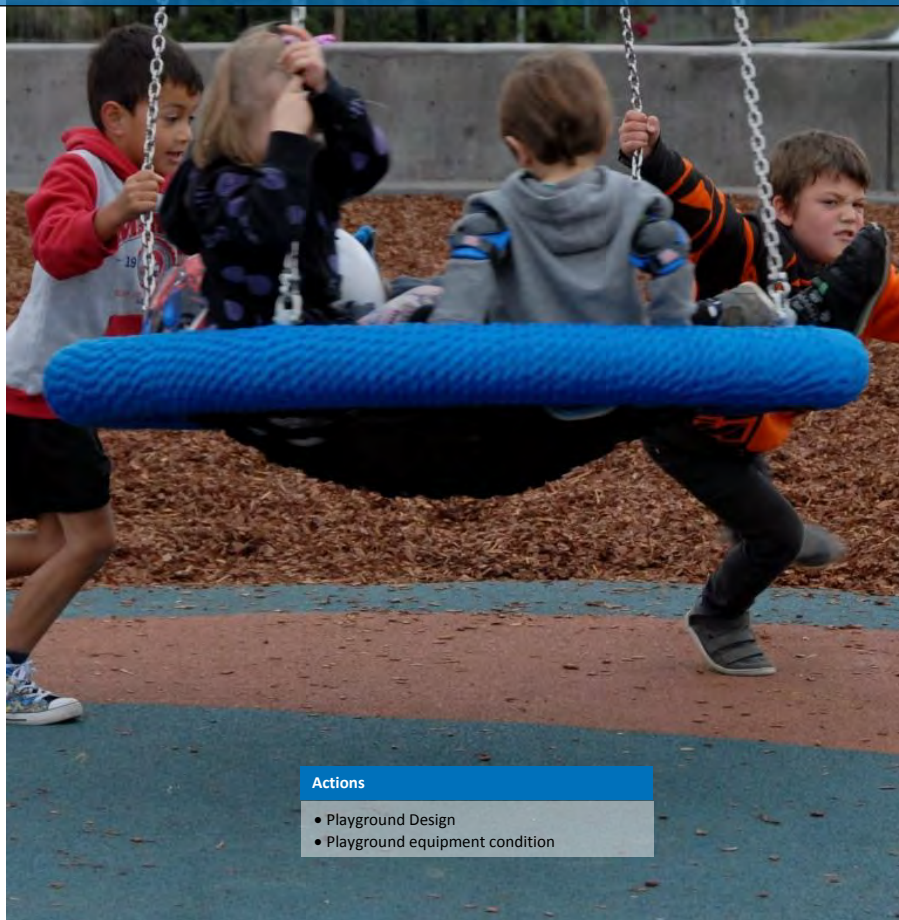


KPI Performance <i>Continued from previous page</i>	Achieved	Status	Progress Comments <i>Continued from previous column</i>	Status
<p>M18.04: Property: % Of cost recovered on community buildings (pending development of Community Building Cost Recovery policy and framework) <i>% of cost recovered on community buildings is a function of the proposed leasing policy which is currently under development.</i></p> <p>M18.13: Property: Swimming pools - review benchmark/scorecard - attendance, satisfaction, revenue <i>Benchmark reports for the 2013 /2014 season are yet to be published by the provider (Due March 2015). The Coffs Harbour Pool, Woolgoolga Pool and Nana Glen pool operators have participated. The Sawtell Pool operator has not submitted the survey response. Based on indicators the Nana Glen Pool and Coffs Harbour Pool are attracting well below the median visitation p.a. this in turn is impacting on other performance indicators. Overall however Council's four public swimming pools are all operating satisfactorily and lessees are largely complying with lease conditions. Council subsidises the operation of each pool and reviews this subsidy amount on an annual basis to adjust for CPI where appropriate. As previously reported Council will need to consider long term replacement and/or improvement of the Sawtell and Woolgoolga facilities as population growth and aging infrastructure compromise the current level of service provided by the facility. It has been previously reported that the Nana Glen pool pumping, filtration and chemical dosing system is not a commercial grade installation and will require major repairs or replacement. Until a commercial system is installed maintenance cost for Nana Glen will be elevated. It should be noted that the subsidization rate at Nana Glen is in the order of \$16.00 per visit which is almost three times the industry benchmark for similar pool facilities. Every effort therefore should be made to maximise operating efficiencies.</i></p>		●	<p>B03.16: Community Services: Details of improvements undertaken to develop or enhance facilities.</p> <ul style="list-style-type: none"> - Seniors Week – Grant application for \$5,000 completed for 2015 Festival of Activity and Seniors Forum - Nana Glen Equestrian Centre - Flood repairs ongoing from Disaster relief fund of \$70,000 completed new show ring, repaired internal road and amenities. - Sportz Central – lease transition to NSW Basketball - Bayldon Community Centre – upgraded the reception area including new furnishings and wall hangings, new blinds, new carpet, light weight tables and improved landscaping. - Woolgoolga Community Village – Venue maintained at a high standard. - Communication and networking with the Northern Beaches Interagency - Council report on Facility Management and Advisory Committees completed - Final Draft for Volunteer Committee Guidebook <p>B18.01: Property: Upgrade public amenities according to program of works.</p> <p>The Public Amenities Upgrade Program is a \$300,000 per annum program which will operate until review in 2015/2016. The program is aimed at assessing and upgrading those public amenities deemed to be the highest priority for replacement. The Arrawarra project is now complete and commissioned with demolition of the old facility scheduled for February 2015. Council has consent from Regional Reserve to exhibit the Master Plan for Diggers Beach amenities. This will facilitate finalisation of plans for a new amenities block. Commencement of this project will be in 2015/2016. To streamline the roll out of new amenities a blueprint design has been compiled with the intention to enable Council to expand or contract a standard toilet design depending on location and service required. The concept plan is currently being quantity surveyed to ensure cost effectiveness and affordability. Subject to final costing it is intended to commence the Macauleys Headland amenities prior to the end of the financial year. The PAUP fund allocated \$150K to the Castle Street car park project in 2013/2014 This is now under way with external contractors.</p> <p>B21.01: Sport: Report on status of sports facility plan projects (according to funding in LTFFP)</p> <ol style="list-style-type: none"> 1. An architect has been appointed by Council to develop plans and costings for Fitzroy Oval amenity block in Coff St, Coffs Harbour. Consultation has been undertaken with Cricket and AFL organisations to seek co-funding to enable the planning phase of the project to go ahead. 2. Council has continued consultation with the Baseball Association on the design and location of a second baseball back net at Coffs Coast Sport and Leisure Park. The design is to involve the removal of a back net at Reg Ryan Oval with much of the structure to be re-used in the new design. 3. Coffs Harbour Netball has proceeded with a major refurbishment of its bitumen court surface assisted by a Council contribution from the Community Capital Infrastructure Program. Rain delayed work, but it is nearly complete. 4. Council has accepted a tender for the bitumen resurfacing of the Woolgoolga Netball Courts. This work is planned to commence in April 2015. 5. Planning for an upgrade of floodlighting at Forsyth Park, Mclean St, Coffs Harbour, is progressing with construction planned for 2015. The project is being undertaken by Coffs City United Football Club and is being assisted by a Council grant from the Community Capital Infrastructure Program. 6. Floodlighting was installed by Council on Oval No. 2 at Coffs Coast Sport and Leisure Park and is due to be commissioned very soon. 7. Sawtell BMX has upgraded its track with the installation of bitumen on the berms of the track. This work was assisted by a Council Community Capital Infrastructure Program grant. 8. Synthetic cricket wickets have been refurbished at numerous ovals throughout the city. This work was undertaken by Sawtell Cricket Association and was assisted by a Council Community Capital Infrastructure Program grant. 	●
<p>M17.60: Parks and Facilities: % of requests responded to within 7 days relating to mowing programs (Target: 100%) <i>(31/42 requests. Last period: 95/99 requests) There have been various reasons why contact has been delayed some of which return contact due to person being away at time, also some involved seeking further advice before making contact, e.g. fire risk, CHCC property managed by another Manager, e.g. Woolgoolga dam etc. Most of these will be attended to early Jan 2015. There is a resource concern which is being discussed and hopefully sorted for Jan 2015</i></p>	74%	●		
<p>M17.59: Parks and Facilities: Number of visits per total mowing programs(outfront, tractor contractor) <i>(Last period: 50) Mowing operations was impacted by extended late winter /spring drought conditions however these conditions changed markedly when storm events triggered and explosion of growth necessitating increased mowing with weekend programs. Also wick-wiping program was delayed and re-scheduled for late Jan 2015 otherwise tall weeds would have been controlled late Nov/Dec. Further extensions of mowing program to cover higher profile reserves/parks were approved to happen in Jan along with wick-wiping. The reduced expenditure of mowing votes during the drought period enabled this stepped up program.</i></p>	34	●		
<p><i>Continued next column</i></p>			<p><i>Continued next page</i></p>	

Progress Comments <i>Continued from previous page</i>	Status
<p>B30.05: Design: Report on implementation of Open Space Strategy Woolgoolga Community Garden project design and land classification completed. Various Alcohol free zone proposals completed. Bunker Headland gun emplacement conservation management plan brief issued. Various developer funded Vegetation Management Plan negotiations completed.</p>	
<p>P21.05: Sport: Installation of Floodlighting on CSLP2 Installation was delayed slightly due to inclement weather. On track for completion second week of February 2015</p>	
<p>P30.02: Design: Complete Stage 1 of Jetty foreshore redevelopment and commence detail design for Stage 2 Design plans and approvals for Jetty Walkway completed. Approval for access to ARTC land still being sought. Coastal engineering assessment of Area B Kiosk area beach interface commenced through Manly Hydraulics Lab physical model.</p>	



PL PLACES FOR LIVING
PL2 Our public spaces are enjoyed by all our people
PL2.3 Provide safe and accessible play spaces for our children within each community



- Actions**
- Playground Design
 - Playground equipment condition

KPI Performance	Achieved	Status
<p>M17.13: Parks and Facilities: % of playground equipment with a condition rating above satisfactory.</p> <p><i>There were 9 Customer Requests, all of which were responded to within 7 days. 415 Play park defects were identified within the 6 months of which 330 were completed (80% Completed) leaving 85 yet to be completed. Defects above 4 or 5 totalled 1; it has been completed. There are 6 Play parks being upgraded within the current SRV funded program.</i></p>	80%	
Progress Comments	Status	
<p>B30.03: Design: Report on Playground Design projects</p> <p>Emerald Beach Shade structure design and installation completed. Various developer contribution funded playground concepts underway.</p>		





Adopted 26 February 2015

COFFS HARBOUR CITY COUNCIL
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REPORT TO ORDINARY COUNCIL MEETING

TRANSPORT FLEET - COSTS AND USE PATTERNS

Question:

Councillor Nan Cowling has asked the following questions.

How many of each type of passenger vehicle is in the CHCC fleet (cars, utilities, 4WDs and bicycles)?

Itemise these vehicles into:

- Employee use with private use component.
- Itemise further into commuter use and full private use.
- Please describe conditions of personal use, ie use while on leave, use for interstate personal travel, use by family members of employee?

How are these conditions decided, disseminated to employees and monitored?

- CHCC vehicles which are normally taken home.
- How many vehicles are assigned to positions with 'on call' functions, ie rangers?
- How many are assigned to specific positions, ie managers?
- How many staff have personal and/or commuter use of fleet vehicles?
- Vehicles of 4, 6, 8 cylinder or sports models.
- Do staff have the opportunity to select their replacement car, ie specify style, make, model, colour etc?
- Salary savings to CHCC, if any, as a result of providing private vehicles as an employee benefit?
- Total cost of fuel/mileage of private use.
- Total cost of fuel/mileage of working use.
- Criteria for the vehicle/s to be replaced.

Also itemize fleet passenger vehicles which are not taken home (ie only garaged at CHCC premises)



REPORT TO ORDINARY COUNCIL MEETING

Please provide the last four years of financial information on total cost of passenger vehicles:

- Insurance
- Fuel
- Maintenance
- Registration
- Purchase price

Bikes

- Please outline the purchase price, level of usage, booking and record keeping system
- What policy guidelines provide a framework or context for vehicle fleet management, including the personal use component?
- What policy guidelines provide a framework or context for vehicle selection?
- What type of bikes e.g. pedal power, petrol, electric
- Is there a training component for employees before being eligible to ride the bike?
- Are the bikes kept charged or only charged as required?

Rationale:

These questions pertain to the transport needs of the Council as to the total costs, including depreciation, maintenance, fuel, insurance, registration and how these expenses are costed out in the financial statements. They will pertain to cars, utilities, 4WD and bicycles (passenger vehicles). They also explore the type of personal use of CHCC vehicles by employees.

Response:

Each set of questions (in bold italics) and responses are provided below.

How many of each type of passenger vehicle is in the CHCC fleet (cars, utilities, 4WDs and bicycles)?

Itemise these vehicles into:

- ***Employee use with private use component.***
- ***Itemise further into commuter use and full private use***
- ***Please describe conditions of personal use, ie use while on leave, use for interstate personal travel, use by family members of employee?***



REPORT TO ORDINARY COUNCIL MEETING

Composition of passenger vehicles as at 3 February 2015:

Four Wheel Drive Utilities	33
Sedans	13
Utilities	54
Vans	3
Wagons	54
Total Passenger Vehicles	157
Bicycles	8

On call vehicles with commuter use, which includes utilities and trucks	46
Vehicles with full private use	68
Total vehicles with a private use component	114

The conditions of use are described in the Vehicle & Plant Use procedure and include:

- Requirement to maintain vehicle and notify of any damage, claims, etc.;
- Requirement to drive safely and in accordance with the law;
- Control and restrictions on the use of vehicles while on leave greater than 8 weeks;
- Limit on the number of private kilometres to 18,000 per annum as part of the contribution fee;
- Definition of authorised drivers to include authorised employee and their spouse;
- Use of monitoring system or log sheets; and
- Use of fuel cards outside of the Council boundary.

How are these conditions decided, disseminated to employees and monitored?

- **CHCC vehicles which are normally taken home**
- **How many vehicles are assigned to positions with ‘on call’ functions, ie rangers?**
- **How many are assigned to specific positions, ie managers?**
- **How many staff have personal and/or commuter use of fleet vehicles?**
- **Vehicles of 4, 6, 8 cylinder or sports models.**
- **Do staff have the opportunity to select their replacement car, ie specify style, make, model, colour etc?**
- **Salary savings to CHCC, if any, as a result of providing private vehicles as an employee benefit?**
- **Total cost of fuel/mileage of private use**
- **Total cost of fuel/mileage of working use**
- **Criteria for the vehicle/s to be replaced**

Conditions are provided to employees when arrangements are implemented (normally on the commencement of employment) and agreed to by employees through the signing of the Vehicle Contribution Agreement or the Vehicle Agreement for On-call / Take Home Use



REPORT TO ORDINARY COUNCIL MEETING

As provided above, 115 vehicles are usually taken home due to on-call commuter use or full private use, of which 47 are provided for on call functions such as:

- Water and sewerage after hours emergency call-outs;
- Construction staff to enable start and finish at the job site;
- Maintenance after hours emergency callouts; and
- Rangers when on-call.

The number of vehicles provided to employees who are managers or higher level positions is 26.

The number of staff positions who have personal and/or commuter use of vehicles is 113.

Vehicle type	Number
4 cylinder	88
6 cylinder	25
8 cylinder	0
Sports model (VW Golf GTI 4 cylinder)	1
Total	114

The guidelines for vehicle selection are to choose the safest fleet vehicles that are appropriate for the purposes for which the vehicle will be used. Using NRMA and IPWEA recommendations vehicles are to be restricted to light colours for safety, resale and maintenance. Vehicles offered for lease are determined by the Plant Stakeholders Group considering which makes and models are the most economical to Council.

Periodically an analysis of vehicles under government contract for each category in the Vehicle Contribution Agreement is conducted, the most recent being completed in October 2014. Included in the analysis is the price of the vehicle, tow bar, metallic paint, resale using Redbook figures and fuel costs for 100,000 km averaged over a 3 year period. All vehicles assessed have a 5 star Ancap rating for safety. Co2 emissions are taken into account, as are service intervals and warranties. From the overall estimated annual costs a selection of best value makes and models are approved in of the following contribution categories:

- Category 1 < \$25,000
- Category 2 >\$25,001 < \$30,000
- Category 3> \$30,001 < \$36,000

If any vehicle has a significant price increase that moves it from the category that it was assessed in or if the vehicle resale becomes unsustainable, it will be removed from the list an alternative vehicle assessed for its replacement.

Total vehicle post-tax contributions for full private use vehicles in 2013/2014 was \$415,742 or an average of \$6,114 per vehicle. The provision of a full private use vehicle is an employment benefit and it would be reasonable to expect some increase in salary remuneration would be required in senior positions should the benefit not be provided. However, as employee contributions are set to fully cover any FBT liability and are required to be made post-tax, the level of any compensatory salary is likely reduced.

The following analysis of kilometres travelled and fuel costs is for 2013/2014 and is for 84 full private use vehicles. As at 3 February 2015, the number of full private use vehicles has



REPORT TO ORDINARY COUNCIL MEETING

reduced to 68. This is as a result of a deliberate strategy to reduce over time the number of such vehicles while still meeting operational requirements.

	Kilometres Travelled	Fuel Cost
Private use	1,157,522	\$149,235
Business use	815,189	\$105,099
Totals	1,972,712	\$254,334

The changeover of vehicles is undertaken to optimise the net replacement cost with the following criteria as a guide:

- Sedans/ wagons over 80,000 kilometres or 3 years; and
- Commercial vehicles: utilities and 4WDs over 120,000 kilometres or 5 years.

There are a number of fleet vehicles (approximately 43) that are garaged at office premises, depots or other secure facilities. These vehicles are usually utilities, four wheel drive utilities or vans.

Please provide the last four years of financial information on total cost of passenger vehicles:

- Insurance
- Fuel
- Maintenance
- Registration
- Purchase price

	2013/14	2012/13	2011/12	2010/11
Sedans and wagons				
Operating costs	\$374,213	\$461,797	\$521,079	\$475,904
Depreciation	\$218,872	\$256,846	\$227,971	\$240,375
Total operating costs	\$593,085	\$718,643	\$749,050	\$716,279
Contribution income	\$415,742	\$370,769	\$348,805	\$330,569
Plant hire income	\$620,516	\$642,782	\$686,767	\$654,995
Total income	\$1,036,258	\$1,013,551	\$1,035,572	\$985,564
% Recouped from Contributions	70%	52%	47%	46%
Net purchase costs	\$732,824	\$335,173	\$1,010,408	\$848,400
Utilities and 4WD Utilities				
Operating costs	\$351,699	\$369,895	\$369,570	\$339,464
Depreciation	\$279,337	\$285,972	\$258,558	\$244,813
Total operating costs	\$631,036	\$655,867	\$628,128	\$584,277
Contribution income	\$0	\$0	\$0	\$0
Plant hire income	\$661,154	\$602,651	\$596,363	\$595,430
Total income	\$661,154	\$602,651	\$596,363	\$595,430
% Recouped	0%	0%	0%	0%
Net purchase costs	\$353,999	\$601,636	\$570,376	\$656,897



REPORT TO ORDINARY COUNCIL MEETING

It should be noted from the above that the percentage of operating costs being recouped from contributions has increased significantly. This trend will continue as contribution rates are further increased at 10% per annum until 2017.

Bikes

- Please outline the purchase price, level of usage, booking and record keeping system
- What policy guidelines provide a framework or context for vehicle fleet management, including the personal use component?
- What policy guidelines provide a framework or context for vehicle selection?
- What type of bikes e.g. pedal power, petrol, electric
- Is there a training component for employees before being eligible to ride the bike?
- Are the bikes kept charged or only charged as required?

A summary of bikes is as follows:

Description	Location	Purchase Year	Cost	Usage
Apollo Mountain Bike	Marcia St Depot	2004	\$750	1-2 times a week - approximately 20km
Mountain Bike	Nana Lane Depot	2010	\$800	Used for inspections of Coffs Creek cycle ways
Gazelle pedal bike (large)	Water Reclamation Plant	2011	\$1,200	
Gazelle pedal bike (large)	Rigby House	2011	\$1,200	Approx. 150km per year
Gazelle step through	Regional Gallery	2011	\$1,200	
Gazelle step through	Rigby House	2011	\$1,200	Approx. 80km per year
Gazelle electric bike	Rigby House	2011	\$2,590	Approx. 80km per year
Gazelle electric bike	Admin. Building	2011	\$2,590	Once a week on average - 4km
Accessories (10 helmets; 6 locks; 7 panniers; 4 floor pumps; 6 computers; 2 reflective strips)	Various	2011	\$1,479	
Total			\$13,009	

The booking system is similar to the pool car system - a centralised paper form is completed with the name of the user, date, times in and out and kilometres travelled. If the bike is assigned to one or two members of staff and attached to a position, this form is not required. The booking forms are retained and bikes also have computers to record distance travelled. The odometer reading is not always reliable as the reading is lost when new batteries are installed. Staff members monitor use informally.



REPORT TO ORDINARY COUNCIL MEETING

The bikes were purchased as part of the Our Living Coast Program in 2011. This regional partnership between Bellingen Council, Nambucca Council and Coffs Harbour City Council was funded by the NSW Environmental Trust. The program focussed on regional sustainability projects. The bike fleet was part of the sustainable transport program. The aim of the bike fleet was to:

- Reduce short car trips;
- Reduce Council's carbon footprint;
- Increase staff and Councillors' health and well-being;
- Provide an example of sustainable transport for the community;
- Reduce congestion and free up parking spaces; and
- Save money.

Using bicycles instead of cars for short trips is also in accord with the aims of the Vision 2030 plan. The Moving Around theme has the following aims and objectives:

We are moving around easily, safely and sustainably

MA2: Many of us walk and cycle from place to place

MA2.3: We actively promote cycling and walking

MA2.3.1 Promote the benefits of cycling and walking.....

The bikes are used by staff members for work purposes within a radius of 5km. Staff are easily able to commute from Marcia Street depot, Nana Lane depot and the administration buildings which are within a kilometre of each other and connected by a cycleway.

Councillors are also able to use the bikes. If bikes are not being used for work purposes, staff are also able to use the bikes at lunch time.

The bike with the lowest use is in the Administration Building as most staff are predominately in the office all day. All other bikes have been located in areas where they are most useful. Other barriers for use are force of habit, the weather and the requirement to carry large amounts of equipment.

There were two existing mountain bikes in Council – one in Marcia Street and one in Nana Lane. The staff using these bikes preferred this model as their work is often off road. These bikes were serviced and registered as part of the bike fleet.

New bikes were purchased from a local retailer in accordance with Council's procurement policy. Three retailers submitted an expression of interest to supply and maintain the bike fleet. The successful proposal was selected for the durability and quality of bikes, cost, post-purchase support and suitability for Council use.

The Gazelle bikes are robust, upright bikes comfortable for a wide range of users and suitable for short rides in urban conditions. The bikes have integrated lights, brakes and cables, with mudguards on the chain and the wheels. They have easily adjustable seats and handlebars.

Two electric Gazelle bikes were also purchased in response to staff feedback regarding ease of use, particularly in hot weather. They have all the features listed above. The lithium-ion battery has a range of 80km and is pedal assisted.



REPORT TO ORDINARY COUNCIL MEETING

Maintenance costs for the fleet are very low compared with other forms of transport: less than \$400 per annum for the whole fleet including refurbishing the mountain bikes.

The bike fleet is comprised of:

- 2 Mountain bikes
- 4 Pedal power bikes
- 2 Electric assisted pedal bikes

To fulfill Council's work, health and safety requirements staff and Councillors who wish to ride a bike need to complete the following:

1. Complete a registration form signed by their supervisor
2. Undertake an induction which includes the content of the safe work method statement (WMS 258) and the Bike Fleet Work Instruction (W1-023)
3. Complete a competency assessment and practical training on the Council bikes.

The bikes are kept charged; batteries are removed after use and plugged into charging stations.